

Town of Williamsburg *Strategic Plan*

Some Bigger None Better

May 2025



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Executive Summary



CHARTING OUR COURSE

On February 28, 2025, the Board of Trustees came together to develop a Strategic Plan for the Town of Williamsburg. Built on feedback from a recent town survey and real community needs, this plan sets the direction for how we improve and grow—both now and in the years to come.

It's designed to help us stay focused, make smart decisions, and use our resources wisely. By working together—elected officials, town staff, community partners, and residents—we will continue to shape a town that is safe, vibrant, and equipped to meet the challenges and opportunities of tomorrow.

This Strategic Plan is not just a document—it is a commitment to progress and shared success.



MISSION

Our mission is to safeguard Williamsburg's country way of life through responsible governance, financial prudence, and policies that support a straightforward and independent way of living. We prioritize open communication with citizens, limited regulations, and a commitment to transparency in all we do, ensuring that our policies reflect the voice of the people while protecting the rural character we cherish.

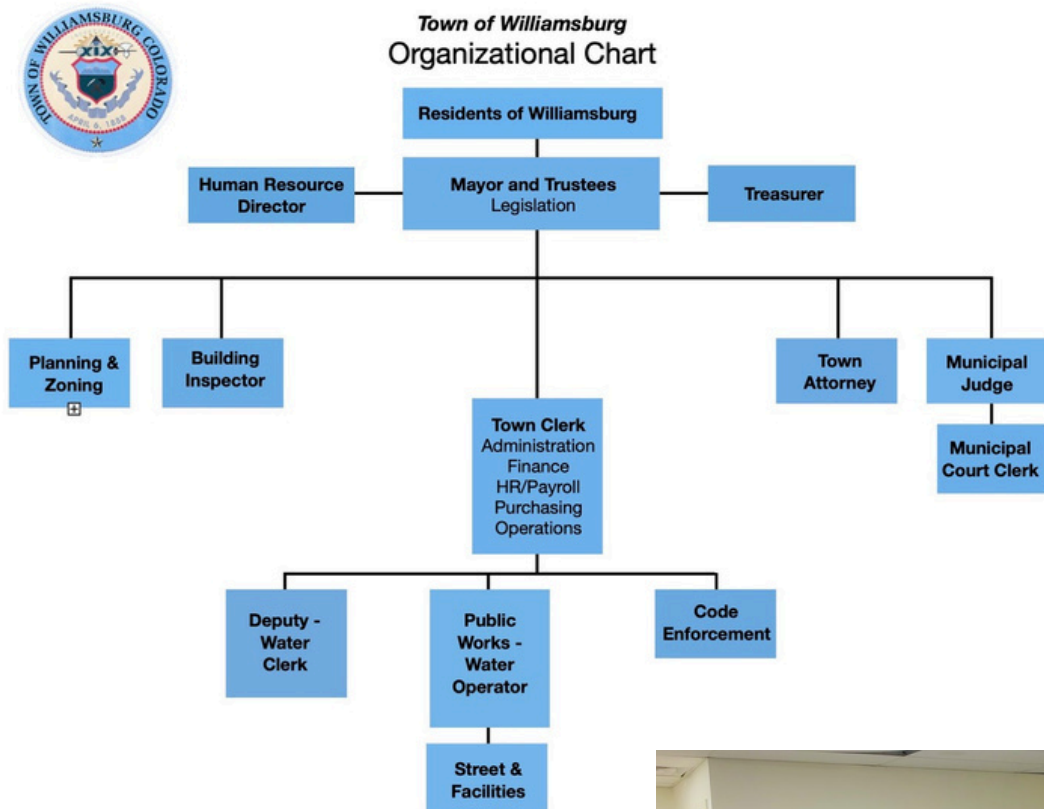
- Operations and Governance
- Budget and Finance
- Streets
- Parks
- Water System
- Safety
- Animal Control
- Community Relations
- Code Book Revisions



The Organization

Williamsburg is a small statutory town of 731 residents, nestled in the southern Front Range of the Rocky Mountains. Once a center of coal, oil, and gas production, the town honors its rich industrial heritage while embracing the quiet, rural character that defines it today. With sweeping views of Pikes Peak and a strong sense of community, Williamsburg is proud of its deep roots and small-town values.

Despite its history and spirit, Williamsburg operates with one of the smallest municipal budgets in Colorado. In 2024, general government operations totaled just \$208,800, supported by six part-time staff and per capita revenues far below national norms. These constraints significantly limit the town's ability to deliver basic services.



MAYOR
Joelina Espinoza

MAYOR PRO TEM
Brian Dreitz

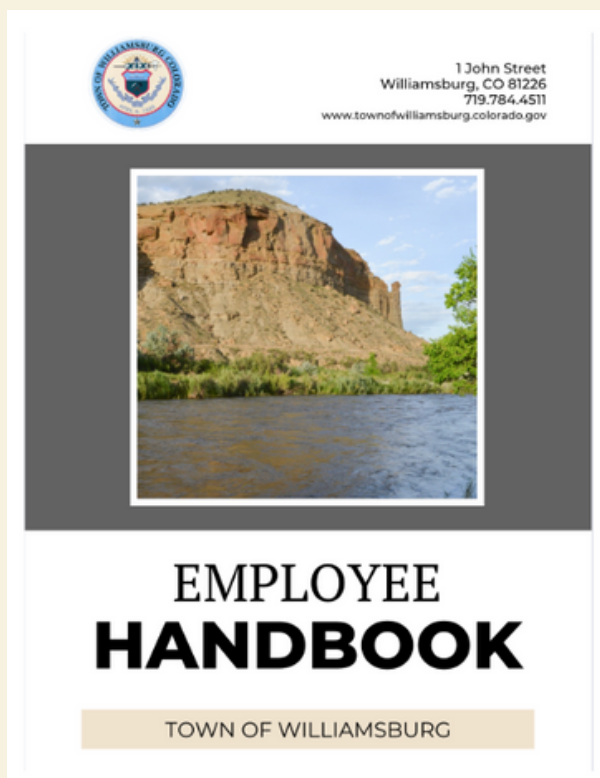
BOARD OF TRUSTEES
Jodi Davis
Donnell Farnum
Kristina Graham-Webb
Steve Harrison
Donna Krautheim



Operations & Governance

The Town of Williamsburg is committed to strengthening its internal operations, governance, and professional relationships to ensure efficiency, accountability, and long-term success. This strategic plan outlines key housekeeping initiatives aimed at modernizing policies, improving communication, fostering professionalism, and streamlining essential operational processes.

By addressing these priorities, Williamsburg will enhance organizational effectiveness, support positive board-staff interactions, and maintain compliance with risk management best practices.



1. Employee Handbook, Job Descriptions, & Performance Reviews

Objective: Ensure clear expectations, legal compliance, and consistency in employment policies while implementing regular job performance reviews to support staff development and accountability.

Actions:

- Adopt an updated Employee Handbook that reflects current policies and best practices.
- Review and approve updated Employee Job Descriptions to align roles with operational needs.
- Implement job performance interviews to provide feedback, set goals, and support employee growth.
- Monitor training to all staff to ensure compliance with CIRSA training requirements.

2. Board & Staff Interaction Protocols

Objective: Establish professional and constructive communication at Board Meetings and between the Board of Trustees and staff.

Actions:

- Develop and implement regular reviews of protocols to strengthen professional relationships.
- Create structured avenues for communication that foster constructive discussions and problem-solving.
- Encourage the Board of Trustees' conduct at meetings to remain professional. Members should support each other and the mayor in maintaining proper protocols and respectful dialogue through formal adoption.

3. Formal Agreements & Operational Procedures

Objective: Enhance operational efficiency and accountability through clear agreements and protocols with contractors.

Actions:

- Establish formal agreements with construction companies to ensure accountability and transparency.
- Implement best practices for contract management to protect the town's interests.

4. Records Management & Archive Organization

Objective: Properly organize and secure town records in compliance with retention policies.

Actions:

- Execute the archival organization process to ensure accurate record-keeping and accessibility.
- Maintain the records retention schedule with clear reporting procedures.
- Construct a secure archive closet to store important municipal records.
- Keep up-to-date binders of agendas, minutes, codes, and ordinances that are properly signed and sealed and categorized by years.
- Create and maintain an Ordinance and Resolution Disposition Table.

5. Execution of UAACOG Mini-Grants

Objective: Successfully implement awarded projects to improve town facilities.

Actions:

- Utilize UAACOG mini-grants to:
 - Install a shop storage shed.
 - Replace the shop heater for improved working conditions.
 - Establish 10 additional water testing sites for required monitoring of water quality.
 - Paint the interior of Town Hall to maintain a welcoming and professional space.
 - Monitor and report progress to ensure grants are executed efficiently, in compliance with funding requirements, and receive the 50% match to be reimbursed by UAACOG.
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6. CIRSA Risk Control Compliance

Objective: Address CIRSA risk control shortfalls to improve the town's assessment score.

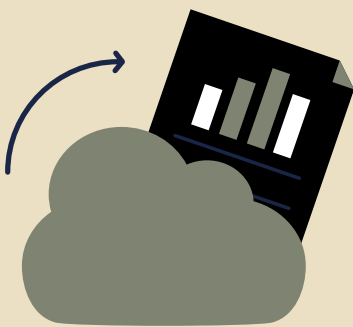
Actions:

- Conduct a self-audit of current CIRSA compliance levels.
- Implement corrective actions to meet risk control standards.
- Provide training and documentation to support improved safety and compliance practices.
- Regularly review risk management procedures to maintain high assessment scores.



Budget & *Finance*

To steward public funds with integrity, transparency, and long-term vision—ensuring the financial health of Williamsburg today and for generations to come.



1. Financial Documentation & Reporting

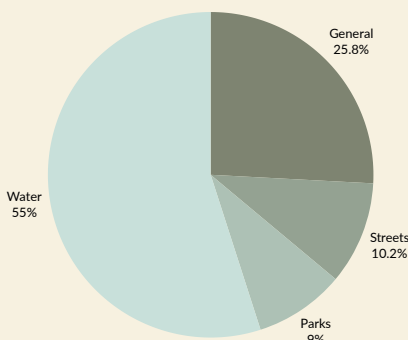
Objectives:

- Strengthen the professionalism, accuracy, and reliability of the Town's financial records.
- Ensure compliance with best practices and standards.

Key Actions:

- Conduct an annual review and update of the Town's financial policies and procedures to ensure they reflect current laws, standards, and best practices.
- Implement quarterly internal reviews of financial reports to verify accuracy, completeness, and compliance.
- Engage an independent accountant on a quarterly basis to review the Town's financial books, identify discrepancies, and provide actionable recommendations.
- Contract an independent auditing firm annually to complete the State Audit Exemption process accurately and on schedule.

2. Maximize Value of Fund Balances



Objectives:

- Ensure town reserve funds are safe, accessible, and earning interest.
- Diversify and optimize fund management.

Key Actions:

- Move eligible fund balances into interest-accruing savings accounts or local government investment pools.
- Establish a formal Reserve Fund Policy to define how, when, and why reserves can be used.

3. Find Grants & External Funding

Objectives:

- Reduce the town's reliance on local revenues by leveraging outside resources.

Key Actions:

- Identify federal, state, and private grant opportunities to apply for.
- Build a Grants Calendar to track deadlines and opportunities aligned with town priorities.
- Collaborate with regional agencies for joint applications and shared projects.

4. Develop a Sustainable, Forward-Thinking Budget

Objectives:

- Adopt a budget that is balanced, realistic, and resilient.
- Plan proactively for future needs and emergencies.

Key Actions:

- Base annual budget projections on historical actual spending, community priorities, and realistic revenue forecasts.
- Include a Contingency Fund or Emergency Reserve in every annual budget.
- Create a 5-Year Financial Forecast to identify trends, upcoming needs, and funding gaps.





Streets & *Maintenance*

The town currently has one part-time street/repair/maintenance employee who also assists with park and water department needs. Additionally, we have two on-call employees who provide support as needed. Given our limited staff, the town aims to focus on essential priorities, including patching streets, mowing, regular grading, aesthetics, and providing excellent customer service. This strategic plan outlines our approach to maximizing efficiency, maintaining infrastructure, and exploring funding opportunities to sustain and improve our roadways.

Potholes	Professional Development	Road Easements	Property Tax Ballot Measure
<ul style="list-style-type: none">• Conduct a citywide pothole assessment each Spring.• Allocate necessary resources and personnel to complete repairs efficiently.• Coordinate with the coal towns to utilize the shared pot-holing machine.	<ul style="list-style-type: none">• Enroll crew in road grading, asphalt repair, and street maintenance training.• Partner with industry groups or nearby towns for affordable programs.• Allocate an annual budget for ongoing staff development.	<ul style="list-style-type: none">• Develop a mowing and weed spraying schedule that includes main thoroughfares and local streets.• Mitigate erosion and improve road conditions on the side road of Central and Quincy Avenues and other areas as needed.	<ul style="list-style-type: none">• Analyze funding needs.• Gauge community support for a tax increase.• Prepare ballot language and meet legal requirements.• Inform the public on community benefits.

Parks *Improvements*



The Town of Williamsburg is dedicated to maintaining and enhancing our public parks to provide safe, accessible, and enjoyable spaces for all residents. Through strategic improvements and community engagement, we aim to create sustainable parks that reflect the needs and desires of our citizens.

Citizen Driven Park Master Plan

Objective: Engage the community in creating a comprehensive master plan for Williamsburg's parks.

Actions:

- Establish a citizen committee dedicated to creating a Park Master Plan for upgrades, sustainability, and long-term goals at the Town Park, Angelina Park, and Scutti Park.
- Gather public feedback through surveys, forums, and community events.
- Create a master plan document for the Board to adopt formally.
- Utilize the master plan as a foundation for applying for grant funding to execute improvements.

Grant Applications	Objective: Secure funding for park improvements through GOCO grants and other outside funding, and plan for required budget matches.	Actions: <ul style="list-style-type: none"> • Submit a concept paper by January 2026 to introduce the project and seek initial feedback. • Await invitation to apply in February 2026 and prepare a comprehensive grant application. • Submit the full application by March 2026 for consideration. • If awarded in June 2026, allocate the necessary budget match in the 2027 fiscal year to fulfill grant requirements. • Implement funded projects based on the approved master plan and grant stipulations.
Park Bench Completion	Objective: Ensure all park benches are fully installed and painted for durability and aesthetics.	Actions: Complete the painting and installation of all park benches by Spring 2025.
Effective Weed Control	Objective: Implement a reliable weed control program to maintain park cleanliness and aesthetics.	Actions: <ul style="list-style-type: none"> • Identify and apply an effective weed control product that aligns with environmental safety regulations. • Establish a regular maintenance schedule for weed control throughout all parks. • Monitor effectiveness and adjust methods as needed for long-term success.
Security Enhancements	Objective: Improve park and town hall safety through the installation of security cameras.	Actions: <ul style="list-style-type: none"> • Research and acquire security cameras suitable for park monitoring. • Install cameras in key areas to deter vandalism and enhance public safety. • Develop policies for camera monitoring and maintenance in compliance with privacy laws.

Water Operations

The Town of Williamsburg is committed to ensuring a reliable, efficient, and well-maintained water system that meets the needs of our residents while maintaining fiscal responsibility. As a self-sustaining independent water enterprise, we prioritize responsible management, infrastructure maintenance, and long-term planning to enhance system efficiency and service quality. This strategic plan outlines key initiatives to improve water system operations, optimize resources, and plan for future sustainability.



1. Water Rates & Budget Assessment

Objective: Ensure the financial self-sufficiency of the independent water enterprise fund through careful spending and responsible management.

Actions:

- Conduct an annual review of water rates to ensure sustainability and affordability.
- Monitor revenue and expenses to maintain a balanced budget.
- Adjust financial strategies as necessary to maintain long-term fiscal stability.

2. Water Valve Testing & Leak Detection

Objective: Collaborate with the Colorado Rural Water Association to test water valves.

Actions:

- Update water maps with water valve geo-mapping coordinates.
- Schedule and conduct comprehensive water valve testing with the professional assistance of the Colorado Rural Water Association.
- Identify leaks and weak points within the system for repair.

3. Water Operator Certification

Objective: Ensure staff expertise by having an additional team members obtain a Class One Water Operator License.

Actions:

- Identify staff members who will enroll in the certification program.
- Provide necessary training and resources to support certification.
- Maintain compliance with state regulations and best practices.

4. Water Quality Testing & Regulatory Compliance

Objective:

Ensure the Town of Williamsburg meets all EPA Copper & Lead Testing Program requirements. Conduct regular water testing and reporting to safeguard public health and ensure regulatory compliance.

Actions:

- Collect and submit copper and lead water line surveys and reports according to CDPHE and EPA guidelines and deadlines.
- Conduct regular water quality testing to ensure safe drinking water.
- Maintain accurate records and submit compliance reports on time to regulatory agencies.
- Provide public updates on water quality and testing results to promote transparency and community trust.

5. Water System Master Plan

Objective: Develop a long-term master plan to guide software, maintenance, and infrastructure upgrades.

Actions:

- Assess current system conditions and identify future maintenance needs.
- Prioritize infrastructure upgrades based on need and available funding.
- Develop a phased approach to ensure cost-effective and timely improvements.
- Research grant funding opportunities to support software and infrastructure upgrades, and minimize the financial burden on the town.

Public Safety

A safe, engaged, and resilient Williamsburg where community members and law enforcement work together in mutual respect to ensure a high quality of life for all.

Strengthen the Partnership with the Sheriff's Department

Objectives:

- Establish a regular communication schedule between Town leadership and the Sheriff's Department.

Key Actions:

- Initiate a "Sit Down Series": An informal discussion between the Town Board and the Sheriff's Department representatives to foster relationship-building.
- Develop a memorandum of understanding (MOU) outlining mutual responsibilities and collaboration areas.

Enhance Public Trust Through Transparency & Communication

Objectives:

- Increase community understanding of law enforcement roles and limitations.
- Provide clear and consistent public safety messaging.

Key Actions:

- Launch Public Safety Messages on the website, Facebook, and the back of water bills.

Animal Control

The Board of Trustees prioritizes strengthening animal control measures to ensure the safety and well-being of both residents and animals in Williamsburg.

Actions:

- Enforce animal cruelty regulations.
- Address loose and aggressive dogs to improve public safety.
- Explore contracts with the Humane Society or similar partners for enforcement support.
- Consider fundraising to cover related costs.

Community *Relations*



Coffee and Donuts hosted by Brenda Orth



Care and Share



Women's Club Trick or Treat

To build a stronger, more informed, and connected community by enhancing communication, fostering engagement, and empowering residents to be active participants in local governance and community life.

Strengthen Community Engagement and Trust

Objectives:

- Create informal and welcoming spaces for dialogue.
- Build relationships between town staff, leadership, and residents.

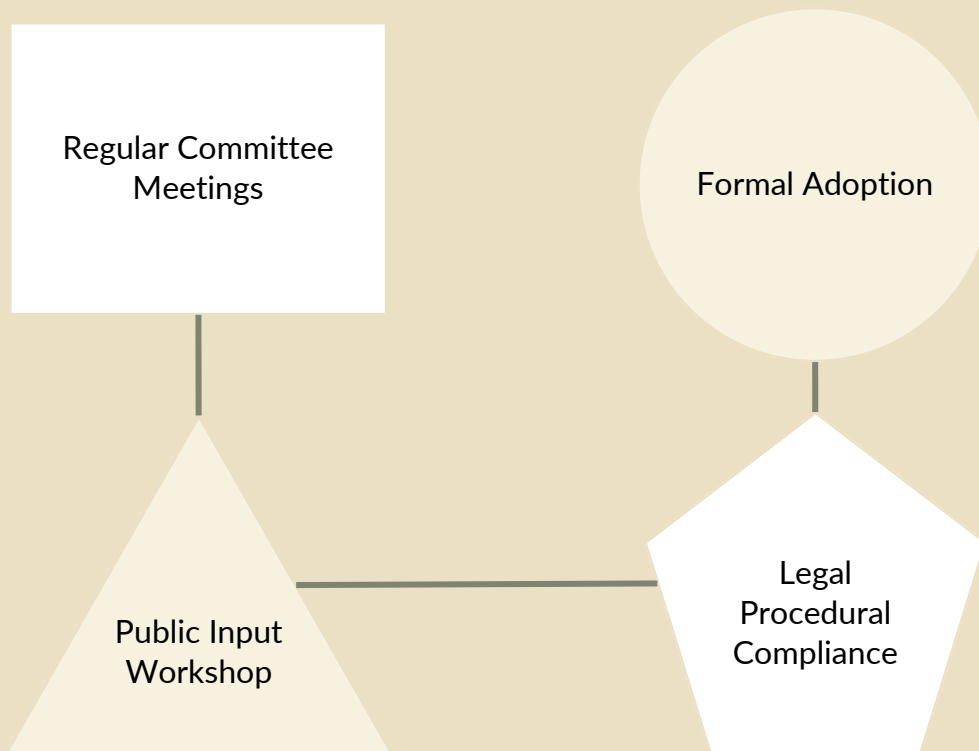
Key Actions:

- Continue Community Coffee & Donut Gatherings for casual conversation and Q&A with town officials.
- Host an Annual Town Picnic with games, food, and information booths, emphasizing community pride and accessibility.
- Participate in Care & Share events and similar outreach opportunities to engage residents where they already gather.

<p>Improve Access to Information</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Utilize multiple, accessible platforms for consistent public outreach. • Ensure residents know where and how to find information. 	<p>Key Actions:</p> <ul style="list-style-type: none"> • Invest in roadside notice board at Town Hall's high-traffic area to display key dates, alerts, and town updates. • Use the back of water bills for updates and reminders (e.g., meeting dates, service changes, FAQs). • Regularly post on Facebook and keep the Town Website up-to-date with notices, minutes, and FAQs. • Publish an Annual Community Newsletter to summarize projects, finances, and future plans.
<p>Promote Inclusive Two-Way Communication</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Invite public feedback and involvement in decision-making. • Respond clearly to community questions and concerns. 	<p>Key Actions:</p> <ul style="list-style-type: none"> • Create a Frequently Asked Questions (FAQ) section on the website, informed by themes from the Town Survey and public inquiries. • Offer a "You Asked, We Answered" column in the newsletter and online to address common issues and myths. • Include public outreach, online surveys and interactive polls on major topics or projects under consideration.
<p>Encouraging Volunteerism & Public Participation</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Recognize and use the skills and energy of Williamsburg residents. • Provide structured ways to get involved. 	<p>Key Actions:</p> <ul style="list-style-type: none"> • Highlight community volunteers in town communications and on social media. • Utilize citizen advisory groups to work with the Town Council on planning, parks, communications, and other key areas.

Code Book *Revisions*

The Board of Trustees has outlined a clear objective for the Code Book Revision Committee to ensure a thorough, transparent, and community-driven review process. The committee's primary goal is to complete the Code Book Revisions and engage the public in meaningful discussions before final adoption.



The Process:

- All meetings are open to the public.
- The committee meets regularly to consider Code Book Revisions that ensure clarity, legal compliance, and alignment with community needs.
- A community input workshop will review revisions to promote transparency and constructive dialogue.
- A copy of the revisions will be available to the public at Town Hall.
- Procedural and legal compliance will be ensured by including:
 - Attorney review for legal soundness.
 - Planning and Zoning Committee review.
 - A public hearing is posted and conducted according to the law.
 - Formal adoption by introduction and first reading, and then a following 2nd reading and adoption by Ordinance.
- The final Code Book will be available at Town Hall and online.

In Conclusion



This strategic plan for the Town of Williamsburg sets a clear path for progress over the next three years. It reflects our community's shared aspirations, prioritizing transparent governance, responsible financial stewardship, infrastructure improvement, public safety, and community connection.

As we move forward, we commit to regularly assessing our progress, adjusting our strategies as needed, and ensuring that the voices of our residents remain at the center of our decisions.

By 2028, we aim to have implemented these initiatives, building a stronger, more resilient Williamsburg that remains true to its cherished rural character.

Together, we will lay the foundation for a vibrant, sustainable, and well-managed community that future generations will be proud to call home.

Sincerely,

Williamsburg Board of Trustees