In the first half of 2022, we welcomed two new directors, Nina Ruiz, Planning Director, and Monica Hirji, Interim Treasurer and Finance Director. Both come with years of experience, have hit the ground running and are performing extremely well. As the Country is facing rising cost due to inflation, so is the Town of Monument. As we have previously reported, the new Water Tank and 5 miles of water lines are about to kick off construction. The estimated final cost has more than doubled from the engineer estimates less than two years ago. A second water storage tank is planned to replace the existing Monument Hill tank and construction should start in 2023. These projects will double our water storage capacity.

Well #9 has implemented the radium removal process and is in full operation. Well #7 is under rehabilitation and should be online within the next two weeks. With the full operation of all our wells this summer we have been able to keep up with an increasing demand without implementing increased water conservation measures. We are near completion of the two water studies that will compare the Colorado Spring Utilities water line project to the Loop Project. These studies will compare long-term as well as short-term investments to complete these projects.

As inflation increases, so does the cost for fuel for our Public Works and Police Departments. We are tracking this cost monthly with our budget for these line items. Fortunately for the Town of Monument, with increased material and fuel cost, we are seeing an increase in revenue from sales tax to keep up with our increase in expenses. We will continue to report these trends to you monthly and will advise you on any necessary changes that we may have to make. We are making decisions to forgo purchases on any items that are not efficient and effective for the operation of the Town.

During the first half of the year, we conducted several planning meetings with citizens groups concerning the need for additional parks and recreation. The upcoming Town Planning meeting for the Parks, scheduled for July 16th, is planned to raise funding and awareness for our Parks Department. This funding will be used to kick off the master planning process for our parks system. Master planning will involve our Board of Trustees, staff and most importantly, our citizens. This process will ensure that we address our growing community and their needs for sports, trails, open spaces and recreation.

With an increase in police officers on the street, new programs, such as Bicycle Patrols, have been implemented with a tremendously positive response from our residents. Citizens have been bragging about the increased presence and how safe our town feels due to their investment in their community.

In August, we are planning a workshop to review the first six months of actual budget performance to prepare for our 2023 budget planning process. Our Home Rule Commission has completed their work on the Town Charter and the Board of Trustees has voted to place it on the ballot for consideration by the citizens in November of 2022.

The design and cost estimate for Jackson Creek Parkway Corridor improvements will be at 30% design this summer with the 90% design anticipated in early December. The Town has received funding from PPACG, AARPA, El Paso County and, based on the traffic study, we are negotiating with developers for their required investment in the widening of Jackson Creek Parkway and HWY 105 to complete the funding requirements to begin construction in 2023.

Mike Foreman, Town Manager
645 Beacon Lite Road, Monument, CO 80132 • Cell: 719.322.3043 • Direct: 719.884.8046
human resources & IT services

Engagement
- 2022 12 Month Rolling Turnover Rate ............. 9%
- 2021 12 Month Rolling Turnover Rate ............. 11.5%
- 2022 YTD Turnover Rate .............................. 5.4%
- 2021 YTD Turnover Rate .............................. 6.1%
- Terminations (Involuntary and Voluntary) .. 7
- Unemployment Claims Loss Ratio ............... 0%

Recruiting
- Average Time to Fill Open Positions............... 31.28 Days
- Candidate Conversion Rate .................... 2.6%
- Declined Job Offers .................................. 1
- Positions Filled ........................................ 25

IT Services
- 2022 YTD Network Availability Time ............ 99.99537%

PROJECTS

Online Benefit Enrollment
Implemented an online benefit enrollment portal for both new and existing employees. The portal, which is accessible 24/7, provides the employee with plan design information, plan cost and enrollment capabilities.

Flexible Savings Account (FSA)
On boarded a new FSA vendor to address concerns over administrative cost, customer service and regulatory compliance. The current vendor also provides seamless onboarding / offboarding of benefits that fall under the Consolidate Omnibus Budget Reconciliation Act.

New Employee Onboarding
Implemented a new employee onboarding process utilizing MS Forms, Planner, Projects, Teams and Adobe. The new process provides relevant information to the employee prior to their first day of work ensuring a smooth and productive beginning to their employment. The new process also reduces the administrative burden of successfully onboarding employees.

Training Resources
In working with our liability insurance company, the Town of Monument is now successfully utilizing an online training program for both new employees and existing employees. This platform provides training in areas of discrimination, harassment, supervision, and various safety related issues. Quizzes and tests are used to gauge the effectiveness of the training platform.

Information Technologies Plan
IT Services designed and implemented a ‘living’ Information Technology Plan that addresses the competencies, mission, planning and resources of the department. This 94-page document also provides direction for corrective actions and risk assessment for IT related matters.

Project Manager
In researching the actual vs anticipated costs of past large capital projects, determined that an experienced project manager was needed to mitigate costs related to unexpected / unplanned situations. The analysis provided data that a project manager would mitigate scope creep providing a potential savings of 7% of project cost.

ToM Engagement Committee
Created a ToM Engagement Committee to focus on:
- Building a culture of recognition
- Providing for an inclusive environment
- Developing an environment that is focused on success, engagement, and fun

The committee is overseen by two directors and led by employees of the Town of Monument who represent the various departments and their employees.

Job Analysis
Finance finalized a 50-hour job analysis for all positions in the finance department. The analysis involved observation, self-reporting, benchmarking, and peer review. The results of the Job Analysis identified opportunities to improve processes and provide additional training.

Employee Assistance Program (EAP)
Provided an in-service to directors and managers regarding the resources provided by our EAP vendor in addressing both behavioral and performance issues. These resources include supervisory coaching for our people managers, assessment tools to evaluate the employee and counseling for employees at risk.
public works dept.

Water Department
We welcomed Kelly Roy as our new Water Utility Billing Technician. Kelly is a resident of Colorado Springs and has over nine years of municipal experience.

Water Project Updates
The Radium removal system startup has begun for Well 9. Water Treatment Plant 3/9 construction project is now complete and the Water Department has moved back into the new laboratory. At Well 7, we are investigating water quality issues. There was an irrigation system leak at Creek Valley HOA, which we have repaired, as the leak was our responsibility. At Jarrito Loco, we repaired the service line. At the Post Office, there was a water main break which was repaired, and we completed the State “Sanitary Survey”.

Streets Department
Staff installed street signs around town at Monument Lake, the “old park-n-ride” on Hwy. 105, and near the new UPS facility. We completed asphalt patch work repairs on Mitchell Ave, Jackson Creek Parkway, and other local roadways.

At the south end of Mitchell Avenue, we performed drainage repairs. Staff have started repainting crosswalks and crack-sealing roads.

On July 27, 2021, the Board of County Commissioners approved the award of $243,725 for the Beacon Lite Road and SH 105 ADA Improvements. The project began on June 20 with the awarded contractor Concrete Experts. This project will construct various sections of curb & gutter, sidewalks, ADA ramp improvements, and minor landscaping (seeding) along several Town streets. It will provide safer pedestrian access to and within the low-income apartment complex and existing bus stops and will provide ADA access to Lavalett Park along Beacon Lite Road. The installation of wider sidewalks will benefit all citizens and will allow them safe and consistent connectivity to and from the retail/community service pedestrian corridor. The project will also construct sidewalks and ADA access to the Highway 105 retail/community service pedestrian corridor. Improvements include construction of approximately 2,400 linear feet of curb & gutter and 1,350 square yards of sidewalk. The total estimated project cost is approximately $337,637.40. The Town match is approximately 10% of the total cost. The Public Works Department will provide services to include design, project management and inspection as an in-kind match.
New Staff Member Addition
Nina Ruiz has been hired as the Town Planning Director. In a municipal career spanning over 14 years, Nina has worked with multiple jurisdictions, but most recently she spent nine years with El Paso County. Nina has experience in multiple facets of planning, but is most passionate about establishing and growing relationships with stakeholders as well as ensuring that the adopted procedures, rules, and regulations allow for and foster the types of growth and development that will best serve the community. If you would like to learn more about our Planning Department, please reach out to Nina at nruez@tomgov.org or visit the Planning Department website at townofmonument.org/213/Planning.

Development Applications
This year, the Planning Department has focused on the implementation of the new Land Development Code (LDC) as well as the checklists. The Land Development Code and zoning map guide and set standards for the use of land within the Town. The Land Development Code governs zoning and subdivision of land within the Town, creating regulations that reflect community priorities. During the second half of the year staff will be kicking off another round of Code revisions focused on feedback from the various stakeholders and efficiencies that may be gained in the Town processes.

Growth in the Town has continued at unprecedented levels and workloads are high! It is anticipated that development review applications in 2022 will be up 15% from 2021, and up 158% from 2019.

For additional information and detail regarding these projects, please visit the Town of Monument Development Projects Webpage at townofmonument.org/235/Development-Projects. All highlighted projects currently under review by staff will require approval from Planning Commission and Board of Trustees.

CASCADE Software Update & Transparency
The Planning Department has had immense success with the Cascade software for online zoning and construction permit submissions. With its success, since first implementing it in January of 2021, we will soon be ready to implement an “Online Development Project Module”.

continued on pg 5...
This new module has been designed to assist staff with the efficient and timely review and approval of any new applications for Development Projects within the Town of Monument borders. Moving us to a fully electronic Development Project Review system, will allow for easier online applications, outside agency referrals, document review storage and full transparency to the public, of all development projects. Monument will have the ability to have a “start to finish” online reviewability for all Development from the application and review stage to the construction permitting phase.

### Monument Construction Permits

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<th>Type</th>
<th>Count</th>
<th>Funds Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential New Build - Triview</td>
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<td>$235,807.29</td>
</tr>
<tr>
<td>Residential New Build - TOM</td>
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<td>$3,009,032.92</td>
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<tr>
<td>Residential Alteration</td>
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<td>$13,995.39</td>
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<td>Commercial New Build - TOM</td>
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### Land Development Permits

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<tr>
<td>Landscaping</td>
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<tr>
<td>Multi</td>
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<td>$26,901.50</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>28</td>
<td><strong>$26,901.50</strong></td>
</tr>
</tbody>
</table>

### Other Permits

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</table>

### PROJECT WEBSITE

A project website will be created after 30% design is completed. The website will provide a fact sheet, FAQs, and comment forms. The website will go live by the end of Summer 2022. Two open houses will occur for 30% and 90% design. The open houses will allow the public to provide their feedback.
Monument will have the ability to have a “start to finish” online reviewability for all Development from the application and review stage to the construction permitting phase.

**Jackson Creek Parkway Corridor Design**

March 1, 2022, was the first stakeholder meeting for Jackson Creek Parkway Corridor Design. The following stakeholders were invited:

- Town of Monument
- Colorado Department of Transportation
- Pikes Peak Area Council of Governments
- El Paso County
- NEPCO (Northern El Paso County Coalition of HOAs)
- YMCA
- Classic Communities
- Creekside Development
- Village Center / Estates HOA
- Timberview 2 HOA
- Woodmoor Improvement Association /Woodmoor Water & Sanitation District
- Tri-View Metro District
- Monument Police Department
- Tri-Lakes/Monument Fire Protection District
- Tri-Lakes Chamber of Commerce
- Lewis-Palmer School District #38
- Monument Academy Charter Elementary School
- Elected Officials (Monument Trustees, Monument Mayor)
- Monument Planning Commission
- El Paso County Parks

The goal of the stakeholder meeting was to provide the problem and identify the improvements to the corridor plan. Each stakeholder was given the opportunity to discuss their vision and needs for Jackson Creek Parkway.

Town staff and Felsburg Holt & Ullevig (FHU) have met individually with Lewis Palmer School District #38, CSI Construction, and Classic Homes to receive their input on what they would like to see implemented. CSI Construction provided the Town and FHU their future driveway locations. CSI Construction and Classic Homes will be responsible to contribute to the construction costs of Jackson Creek Parkway. Classic Homes will also be responsible for a portion of the design of Jackson Creek Parkway (shown in the graphic below). The Town, FHU and Classic Homes meets bi-weekly to discuss the design and to ensure all entities are staying on track. The next individual meetings will be with YMCA and Tri-View Metropolitan District.
In March of this year, Town Manager, Mike Foreman appointed Madeline VanDenHoek as the Director of Parks and Community Partnerships. The Parks Department was moved outside of Public Works to allow more focus and resources to the parks with the Town of Monument’s service area.

In this first half of 2022 in a review with the Planning Department, it was realized that we were not collecting park development fees. Since then we collected over $128,000 from developers. These fees will be utilized for improvements to our existing parks and as matching funds for a grant to update the Parks, Trails, Open Space and Recreation Master Plan for Monument.

We are exploring additional ways to bring in revenue for the park system with a huge fundraiser concert, Party for the Parks on July 16th, and other partnerships with organizations and businesses within Monument. We have been meeting with a group of more than 50 residents and representatives from recreation organizations in the community to discuss long-term parks planning. The Town Manager and Parks Director toured ten recreation facilities in Colorado and attended a workshop to learn more about the steps needed to create these opportunities in Monument. In the remainder of 2022, we plan to continue exploring these topics within our community.

In addition to regular maintenance, staff have completed several projects around town. We hired seven seasonal/summer hires to work with us for the summer months on parks and landscape maintenance.

Our annual hanging flower baskets were grown in our greenhouse and hung intime for the Memorial Day Weekend.

The new Waterwise Garden located at the 3rd Street trailhead was completed after 4 years and on June 15th the community held a Ribbon Cutting to highlight the hard work accomplished by staff on this project. We are proud of this space and look forward to even more improvements over the next couple of years. The irrigation at the trailhead was also replaced to be more efficient.
The flower beds at Limbach and Lavelett Park were rebuilt to refresh the soil for the flowers and plants. At Dirty Woman Creek Park, the flower bed at the north entrance was completed and new manifolds for the irrigation system were installed.

New WIFI controllers were installed at Lavelett to allow staff to control the irrigation system remotely. At Monument Cemetery the WIFI irrigation controller system was reconfigured, and the entrance flower beds were redesigned. Monument remains a designated “Tree City USA” for the 28th year in a row and we have planted 28 trees around town.

On May 20th-21st, 14 inches of snow fell in Monument causing several days of clean up of fallen tree branches. The composting program was moved to Tri-Lakes Cares to combine with their program.

Road improvements were made at Monument Lake by adding 140 tons of road base to fix the ruts. The Town worked to acquire land at 300 W. Hwy 105 known as the “old park-n-ride” and are discussing plans for this site. We have been in discussion with developers about future park space in the town. As part of the yearly public art exhibit, 11 sculptures were installed in June at the ArtSITES around Town. A new pedestal was poured at the Waterwise Garden and three additional pedestals were poured at Lavelett Park. The new pedestals at Lavelett Park were not part of this year’s Call to Artists but will be included next year.

Local Boy Scout Collin Saber is working on his Eagle Scout Project which is to erect a sculpture at Town Hall of a P51 Plane in honor of local resident, Colonel Earl Depner. More information is available on his website at p51monument.com.

Staff applied for and received a grant from the Tri-Lakes Women’s Club to replace a broken bench in Limbach Park. We anticipate the bench will arrive in August and we appreciate this funding from the Women’s Club. Staff again applied for a grant with Colorado Parks and Wildlife, Fishing is Fun, to build a restroom and dock at Monument Lake. We hope to hear if we were successful by the end of summer. Finally, we applied for a grant from Colorado Department of Public Health and Education for the signage at the Water Wise Garden but were unsuccessful in receiving those funds.

The Facilities Department was also impacted by the 14 inches of snow on May 20th-21st and the strong winds leading up to the storm. The roof at 259 Beacon Lite Road suffered severe damage and caused water leaks in the building. The roof will have to be replaced and interior walls and floors repaired. These costs will largely be covered by insurance. At Town Hall, staff have been working with the IT department to install TV monitors to allow for virtual meetings, webinar trainings, and other information to be shared. We are also working with a new HVAC company who is providing maintenance to the several systems at our facilities. The Board of Trustees approved and Intergovernmental agreement with the State of Colorado Energy Office that will allow us to perform an energy audit at our facilities and determine ways we can save money and make improvements to our systems.

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Events
Our first event of 2022 was the Great American Cleanup on April 23 and was in partnership with the Fountain Creek Watershed. Groups met at several locations around town and gathered over 100 bags of trash and debris from around town.

On April 29th we hosted Arbor Day at Dirty Woman Creek park where we planted several trees and gave participants plants to take home.

Our annual Memorial Day event was well attended, even through we had a mix of sun, wind, and brief snow flurry. Our speakers this year were Representatives Paul Lundeen and Terri Carver.

In June, Theatreworks presented Shakespeare in the Park with a performance of “The Tempest” at Limbach Park.

Also, we welcomed the opportunity to be the host of this year’s Concerts in the Park series. Between June and August, we will have a series of ten concerts and food trucks on Wednesday evenings in Limbach Park. We extend a huge thank you to our sponsors, Willow Springs Ranch, American Pacific Mortgage, Leo’s Sewer & Drain Cleaning, Forsgren Associates Inc., and Schur Success Group. The lineup of bands is on our website at townofmonument.org/568/Concerts-in-the-Park.

In July, we enjoyed our 4th of July Celebration and are looking forward to Party for the Parks on July 16! Staff have worked with other organizations on nineteen Special Event Applications and twenty-three Park Reservations year to date.
At the election held on November 2, 2021, Monument voters formed a 9-member home rule charter commission for the purpose of drafting a proposed charter. The nine residents elected were Jennifer Coopman, Matt Brunk, Brandy Turner, Sana Abbott, Ashley Watt, Janet Ladowski, Shannon Clark, Steve King, Joel Lusby. Shortly after the commission began their work, Ashley Watt became ineligible to serve due to a move out of Monument. The Board of Trustees appointed Wayne Laugesen to fill the vacancy on the home rule charter commission on January 18.

The home rule charter commission held eighteen open meetings at which they carefully constructed a charter to present to the public for feedback at a public hearing on March 15. On April 18, the Board of Trustees referred the following question for Monument voters to decide upon at the November 8 election:

Shall the proposed charter, as drafted by the Town of Monument Home Rule Charter Commission, be adopted as the Home Rule Charter for the Town of Monument?

As required by law, the entire text of the proposed charter was published in the Tri-Lakes Tribune on April 20, 2022. It can also be found on the Town’s website on the Home Rule Governance page: www.townofmonument.org/522/Home-Rule-Governance. Should the question pass at the election, the proposed charter will become effective immediately.

**Election of Officers**

Elections for the Board of Trustees are for four-year terms and occur every two years. The next regular election will be held as a coordinated mail ballot election on November 8, 2022.

- Trustee seats currently held by Kelly Elliott, Ron Stephens, Darcy Schoening, and Redmond Ramos, will be elected in November 2022.
- The Trustee candidate receiving the 4th highest number of votes at the November 2022 election will serve a shortened two-year term.
- The mayor seat currently held by Don Wilson will be elected in November 2022.
- Trustee seats currently held by Mitch LaKind, Jim Romanello, and the candidate elected to the shortened term in 2022 will be elected in November 2024.

Candidates for municipal office are nominated by petitions containing at least 10 valid signatures of registered electors residing within Monument. Nomination petitions can be obtained from the Town Clerk beginning on August 9 and must be returned by close of business on August 29 to become a candidate on the ballot. Residents interested in running for office can download a candidate information packet full of additional detail from the Town’s website on the Elections page: www.townofmonument.org/167/Elections.

**Board Retreat**

The Board of Trustees, Town Manager, and Department Directors participated in an all-day board retreat on February 25. Department Directors provided the Board of Trustees with detailed department updates that included presentations on the El Paso County Loop Project, water/street/sidewalk/parks/roadway projects, community grant opportunities, facilities improvements, restructuring of the police department, additional police services, and budget updates. Sam Light, General Council for CIRSA, provided the Board of Trustees with an overview of liability risks and risk prevention best practices surrounding elected officials use of social media. A combined retreat for the Board of Trustees and the Triview Metropolitan District Board of Directors is planned for late July. The agenda topics for the retreat include Dirty Woman Creek Park concept, El Paso County Loop Project, Old Denver Road, Jackson Creek Parkway, pedestrian bridge, trail from Mr. Herman to Fox Run, and the creation of a sports/park authority.

**Liquor Licensing**

Number of licenses renewed: 19
Number of new licenses issued: 1
Number of transferred ownerships: 1
Number of special event liquor permits: 4

**Business Licensing**

Number business licenses: 114
Contactors: 91
Brick and mortar: 12 (includes location and ownership changes)
Home occupations: 11
Licenses renewed: 436
Solicitor licenses issued: 1

**Records Management**

Open Records Requests: 13
The clerk’s office documented and destroyed 380 pages, 35 files, 10 folders, and 4 large boxes of records eligible under the Colorado Municipal Records Retention Schedule.

**Cemetery**

Plots sold: 0 (No availability)
Interments: 6

continued on pg 11...
New Hires
Currently, we have hired five new officers. Two have completed training and we currently have three in Field Training.

New Evaluation / Mentoring
The new officer and supervisor evaluation system has been written and is going through its final edits with the staff. It will go live with the officers and supervisors on 30 June. The evaluations will now be written on the officers’ anniversary date or promotion date. This will decrease the number of evaluations due at one time thereby giving the evaluator the time to write an honest, thorough and meaningful evaluation.

Pothole and Code Enforcement
• Pothole letters sent to the area businesses were met with receptiveness. Many of the pothole issues have already been addressed in the weeks since our initial letter demonstrating once again the strong partnership between the Town and the businesses in monument.
• Police Service Aide David Ritchie was added to our PSA Unit this past week. Our Police Service Aides are in a combined training with El Paso County training with their equivalents at the Sheriff’s Office. It is a robust curriculum, covering many facets of policing and community interaction. The Service Aides will now expand Code Compliance patrols to six days per week in the community and handle many non-violent calls for service which ultimately free up our Police officers.
• Research is underway with MPD, Planning/Zoning and our Town Attorney related to the BOT sleeping ordinance revision consideration.

continued on pg 12…
Policy and Accreditation
MPD continues to revise our policies and standard operating procedures in attempts to becoming a nationally accredited agency as we expand. Some high liability policies include pursuits, emergency vehicle operations, hiring and recruiting, arrest procedure.

Events
On April 30, 2022, the Monument Police Department hosted a drop site for the National Drug Take Back Initiative Event. During this event, we collected 110 lbs and 5 oz of old prescription medication and transported it to DEA for proper disposal.

Patrol Deployment/Crime Analytics
With the help of 2F (Sales Tax Increase), we have been able to get more personnel resources for both Patrol and Support staff. With this increase in staffing, we have been able to work on creating a crime analysis unit that will be used for intelligence-led policing. This is done by monitoring and reviewing cases and activity that is going on locally, and looking for trackable information, patterns, or correlations. We are partnering with our surrounding agencies to share crime analytics regionally, to help enhance our proactive policing by being aware of regional trends. The Patrol Division is able to utilize these crime analysis reports to help determine Modus Operandi (MO)/patterns and, based on these stats, are deploying officers to specific areas to help reduce crime.

Notable Increase of Crime
We have seen a notable increase in shopliftings between last year to this year. In 2021, from January 1st through June 21st, there were a total of 17 shopliftings in Monument’s jurisdiction. In 2022, from January 1st through June 21st, there have been a total of 45 shopliftings, with 23 of those shopliftings happening between May 1 and June 21st. We are seeing this spike not necessarily because there is an increase in crime, but due to added store security personnel who are working closer with police officers to identify thefts in-progress and arrest more suspects.

TOWN MANAGER’S REPORT

finance dept.

New Hires

Monica (Mona) Hirjoi
Director of Finance and Interim Treasurer

Mona has a Master’s degree in Accounting and Finance Management and she’s a Certified Public Accountant (CPA). She and her family moved from Chicago a year ago and her youngest son is a senior at the US Air Force Academy.

Steve Murray
Accountant

Steve is a graduate of Colorado State University and will be responsible for the Accounts Payable and Cash Receipts processes.

It was a very busy second quarter. We are currently assisting our external auditors on finalizing the Year-End Audit, while kicking off of the 2023 Budget.