



MONUMENT TOWN COUNCIL STUDY SESSION AGENDA

FRIDAY, FEBRUARY 14, 2025 – 8:30 AM

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

[Participate Via Microsoft Teams](#)

or Via Telephone 719-300-6099 ID: 453 117 141#

[Council Packet](#)

Strategic Priorities Study Session

1. 8:30 - 8:35:

a. Introduction - (*Madeline VanDenHoek*)

2. 8:35 - 8:40:

a. Mayor's Opening Comments - (*Mayor LaKind*)

3. 8:40 - 8:50:

a. Overview of Strategic Priorities - (*John Trylch*)

4. 8:50 - 9:15:

a. Review of Monument Budget and Financials - (*Jennifer Phillips*)

5. 9:15 - 11:15:

a. Strategic Priorities Exercise Part 1: Identify Priority Options - (*John Trylch*)

6. 11:15 - 11:30:

a. Break

7. 11:30 - 12:00:

a. Strategic Priorities Exercise Part 2: Select Priorities - (*John Trylch*)

8. 12:00 - 12:15:

a. Discussion of Exercise Results and Confirm Priorities - (*John Trylch*)

9. 12:15 - 12:30:

a. Strategic Planning Next Steps - (*John Trylch*)

10. 12:30 - 1:00:

a. Conclusion and Closing Comments - (*Madeline VanDenHoek, Mayor LaKind, Councilmembers*)

Strategic Planning

Monument, Colorado

Monument Strategic Priorities Study Session

2026-2028
Strategic Plan



John J. Trylch
JTrych Strategy and Consulting, LLC



Strategic Planning Monument, Colorado

OUR GOAL: Together develop a Strategic Plan for Monument that is:

- ✓ **SIMPLE:** Written in plain language, that everyone can easily read and understand.
- ✓ **FOCUSED:** Prioritize and focus on what will most support the vision.
- ✓ **ACCOUNTABLE:** Assign clear responsibility, track progress and share with the community if the strategy is getting anything done!



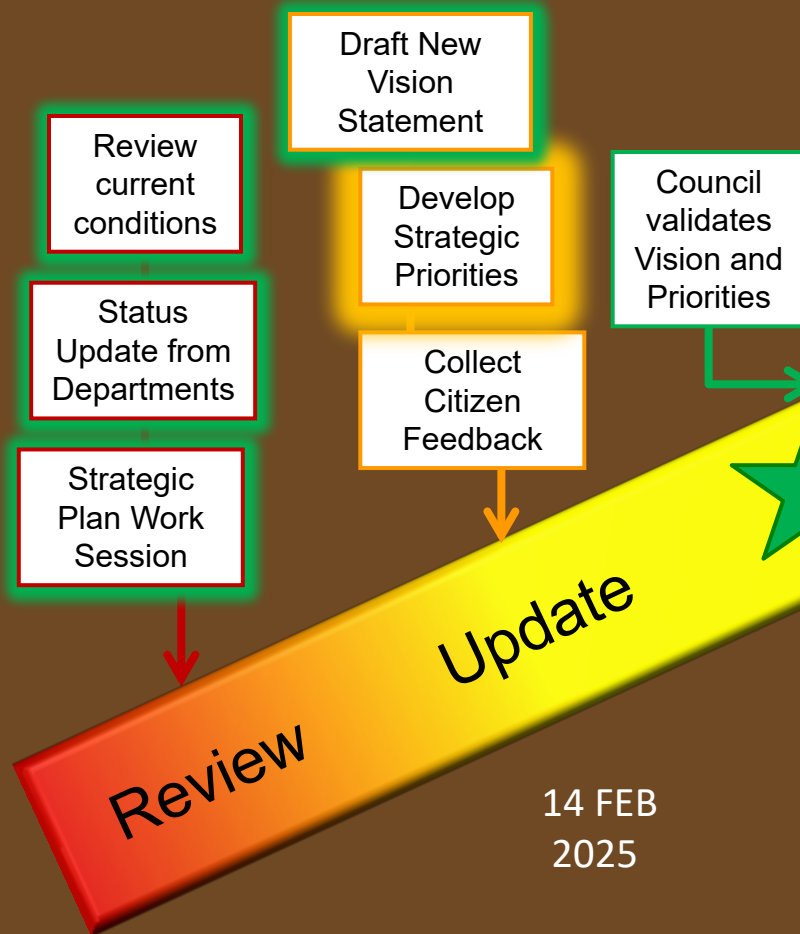
Strategic Plan Approach and Elements



Strategy Model Planning Timeline

POLICY

- Vision
- Strategic Priorities



11 OCT
2024

14 FEB
2025

ADMINISTRATION

- Objectives
- Tasks



TBD 2025

TBD 2025

Present

TBD 2025

Present Administration products to Council for approval

Preparation and coordination of consolidated Strategy document

Monument Strategic Plan
2026-2028

TBD

Four Phase Process:

- ▣ Review of current situation
 - ▣ Update of strategic statements
 - ▣ Development of supporting mechanisms
 - ▣ Presentation of updated strategy
- ** Up to one year to complete Strategy



Vision Statement

What is the Vision of the Town of Monument, Colorado?

Situated at the gateway to the Pikes Peak region, the Town of Monument stands out as a friendly, close-knit community that offers both a sense of small town charm and access to the conveniences and amenities of modern living. In recent years, the popularity and opportunities available in this area of Colorado, including Monument, have resulted in significant growth and development. Amidst this change, the vision and commitment of the Town of Monument remains steady: **To ensure a safe, welcoming and productive community that empowers individuals and families to prosper together and enjoy the quality lifestyle that they desire.** Forecasting into the future, Monument will remain prepared and capable of balancing responsible growth and development while continually meeting the needs of its residents and preserving its unique small town character all have come to admire and appreciate, including protecting the inspiring natural surroundings which the community values and respects.

Because of our Vision, the Town of Monument will always do the following things:

- Set conditions for responsible and thoughtfully planned community growth, while maintaining Monument's small town charm and appeal.
- Protect Monument's natural resources and beauty while enabling community enjoyment of open spaces and recreation opportunities.
- Ensure cooperative, transparent and inclusive Town governance.
- Deliver professional, high quality town services that the community deserves and expects.



- Consider the interests and perspective of Monument's neighboring communities and residents.

John J. Trylch

JTrylch Strategy and Consulting, LLC

****Approved by Council January 6, 2025**



Strategic Priorities

What is a Strategic Priority?

- ✓ **FOCUSED**: Prioritized policy guidance that focuses on what areas will most support Monument's vision from 2026-2028.
- ✓ Informed and shaped by the Vision Statement and the "Things we always do."
- ✓ No more than 3-4 Priorities – **The discipline and courage to say NO.**



Vision Statement

What is the Vision of the Town of Monument, Colorado?

Situated at the gateway to the Pikes Peak region, the Town of Monument stands out as a friendly, close-knit community that offers both a sense of small town charm and access to the conveniences and amenities of modern living. In recent years, the popularity and opportunities available in this area of Colorado, including Monument, have resulted in significant growth and development. Amidst this change, the vision and commitment of the Town of Monument remains steady: **To ensure a safe, welcoming and productive community that empowers individuals and families to prosper together and enjoy the quality lifestyle that they desire.** Forecasting into the future, Monument will remain prepared and capable of balancing responsible growth and development while continually meeting the needs of its residents and preserving its unique small town character all have come to admire and appreciate, including protecting the inspiring natural surroundings which the community values and respects.

Because of our Vision, the Town of Monument will always do the following things:

- Set conditions for responsible and thoughtfully planned community growth, while maintaining Monument's small town charm and appeal.
- Protect Monument's natural resources and beauty while enabling community enjoyment of open spaces and recreation opportunities.
- Ensure cooperative, transparent and inclusive Town governance.
- Deliver professional, high quality town services that the community deserves and expects.



- Consider the interests and perspective of Monument's neighboring communities and residents.

John J. Trylch

JTrylch Strategy and Consulting, LLC

****Approved by Council January 6, 2025**



Set conditions for
responsible and thoughtfully
planned community growth,
while maintaining
Monument's small town
charm and appeal



John J. Trylch
JTrylch@state.co.us



**Protect Monument's natural
resources and beauty while
enabling community
enjoyment of open spaces
and recreation
opportunities**



John J. Trylch
JTrylch Strategy and Consulting, LLC



**Ensure cooperative,
transparent and
inclusive Town
governance.**



John J. Trylch
JTrylch Strategy and Consulting, LLC



**Deliver professional,
high quality town
services that the
community deserves
and expects.**



**Consider the interests
and perspective of
Monument's
neighboring
communities and**





Financial Update – Strategic Planning Session February 14, 2025

Financial stability and budget discussion is focused on the General Fund. The Town's other funds stable at this time.

General Fund – 2024

- General Fund Revenue: \$ 11,058,722 or \$1,123,727.56 over budget
- General Fund Expense: \$10,956,758 or \$680,301 under budget

Sales Tax and Property Tax remain the Town's largest General Fund revenues

Revenue	2024	2023	Variance		2024 Budget
Sales Tax – General	\$6,044,373	\$5,894,096	\$150,278	2.5%	\$5,773,200
Property Tax	\$1,605,090	\$1,302,167	\$302,923	23%	\$1,270,166

2025 Adopted Budget

General Fund Revenues = \$11,613,483

General Fund Expenditures = \$15,480,303

Includes use of General Fund Reserves resulting in a balanced, legal budget

Projected General Fund Reserve at end of 2025 = \$2,069,795 = 13.37%

Property Tax Revenue = \$1,538,242 @ 5.000 mills

Town is eligible for 5.870 mills = would generate an estimated additional \$173,000

2025 financial needs towards goal of financial stability:

Increased General Fund Reserve: 20% of expenditures = \$3.1 million

Develop and fund Asset Replacement Fund for capital assets

Impact Fee Study underway – fees can only be used for impacts of growth

Reduce expenditures

Add annual asset replacement fund contribution

Major unmet capital infrastructure needs (current dollars estimate)

Jackson Creek Parkway – \$16 million

Public Works Facility - \$19 million

Police Facility - \$20 million



Next Steps to consider:

Establish guiding principles (for example):

- Deliver quality services on an affordable, efficient and cost-effective basis providing full value for each tax dollar.
- Maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the Town of Monument.
- Possess the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents.
- Maintain a high bond credit rating and to provide assurance to the Town's taxpayers that the Town government is well managed and financially sound.
- Establishing revenue generating options including economic development

Adopt Financial Policies and Principles to guide financial decision making with an emphasis on financial stability.

Develop 10-year Long Range Financial Forecast

Identify possible financial strategies for Jackson Creek Parkway