TOWN OF MONUMENT
CITIZENS SERVICE LEVELS ADVISORY COMMITTEE
MEETING AGENDA

THURSDAY, AUGUST 7, 2025 – 4:00 PM

Monument Town Hall - Council Chambers
645 Beacon Lite Road - Monument, CO 80132
Partipate Via Microsoft Teams

1. Call Regular Meeting to Order at 4:00 PM:

2. Roll Call:

3. Welcome:

4. Select Chair and Vice Chair:

5. Overview of Colorado Open Records and Meetings Acts:

6. Review Materials:

a. Presentation
b. 2024 Audit Report
c. 2025 Adopted Budget
d. Metro District Maps
e. Existing Conditions Report

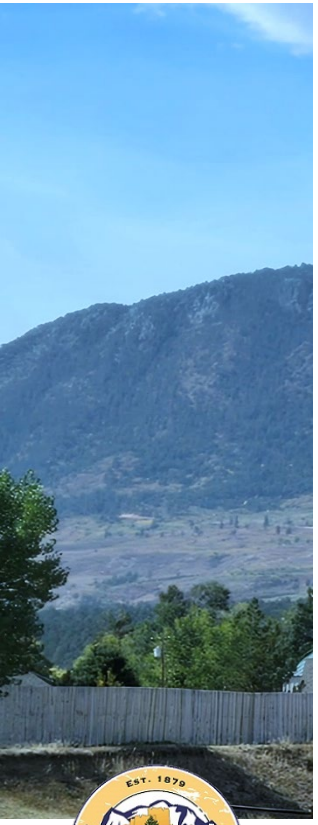
7. Staffing Levels and Overview of Services Provided:

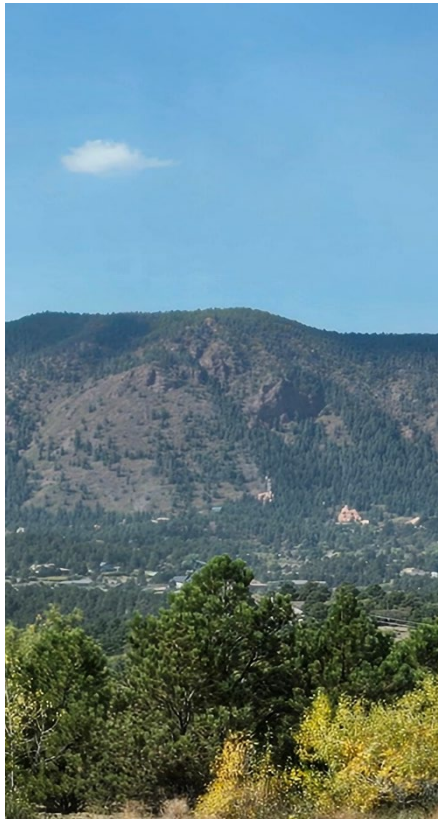
8. Schedule Next Meetings:

9. Public Comment:

10. Adjourn:

Citizens Service Levels Advisory Committee





8/7/2025

Welcome

- Steve King, Vice Mayor
- Madeline VanDenHoek, Town Manager
- Finance Staff
  - Jennifer Phillips, Finance Director
  - Laurie Young, Finance Manager
  - Steve Murray, Senior Accountant

Colorado Open Records & Open Meetings Acts

- The Colorado Open Records Act "CORA" requires that most public records be available to the public. A "public record" includes most writings made, maintained, or kept by the Town of Monument. Examples include documents, emails, letters, materials distributed to the Committee
- All meetings of ***three*** (3) or more members at which any public business is discussed, or formal action is taken, are declared public meetings open to the public at all times.
- Full and timely notice to the public is required for any meeting no less than 24 hours prior to the meeting and must include a specific agenda.
- Public meetings may include electronic communications
  - Do not "reply all" to emails
  - No serial meetings
- https://coloradofoic.org/open-government-guide/

Town Council Strategic Priorities

- **ENSURE LONG TERM FINANCIAL HEALTH AND SUSTAINABILITY:** Take steps to support long-range financial health, forecasting and sustainability to ensure efficient and resilient town services and invest in the Monument community.
- **STRENGTHEN COMMUNITY ENGAGEMENT:** Enhance community engagement, focused on strengthening communication and collaboration with Monument residents, neighboring communities and partners, and town administration.
- **ENABLE RESPONSIBLE COMMUNITY DEVELOPMENT:** Establish clear and accountable plans, processes and procedures that create positive conditions for responsible and enduring community development and growth.
- **REINFORCE A POSITIVE WORK CULTURE:** Continue to promote a positive and professional work culture within the town administration that attracts and retains top talent and further enhances the high-quality services provided to the Monument community.

Background Information

- Overview of Town Funds
- 2024 Audit Report
- 2025 Adopted Budget
- 2025-2034 LRFF
- Metro Districts maps
- Existing Conditions Report
- Financial Projects Underway

Overview of Town Funds

Why have different Funds?

Different revenue sources – must be used for specific purposes

Each Fund has an expense account and reserve (savings account)

- **General Fund**
- Capital Projects Fund
- 2A Fund - Water
- 2F Fund - Police
- Community Development Fund
- Traffic Impact Fund
- Storm Drainage Impact Fee Fund
- Water Fund
- Parks Fee Fund
- Conservation Trust Fund

2024 Audit

DMC
AUDITING AND CONSULTING, LLC
(720) 422-1352
DCHERNYAK@DMCCPAS.NET

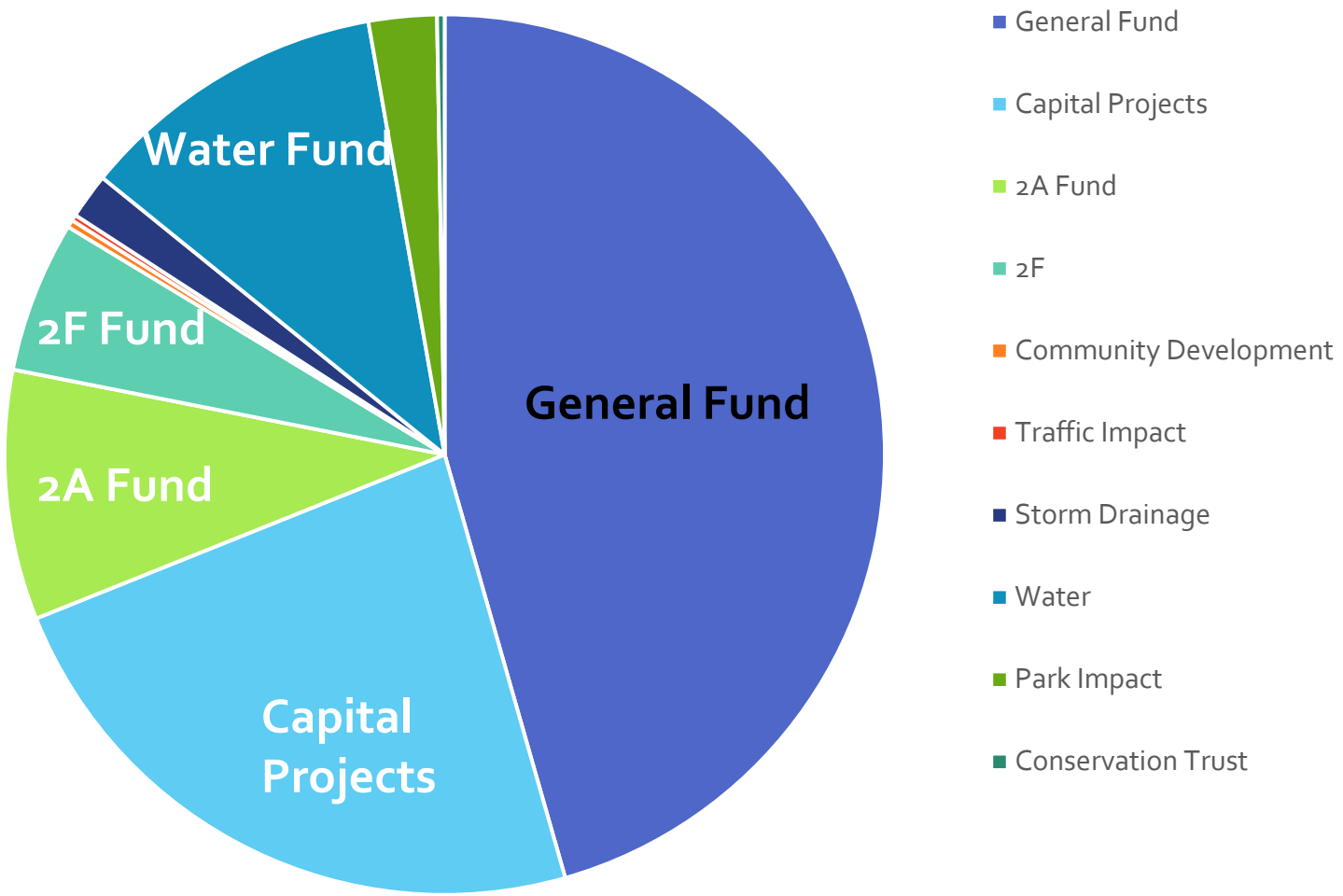
TOWN OF MONUMENT, COLORADO

FINANCIAL STATEMENTS
AND THE INDEPENDENT AUDITOR'S REPORT

FOR THE FISCAL YEAR ENDED
DECEMBER 31, 2024

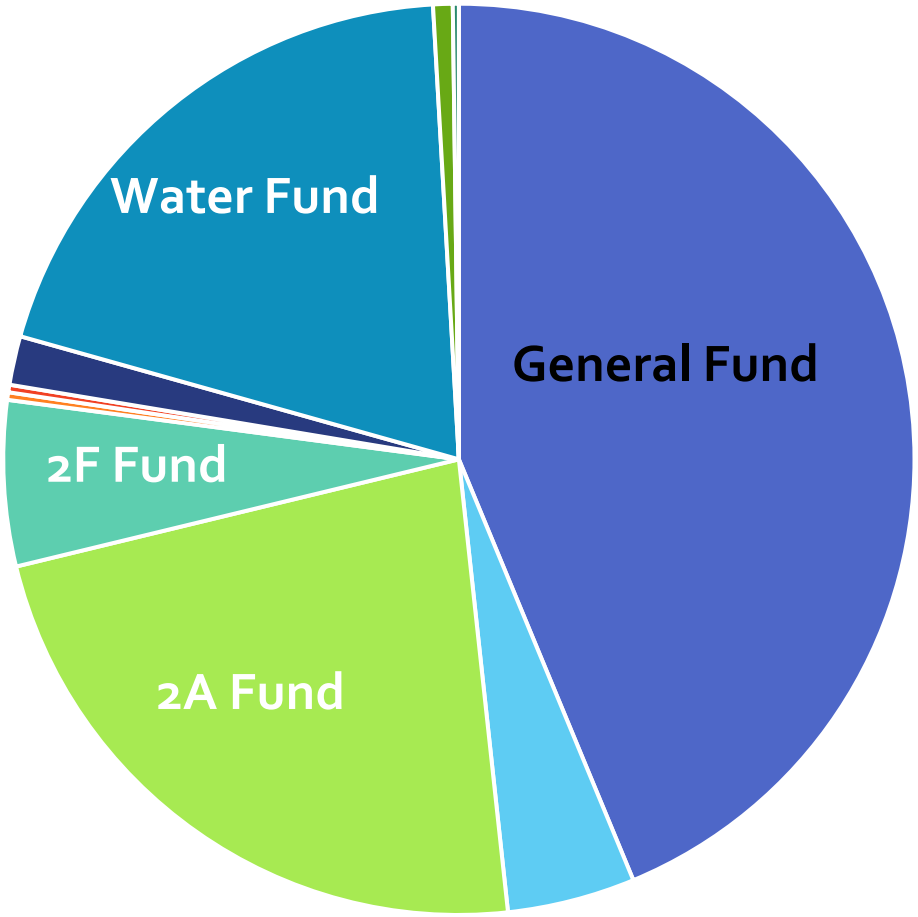
Total 2025 Monument Budget – Revenues

Revenues
$36M



Total 2025 Monument Budget – Expenses

Expenses
$37.5M

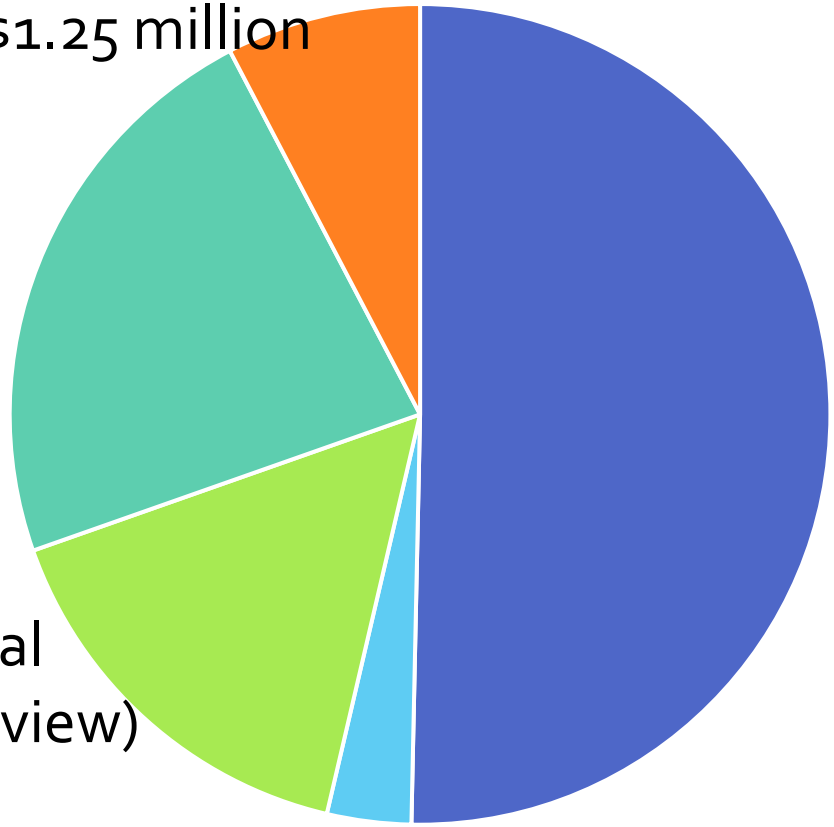


- General Fund
- Capital Projects
- 2A Fund
- 2F
- Community Development
- Traffic Impact
- Storm Drainage Impact
- Water
- Park Impact
- Conservation Trust

GF 2025 Expense Budget= $16.4 million

Capital and Maintenance = $1.25 million

Services and Supplies
= $3.8 million



Salaries and Benefits
= $8.2 million

Intergovernmental
= $2.6 million (Triview)

*ARPA Funds Transfer Out
= $.54 million

GF 2025 Revenue Budget = $14.6 million

Used $1.8 million in GF Reserves

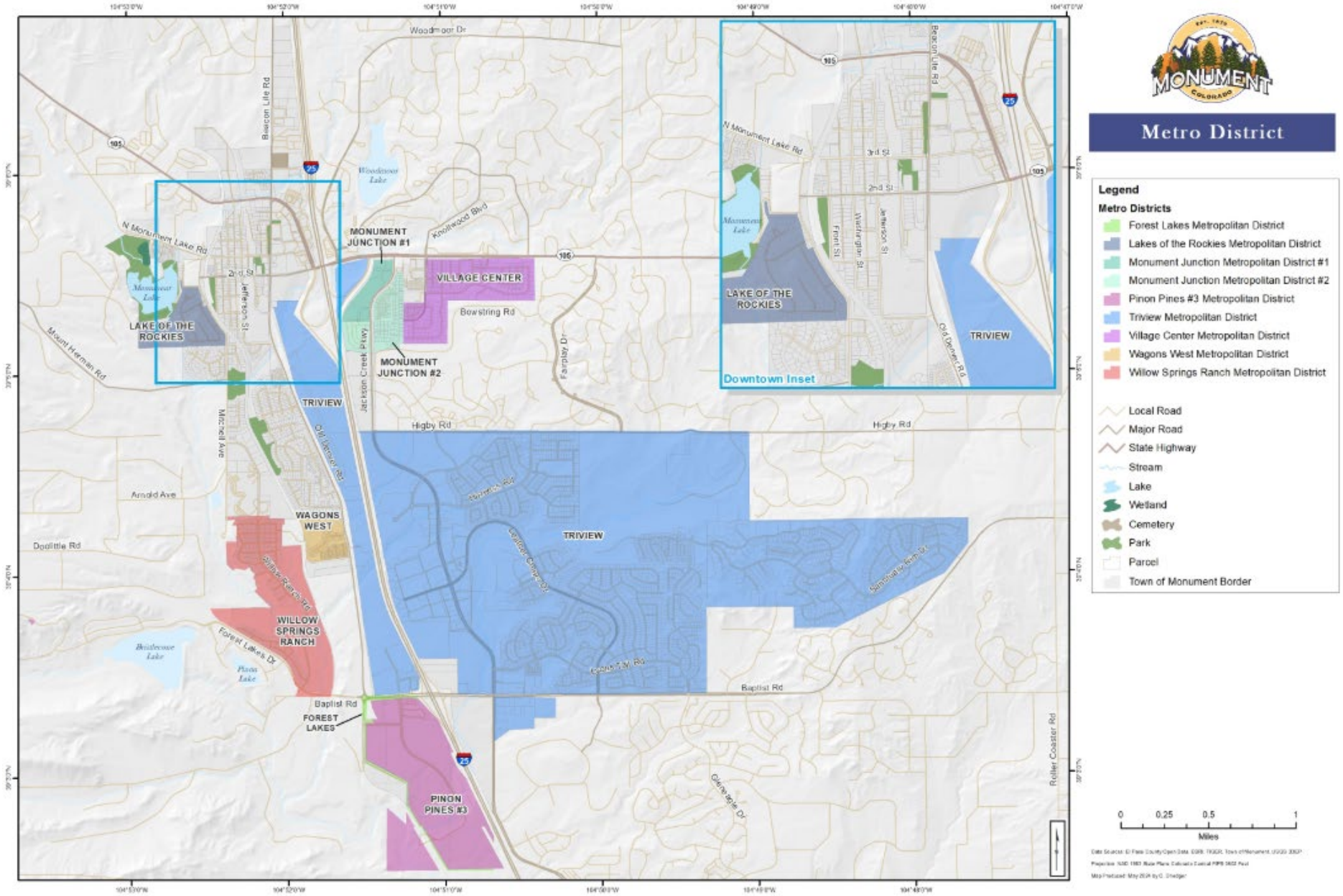
Long Range Financial Forecast – General Fund Reserve Ending Fund Balance

	2024 ACTUALS	2025 Budget	2025 Amended Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Cumulative Balance								
Beginning Fund Balance	$ 7,842,055	$ 8,328,336	$ 8,328,336	$ 4,558,944	$ 2,729,582	$ 789,928	$ (1,317,571)	$ (3,592,041)
Change In Fund Balance	1,542,406	(3,869,230)	(3,344,248)	(1,474,631)	(1,569,376)	(1,720,679)	(1,870,031)	(2,037,387)
Ending Fund Balance	$ 9,384,461	$ 4,459,107	$ 4,984,089	$ 3,084,312	$ 1,160,206	$ (930,751)	$ (3,187,602)	$ (5,629,428)
Less Reserves/Designations:								
Debt Service Reserve								
3% TABOR Reserve	320,945	452,765	425,145	354,730	370,277	386,820	404,439	423,223
Potential Supplemental Requests								
Other Reserves/Designations	2,035,179							
Unreserved Fund Balance	**$ 8,328,336**	**$ 4,006,342**	**$ 4,558,944**	**$ 2,729,582**	**$ 789,928**	**$ (1,317,571)**	**$ (3,592,041)**	**$ (6,052,651)**
Unreserved Fund Balance %	**74.73%**	**25.88%**	**31.31%**	**22.33%**	**6.19%**	**-9.89%**	**-25.80%**	**-41.56%**

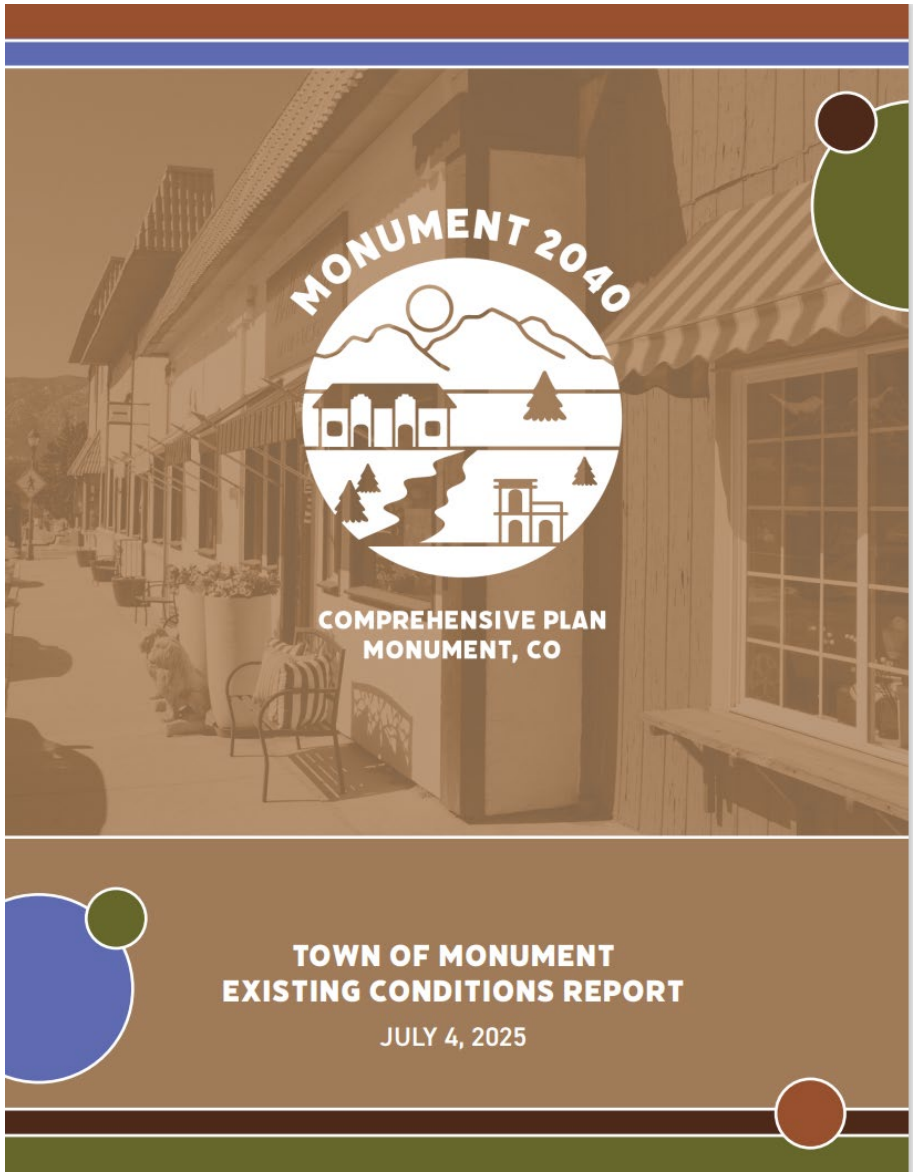
Assumptions:

- Property Tax increases by 2% in 2026; 3% in 2027 and 2028; 4% in 2029-2030
- Sales Tax flat in 2025 amended, 2% increase in 2026, 3% in 2027, and 5% in 2028-2030
- Salaries increase by 3% each year
- Health insurance increases by 10% each year
- Most services/equipment increased by modest 2% each year
- No additional projects, services, staff – status quo budget

Metropolitan Districts Map



Monument 2040 Comprehensive Plan - Existing Conditions Report



Finance Projects Underway

Impact Fee Study

- Began in January 2025
- Expected completion: September 2025
- Purpose:
  - Ensure that new development contributes fair share towards cost of infrastructure and services needed to support it, rather than burdening existing residents with the full cost
  - Help maintain existing service levels by providing funding for expanded or new facilities to accommodate growth
  - Examples: Park, Storm Drain, Traffic

Finance Projects Underway

Cost Allocation Plan

- Began June 2025
- Expected completion: September 2025
- Purpose:
  - Determine the full cost of delivering services
  - Important for proper allocation of costs, especially grant funds

Finance Projects Underway

Fee Study

- Beginning in September 2025
- Expected completion: January 2026
- Purpose:
  - Determines how much it costs to deliver a specific service and then establishes a corresponding fee to recover those costs.
  - Examples of Fees: Permits and licenses, planning fees, engineering fees, recreation fees

Finance Projects Underway

Water Rate Study

- Beginning in September 2025
- Expected completion: January 2026
- Purpose:
  - Water rate studies ensure the utility can cover its costs, including operations, maintenance, debt service, and capital projects
  - Examples of Rates: base rates, usage rates, bulk rates

Projects Underway – with financial impacts

- Americans with Disabilities (ADA) Self-Assessment
  - Began in May 2025
  - Will prepare a Transition Plan for items not found in compliance
  - Town will need to identify priorities and fund improvements

Projects Underway – with financial impacts

- Storm Drain Study
- Began in January 2025
- Expected completion:
- Purpose:
  - Assess the current state of the Town's storm drainage system
  - Identify needed improvements
  - Town will be required to fund improvements

Major Unfunded Projects

- Jackson Creek Parkway - $9 million
- New Public Works Facility - $20 million
- New Police Station - $20 million

Overview of Services Provided – Staffing Levels

- Police Department
  - 30 Sworn
  - 5 Administrative Staff
  - 3 officer positions not filled in 2025

- Public Works – 25 staff
  - Streets – 6 staff
  - Parks – 6 staff
    - Parks Director position eliminated in 2025
  - Facilities – 3 staff
  - Fleet – 2 staff
  - Water (only part of Monument) – 8 staff

Overview of Services Provided – Staffing Levels

- Administration – 5.5 staff
  - Director of Operations Position eliminated;
- Finance & Human Resources – 6 staff
  - Finance and Human Resources Assistant positions not funded
- Planning – 5 staff
- Fire services provided by Monument Fire District
- Wastewater services and water provided by Metro Districts

Next Steps

- Overview of Proposed 2026 Budget
  - Revenue projections
  - Initial expenditure projections
  - Services under discussion
  - Town Council referrals
- Discuss Levels of Services
  - What are you interested in learning more about?
- Review Revenue Options – future meetings

DMC
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(720) 422-1352
DCHERNYAK@DMCCPAS.NET

TOWN OF MONUMENT, COLORADO

FINANCIAL STATEMENTS
AND THE INDEPENDENT AUDITOR'S REPORT

FOR THE FISCAL YEAR ENDED
DECEMBER 31, 2024

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AUDITING AND CONSULTING, LLC
(720) 422-1352
DCHERNYAK@DMCCPAS.NET

INDEPENDENT AUDITOR'S REPORT

Honorable Mayor and the Members of the Town Council
Town of Monument, Colorado
Monument, Colorado

Report on the Audit of the Financial Statements

Opinions

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Town of Monument, Colorado (the Town) as of and for the year ended December 31, 2024, and the related notes to the financial statements, which collectively comprise the basic financial statements of the Town, as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Town as of December 31, 2024, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis of Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Town and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter

As described in Note 10 to the financial statements, as of and for the year ended December 31, 2023, have been restated to correct a misstatement. Our opinion is not modified with respect to this matter.

Change in Accounting Principle

As discussed in Note 1 to the financial statements, in 2024, the Town adopted new accounting guidance, GASBS No. 101, *Compensated Absences*. No restatement has been made as a result of GASBS No. 101. Our opinions are not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Honorable Mayor and the Members of the Town Council
Town of Monument, Colorado

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and the required supplementary information listed in the table of contents be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The accompanying combining and individual fund statements, the budgetary comparison schedules, and the local highway finance report, listed in the table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling the information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund statements, the budgetary comparison schedules, and the local highway finance report, are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

DMC Auditing and Consulting, LLC

June 30, 2025
Bailey, Colorado
DMC Auditing and Consulting, LLC

Management's Discussion & Analysis

As management of the Town of Monument, we offer the readers of the Town's financials statements this narrative overview and analysis of the financial statements for the fiscal year ending December 31, 2024. We encourage readers to engage with the information presented here in conjunction with additional information that has been furnished in the letter of transmittal and the accompanying basic financial statements.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Town of Monument's basic financial statements. The Town's basic financial statements comprise three components: 1) the government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This reports also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements. The government-wide financial statements are designed to provide readers with a broad overview of the Town of Monument's finances, in a manner similar to a private-sector business.

The statement of net position presents information on all the Town's assets, deferred outflow of resources, liabilities, and deferred inflows of resources, with the residual reported as net position. In time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town of Monument is improving or deteriorating.

The statement of activities presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both government-wide financial statements distinguish functions of the Town of Monument that are principally supported by taxes and intergovernmental revenues *(governmental activities)* from other functions that are intended to recover all or a significant portion of their costs through user fees and charges *(business-type activities)*. The governmental activities of the Town of Monument include general government, public safety (law enforcement & court), community services (streets, parks and recreation, cemetery) and planning. The business-type activities of the Town of Monument include water.

Fund Financial Statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town of Monument, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All the Town's funds can be divided into two categories: governmental funds and proprietary funds.

Governmental Funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike governmental-wide financial statements, governmental fund statements focus on short-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's short-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's short-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balance provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains nine individual governmental funds. Information is presented separately in the governmental fund balance sheet in the governmental fund statement of revenues, expenditures, and changes in the fund balance for the Capital Projects, General, Police, 2A Water, Water Enterprise. Which are all considered to be major funds. Data from the other governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combing statements elsewhere on this report.

The Town adopts an annual appropriated budget for all governmental funds. A budgetary comparison statement has been provided for each fund with appropriated budgets to demonstrate compliance with these budgets.

The combined statements referred to earlier in connection with other governmental funds are presented immediately following the required supplementary information.

Proprietary fund. The Town's sole proprietary fund (enterprise fund) is the Water Enterprise Fund. Proprietary funds are also reported as business-type activities in the government-wide financial statements. This sole proprietary fund is to account for the Town's Water. Propriety funds provide the same type of information as the government-wide financial statements, only in more detail.

The Town adopts an annual appropriated budget for the Water Enterprise Fund.

Notes to Financial Statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Financial Highlights

<u>Government-Wide:</u>

- Assets and deferred outflows of resources of the Town exceeded its liabilities and deferred inflows of resources at the close of 2024 by $55.5 million (net positions). Of this amount $22.3 million (unrestricted net position) may be used to meet the Town's ongoing obligations for the citizens and the creditors.

- The Town's total net position increased by $6.25 million.
- Total revenue from all sources were $24.5 million as compared to the cost of all Town programs of $18.3 million.

Further discussion of charges in net position, revenues, and expenses is included in the Government-Wide Financial Analysis Section.

Fund Balance:

- Total governmental fund balance was $21.8 million. Nonspendable was $0.23 million, Restricted was 12.5 million, committed was $3.9 million, and Unrestricted/unassigned was $5.9 million.
- Total governmental fund balance increased by $2.9 million from the previous year.

	2024 Governmental - Type Activities	2024 Business - Type Activities	2024 TOTAL	2023 TOTAL
Current and other assets	27,306,308	13,179,601	40,485,909	41,832,697
Capital assets, net	11,664,590	29,049,939	40,714,529	39,213,347
Total assets	$ 38,970,898	$ 42,229,540	$ 81,200,438	$ 81,046,044
Long term liabilities	380,136	19,275,783	19,655,919	20,439,783
Other liabilities	4,241,896	664,154	4,906,050	3,189,741
Total liabilities	$ 4,622,032	$ 19,939,937	$ 24,561,969	$ 23,629,524
Deferred Resources				
Deferred Inflow of Resources	1,688,613	-	1,688,613	1,662,892
Deferred Outflow of Resources	559,547	-	559,547	528,773
			-	
Net Position			-	
Net investment in capital assets	11,529,818	9,202,085	20,731,903	18,716,754
Restricted	11,720,728	765,747	12,486,475	1,288,929
Unrestricted	9,969,254	12,321,771	22,291,025	32,573,155
Total net position	$ 33,219,800	$ 22,289,603	$ 55,509,403	$ 52,578,868

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the Town of Monument, assets exceeded liabilities by $55,509,403 at the close of the most recent fiscal year, resulting in an increase in Total Net Position of $6,242,619.

The largest portion of the Town of Monument's net position (37%) $20,731,903 reflects its investment in capital assets (e.g. land, buildings, infrastructure, vehicles, equipment, etc.), less any related outstanding debt used to acquire those assets. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the Town of Monument's net position, (22%) $12,486,475, represents resources that are subject to external restriction on how they may be used. The remaining balance of unrestricted funds (40%) $22,291,025 may be used to meet the government's ongoing obligations to citizens and creditors.

At the end of the 2024 fiscal year, the Town of Monument was able to report positive balances in all three categories of net position, both for the government as a whole, as well as for the separate business-type activities. The same situation held true for the prior fiscal year. Overall, total net position increased by (0.19%) $154,394.

Changes in net Position. The statement of net position provides a snapshot at a given point in time of the assets, deferred outflows of resources, liabilities, and deferred inflows of resources of the Town. The other government-wide statement provided is the Statement of Activities. This statement provides the reader with information regarding the revenues, expenses, and changes in net position over the fiscal year. Generally, all changes to the Town's net position from one year to the next flows through the statement of activities.

The Town's net position increased by $6,242,619 over prior year. This includes a prior period adjustment in the amount of ($3,312,084) which represents adjustments to unearned revenue, and capital assets and infrastructure, net of accumulated depreciation..

Details of the Town's changes in net position are as follows:

CHANGES IN NET POSITION

	2024 Governmental - Type Activities	2024 Business - Type Activities	2024 TOTAL	2023 TOTAL
Revenues:				
Program revenues:				
Charges for Services	1,454,207	3,158,533	4,612,740	3,344,303
Operating Grants & Contrib.	51,461	-	51,461	537,338
Capital Grants & Contrib.	636,551	1,597,571	2,234,122	3,300,585
Total Program revenues:	2,142,219	4,756,104	6,898,323	7,182,226
General revenues:				
Property Taxes	1,605,090	-	1,605,090	1,432,144
Specific Ownership Tax	133,284	-	133,284	-
Sales & Use Taxes	12,378,770	411,020	12,789,790	12,285,191
Franchise taxes	679,807	-	679,807	528,914
Other Taxes	572,563	-	572,563	1,008,391
Investment income	1,554,287	170,930	1,725,217	1,188,059
Other Misc	16,434	-	16,434	232,582
Gain on Sale of Capital Assets	30,776	-	30,776	-
Insurance Proceeds	50,000	-	50,000	-
Transfers	(1,270,800)	1,270,800	-	-
Total General revenues:	15,750,211	1,852,750	17,602,961	16,675,281
Total revenues	$ 17,892,430	$ 6,608,854	$ 24,501,284	$ 23,857,500

CHANGES IN NET POSITION CONTINUED

	2024 Governmental - Type Activities	2024 Business - Type Activities	2024 TOTAL	2023 TOTAL
Expenses:				
General government	4,297,073	-	4,297,073	4,041,802
Public safety	4,749,356	-	4,749,356	4,069,420
Public works	2,685,450	-	2,685,450	3,723,956
Parks & Recreation	1,497,035	-	1,497,035	-
Capital Outlay	-	-	-	156,944
Interest on long-term debt	7,992	-	7,992	594,799
Water	-	5,021,759	5,021,759	3,080,348
Total expenses	13,236,906	5,021,759	18,258,665	15,667,269
Net position, Beginning, as Restated*	$ 28,564,276	$ 20,702,508	$ 49,266,784	$ 44,388,630
Net Position, End of year	$ 33,219,800	$ 22,289,603	$ 55,509,403	$ 52,578,868
Change in Net Position*	$ 4,655,524	$ 1,587,095	$ 6,242,619	$ 8,190,238

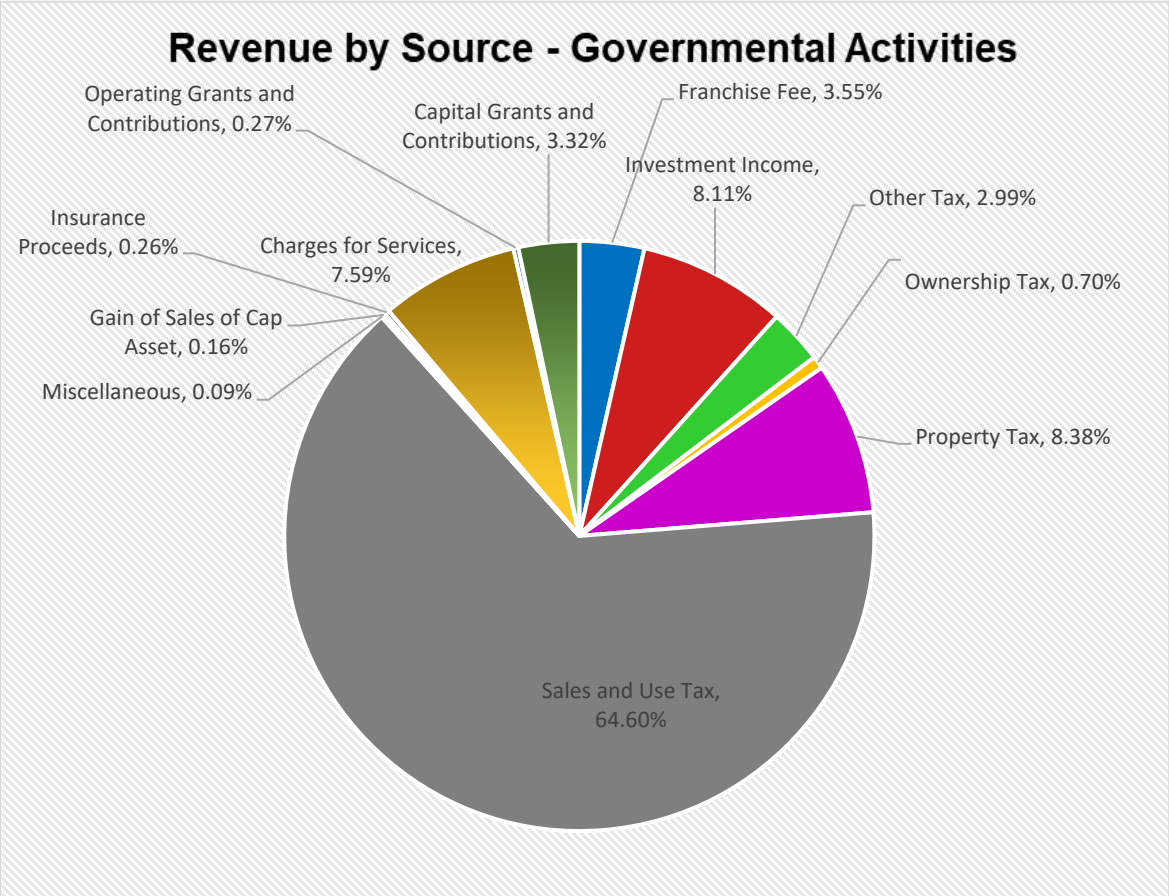
*The restatement for the error corrections is reported in the current year balances.

Governmental Activities

The Town's largest governmental revenue sources, sales and use tax, accounts for 65% of total revenues. Investment income is the next largest governmental revenue source making up 8% of total revenues. Property tax makes up 8% of total governmental revenue, showing an increase of 12% over prior year.

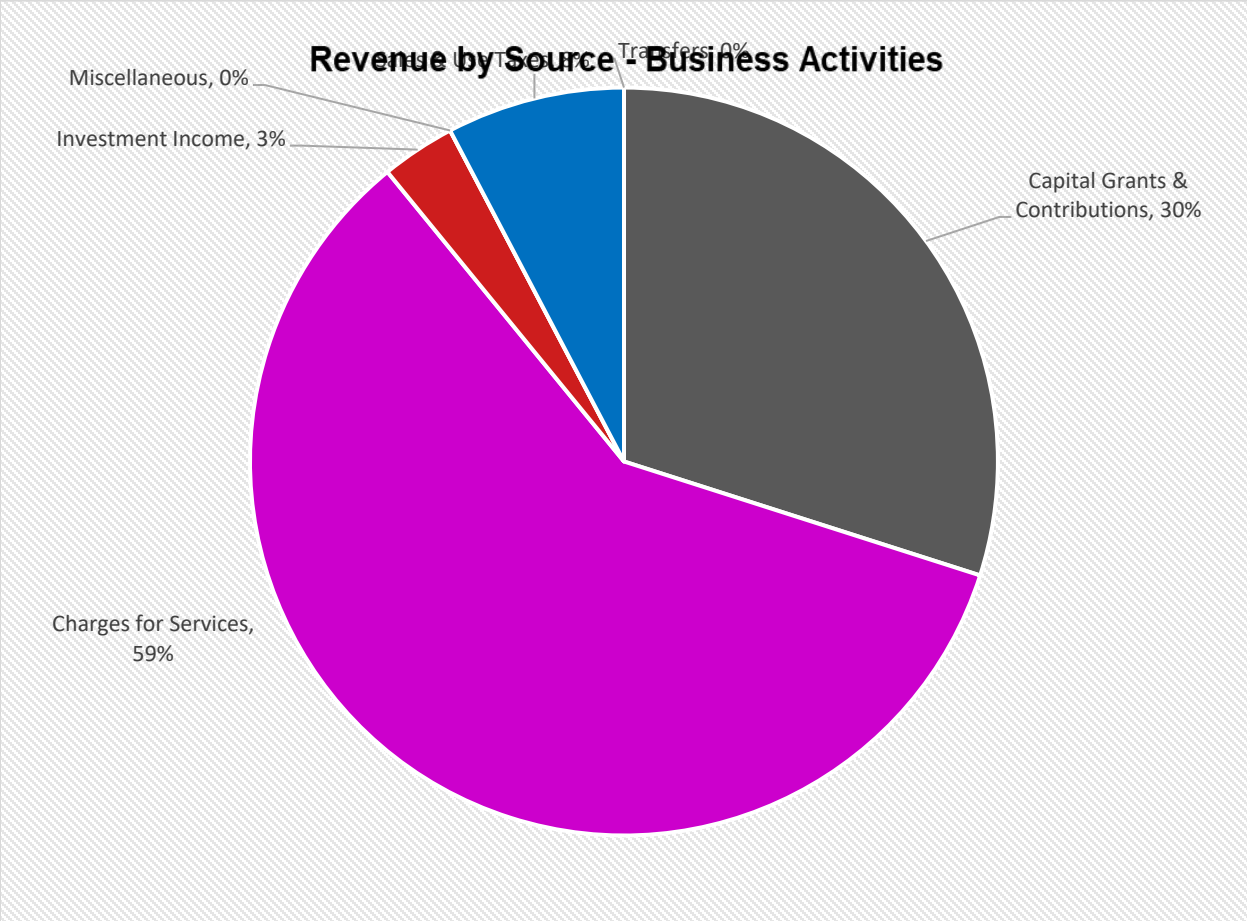
Operating grants for governmental activities furnished resources to support three of the Town of Monument's functions: general government, public safety, public works, and parks and recreation.

An increase of (45%) $537,158 in investment income is due to new investments made within 2024 without affecting operating activities.



Business-type Activities

Charges for services overtook Capital Grants & Contributions in 2024 as the largest revenue source for business activities. Charges for services were 48% of business revenue, this change is due to an increased demand. Capital Grants & Contributions has a slight decrease from prior year as Water projects completed in 2024.



Financial Analysis of the Town's Funds

As noted earlier, the Town of Monument uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements

Governmental Funds. The focus of the Town of Monument's governmental funds is to provide information on short-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financial requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of 2024, the Town of Monument's governmental funds reported combined fund balances of $21,756,606 an increase of $2,915,353 in comparison with the prior year. A portion of these fund balances (22%) is restricted to indicate that it is not available for new spending because it has already been externally restricted for the following purposes: 1) Water infrastructure and Water Storage (43%); 2) Public Safety, Police Services (6%); Emergencies (1.5%).

The General Fund is the chief operating fund for the Town of Monument. At the end of 2024, the unrestricted fund balance was (40%) $22,291,025, a decrease of $10,282,130 compared to prior year.

At the end of 2024, unassigned fund balance of the general fund was $5,911,431, this is a decrease of (24%) $1,648,263.

The fund balance of the Town's 2A water fund increased by $1,418,337 during 2024.

Proprietary Funds. The Town of Monument's proprietary fund provides the same type of information found in the government-wide financial statements, but in more detail.

As of the end of 2024, the Town's water fund reported an ending net position of $22,289,603, an increase of $1,587,095 compared to the prior year. Of this amount, (55%) $12,321,771 constitutes unrestricted net position, which is available for spending. The remainder of net position is categorized to indicate that it is not available for new spending because it is classified as one of the following: A) net investment in capital assets (41%) $9,202,085, or B) restricted for future water storage (3%) $765,747.

General Fund Budgetary Highlights

The net difference between the final budget and year end actuals was $2,135,738. This is comprised of an increase in revenue over budget of $1,644,315, expenditures under budget of $491,423, and other financing sources that exceeded budget amounts by $75,030.

<u>Revenues:</u>

- Property Tax came in $334,924 over budgeted
- Sales Tax came in $400,836 over budgeted
- Other Tax came in $226,545 over budgeted
- Investment income came in $719,572 over budget

<u>Expenses:</u>

- Parks and Recreations ended $174,217 under budget
- General Government ended $335,230 under budget

2F Police Fund

Public Safety: Public safety expenses account for 35% of total governmental activity expenses and increased by 16% compared to the prior fiscal year. This increase can be attributed to the increased size of the Town's police force and allowing for safe teams around the clock.

Water Fund:

An increase of (63%) $1,941,655 in Water expenses are primarily the result of the completion of Town's water tank and new wells.

Capital Assets and Debt Administration

Capital Assets. The capital assets of the Town are those assets that are used in the performance of the Town's functions, including infrastructure. At the end of 2024, net capital assets totaled $40,714,529 (net of accumulated depreciation). Governmental Activities make up (29%), while Business-Type Activities capital assets make up the remanding (71%). Investments in capital assets include land, easements, building improvements, machinery and equipment, infrastructure, artwork, and construction in progress. Net additions to capital assets of the Town of Monument over the prior year totaled $1,501,182, including deletions and depreciation expense.

Major capital asset events during 2024 included the following:
Governmental Activities:

- Construction in progress such as street development, engineering, and Town building improvements account for an increase of $956,430
- Park and Council chamber improvements account for an increase of $546,656
- Infrastructure improvements and land acquisition account for an increase of $800,327
- New Vehicles and equipment account for an increase of $336,968

Business Type Activities:

- Wells 11, 12, and 13 have been completed and placed into services, this accounts for a decrease in construction in progress of $14,765,133
- Wells Treatment accounts for an increase of $17,066,386 as the Water tank and Wells have been completed and moved to begin depreciation / amortization

Additional information on the Town of Monument's capital assets can be found on **Note 5:** the financial statements provide a detailed summary of the Town's capital assets.

Long-term Debt. At the end of 2024, the Town had total long-term debt outstanding $ 20,614,628. Of that amount, $748,595 was debt of governmental activities payable while $19,866,033 was debt of business-type activities. Of the total outstanding debt, $1,114,314 is due within one year.

The Town's long-term debt decreased by $732,010 during 2024.

Additional information on the Town of Monument's Long-Term debt can be found on **Note 6:** of the financial statements provide a detailed summary on the Town's long-term debt.

Economic Factors and Next Year's Budget

The Town considered these factors in preparing the Town's budget for the 2024 fiscal year:

- The US Presidential election held on November 5th, 2024, and how it will affect sales tax revenue, as this was 69% of 2023 governmental revenue.
- Preparation for implementation of self-collection of sales tax as Town of Monument moved to Home Rule at the end of 2022
- Preparation for public safety (Police) growth

- Legislative and Government Finance Officers Association outlooks and changes to account practices
- The Town takes into account the historical trends of property, sales, and use tax. Additionally, the health of the general economy was factored into the projections. The operating budget will be reviewed throughout the year to assess any changes to revenues as the local economy has improved over the last few years.

Requests for Information

This financial report is designed to provide a general overview of the Town of Monument's finances for all those with an interest in the Town's finances. Questions concerning any of the information provided in this report or requests for additional financial information, may be addressed to the Town Treasurer at the Town of Monument, 645 Beacon Lite Road, Monument, Colorado, 80132.

BASIC FINANCIAL STATEMENTS

TOWN OF MONUMENT, COLORADO
STATEMENT OF NET POSITION
December 31, 2024

	PRIMARY GOVERNMENT		
	GOVERNMENTAL ACTIVITIES	BUSINESS-TYPE ACTIVITIES	TOTAL
ASSETS			
Cash and Investments	$ 22,488,410	$ 12,982,001	$ 35,470,411
Accounts Receivable	187,436	197,600	385,036
Taxes Receivable	1,583,242	-	1,583,242
Grants Receivable	2,815,917	-	2,815,917
Prepaid Expenses	231,303	-	231,303
Capital Assets, *Not Being Depreciated / Amortized*	3,921,925	265,145	4,187,070
Capital Assets, *Net of Accumulated Depreciation / Amortization*	7,742,665	28,784,794	36,527,459
TOTAL ASSETS	38,970,898	42,229,540	81,200,438
DEFERRED OUTFLOWS OF RESOURCES			
Pensions, *Net of Accumulated Amortization*	559,547	-	559,547
LIABILITIES			
Accounts Payable	1,318,753	18	1,318,771
Accrued Interest Payable	-	59,534	59,534
Salary and Benefits Payable	289,136	14,352	303,488
Developer Deposits	230,369	-	230,369
Unearned Revenue	2,035,179	-	2,035,179
Noncurrent Liabilities			
Due Within One Year	368,459	590,250	958,709
Due in More Than One Year	380,136	19,275,783	19,655,919
Net Pension Liability	-	-	-
TOTAL LIABILITIES	4,622,032	19,939,937	24,561,969
DEFERRED INFLOWS OF RESOURCES			
Property Taxes	1,583,242	-	1,583,242
Pensions, *Net of Accumulated Amortization*	105,371	-	105,371
TOTAL DEFERRED INFLOWS OF RESOURCES	1,688,613	-	1,688,613
NET POSITION			
Net Investment in Capital Assets	11,529,818	9,202,085	20,731,903
Restricted for:			
Emergencies	325,000	-	325,000
Conservation Trust	170,732	-	170,732
Water Storage	-	765,747	765,747
Water Infrastructure Projects	9,559,396	-	9,559,396
Police	1,301,676	-	1,301,676
Parks and Recreation	363,924	-	363,924
Unrestricted	9,969,254	12,321,771	22,291,025
TOTAL NET POSITION	$ 33,219,800	$ 22,289,603	$ 55,509,403

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
STATEMENT OF ACTIVITIES
Year Ended December 31, 2024

FUNCTIONS / PROGRAMS	EXPENSES	PROGRAM REVENUES: CHARGES FOR SERVICES	PROGRAM REVENUES: OPERATING GRANTS AND CONTRIBUTIONS	PROGRAM REVENUES: CAPITAL GRANTS AND CONTRIBUTIONS	NET (EXPENSE) REVENUE AND CHANGE IN NET POSITION – PRIMARY GOVERNMENT: GOVERNMENTAL ACTIVITIES	NET (EXPENSE) REVENUE AND CHANGE IN NET POSITION – PRIMARY GOVERNMENT: BUSINESS-TYPE ACTIVITIES	NET (EXPENSE) REVENUE AND CHANGE IN NET POSITION – PRIMARY GOVERNMENT: TOTAL
PRIMARY GOVERNMENT							
Governmental Activities							
General Government	$ 4,297,073	$ 733,351	$ -	$ -	$ (3,563,722)	$ -	$ (3,563,722)
Public Safety	4,749,356	300,692	51,461	-	(4,397,203)	-	(4,397,203)
Public Works	2,685,450	339,183	-	359,378	(1,986,889)	-	(1,986,889)
Parks and Recreation	1,497,035	80,981	-	277,173	(1,138,881)	-	(1,138,881)
Interest on Long-Term Debt	7,992	-	-	-	(7,992)	-	(7,992)
Total Governmental Activities	13,236,906	1,454,207	51,461	636,551	(11,094,687)	-	(11,094,687)
Business-Type Activities							
Water	5,021,759	3,158,533	-	1,597,571	-	(265,655)	(265,655)
TOTAL PRIMARY GOVERNMENT	$ 18,258,665	$ 4,612,740	$ 51,461	$ 2,234,122	(11,094,687)	(265,655)	(11,360,342)
GENERAL REVENUES AND TRANSFERS							
Property Taxes					1,605,090	-	1,605,090
Specific Ownership Taxes					133,284	-	133,284
Sales and Use Taxes					12,378,770	411,020	12,789,790
Franchise Fees					679,807	-	679,807
Other Taxes					572,563	-	572,563
Investment Income					1,554,287	170,930	1,725,217
Miscellaneous					16,434	-	16,434
Gain on Sale of Capital Assets					30,776	-	30,776
Insurance Proceeds					50,000	-	50,000
Transfers					(1,270,800)	1,270,800	-
TOTAL GENERAL REVENUES AND TRANSFERS					15,750,211	1,852,750	17,602,961
CHANGE IN NET POSITION					4,655,524	1,587,095	6,242,619
NET POSITION, Beginning, as Originally Stated					30,324,749	22,254,119	52,578,868
Restatement - Correction of an Error					(1,760,473)	(1,551,611)	(3,312,084)
NET POSITION, Beginning, as Restated					28,564,276	20,702,508	49,266,784
NET POSITION, Ending					$ 33,219,800	$ 22,289,603	$ 55,509,403

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
BALANCE SHEET
GOVERNMENTAL FUNDS
December 31, 2024

	GENERAL	CAPITAL IMPROVEMENT	2A WATER ASD
ASSETS			
Cash and Investments	$ 7,261,835	$ 2,962,508	$ 9,559,396
Accounts Receivable	129,431	58,005	-
Due from Other Governments	2,642,036	173,881	
Taxes Receivable	1,583,242	-	-
Prepaid Expenditures	72,649	158,654	-
TOTAL ASSETS	$ 11,689,193	$ 3,353,048	$ 9,559,396
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES			
LIABILITIES			
Accounts Payable	$ 1,242,187	$ 76,566	$ -
Accrued Liabilities	289,136	-	-
Developer Deposits	230,369	-	-
Unearned Revenue	2,035,179	-	-
TOTAL LIABILITIES	3,796,871	76,566	-
DEFERRED INFLOWS OF RESOURCES			
Grants	-	93,023	-
Property Taxes	1,583,242	-	-
TOTAL DEFERRED INFLOWS OF RESOURCES	1,583,242	93,023	-
FUND BALANCES			
Nonspendable - Prepaid Expenditures	72,649	158,654	-
Restricted for:			
Emergencies	325,000	-	-
Conservation Trust	-	-	-
Water Infrastructure Projects	-	-	9,559,396
Police	-	-	-
Parks and Recreation	-	-	-
Committed to:			
Community Development	-	-	-
Capital Projects	-	3,024,805	-
Unassigned	5,911,431	-	-
TOTAL FUND BALANCES	6,309,080	3,183,459	9,559,396
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES	$ 11,689,193	$ 3,353,048	$ 9,559,396

See Notes to the Financial Statements.

2F POLICE	NONMAJOR GOVERNMENTAL FUNDS	TOTAL
$ 1,301,676	$ 1,402,995	$ 22,488,410
-	-	187,436
		2,815,917
-	-	1,583,242
-	-	231,303
$ 1,301,676	$ 1,402,995	$ 27,306,308
$ -	$ -	$ 1,318,753
-	-	289,136
-	-	230,369
-	-	2,035,179
-	-	3,873,437
-	-	93,023
-	-	1,583,242
-	-	1,676,265
-	-	231,303
-	-	325,000
-	170,732	170,732
-	-	9,559,396
1,301,676	-	1,301,676
-	363,924	363,924
-	180,938	180,938
-	687,401	3,712,206
-	-	5,911,431
1,301,676	1,402,995	21,756,606
$ 1,301,676	$ 1,402,995	$ 27,306,308

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO

RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF NET POSITION
December 31, 2024

AMOUNTS REPORTED FOR GOVERNMENTAL ACTIVITIES IN THE STATEMENT OF NET POSITION ARE DIFFERENT BECAUSE:

Total Fund Balances of Governmental Funds	$	21,756,606
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in governmental funds.		11,664,590
Certain revenues not available to pay liabilities of the current period are deferred in the governmental funds as unavailable revenue.		93,023
Long-term liabilities and related items are not due and payable in the current year and, therefore, are not reported in governmental funds:		
Financed Purchases		(134,772)
Accrued Compensated Absences		(613,823)
Net Pension Liability		-
Pension-Related Deferred Outflows of Resources		559,547
Pension-Related Deferred Inflows of Resources		(105,371)
Total Net Position of Governmental Activities	$	33,219,800

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
Year Ended December 31, 2024

	GENERAL	CAPITAL IMPROVEMENT	2A WATER ASD
REVENUES			
Taxes	$ 9,272,668	$ 1,052,755	$ 2,611,166
Impact Fees	-	-	-
Intergovernmental	35,745	698,784	-
Licenses and Permits	109,931	-	-
Court Fines and Fees	73,499	-	-
Charges for Services	731,510	-	-
Investment Income	1,319,572	5,820	216,344
Miscellaneous	4,134	-	-
TOTAL REVENUES	11,547,059	1,757,359	2,827,510
EXPENDITURES			
Current			
General Government	4,168,914	-	-
Public Safety	136,786	-	-
Public Works	1,373,340	391,669	110,648
Parks and Recreation	1,404,468	-	-
Capital Outlay	1,302,121	912,839	27,725
Debt Service			
Principal	17,182	-	-
Interest and Fiscal Charges	224	-	-
TOTAL EXPENDITURES	8,403,035	1,304,508	138,373
EXCESS REVENUES OVER (UNDER) EXPENDITURES	3,144,024	452,851	2,689,137
OTHER FINANCING SOURCES (USES)			
Proceeds from the Sale of Capital Assets	30,776	-	-
Insurance Proceeds	50,000	-	-
SBITA Proceeds	-	-	-
Transfers In	20,004	-	-
Transfers Out	(2,742,600)	-	(1,270,800)
TOTAL OTHER FINANCING SOURCES (USES)	(2,641,820)	-	(1,270,800)
CHANGE IN FUND BALANCES	502,204	452,851	1,418,337
FUND BALANCES, Beginning, as Originally Stated	7,842,055	2,730,608	8,141,059
Restatement - Correction of an Error	(2,035,179)	-	-
FUND BALANCES, Beginning, as Restated	5,806,876	2,730,608	8,141,059
FUND BALANCES, Ending	$ 6,309,080	$ 3,183,459	$ 9,559,396

See Notes to the Financial Statements.

2F POLICE	NONMAJOR GOVERNMENTAL FUNDS	TOTAL
$ 2,000,496	$ -	$ 14,937,085
-	129,651	129,651
-	195,376	929,905
-	87,366	197,297
-	59,312	132,811
213,129	-	944,639
-	12,551	1,554,287
65,525	13,301	82,960
2,279,150	497,557	18,908,635
-	85,163	4,254,077
4,609,950	-	4,746,736
-	-	1,875,657
-	38,634	1,443,102
257,331	93,042	2,593,058
12,732	-	29,914
7,994	-	8,218
4,888,007	216,839	14,950,762
(2,608,857)	280,718	3,957,873
-	-	30,776
-	-	50,000
147,504	-	147,504
2,700,000	42,600	2,762,604
-	(20,004)	(4,033,404)
2,847,504	22,596	(1,042,520)
238,647	303,314	2,915,353
1,063,029	1,099,681	20,876,432
-	-	(2,035,179)
1,063,029	1,099,681	18,841,253
$ 1,301,676	$ 1,402,995	$ 21,756,606

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

Year Ended December 31, 2024

AMOUNTS REPORTED FOR GOVERNMENTAL ACTIVITIES IN THE STATEMENT OF ACTIVITIES ARE DIFFERENT BECAUSE:		
Net Change in Fund Balances of Governmental Funds	$	2,915,353
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as:		
Depreciation Expense		(1,175,150)
Capital Outlay		2,852,792
Revenues in the statement of activities that do not provide current financial resources are not reported as revenue in the fund financial statements		93,023
The repayment of long-term debt principal is an expenditure in governmental funds, but the repayment reduces long-term liabilities in the statement of net position and does not affect the statement of activities.		29,914
Long-term debt and lease proceeds provide current financial resources to governmental funds, but increases in long-term liabilities in the statement of net position and does not affect the statement of activities. This is the effect of these differences in the treatment of long-term debt / lease proceeds and related items.		(147,278)
Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. This includes the changes in the following:		
Accrued Compensated Absences		(69,157)
Net Pension Liability		85,069
Pension-Related Deferred Outflows of Resources		30,774
Pension-Related Deferred Inflows of Resources		40,184
Change in Net Position of Governmental Activities	$	4,655,524

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
STATEMENT OF NET POSITION
PROPRIETARY FUND
December 31, 2024

	BUSINESS-TYPE ACTIVITIES WATER FUND
ASSETS	
Current Assets	
Cash and Investments	$ 12,982,001
Accounts Receivable	197,600
Total Current Assets	13,179,601
Noncurrent Assets	
Capital Assets, *Not Being Depreciated*	265,145
Capital Assets, *Net of Accumulated Depreciation*	28,784,794
Total Noncurrent Assets	29,049,939
TOTAL ASSETS	42,229,540
LIABILITIES	
Current Liabilities	
Accounts Payable	18
Deposits	14,352
Accrued Interest Payable	59,534
Compensated Absences, *Current Portion*	30,250
Certificates of Participation, *Current Portion*	560,000
Total Current Liabilities	664,154
Noncurrent Liabilities	
Compensated Absences	47,463
Certificates of Participation	19,228,320
Total Noncurrent Liabilities	19,275,783
TOTAL LIABILITIES	19,939,937
NET POSITION	
Net Investment in Capital Assets	9,202,085
Restricted for Water Storage	765,747
Unrestricted	12,321,771
TOTAL NET POSITION	$ 22,289,603

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
STATEMENT OF REVENUES, EXPENSES, AND CHANGE IN NET POSITION
PROPRIETARY FUND
Year Ended December 31, 2024

	BUSINESS-TYPE ACTIVITIES
	WATER FUND
OPERATING REVENUES	
Charges for Services	$ 3,134,187
Miscellaneous	24,346
TOTAL OPERATING REVENUES	3,158,533
OPERATING EXPENSES	
Administration	2,222,043
Operations	740,720
Depreciation	1,502,841
TOTAL OPERATING EXPENSES	4,465,604
NET OPERATING INCOME (LOSS)	(1,307,071)
NONOPERATING REVENUES (EXPENSES)	
Sales Tax	411,020
Investment Income	170,930
Interest Expense	(556,155)
TOTAL NONOPERATING REVENUES (EXPENSES)	25,795
NET INCOME (LOSS) BEFORE CAPITAL CHARGES	(1,281,276)
CAPITAL CHARGES AND TRANSFERS	
Tap and Meter Fees	1,597,571
Transfers In	1,270,800
TOTAL CAPITAL CHARGES AND TRANSFERS	2,868,371
CHANGE IN NET POSITION	1,587,095
NET POSITION, Beginning, as Originally Stated	22,254,119
Restatement - Correction of an Error	(1,551,611)
NET POSITION, Beginning, as Restated	20,702,508
NET POSITION, Ending	$ 22,289,603

See Notes to the Financial Statements.

TOWN OF MONUMENT, COLORADO
STATEMENT OF CASH FLOWS
PROPRIETARY FUND
Year Ended December 31, 2024

	BUSINESS-TYPE ACTIVITIES WATER FUND
CASH FLOWS FROM OPERATING ACTIVITIES	
Cash Received from User Charges	$ 3,163,979
Cash Payments to Employees	(904,106)
Cash Payments to Suppliers	(2,066,836)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	193,037
CASH FLOWS FROM NON-CAPITAL AND FINANCING ACTIVITIES	
Sales Tax Received	411,020
Transfers In	1,270,800
NET CASH PROVIDED BY NON-CAPITAL FINANCING ACTIVITIES	1,681,820
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Tap and Meter Fees Received	1,597,571
Acquisition of Capital Assets	(2,603,286)
Debt Principal Paid	(535,000)
Debt Interest Paid	(735,800)
NET CASH PROVIDED (USED) BY CAPITAL AND RELATED FINANCING ACTIVITIES	(2,276,515)
CASH FLOWS FROM INVESTING ACTIVITES	
Investment Income	170,930
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(230,728)
CASH AND CASH EQUIVALENTS, Beginning	13,212,729
CASH AND CASH EQUIVALENTS, Ending	$ 12,982,001
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH AND CASH EQUIVALENTS PROVIDED (USED) BY OPERATING ACTIVITIES:	
Net Operating Income (Loss)	(1,307,071)
Depreciation Expense	1,502,841
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:	
(Increase) Decrease in Accounts Receivable	5,446
Increase (Decrease) in Deposits	(1,348)
Increase (Decrease) in Compensated Absences	(6,831)
Total Adjustments	(2,733)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITES	$ 193,037

See Notes to the Financial Statements.

NOTE 1: Summary of Significant Accounting Policies

The accounting policies of the Town conform to generally accepted accounting principles as applicable to governmental entities. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The following is a summary of the Town's more significant policies.

Reporting Entity

The financial reporting entity consists of the Town, organizations for which the Town is financially accountable, and organizations that raise and hold economic resources for the direct benefit of the Town. All funds, organizations, institutions, agencies, departments, and offices that are not legally separate are part of the Town. Legally separate organizations for which the Town is financially accountable are considered part of the reporting entity. Financial accountability exists if the Town appoints a voting majority of the organization's governing board and is able to impose its will on the organization, or if the organization has the potential to provide benefits to, or impose financial burdens on, the Town.

Based on these criteria, the Town does not include additional organizations in its reporting entity.

Government-wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all activities of the Town. For the most part, the effect of interfund activity has been removed from these financial statements. Exceptions to this general rule are charges for interfund services that are reasonably equivalent to the services provided. *Governmental activities*, which are normally supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of the given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. *Program revenues* include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues.*

Separate financial statements are provided for the governmental funds and proprietary fund. Major individual governmental funds and the proprietary fund are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

In the fund financial statements, the Town reports the following major governmental funds:

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the Town, except those required to be accounted for in another fund.

The *Capital Improvements Fund* is used for the acquisition and construction of major capital facilities and assets (other than those financed by the proprietary fund). Major capital projects are funded with a portion of sales taxes, highway user's taxes and road and bridge taxes.

The *2A Water ASD Fund* accounts for the revenues collected from a 1% sales tax restricted by citizen election for expenditures allocated for water projects.

NOTE 1: Summary of Significant Accounting Policies (Continued)

Measurement Focus, Basis of Accounting, and Financial Statement Presentation (Continued)

The *2F Police ASD Fund* accounts for the revenues and expenditures allocated for the Town's police department.

The Town reports the following major proprietary fund:

The *Water Fund* accounts for all activities necessary to provide water services to Town residents.

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as is the proprietary fund. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collected within the current year or soon enough thereafter to pay liabilities of the current year. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current year.

Taxes, intergovernmental revenues, grants, franchise fees, and interest associated with the current year are considered to be susceptible to accrual and so have been recognized as revenues of the current year. All other revenues are considered to be measurable and available only when cash is received by the Town.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Town's proprietary fund are charges to customers or other funds for sales and services. Operating expenses include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

When both restricted and unrestricted resources are available for a specific use, it is the Town's policy to use restricted resources first, then unrestricted resources as they are needed.

Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Fund Balance / Net Position

Cash and Investments – Cash and investments of each of the Town's funds are pooled and invested by the Town. Investments are reported at fair value. For purposes of the statement of cash flows, cash equivalents include investments with original maturities of three months or less.

Receivables – Receivables are reported at their gross value and, where appropriate, are reduced by the estimated portion that is expected to be uncollectible. Property taxes levied in the current year for collection in the subsequent year are recorded as receivables and deferred inflows of resources at year end. Taxes are due in the subsequent year on April 30, or in two installments on February 28 and June 15. Taxes are collected by the County Treasurer and remitted to the Town on a monthly basis. Grant reimbursements not received before year-end for which eligibility has been met and expenditures have been incurred are reported as grants receivable.

NOTE 1: Summary of Significant Accounting Policies (Continued)

Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Fund Balance / Net Position (Continued)

Interfund Receivables and Payables – Certain transactions between individual funds result in receivables and payables, which are classified on the balance sheet as *interfund receivables* and *interfund payables*. Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as *internal balances*.

Prepaid Expenditures – Certain payments to vendors reflect costs applicable to future years and reported as prepaid expenditures or prepaid expenses.

Capital Assets – Capital assets include property, equipment, water infrastructure and governmental activities infrastructure acquired since 1980. These are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. They are also reported in the proprietary fund in the fund financial statements.

Capital assets are defined as assets with an initial, individual cost of $5,000 or more and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at the acquisition value on the date of donation. The costs of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized. Capital assets are depreciated using the straight-line method over the following estimated useful lives.

Water Rights	50 years
Wells and Treatment Plant	30 years
Infrastructure	30 years
Transmission and Distribution	10 years
Buildings	5 - 30 years
Furniture, Equipment and Vehicles	3 - 10 years
Park and Street Improvements	7 - 20 years

Subscription-based information technology assets (SBITAs), when material, are reported in the government-wide financial statements as a capital asset, net of accumulated amortization. SBITAs are recognized as multi-year noncancellable agreements amortized over the period of the agreement on a straight-line basis.

Deferred Outflows of Resources - This separate financial statement element represents a consumption of net assets that applies to future periods and so will not be recognized as an outflow of resources until then. This includes pension-related balances.

Deferred Inflows of Resources – This separate financial statement element represents an acquisition of net assets by the Town that is applicable to a future reporting period. Deferred inflows of resources in the governmental fund financial statements include property taxes earned but not available as current financial resources and pension-related balances.

Long-Term Debt – In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities. Debt premiums, discounts and accounting losses resulting from debt refundings are deferred and amortized over the life of the debt using the effective interest method. In the governmental fund financial statements, the face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts are reported as other financing uses. Debt issuance costs, whether or not withheld from the debt proceeds, are reported as current expenses or expenditures.

NOTE 1: Summary of Significant Accounting Policies (Continued)

Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Fund Balance / Net Position (Continued)

Compensated Absences – Personnel accrue unused vacation based on the number of hours worked in a year. Employees may accumulate up to a maximum based on years of service and full-time versus part-time status. Unused accumulated vacation benefits are paid upon separation/termination at their current pay rate up to a maximum of 360 hours. A long-term liability is reported in the government-wide financial statements for the accrued compensated absences when earned. Governmental funds recognize a liability only when payment is due.

All employees begin accruing sick leave upon hire. Full-time employees earn increasing sick leave annually based on tenure, per the accrual schedule. Part-time employees accrue proportionally, based on hours worked relative to a forty (40) hour week. Accrued sick leave is payable upon separation for employees in good standing, up to a 120-hour maximum. The Town estimates the current portion of the sick leave compensated absences long-term liability using a representative sample of active employees. This calculation includes averaging sick hours and pay rates of a sample of existing employees to determine the percentage of average sick leave hours used multiplied by the average pay rate.

Subscription-Based Information Technology Arrangements (SBITAs) – SBITA agreements for noncancellable periods in excess of twelve months, including exercised extensions, are recognized as a liability. The SBITA liability is measured at the present value of lease payments expected to be paid during the lease term based on the Town's implicit interest rate unless the interest rate is provided in the agreement. SBITAs are recognized at the present value of cash flows as a liability and a related right-to-use asset. Payments on the SBITA reduce the liability and amortize the right-to-use asset on a straight-line basis over the life of the SBITA agreement.

Pensions – The Town participates in the Statewide Defined Benefit Plan, a cost-sharing multiple-employer defined benefit pension plan. The plan is administered by the Fire & Police Pension Association of Colorado (FPPA). The net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, pension expense, information about the fiduciary net position, and additions to and deductions from the plans' fiduciary net position have been determined using the economic resources measurement focus and the accrual basis of accounting, the same basis of accounting used by the Statewide Defined Benefit Plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Employer contributions are recognized when the compensation is payable to the employees. Investments are reported at fair value.

Postemployment Benefits Other Than Pensions (OPEB) – The Town contributes to the Statewide Death & Disability Plan, a cost-sharing multiple-employer defined benefit death and disability plan administered by the Fire & Police Pension Association of Colorado (FPPA). The plan is funded by member contributions or contributions made on behalf of members. The Town has no requirement to contribute to the plan and does not receive contributions from a non-employer entity. Therefore, the Town does not report a net OPEB liability, or deferred outflows and inflows of resources related to OPEB.

Net Position/Fund Balances – In the government-wide financial statements, net position is restricted when constraints placed on the use of resources are externally imposed. Governmental fund balances are classified as restricted when constraints are placed on the use of resources by creditors, grantors, contributors, or laws or regulations of other governments. Committed fund balances include resources which are subject to limitations the Town imposes on itself by action of Town Council through ordinances. Committed fund balances also include contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

NOTE 1: Summary of Significant Accounting Policies (Continued)

Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Fund Balance / Net Position (Continued)

Commitments may be established, modified, or rescinded only through resolutions approved by Town Council. Assigned fund balances are constrained by an intent to be used for specific purposes but are neither restricted nor committed.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the Town considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the Town considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless Town Council has provided otherwise in its commitment or assignment actions.

Property Taxes

Property taxes normally attach as an enforceable lien on property on January 1, are levied the following December, and are collected in the subsequent calendar year. Taxes are payable in full on April 30, or in two installments on February 28 and June 15. The County Treasurer's Office collects property taxes and remits to the Town on a monthly basis. When taxes become delinquent, the property is sold on the tax sale date.

NOTE 2: Cash and Investments

At December 31, 2024, the Town had the following cash and investments:

Cash on Hand	$ 1,200
Deposits	2,600,244
Investments	32,868,967
Total	$ 35,470,411

Deposits

The Colorado Public Deposit Protection Act (PDPA) requires local government entities to deposit cash in eligible public depositories. Eligibility is determined by State regulations. Amounts on deposit in excess of federal insurance levels must be collateralized by eligible collateral as determined by the PDPA. The PDPA allows the financial institution to create a single collateral pool for all public funds held. The pool is to be maintained by another institution or held in trust for all uninsured public deposits as a group. The market value of the collateral must be at least equal to 102% of the uninsured deposits. At December 31, 2024, the Town had bank deposits of $2,412,661 collateralized with securities held by the financial institution's agent but not in the Town's name.

Investments

The Town is required to comply with State statutes which specify investment instruments meeting defined rating, maturity, and concentration risk criteria in which local governments may invest, which include the following. State statutes do not address custodial risk.

NOTE 2: Cash and Investments (Continued)

Investments (Continued)

- Obligations of the United States and certain U.S. Agency securities
- Certain international agency securities
- General obligation and revenue bonds of U.S. local government entities
- Bankers' acceptances of certain banks
- Commercial paper
- Written repurchase agreements collateralized by certain authorized securities
- Certain money market funds
- Guaranteed investment contracts
- Local government investment pools

At December 31, 2024, the Town had the following investments:

Investment Type	NSRO Rating	Fair Value	Maturity Less Than One Year	% of Investments	Fair Value Measurements
Local Government Pools	N/A	$ 8,680,369	$ 8,680,369	26%	NAV
Money Market Funds	Aaa-Mf	13,871,093	13,871,093	42%	2
U.S Treasury Securities	AAA	7,645,071	7,645,071	23%	1
Corporate Bonds	A2	2,672,434	2,672,434	8%	1
Total Investments		$ 32,868,967	$ 32,868,967	100%	

Fair Value Measurements - At December 31, 2024, the Town's investments in the local government investment pool were reported at the net asset value per share. The Town's Corporate Bonds and U.S. Treasury Securities were measured utilizing the fair value hierarchy at Level 1. The Town's money markets were measured utilizing the fair value hierarchy at Level 2 as inputs other than quoted prices.

The fair value measurements are categorized by the fair value hierarchy. Valuation inputs are used to measure the fair value of the asset to determine the appropriate category. The categories range from Level 1, which is the highest priority, to Level 3, which is the lower priority and are based on the following criteria:

Level 1 – Unadjusted quoted prices for identical instruments in active markets.

Level 2 – Quoted prices for similar instruments in the active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs are observable.

Level 3 – Valuations derived from valuation techniques in which significant inputs are observable.

Interest Rate Risk - State statutes generally limit investments to an original maturity of five years from the date of purchase unless the governing board authorizes the investment for a period in excess of five years.

Credit Risk - State statutes limit investments in money market funds to those that maintain a constant share price, with a maximum remaining maturity in accordance with the Securities and Exchange Commission's Rule 2a-7, and either have assets of one billion dollars or the highest rating issued by one or more nationally recognized statistical rating organizations (NRSROs).

NOTE 2: Cash and Investments (Continued)

Investments (Continued)

The Town's investments in the Allspring Government Money Market Fund and the Federated Hermes Government Obligation Funds were both rated Aaa-Mf by S&G Global Ratings, a nationally recognized statistical rating organization (NSRO) with a value of $13,871,093. The Town's investments in U.S Treasury Securities were rated AAA by S&P Global Ratings, with a value of $7,645,071 and its investments in Corporate Bonds were rated A2 by S&P Global Ratings, with a value of $2,672,434.

Concentration of Credit Risk - State statutes do not limit the amount the Town may invest in a single issuer of investment securities, except for corporate securities.

Local Government Investment Pool - At December 31, 2024, the Town had $8,680,369 invested in the Colorado Local Government Liquid Asset Trust Plus (ColoTrust), an investment vehicle established for local government entities in Colorado to pool surplus funds (the Pool). The Colorado Division of Securities administers and enforces the requirements of creating and operating the Pool. ColoTrust is measured at the net asset value per share, with each share valued at $1 for ColoTrust. ColoTrust is rated AAAm by Standard and Poor's. Investments of the Pool is limited to those allowed by State statutes. A designated custodial bank provides safekeeping and depository services in connection with the direct investment and withdrawal functions. The custodian's internal records identify the investments owned by the participating governments.

NOTE 3: Interfund Balances and Transfers

During the year ended December 31, 2024, the General Fund transferred $42,600 to the Community Development Fund for community development activities, and $2,700,000 to the 2F Police Fund for public safety activity. The 2A Water Fund transferred $1,270,800 to the Water Enterprise Fund to subsidize the treatment, transport, and supply of water to the Town's residents. The Park Fee Fund transfer $20,004 to the General Fund for parks and recreation activities.

NOTE 4: Risk Management

Public Entity Risk Pool

The Town is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; injuries to employees; and natural disasters. The Town participates in the Colorado Intergovernmental Risk Sharing Agency (CIRSA), a separate and independent governmental and legal entity formed by intergovernmental agreement by member municipalities pursuant to the provisions of 24-10-115.5, Colorado Revised Statutes (1982 Replacement Volume) and the Colorado Constitution, Article XIV, Section 18(2).

The purposes of CIRSA are to provide members with defined liability, property, and workers compensation coverages and to assist members in preventing and reducing losses and injuries to municipal property and to persons or property which might result in claims being made against members of CIRSA, their employees, and officers.

It is the intent of the members of CIRSA to create an entity in perpetuity which will administer and use funds contributed by the members to defend and indemnify, in accordance with the bylaws, any member of CIRSA against stated liability of loss, to the limit of the financial resources of CIRSA. It is also the intent of the members to have CIRSA provide continuing stability and availability of needed coverages at reasonable costs. All income and assets of CIRSA shall be at all times dedicated to the exclusive benefit of its members. CIRSA is a separate legal entity, and the Town does not approve budgets, nor does it have the ability to significantly affect the operations of CIRSA.

NOTE 5: Capital Assets

Capital asset activity for the year ended December 31, 2024, is summarized below:

	Restated Balance 12/31/2023	Additions	Deletions	Balance 12/31/2024
Governmental Activities:				
Capital Assets, Not Being Depreciated				
Land	$ 1,987,594	$ 328,296	$ -	$ 2,315,890
Construction in Progress	649,605	956,430	-	1,606,035
Total Capital Assets, Not Being Depreciated	2,637,199	1,284,726	-	3,921,925
Capital Assets, Being Depreciated / Amortized:				
Buildings	4,200,033	-	-	4,200,033
Infrastructure	8,367,154	-	-	8,367,154
Water Rights	135,324	64,907	-	200,231
Furniture and Fixtures	789,460	546,656	-	1,336,116
Vehicles	2,962,288	336,968	-	3,299,256
Land Improvements	883,382	-	-	883,382
Infrastructure Improvements	7,072,588	472,031	-	7,544,619
Right-to-Use Asset	-	147,504	-	147,504
Total Capital Assets, Being Depreciated / Amortized	24,410,229	1,568,066	-	25,978,295
Accumulated Depreciation / Amortization:				
Buildings	(2,136,477)	(145,687)	-	(2,282,164)
Infrastructure	(6,586,291)	(264,751)	-	(6,851,042)
Water Rights	(39,989)	(4,005)	-	(43,994)
Furniture and Fixtures	(641,614)	(76,995)	-	(718,609)
Vehicles	(1,649,864)	(276,679)	-	(1,926,543)
Land Improvements	(565,239)	(32,952)	-	(598,191)
Infrastructure Improvements	(5,441,006)	(344,580)	-	(5,785,586)
Right-to-Use Asset	-	(29,501)	-	(29,501)
Total Accumulated Depreciation / Amortization	(17,060,480)	(1,175,150)	-	(18,235,630)
Capital Assets, Being Depreciated / Amortized, Net	7,349,749	392,916	-	7,742,665
Capital Assets, Governmental Activities, Net	$ 9,986,948	$ 1,677,642	$ -	$ 11,664,590

Depreciation expense for governmental activities was charged by function as follows:

General Government	$ 200,652
Public Safety	125,114
Public Works	800,828
Parks and Recreation	48,556
Total	$ 1,175,150

NOTE 5: Capital Assets (Continued)

	Restated Balance 12/31/2023	Additions	Deletions	Balance 12/31/2024
Business Type Activities:				
Capital Assets, Not Being Depreciated				
Construction in Progress	$ 14,765,133	$ 265,145	$ (14,765,133)	$ 265,145
Capital Assets, Being Depreciated / Amortized:				
Buildings	1,289,644	-	-	1,289,644
Water Transmission & Distribution	2,731,482	-	-	2,731,482
Monument Dam	2,958,357	-	-	2,958,357
Water Rights	125,000	-	-	125,000
Alluvium Wells	420,392	-	-	420,392
Slabaugh Well	191,390	-	-	191,390
Water Treatment Plant	1,199,322	-	-	1,199,322
Wells Treatment	15,388,656	17,066,386	-	32,455,042
Iron Treatment Plant	287,854	-	-	287,854
Equipment F&F	1,476,804	36,888	-	1,513,692
Vehicles	944,908	-	-	944,908
Total Capital Assets, Being Depreciated / Amortized	27,013,809	17,103,274	-	44,117,083
Accumulated Depreciation / Amortization:				
Buildings	(75,000)	(2,500)	-	(77,500)
Water Transmission & Distribution	(413,019)	(2,456)	-	(415,475)
Monument Dam	(681,908)	(98,612)	-	(780,520)
Water Rights	(706,788)	(39,977)	-	(746,765)
Alluvium Wells	(287,854)	-	-	(287,854)
Slabaugh Well	(1,213,680)	(108,506)	-	(1,322,186)
Water Treatment Plant	(120,580)	(3,828)	-	(124,408)
Wells Treatment	(7,568,022)	(1,048,325)	-	(8,616,347)
Iron Treatment Plant	(2,145,832)	(75,206)	-	(2,221,038)
Equipment F&F	(417,694)	(79,604)	-	(497,298)
Vehicles	(199,071)	(43,827)	-	(242,898)
Total Accumulated Depreciation / Amortization	(13,829,448)	(1,502,841)	-	(15,332,289)
Capital Assets, Being Depreciated / Amortized, Net	13,184,361	15,600,433	-	28,784,794
Capital Assets, Business-Type Activities, Net	$ 27,949,494	$ 15,865,578	$ (14,765,133)	$ 29,049,939

Depreciation expense for business-type activities was charged to the Water Fund.

NOTE 6: Long-Term Debt

Governmental Activities

Following is a summary of long-term debt transactions for governmental activities the year ended December 31, 2024.

	Balance 12/31/2023	Additions	Reductions	Balance 12/31/2024	Due Within One Year
Governmental Activities					
Financed Purchases	$ 17,182	$ -	$ 17,182	$ -	$ -
SBITAs	-	147,504	12,732	134,772	31,074
Compensated Absences	544,666	69,157	-	613,823	337,385
Total	$ 561,848	$ 216,661	$ 29,914	$ 748,595	$ 368,459

Financed Purchases

The Town entered into several financing purchase agreements to acquire vehicles and equipment which were paid from revenues of the 2F Police Fund. Interest accrued between 3.20% to 3.48%. At December 31, 2024, the financed purchases were paid in full.

Subscription-Based Information Technology Arrangements

During the year ended December 31, 2024, the Town entered into a subscription-based information technology arrangement (SBITA) to acquire software licenses for police equipment for a period of five years. Payments are made annually in the amount of $38,379, through 2028. In 2024, the Town made the initial payment of $20,276, which included The SBITAs are accrued at a fixed implicit interest rate of 5.42% per annum, based on prevailing rates plus the Town's incremental rate. At December 31, 2024, the Town recorded the right-to-use asset for $147,104 and an accumulated amortization of $29,501, including an amortization expense of $20,501. Financed purchase payments to maturity are as follows:

Year Ended December 31,	Principal	Interest	Total
2025	$ 31,074	$ 7,305	$ 38,379
2026	32,758	5,620	38,378
2027	34,534	3,845	38,379
2028	36,406	1,973	38,379
Total	$ 134,772	$ 18,743	$ 153,515

Business-Type Activities

Following is a summary of long-term debt transactions for business-type activities the year ended December 31, 2024.

	Balance 12/31/2023	Additions	Reductions	Balance 12/31/2024	Due Within One Year
Business-Type Activities					
COPs, Series 2020	$ 18,395,000	$ -	$ 535,000	$ 17,860,000	$ 560,000
COPs Premium	2,088,585	-	160,265	1,928,320	155,605
Compensated Absences	84,544	-	6,831	77,713	30,250
Total	$ 20,568,129	$ -	$ 702,096	$ 19,866,033	$ 745,855

NOTE 6: Long-Term Debt (Continued)

Business-Type Activities (Continued)

Certificates of Participation

In November 2020, the Town issued Certificates of Participation, Series 2020, for the purpose of financing the acquisition, construction, and installation of water improvements. Principal payments are due annually on December 1, through 2045. Interest payments are due semi-annually on June 1st and December 1st, with interest accruing at a fixed rate of 4% per annum. The Town utilizes the acquired/constructed property as collateral on the Certificates of Participation. Pursuant to the provisions of the lease, the Certificates of Participation shall be called for redemption if the lease is terminated due to the occurrence of an event of non-appropriation or the occurrence and continuation of an Event of Default under the Lease. The redemption price will be equal to the principal amount of the Certificates of Participation and receipt of indemnity to satisfaction. Certificates of participation payments to maturity are as follows:

Year Ended December 31,	Principal	Interest	Total
2025	$ 560,000	$ 714,400	$ 1,274,400
2026	580,000	692,000	1,272,000
2027	605,000	668,800	1,273,800
2028	630,000	644,600	1,274,600
2029	655,000	619,400	1,274,400
2030-2034	3,680,000	2,683,200	6,363,200
2035-2039	4,480,000	1,886,000	6,366,000
2040-2044	5,445,000	915,400	6,360,400
2045	1,225,000	49,000	1,274,000
Total	$ 17,860,000	$ 8,872,800	$ 26,732,800

NOTE 7: Employee Retirement Plans

Police Pension Plan

Plan Description - The Town contributes to the Statewide Retirement Plan (the SRP Plan), Social Security Component, a cost-sharing multiple-employer defined benefit pension plan. The SRP Plan is administered by the Fire & Police Pension Association of Colorado (FPPA). All police officers are required to participate in the plans on the first day of employment.

Eligible employees hired after April 1, 2007, are required to participate in the SRP Plan. Title 31, Article 31 of the Colorado Revised Statutes (CRS) grants the authority to establish and amend benefit terms to the FPPA Board of Directors. FPPA issues a publicly available financial report that includes information on the plans. That report may be obtained at www.fppaco.org.

Benefits Provided - A SRP Plan member is eligible for a normal retirement pension once the member has completed 25 years of credited service and has attained the age of 55. Effective January 1, 2021, a member may also qualify for a normal retirement pension if the member's combined years of service and age equals at least 80, with a minimum age of 50 (Rule of 80).

NOTE 7: Employee Retirement Plans (Continued)

Police Pension Plan (Continued)

The annual retirement benefit component is 2% of the average number of a member's highest three years' salary for each year of credit service up to ten years, plus 2.5% of the average of the member's highest three years' base salary for each year of service thereafter. Beginning January 1, 2007, the annual normal retirement benefit for the Social Security Component is 1% of the average of the member's highest three years base salary for each year of credited service up to ten years plus 1.25% of the average of the members' highest three years' base salary for each year thereafter. Prior to 2007, the benefit for members of the Social Security Component will be reduced by the amount of social security income the member receives annually, calculated as if the social security benefit started as of age 62.

Benefit adjustments paid to retired members are evaluated annually and may be re-determined every October 1. The amount of any increase is based on the Board's discretion and can range from 0% to the higher of 3% or the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W).

A member is eligible for early retirement after completion of 30 years of service or attainment of age 50 with at least five years of credited service. The early retirement benefit equals the normal retirement benefit reduced on an actuarially equivalent basis. Upon termination, an employee may elect to have member contributions, along with 5% as interest, returned as a lump sum distribution. Alternatively, a member with at least five years of accredited service may leave contributions with the Plan and remain eligible for a retirement pension at age 55 equal to 1% of the member's average highest three years' pensionable earnings for each year of credited service up to ten years, plus 1.25% for each year of service thereafter.

Contributions – The FPPA Board of Directors sets contribution rates at a level that enables all benefits to be fully funded at the retirement date of all members. Employee contribution rates can be amended by the State Legislature or by election of the membership. The Town and eligible employees are required to contribute to the SRP Plan at rates established by State statutes. Employer contribution rates can only be amended by the State Legislature.

Members contribute 12% of base salary. Employer contribution rates will increase 0.5% annually beginning in 2023 through 2030 to a total of 13% of pensionable earnings. Increases will result in a combined contribution rate of 25% of pensionable earnings in 2030. In 2024, the Town's contribution to the SRP plan was $116,678. The Town and eligible employees each contributed 10% and 12% of base salary, respectively, for the year ended December 31, 2024.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At December 31, 2024, the Town reported a net pension liability of zero for its proportionate share of the SRP Plan. The net pension liability was measured at December 31, 2022, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of January 1, 2024. The Town's proportion of the net pension liability was based on a projection of the Town's contributions to the Plan for the calendar year ended December 31, 2023, relative to the projected contributions of all participating employers. At December 31, 2023, the Town's proportion was 0.09308593%, which was an increase of 0.00275418% from its proportion measured at December 31, 2022. For the year ended December 31, 2024, the Town recognized pension expense (income) of $63,359.

NOTE 7: Employee Retirement Plans (Continued)

Police Pension Plan (Continued)

At December 31, 2024, the Town reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	$ 177,277	$ 8,518
Changes of assumptions	102,828	-
Net difference between projected and actual earnings on plan investments	127,268	-
Changes in proportion	35,496	96,853
Contributions subsequent to the measurement date	116,678	-
Total	$ 559,547	$ 105,371

Town contributions subsequent to the measurement date of $116,678 will be recognized as a reduction of the net pension liability in the subsequent fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows:

Year Ended December 31,	
2025	$ 52,154
2026	84,626
2027	132,053
2028	22,126
2029	17,552
Thereafter	28,987
Total	$ 337,498

Actuarial Assumptions - The actuarial valuation as of January 1, 2024, determined the total pension liability using the following actuarial assumptions and other inputs.

Actuarial Method	Entry Age Normal
Investment rate of return, compounded annually, net of plan investment expenses, including inflation	7.0%
Inflation	2.5%
Projected salary increases, including inflation	4.25% - 11.25%
Cost of living adjustments (COLA)	0.0%

For determining the total pension liability, the post-retirement mortality tables for non-disabled retirees uses the Pub-2010 Safety Healthy Annuitant Mortality Tables projected with the ultimate values of the MP-2020 projection scale. The pre-retirement off-duty mortality tables are adjusted to 60% of the MP-2020 mortality tables for active employees, amount-weighted, and then projected with the MP-2020 Ultimate projection scale. The on-duty mortality rate is 0.00015.

NOTE 7: Employee Retirement Plans

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions (Continued)

For determining the actuarially determined contributions, the post-retirement mortality tables for non-disabled retirees uses the Pub-2010 Safety Healthy Annuitant Mortality Tables projected with the ultimate values of the MP-2020 projection scale. The pre-retirement off-duty mortality tables are adjusted to 50% of the RP-2014 mortality tables for active employees. The on-duty mortality rate is 0.00015.

At least every five years the FPPA's Board of Directors, in accordance with best practices, reviews its economic and demographic actuarial assumptions. At its July 2022 meeting, the Board of Directors reviewed and approved recommended changes to the actuarial assumptions. The recommendations were made by the FPPA's actuaries, Gabriel, Roeder, Smith & Company, based upon their analysis of past experience and expectations of the future. The assumption changes were effective for actuarial valuations beginning January 1, 2024. The actuarial assumptions impact actuarial factors for benefit purposes such as purchases of service credit and other benefits where actuarial factors are used.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighing the expected future real rates of return by the target asset allocation percentage and by adding expected inflation (assumed at 2.5%). Best estimates of arithmetic real rates of return for each major asset class included in the Fund's target asset allocation as of December 31, 2022, are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Global Equity	35%	8.33%
Equity Long/Short	6%	7.27%
Private Markets	34%	10.31%
Fixed Income	10%	5.35%
Absolute Return	5%	5.89%
Managed Futures	9%	6.39%
Cash	1%	4.32%
Total	100%	

Discount Rate - The discount rate used to measure the total pension liability was 7%. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates based on the Board's funding policy, which establishes the contractually required rates under Colorado statutes. Based on those assumptions, the SRP plan fiduciary net position was projected to be available to make all the projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

NOTE 7: Employee Retirement Plans (Continued)

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions (Continued)

At least every five years the FPPA's Board of Directors, in accordance with best practices, reviews its economic and demographic actuarial assumptions. At its July 2022 meeting, the Board of Directors reviewed and approved recommended changes to the actuarial assumptions. The recommendations were made by the FPPA's actuaries, Gabriel, Roeder, Smith & Company, based upon their analysis of past experience and expectations of the future. The assumption changes were effective for actuarial valuations beginning January 1, 2023. The actuarial assumptions impact actuarial factors for benefit purposes such as purchases of service credit and other benefits where actuarial factors are used.

Projected benefit payments are required to be discounted to their actuarial present values using a single discount rate that reflects (1) a long-term expected rate of return on pension plan investments (to the extent that the plan's fiduciary net position is projected to be sufficient to pay benefits) and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the plan's projected fiduciary net position is not sufficient to pay benefits).

For the purpose of this valuation, the expected rate of return on pension plan investments is 7%; the municipal bond rate is 4.05% (based on the weekly rate closest to but not later than the measurement date of the "state & local bonds" rate from Federal Reserve statistical release (H.15)); and the resulting single discount rate is 7%.

Regarding the sensitivity of the net pension liability/(asset) to changes in the single discount rate, the following presents the plan's net pension liability/(asset), calculated using a single discount rate of 7%, as well as what the plan's net pension liability/(asset) would be if it were calculated using a single discount rate that is 1% lower or 1% higher:

	1% Decrease (6%)	Current Discount Rate (7%)	1% Increase (8%)
Proportionate share of the SRP net pension (asset) liability	$ 521,969	$ -	$ -

Defined Contribution Pension Plans

The Town offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 401(a). The plan is available to all Town employees and permits them to defer a portion of their salary until future years. The Town matches employee contributions at a rate of two to one up to 6% of eligible salary. During the year ended December 31, 2024, the Town contributions were $479,278 equal to the required contribution. The deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency.

The Town offers its FPPA-eligible employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan permits them to defer a portion of their salary until future years. The Town matches employee contributions at a rate of two to one up to 3% of eligible salary. During the year ended December 31, 2024, the Town contributions were $223,941 equal to the required contribution. The deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency.

NOTE 8: Other Postemployment Benefits

Statewide Death & Disability Plan

Plan Description - The Town contributes to the Statewide Death and Disability Plan (the SD&D Plan), cost sharing multiple-employer defined benefit death and disability plan administered by the Fire & Police Pension Association of Colorado (FPPA). All full-time police officers are members of the plan. Contributions to the plan are used solely for the payment of death and disability benefits. Benefits are established by State statute and generally allow for benefits upon the death or disability of a plan member prior to retirement. FPPA issues a publicly available annual financial report that includes financial statements and required supplementary information for the plan. That report may be obtained at www.fppaco.org.

Benefits Provided - The plan provides pre-retirement death benefits, as follows:

- Off-duty: 40% of the base salary paid to the member prior to death, with an additional 10% of base salary if a surviving spouse has two or more dependent children.
- On-duty: 70% of the base salary paid to the member prior to death.

Disability benefits are as follows:

- 70% of the base salary preceding disability.
- Permanent occupational disability: 50% of the base salary preceding disability.
- Temporary occupational disability: 40% of the base salary preceding disability for up to 5 years.

Benefit adjustments are granted periodically at the discretion of the FPPA Board of Directors. Total disability retirees receive an automatic increase of 3%. For other annuitants, the increase may reflect CPI, but in no case may it be higher than 3%. Once a member is eligible to retire, all plan benefit obligations cease.

Contributions - The contribution requirements are established by State statutes. However, in accordance with Colorado Revised Statutes (CRS) 31-31-811(4), the FPPA Board of Directors, based on an annual actuarial valuation, may adjust the contribution rate every two years, but in no event may the adjustment for any two-year period exceed one-tenth of one percent of the member's salary. As of 2020, the FPPA Board may adjust the required contribution rate annually by a maximum of 0.2%.

Town Council determines the required contributions for the Town and the members to the SD&D Plan and whether the contributions are paid individually or jointly. No contributions are required for members hired prior to January 1, 1997. For members hired on or after January 1, 1997, the Town contributed 3.4% of base salaries on behalf of the members during the year ended December 31, 2024, in the amount of $71,289, equal to the required contributions.

The Town has no requirement to contribute to the plan and does not receive contributions from a non-employer entity. Therefore, the Town does not report a net OPEB liability, or deferred outflows and inflows of resources related to OPEB. Any contributions to the SD&D Plan are considered to be “member contributions.”

OPEB Plan Fiduciary Net Position - Detailed information about the plan’s fiduciary net position is available in FPPA’s separately issued financial report, which may be obtained at www.fppaco.org.

NOTE 9: Commitments and Contingencies

Claims and Judgments

The Town participates in a number of federal, state, and local programs that are fully or partially funded by grants received from other governmental entities. Expenditures financed by grants are subject to audit by the appropriate grantor government. If expenditures are disallowed due to noncompliance with grant program regulations, the Town may be required to reimburse the grantor government. At December 31, 2024, significant amounts of grant expenditures have not been audited but management believes that disallowed expenditures, if any, based on subsequent audits will not have a material effect on the overall financial position of the Town.

Tabor Amendment

In November 1992, Colorado voters passed Article X, Section 20 (the Amendment) to the State Constitution which limits state and local government taxing powers and imposes spending limits. The Town is subject to the Amendment.

The Amendment requires the Town to establish a reserve for emergencies, representing 3% of qualifying expenditures. At December 31, 2024, the Town's emergency reserve was reported as restricted fund balance in the General Fund in the amount of $325,000.

Litigation

The Town from time to time is involved in various legal matters. In the opinion of the Town's counsel, there are no pending legal issues that would have a material adverse effect on the financial condition of the Town.

NOTE 10: Correction of Errors

The Town identified corrections of errors to the Government-Wide Net Position and Governmental Fund Balance for the prior fiscal year ended December 31, 2023. Capital assets were restated to correct accumulated depreciation on several large assets and record capital assets that should have been recorded or removed in prior years in the Governmental Activities and Business-Type Activities. In addition, the federal ARPA grant was received and recognized incorrectly as revenue in prior years, even though the grant has not met the eligibility requirement, and, therefore, should have been recorded as unearned revenue based on GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*. Error corrections for the fiscal year ended December 31, 2023, are reported as follows:

	General Fund	Total Governmental Funds	Governmental Activities	Business-Type Activities
Net Position/Fund Balance, Beginning, as Originally Stated	$ 7,842,055	$ 2,438,367	$ 30,324,749	$ 22,254,037
Corrections of Errors:				
Capital Assets, Not Being Depreciated/Amortized	-	-	454,983	(3,623,328)
Capital Assets, Net of Accumulated Depreciation/Amortization	-	-	(180,277)	2,071,717
Unearned Revenue	(2,035,179)	(2,035,179)	(2,035,179)	-
Net Position/Fund Balance, Beginning, as Restated	$ 5,806,876	$ 403,188	$ 28,564,276	$ 20,702,426

NOTE 11: Subsequent Events

On January 22, 2025, the Town entered into a financed purchase agreement to purchase equipment which will improve energy performance of Town facilities in the amount of $601,726. Payments will be due on June 1 and December 1, through 2040. Interest will accrue at 4.95% per annum.

REQUIRED SUPPLEMENTARY INFORMATION

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
GENERAL FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Taxes				
Property Taxes	$ 1,270,166	$ 1,270,166	$ 1,605,090	$ 334,924
Specific Ownership Taxes	116,570	116,570	133,284	16,714
Sales Taxes	6,313,517	6,313,517	6,714,353	400,836
Other Taxes	593,396	593,396	819,941	226,545
Total Taxes	8,293,649	8,293,649	9,272,668	979,019
Intergovernmental	662,845	662,845	35,745	(627,100)
Licenses and Permits				
Liquor Licenses	4,900	4,900	7,010	2,110
Land Use Permits	50,000	50,000	50,777	777
Other Licenses and Permits	48,250	48,250	52,144	3,894
Total Licenses and Permits	103,150	103,150	109,931	6,781
Court Fines and Fees	70,000	70,000	73,499	3,499
Charges for Services				
Administrative Fee - Water Fund	-	-	635,945	635,945
Cemetery Fees	5,500	5,500	3,400	(2,100)
Planning Fees	75,000	75,000	35,650	(39,350)
Engineering and Inspection Fees	75,000	75,000	36,746	(38,254)
Other Charges for Services	192,600	17,600	19,769	2,169
Total Charges for Services	348,100	173,100	731,510	558,410
Investment Income	300,000	600,000	1,319,572	719,572
Miscellaneous Revenues	-	-	4,134	4,134
TOTAL REVENUES	9,777,744	9,902,744	11,547,059	1,644,315

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
GENERAL FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
EXPENDITURES				
Current				
General Government	4,704,144	4,504,144	4,168,914	335,230
Public Safety	172,994	172,994	136,786	36,208
Public Works	1,929,690	1,929,690	1,373,340	556,350
Parks and Recreation	1,578,685	1,578,685	1,404,468	174,217
Capital Outlay	707,945	707,945	1,302,121	(594,176)
Contingency	1,000	1,000	-	1,000
Debt Service				
Principal	-	-	17,182	(17,182)
Interest	-	-	224	(224)
TOTAL EXPENDITURES	9,094,458	8,894,458	8,403,035	491,423
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	683,286	1,008,286	3,144,024	2,135,738
OTHER FINANCING SOURCES (USES)				
Proceeds from the Sale of Capital Assets	5,750	5,750	30,776	25,026
Insurance Proceeds	-	-	50,000	50,000
Transfers In	20,000	20,000	20,004	4
Transfers Out	(2,742,600)	(2,742,600)	(2,742,600)	-
TOTAL OTHER FINANCING SOURCES (USES)	(2,716,850)	(2,716,850)	(2,641,820)	75,030
CHANGE IN FUND BALANCE	(2,033,564)	(1,708,564)	502,204	2,210,768
FUND BALANCE, Beginning, as Originally Stated	6,367,657	7,842,055	7,842,055	-
Restatement - Correction of an Error	-	-	(2,035,179)	(2,035,179)
FUND BALANCE, Beginning, as Restated	6,367,657	7,842,055	5,806,876	(2,035,179)
FUND BALANCE, Ending	$ 4,334,093	$ 6,133,491	$ 6,309,080	$ 175,589

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
2F POLICE FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Sales Taxes	$ 1,882,116	$ 1,882,116	$ 2,000,496	$ 118,380
Charges for Services	174,652	174,652	213,129	38,477
Contributions and Donations	-	-	51,461	51,461
Miscellaneous	-	-	14,064	14,064
TOTAL REVENUES	2,056,768	2,056,768	2,279,150	222,382
EXPENDITURES				
Public Safety	4,952,362	4,952,362	4,609,950	342,412
Capital Outlay	74,500	74,500	257,331	(182,831)
Debt Service				
Principal	56,391	-	12,732	(12,732)
Interest	3,444	-	7,994	(7,994)
TOTAL EXPENDITURES	5,086,697	5,026,862	4,888,007	138,855
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(3,029,929)	(2,970,094)	(2,608,857)	361,237
OTHER FINANCING SOURCES (USES)				
SBITA Proceeds	-	-	147,504	147,504
Transfers In	2,700,000	2,700,000	2,700,000	-
TOTAL OTHER FINANCING SOURCES (USES)	2,700,000	2,700,000	2,847,504	147,504
CHANGE IN FUND BALANCE	(329,929)	(270,094)	238,647	508,741
FUND BALANCE, Beginning	581,529	1,063,029	1,063,029	-
FUND BALANCE, Ending	$ 251,600	$ 792,935	$ 1,301,676	$ 508,741

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
2A WATER ASD FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Sales Taxes	$ 2,560,486	$ 2,111,649	$ 2,611,166	$ 499,517
Investment Income	35,000	200,000	216,344	16,344
TOTAL REVENUES	2,595,486	2,311,649	2,827,510	515,861
EXPENDITURES				
Public Works	232,487	232,487	110,648	121,839
Capital Outlay	750,000	750,000	27,725	722,275
Other	750,000	750,000	-	750,000
TOTAL EXPENDITURES	1,732,487	1,732,487	138,373	1,594,114
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	862,999	579,162	2,689,137	2,109,975
OTHER FINANCING SOURCES (USES)				
Transfers Out	(1,270,800)	(1,271,400)	(1,270,800)	600
CHANGE IN FUND BALANCE	(407,801)	(692,238)	1,418,337	2,110,575
FUND BALANCE, Beginning	7,469,804	8,141,059	8,141,059	-
FUND BALANCE, Ending	$ 7,062,003	$ 7,448,821	$ 9,559,396	$ 2,110,575

TOWN OF MONUMENT, COLORADO
REQUIRED SUPPLEMENTARY INFORMATION
SCHEDULE OF PROPORTIONATE SHARE OF THE NET PENSION LIABILITY AND CONTRIBUTIONS
FPPA STATEWIDE RETIREMENT PLAN
December 31, 2024

MEASUREMENT YEAR	2024	2023	2022
Plan Measurement Year End	December 31,	December 31,	December 31,
PROPORTIONATE SHARE OF THE NET PENSION LIABILITY			
Town's Proportion of the Net Pension (Asset) Liability	0.09308593%	0.09584012%	0.07679290%
Town's Proportionate Share of the Net Pension (Asset) Liability	$ -	$ 85,069	$ (416,167)
Town's Covered Payroll	$ 1,829,032	$ 1,667,644	$ 1,167,711
Town's Proportionate Share of the Net Pension (Asset) Liability as a Percentage of Covered Payroll	0.0%	5.1%	-35.6%
Plan Fiduciary Net Position as a Percentage of the Total Pension Asset / Liability	100.0%	97.6%	116.2%

FISCAL YEAR	2024	2023	2022
TOWN CONTRIBUTIONS			
Statutorily Required Contribution	$ 116,678	$ 86,879	$ 75,044
Contributions in Relation to the Statutorily Required Contribution	(116,678)	(86,879)	(75,044)
Contribution Deficiency (Excess)	$ -	$ -	$ -
Town's Covered Payroll	$ 2,352,468	$ 1,829,032	$ 1,667,644
Contributions as a Percentage of Covered Payroll	4.96%	4.75%	4.5%

This schedule is presented to show information for 10 years. The full 10-year presentation will be shown when available.

2021 December 31,	2020 December 31,	2019 December 31,
0.07407009%	0.08185016%	0.07666185%
$ (160,806)	$ (46,291)	$ (96,922)
$ 1,057,667	$ 1,072,466	$ 912,933
-15.2%	-4.3%	-10.6%
116.2%	116.2%	116.2%

2021	2020	2019
$ 52,547	$ 47,595	$ 48,261
(52,547)	(47,595)	(48,261)
$ -	$ -	$ -
$ 1,167,711	$ 1,057,667	$ 1,072,466
4.5%	4.5%	4.5%

NOTE 1: Stewardship, Compliance, and Accountability

Budgetary Information

Budgets are adopted for all funds on a basis consistent with generally accepted accounting principles. The Town adheres to the following procedures to establish the budgetary information reflected in the financial statements.

- In October, management submits to the Town Council a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them.
- Public hearings are conducted to obtain taxpayer comments.
- Prior to December 31, the budget is legally enacted through passage of an ordinance.
- Expenditures may not legally exceed appropriations at the fund level. Any budget revisions that alter the total expenditures of any fund must be approved by the Town Council.
- Budgets are legally adopted for all funds of the Town. Budgets for the governmental funds are adopted on a basis consistent with generally accepted accounting principles (GAAP) except for certain interfund transactions that are reported as revenues and expenditures on the budgetary basis but not the GAAP basis of accounting. Budgetary comparisons presented for the Proprietary Fund are presented on a non-GAAP budgetary basis. Debt principal is recognized as an expenditure for budgetary purposes. Capital outlay is budgeted as an expenditure, and depreciation and amortization are not budgeted.
- All budget appropriations lapse at fiscal year-end.

NOTE 2: Significant Assumptions in the Actuarially Determined Pension Plan

An actuarial valuation is performed every two years to determine the pension benefit obligation. The latest available actuarial valuation was performed as of January 1, 2024. The measurement date was December 31, 2022. The following assumptions were used in computing the pension benefit obligation for this plan:

Actuarial Valuation Date	January 1, 2024
Actuarial Method	Entry Age Normal
Amortization Period	30 Years
Investment rate of return, compounded annually, net of plan investment expenses, including inflation	7.0%
Inflation	2.5%
Projected salary increases, including inflation	4.25% - 11.25%
Cost of living adjustments (COLA)	0.0%
includes inflation at	2.5%

Pre-retirement mortality assumptions were based upon the 2006 central rates from the RP-2014 Employee Mortality Tables for males and females projected to 2018 using the MP-2017 projection scales, and then projected prospectively using the ultimate rates of the scale for all years, 50% multiplier for off-duty mortality.

Post-retirement mortality assumptions were based upon the 2006 central rates from the RP-2014 Annuitant Mortality Tables for males and females projected to 2018 using the MP-2017 projection scales, and then projected prospectively using the ultimate rates of the scale for all years.

Disabled mortality assumptions were based upon the 2006 central rates from the RP-2014 Disabled Mortality Tables for males and females projected to 2018 using the MP-2017 projection scales, and then projected prospectively using the ultimate rates of the scale for all years.

NOTE 2: Significant Assumptions in the Actuarially Determined Pension Plan (Continued)

The actuarial assumptions shown above are associated with the Actuarially Determined Contribution for the Fiscal Year Ending December 31, 2023. The actuarial assumptions were changed for the Actuarial Valuation as of January 1, 2024, and as such, the Total Pension Liability was measured using those assumptions for the fiscal year ended December 31, 2024, with a one-year lag.

COMBINING AND INDIVIDUAL FUND STATEMENTS AND BUDGETARY COMPARISON SCHEDULES

TOWN OF MONUMENT, COLORADO
COMBINING BALANCE SHEET
NONMAJOR GOVERNMENTAL FUNDS
December 31, 2024

	COMMUNITY DEVELOPMENT	TRAFFIC IMPACT FEE	STORM DRAINAGE IMPACT FEE	PARK FEE
ASSETS				
Cash and Investments	$ 180,938	$ 449,839	$ 237,562	$ 363,924
FUND BALANCES				
Restricted for:				
Conservation Trust	-	-	-	-
Parks and Recreation	-	-	-	363,924
Committed for:				
Community Development	180,938	-	-	-
Capital Projects	-	449,839	237,562	-
TOTAL FUND BALANCES	180,938	449,839	237,562	363,924
TOTAL FUND BALANCES	$ 180,938	$ 449,839	$ 237,562	$ 363,924

CONSERVATION TRUST	TOTAL
$ 170,732	$ 1,402,995
170,732	170,732
-	363,924
-	180,938
-	687,401
170,732	1,402,995
$ 170,732	$ 1,402,995

TOWN OF MONUMENT, COLORADO

COMBINING STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

NONMAJOR GOVERNMENTAL FUNDS

Year Ended December 31, 2024

	COMMUNITY DEVELOPMENT	TRAFFIC IMPACT FEE	STORM DRAINAGE IMPACT FEE	PARK FEE
REVENUES				
Impact Fees	$ -	$ 105,859	$ 23,792	$ -
Intergovernmental	-	-	-	100,000
Licenses and Permits	87,366	-	-	-
Charges for Services	-	-	-	59,312
Investment Income	2,149	6,513	2,187	-
Miscellaneous	12,300	-	-	-
TOTAL REVENUES	101,815	112,372	25,979	159,312
EXPENDITURES				
Current				
General Government	85,163	-	-	-
Parks and Recreation	-	-	-	11,450
Capital Outlay	-	19,236	54,674	19,132
TOTAL EXPENDITURES	85,163	19,236	54,674	30,582
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	16,652	93,136	(28,695)	128,730
OTHER FINANCING SOURCES (USES)				
Transfers In	42,600	-	-	-
Transfers Out	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	42,600	-	-	-
CHANGES IN FUND BALANCES	59,252	93,136	(28,695)	128,730
FUND BALANCES, Beginning	121,686	356,703	266,257	235,194
FUND BALANCES, Ending	$ 180,938	$ 449,839	$ 237,562	$ 363,924

CONSERVATION TRUST	TOTAL
$ -	$ 129,651
95,376	195,376
-	87,366
-	59,312
1,702	12,551
1,001	13,301
98,079	497,557
-	85,163
27,184	38,634
-	93,042
27,184	216,839
70,895	280,718
-	42,600
(20,004)	(20,004)
(20,004)	22,596
50,891	303,314
119,841	1,099,681
$ 170,732	$ 1,402,995

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
COMMUNITY DEVELOPMENT FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Licenses and Permits	$ 45,400	$ 45,400	$ 87,366	$ 41,966
Investment Income	400	400	2,149	1,749
Miscellaneous	10,000	10,000	12,300	2,300
TOTAL REVENUES	55,800	55,800	101,815	46,015
EXPENDITURES				
General Government	111,972	111,972	85,163	26,809
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(56,172)	(56,172)	16,652	72,824
OTHER FINANCING SOURCES				
Transfers In	42,600	42,600	42,600	-
CHANGE IN FUND BALANCE	(13,572)	(13,572)	59,252	72,824
FUND BALANCE, Beginning	113,383	121,686	121,686	-
FUND BALANCE, Ending	$ 99,811	$ 108,114	$ 180,938	$ 81,127

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
TRAFFIC IMPACT FEE FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Impact Fees	$ 77,063	$ 77,063	$ 105,859	$ 28,796
Investment Income	1,200	1,200	6,513	5,313
TOTAL REVENUES	78,263	78,263	112,372	34,109
EXPENDITURES				
Capital Outlay	100,000	100,000	19,236	80,764
CHANGE IN FUND BALANCE	(21,737)	(21,737)	93,136	114,873
FUND BALANCE, Beginning	148,292	356,703	356,703	-
FUND BALANCE, Ending	$ 126,555	$ 334,966	$ 449,839	$ 114,873

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
STORM DRAINAGE IMPACT FEE FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Impact Fees	$ 60,000	$ 60,000	$ 23,792	$ (36,208)
Investment Income	250	250	2,187	1,937
TOTAL REVENUES	60,250	60,250	25,979	(34,271)
EXPENDITURES				
Capital Outlay	100,000	100,000	54,674	45,326
CHANGE IN FUND BALANCE	(39,750)	(39,750)	(28,695)	11,055
FUND BALANCE, Beginning	224,781	266,257	266,257	-
FUND BALANCE, Ending	$ 185,031	$ 226,507	$ 237,562	$ 11,055

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
PARK FEE FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Intergovernmental	$ -	$ -	$ 100,000	$ 100,000
Charges for Services	25,100	25,100	59,312	34,212
TOTAL REVENUES	25,100	25,100	159,312	134,212
EXPENDITURES				
Parks and Recreation	-	-	11,450	(11,450)
Capital Outlay	83,500	83,500	19,132	64,368
TOTAL EXPENDITURES	83,500	83,500	30,582	52,918
CHANGE IN FUND BALANCE	(58,400)	(58,400)	128,730	187,130
FUND BALANCE, Beginning	230,185	235,194	235,194	-
FUND BALANCE, Ending	$ 171,785	$ 176,794	$ 363,924	$ 187,130

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
CONSERVATION TRUST FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Intergovernmental	$ 96,280	$ 96,280	$ 95,376	$ (904)
Contributions	-	-	1,001	1,001
Investment Income	500	500	1,702	1,202
TOTAL REVENUES	96,780	96,780	98,079	1,299
EXPENDITURES				
Parks and Recreation	61,500	61,500	27,184	34,316
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	35,280	35,280	70,895	35,615
OTHER FINANCING SOURCES (USES)				
Transfers Out	(20,000)	(20,000)	(20,004)	(4)
CHANGE IN FUND BALANCE	15,280	15,280	50,891	35,611
FUND BALANCE, Beginning	112,429	119,841	119,841	-
FUND BALANCE, Ending	$ 127,709	$ 135,121	$ 170,732	$ 35,611

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
CAPITAL IMPROVEMENT FUND
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
REVENUES				
Use Taxes	$ 1,000,000	$ 1,000,000	$ 1,052,755	$ 52,755
Intergovernmental	2,370,681	335,502	698,784	363,282
Investment Income	2,000	2,000	5,820	3,820
TOTAL REVENUES	3,372,681	1,337,502	1,757,359	419,857
EXPENDITURES				
Public Works	-	-	391,669	(391,669)
Capital Outlay	3,913,179	1,878,000	912,839	965,161
TOTAL EXPENDITURES	3,913,179	1,878,000	1,304,508	573,492
CHANGE IN FUND BALANCE	(540,498)	(540,498)	452,851	993,349
FUND BALANCE, Beginning	2,480,969	2,730,608	2,730,608	-
FUND BALANCE, Ending	$ 1,940,471	$ 2,190,110	$ 3,183,459	$ 993,349

TOWN OF MONUMENT, COLORADO
BUDGETARY COMPARISON SCHEDULE
WATER FUND (BUDGETARY BASIS TO GAAP BASIS)
Year Ended December 31, 2024

	BUDGET			VARIANCE
	ORIGINAL	FINAL	ACTUAL	Positive (Negative)
OPERATING REVENUES				
Charges for Services	$ 2,540,782	$ 2,540,782	$ 3,134,187	$ 593,405
Miscellaneous	-	-	24,346	24,346
TOTAL OPERATING REVENUES	2,540,782	2,540,782	3,158,533	617,751
OPERATING EXPENSES				
Administration	3,676,327	3,856,327	2,222,043	1,634,284
Operations	53,414	-	740,720	(740,720)
Capital Outlay	5,750,000	2,995,500	2,603,286	392,214
Contingency	180,000	-	-	-
TOTAL OPERATING EXPENSES	9,659,741	6,851,827	5,566,049	1,285,778
NET OPERATING INCOME (LOSS)	(7,118,959)	(4,311,045)	(2,407,516)	1,903,529
NONOPERATING REVENUES (EXPENSES)				
Sales Tax	326,114	326,114	411,020	84,906
Investment Income	400,000	150,000	170,930	20,930
Debt Service				
Principal	(535,000)	(535,000)	(535,000)	-
Interest and Fiscal Charges	(735,800)	(735,800)	(735,800)	-
TOTAL NONOPERATING REVENUES (EXPENSES)	(544,686)	(794,686)	(688,850)	105,836
NET INCOME (LOSS) BEFORE CAPITAL CHARGES	(7,663,645)	(5,105,731)	(3,096,366)	2,009,365
CAPITAL CHARGES AND TRANSFERS				
Tap and Meter Fees	566,950	566,950	1,597,571	1,030,621
Transfers In	1,270,800	1,270,800	1,270,800	-
TOTAL CAPITAL CHARGES AND TRANSFERS	1,837,750	1,837,750	2,868,371	1,030,621
CHANGE IN NET POSITION - BUDGETARY BASIS	$ (5,825,895)	$ (3,267,981)	$ (227,995)	$ 3,039,986
RECONCILIATION TO GAAP BASIS				
Capital Outlay			2,603,286	
Debt Principal			535,000	
Debt Premium Amortization			160,265	
Change in Accrued Interest Payable			19,380	
Depreciation			(1,502,841)	
CHANGE IN NET POSITION, GAAP Basis			1,587,095	

COMPLIANCE SECTION

STATE COMPLIANCE

Form Approved
The public report burden for this information collection is estimated to average 380 hours annually. OMB No. 2125-0032

LOCAL HIGHWAY FINANCE REPORT	STATE: COLORADO
	YEAR ENDING (mm/yy): 12/24
This Information From The Records Of: TOWN OF MONUMENT	Prepared By: LAURIE YOUNG

I. DISPOSITION OF HIGHWAY-USER REVENUES AVAILABLE FOR LOCAL GOVERNMENT EXPENDITURE

ITEM	A. Local Motor-Fuel Taxes	B. Local Motor-Vehicle Taxes	C. Receipts from State Highway-User Taxes	D. Receipts from Federal Highway Administration
1. Total receipts available				
2. Minus amount used for collection expenses				
3. Minus amount used for nonhighway purposes				
4. Minus amount used for mass transit				
5. Remainder used for highway purposes				

II. RECEIPTS FOR ROAD AND STREET PURPOSES

ITEM	AMOUNT
A. Receipts from local sources:	
1. Local highway-user taxes	
a. Motor Fuel (from Item I.A.5.)	
b. Motor Vehicle (from Item I.B.5.)	
c. Total (a.+b.)	
2. General fund appropriations	$ -
3. Other local imposts (from page 2)	$ 2,355,868.62
4. Miscellaneous local receipts (from page 2)	$ 51,340.80
5. Transfers from toll facilities	
6. Proceeds of sale of bonds and notes:	
a. Bonds - Original Issues	
b. Bonds - Refunding Issues	
c. Notes	
d. Total (a. + b. + c.)	$ -
7. Total (1 through 6)	$ 2,407,209.42
B. Private Contributions	
C. Receipts from State government (from page 2)	$ 417,582.53
D. Receipts from Federal Government (from page 2)	$ -
E. Total receipts (A.7 + B + C + D)	$ 2,824,791.95

III. EXPENDITURES FOR ROAD AND STREET PURPOSES

ITEM	AMOUNT
A. Local highway expenditures:	
1. Capital outlay (from page 2)	$ 2,748,636.68
2. Maintenance:	$ 197,941.11
3. Road and street services:	
a. Traffic control operations	$ 1,854,996.62
b. Snow and ice removal	$ 76,850.95
c. Other	
d. Total (a. through c.)	$ 1,931,847.57
4. General administration & miscellaneous	$ 170,962.22
5. Highway law enforcement and safety	
6. Total (1 through 5)	$ 5,049,387.58
B. Debt service on local obligations:	
1. Bonds:	
a. Interest	
b. Redemption	
c. Total (a. + b.)	$ -
2. Notes:	
a. Interest	
b. Redemption	
c. Total (a. + b.)	$ -
3. Total (1.c + 2.c)	$ -
C. Payments to State for highways	
D. Payments to toll facilities	
E. Total expenditures (A.6 + B.3 + C + D)	$ 5,049,387.58

IV. LOCAL HIGHWAY DEBT STATUS

(Show all entries at par)

	Opening Debt	Amount Issued	Redemptions	Closing Debt
A. Bonds (Total)				$ -
1. Bonds (Refunding Portion)				$ -
B. Notes (Total)				$ -

V. LOCAL ROAD AND STREET FUND BALANCE (RECEIPTS AND DISBURSEMENTS ONLY)

A. Beginning Balance	B. Total Receipts	C. Total Disbursements	D. Ending Balance	E. Reconciliation
	$ 2,824,791.95	$ 5,049,387.58		$ (2,224,595.63)

Notes and Comments:

LOCAL HIGHWAY FINANCE REPORT	STATE: COLORADO YEAR ENDING (mm/yy): 12/24

II. RECEIPTS FOR ROAD AND STREET PURPOSES - DETAIL

ITEM	AMOUNT	ITEM	AMOUNT
A.3. Other local imposts:		**A.4. Miscellaneous local receipts:**	
a. Property Taxes and Assesments		a. Interest on investments	
b. Other local imposts:		b. Traffic Fines & Penalties	$ 51,340.80
1. Sales Taxes		c. Parking Garage Fees	
2. Infrastructure & Impact Fees	$ 280,213.69	d. Parking Meter Fees	
3. Liens	$ -	e. Sale of Surplus Property	
4. Licenses	$ 7,360.00	f. Charges for Services	
5. Specific Ownership &/or Other	$ 2,068,294.93	g. Other Misc. Receipts	
6. Total (1. through 5.)	$ 2,355,868.62	h. Other	
c. Total (a. + b.)	$ 2,355,868.62	i. Total (a. through h.)	$ 51,340.80
(Carry forward to page 1)		*(Carry forward to page 1)*	

ITEM	AMOUNT	ITEM	AMOUNT
C. Receipts from State Government		**D. Receipts from Federal Government**	
1. Highway-user taxes (from Item I.C.5.)	$ 382,902.45	1. FHWA (from Item I.D.5.)	
2. State general funds		2. Other Federal agencies:	
3. Other State funds:		a. Forest Service	
a. State bond proceeds		b. FEMA	
b. Project Match		c. HUD	
c. Motor Vehicle Registrations	$ 34,680.08	d. Federal Transit Administration	
d. DOLA Grant		e. U.S. Corps of Engineers	
e. Other	$ -	f. Other Federal ARPA	
f. Total (a. through e.)	$ 34,680.08	g. Total (a. through f.)	$ -
4. Total (1. + 2. + 3.f)	$ 417,582.53	3. Total (1. + 2.g)	$ -
(Carry forward to page 1)		*(Carry forward to page 1)*	

III. EXPENDITURES FOR ROAD AND STREET PURPOSES - DETAIL

	ON NATIONAL HIGHWAY SYSTEM (a)	OFF NATIONAL HIGHWAY SYSTEM (b)	TOTAL (c)
A.1. Capital outlay:			
a. Right-Of-Way Costs			$ -
b. Engineering Costs		$ 328,296.33	$ 328,296.33
c. Construction:			
(1). New Facilities			$ -
(2). Capacity Improvements		$ 125,000.00	$ 125,000.00
(3). System Preservation		$ 2,295,340.35	$ 2,295,340.35
(4). System Enhancement And Operation			$ -
(5). Total Construction (1)+(2)+(3)+(4)	$ -	$ 2,420,340.35	$ 2,420,340.35
d. Total Capital Outlay (Lines 1.a. + 1.b. + 1.c.4)	$ -	$ 2,748,636.68	$ 2,748,636.68
(Carry forward to page 1)			

Notes and Comments:

FORM FHWA-536

2025 ANNUAL BUDGET

JANUARY – DECEMBER 2025

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December 30, 2024

To Citizens, Mayor LaKind, and the Members of the Monument Town Council,

I am pleased to present to the citizens, Mayor, and Town Council the 2025 Final Budget for the Town of Monument unanimously approved by the Town Council on December 2, 2024.

With the Town's growth and high community expectations regarding the range and nature of the Town's services, the needs of the community exceed the available current resources of the Town. The 2025 Budget expenditures exceed the anticipated revenues, but the budget is legally balanced due to use of available fund balance, thereby conforming with Colorado State Statutes. The budgetary basis of accounting used in the Town's budget is modified accrual for most funds, and full accrual for the Water Enterprise Fund.

Staff intends to re-analyze the 2025 operating revenues and expenditures with the goal of presenting an amended 2025 budget in May 2025 that will reduce expenses and utilize less of the General Fund reserve. This will accomplish two objectives: 1) reduce operating expenses to more closely align with annual revenue, and 2) increase the General Fund Reserve.

REVENUES

Revenue projections are based on conservative calculations due to economic uncertainty in 2025. However, since Colorado Springs is expected to experience growth in housing, revenue and manufacturing, it is anticipated that the Town of Monument will experience increased demand for housing and services resulting in modest property tax and sales tax increases. The Town has capped the mill levy on property taxes at 5.000 mills. However, the passage of SB24-33 by the State Legislature will impact property tax revenues but estimates and guidance from the State have yet to be provided. In addition, effective January 1, the Town will begin "Self-Collecting" sales tax, which is anticipated to identify additional sales tax revenue. Due to the unknown return of this new program, additional sales tax revenue has not been included in the revenue projections.

EXPENDITURES

Expenditures increased in the 2025 Final Budget. Health care costs increased by 7%. A 3% cost of living increase is included in the budget along with a 2% pay for performance increase for employees. In addition, a 3% increase is included to fund under-market positions identified in the compensation study authorized by the Town Council. It is also noteworthy to identify that

part of the financial strategy to reduce expenses, one executive level position was eliminated, and another executive level position is funded in the 2025 Adopted Budget but is not slated to be filled. Also, three additional administrative positions are funded in the 2025 Adopted Budget but are also on hold until the mid-year Amended Budget is presented to the Town Council.

CAPITAL EXPENDITURES & CAPITAL IMPROVEMENTS

Capital Improvement Projects are funded by a variety of sources, including sales and use tax, service fees, and charges to customers. The 2025-2029 Capital Projects Plan was presented to and adopted by the Town Council at the December 2, 2024, meeting with the understanding that 2025 expenditures match the 2025 Final Budget. The expenses budgeted for years 2026-2029 are intended to be modest placeholders and are not authorized expenditures. All capital expenses will be re-evaluated, and staff will prepare a more detailed plan for Council's consideration in late 2025.

RESERVED FUNDS

The 2025 Final Budget has a 3% TABOR reserve in the General Fund and a 13.37% General Fund Unrestricted Reserve. This will change based on the final 2024 actual revenues and expenditures.

2F POLICE FUND

In response to population growth and preserving quality of life, Town of Monument voters approved a .5% sales tax increase in 2022 to benefit the Monument Police Department with the establishment of the 2F Police Fund. For 2025, 2F revenue is projected to be $2,266,568. The General Fund is providing $4,146,935 in funding for the Police Department resulting in a total Police Department budget for 2025 of $6,413,503.

WATER ENTERPRISE FUND

The Water Enterprise Fund revenues together with available unrestricted water fund reserves will cover the budget expenditures in 2025. Overall, water fund revenues are conservatively projected to remain flat in 2025.

SPECIAL REVENUE FUNDS

Special Revenue Funds include: the 2A Water ASD Fund, Community Development Fund, Conservation Trust Fund, Storm Drainage Impact Fee Fund, Parks Fee Fund and the Traffic Impact Fee Fund. These funds all have a dedicated funding source, and the allocation of revenues is controlled by the funding source.

CONCLUSION

The 2025 Final Budget allocates funding for necessary municipal services for the Town of Monument to continue to be a community of choice for living, working and leisure.

Each year, the Town of Monument faces the challenge associated with balancing the complex needs of the town and creating a practical budgeting strategy. In 2025 the Town Council approved funding for an impact fee study which will assess the impacts of development and calculate appropriate costs to support the Town's infrastructure growth. A water fee assessment is also planned for 2025. Recommendations for any impact and fee increases will be presented to the Town Council for approval.

I would like to give special thanks to all the employees of the Town and the Town Council who assisted and contributed to the preparation and adoption of the 2025 Final Budget.

Madeline VanDenHoek, Interim Town Manager

The Gazette
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Company Name: Town Of Monument

Contact: Attn: Finance

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Monument 80132-9143

Telephone: (719) 884-8045
Fax: (719) 884-8011

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PUBLIC NOTICE

Notice of Public Meeting
Presentation of 2025 Final Budget

The Town of Monument's Final Budget for Fiscal Year 2025 will be presented to the Monument Town Council at the January 6th, 2025, 6:30pm Town Council meeting. This meeting will be held at Monument Town Hall, 645 Beacon Lite Rd, Monument. The 2025 Final Budget is available for inspection by the public at Monument Town Hall, Office of the Town Finance Director, 645 Beacon Lite Rd, Monument, CO 80132. Any interested elector of the Town of Monument may inspect and file any objections to the 2025 Final Budget at any time prior to the final adoption by the Monument Town Council. Please contact Jennifer Phillips, Director of Finance, for further information. JPhillips@tomgov.org.

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MONUMENT TOWN COUNCIL
REGULAR MEETING MINUTES
Monday January 6, 2025 – 6:30 PM
Monument Town Hall – 645 Beacon Lite Rd., Monument CO 80132
Hybrid Meeting – Remote Participation Via Teams

1. **Call to Order, Pledge of Allegiance, Roll Call:** Mayor LaKind called to order the regular meeting of the Monument Town Council and led those assembled in the Pledge of Allegiance. Proper notice of the meeting was posted for more than 24 hours in the designated posting locations. The following Council members were present for the meeting:

TOWN COUNCIL	TOWN STAFF
PRESENT: Mayor Mitch LaKind Mayor Pro Tem Steve King Councilmember Sana Abbott Councilmember Laura Kronick Councilmember Kenneth Kimple Councilmember Fiorito	Madeline VanDenHoek, Interim Town Manager Patrick Regan, Police Chief Tina Erickson, Town Clerk Bob Cole, Town Attorney Rebecca Zeich, Town Attorney Will Williams, Director of IT Thomas Tharnish, Director of Public Works Jennifer Phillips, Director of Finance Laura Hogan, Director of Administration Dan Ungerleider, Director of Planning
ATTENDED REMOTELY: Councilmember Jim Romanello Councilmember Marco Fiorito joined the meeting remotely at 10:40pm	
ABSENT WITH PRIOR NOTICE:	
ABSENT WITHOUT PRIOR NOTICE:	

2. **Disclosures of Conflicts of Interest:**
   a. Disclosures of Potential Conflicts of Interest
   b. Vote on Excluding Council Members with Potential Conflicts of Interest from Consideration, Discussions and Voting on Identified Matters.
      - None were submitted.

3. **Approval of the Consent Agenda:**
   a. Agenda – January 6, 2025
   b. Meeting Minutes – December 16, 2024.
   c. Resolution No. 01-2025 – A Resolution Approving a Professional Services Agreement for Comprehensive Plan and Stormwater Management Plan Services.
   d. Resolution No. 02-2025 – A Resolution Approving a Professional Services Agreement for Development Impact Fee Nexus Study Services.
   e. Resolution No. 03-2025 – A Resolution to Approve an Intergovernmental Agreement Between the Town of Monument and the Monument Fire Protection District Regarding the Wildfire Mitigation Demonstration Project.

   Fiorito moved to modify the agenda remove Recognition of the employees of the year moving to future meeting, moving public comment for items not on the agenda and council comment before Resolutions and adding a presentation after the Recognition and continue Ordinance No. 03-2024 to January 21, 2025. Abbott seconded the motion. Roll call vote was taken, and the motion passed 7 to 0.

4. **Oaths of Office:**

a. Erickson Led Councilmembers Marco Fiorito, Kenneth Kimple, Laura Kronick and Jim Romanello into their oaths of office.

5. **Selection of Mayor Pro Tem:**
   a. The Council nominated Steve King to Mayor Pro Tem. Fiorito moved to appoint Steve King as Mayor Pro Tem. Kronick seconded the motion. Roll call vote was taken and the motion passed 7 to 0.

6. **Recognition:**
   a. VanDenHoek recognized Commander Lupton on the completion of the F.B.I Academy training.

7. **Public Comment for Items Not on the Agenda:**
   - Sean Saw- unreasonable development of Buc-ee's with the annexation of property in Palmer Lake, spoke on points of size of building development, water consumption resource and other communities that have fought against Buc-ee's, requested the council help fight against Buc-ee's.
   - Roy Martinez- concerns of the proposed development of Buc-ee's, specifically the water source being unsustainable of groundwater, urges the Town Council to oppose the unreasonable development by the Town Palmer Lake to help protect water resources.
   - Nancy Swearingen – water pump station light that is constantly on, construction makes it look like 4th street is a thru street- not a through street, safety is an issue, Buc-ee's "unintended consequences", developer wanted to develop homes, it was turned down by Town Council, before this development was proposed.
   - Katherine Gayle with Integrity Matters- asked to join the fight against Palmer Lake - not taking legal action against Buc-ee's against Palmer Lake for multiple legal matters, seeking participation to fight Palmer Lake and the annexation. Discussed the negative impact Buc-ee's annexation would have on Monument.
   - Karen McVay- gave appreciation to the council, provided information by Steve Orcutt of Palmer Lake, wildlife will be destroyed with the development of Buc-ee's.
   - Mike Kopycinski- light pollution, Beacon Lite Road- only egress point for neighborhoods, huge danger for residents if a fire were to occur, home values would reduce to the areas surrounding Buc-ee's.
   - Casey Gilbert- light pollution, concerned about the wildlife with any large construction projects, traffic would increase, proposed other locations to build a truck stop, further south, the people have said "No".
   - Donald Bryant- urges Monument to take a firm stance against the development, potential harm of the Tri-Lakes area, increased traffic congestion, strain natural resources, in favor of thoughtful and responsible development- no local benefit. Troubled by the Town of Palmer Lake how they have handled this project.
   - Anissa Prickett – high speed vehicles in Promontory Pointe encouraged additional stop signs to be placed at Lions Tail and Gleneagle, creating a three way stop to slow traffic down at the bottom of the hill.
   - Ryan Snowbarger – gave appreciation to the council for allowing the citizens to speak and the open forum, concerned about fire hydrants- lack of tender trucks- emergency response time for fire and police departments with the increase of signal lights and traffic, concern of water resources, Monument Sanitation being overwhelmed.

8. **Council Comment(s):**
   - Kimple gave appreciation to everyone that has voiced their concerns and opinions in objection, council has received emails from all over residents providing interesting and key points. The Council will discuss and look at all avenues available for Monument council to take a united front opposing the annexation proposal- proposal does not meet existing Tri-Lakes area. Encourages everyone to continue to attend the Palmer Lake meetings, email Palmer Lake's councilmembers and ask for explanation and response. Asked how the Town of Monument can help Integrity Matters. Suggested a letter of opposition to be drafted to be submitted to Palmer Lake Trustees, asked for it to be brought to a future agenda or an executive session. Cole and LaKind clarified that there will be discussions in executive session of options prior to taking action. Gave appreciation to the councilmembers that attended the Palmer Lake meeting.
   - King gave appreciation to everyone that has spoken and encourages everyone to continue their mission, coming together as a community in opposition with a common goal makes an impact.
   - Kronick echoed comments that were said, would like to hear Palmer Lake address their neighbors, encourages residents to attend meetings, continue to send letters it all matters, don't stop.

9. **Presentation:**
   - Jim McGrady District Manager with Triview Metropolitan District provided a presentation on the Higby Road Widening at Jackson Creek Parkway to Harness Road. The Council presented questions and had a discussion with McGrady about left turns, an additional round about, if the Monument voters opposed the bond initiative at the election, what plan B would look like, how long development would take, if county residents have been included in discussions, concurrence about design with the town. Sean Hays clarified there isn't a huge demand for a traffic signal at this time.

   - The Council took a recess at 8:10pm.
   - The Council resumed the meeting at 8:18pm.

10. **Resolution(s):**
    a. Resolution No. 04-2025 – A Resolution Adopting A Vision Statement. VanDenHoek introduced John Trylch gave a presentation about strategic planning for the Town of Monument as included in the council packet. Kronick moved to approve Resolution No. 04-2025. Kimple seconded the motion. Roll call vote was taken and the motion passed 7 to 0.
    b. Resolution No. 05-2025 – A Resolution Appointing Members of the Planning Commission- Martin Trujillo, Daniel Ours, Rey Egley & Donna Hatch. Ungerleider presented Resolution 05 -2025 as included in the council packet. Kronick moved to approve Resolution No. 05-2025. Abbott seconded the motion. Roll call vote was taken and the motion passed 7 to 0.
    c. PUBLIC HEARING Resolution No. 55-2024 – A Resolution Approving the Preliminary and Final Plat Subdivision for Jackson Creek North PMD Filing No 1. Ungerleider requested The Council to continue Resolution No. 55-2024 to January 21, 2025, this will allow the applicants attorney and Town Attorney to meet to come back with a resolution. LaKind opened the public hearing, none were received. LaKind closed the public hearing. Fiorito moved to continue Resolution No. 55-2024 to January 21st, 2025. Kronick seconded the motion. Roll call vote was taken and the motion to

continue passed 7 to 0.

d. Resolution No. 06-2025 – A Resolution Approving a Final Planned Unit Development for Falcon Commerce Center Filing No. 4. Ungerleider presented Resolution No. 06-2024, Tom Blunk CP Real Estate Capital spoke on the Falcon Commerce Center Filing No. 4 PUD Plan and Final Plat, discussed the economic advantages the development brings to the Town of Monument. Andrea Barlow with NES displayed the presentation. Matt Erickson with Kiowa Engineering provided information on the Stormwater improvements. LaKind opened the public hearing, none were received. LaKind closed the public hearing. Romanello moved to approve Ordinance No. 01-2025. Fiorito seconded the motion. Roll call vote was taken, and the motion passed 7 to 0.

11. Ordinance(s):

a. Ordinance No. 01-2025 – An Ordinance Approving a Final Planned Unit Development for Falcon Commerce Center Filing No. 4. Ungerleider presented Ordinance No. 01-2025, presentation for Resolution No. 06-2025 was presented for both the Resolution and Ordinance. Fiorito moved to approve Ordinance No. 01-2025. Romanello seconded the motion. Roll call vote was taken, and the motion passed 7 to 0.

- Fiorito left the meeting at 10:10 to remote participate for remainder of meeting.

b. Ordinance No. 02-2025 – An Ordinance Approving Panda Express Final PUD. Ungerleider presented Ordinance No. 02-2025 as included in the council packet. LaKind opened the public hearing, none were received. LaKind closed the public hearing. Kimple moved to approve Ordinance No. 02-2025 with the condition to relocate the trash receptacles to avoid site triangle and to report back to the council with the change made. Romanello seconded the motion. Roll call vote was taken, and the motion passed 6 to 0.

12. Ratification of Adopted Budget Resolutions:

- Cole gave a brief explanation of why the resolutions have been brought back to the council to be voted on again, no changes were made to the resolutions, initial publication requirements were not fulfilled in the local paper with sufficient time.

a. Resolution No. 56-2024 – A Resolution Adopting a Restated Budget for the Purpose Set Forth Below for the Town of Monument, Colorado, Beginning on the First Day of January 2024 and Ending on the Last day of December 2024. LaKind opened the public hearing, none were received. LaKind closed the public hearing. Kronick moved to ratify Resolution No. 56-2024. Romanello seconded the motion. Roll call vote was taken, and the motion passed 6 to 0

b. Resolution No. 57-2024 – A Resolution Appropriating Sums of Money to the Various Funds in the Amounts Set Forth Below for the Town of Monument, Colorado, Beginning on the First day of January 2024 and Ending on the Last Day of December 2024. Kronick moved to ratify Resolution No. 57-2024. King seconded the motion. Roll call vote was taken, and the motion passed 6 to 0.

c. Resolution No. 58-2024 – A Resolution Adopting a Budget for the Purpose Set Forth Below for the Town of Monument, Colorado, Beginning on the First Day of January 2025 and Ending on the Last day of December 2025. LaKind opened the public

hearing, none were received. LaKind closed the public hearing. Kronick moved to ratify Resolution No. 58-2024. Romanello seconded the motion. Roll call vote was taken, and the motion passed 6 to 0.

d. Resolution No. 59-2024 – A Resolution Appropriating Sums of Money to the Various Funds in the Amounts Set Forth Below for the Town of Monument, Colorado, Beginning on the First day of January 2025 and Ending on the Last Day of December 2025. Kronick moved to ratify Resolution No. 59-2024. LaKind seconded the motion. Roll call vote was taken, and the motion passed 6 to 0.

e. Resolution No. 60-2024 – A Resolution to Authorize the Certification of the Property Tax Mill Levy to the El Paso County Assessor for the Budget Year 2025 Beginning on the First Day of January 2025, and Ending on the Last Day of December 2025. Kronick moved to ratify Resolution No. 60-2024. Abbott seconded the motion. Roll call vote was taken, and the motion passed 6 to 0.

13. Discussion Items:

a. Phillips provided a brief update of self-collection of sales tax.
b. Tharnish provided back history on Ordinance No. 19-2014.
c. Cole led the Standards of Conduct discussion.
d. Councilmember Committee Assignments, LaKind will replace Kimple with CML Policy Committee.

14. Future Agenda Item Authorization(s):

a. Add Executive Session regarding annexation of Buc-ee's to January 21, 2024.

15. Executive Session:

a. LaKind moved to enter into Executive Session pursuant to 24-6-402 (4)(b) for a Conference with the Town Attorney for the Purpose of Receiving Legal Advice Regarding Town Employment Practices. Kronick seconded the motion. Roll call vote was taken and the motion passed 7 to 0.

- The Council took a recess at 11:02 prior entering executive session.
- The Council entered executive session at 11:10pm.
  - Romanello exited the meeting during the executive session roughly 11:25 pm
- The Council concluded executive session at 11:34 pm.
- The Counsil resumed regular meeting at 11:36 pm.

16. Other Action Items:

a. General Release and Settlement Agreement. Kronick moved to approve a general release and settle agreement. Abbott second the motion. Roll call vote was taken and the motion passed 6 to 0

17. Adjournment:

a. LaKind moved to adjourn the meeting, the motion passed unanimously, the meeting was adjourned at 11:39 pm.

Respectfully Submitted,

Lisa Erickson

MONUMENT INCORPORATED SEAL June 32, 1879 COLORADO

Tina Erickson, Town Clerk

TOWN OF MONUMENT
RESOLUTION NO. 58-2024

A RESOLUTION ADOPTING A BUDGET FOR THE PURPOSES SET FORTH BELOW FOR THE TOWN OF MONUMENT, COLORADO, BEGINNING ON THE FIRST DAY OF JANUARY 2025 AND ENDING ON THE LAST DAY OF DECEMBER 2025

WHEREAS, The Town Council of the Town of Monument has instructed Interim Town Manager Madeline VanDenHoek, to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, a final proposed budget has been timely submitted to the governing body for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with the law, said final proposed budget was open for inspection by the public at Monument Town Hall, Monument, Colorado, public meetings were conducted on July 15, 2024, August 5, 2024, September 3, 2024, September 16, 2024 and November 4, 2024, and interested taxpayers were given the opportunity to file or register any objections to said budget; and

WHEREAS, whatever increases have been made in the expenditures are offset by revenues and fund balance therefore, presenting a balanced budget as required by law; and

WHEREAS, the council will approve in accordance with the 2025 budget the Capital Project Program for 2025 – 2029, with the expectation that staff will development and present a Long-Range Financial Plan in Spring 2025; and

WHEREAS, the following summary of the 2025 Budget by Fund is submitted for Town Council approval.

General Fund	
Beginning Fund Balance	$ 6,369,307
Revenue	$ 11,613,483
Expenditures	($ 15,480,303)
Reserved Fund Balance (TABOR @ 3%)	($ 452,692)
Ending Fund Balance (13.37%)*	$ 2,069,795

**GFOA suggests this be a minimum of 15%*

Capital Projects Fund	
Beginning Fund Balance	$ 2,190,110
Revenue	$ 1,868,472
Expenditures	($ 4,040,000)

Ending Fund Balance	$ 18,582

2F Police Fund

Beginning Fund Balance	$ 300,000
Revenue	$ 2,002,314
Expenditures	($ 2,266,568)
Ending Fund Balance	$ 35,746

2A Water ASD Fund

Beginning Fund Balance	$ 7,448,821
Revenue	$ 2,595,486
Expenditures	($ 8,603,287)
Ending Fund Balance	$ 1,441,020

Community Development Fund

Beginning Fund Balance	$ 108,114
Revenue	$ 94,320
Expenditures	($ 179,747)
Ending Fund Balance	$ 22,687

Traffic Impact Fee Fund

Beginning Fund Balance	$ 334,966
Revenue	$ 78,263
Expenditures	($ 100,000)
Ending Fund Balance	$ 313,229

Storm Drainage Impact Fee Fund

Beginning Fund Balance	$ 226,507
Revenue	$ 2,095,429
Expenditures	($ 2,142,765)
Ending Fund Balance	$ 179,171

Water Enterprise Fund

Beginning Fund Balance	$ 9,897,770
Revenue	$ 4,822,246
Expenditures	($ 7,430,818)
Reserved Fund Balance (Water Storage)	($ 756,442)
Ending Fund Balance	$ 6,532,756

Park Fee Fund

Beginning Fund Balance	$ 176,794
Revenue	$ 90,100
Expenditures	($ 263,000)
Ending Fund Balance	$ 3,894

Conservation Trust Fund

Beginning Fund Balance	$ 135,121
Revenue	$ 96,780
Expenditures	($ 81,500)
Ending Fund Balance	$ 150,401

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MONUMENT, COLORADO THAT:

Section 1. Budget Approval. That the budget as submitted and herein summarized by fund, hereby is approved, and adopted as the budget of the Town of Monument for the year stated above.

Section 2. Signature Authority. That the budget hereby approved and adopted shall be signed by the Mayor and the Town Clerk and made part of the public records of the Town.

PASSED AND RESOLVED by the Town Council of the Town of Monument, Colorado, this 2nd day of December 2024, by a vote of 7 for and 0 against.

TOWN OF MONUMENT

Mitch LaKind, Mayor

ATTEST:

Tina Erickson, Town Clerk

MONUMENT INCORPORATED SEAL June 2, 1879 COLORADO

TOWN OF MONUMENT
RESOLUTION NO. 59-2024

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS IN THE AMOUNTS SET FORTH BELOW FOR THE TOWN OF MONUMENT, COLORADO, BEGINNING ON THE **FIRST DAY OF JANUARY 2025** AND ENDING ON THE **LAST DAY OF DECEMBER 2025**

WHEREAS, the Town Council of the Town of Monument must appropriate sums of money to fund the approved budget for the purposes set forth within said budget; and

WHEREAS, the Council hereby finds it in the best interests of the citizens of the Town of Monument to appropriate sums of money to the various funds;

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MONUMENT, COLORADO THAT:

Section 1. Appropriation for the Operating Budgets. The appropriation for the various funds in the Fiscal Year 2025 Budget are hereby approved as follows:

General Fund	**$ 15,480,303**
Capital Projects Fund	**$ 4,040,000**
2F Police Fund	**$ 2,266,568**
2A Water ASD Fund	**$ 8,603,287**
Community Development Fund	**$ 179,747**
Traffic Impact Fee Fund	**$ 100,000**
Storm Drainage Impact Fee Fund	**$ 2,142,765**
Water Enterprise Fund	**$ 7,430,818**

Park Fee Fund	**$**	**263,000**
Conservation Trust Fund	**$**	**81,500**

PASSED AND RESOLVED by the Town Council of the Town of Monument, Colorado, this 2nd day of December 2024, by a vote of 7 for and 0 against.

TOWN OF MONUMENT

Mitch LaKind, Mayor

ATTEST:

Tina Erickson, Town Clerk

MONUMENT INCORPORATED SEAL June 2, 1879 COLORADO

TOWN OF MONUMENT
RESOLUTION NO. 60-2024

A RESOLUTION TO AUTHORIZE THE CERTIFICATION OF THE PROPERTY TAX MILL LEVY TO THE EL PASO COUNTY ASSESSOR FOR THE FISCAL YEAR 2025 BEGINNING ON THE FIRST DAY OF JANUARY 2025, AND ENDING ON THE LAST DAY OF DECEMBER 2025.

WHEREAS, the Town Council of the Town of Monument has appropriated the necessary monies to fund the final proposed budget by Ordinance; and

WHEREAS, the Division of Local Government and the Director of Finance of the Town of Monument have determined the Tax Year 2024 (Fiscal Year 2025) "Statutory Property Tax Revenue Limitation" attached is correct; and

WHEREAS, it is necessary for the Town Council to approve the property tax mill levy and to certify the same to the El Paso County Assessor.

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MONUMENT:

Section 1. Mill levy approved. The Property Tax Mill Levy for fiscal year 2025 shall be 5.000 mills, which will result in property tax revenues to the Town of Monument in the amount of $1,583,242 during said fiscal year. In the event that the county assessor's final Certification of Valuation changes the fiscal 2025 year revenue limit, or the resulting property tax revenues, the Town Council does hereby certify the highest millage allowable per charter limitations.

Section 2. Levy certified to County Assessor.

The mill levy of 5.000 mills is hereby certified to the El Paso County Assessor. In the event that the county assessor's final Certification of Valuation changes the fiscal year 2025 revenue limit, or the resulting property tax revenues, the Town Council does hereby certify the highest millage allowable per statutory limitations and home rule charter.

PASSED AND RESOLVED this 2nd day of December 2024, by the Town Council of the Town of Monument by a vote of 7 for and 0 against.

TOWN OF MONUMENT

Mitch LaKind, Mayor

ATTEST:

Tina Erickson, Town Clerk

MONUMENT INCORPORATED SEAL June 2, 1879 COLORADO

GENERAL FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes**	$ 7,117,132	$ 7,816,770	$ 7,583,684	$ 7,583,684	**$ 8,151,235**
Intergovernmental	1,727,402	1,051,374	836,026	836,026	**1,360,052**
Licenses & Permits	134,257	125,981	103,150	103,150	**125,981**
User Charges/Fees	825,033	875,395	879,385	704,385	**856,570**
Fines & Forfeits	53,331	50,591	70,000	70,000	**50,591**
Investment Earnings	44,065	471,792	300,000	600,000	**700,000**
Debt & Financing	-	-	-	-	**-**
Other Revenue	49,667	9,786	5,750	5,750	**349,054**
Transfers In	20,000	20,000	20,000	20,000	**20,000**
Total Revenue	**$ 9,970,886**	**$ 10,421,689**	**$ 9,797,995**	**$ 9,922,995**	**$ 11,613,483**
Expenditures:					
Salaries/Wages	$ 2,313,598	$ 2,636,160	$ 3,564,633	$ 3,564,632	**$ 6,127,210**
Benefits	789,490	916,231	1,459,450	1,459,450	**2,590,264**
Purchased Services	641,604	1,217,623	1,572,153	1,372,153	**2,403,807**
Repairs & Maintenance	122,292	511,916	800,000	800,000	**363,000**
Supplies/Non-Capital Equipment	227,068	193,800	310,903	310,903	**364,979**
Utilities	266,252	188,723	241,778	241,778	**228,703**
Economic Development, Marketing & Events	47,000	65,900	62,000	62,000	**62,000**
Sales & Property Tax Allocation	683,194	355,804	347,598	347,598	**390,561**
Capital Outlay	-	354,474	734,945	734,945	**872,000**
Debt Service	34,812	34,812	-	-	**-**
Contingency	-	-	1,000	1,000	**-**
Transfers Out	2,696,022	2,751,022	2,742,600	2,742,600	**2,077,779**
Total Expenditures	**$ 7,821,332**	**$ 9,226,465**	**$ 11,837,059**	**$ 11,637,058**	**$ 15,480,303**
Annual Gain/(Loss)	**$ 2,149,554**	**$ 1,195,224**	**$ (2,039,065)**	**$ (1,714,064)**	**$ (3,866,820)**
Cumulative Balance					
Beginning Fund Balance	$ 4,497,268	$ 6,646,831	$ 6,367,657	$ 7,842,055	**$ 6,389,307**
Change In Fund Balance	2,149,554	1,195,224	(2,039,065)	(1,714,064)	**(3,866,820)**
Ending Fund Balance	$ 6,646,831	$ 7,842,055	$ 4,328,592	$ 6,127,991	**$ 2,522,487**
Less Reserves/Designations:					
Debt Service Reserve	-	-	-	-	**-**
3% TABOR Reserve	214,144	266,120	344,684	338,684	**452,692**
Potential Supplemental Requests	-	-	-	-	**-**
Other Reserves/Designations	1,017,589	2,035,179	2,035,179	2,035,179	**-**
Unreserved Fund Balance	**$ 5,415,098**	**$ 5,540,757**	**$ 1,948,729**	**$ 3,754,128**	**$ 2,069,795**
Unreserved Fund Balance %			**16.46%**	**32.26%**	**13.37%**

GENERAL FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Property Tax	1,218,973	1,302,167	1,270,166	1,270,166	**1,506,340**
Sales Tax**	5,357,842	5,894,096	5,773,200	5,773,200	**6,011,978**
Sales Tax - Auto	540,317	620,506	540,317	540,317	**632,916**
Use Tax	-	-	-	-	**-**
Total Taxes	**7,117,132**	**7,816,770**	**7,583,684**	**7,583,684**	**8,151,235**
Intergovernmental					
Specific Ownership Tax	127,410	127,372	116,570	116,570	**127,372**
Motor Vehicle Registration Tax	38,869	33,551	33,734	33,734	**33,551**
Tobacco Tax	19,538	32,027	22,227	22,227	**32,027**
Road/Bridge Tax	-	2,605	650	650	**2,605**
Lottery Proceeds	1,442	2,052	400	400	**2,052**
Intergovernmental Agreements	522,553	853,767	662,445	662,445	**662,445**
State/Federal Grants	1,017,589	-	-	-	**500,000**
Total Intergovernmental	**1,727,402**	**1,051,374**	**836,026**	**836,026**	**1,360,052**
Licenses & Permits					
Liquor Licenses	7,031	10,991	4,900	4,900	**10,991**
Land Use Permits	63,293	48,850	50,000	50,000	**48,850**
Other Permits	63,933	66,140	48,250	48,250	**66,140**
Total Licenses & Permits	**134,257**	**125,981**	**103,150**	**103,150**	**125,981**
User Charges/Fees					
Planning Fee	92,395	87,171	75,000	75,000	**87,171**
Engineering Review/Inspection	88,648	89,600	75,000	75,000	**89,600**
Fees for Service/Contract Labor	-	-	-	-	**3,000**
Printing/Document Fee	163	50	100	100	**50**
Rental/Lease Income	21,898	8,400	-	-	**8,400**
Fees in lieu Park Land	-	-	-	-	**-**
Traffic Impact Fee	-	-	-	-	**-**
Bag Fee Revenue	-	39,325	-	-	**-**
Franchise Fee	604,904	642,200	536,785	536,785	**648,200**
Storm Drainage Impact Fee	-	-	-	-	**-**
Cemetery	4,050	(9,250)	5,500	5,500	**2,250**
Other Fees	12,976	17,900	187,000	12,000	**17,900**
Water Development Fees	-	-	-	-	**-**
Total User Charges/Fees	**825,033**	**875,395**	**879,385**	**704,385**	**856,570**
Fines & Forfeits					
Court Fines/Forfeits	53,331	50,591	70,000	70,000	**50,591**
Total Fines & Forfeits	**53,331**	**50,591**	**70,000**	**70,000**	**50,591**
Investment Earnings					
Investment Earnings	44,065	471,792	300,000	600,000	**700,000**
Total Investment Earnings	**44,065**	**471,792**	**300,000**	**600,000**	**700,000**

GENERAL FUND REVENUE DETAIL (CONTINUED)

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Other Revenue					
Sale of Equipment	48,530	481	5,750	5,750	**5,750**
Public Gifts/Contributions	-	-	-	-	**-**
Miscellaneous / SRO	1,137	9,306	-	-	**343,304**
Special Items	-	-	-	-	**-**
Total Other Revenue	**49,667**	**9,786**	**5,750**	**5,750**	**349,054**
Transfers In					
Transfers In	20,000	20,000	20,000	20,000	**20,000**
Total Transfers In	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Total Revenues	**$ 9,970,886**	**$ 10,421,689**	**$ 9,797,995**	**$ 9,922,995**	**$ 11,613,483**

GENERAL FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Salaries/Wages					
Salaries of Regular Employees	2,245,516	2,577,450	3,450,593	3,450,593	**5,896,958**
Salaries of Seasonal Employees	36,336	35,399	55,440	55,440	**77,760**
Salaries for Overtime	25,146	18,136	42,612	42,612	**131,471**
Longevity Recognition	3,500	2,000	2,250	2,250	**7,500**
On-Call Pay	3,100	3,175	13,737	13,737	**13,521**
Total Salaries/Wages	**2,313,598**	**2,636,160**	**3,564,632**	**3,564,632**	**6,127,210**
Benefits					
Unemployment Insurance	6,859	2,913	10,801	10,801	**18,306**
Health & Dental Insurance	305,483	308,834	570,066	570,066	**946,502**
Life & Disability	23,792	29,057	44,659	44,659	**132,684**
Retirement Contributions	226,177	317,892	458,405	458,405	**808,144**
FICA	130,978	155,403	223,230	223,230	**376,419**
Medicare	32,283	37,073	52,206	52,206	**88,174**
Staff Tuition/Appreciation	1,000	-	-	-	**-**
Workers Compensation Insurance	62,919	65,059	100,083	100,083	**220,035**
	-	-	-	-	**-**
Total Benefits	**789,490**	**916,231**	**1,459,450**	**1,459,450**	**2,590,264**
Purchased Services					
Insurance	70,643	58,475	104,687	104,687	**220,393**
General Services	19,026	10,827	20,700	20,700	**47,258**
Tax Collection Expense	-	-	-	-	**-**
Election	5,314	3,212	22,500	22,500	**42,500**
Communication Services	48,866	50,685	46,233	46,233	**75,999**
Travel/Registration/Training	67,767	53,907	162,750	162,750	**172,505**
Rentals/Leases (Non Capital)	34,382	38,558	67,588	67,588	**58,463**
Technical Services	288,929	905,743	663,195	463,195	**1,014,095**
Planning Code Revisions	-	-	-	-	**-**
Professional Services	106,676	96,216	484,500	484,500	**772,594**
Total Purchased Services	**641,604**	**1,217,623**	**1,572,153**	**1,372,153**	**2,403,807**
Repairs & Maintenance					
Vehicles/Equipment	68,369	58,253	80,000	80,000	**173,000**
Other	53,923	453,663	720,000	720,000	**190,000**
Total Repairs & Maintenance	**122,292**	**511,916**	**800,000**	**800,000**	**363,000**
Supplies/Non-Capital Equipment					
General Supplies	90,580	57,471	80,550	80,550	**117,401**
Computer Supplies	30,013	36,101	26,950	26,950	**61,528**
Dues & Subscriptions	38,377	37,182	77,603	77,603	**71,050**
Motor Vehicle Fuels	42,166	43,278	66,800	66,800	**65,000**
Non-Capital Equipment	25,931	19,768	59,000	59,000	**50,000**
Total Supplies/Non-Capital Equipment	**227,068**	**193,800**	**310,903**	**310,903**	**364,979**
Utilities					
Electric	96,308	69,446	61,000	61,000	**47,382**
Gas	10,071	17,644	14,994	14,994	**16,478**
Other	159,874	101,634	165,784	165,784	**164,843**
Total Utilities	**$ 266,252**	**$ 188,723**	**$ 241,778**	**$ 241,778**	**$ 228,703**

GENERAL FUND EXPENDITURE DETAIL (CONTINUED)

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Economic Development, Marketing & Events					
Economic Development	-	-	-	-	-
Marketing & Events	-	-	-	-	-
Business Grants & Community Sponsorships	47,000	65,900	62,000	62,000	**62,000**
Community Grants & Donations	-	-	-	-	-
Total	**47,000**	**65,900**	**62,000**	**62,000**	**62,000**
Sales & Property Tax Allocation					
Sales Tax - TMD	-	-	-	-	-
Property Tax - TMD	683,194	355,804	347,598	347,598	**390,561**
Total Tax Allocation	**683,194**	**355,804**	**347,598**	**347,598**	**390,561**
Capital Outlay					
Capital Improvement Projects	-	-	227,000	227,000	**640,000**
Capital Equipment	-	354,474	507,945	507,945	**232,000**
Traffic Impact Study					
Depreciation Expense					
Total Capital Outlay	**-**	**354,474**	**734,945**	**734,945**	**872,000**
Debt Service					
Principal	32,066	33,483	-	-	-
Interest	2,746	1,329	-	-	-
Trustee Fees	-	-	-	-	-
Total Debt Service	**34,812**	**34,812**	**-**	**-**	**-**
Contingency					
Contingency	-	-	1,000	1,000	-
Total Contingency	**-**	**-**	**1,000**	**1,000**	**-**
Transfers Out					
Transfers Out	2,696,022	2,751,022	2,742,600	2,742,600	**2,077,779**
Total Transfers Out	**2,696,022**	**2,751,022**	**2,742,600**	**2,742,600**	**2,077,779**
Total Expenditures	**$ 7,821,332**	**$ 9,226,465**	**$ 11,837,058**	**$ 11,637,058**	**$ 15,480,303**

GENERAL FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Property Tax	1,218,973	1,302,167	1,270,166	1,270,166	**1,506,340**
Sales Tax	5,357,842	5,894,096	5,773,200	5,773,200	**6,011,978**
Motor Vehicle Sales Tax	540,317	620,506	540,317	540,317	**632,916**
Use Tax	-	-	-	-	**-**
Total	**7,117,132**	**7,816,770**	**7,583,684**	**7,583,684**	**8,151,235**
Intergovernmental					
Specific Ownership Tax	127,410	127,372	116,570	116,570	**127,372**
Motor Vehicle Registration Tax	38,869	33,551	33,734	33,734	**33,551**
Tobacco Tax	19,538	32,027	22,227	22,227	**32,027**
Highway User Tax	-	-	-	-	**-**
Road/Bridge Tax	-	-	-	-	**-**
Severance Tax Distribution	-	2,605	650	650	**2,605**
Mineral Lease Fund Distribution	1,442	2,052	400	400	**2,052**
Administrative Fee - Water Fund	490,091	820,990	635,945	635,945	**635,945**
IGA - Revenue	33,603	32,777	26,500	26,500	**26,500**
Intergovernmental Revenue	(1,141)	-	-	-	**-**
Grant Revenue	1,017,589	-	-	-	**500,000**
Grant Revenue	-	-	-	-	**-**
State/Federal Grants	-	-	-	-	**-**
Total	**1,727,402**	**1,051,374**	**836,026**	**836,026**	**1,360,052**
Licenses & Permits					
Right of Way Permits	13,225	6,525	10,000	10,000	**6,525**
Liquor Licenses	7,031	10,991	4,900	4,900	**10,991**
Land Use Permits	63,293	48,850	50,000	50,000	**48,850**
Fence Permits	635	350	750	750	**350**
Landscape Permits	8,073	10,700	8,000	8,000	**10,700**
Sidewalk Permits	36,450	41,550	25,000	25,000	**41,550**
Temporary Use Permits	880	900	500	500	**900**
Lake Use Permits	-	-	-	-	**-**
Sign Permits	4,670	6,115	4,000	4,000	**6,115**
Total	**134,257**	**125,981**	**103,150**	**103,150**	**125,981**
User Charges/Fees					
Planning Fees	92,395	87,171	75,000	75,000	**87,171**
Engineering Review/Inspection/Land De	88,648	89,600	75,000	75,000	**89,600**
Printing/Document Fees	100	50	100	100	**50**
Sale of Copies & Ordinances	63	-	-	-	**-**
Building Rental Fees	-	8,400	-	-	**8,400**
Code Enforcement Fees	-	-	-	-	**-**
Abatement Admin Fee	-	-	-	-	**-**
Fees for Service/Contract Labor	-	-	-	-	**3,000**
Bag Fee Revenue	-	39,325	-	-	**-**
Franchise Fees - Mt. View Electric	308,496	383,955	283,651	283,651	**383,955**
Franchise Fees - Black Hills	137,079	82,932	75,161	75,161	**82,932**
Franchise Fees - Century Link	851	387	3,276	3,276	**387**
Franchise Fees - Comcast	46,473	61,640	55,411	55,411	**61,640**

GENERAL FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Payment in Lieu of FF	112,005	113,286	119,286	119,286	**119,286**
Infrastructure Fee - TMD/ Grant	-	-	175,000	175,000	**-**
Grave Opening/Closing	4,850	2,250	5,500	5,500	**2,250**
Plot Sales	(800)	(11,500)	-	-	
Park Reservation Fees	12,976	17,900	12,000	12,000	**17,900**
Total	**803,135**	**875,395**	**879,385**	**879,385**	**856,570**
Fines & Forfeits					
Court Collections	53,331	50,591	70,000	70,000	**50,591**
Bonds	-	-	-	-	**-**
Traffic Safety	-	-	-	-	**-**
Commercial vehicle	-	-	-	-	**-**
Total	**53,331**	**50,591**	**70,000**	**70,000**	**50,591**
Investment Earnings					
Investment Earnings	44,065	471,792	300,000	300,000	**700,000**
Total	**44,065**	**471,792**	**300,000**	**300,000**	**700,000**
Debt & Financing					
Capital Lease proceeds	-	-	-	-	**-**
Capital Lease proceeds	-	-	-	-	**-**
Bond Issuance	-	-	-	-	**-**
Total	**-**	**-**	**-**	**-**	**-**
Other Revenue					
Sale of Equipment	47,777	-	5,000	5,000	**5,000**
Sale of Equipment	-	-	-	-	**-**
Sale of Equipment	-	-	-	-	**-**
Scrap Metal Sales	753	481	750	750	**750**
PW - Miscellaneous Income	377	-	-	-	**-**
Miscellaneous Revenue	760	9,306	-	-	**-**
Miscellaneous	-	-	-	-	**343,304**
Insurance Claim	-	-	-	-	**-**
Contribution to Police	-	-	-	-	**-**
Transfers In	20,000	20,000	20,000	20,000	**20,000**
Total	**69,667**	**29,786**	**25,750**	**25,750**	**369,054**
Total Revenues	**9,948,988**	**10,421,689**	**9,797,995**	**9,797,995**	**11,613,483**

PUBLIC WORKS - STREETS

Mission/Function

To maintain and preserve the Town's roadway and drainage infrastructure to enhance the community's health, safety and welfare through long-range planning, development review, infrastructure design and maintenance, capital improvement programs and traffic control systems.

Objectives

- Pavement rehabilitation.
- Street sweeping and air quality control.
- Snow and ice control.
- Drainage & Concrete maintenance.
- Alley maintenance and dust abatement.
- Storm mitigation.
- Review infrastructure design and develop program and project recommendations.
- Administer construction contracts.
- Design facility renovations and restorations.
- Prepare bid documents and bid all capital improvements projects.
- Oversee renovation and restoration contracts.
- Oversee all capital construction.
- Provide traffic control devices.

PUBLIC WORKS - PARKS

Mission/Function

To provide comprehensive planning services for parks, trails, open space and recreation facilities that directly benefit the citizens of Monument by enhancing quality of life, promoting a healthy community, supporting the local economy and bolstering property values and protecting and enhancing the environment; provide recreational and educational opportunities by designing, renovating and constructing new parks, park facilities and trails for the citizens and visitors of Monument.

Objectives

- Provide landscape maintenance services.
- Manage, maintain and protect the natural resources within the parks and open space properties.
- Repair, monitor and renovate irrigation, lighting and plumbing systems, and landscape equipment.
- Conduct comprehensive park and recreation facility planning.
- Administer construction contracts.
- Prepare bid documents and bid all capital improvements projects.
- Oversee renovation and restoration contracts.

PUBLIC WORKS SUMMARY - STREETS, FACILITIES, FLEET, PARKS

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01		60000	Salaries	982,907	1,112,749	1,373,639	1,373,639	**1,352,092**
01		60001	Seasonal Wages	36,336	35,399	55,440	55,440	**77,760**
01		60010	Overtime Pay	24,174	15,651	30,157	30,157	**33,276**
01		60019	Longevity Recognition	500	1,500	1,750	1,750	**5,000**
01		60020	On-Call/Standby Pay	3,100	3,175	13,737	13,737	**13,521**
			Total Salaries & Wages	**1,047,017**	**1,168,474**	**1,474,723**	**1,474,723**	**1,481,649**
01		60071	Unemployment Taxes	3,206	1,166	4,425	4,425	**4,446**
01		60080	Health & Dental Insurance	178,894	168,589	274,740	274,740	**269,579**
01		60085	Life & Disability Insurance	11,594	13,932	17,866	17,866	**17,418**
01		60092	457 Contributions	100,278	124,938	165,818	165,818	**161,435**
01		60093	FICA	61,079	69,396	91,433	91,433	**91,261**
01		60094	Medicare	14,286	16,230	21,383	21,383	**21,484**
01		60098	Staff Tuition	1,000	-	-	-	**-**
01		60100	Workers Compensation	55,865	49,953	92,024	92,024	**100,169**
			Total Taxes & Benefits	**426,201**	**444,204**	**667,689**	**667,689**	**665,792**
			Total Personnel Costs	**1,473,218**	**1,612,678**	**2,142,412**	**2,142,412**	**2,147,441**
Purchased Services								
01		60130	Insurance	40,173	4,810	-	-	**-**
01		60140	General Services	676	1,962	3,800	3,800	**6,045**
01		60280	Communication Services	10,883	18,771	7,808	7,808	**7,200**
01		60770	Travel/Registration/Training	17,990	16,343	35,250	35,250	**34,300**
01		65375	Rentals/Leases (Non Capital)	15,652	16,399	23,688	23,688	**17,554**
01		60301	Technical Services	5,699	19,692	32,025	32,025	**63,400**
01		65710	Professional Services	35,430	37,532	31,500	31,500	**50,020**
				126,503	**115,508**	**134,071**	**134,071**	**178,519**
Repairs & Maintenance								
01		65390	Vehicle/Equipment	68,369	58,253	80,000	80,000	**173,000**
01		65400	Streets	-	-	-	-	**-**
01		65440	Other	53,923	453,663	720,000	720,000	**190,000**
				122,292	**511,916**	**800,000**	**800,000**	**363,000**
Supplies/Other								
01		60205	General Supplies	74,094	36,489	61,500	61,500	**69,460**
01		65660	Computer	10,728	6,421	10,750	10,750	**6,800**
01		60260	Dues & Subscriptions	4,143	2,493	3,125	3,125	**5,400**
01		60387	Salt/Sand	14,341	7,817	32,000	32,000	**32,000**
01		60610	Fuel	42,166	43,278	66,800	66,800	**65,000**
				145,472	**96,497**	**174,175**	**174,175**	**178,660**
Utilities								
01		60341	Electric	81,869	60,651	61,000	61,000	**38,146**
01		60342	Gas	7,392	13,453	14,994	14,994	**12,866**
01		60343	Other	147,401	99,522	165,784	165,784	**148,136**
				236,662	**173,626**	**241,778**	**241,778**	**199,148**
Non-capital Projects/Equipment								
01			Vehicle/Equipment	-	-	5,000	5,000	**1,000**
01			Other	11,590	11,722	10,000	10,000	**10,000**
				11,590	**11,722**	**15,000**	**15,000**	**11,000**
Capital Projects/Equipment								
01			Capital Improvements	-	-	227,000	227,000	**640,000**
01			Capital Equipment	370,122	354,474	507,945	507,945	**232,000**
				370,122	**354,474**	**734,945**	**734,945**	**872,000**
Debt Service								
01		68355	Principal	32,066	33,483	-	-	**-**
01		68356	Interest	2,746	1,329	-	-	**-**
				34,812	**34,812**	**-**	**-**	**-**
Contingency								
01		65996	Contingency	-	-	1,000	1,000	**-**
				-	**-**	**1,000**	**1,000**	**-**
				2,520,672	**2,911,234**	**4,243,381**	**4,243,381**	**3,949,768**

STREETS DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	30	60000	Salaries	464,570	463,160	535,380	535,380	**579,825**
01	30	60001	Seasonal Wages	-	-	-	-	**-**
01	30	60010	Overtime Pay	13,631	9,938	9,875	9,875	**10,664**
01	30	60019	Longevity Recognition	-	500	500	500	**1,250**
01	30	60020	On-Call/Standby Pay	750	950	5,354	5,354	**5,798**
			Total Salaries & Wages	**478,951**	**474,548**	**551,109**	**551,109**	**597,537**
01	30	60071	Unemployment Taxes	1,538	342	1,653	1,653	**1,793**
01	30	60080	Health & Dental Insurance	79,678	63,919	101,372	101,372	**111,055**
01	30	60085	Life & Disability Insurance	5,462	5,587	6,906	6,906	**7,372**
01	30	60092	457 Contributions	50,686	60,478	68,490	68,490	**73,826**
01	30	60093	FICA	27,982	28,607	34,169	34,169	**37,047**
01	30	60094	Medicare	6,545	6,690	7,991	7,991	**8,664**
01	30	60098	Staff Tuition	1,000	-	-	-	**-**
01	30	60100	Workers Compensation	38,762	29,824	34,221	34,221	**40,839**
			Total Taxes & Benefits	**211,654**	**195,447**	**254,802**	**254,802**	**280,596**
			Total Personnel Costs	**690,605**	**669,995**	**805,911**	**805,911**	**878,133**
Purchased Services								
01	30	60130	Insurance	5,226	5,152	-	-	**-**
01	30	60140	General Services	208	527	2,500	2,500	**3,000**
01	30	60280	Communication Services	7,080	7,558	-	-	**-**
01	30	60770	Travel/Registration/Training	13,307	4,206	15,000	15,000	**15,000**
01	30	65375	Rentals/Leases (Non Capital)	1,232	992	8,000	8,000	**8,000**
01	30	60301	Technical Services	1,396	532	3,000	3,000	**500**
01	30	65710	Professional Services	2,575	16,248	10,000	10,000	**14,240**
				31,024	**35,215**	**38,500**	**38,500**	**40,740**
Repairs & Maintenance								
01	30	65390	Vehicle/Equipment	-	-	-	-	**-**
01	30	65399	Curb, Gutter & Sidewalks	-	-	-	-	**-**
01	30	65400	Streets	-	-	-	-	**-**
01	30	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	30	60205	General Supplies	48,652	7,875	30,000	30,000	**38,000**
01	30	65660	Computer	5,578	80	2,000	2,000	**2,000**
01	30	60260	Dues & Subscriptions	968	-	1,000	1,000	**1,000**
01	30	60387	Salt/Sand	14,341	7,817	32,000	32,000	**32,000**
01	30	60610	Fuel	42,085	42,922	60,000	60,000	**65,000**
				111,623	**58,693**	**125,000**	**125,000**	**138,000**
Utilities								
01	30	60341	Electric	61,479	46,014	-	-	**-**
01	30	60342	Gas	6,888	10,305	-	-	**-**
01	30	60343	Other	14,215	6,267	-	-	**-**
				82,582	**62,586**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	30	65900	Vehicle/Equipment	-	-	-	-	**-**
01	30	65905	Other	11,590	11,722	10,000	10,000	**10,000**
				11,590	**11,722**	**10,000**	**10,000**	**10,000**
Capital Projects/Equipment								
01	30	65950	Vehicles/Equipment	254,645	277,391	507,945	507,945	**116,000**
01	30		Asphalt/Concrete	-	-	-	-	**-**
01	30	66206	Other	-	-	-	-	**175,000**
				254,645	**277,391**	**507,945**	**507,945**	**291,000**
Debt Service								
01	30	68355	Principal	32,066	33,483	-	-	**-**
01	30	68356	Interest	2,746	1,329	-	-	**-**
				34,812	**34,812**	**-**	**-**	**-**
Contingency								
01	30	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				1,216,882	**1,150,414**	**1,487,356**	**1,487,356**	**1,357,873**

FACILITY SERVICES DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	32	60000	Salaries	66,419	77,292	196,994	196,994	**207,872**
01	32	60001	Seasonal Wages	-	-	-	-	**-**
01	32	60010	Overtime Pay	2,733	428	5,910	5,910	**6,236**
01	32	60019	Longevity Recognition	-	-	-	-	**-**
01	32	60020	On-Call/Standby Pay	475	350	1,970	1,970	**2,079**
		Total Salaries & Wages		**69,627**	**78,070**	**204,874**	**204,874**	**216,187**
01	32	60071	Unemployment Taxes	174	120	615	615	**649**
01	32	60080	Health & Dental Insurance	10,908	8,953	38,916	38,916	**42,602**
01	32	60085	Life & Disability Insurance	549	1,290	2,688	2,688	**2,766**
01	32	60092	457 Contributions	6,573	9,423	27,579	27,579	**29,102**
01	32	60093	FICA	4,204	4,821	12,702	12,702	**13,404**
01	32	60094	Medicare	983	1,127	2,971	2,971	**3,135**
01	32	60098	Staff Tuition	-	-	-	-	**-**
01	32	60100	Workers Compensation	1,855	3,244	13,409	13,409	**15,436**
		Total Taxes & Benefits		**25,246**	**28,979**	**98,880**	**98,880**	**107,094**
		Total Personnel Costs		**94,873**	**107,049**	**303,754**	**303,754**	**323,281**
Purchased Services								
01	32	60130	Insurance	13,982	16,915	-	-	**-**
01	32	60140	General Services	40	494	-	-	**500**
01	32	60280	Communication Services	609	1,275	5,887	5,887	**-**
01	32	60770	Travel/Registration/Training	113	5,444	750	750	**2,500**
01	32	65375	Rentals/Leases (Non Capital)	514	638	1,288	1,288	**2,254**
01	32	60301	Technical Services	1,241	77	-	-	**28,600**
01	32	65710	Professional Services	(5,020)	7,257	-	-	**-**
				11,479	**32,100**	**7,925**	**7,925**	**33,854**
Repairs & Maintenance								
01	32	65390	Vehicle/Equipment					
01	32	65440	Other	76	-	-	-	**-**
01	32	65450	Building	35,323	166,692	230,000	230,000	**190,000**
				35,400	**166,692**	**230,000**	**230,000**	**190,000**
Supplies/Other								
01	32	60205	General Supplies	6,771	11,324	7,000	7,000	**10,710**
01	32	65660	Computer	-	1,012	-	-	**-**
01	32	60260	Dues & Subscriptions	914	-	-	-	**-**
01	32	60610	Fuel	-	-	1,000	1,000	**-**
				7,686	**12,336**	**8,000**	**8,000**	**10,710**
Utilities								
01	32	60341	Electric	3,048	2,461	61,000	61,000	**33,046**
01	32	60342	Gas	131	783	14,994	14,994	**12,866**
01	32	60343	Other	2,722	6,598	21,109	21,109	**23,058**
				5,900	**9,842**	**97,103**	**97,103**	**68,970**
Non-capital Projects/Equipment								
01	32	65900	Vehicle/Equipment	-	-	-	-	**-**
01	32	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Capital Projects/Equipment								
01	32	65950	Vehicles/Equipment	781	55,000	-	-	**-**
01	32	65952	Buildings	-	-	-	-	**-**
01	32	65955	Other	-	-	200,000	200,000	**415,000**
				781	**55,000**	**200,000**	**200,000**	**415,000**
Debt Service								
01	32	68355	Principal	-	-	-	-	-
01	32	68356	Interest	-	-	-	-	-
				-	**-**	**-**	**-**	**-**
Contingency								
01	32	65996	Contingency	-	-	-	-	-
				-	**-**	**-**	**-**	**-**
				156,119	**383,019**	**846,782**	**846,782**	**1,041,815**

FLEET SERVICES DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	33	60000	Salaries	134,326	153,239	165,282	165,282	**178,703**
01	33	60001	Seasonal Wages	-	-	-	-	**-**
01	33	60010	Overtime Pay	3,432	947	4,958	4,958	**5,361**
01	33	60019	Longevity Recognition	-	-	-	-	**2,500**
01	33	60020	On-Call/Standby Pay	675	725	1,653	1,653	**1,787**
			Total Salaries & Wages	**138,433**	**154,912**	**171,893**	**171,893**	**188,351**
01	33	60071	Unemployment Taxes	423	154	516	516	**565**
01	33	60080	Health & Dental Insurance	21,569	25,677	24,214	24,214	**26,543**
01	33	60085	Life & Disability Insurance	1,748	2,004	2,132	2,132	**2,305**
01	33	60092	457 Contributions	6,715	7,386	8,797	8,797	**10,338**
01	33	60093	FICA	8,215	8,896	10,657	10,657	**11,678**
01	33	60094	Medicare	1,922	2,080	2,492	2,492	**2,731**
01	33	60098	Staff Tuition	-	-	-	-	**-**
01	33	60100	Workers Compensation	4,458	4,403	5,956	5,956	**7,120**
01	33			-	-	-	-	**-**
			Total Taxes & Benefits	**45,050**	**50,600**	**54,764**	**54,764**	**61,280**
			Total Personnel Costs	**183,483**	**205,512**	**226,657**	**226,657**	**249,631**
Purchased Services								
01	33	60130	Insurance	12,450	(28,653)	-	-	**-**
01	33	60140	General Services	65	102	500	500	**1,250**
01	33	60280	Communication Services	1,913	4,557	-	-	**-**
01	33	60770	Travel/Registration/Training	1,197	14	2,500	2,500	**2,500**
01	33	65375	Rentals/Leases (Non Capital)	1,208	260	1,200	1,200	**250**
01	33	60301	Technical Services	368	10	1,000	1,000	**4,800**
01	33	65710	Professional Services	191	364	1,500	1,500	**3,000**
				17,392	**(23,345)**	**6,700**	**6,700**	**11,800**
Repairs & Maintenance								
01	33	65390	Vehicle/Equipment	68,369	58,253	80,000	80,000	**90,000**
01	33	65440	Other	-	-	-	-	**-**
				68,369	**58,253**	**80,000**	**80,000**	**90,000**
Supplies/Other								
01	33	60205	General Supplies	7,380	7,015	7,000	7,000	**8,500**
01	33	65660	Computer	4,750	500	1,000	1,000	**1,000**
01	33	60260	Dues & Subscriptions	1,793	1,908	1,000	1,000	**2,000**
01	33	60610	Fuel	81	132	1,000	1,000	**-**
				14,003	**9,555**	**10,000**	**10,000**	**11,500**
Utilities								
01	33	60341	Electric	4,900	2,442	-	-	**-**
01	33	60342	Gas	-	711	-	-	**-**
01	33	60343	Other	1,230	2,420	1,200	1,200	**-**
				6,130	**5,573**	**1,200**	**1,200**	**-**
Non-capital Projects/Equipment								
01	33	65900	Vehicle/Equipment	-	-	5,000	5,000	**-**
01	33	65905	Other	-	-	-	-	**-**
				-	**-**	**5,000**	**5,000**	**-**
Capital Projects/Equipment								
01	33	65950	Vehicles/Equipment	50,754	88	-	-	**-**
01	33	65955	Other	-	-	-	-	**-**
				50,754	**88**	**-**	**-**	**-**
Debt Service								
01	33	68355	Principal	-	-	-	-	**-**
01	33	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	33	65996	Contingency	-	-	1,000	1,000	**-**
				-	**-**	**1,000**	**1,000**	**-**
				340,131	**255,636**	**330,557**	**330,557**	**362,931**

PARKS & CEMETERY DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	34	60000	Salaries	317,591	419,058	475,983	475,983	**385,692**
01	34	60001	Seasonal Wages	36,336	35,399	55,440	55,440	**77,760**
01	34	60010	Overtime Pay	4,379	4,338	9,414	9,414	**11,015**
01	34	60019	Longevity Recognition	500	1,000	1,250	1,250	**1,250**
01	34	60020	On-Call/Standby Pay	1,200	1,150	4,760	4,760	**3,857**
		Total Salaries & Wages		**360,006**	**460,945**	**546,847**	**546,847**	**479,574**
01	34	60071	Unemployment Taxes	1,071	550	1,641	1,641	**1,439**
01	34	60080	Health & Dental Insurance	66,738	70,040	110,238	110,238	**89,379**
01	34	60085	Life & Disability Insurance	3,835	5,050	6,140	6,140	**4,975**
01	34	60092	457 Contributions	36,303	47,650	60,952	60,952	**48,169**
01	34	60093	FICA	20,679	27,073	33,905	33,905	**29,132**
01	34	60094	Medicare	4,837	6,332	7,929	7,929	**6,954**
01	34	60098	Staff Tuition	-	-	-	-	**-**
01	34	60100	Workers Compensation	10,789	12,483	38,438	38,438	**36,774**
		Total Taxes & Benefits		**144,251**	**169,178**	**259,243**	**259,243**	**216,822**
		Total Personnel Costs		**504,257**	**630,122**	**806,090**	**806,090**	**696,396**
Purchased Services								
01	34	60130	Insurance	8,514	11,397	-	-	**-**
01	34	60140	General Services	363	840	800	800	**1,295**
01	34	60280	Communication Services	1,281	5,381	1,920	1,920	**7,200**
01	34	60770	Travel/Registration/Training	3,373	6,679	17,000	17,000	**14,300**
01	34	65375	Rentals/Leases (Non Capital)	12,698	14,508	13,200	13,200	**7,050**
01	34	60301	Technical Services	2,694	19,071	28,025	28,025	**29,500**
01	34	65710	Professional Services	37,683	13,663	20,000	20,000	**32,780**
				66,607	**71,539**	**80,945**	**80,945**	**92,125**
Repairs & Maintenance								
01	34	62000	Parks	17,096	287,178	475,000	475,000	**79,000**
01	34	65390	Vehicle/Equipment	-	-	-	-	**4,000**
01	34	65440	Other	1,427	(207)	15,000	15,000	**-**
				18,523	**286,971**	**490,000**	**490,000**	**83,000**
Supplies/Other								
01	34	60205	General Supplies	11,291	10,274	17,500	17,500	**12,250**
01	34	65660	Computer	400	4,830	7,750	7,750	**3,800**
01	34	60260	Dues & Subscriptions	468	585	1,125	1,125	**2,400**
01	34	60610	Fuel	-	225	4,800	4,800	**-**
				12,159	**15,913**	**31,175**	**31,175**	**18,450**
Utilities								
01	34	60341	Electric	12,442	9,734	-	-	**5,100**
01	34	60342	Gas	374	1,654	-	-	**-**
01	34	60343	Other	129,235	84,238	143,475	143,475	**125,078**
				142,051	**95,625**	**143,475**	**143,475**	**130,178**
Non-capital Projects/Equipment								
01	34	65900	Vehicle/Equipment	-	-	-	-	**1,000**
01	34	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**1,000**
Capital Projects/Equipment								
01	34	65950	Vehicles/Equipment	63,942	21,995	-	-	**116,000**
01	34	65955	Other	-	-	27,000	27,000	**50,000**
				63,942	**21,995**	**27,000**	**27,000**	**166,000**
Debt Service								
01	34	68355	Principal	-	-	-	-	**-**
01	34	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	34	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				807,540	**1,122,166**	**1,578,685**	**1,578,685**	**1,187,149**

ADMINISTRATION - TOWN MANAGER

Mission/Function

The Town Manager is responsible for assisting the Mayor and Town Council in establishing and implementing policies for the Town; the enforcement of the laws and ordinances of the Town; the hiring, suspension, or removal of all employees other than the Town Attorney and Town Treasurer; and the coordination between the needs of the Mayor and Town Council with the Town departments and other organizations with whom the Town interacts.

Objectives

- Provide assistance to the Mayor and Town Council that will enable them to make the best policies and decisions for the Town.
- Ensure that the departments and their employees provide exceptional service to the Town and its residents.

ADMINISTRATION - TOWN CLERK

Mission/Function

The Mission of the Town Clerk's Office is to provide quality support and assistance to the Town Council, the Town Administration, and the citizens of Monument in the areas of Business Licensing, Liquor and Beer Licensing, Records Management, Municipal Elections, and overall Clerk of the Town Council.

Objectives

- Provide technical assistance with the application process for all classifications of Business, liquor and beer licenses.
- Perform the duties of records custodian.
- Conduct Regular and Special Municipal Elections as required.
- Provide technical assistance with Referendum and Initiated Petition Processes.
- Attend all Town Council meetings and work sessions and maintain a permanent record of the proceedings.
- Manage the process for Town Council's appointments to all Councils and Commissions.
- Coordinate the process and prepare draft and final agendas for all Town Council meetings.

ADMINISTRATION - FINANCE

Mission/Function

Provide a responsive fiscal and asset management foundation to meet the needs of the community through professional, knowledgeable, and ethical services so that maximum value is obtained for its limited financial resources.

The Finance Department is responsible for the administration of the financial affairs of the Town of Monument including compiling financial information and data for the Town Manager's annual budget, the supervision of disbursement of all monies and control over all expenditures to ensure appropriations are not exceeded, the design and maintenance of a general accounting system along with the development and maintenance of internal controls, preparation of periodic statements of receipts and disbursements showing the financial and budgetary condition of the Town, preparation of year-end financial statements, the collection of all revenue due the Town, investment of Town funds, the purchasing of goods and services, and the disposal of surplus assets. Along with providing ongoing analysis of the financial condition of the Town, debt issuance, debt management and the investing of Town funds.

This department oversees the day-to-day activities of accounts payable, accounts receivable, payroll, revenue collection, sales and use tax, audit, budget, and other related financial activities. The Finance Department provides oversight of Fund Balances through revenue and expense projections, compliance with State Budget Law and Colorado State Statutes, Governmental Accounting Standards Board (GASB) standards, Generally Accepted Accounting Principles (GAAP), and approved budget data.

Objectives

- Responsible for the administration of all financial record keeping and reporting functions. These functions include accounting, cash receipts, employee payroll and tax reporting, providing departments with revenue and expenditure information, maintaining grant activity, accounts receivables, and the coordination of vendor payments in accordance with Town policies.
- Oversees the town-wide annual budget. Responsible for providing comparative budget to actual financial reporting during the year, which is essential in the monitoring of budgeted targets for both revenues and expenditures.
- Leads and coordinates annual audit process in collaboration with the Town's external auditors.
- Monitoring internal controls, applying sound business practices through periodic updates as necessary.
- Cash Management – exercise internal controls in safeguarding handling the collection and deposit of cash and checks. Segregation of duties, controlled access to resources, on a regular basis, review, verify, and reconcile statements and accounts.
- Debt Management – monitors formal financial agreements, budgets for annual payment obligations, analyzes arbitrage liabilities and maintains covenant compliance.
- Property/Sales/Use Tax Ordinance and Administration – works with the state and businesses to ensure all taxes collected appropriately, monitor business activity that may affect revenue base, and educate businesses and others about tax law and requirements.

ADMINISTRATION - HUMAN RESOURCES

Mission/Function

To provide comprehensive support and facilitation of employment, classification, outreach, training, retirement, benefits, employee relations, research, and analysis for all Town Departments.

Objectives

- To attract and retain highly qualified professionals to work for the Town of Monument.
- To review, implement and maintain a comprehensive and competitive total compensation and rewards program.
- To investigate and respond to Department concerns, employee grievances and provide appropriate analysis
- To enable Departments to provide necessary citizen services through prompt and professional attention to HR requirements.
- Develop, implement, and review training programs related to professional development and succession planning activities.

ADMINISTRATION - INFORMATION TECHNOLOGY

Mission/Function

To assist other Departments in the use of computers, networks, telephones & other technology solutions. To research and procure the best possible equipment to meet the needs of individual Departments and the Town of Monument within affordable parameters.

Objectives

- Support the Town of Monument's IT systems.
- Recommend and implement improvements to both the IT Network Infrastructure and individual user experience with the goal of enhancing service to the citizens of Monument.
- Provide a high-performance voice and data network, facilitating better use of automated tools by Town employees.
- Support and oversight of the Town of Monument's security cameras.
- Oversee the installation, maintenance and repair of all computers and sound systems used by Town employees.
- Support telephone service and equipment.
- Advise management and provide guidance to Departments regarding technological directions and initiatives that would benefit the Town.

ADMINISTRATION SUMMARY - TC, CLERK, FINANCE, HR, IT, ADMIN

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01		60000	Salaries	987,967	1,124,398	1,580,656	1,580,656	**1,442,995**
01			Seasonal Wages	-	-	-	-	**-**
01		60010	Overtime Pay	425	-	8,253	8,253	**6,683**
01		60019	Longevity Recognition	3,000	500	500	500	**-**
01		60020	On-Call/Standby Pay	-	-	-	-	**-**
		Total Salaries & Wages		**991,392**	**1,124,898**	**1,589,409**	**1,589,409**	**1,449,678**
01		60071	Unemployment Taxes	2,889	1,270	4,767	4,767	**4,273**
01		60080	Health & Dental Insurance	102,183	105,391	213,342	213,342	**211,322**
01		60085	Life & Disability Insurance	9,478	11,682	20,391	20,391	**17,841**
01		60092	457 Contributions	100,522	170,499	222,517	222,517	**196,482**
01		60093	FICA	52,979	65,451	98,544	98,544	**87,013**
01		60094	Medicare	14,040	16,036	23,047	23,047	**20,350**
01		60098	Staff Tuition	-	-	-	-	**-**
01		60100	Workers Compensation	5,281	14,280	4,940	4,940	**5,651**
		Total Taxes & Benefits		**287,372**	**384,608**	**587,548**	**587,548**	**542,932**
		Total Personnel Costs		**1,278,763**	**1,509,505**	**2,176,957**	**2,176,957**	**1,992,610**
Purchased Services								
01		60130	Insurance	24,518	41,752	104,687	104,687	**53,624**
01		60140	General Services	15,627	7,660	15,700	15,700	**33,050**
01		64000	Tax Collection Expense	-	-	-	-	**-**
01		60254	Election	5,314	3,212	22,500	22,500	**42,500**
01		60280	Communication Services	31,540	25,862	32,925	32,925	**52,350**
01		60770	Travel/Registration/Training	48,142	31,835	118,500	118,500	**119,005**
01		65375	Rentals/Leases (Non Capital)	11,227	12,158	40,000	40,000	**23,159**
01		60301	Technical Services	250,167	739,697	589,450	589,450	**807,537**
01		65710	Professional Services	63,434	51,035	103,000	103,000	**200,000**
				449,969	**913,210**	**1,026,762**	**1,026,762**	**1,331,225**
Repairs & Maintenance								
01		65390	Vehicle/Equipment	-	-	-	-	**-**
01		65400	Streets	-	-	-	-	**-**
01		65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01		60205	General Supplies	13,603	15,308	15,050	15,050	**25,500**
01		65660	Computer	16,564	26,667	14,500	14,500	**52,028**
01		60260	Dues & Subscriptions	33,941	32,186	72,938	72,938	**53,153**
01		60610	Fuel	-	-	-	-	**-**
				64,107	**74,161**	**102,488**	**102,488**	**130,681**
Utilities								
01		60341	Electric	11,433	7,072	-	-	**-**
01		60342	Gas	2,078	3,307	-	-	**-**
01		60343	Other	11,686	(1,204)	-	-	**-**
				25,197	**9,175**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01			Vehicle/Equipment	-	229	11,000	11,000	**6,000**
01			Other	-	-	1,000	1,000	**1,000**
				-	**229**	**12,000**	**12,000**	**7,000**
Capital Projects/Equipment								
01			Capital Improvement	-	-	-	-	**-**
01			Capital Equipment	11,392	-	-	-	**-**
				11,392	**-**	**-**	**-**	**-**
Other								
01		63000	Triview Property Tax Payable	683,194	355,804	347,598	347,598	**390,561**
01		63100	Community Grants/Sponsorships	47,000	65,900	62,000	62,000	**62,000**
01		67401	Transfer to PF	2,633,022	2,633,022	2,700,000	2,700,000	**-**
01		67402	Transfer to SDFF	-	55,000	-	-	**2,035,179**
01		67400	Transfer to CDF	63,000	63,000	42,600	42,600	**42,600**
				3,426,216	**3,172,726**	**3,152,198**	**3,152,198**	**2,530,340**
Debt Service								
01		68355	Principal	-	-	-	-	**-**
01		68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01		65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				5,255,645	**5,679,006**	**6,470,405**	**6,470,405**	**5,991,856**

TOWN COUNCIL & COMMITTEES

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	40	60000	Salaries	-	-	-	-	-
01	40	60010	Overtime Pay	-	-	-	-	-
01	40	60020	On-Call/Standby Pay	-	-	-	-	-
			Total Salaries & Wages	**-**	**-**	**-**	**-**	**-**
01	40	60071	Unemployment Taxes	-	-	-	-	-
01	40	60080	Health & Dental Insurance	-	-	-	-	-
01	40	60085	Life & Disability Insurance	-	-	-	-	-
01	40	60092	457 Contributions	-	-	-	-	-
01	40	60093	FICA	-	-	-	-	-
01	40	60094	Medicare	-	-	-	-	-
01	40	60098	Staff Tuition	-	-	-	-	-
01	40	60100	Workers Compensation	300	810	360	360.00	**1,000**
			Total Taxes & Benefits	**300**	**810**	**360**	**360**	**1,000**
			Total Personnel Costs	**300**	**810**	**360**	**360**	**1,000**
Purchased Services								
01	40	60130	Insurance	2,976	5,957	-	-	-
01	40	60140	General Services	21	63	-	-	-
01	40	60280	Communication Services	266	598	480	480.00	-
01	40	60770	Travel/Registration/Training	6,268	6,067	35,000	35,000	**40,000**
01	40	65375	Rentals/Leases (Non Capital)	1,151	2,015	-	-	-
01	40	60301	Technical Services	36,036	-	-	-	-
01	40	65710	Professional Services	57,136	16,933	48,000	48,000	**48,000**
				103,855	**31,632**	**83,480**	**83,480**	**88,000**
Repairs & Maintenance								
01	40	65440	Other	-	-	-	-	-
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	40	60205	General Supplies	3,227	1,719	1,400	1,400	**2,000**
01	40	65660	Computer	1,762	6,304	-	-	-
01	40	60260	Dues & Subscriptions	14,247	10,700	15,000	15,000	**15,450**
01	40	60610	Fuel	-	-	-	-	-
				19,236	**18,723**	**16,400**	**16,400**	**17,450**
Utilities								
01	40	60341	Electric	1,867	2,154	-	-	-
01	40	60342	Gas	315	898	-	-	-
01	40	60343	Other	494	1,153	-	-	-
				2,677	**4,205**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	40	65900	Vehicle/Equipment	-	-	10,000	10,000	**5,000**
01	40	65905	Other	-	-	-	-	-
				-	**-**	**10,000**	**10,000**	**5,000**
Other								
01	40	63100	Community Sponsorships	47,000	65,900	62,000	62,000	**62,000**
				47,000	**65,900**	**62,000**	**62,000**	**62,000**
Debt Service								
01	40	68355	Principal	-	-	-	-	-
01	40	68356	Interest	-	-	-	-	-
				-	**-**	**-**	**-**	**-**
Contingency								
01	40	65996	Contingency	-	-	-	-	-
				-	**-**	**-**	**-**	**-**
				173,068	**121,270**	**172,240**	**172,240**	**173,450**

TOWN CLERK DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	41	60000	Salaries	146,335	81,852	189,237	189,237	**220,543**
01	41	60001	Seasonal Wages	-	-	-	-	**-**
01	41	60010	Overtime Pay	57	-	2,209	2,209	**2,505**
01	41	60019	Longevity Recognition	1,500	-	-	-	**-**
01	41	60020	On-Call/Standby Pay	-	-	-	-	**-**
		Total Salaries & Wages		**147,892**	**81,852**	**191,446**	**191,446**	**223,048**
01	41	60071	Unemployment Taxes	475	(27)	574	574	**669**
01	41	60080	Health & Dental Insurance	23,858	10,797	47,213	47,213	**51,796**
01	41	60085	Life & Disability Insurance	1,885	914	2,441	2,441	**2,845**
01	41	60092	457 Contributions	16,807	8,251	26,802	26,802	**31,227**
01	41	60093	FICA	8,608	4,966	11,870	11,870	**13,829**
01	41	60094	Medicare	2,014	1,161	2,776	2,776	**3,234**
01	41	60098	Staff Tuition	-	-	-	-	**-**
01	41	60100	Workers Compensation	952	277	569	569	**723**
		Total Taxes & Benefits		**54,598**	**26,339**	**92,245**	**92,245**	**104,323**
		Total Personnel Costs		**202,490**	**108,192**	**283,691**	**283,691**	**327,371**
Purchased Services								
01	41	60130	Insurance	2,976	5,957	-	-	**-**
01	41	60140	General Services	41	241	250	250	**1,000**
01	41	60280	Communication Services	3,219	3,956	-	-	**4,000**
01	41	60254	Election	5,314	3,212	22,500	22,500	**42,500**
01	41	60770	Travel/Registration/Training	1,138	3,154	4,000	4,000	**7,500**
01	41	65375	Rentals/Leases (Non Capital)	1,642	1,960	-	-	**-**
01	41	60301	Technical Services	726	3,576	6,000	6,000	**6,000**
01	41	65710	Professional Services	471	5,324	35,000	35,000	**-**
Repairs & Maintenance				**15,527**	**27,378**	**67,750**	**67,750**	**61,000**
01	41	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	41	60205	General Supplies	1,534	2,120	5,500	5,500	**7,500**
01	41	65660	Computer	160	2,950	-	-	**3,500**
01	41	60260	Dues & Subscriptions	12,255	10,200	48,000	48,000	**25,000**
01	41	60610	Fuel	-	-	-	-	**-**
				13,949	**15,271**	**53,500**	**53,500**	**36,000**
Utilities								
01	41	60341	Electric	1,399	754	-	-	**-**
01	41	60342	Gas	315	383	-	-	**-**
01	41	60343	Other	385	834	-	-	**-**
				2,100	**1,971**	**-**	**-**	**-**
Non Capital Projects/Equipment								
01	41	65900	Vehicle/Equipment	-	-	-	-	**-**
01	41	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Debt Service								
01	41	68355	Principal	-	-	-	-	**-**
01	41	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	41	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				234,066	**152,812**	**404,941**	**404,941**	**424,371**

FINANCE DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	42	60000	Salaries	311,529	414,899	463,313	463,313	**455,005**
01	42	60001	Seasonal Wages	-	-	-	-	**-**
01	42	60010	Overtime Pay	391	-	3,644	3,644	**3,765**
01	42	60019	Longevity Recognition	1,000	-	-	-	**-**
01	42	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**312,920**	**414,899**	**466,957**	**466,957**	**458,770**
01	42	60071	Unemployment Taxes	1,000	433	1,401	1,401	**1,376**
01	42	60080	Health & Dental Insurance	22,363	30,312	60,304	60,304	**70,200**
01	42	60085	Life & Disability Insurance	2,908	4,939	5,977	5,977	**5,870**
01	42	60092	457 Contributions	31,360	59,240	65,374	65,374	**64,228**
01	42	60093	FICA	18,930	25,405	28,951	28,951	**28,444**
01	42	60094	Medicare	4,427	5,942	6,771	6,771	**6,652**
01	42	60098	Staff Tuition	-	-	-	-	**-**
01	42	60100	Workers Compensation	1,924	674	1,079	1,079	**1,156**
			Total Taxes & Benefits	**82,913**	**126,944**	**169,857**	**169,857**	**177,926**
			Total Personnel Costs	**395,833**	**541,843**	**636,814**	**636,814**	**636,696**
Purchased Services								
01	42	60130	Insurance	2,976	10,957	-	-	**-**
01	42	60140	General Services	7,471	3,026	11,950	11,950	**12,050**
01	42	60280	Communication Services	2,792	3,354	300	300	**500**
01	42	60770	Travel/Registration/Training	5,739	4,585	9,000	9,000	**10,600**
01	42	65375	Rentals/Leases (Non Capital)	5,938	4,668	5,000	5,000	**5,000**
01	42	60301	Technical Services	69,431	79,374	91,200	91,200	**125,828**
01	42	65710	Professional Services	49	-	-	-	**-**
				94,396	**105,965**	**117,450**	**117,450**	**153,978**
Repairs & Maintenance								
01	42	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	42	60205	General Supplies	1,847	1,246	400	400	**6,500**
01	42	65660	Computer	5,606	6,146	3,500	3,500	**4,000**
01	42	60260	Dues & Subscriptions	956	405	1,965	1,965	**2,700**
01	42	60610	Fuel	-	-	-	-	**-**
				8,409	**7,797**	**5,865**	**5,865**	**13,200**
Utilities								
01	42	60341	Electric	3,267	1,886	-	-	**-**
01	42	60342	Gas	500	879	-	-	**-**
01	42	60343	Other	806	1,391	-	-	**-**
				4,573	**4,156**	**-**	**-**	**-**
Non Capital Projects/Equipment								
01	42	65900	Vehicle/Equipment	-	229	1,000	1,000	**1,000**
01	42	65905	Other	-	-	1,000	1,000	**1,000**
				-	**229**	**2,000**	**2,000**	**2,000**
Debt Service								
01	42	68355	Principal	-	-	-	-	**-**
01	42	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	42	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				503,210	**659,990**	**762,129**	**762,129**	**805,874**

HUMAN RESOURCES DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	43	60000	Salaries	97,709	69,231	143,400	143,400	**161,734**
01	43	60001	Seasonal Wages	-	-	-	-	**-**
01	43	60010	Overtime Pay	-	-	-	-	**73**
01	43	60019	Longevity Recognition	-	-	-	-	**-**
01	43	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**97,709**	**69,231**	**143,400**	**143,400**	**161,807**
01	43	60071	Unemployment Taxes	190	138	430	430	**485**
01	43	60080	Health & Dental Insurance	20,313	26,951	29,884	29,884	**20,898**
01	43	60085	Life & Disability Insurance	1,058	949	1,850	1,850	**2,055**
01	43	60092	457 Contributions	10,932	2,596	20,076	20,076	**22,653**
01	43	60093	FICA	5,839	4,223	8,891	8,891	**10,032**
01	43	60094	Medicare	1,365	988	2,079	2,079	**2,346**
01	43	60098	Staff Tuition	-	-	-	-	**-**
01	43	60100	Workers Compensation	411	138	315	315	**388**
			Total Taxes & Benefits	**40,107**	**35,983**	**63,525**	**63,525**	**58,857**
			Total Personnel Costs	**137,816**	**105,214**	**206,925**	**206,925**	**220,664**
Purchased Services								
01	43	60130	Insurance	6,153	5,957	104,687	104,687	**53,624**
01	43	60140	General Services	3,296	2,929	3,500	3,500	**20,000**
01	43	60280	Communication Services	640	987	4,000	4,000	**-**
01	43	60770	Travel/Registration/Training	7,257	4,510	40,200	40,200	**44,705**
01	43	65375	Rentals/Leases (Non Capital)	716	1,640	-	-	**-**
01	43	60301	Technical Services	14,357	6,619	12,000	12,000	**55,000**
01	43	65710	Professional Services	623	210	-	-	**140,000**
				33,043	**22,853**	**164,387**	**164,387**	**313,329**
Repairs & Maintenance								
01	43	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	43	60205	General Supplies	1,607	3,225	250	250	**2,000**
01	43	65660	Computer	50	2,451	1,000	1,000	**-**
01	43	60260	Dues & Subscriptions	817	304	850	850	**5,163**
01	43	60610	Fuel	-	-	-	-	**-**
				2,473	**5,980**	**2,100**	**2,100**	**7,163**
Utilities								
01	43	60341	Electric	817	377	-	-	**-**
01	43	60342	Gas	158	191	-	-	**-**
01	43	60343	Other	447	236	-	-	**-**
				1,421	**805**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	43	65900	Vehicle/Equipment	-	-	-	-	**-**
01	43	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Capital Projects/Equipment								
01	43	68355	Principal	-	-	-	-	**-**
01	43	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Debt Service								
01	43	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				174,753	**134,852**	**373,412**	**373,412**	**541,156**

INFORMATION TECHNOLOGY DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	44	60000	Salaries	71,463	109,163	220,400	220,400	**151,632**
01	44	60001	Seasonal Wages	-	-	-	-	**-**
01	44	60010	Overtime Pay	-	-	2,400	2,400	**-**
01	44	60019	Longevity Recognition	500	-	-	-	**-**
01	44	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**71,963**	**109,163**	**222,800**	**222,800**	**151,632**
01	44	60071	Unemployment Taxes	218	139	668	668	**455**
01	44	60080	Health & Dental Insurance	8,021	-	18,381	18,381	**2,100**
01	44	60085	Life & Disability Insurance	931	1,060	2,843	2,843	**1,956**
01	44	60092	457 Contributions	8,072	12,483	31,192	31,192	**21,228**
01	44	60093	FICA	4,455	6,773	13,814	13,814	**9,401**
01	44	60094	Medicare	1,042	1,584	3,231	3,231	**2,199**
01	44	60098	Staff Tuition	-	-	-	-	**-**
01	44	60100	Workers Compensation	411	141	613	613	**455**
			Total Taxes & Benefits	**23,150**	**22,180**	**70,742**	**70,742**	**37,794**
			Total Personnel Costs	**95,113**	**131,343**	**293,542**	**293,542**	**189,426**
Purchased Services								
01	44	60130	Insurance	2,976	5,957	-	-	**-**
01	44	30140	General Services	-	-	-	-	**-**
01	44	60280	Communication Services	21,534	9,054	23,000	23,000	**44,793**
01	44	60770	Travel/Registration/Training	5,099	2,050	-	-	**1,200**
01	44	65375	Rentals/Leases (Non Capital)	716	450	35,000	35,000	**18,159**
01	44	60301	Technical Services	183,439	168,979	119,000	119,000	**158,710**
01	44	65710	Professional Services	1,786	19,216	20,000	20,000	**12,000**
				215,551	**205,705**	**197,000**	**197,000**	**234,862**
Repairs & Maintenance								
01	44	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	44	60205	General Supplies	2,258	3,216	4,000	4,000	**4,500**
01	44	60140	General Insurance	11	1,120	-	-	**-**
01	44	65660	Computer	3,458	8,717	10,000	10,000	**41,528**
01	44	60260	Dues & Subscriptions	2,023	6,390	3,413	3,413	**2,350**
01	44	60610	Fuel	-	-	-	-	**-**
				7,749	**19,443**	**17,413**	**17,413**	**48,378**
Utilities								
01	44	60341	Electric	817	377	-	-	**-**
01	44	60342	Gas	158	191	-	-	**-**
01	44	60343	Other	197	(6,904)	-	-	**-**
				1,171	**(6,335)**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	44	65900	Vehicle/Equipment	-	-	-	-	**-**
01	44	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Capital Projects/Equipment								
01	44	65950	Vehicle/Equipment	-	-	-	-	**-**
01	44	65955	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Debt Service								
01	44	68355	Principal	-	-	-	-	**-**
01	44	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	44	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				319,584	**350,155**	**507,955**	**507,955**	**472,666**

ADMINISTRATION DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	45	60000	Salaries	360,931	449,253	564,306	564,306	**454,081**
01	45	60001	Seasonal Wages	-	-	-	-	**-**
01	45	60010	Overtime Pay	(23)	-	-	-	**340**
01	45	60019	Longevity Recognition	-	500	500	500	**-**
01	45	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**360,908**	**449,753**	**564,806**	**564,806**	**454,421**
01	45	60071	Unemployment Taxes	1,007	587	1,694	1,694	**1,288**
01	45	60080	Health & Dental Insurance	27,628	37,331	57,560	57,560	**66,328**
01	45	60085	Life & Disability Insurance	2,696	3,819	7,280	7,280	**5,115**
01	45	60092	457 Contributions	33,351	87,928	79,073	79,073	**57,146**
01	45	60093	FICA	15,146	24,084	35,018	35,018	**25,307**
01	45	60094	Medicare	5,192	6,361	8,190	8,190	**5,919**
01	45	60098	Staff Tuition	-	-	-	-	**-**
01	45	60100	Workers Compensation	1,284	12,241	2,004	2,004	**1,929**
			Total Taxes & Benefits	**86,304**	**172,351**	**190,819**	**190,819**	**163,032**
			Total Personnel Costs	**447,212**	**622,104**	**755,625**	**755,625**	**617,453**
Purchased Services								
01	45	60130	Insurance	6,459	6,970	-	-	**-**
01	45	60140	General Services	4,797	280	-	-	**-**
01	45	64000	Tax Collection Expense	-	-	-	-	**-**
01	45	60280	Communication Services	3,089	7,914	5,145	5,145	**3,056**
01	45	60770	Travel/Registration/Training	22,640	11,468	30,300	30,300	**15,000**
01	45	65375	Rentals/Leases (Non Capital)	1,066	1,424	-	-	**-**
01	45	60301	Technical Services	(53,822)	481,148	361,250	361,250	**462,000**
01	45	65710	Professional Services	3,370	9,352	-	-	**-**
				(12,402)	**518,557**	**396,695**	**396,695**	**480,056**
Repairs & Maintenance								
01	45	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	45	60205	General Supplies	3,131	3,781	3,500	3,500	**3,000**
01	45	60240	Postage	(142)	-		-	
01	45	65660	Computer	5,528	99	-	-	**3,000**
01	45	60260	Dues & Subscriptions	3,643	4,186	3,710	3,710	**2,490**
01	45	60610	Fuel	-	-	-	-	**-**
				12,160	**8,066**	**7,210**	**7,210**	**8,490**
Utilities								
01	45	60341	Electric	3,267	1,524	-	-	**-**
01	45	60342	Gas	631	765	-	-	**-**
01	45	60343	Other	9,357	2,085	-	-	**-**
				13,255	**4,374**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	45	65900	Vehicle/Equipment	-	-	-	-	**-**
01	45	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Other								
01	45	63000	Triview Property Tax Payable	683,194	355,804	347,598	347,598	**390,561**
01	45	63100	Business Grants - COVID19	-	-	-	-	**-**
01	45	67401	Transfer to PF	2,633,022	2,633,022	2,700,000	2,700,000	**-**
01	45	67402	Transfer to SDFF	-	55,000	-	-	**2,035,179**
01	45	67400	Transfer to CDF	63,000	63,000	42,600	42,600	**42,600**
				3,379,216	**3,106,826**	**3,090,198**	**3,090,198**	**2,468,340**
Debt Service								
01	45	68355	Principal	-	-	-	-	**-**
01	45	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	45	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				3,839,441	**4,259,926**	**4,249,728**	**4,249,728**	**3,574,339**

POLICE DEPARTMENT

Mission/Function

The Monument Police Department is dedicated to maintaining the high quality of life our community enjoys and ensuring that our Town is a safe place to live, work, and visit. We will accomplish this by safeguarding individual liberties, building community partnerships, preventing crime, and aggressively pursuing those who commit crime. We are committed to this mission and will continually strive towards a goal of excellence with dedication to the people with whom we work and to the community we serve.

Objectives

- **INTEGRITY** - Defined as being honest, moral, upright, and sincere. Public trust can only exist with our integrity and respect for one another. The Department and its employees must hold themselves to a standard that is beyond reproach.
- **PRIDE** - The Department is a proud institution and works to develop this pride in its sworn and civilian personnel. We are proud to be part of a noble profession that is called upon to maintain order in a free society. We are proud of the real partnerships we have with the people we serve. We are proud of the highly motivated, highly trained, and highly respected personnel we have.
- **COMMUNITY** - We are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety. The cornerstone of this Department is the relationship we have with the community we serve. Our ability to be effective in carrying out our mission is based on the credibility we have with the community.
- **EMPOWERMENT** - Members at every level of the agency are empowered and expected to identify issues within their perspective areas and create innovative solutions towards solving problems at their level.

POLICE FUND REVENUE DETAIL

		2025 Budget
Taxes		
Sales Tax		-
	Total	-
Intergovernmental		
Grant Revenue		
	Total	-
User Charges/Fees		
Code Enforcement Fees		-
Alarm Permit Fees		-
False Alarm Fees		-
Fees for Service/Contract Labor		3,000
	Total	3,000
Investment Earnings		
Investment Earnings		-
	Total	-
Debt & Financing		
Capital Lease proceeds		-
	Total	-
Other Revenue		
Sale of Equipment		-
Miscellaneous		343,304
Contribution to Police		-
Fundraisers for Others		-
Transfers In		-
	Total	343,304
	Total Revenues	346,304

GENERAL FUND - LAW ENFORCEMENT DEPARTMENT

	Fund	Dept/Div	Source/Object	Description	2025 Budget
Personnel					
	01	51	60000	Salaries	**2,535,024**
	01	51	60001	Seasonal Wages	**-**
	01	51	60010	Overtime Pay	**87,107**
	01	51	60019	Longevity Recognition	**2,500**
	01	51	60020	On-Call/Standby	**-**
			Total Salaries & Wages		**2,624,631**
	01	51	60071	Unemployment Taxes	**7,874**
	01	51	60080	Health & Dental Insurance	**376,242**
	01	51	60084	FPPA D&D	**81,856**
	01	51	60085	Life & Disability Insurance	**8,257**
	01	51	60091	FPPA Retirement	**112,094**
	01	51	60092	457 Contributions	**258,158**
	01	51	60093	FICA	**162,727**
	01	51	60094	Medicare	**38,057**
	01	51	60098	Staff Tuition	**-**
	01	51	60100	Workers Compensation	**112,404**
			Total Taxes & Benefits		**1,157,669**
			Total Personnel Costs		**3,782,300**
Purchased Services					
	01	51	60130	Insurance	**166,769**
	01	51	60140	General Services	**6,163**
	01	51	60280	Communication Services	**9,649**
	01	51	60770	Travel/Registration/Training	**-**
	01	51	65375	Rentals/Leases (Non Capital)	**13,850**
	01	51	60301	Technical Services	**91,838**
	01	51	65710	Professional Services	**22,574**
					310,842
Repairs & Maintenance					
	01	51	65390	Vehicle/Equipment	**-**
	01	51	65440	Other	**-**
					-
Supplies/Other					
	01	51	60205	General Supplies	**17,441**
	01	51	65660	Computer	**-**
	01	51	60260	Dues & Subscriptions	**6,797**
	01	51	66010	Fundraiser Expense	**-**
	01	51	60610	Fuel	**-**
					24,238
Utilities					
	01	51	60341	Electric	**9,236**
	01	51	60342	Gas	**3,612**
	01	51	60343	Other	**16,706**
					29,555
Non-capital Projects/Equipment					
	01	51	65900	Vehicle/Equipment	**-**
	01	51	65905	Other	**-**
					-
Capital Projects/Equipment					
	01	51	65950	Vehicles/Equipment	**-**
	01	51	65955	Other	**-**
					-
Debt Service	01	51	68355	Principal	**-**
	01	51	68356	Interest	**-**
					-
	01	51	65996	Contingency	**-**
Contingency					**-**
					4,146,935

COURT

Mission/Function

The Town of Monument Municipal Court is committed to professionally serving the citizens of Monument by administering justice in a fair, efficient and respectful manner, so as to enhance public trust and community confidence in our court system.

Objectives

- Administer justice in a fair, efficient and respectful manner.
- Serve as custodian of all court records.
- Coordinate and collect all court-related fees and fines.

COURT DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	46	60000	Salaries	70,694	79,222	99,320	99,320	**107,072**
01	46	60001	Seasonal Wages	-	-		-	
01	46	60010	Overtime Pay	495	1,411	1,638	1,638	**1,712**
01	46	60019	Longevity Recognition	-	-	-	-	**-**
01	46	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**71,189**	**80,633**	**100,958**	**100,958**	**108,784**
01	46	60071	Unemployment Taxes	238	88	410	410	**326**
01	46	60080	Health & Dental Insurance	8,802	4,606	25,399	25,399	**27,330**
01	46	60085	Life & Disability Insurance	757	1,060	1,281	1,281	**1,381**
01	46	60092	457 Contributions	6,990	3,333	14,134	14,134	**15,230**
01	46	60093	FICA	4,397	5,160	8,481	8,481	**6,745**
01	46	60094	Medicare	1,028	1,207	1,983	1,983	**1,577**
01	46	60098	Staff Tuition	-	-	-	-	**-**
01	46	60100	Workers Compensation	541	374	2,108	2,108	**535**
			Total Taxes & Benefits	**22,753**	**15,829**	**53,796**	**53,796**	**53,124**
			Total Personnel Costs	**93,943**	**96,461**	**154,754**	**154,754**	**161,908**
Purchased Services								
01	46	60130	Insurance	2,976	5,957	-	-	**-**
01	46	60140	General Services	124	(84)	-	-	**2,000**
01	46	60280	Communication Services	1,139	1,178	-	-	**1,300**
01	46	60770	Travel/Registration/Training	961	431	2,000	2,000	**2,000**
01	46	65375	Rentals/Leases (Non Capital)	2,519	3,692	-	-	**-**
01	46	60301	Technical Services	13,571	13,203	13,200	13,200	**12,900**
01	46	65710	Professional Services		-	-	-	**-**
				21,290	**24,377**	**15,200**	**15,200**	**18,200**
Repairs & Maintenance								
01	46	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	46	60205	General Supplies	767	2,183	2,500	2,500	**3,500**
01	46	65660	Computer	90	681	500	500	**700**
01	46	60260	Dues & Subscriptions	40	200	40	40	**200**
01	46	60610	Fuel	-	-	-	-	**-**
				897	**3,064**	**3,040**	**3,040**	**4,400**
Utilities								
01	46	60341	Electric	555	592	-	-	**-**
01	46	60342	Gas	128	310	-	-	**-**
01	46	60343	Other	197	1,804	-	-	**-**
				880	**2,706**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	46	65900	Vehicle/Equipment	-	-	-	-	**-**
01	46	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Debt Service								
01	46	68355	Principal	-	-	-	-	**-**
01	46	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	46	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				117,009	**126,607**	**172,994**	**172,994**	**184,508**

PLANNING

Mission/Function

The Planning Department reviews and processes development project applications that require a recommendation from the Planning Commission and approval by the Town Council, as well as smaller-scale development applications and permits that are approved administratively. The Department is also charged with oversight of the Comprehensive Plan, responding to inquiries related to land use planning in the Town, enforcing the Town's land use and zoning regulations, reviewing and approving infrastructure construction plans, and permitting and inspecting all new developments and infrastructure improvements. The Department also assists in the planning, design, and construction management of municipal projects.

Objectives

- To fairly and equitably administer and enforce the Town's zoning and subdivision regulations daily.
- To assist the general public and the development community in processing development applications in an efficient and timely manner.
- To assure the citizens of Monument that development proceeds in an orderly and controlled fashion, paying close attention to the quality of new development and the quality of life for our residents.
- To assure that any impacts to existing neighborhoods are minimized and/or mitigated to the extent permitted by law.

PLANNING DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
01	49	60000	Salaries	203,949	261,081	396,978	396,978	**459,775**
01	49	60001	Seasonal Wages	-	-	-	-	**-**
01	49	60010	Overtime Pay	51	1,075	2,564	2,564	**2,693**
01	49	60019	Longevity Recognition	-	-	-	-	**-**
01	49	60020	On-Call/Standby Pay	-	-	-	-	**-**
			Total Salaries & Wages	**204,000**	**262,155**	**399,542**	**399,542**	**462,468**
01	49	60071	Unemployment Taxes	525	390	1,199	1,199	**1,387**
01	49	60080	Health & Dental Insurance	15,604	30,248	56,585	56,585	**62,029**
01	49	60085	Life & Disability Insurance	1,963	2,383	5,121	5,121	**5,931**
01	49	60092	457 Contributions	18,388	19,123	55,936	55,936	**64,745**
01	49	60093	FICA	12,522	15,395	24,772	24,772	**28,673**
01	49	60094	Medicare	2,929	3,600	5,793	5,793	**6,706**
01	49	60098	Staff Tuition	-	-	-	-	**-**
01	49	60100	Workers Compensation	1,232	452	1,011	1,011	**1,276**
			Total Taxes & Benefits	**53,163**	**71,591**	**150,417**	**150,417**	**170,747**
			Total Personnel Costs	**257,163**	**333,746**	**549,959**	**549,959**	**633,215**
Purchased Services								
01	49	60130	Insurance	2,976	5,957	-	-	**-**
01	49	60140	General Services	2,599	1,289	1,200	1,200	**-**
01	49	60280	Communication Services	5,304	4,873	5,500	5,500	**5,500**
01	49	60770	Travel/Registration/Training	674	5,299	7,000	7,000	**17,200**
01	49	65375	Rentals/Leases (Non Capital)	4,984	6,309	3,900	3,900	**3,900**
01	49	60301	Technical Services	43,722	133,152	28,520	28,520	**38,420**
01	49	66030	Planning Code Revisions	-	-	-	-	**-**
01	49	65710	Professional Services	7,812	8,149	350,000	350,000	**500,000**
				68,072	**165,027**	**396,120**	**396,120**	**565,020**
Repairs & Maintenance								
01	49	65440	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Supplies/Other								
01	49	60205	General Supplies	2,116	3,492	1,500	1,500	**1,500**
01	49	65660	Computer	2,632	2,332	1,200	1,200	**2,000**
01	49	60260	Dues & Subscriptions	253	2,303	1,500	1,500	**5,500**
01	49	60610	Fuel	-	-	-	-	**-**
				5,002	**8,126**	**4,200**	**4,200**	**9,000**
Utilities								
01	49	60341	Electric	2,450	1,132	-	-	**-**
01	49	60342	Gas	473	574	-	-	**-**
01	49	60343	Other	591	1,512	-	-	**-**
				3,514	**3,218**	**-**	**-**	**-**
Non-capital Projects/Equipment								
01	49	65900	Vehicle/Equipment	-	-	-	-	**-**
01	49	65905	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Capital Projects/Equipment								
01	49	65950	Vehicles/Equipment	-	-	-	-	**-**
01	49	65955	Other	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Debt Service								
01	49	68355	Principal	-	-	-	-	**-**
01	49	68356	Interest	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
Contingency								
01	49	65996	Contingency	-	-	-	-	**-**
				-	**-**	**-**	**-**	**-**
				333,750	**510,118**	**950,279**	**950,279**	**1,207,235**

CAPITAL PROJECTS FUND

Mission/Function

To account for revenues related to Highway User Tax, Road/Bridge Tax, and Use Taxes and related expenditures for the express purpose of street and road maintenance, construction and capital improvements including acquisition of rights-of-way within the Town limits.

Objectives

- Pay for public improvements to improve quality of life in the community.
- Maintain streets and roads to ensure the safety of town residents.

CAPITAL PROJECTS FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes	$ 902,124	$ 1,480,994	$ 1,000,000	$ 1,000,000	**$ 1,510,614**
Intergovernmental	1,077,663	674,694	2,370,681	335,502	**355,859**
Investment Earnings	1,750	5,439	2,000	2,000	**2,000**
Transfers In from GF (ARPA funds)	-	-	-	-	**-**
Total Revenue	**$ 1,981,537**	**$ 2,161,126**	**$ 3,372,681**	**$ 1,337,503**	**$ 1,868,472**
Expenditures:					
Capital Outlay	1,131,507	906,372	3,913,179	1,878,000	**4,040,000**
Total Expenditures	**$ 1,131,507**	**$ 906,372**	**$ 3,913,179**	**$ 1,878,001**	**$ 4,040,000**
Annual Gain/(Loss)	**$ 850,030**	**$ 1,254,754**	**$ (540,498)**	**$ (540,498)**	**$ (2,171,528)**
Cumulative Balance					
Beginning Fund Balance	$ 625,824	$ 1,475,854	$ 2,480,969	$ 2,730,608	**$ 2,190,110**
Change In Fund Balance	850,030	1,254,754	(540,498)	(540,498)	**(2,171,528)**
Ending Fund Balance	$ 1,475,854	$ 2,730,608	$ 1,940,471	$ 2,190,110	**$ 18,582**
Unreserved Fund Balance	**$ 1,475,854**	**$ 2,730,608**	**$ 1,940,471**	**$ 2,190,110**	**$ 18,582**

CAPITAL PROJECTS FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Use Tax	902,124	1,480,994	1,000,000	1,000,000	**1,510,614**
Total Taxes	**902,124**	**1,480,994**	**1,000,000**	**1,000,000**	**1,510,614**
Intergovernmental					
Highway User Tax	309,542	318,994	301,616	301,616	**318,994**
Road/Bridge Tax	34,451	36,864	33,886	33,886	**36,864**
State/Federal Grants	733,670	318,835	2,035,179	-	
Total Intergovernmental	**1,077,663**	**674,694**	**2,370,681**	**335,502**	**355,859**
Investment Earnings					
Investment Earnings	1,750	5,439	2,000	2,000	**2,000**
Total Investment Earnings	**1,750**	**5,439**	**2,000**	**2,000**	**2,000**
Transfers In					
Transfers In	-	-	-	-	**-**
Total Transfers In	**-**	**-**	**-**	**-**	**-**
Total Revenues	**$ 1,981,537**	**$ 2,161,126**	**$ 3,372,681**	**$ 1,337,502**	**$ 1,868,472**

CAPITAL PROJECT FUND EXPENDITURE DETAIL

		2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Outlay						
	Capital Improvement Projects	1,131,507	906,372	3,913,179	1,878,000	**4,040,000**
	Capital Equipment	-	-	-		**-**
	Total Capital Outlay	**1,131,507**	**906,372**	**3,913,179**	**1,878,000**	**4,040,000**
Transfers Out						
	Transfers Out	-	-	-		**-**
	Total Transfers Out	**-**	**-**	**-**	**-**	**-**
	Total Expenditures	**$ 1,131,507**	**$ 906,372**	**$ 3,913,179**	**$ 1,878,001**	**$ 4,040,000**

Capital Projects		2022 Actual	2023 Actual	2024 Budget	Amended Budget	2025 Budget
03-04-65399	Curb, Gutter, Concrete	507,954	174,132	500,000	500,000	500,000
03-04-65400	Repairs & Maint - Streets	28,579	20,440	40,000	40,000	40,000
03-04-65401	Jackson Creek Widening - Design & Enginee	320,786	296,753	815,000	815,000	
03-04-65402	Jackson Creek Widening - Construction	-	-	2,035,179	-	3,000,000
03-04-65996	Contingency/Single Audit	-	-	23,000	23,000	
03-04-66002	Asphalt Repairs	274,188	415,045	500,000	500,000	500,000
03-04-66003	Asphalt Repairs - Grants		-	-		
03-04-66091	Public Works/Water Facility		-	-		-
03-04-67001	Guardrails - DW Creek		-	-		-
03-04-67002	CDBG - sidewalk grant	-	-			-
		$ 1,131,507	**$ 906,372**	**$ 3,913,179**	**$ 1,878,000**	**$ 4,040,000**

POLICE DEPARTMENT

Mission/Function

The Monument Police Department is dedicated to maintaining the high quality of life our community enjoys and ensuring that our Town is a safe place to live, work, and visit. We will accomplish this by safeguarding individual liberties, building community partnerships, preventing crime, and aggressively pursuing those who commit crime. We are committed to this mission and will continually strive towards a goal of excellence with dedication to the people with whom we work and to the community we serve.

Objectives

- **INTEGRITY** - Defined as being honest, moral, upright, and sincere. Public trust can only exist with our integrity and respect for one another. The Department and its employees must hold themselves to a standard that is beyond reproach.
- **PRIDE** - The Department is a proud institution and works to develop this pride in its sworn and civilian personnel. We are proud to be part of a noble profession that is called upon to maintain order in a free society. We are proud of the real partnerships we have with the people we serve. We are proud of the highly motivated, highly trained, and highly respected personnel we have.
- **COMMUNITY** - We are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety. The cornerstone of this Department is the relationship we have with the community we serve. Our ability to be effective in carrying out our mission is based on the credibility we have with the community.
- **EMPOWERMENT** - Members at every level of the agency are empowered and expected to identify issues within their perspective areas and create innovative solutions towards solving problems at their level.

2F POLICE FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes**	$ 1,775,581	$ 1,963,053	$ 1,882,116	$ 1,882,116	**$ 2,002,314**
User Charges/Fees	48,161	12,224	3,000	3,000	**-**
Investment Earnings	-	-	-	-	**-**
Other Revenue	2,250	117,588	171,652	171,652	**-**
	-	-	-	-	**-**
Transfers In	2,633,022	2,633,022	2,700,000	2,700,000	**-**
Total Revenue	**$ 4,459,014**	**$ 4,725,887**	**$ 4,756,768**	**$ 4,756,768**	**$ 2,002,314**
Expenditures:					
Salaries/Wages	$ 1,943,258	$ 2,412,455	$ 2,909,980	$ 2,909,980	**$ 771,350**
Benefits	745,310	912,340	1,243,656	1,243,656	**561,232**
Purchased Services	230,347	191,282	505,129	505,129	**260,324**
Repairs & Maintenance	61,179	75,857	36,800	36,800	**51,000**
Supplies/Non-Capital Equipment	612,176	300,434	231,673	231,673	**313,703**
Utilities	19,739	22,466	25,124	25,124	**8,580**
Capital Outlay	174,274	166,464	74,500	74,500	**300,379**
Debt Service	89,084	165,206	59,835	-	**-**
Contingency	-	-	-	-	**-**
Transfers Out	-	-	-	-	**-**
Total Expenditures	**$ 3,875,367**	**$ 4,246,504**	**$ 5,086,697**	**$ 5,026,862**	**$ 2,266,568**
Annual Gain/(Loss)	**$ 583,647**	**$ 479,383**	**$ (329,930)**	**$ (270,095)**	**$ (264,254)**
Cumulative Balance					
Beginning Fund Balance	$ -	$ 583,647	$ 581,529	$ 1,063,029	**$ 300,000**
Change In Fund Balance	583,647	479,383	(329,930)	(270,095)	**(264,254)**
Ending Fund Balance	$ 583,647	$ 1,063,029	$ 251,599	$ 792,934	**$ 35,746**
Unreserved Fund Balance	**$ 583,647**	**$ 1,063,029**	**$ 251,599**	**$ 792,934**	**$ 35,746**

2F POLICE FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Property Tax	-	-	-	-	-
Sales Tax	1,775,581	1,963,053	1,882,116	1,882,116	**2,002,314**
Sales Tax - Auto	-	-	-	-	-
Use Tax	-	-	-	-	-
Total Taxes	**1,775,581**	**1,963,053**	**1,882,116**	**1,882,116**	**2,002,314**
User Charges/Fees					
Fees for Service/Contract Labor	48,161	12,224	3,000	3,000	-
Total User Charges/Fees	**48,161**	**12,224**	**3,000**	**3,000**	-
Investment Earnings					
Investment Earnings	-	-	-	-	-
Total Investment Earnings	-	-	-	-	-
Debt & Financing					
Capital Lease Proceeds	-	-	-	-	-
Total	-	-	-	-	-
Other Revenue					
Public Gifts/Contributions	2,250	3,294	-	-	-
Fundraisers for Others	-	1,495	-	-	-
Miscellaneous	-	112,799	171,652	171,652	-
Total Other Revenue	**2,250**	**117,588**	**171,652**	**171,652**	-
Transfers In					
Transfers In	2,633,022	2,633,022	2,700,000	2,700,000	-
Total Transfers In	**2,633,022**	**2,633,022**	**2,700,000**	**2,700,000**	-
Total Revenues	**$ 4,459,014**	**$ 4,725,887**	**$ 4,756,768**	**$ 4,756,768**	**$ 2,002,314**

2F POLICE FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Salaries/Wages					
Salaries of Regular Employees	1,829,016	2,253,567	2,796,135	2,796,135	**729,827**
Salaries of Seasonal Employees	-	-	-	-	**-**
Salaries for Overtime	110,742	157,888	111,845	111,845	**41,023**
Longevity Recognition	3,500	1,000	2,000	2,000	**500**
On-Call Pay	-	-	-	-	**-**
Total Salaries/Wages	**1,943,258**	**2,412,455**	**2,909,980**	**2,909,980**	**771,350**
Benefits					
Unemployment Insurance	6,000	2,642	8,730	8,730	**2,314**
Health & Dental Insurance	265,938	288,424	432,596	432,596	**79,499**
Life & Disability	59,114	74,860	90,292	90,292	**279,387**
Retirement Contributions	207,600	291,642	364,799	364,799	**107,989**
FICA	116,855	144,104	180,419	180,419	**47,824**
Medicare	27,329	33,702	42,195	42,195	**11,185**
Staff Tuition/Appreciation	-	-	-	-	**-**
Workers Compensation Insurance	62,474	76,966	124,625	124,625	**33,034**
Total Benefits	**745,310**	**912,340**	**1,243,656**	**1,243,656**	**561,232**
Purchased Services					
Insurance	99,100	29,004	228,504	228,504	**81,917**
General Services	19,415	33,884	16,157	16,157	**16,499**
Communication Services	33,047	37,744	74,951	74,951	**73,109**
Travel/Registration/Training	12,712	33,629	22,470	22,470	**48,000**
Rentals/Leases (Non Capital)	5,951	12,469	15,000	15,000	**4,021**
Technical Services	45,961	13,739	129,857	129,857	**26,663**
Professional Services	14,160	30,813	18,190	18,190	**10,116**
Total Purchased Services	**230,347**	**191,282**	**505,129**	**505,129**	**260,324**
Repairs & Maintenance					
Vehicles/Equipment	61,179	72,857	36,800	36,800	**51,000**
Total Repairs & Maintenance	**61,179**	**75,857**	**36,800**	**36,800**	**51,000**
Supplies/Non-Capital Equipment					
General Supplies	125,500	134,719	59,648	59,648	**74,249**
Computer Supplies	67,226	22,530	4,066	4,066	**26,500**
Dues & Subscriptions	24,524	48,119	59,409	59,409	**68,454**
Motor Vehicle Fuels	73,131	80,851	81,000	81,000	**95,000**
Fundrasier Expense	-	1,504	-	-	**-**
Non-Capital Equipment	321,795	12,711	27,550	27,550	**49,500**
Total Supplies/Non-Capital Equipment	**612,176**	**300,434**	**231,673**	**231,673**	**313,703**
Utilities					
Electric	13,328	8,893	9,759	9,759	**2,682**
Gas	2,554	4,797	7,500	7,500	**1,049**
Other	3,858	8,777	7,865	7,865	**4,850**
Total Utilities	**$ 19,739**	**$ 22,466**	**$ 25,124**	**$ 25,124**	**$ 8,580**

2F POLICE FUND EXPENDITURE DETAIL (CONTINUED)

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Outlay					
Capital Improvement Projects	4,775	83,375	-	-	-
Capital Equipment	169,499	83,089	74,500	74,500	**300,379**
Total Capital Outlay	**174,274**	**166,464**	**74,500**	**74,500**	**300,379**
Debt Service					
Principal	82,066	158,895	56,391	56,391	-
Interest	7,018	6,311	3,444	3,444	-
Total Debt Service	**89,084**	**165,206**	**59,835**	**59,835**	-
Contingency					
Contingency	-	-	-	-	-
Total Contingency	-	-	-	-	-
Transfers Out					
Transfers Out	-	-	-	-	-
Total Transfers Out	-	-	-	-	-
Total Expenditures	**$ 3,875,367**	**$ 4,246,504**	**$ 5,086,697**	**$ 5,086,697**	**$ 2,266,568**

2F POLICE DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
07	51	60000	Salaries	1,829,016	2,253,567	2,796,135	2,796,135	**729,827**
07	51	60001	Seasonal Wages	-	-	-	-	**-**
07	51	60010	Overtime Pay	110,742	157,888	111,845	111,845	**41,023**
07	51	60019	Longevity Recognition	3,500	1,000	2,000	2,000	**500**
07	51	60020	On-Call/Standby	-	-	-	-	**-**
			Total Salaries & Wages	**1,943,258**	**2,412,455**	**2,909,980**	**2,909,980**	**771,350**
07	51	60071	Unemployment Taxes	6,000	2,642	8,730	8,730	**2,314**
07	51	60080	Health & Dental Insurance	265,938	288,424	432,596	432,596	**79,499**
07	51	60084	FPPA D&D	53,415	63,806	81,691	81,691	**277,334**
07	51	60085	Life & Disability Insurance	5,700	11,054	8,601	8,601	**2,053**
07	51	60091	FPPA Retirement	73,829	87,777	136,384	136,384	**40,496**
07	51	60092	457 Contributions	133,770	203,865	228,415	228,415	**67,493**
07	51	60093	FICA	116,855	144,104	180,419	180,419	**47,824**
07	51	60094	Medicare	27,329	33,702	42,195	42,195	**11,185**
07	51	60098	Staff Tuition	-	-	-	-	**-**
07	51	60100	Workers Compensation	62,474	76,966	124,625	124,625	**33,034**
			Total Taxes & Benefits	**745,310**	**912,340**	**1,243,656**	**1,243,656**	**561,232**
			Total Personnel Costs	**2,688,568**	**3,324,795**	**4,153,636**	**4,153,636**	**1,332,582**
Purchased Services								
07	51	60130	Insurance	99,100	29,004	228,504	228,504	**81,917**
07	51	60140	General Services	19,415	33,884	16,157	16,157	**16,499**
07	51	60280	Communication Services	33,047	37,744	74,951	74,951	**73,109**
07	51	60770	Travel/Registration/Training	12,712	33,629	22,470	22,470	**48,000**
07	51	65375	Rentals/Leases (Non Capital)	5,951	12,469	15,000	15,000	**4,021**
07	51	60301	Technical Services	45,961	13,739	129,857	129,857	**26,663**
07	51	65710	Professional Services	14,160	30,813	18,190	18,190	**10,116**
				230,347	**191,282**	**505,129**	**505,129**	**260,324**
Repairs & Maintenance								
07	51	65390	Vehicle/Equipment	61,179	72,857	36,800	36,800	**51,000**
07	51	65440	Other	-	3,000	-	-	**-**
				61,179	**75,857**	**36,800**	**36,800**	**51,000**
Supplies/Other								
07	51	60205	General Supplies	125,500	134,719	59,648	59,648	**74,249**
07	51	65660	Computer	67,226	22,530	4,066	4,066	**26,500**
07	51	60260	Dues & Subscriptions	24,524	48,119	59,409	59,409	**68,454**
07	51	66010	Fundraiser Expense	-	1,504	-	-	**-**
07	51	60610	Fuel	73,131	80,851	81,000	81,000	**95,000**
				290,380	**287,723**	**204,123**	**204,123**	**264,203**
Utilities								
07	51	60341	Electric	13,328	8,893	9,759	9,759	**2,682**
07	51	60342	Gas	2,554	4,797	7,500	7,500	**1,049**
07	51	60343	Other	3,858	8,777	7,865	7,865	**4,850**
				19,739	**22,466**	**25,124**	**25,124**	**8,580**
Non-capital Projects/Equipment								
07	51	65900	Vehicle/Equipment	321,795	12,711	27,550	27,550	**49,500**
07	51	65905	Other	-	-	-	-	**-**
				321,795	**12,711**	**27,550**	**27,550**	**49,500**
Capital Projects/Equipment								
07	51	65950	Vehicles/Equipment	169,499	83,089	74,500	74,500	**300,379**
07	51	65955	Other	4,775	83,375	-	-	**-**
				174,274	**166,464**	**74,500**	**74,500**	**300,379**
Debt S 07	51	68355	Principal	82,066	158,895	56,391	56,391	**-**
07	51	68356	Interest	7,018	6,311	3,444	3,444	**-**
				89,084	**165,206**	**59,835**	**59,835**	**-**
07	51	65996	Contingency	-	-	-	-	**-**
Contingency				**-**	**-**	**-**	**-**	**-**
				3,875,367	**4,246,504**	**5,086,697**	**5,086,697**	**2,266,568**

2A WATER ASD FUND

Mission/Function

The 2A Water ASD Fund has been established for the acquisition of Water Rights and storage and delivery of any newly acquired water. The Voters approved 2A on 11/01/2005, and as part of that question, after the approved funds are spent on the New Government Facility Building, the remaining 1% Sales Tax approved by Voters in 1989, not otherwise appropriated to water, shall be spent for the "acquisition of water rights and storage and delivery of any newly acquired water". These revenues constitute a voter approved revenue change under Article X, Section 20 of the Colorado Constitution.

Objectives

- Acquisition of Water Rights to improve and protect the Town's future water sources.
- Storage and Delivery of any newly acquired Water.
- Design and Engineering of any required new infrastructure to support new water sources.

2A WATER ASD FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes	$ 2,111,649	$ 2,478,382	$ 2,560,486	$ 2,111,649	**$ 2,560,486**
Investment Earnings	71,443	209,035	35,000	200,000	**35,000**
Transfers In	-	-	-	-	**-**
Total Revenue	**$ 2,183,092**	**$ 2,687,417**	**$ 2,595,486**	**$ 2,311,649**	**$ 2,595,486**
Expenditures:					
Salaries/Wages	$ -	$ -	$ -	$ -	**$ -**
Benefits	-	-	-	-	**-**
Purchased Services	91,905	22,496	223,737	223,737	**223,737**
Repairs & Maintenance	-	-	-	-	**-**
Supplies/Non-Capital Equipment	7,214	-	8,750	8,750	**8,750**
Utilities	-	-	-	-	**-**
Economic Development, Marketing & Events	-	-	-	-	**-**
Sales & Property Tax Allocation	-	-	-	-	**-**
Capital Outlay	5,679	21,758	750,000	750,000	**6,350,000**
Debt Service	-	-	-	-	**-**
COP bond pymt (xfer to water fund)	1,271,200	1,271,400	1,270,800	1,271,400	**1,270,800**
Transfers Out	-	-	-	-	
Other	-	251,507	750,000	750,000	**750,000**
Total Expenditures	**$ 1,375,998**	**$ 1,567,161**	**$ 3,003,287**	**$ 3,003,887**	**8,603,287**
Annual Gain/(Loss)	**$ 807,094**	**$ 1,120,255**	**$ (407,801)**	**$ (692,238)**	**$ (6,007,801)**
Cumulative Balance					
Beginning Fund Balance	$ 6,213,709	$ 7,020,804	$ 7,469,804	$ 8,141,059	**$ 7,448,821**
Change In Fund Balance	807,094	1,120,255	(407,801)	(692,238)	**(6,007,801)**
Ending Fund Balance	$ 7,020,803	$ 8,141,059	$ 7,062,003	$ 7,448,821	**$ 1,441,020**
Unreserved Fund Balance	**$ 7,020,803**	**$ 8,141,059**	**$ 7,062,003**	**$ 7,448,821**	**$ 1,441,020**

2A WATER ASD FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Sales Tax	2,111,649	2,478,382	2,560,486	2,111,649	**2,560,486**
Grant			-		**-**
Total Taxes	**2,111,649**	**2,478,382**	**2,560,486**	**2,111,649**	**2,560,486**
Investment Earnings					
Investment Earnings	71,443	209,035	35,000	200,000	**35,000**
Total Investment Earnings	**71,443**	**209,035**	**35,000**	**200,000**	**35,000**
Transfers In					
Transfers In	-	-	-	-	**-**
Total Transfers In	**-**	**-**	**-**	**-**	**-**
Total Revenues	**$ 2,183,092**	**$ 2,687,417**	**$ 2,595,486**	**$ 2,311,649**	**$ 2,595,486**

2A WATER ASD FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Purchased Services					
Travel/Registration/Training	470	1,883	2,500	2,500	**2,500**
Rentals/Leases	-	-	-	-	**-**
Technical Services	27,737	9,287	71,237	71,237	**71,237**
Professional Services	63,698	11,327	150,000	250,000	**150,000**
Total Purchased Services	**91,905**	**22,496**	**223,737**	**323,737**	**223,737**
Supplies/Non-Capital Equipment					
Dues & Subscriptions	7,214	-	8,750	8,750	**8,750**
Fuel	-	-	-	-	**-**
Non-Capital Equipment	-	-	-	-	**-**
Total Supplies/Other	**7,214**	**-**	**8,750**	**8,750**	**8,750**
Capital Outlay					
Capital Improvement Projects	5,678	21,758	750,000	750,000	**6,350,000**
Total Capital Outlay	**5,679**	**21,758**	**750,000**	**750,000**	**6,350,000**
Contingency					
Contingency	1,271,200	1,271,400	1,270,800	1,271,400	**1,270,800**
Total Contingency	**1,271,200**	**1,271,400**	**1,270,800**	**1,271,400**	**1,270,800**
Other					
Transfers Out	-	251,507	750,000	750,000	**750,000**
Loop Water Project	**-**	**251,507**	**750,000**	**750,000**	**750,000**
Total Expenditures	**$ 1,375,998**	**$ 1,567,161**	**$ 3,003,287**	**$ 3,103,887**	**$ 8,603,287**

Capital Projects		2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
04-04-65998	Water Storage/Pipeline	-	-	-	-	-
04-04-66011	Well #10	-	-	-	-	-
04-04-66012	Water Treatment Plant	-	-	-	-	-
04-04-66013	Renewable Water projects / Water rights	-	-	-	-	2,000,000
04-04-65955	Other	-	-	500,000	500,000	600,000
04-04-66004	New Water Tank & Transmission	-	-	-	-	3,000,000
04-04-66100	259 Beacon Lite Rd. Building	5,678	21,758	250,000	250,000	750,000
		$ 5,678	**$ 21,758**	**$ 750,000**	**$ 750,000**	**$ 6,350,000**

COMMUNITY DEVELOPMENT FUND

Mission/Function

To promote Economic Development in the Town of Monument as our community continues to grow and change.

Objectives

- Utilize Business License Fees for Community Improvement Projects.
- Improve quality of life for residents.
- Promote tourism by marketing and promoting the town through events.
- Enhance the development of our community.
- Provide public areas and amenities.
- Support a healthy economy and business growth.
- Public art and public art programs.

COMMUNITY DEVELOPMENT FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes	$ -	$ -	$ -	$ -	**$ -**
Intergovernmental	-	-	-	-	**-**
Licenses & Permits	84,490	81,720	45,400	45,400	**45,400**
Investment Earnings	646	2,008	400	400	**400**
Other Revenue	65,222	20,500	10,000	10,000	**10,000**
Transfers In	63,000	63,000	42,600	42,600	**38,520**
Total Revenue	**$ 213,358**	**$ 167,228**	**$ 98,400**	**$ 98,400**	**$ 94,320**
Expenditures:					
Salaries/Wages	$ 42,626	$ 57,498	$ 12,726	$ 12,726	**$ 13,744**
Benefits	15,760	18,224	5,728	5,728	**6,228**
Purchased Services	7,666	20,355	11,643	11,643	**12,375**
Repairs & Maintenance	-	-	-	-	**-**
Supplies/Non-Capital Equipment	4,668	2,699	3,575	3,575	**67,800**
Utilities	-	-	-	-	**-**
Economic Development, Marketing & Events	131,253	37,657	78,300	78,300	**79,600**
Sales & Property Tax Allocation	-	-	-	-	**-**
Transfers Out	-	-	-	-	**-**
Total Expenditures	**$ 201,973**	**$ 136,434**	**$ 111,972**	**$ 111,972**	**$ 179,747**
Annual Gain/(Loss)	**$ 11,385**	**$ 30,794**	**$ (13,572)**	**$ (13,572)**	**$ (85,427)**
Cumulative Balance					
Beginning Fund Balance	$ 79,506	$ 90,891	$ 113,383	$ 121,686	**$ 108,114**
Change In Fund Balance	11,385	30,794	(13,572)	(13,572)	**(85,427)**
Ending Fund Balance	$ 90,891	$ 121,685	$ 99,811	$ 108,114	**$ 22,687**
Unreserved Fund Balance	**$ 90,891**	**$ 121,685**	**$ 99,811**	**$ 108,114**	**$ 22,687**

COMMUNITY DEVELOPMENT FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Intergovernmental					
State/Federal Grants	-	-	-	-	**-**
Total Intergovernmental	**-**	**-**	**-**	**-**	**-**
Licenses & Permits					
Business Licenses	84,490	81,720	45,400	45,400	**45,400**
Total Licenses & Permits	**84,490**	**81,720**	**45,400**	**45,400**	**45,400**
Investment Earnings					
Investment Earnings	646	2,008	400	400	**400**
Total Investment Earnings	**646**	**2,008**	**400**	**400**	**400**
Other Revenue					
Sponsorships	63,600	20,500	10,000	10,000	**10,000**
Miscellaneous	1,622	-	-	-	**-**
Special Items	-	-	-	-	**-**
Total Other Revenue	**65,222**	**20,500**	**10,000**	**10,000**	**10,000**
Transfers In					
Transfers In	63,000	63,000	42,600	42,600	**38,520**
Total Transfers In	**63,000**	**63,000**	**42,600**	**42,600**	**38,520**
Total Revenues	**$ 213,358**	**$ 167,228**	**$ 98,400**	**$ 98,400**	**$ 94,320**

COMMUNITY DEVELOPMENT FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Salaries/Wages					
Salaries of Regular Employees	42,319	57,292	12,355	12,355	**13,355**
Salaries for Overtime	308	206	371	371	**389**
Total Salaries/Wages	**42,626**	**57,498**	**12,726**	**12,727**	**13,744**
Benefits					
Unemployment Insurance	133	65	38	38	**41**
Health & Dental Insurance	11,739	13,233	2,740	2,740	**2,999**
Life & Disability	406	742	159	159	**172**
Retirement Contributions	(81)	-	1,782	1,782	**1,924**
FICA	2,660	3,285	789	789	**852**
Medicare	543	768	185	185	**199**
Workers Compensation Insurance	359	131	35	35	**41**
Total Benefits	**15,760**	**18,224**	**5,728**	**5,728**	**6,228**
Purchased Services					
Insurance Premiums	2,976	5,957	6,552	6,552	**1,638**
General Services	10	1	-	-	**-**
Communication Services	136	499	591	591	**537**
Travel/Registration/Training	4,448	708	4,500	4,500	**10,200**
Rentals/Leases	-	939	-	-	**-**
Technical Services	96	12,253	-	-	**-**
Total Purchased Services	**7,666**	**20,355**	**11,643**	**11,643**	**12,375**
Repairs & Maintenance					
Vehicles/Equipment	-	-	-	-	**-**
Other	-	-	-	-	**-**
Total Repairs & Maintenance	**-**	**-**	**-**	**-**	**-**
Supplies/Non-Capital Equipment					
General Supplies	830	2,319	1,800	1,800	**1,800**
Computer Supplies	2,632	-	-	-	**-**
Dues & Subscriptions	1,206	380	1,775	1,775	**1,000**
Fuel	-	-	-	-	**-**
Non-Capital Equipment	-	-	-	-	**65,000**
Total Supplies/Other	**4,668**	**2,699**	**3,575**	**3,575**	**67,800**
Utilities					
Electric	-	-	-	-	**-**
Natural Gas	-	-	-	-	**-**
Other	-	-	-	-	**-**
Total Utilities	**-**	**-**	**-**	**-**	**-**
Economic Development, Marketing & Events					
Economic Development	-	-	-	-	**-**
Marketing & Events	127,253	36,657	64,300	64,300	**65,600**
Community Grants & Donations	4,000	1,000	14,000	14,000	**14,000**
Total	**131,253**	**37,657**	**78,300**	**78,300**	**79,600**
Transfers Out					
Transfers Out	-	-	-	-	**-**
Total Transfers Out	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**$ 201,973**	**$ 136,434**	**$ 111,972**	**$ 111,973**	**$ 179,747**

TRAFFIC IMPACT FEE FUND

Mission/Function

To utilize the Traffic Impact Fees for planning, studies, maintenance, inspection and capital improvement of the Town's infrastructure as it relates to traffic impact.

Objectives

- Provide for planning and studies addressing both traffic impact quantity and quality.
- Pay for capital improvement needs relating to traffic impact.
- Address maintenance and inspection of the street system as it relates to traffic impact.

TRAFFIC IMPACT FEE FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
User Charges/Fees	99,024	150,291	77,063	77,063	**77,063**
Investment Earnings	1,958	6,086	1,200	1,200	**1,200**
Total Revenue	**$ 100,982**	**$ 156,377**	**$ 78,263**	**$ 78,263**	**$ 78,263**
Expenditures:					
Capital Outlay	52,498	23,260	100,000	100,000	**100,000**
Transfers Out	-	-	-	-	**-**
Total Expenditures	**$ 52,498**	**$ 23,260**	**$ 100,000**	**$ 100,000**	**$ 100,000**
Annual Gain/(Loss)	**$ 48,484**	**$ 133,117**	**$ (21,737)**	**$ (21,737)**	**$ (21,737)**
Cumulative Balance					
Beginning Fund Balance	$ 175,103	$ 223,587	$ 148,292	$ 356,703	**$ 334,966**
Change In Fund Balance	48,484	133,117	(21,737)	(21,737)	**(21,737)**
Ending Fund Balance	$ 223,587	$ 356,704	$ 126,555	$ 334,966	**$ 313,229**
Less Reserves/Designations:					
Unreserved Fund Balance	**$ 223,587**	**$ 356,704**	**$ 126,555**	**$ 334,966**	**$ 313,229**

TRAFFIC IMPACT FEE FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
User Charges/Fees					
Traffic Impact Fee	99,024	150,291	77,063	77,063	**77,063**
Total User Charges/Fees	**99,024**	**150,291**	**77,063**	**77,063**	**77,063**
Investment Earnings					
Investment Earnings	1,958	6,086	1,200	1,200	**1,200**
Total Investment Earnings	**1,958**	**6,086**	**1,200**	**1,200**	**1,200**
Transfers In					
Transfers In	-	-	-	-	**-**
Total Transfers In	**-**	**-**	**-**	**-**	**-**
Total Revenues	**$ 100,982**	**$ 156,377**	**$ 78,263**	**$ 78,263**	**$ 78,263**

TRAFFIC IMPACT FEE FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Outlay					
Capital Improvement Projects	52,498	23,260	100,000	100,000	**100,000**
Capital Equipment	-	-	-	-	**-**
Traffic Impact Study	-	-	-	-	**-**
Total Capital Outlay	**52,498**	**23,260**	**100,000**	**100,000**	**100,000**
Transfers Out					
Transfers Out	-	-	-	-	**-**
Total Transfers Out	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**$ 52,498**	**$ 23,260**	**$ 100,000**	**$ 100,000**	**$ 100,000**

STORM DRAINAGE IMPACT FEE FUND

Mission/Function

The mission of the Storm Drainage Impact Fee Fund is to provide and manage funds and resources needed to improve the quality of water in our streams and creeks, provide adequate maintenance of the Town's drainage facilities and to provide new infrastructure to reduce flooding problems.

Objectives

- Address Federal and State requirements related to improving storm water quality.
- Address maintenance and inspection of the storm water system that has been deferred in the past and that is now required by storm water quality regulations.
- Pay for capital improvement needs of the storm water system.
- Provide for planning and studies addressing both storm water quantity and quality.

STORM DRAINAGE IMPACT FEE FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
User Charges/Fees	116,402	74,543	60,000	60,000	**60,000**
Investment Earnings	658	2,044	250	250	**250**
Debt & Financing	-	-	-	-	**-**
Other Revenue	-	-	-	-	**-**
Transfers In	-	110,000	-	2,035,179	**2,035,179**
Total Revenue	**$ 117,060**	**$ 186,587**	**$ 60,250**	**$ 2,095,429**	**$ 2,095,429**
Expenditures:					
Repairs & Maintenance	-	-	-	-	**7,586**
Capital Outlay	21,896	184,860	100,000	2,135,179	**2,135,179**
Transfers Out	-	-	-	-	**-**
Total Expenditures	**$ 21,896**	**$ 184,860**	**$ 100,000**	**$ 2,135,179**	**$ 2,142,765**
Annual Gain/(Loss)	**$ 95,164**	**$ 1,726**	**$ (39,750)**	**$ (39,750)**	**$ (47,336)**
Cumulative Balance					
Beginning Fund Balance	$ 169,367	$ 264,531	$ 224,781	$ 266,257	**$ 226,507**
Change In Fund Balance	95,164	1,726	(39,750)	(39,750)	**(47,336)**
Ending Fund Balance	$ 264,531	$ 266,257	$ 185,031	$ 226,507	**$ 179,171**
Less Reserves/Designations:					
Unreserved Fund Balance	**$ 264,531**	**$ 266,257**	**$ 185,031**	**$ 226,507**	**$ 179,171**

STORM DRAINAGE IMPACT FEE FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
User Charges/Fees					
Storm Drainage Impact Fee	116,402	74,543	60,000	60,000	**60,000**
Total User Charges/Fees	**116,402**	**74,543**	**60,000**	**60,000**	**60,000**
Investment Earnings					
Investment Earnings	658	2,044	250	250	**250**
Total Investment Earnings	**658**	**2,044**	**250**	**250**	**250**
Transfers In					
Transfers In from GF (ARPA funds)	-	110,000	-	-	**2,035,179**
Total Transfers In	**-**	**110,000**	**-**	**-**	**2,035,179**
Total Revenues	**$ 117,060**	**$ 186,587**	**$ 60,250**	**$ 60,250**	**$ 2,095,429**

STORM DRAINAGE IMPACT FEE FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Repairs & Maintenance					
Vehicles/Equipment	-	-	-	-	**-**
Wells	-	-	-	-	**-**
Distribution	-	-	-	-	**-**
Storage	-	-	-	-	**7,586**
Streets	-	-	-	-	**-**
Facilities	-	-	-	-	**-**
Other	-	-	-	-	**-**
Total Repairs & Maintenance	**-**	**-**	**-**	**-**	**7,586**
Capital Outlay					
Capital Improvement Projects	21,896	184,860	100,000	2,135,179	**2,135,179**
Capital Equipment					
Total Capital Outlay	**21,896**	**184,860**	**100,000**	**2,135,179**	**2,135,179**
Transfers Out					
Transfers Out	-	-	-	-	**-**
Total Transfers Out	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**$ 21,896**	**$ 184,860**	**$ 100,000**	**$ 2,135,179**	**$ 2,142,765**

WATER FUND

Mission/Function

To provide our community exceptional service that protects public health and balances social, environmental and fiscal responsibilities in a sustainable manner that is customer focused, delivers outstanding quality, customer satisfaction and value. The Water Department accounts for the activities related to water well development and extraction, water treatment, water transportation systems and for the repair and maintenance of such facilities. We are responsible for daily operations, maintenance, long-term asset management, infrastructure upgrades and expansions and all associated activities such as system planning, engineering and administration. Drinking water services include raw water development and treatment, treated storage, water distribution and water sales.

Objectives

- Manage water resources to maintain the buffer between water supply and customer demands.
- Utilize treatment capacity without having to construct additional facilities
- Invest in additional treated water storage to maintain the treated water supply to allow the Town to meet peak day demands in the middle of summer.
- Do preventative and corrective maintenance programs on all wells and associated equipment.
- Continue to improve on the comprehensive customer service programs to consolidate customer service matters as well as utility billing and Town Hall reception within a central responsible position.

WATER FUND SUMMARY

	2022 Budgetary Actual	2023 Budgetary Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Taxes	$ 567,278	$ 468,666	$ 326,114	$ 326,114	**$ 326,114**
Intergovernmental	-	-	-	-	**-**
User Charges/Fees	5,649,998	5,691,027	3,107,732	3,107,732	**3,107,732**
Investment Earnings	246,608	490,064	400,000	150,000	**100,000**
Other Revenue	961	23,545	-	-	**14,000**
Transfers In (from 2A for Bond pymt)	1,271,200	1,271,400	1,270,800	1,270,800	**1,274,400**
Total Revenue	**$ 7,736,044**	**$ 7,944,702**	**$ 5,104,646**	**$ 4,854,646**	**$ 4,822,246**
Expenditures:					
Salaries/Wages	$ 573,812	$ 689,911	$ 885,808	$ 885,808	**$ 897,417**
Benefits	214,481	257,844	434,533	434,533	**447,835**
Purchased Services	817,100	1,229,730	1,138,187	1,138,187	**1,377,827**
Repairs & Maintenance	393,732	476,398	723,000	903,000	**1,080,000**
Supplies/Non-Capital Equipment	91,448	129,348	131,000	131,000	**165,300**
Utilities	172,202	216,176	363,799	363,799	**293,039**
Capital Outlay	5,534,112	10,735,014	5,750,000	2,995,500	**1,895,000**
Debt Service	1,271,200	1,271,400	1,270,800	1,270,800	**1,274,400**
Contingency	35,389	153,644	180,000	-	**-**
Depreciation			-	-	**-**
Transfers Out	-	-	-	-	**-**
Total Expenditures	**$ 9,103,475**	**$ 15,159,465**	**$ 10,877,127**	**$ 8,122,627**	**$ 7,430,818**
Annual Gain/(Loss)	**$ (1,367,431)**	**$ (7,214,763)**	**$ (5,772,480)**	**$ (3,267,980)**	**$ (2,608,572)**
Cumulative Balance					
Beginning Fund Balance	$ 21,747,943	$ 20,380,512	$ 10,118,945	$ 13,165,750	**$ 9,897,770**
Change In Fund Balance	(1,367,431)	(7,214,763)	(5,772,480)	(3,267,980)	**(2,608,572)**
Ending Fund Balance	$ 20,380,512	$ 13,165,750	$ 4,346,465	$ 9,897,770	**$ 7,289,198**
Less Reserves/Designations:					
3% TABOR Reserve					
Operating Reserve					
Other Reserves/Designations	689,475	726,320	1,143,494	756,442	**756,442**
Unreserved Fund Balance	**$ 19,691,037**	**$ 12,439,429**	**$ 3,202,971**	**$ 9,141,327**	**$ 6,532,756**

WATER FUND REVENUE DETAIL

	2022 Budgetary Actual	2023 Budgetary Actual	2024 Budget	2024 Amended Budget	2025 Budget
Taxes					
Property Tax	-	-	-	-	-
Sales Tax	567,278	468,666	326,114	326,114	**326,114**
Sales Tax - Auto	-	-	-	-	-
Use Tax	-	-	-	-	-
Total Taxes	**567,278**	**468,666**	**326,114**	**326,114**	**326,114**
Intergovernmental					
State/Federal Grants	-	-	-	-	-
Total Intergovernmental	**-**	**-**	**-**	**-**	**-**
User Charges/Fees					
Water Revenues	2,292,841	2,432,337	2,540,782	2,540,782	**2,540,782**
Impact Fees	3,265,350	3,192,730	515,720	515,720	**515,720**
Meter Fees	91,807	65,877	51,230	51,230	**51,230**
Water Development Fees	-	-	-	-	-
Total User Charges/Fees	**5,649,998**	**5,690,944**	**3,107,732**	**3,107,733**	**3,107,732**
Investment Earnings					
Investment Earnings	246,608	490,064	400,000	150,000	**100,000**
Total Investment Earnings	**246,608**	**490,064**	**400,000**	**150,000**	**100,000**
Debt & Financing					
Bond Issuance	-	-	-	-	-
Total	**-**	**-**	**-**	**-**	**-**
Other Revenue					
Sale of Equipment	499	-	-	-	-
259 Building Rent	-	14,000	-	-	**14,000**
Miscellaneous	462	9,545	-	-	-
Total Other Revenue	**961**	**23,545**	**-**	**-**	**14,000**
Transfers In					
Transfers In	1,271,200	1,271,400	1,270,800	1,270,800	**1,274,400**
Total Transfers In	**1,271,200**	**1,271,400**	**1,270,800**	**1,270,800**	**1,274,400**
Total Revenues	**$ 7,736,044**	**$ 7,944,619**	**$ 5,104,646**	**$ 4,854,648**	**$ 4,822,246**

WATER FUND EXPENDITURE DETAIL

	2022 Budgetary Actual	2023 Budgetary Actual	2024 Budget	2024 Amended Budget	2025 Budget
Salaries/Wages					
Salaries of Regular Employees	540,629	653,219	840,209	840,209	**849,527**
Salaries for Overtime	23,433	25,917	34,499	34,499	**34,565**
Longevity Recognition	-	1,500	1,500	1,500	**1,250**
On-Call Pay	9,750	9,275	9,600	9,600	**12,075**
Total Salaries/Wages	**573,812**	**689,911**	**885,808**	**885,808**	**897,417**
Benefits					
Unemployment Insurance	1,730	704	2,657	2,657	**2,692**
Health & Dental Insurance	86,314	97,614	185,041	185,041	**191,203**
Life & Disability	5,599	6,885	10,839	10,839	**10,758**
Retirement Contributions	54,696	68,633	124,013	124,013	**125,638**
FICA	33,431	39,944	54,920	54,920	**55,640**
Medicare	7,818	9,342	12,844	12,844	**13,013**
Workers Compensation Insurance	24,892	34,723	44,219	44,219	**48,891**
Total Benefits	**214,481**	**257,844**	**434,533**	**434,533**	**447,835**
Purchased Services					
Insurance Premiums	36,047	12,496	38,597	38,597	**72,509**
General Services	16,585	24,196	2,500	2,500	**28,000**
Communication Services	28,460	32,423	39,479	39,479	**41,211**
Travel/Registration/Training	16,130	14,536	25,000	25,000	**23,000**
Rentals/Leases	3,862	8,510	6,638	6,638	**21,041**
Technical Services	54,298	100,306	85,705	85,705	**105,000**
Franchise Fee - Water	112,005	113,286	119,286	119,286	**119,286**
Administration Fee - Water	490,186	820,990	635,945	635,945	**635,945**
Professional Services	59,528	102,988	185,037	185,037	**331,834**
Total Purchased Services	**817,100**	**1,229,730**	**1,138,187**	**1,138,187**	**1,377,827**
Repairs & Maintenance					
Vehicles/Equipment	6,578	7,169	10,000	10,000	**10,000**
Wells	146,024	283,582	428,000	608,000	**770,000**
Distribution	131,581	70,709	165,000	165,000	**175,000**
Storage	2,975	-	1,000	1,000	**5,000**
Other	106,574	114,937	119,000	119,000	**120,000**
Total Repairs & Maintenance	**393,732**	**476,398**	**723,000**	**903,000**	**1,080,000**
Supplies/Non-Capital Equipment					
General Supplies	49,983	64,312	70,000	70,000	**89,000**
Computer Supplies	14,055	16,815	20,000	20,000	**30,000**
Dues & Subscriptions	16,558	30,362	22,000	22,000	**27,300**
Fuel	10,616	10,556	15,000	15,000	**15,000**
Non-Capital Equipment	236	7,303	4,000	4,000	**4,000**
Total Supplies/Other	**91,448**	**129,348**	**131,000**	**131,000**	**165,300**
Utilities					
Electric	135,767	165,739	323,385	323,385	**247,926**
Natural Gas	6,305	9,192	7,150	7,150	**14,721**
Other	30,129	41,244	33,264	33,264	**30,393**
Total Utilities	**172,202**	**216,176**	**363,799**	**363,799**	**293,039**

WATER FUND EXPENDITURE DETAIL (CONTINUED)

	2022 Budgetary Actual	2023 Budgetary Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Outlay					
Capital Improvement Projects	7,633	10,552	5,380,000	2,875,500	**1,450,000**
Capital Equipment	14,265	100,239	370,000	120,000	**445,000**
Depreciation Expense	1,235,194	823,615	-	-	**-**
Total Capital Outlay	**1,257,091**	**934,406**	**5,750,000**	**2,995,500**	**1,895,000**
Debt Service					
Principal	495,000	-	535,000	535,000	**560,000**
Interest	610,644	591,756	735,800	735,800	**714,400**
Bond Issuance Costs	-	-	-	-	**-**
Trustee Fees	-	-	-	-	**-**
Total Debt Service	**1,105,644**	**591,756**	**1,270,800**	**1,270,800**	**1,274,400**
Contingency					
Contingency/Depreciation	35,389	153,644	180,000	-	**-**
Total Contingency	**35,389**	**153,644**	**180,000**	**-**	**-**
Transfers Out					
Transfers Out	-	-	-	-	**-**
Total Transfers Out	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**$ 4,660,899**	**$ 4,679,213**	**$ 10,877,127**	**$ 8,122,627**	**$ 7,430,818**

WATER DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Personnel								
61	15	60000	Salaries	540,629	653,219	840,209	840,209	**849,527**
61	15	60001	Salaries of Seasonal Employees	-	-	-	-	**-**
61	15	60010	Overtime Pay	23,433	25,917	34,499	34,499	**34,565**
61	15	60019	Longevity Recognition	-	1,500	1,500	1,500	**1,250**
61	15	60020	On-Call/Standby Pay	9,750	9,275	9,600	9,600	**12,075**
			Total Salaries & Wages	**573,812**	**689,911**	**885,808**	**885,808**	**897,417**
61	15	60071	Unemployment Taxes	1,730	704	2,657	2,657	**2,692**
61	15	60080	Health & Dental Insurance	86,314	97,614	185,041	185,041	**191,203**
61	15	60085	Life & Disability Insurance	5,599	6,885	10,839	10,839	**10,758**
61	15	60092	457 Contributions	54,696	68,633	124,013	124,013	**125,638**
61	15	60093	FICA	33,431	39,944	54,920	54,920	**55,640**
61	15	60094	Medicare	7,818	9,342	12,844	12,844	**13,013**
61	15	60098	Staff Tuition	-	-	-	-	**-**
61	15	60100	Workers Compensation	24,892	34,723	44,219	44,219	**48,891**
61	15			-	-	-	-	**-**
			Total Taxes & Benefits	**214,481**	**257,844**	**434,533**	**434,533**	**447,835**
			Total Personnel Costs	**788,293**	**947,755**	**1,320,341**	**1,320,341**	**1,345,252**
Purchased Services								
61	15	60099	Administration Fee	490,186	820,990	635,945	635,945	**635,945**
61	15	60125	Franchise Fees	112,005	113,286	119,286	119,286	**119,286**
61	15	60130	Insurance	36,047	12,496	38,597	38,597	**72,509**
61	15	60140	General Services	16,585	24,196	2,500	2,500	**28,000**
61	15	60280	Communication Services	28,460	32,423	39,479	39,479	**41,211**
61	15	60770	Travel/Registration/Training	16,130	14,536	25,000	25,000	**23,000**
61	15	65375	Rentals/Leases (Non Capital)	3,862	8,510	6,638	6,638	**21,041**
61	15	60301	Technical Services	54,298	100,306	85,705	85,705	**105,000**
61	15	65710	Professional Services	59,528	102,988	185,037	185,037	**331,834**
				817,100	**1,229,730**	**1,138,187**	**1,138,187**	**1,377,827**
Repairs & Maintenance								
61	15	60700	Water Testing	35,208	7,963	30,000	30,000	**50,000**
61	15	65390	Vehicle/Equipment	6,578	7,169	10,000	10,000	**10,000**
61	15	65400	Wells	110,817	275,619	398,000	578,000	**720,000**
61	15	65403	Booster Station	14,299	18,756	15,000	15,000	**15,000**
61	15	65410	Distribution	117,282	51,954	150,000	150,000	**160,000**
61	15	65420	Storage Tanks	2,975	-	1,000	1,000	**5,000**
61	15	65430	Water Meters	106,066	89,266	50,000	50,000	**50,000**
61	15	60355	Dam	508	2,960	30,000	30,000	**30,000**
61	15	65440	Other	-	22,710	39,000	39,000	**40,000**
				393,732	**476,398**	**723,000**	**903,000**	**1,080,000**
Supplies/Other								
61	15	60205	General Supplies	24,026	34,033	30,000	30,000	**39,000**
61	15	65660	Computer	14,055	16,815	20,000	20,000	**30,000**
61	15	60260	Dues & Subscriptions	16,158	30,362	21,000	21,000	**26,300**
61	15	60400	Chemicals/Gas	25,956	30,279	40,000	40,000	**50,000**
61	15	60610	Fuel	10,616	10,556	15,000	15,000	**15,000**
61	15	60780	Rebates	400	-	1,000	1,000	**1,000**
				91,212	**122,045**	**127,000**	**127,000**	**161,300**
Utilities								
61	15	60341	Electric	135,767	165,739	323,385	323,385	**247,926**
61	15	60342	Gas	6,305	9,192	7,150	7,150	**14,721**
61	15	60343	Other	30,129	41,244	33,264	33,264	**30,393**
				172,202	**216,176**	**363,799**	**363,799**	**293,039**
Non-capital Projects/Equipment								
61	15	65900	Vehicle/Equipment	236	7,303	4,000	4,000	**4,000**
61	15	65901	Wells	-	-	-	-	**-**
61	15	65902	Booster Station	-	-	-	-	**-**
61	15	65903	Distribution	-	-	-	-	**-**
61	15	65904	Storage Tanks	-	-	-	-	**-**
61	15	65905	Other	-	-	-	-	**-**
				236	**7,303**	**4,000**	**4,000**	**4,000**

WATER DEPARTMENT

Fund	Dept/Div	Source/Object	Description	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Projects/Equipment								
61	15	66201	Vehicles/Equipment	14,265	100,239	370,000	120,000	**445,000**
61	15	66202	Wells	-	-	-	-	-
61	15	66203	Booster Station	-	-	-	-	-
61	15	66204	Distribution	-	-	-	-	-
61	15	66205	Storage Tanks	-	-	-	-	-
61	15	66206	Other	-	10,552	120,000	120,000	**650,000**
61	15	66300	Well #10 and tie-in to WTP #4/5	-	-	-	-	-
61	15	66301	Well #11,12 & 13	-	-	600,000	1,785,000	-
61	15	66302	New Water Treatment Plant	-	-	-	-	-
61	15	66303	New Water Tank with 2.2 m Pipeline	-	-	60,000	320,500	-
61	15	66304	Replacement of existing water tank	-	-	3,000,000	250,000	-
61	15	66305	Re-drill of Well #3	341	-	-	-	-
61	15	66306	Expansion of Water Treatment Plant #4/5	6,232	-	-	-	-
61	15	66307	Hughes Well into Distribution system	-	-	-	-	-
61	15	66308	Radium Removal Project	-	-	-	-	-
61	15	66309	Filter Rehab WTP #7 and #3/9	-	-	-	-	-
61	15	66310	Booster Station Upgrade Project	1,060	-	1,000,000	250,000	**200,000**
61	15	66311	Raspberry Lane Distribution Project	-	-	-	-	-
61	15	66312	Valve and Pipeline Replacement Program	-	-	600,000	150,000	**600,000**
61	15	66313	Water Lab/Office Expansion Project	-	-	-	-	-
61	15	66314	Meter Replacement Program	-	-	-	-	-
61	15	60600	Depreciation	1,235,194	823,615	-	-	-
				1,257,091	**934,406**	**5,750,000**	**2,995,500**	**1,895,000**
Debt Service								
61	15	68354	Principal	-	-	-	-	-
61	15	68355	Interest	-	-	-	-	-
61	15	65995	Bond Issuance Costs	-	-	-	-	-
61	15	68356	2020 COP Principal	495,000	-	535,000	535,000	**560,000**
61	15	68357	2020 COP Interest	610,644	591,756	735,800	735,800	**714,400**
61	15	68360	WEF Capital Loan PP	-	-	-	-	-
61	15	68365	WEF Capital Loan IP	-	-	-	-	-
				1,105,644	**591,756**	**1,270,800**	**1,270,800**	**1,274,400**
Contingency								
61	15	65996	Contingency	35,389	153,644	180,000	-	-
				35,389	**153,644**	**180,000**	**-**	**-**
				4,660,899	**4,679,213**	**10,877,127**	**8,122,627**	**7,430,818**

PARK FEES FUND

Mission / Function

To provide for new park design and planning that benefit the citizens of Monument while increasing the availability of open space and trails which will enhance the quality of life and bolster property values in addition to increasing the recreational opportunities for both our citizens and visitors.

Objectives

- Provide opportunities to purchase land for new parks.
- Design and install new playground equipment.
- Create or update a Park Master Plan.
- Perform detailed park planning to include the latest recreational technology.
- Improve existing trails and designing new trails.
- Administer new park construction and trail development.

PARKS FEE FUND SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
User Charges/Fees	$ 110,350	$ 101,522	$ 25,000	$ 25,000	**$ 40,000**
Other Revenue	3,000	171,426	100	100	**50,100**
Total Revenue	**$ 113,350**	**$ 272,949**	**$ 25,100**	**$ 25,100**	**$ 90,100**
Expenditures:					
Capital Outlay	$ -	$ 240,954	$ 83,500	$ 83,500	**$ 263,000**
Purchased Services	1,031	12,368			
Total Expenditures	**$ 1,031**	**$ 253,322**	**$ 83,500**	**$ 83,500**	**$ 263,000**
Annual Gain/(Loss)	**$ 112,319**	**$ 19,627**	**$ (58,400)**	**$ (58,400)**	**$ (172,900)**
Cumulative Balance					
Beginning Fund Balance	$ 103,248	$ 215,567	$ 230,185	$ 235,194	**$ 176,794**
Change In Fund Balance	112,319	19,627	(58,400)	(58,400)	**(172,900)**
Ending Fund Balance	$ 215,567	$ 235,194	$ 171,785	$ 176,794	**$ 3,894**
Less Reserves/Designations:					
Unreserved Fund Balance	**$ 215,567**	**$ 235,194**	**$ 171,785**	**$ 176,794**	**$ 3,894**

PARKS FEE FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
User Charges/Fees					
Fees in lieu of Park Land	110,350	101,522	25,000	25,000	40,000
Total User Charges/Fees	**110,350**	**101,522**	**25,000**	**25,000**	**40,000**
Other Revenue					
Investment Earnings	-	-	100	100	100
Donations	3,000	-	-	-	-
Grant Revenue	-	171,426	-	-	50,000
Total Other Revenue	**3,000**	**171,426**	**100**	**100**	**50,100**
Transfers In					
Transfers In	-	-	-	-	-
Total Transfers In	**-**	**-**	**-**	**-**	**-**
Total Revenues	**$ 113,350**	**$ 272,949**	**$ 25,100**	**$ 25,100**	**$ 90,100**

PARKS FEE FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Capital Outlay					
Capital Improvement Projects	-	240,954	83,500	83,500	263,000
Capital Equipment					
Total Capital Outlay	**-**	**240,954**	**83,500**	**83,500**	**263,000**
General Services	-	7,380	-	-	-
Technical Services	-	4,800	-	-	-
Professional Services	1,031	188	-	-	-
Total Purchased Services	**1,031**	**12,368**			
Total Expenditures	**$ 1,031**	**$ 253,322**	**$ 83,500**	**$ 83,500**	**$ 263,000**

CONSERVATION TRUST FUND

Mission/Function

To account for revenues & expenditures for Colorado Lottery Funds. The Department of Local Affairs distributes CTF dollars quarterly, on a per capita basis.

Objectives

- Helps to pay for parks and open space maintenance and improvements.

CONSERVATION TRUST FUND

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Revenue:					
Intergovernmental	$ 96,280	$ 96,280	$ 96,280	$ 96,280	**$ 96,280**
Investment Earnings	512	1,591	500	500	**500**
Other Revenue	270	799	-	-	**-**
Transfers In	-	-	-	-	**-**
Total Revenue	**$ 97,062**	**$ 98,669**	**$ 96,780**	**$ 96,780**	**$ 96,780**
Expenditures:					
Repairs & Maintenance	-	1,651	61,500	61,500	**61,500**
Capital Outlay	36,397	52,431	-	-	**-**
Transfers Out	20,000	20,000	20,000	20,000	**20,000**
Total Expenditures	**$ 56,397**	**$ 74,082**	**$ 81,500**	**$ 81,500**	**$ 81,500**
Annual Gain/(Loss)	**$ 40,665**	**$ 24,587**	**$ 15,280**	**$ 15,280**	**$ 15,280**
Cumulative Balance					
Beginning Fund Balance	$ 43,014	$ 83,679	$ 112,429	$ 119,841	**$ 135,121**
Change In Fund Balance	40,665	36,162	15,280	15,280	**15,280**
Ending Fund Balance	$ 83,679	$ 119,841	$ 127,709	$ 135,121	**$ 150,401**
Less Reserves/Designations:					
Unreserved Fund Balance	**$ 83,679**	**$ 119,841**	**$ 127,709**	**$ 135,121**	**$ 150,401**

CONSERVATION TRUST FUND REVENUE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Intergovernmental					
Lottery Proceeds	96,280	107,855	96,280	96,280	**96,280**
Intergovernmental Agreements	-	-	-	-	**-**
State/Federal Grants	-	-	-	-	**-**
Total Intergovernmental	**96,280**	**107,855**	**96,280**	**96,280**	**96,280**
Investment Earnings					
Investment Earnings	512	1,591	500	500	**500**
Total Investment Earnings	**512**	**1,591**	**500**	**500**	**500**
Other Revenue					
Sponsorships	-	-	-	-	**-**
Donations	270	1,799	-	-	**-**
Total Other Revenue	**270**	**1,799**	**-**	**-**	**-**
Transfers In					
Transfers In	-	-	-	-	**-**
Total Transfers In	**-**	**-**	**-**	**-**	**-**
Total Revenues	**$ 97,062**	**$ 111,244**	**$ 96,780**	**$ 96,780**	**$ 96,780**

CONSERVATION TRUST FUND EXPENDITURE DETAIL

	2022 Actual	2023 Actual	2024 Budget	2024 Amended Budget	2025 Budget
Repairs & Maintenance					
Other	-	1,651	61,500	61,500	**61,500**
Total Repairs & Maintenance	**-**	**1,651**	**61,500**	**61,500**	**61,500**
Capital Outlay					
Capital Improvement Projects	36,397	3,840	-	-	**-**
Capital Equipment	-	48,591	-	-	**-**
Total Capital Outlay	**36,397**	**52,431**	**-**	**-**	**-**
Transfers Out					
Transfers Out	20,000	20,000	20,000	20,000	**20,000**
Total Transfers Out	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Total Expenditures	**$ 56,397**	**$ 74,082**	**$ 81,500**	**$ 81,500**	**$ 81,500**

2025 BUDGET CAPITAL OUTLAY, BY FUND

GENERAL FUND

01-30-65950	$ 100,000.00	Bucket/lift truck
01-30-65950	16,000.00	Dump trailer 16ft
01-32-65955	165,000.00	Town Hall roof
01-32-65955	250,000.00	Veregy Energy Project
01-34-65950	100,000.00	Bucket/lift truck
01-34-65950	16,000.00	Dump trailer 16ft
01-34-65955	40,000.00	Monument Lake Shade Structure replacement
01-34-65955	10,000.00	Bleachers at Santa Fe Ball Park
01-30-66206	175,000.00	Public Works (PW) Facility – Site plan development for future PW Facility
	$ 872,000.00	

CAPITAL PROJECTS FUND

03-04-65399	$ 500,000.00	Curb, Gutter, Concrete
03-04-65400	40,000.00	Repairs & Maint - Streets
03-04-65402	3,000,000.00	Jackson Creek Widening - Construction
03-04-66002	500,000.00	Asphalt Repairs
	$ 4,040,000.00	

2F POLICE FUND

07-51-65950	$ 262,000.00	3 Vehicles- 2 fully equiped patrol Tahoes, 1 Admin
07-51-65950	38,379.00	Cameras (Axon)
	$ 300,379.00	

2A WATER ASD FUND

04-04-66013	$ 2,000,000.00	Renewable Water projects / Water rights
04-04-65955	600,000.00	Other (PW Facility)
04-04-66004	3,000,000.00	New Water Tank & Transmission
04-04-66100	750,000.00	259 Beacon Lite Rd. Building
	$ 6,350,000.00	

TRAFFIC IMPACT FEE FUND

32-10-65999	$ 100,000.00	
	$ 100,000.00	

STORM DRAINAGE IMPACT FEE FUND

35-35-65999	$ 2,135,179.00	Storm Drain
Improvements	**$ 2,135,179.00**	

WATER FUND

61-15-66201	$ 75,000.00	Dingo w/ plow/forks
61-15-66201	70,000.00	Vehicles (1)
61-15-66201	150,000.00	replacement emergency van
61-15-66201	120,000.00	On-call utility truck
61-15-66201	30,000.00	Leak detection equipment
61-15-66206	600,000.00	Public Works (PW) Facility – Site plan development for future PW Facility
61-15-66206	50,000.00	Security Improvements at wells
61-15-66310	200,000.00	Booster Station Upgrade at 645 Beacon Lite
61-15-66312	600,000.00	Valve & Pipeling replacements at various locations
	$ 1,895,000.00	

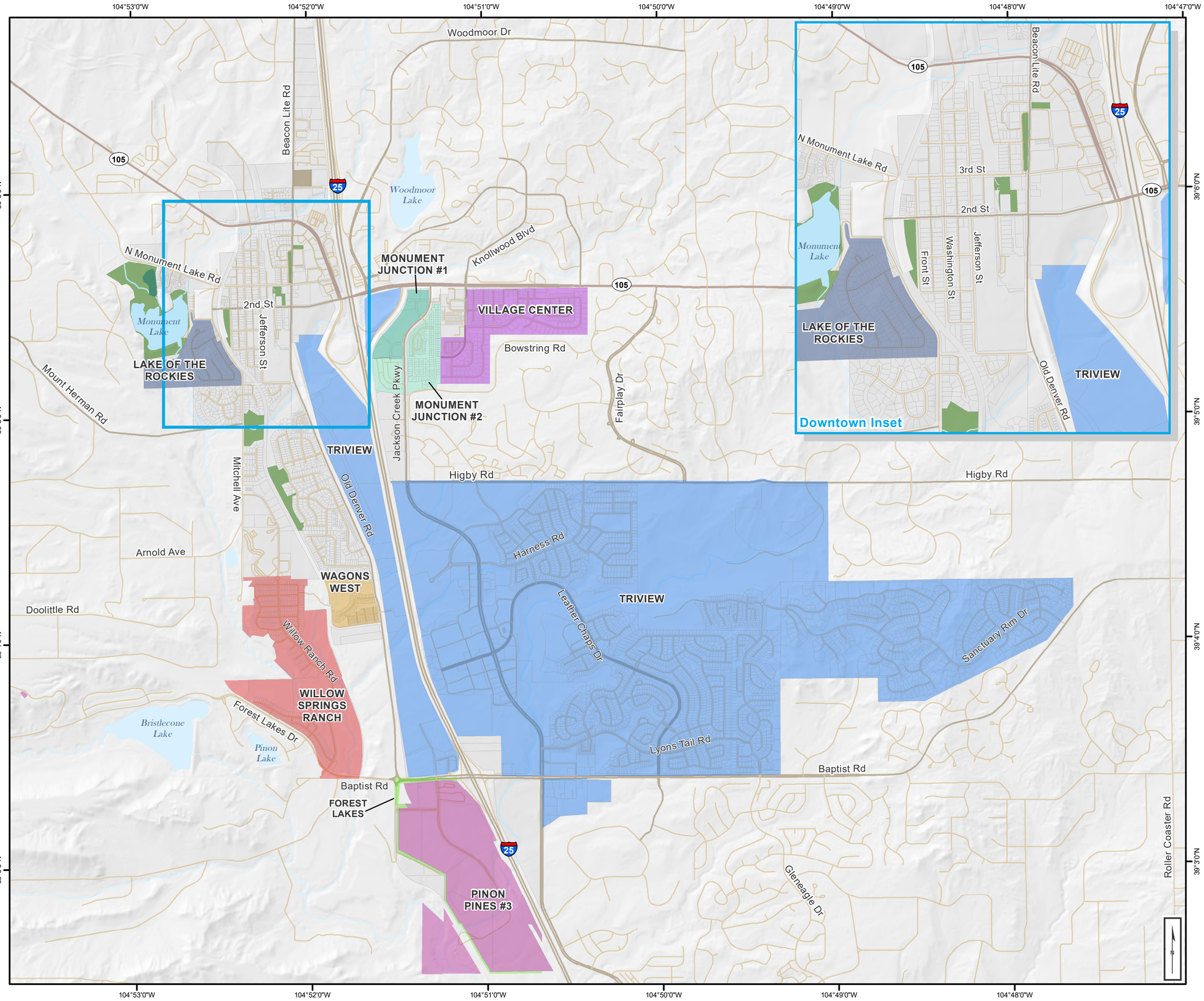
PARK FEE FUND

81-34-65999	$ 83,000.00	Monument Lake Restrooms
81-34-65999	70,000.00	Heart of Monument Park parking lot
81-34-65999	100,000.00	Heart of Monument Park
81-34-65999	10,000.00	Community Garden
	$ 263,000.00	

Lease Agreement, Series 2020
PW, Public Works Administration Capital Purchases
BOK
Certificates of Participation Series 2020

Lease Amount	19,840,000				
Term	25 Year				
Pay Frequency	Annual				
Rate	4.00%	**Opening Balance**	**May-25**	**Nov-25**	**Remaining Balance**
	Principle	17,860,000.00		560,000.00	17,300,000.00
	Interest	8,872,800.00	357,200.00	357,200.00	8,158,400.00
	Total	**26,732,800.00**	**357,200.00**	**917,200.00**	**25,458,400.00**

Metro District



Legend

Metro Districts

- Forest Lakes Metropolitan District
- Lakes of the Rockies Metropolitan District
- Monument Junction Metropolitan District #1
- Monument Junction Metropolitan District #2
- Pinon Pines #3 Metropolitan District
- Triview Metropolitan District
- Village Center Metropolitan District
- Wagons West Metropolitan District
- Willow Springs Ranch Metropolitan District

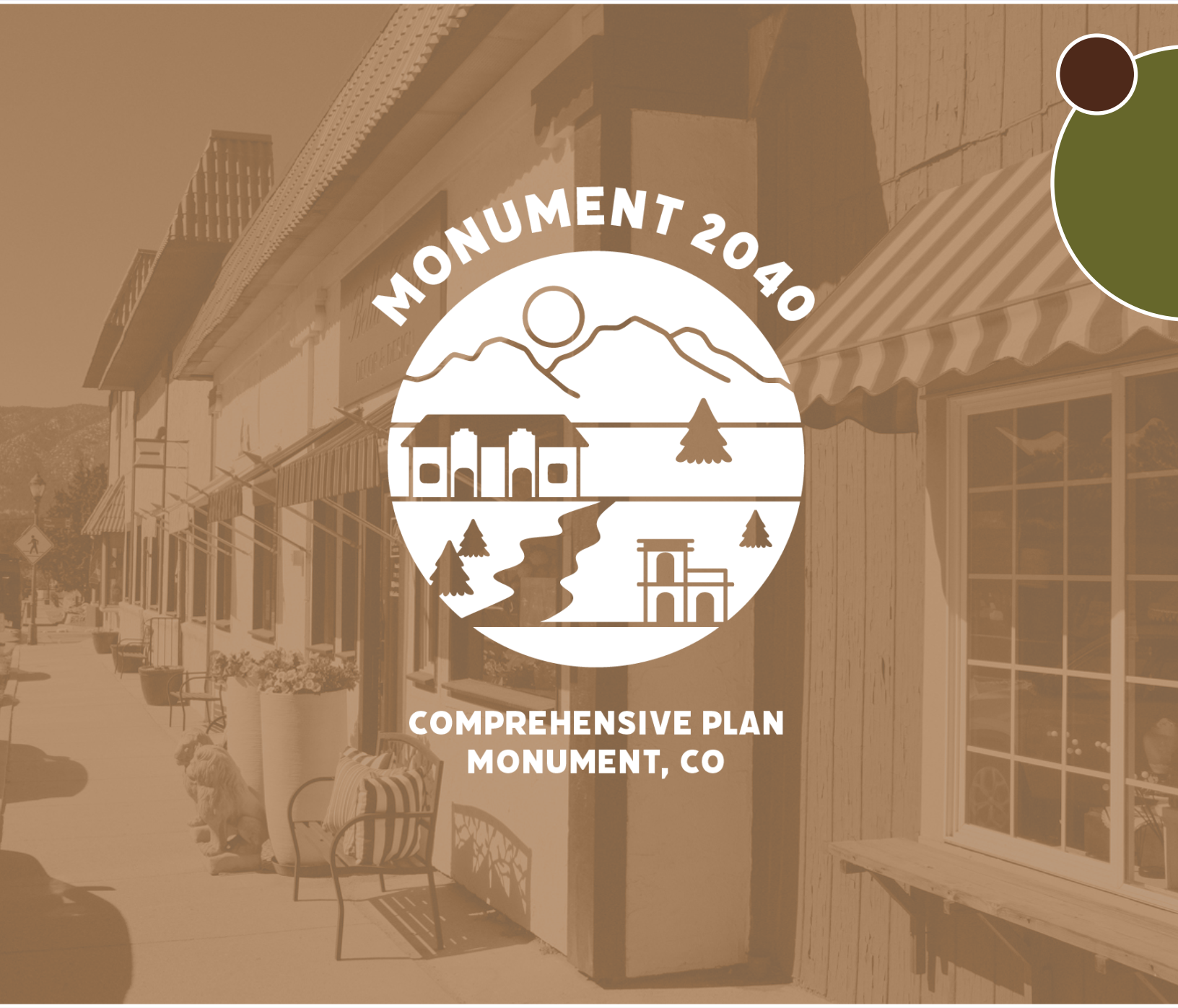
- Local Road
- Major Road
- State Highway
- Stream
- Lake
- Wetland
- Cemetery
- Park
- Parcel
- Town of Monument Border

0 0.25 0.5 1
Miles

Data Sources: El Paso County Open Data, ESRI, TIGER, Town of Monument, USGS 3DEP

Projection: NAD 1983 State Plane Colorado Central FIPS 0502 Feet

Map Produced: May 2024 by C. Driedger



MONUMENT 2040

COMPREHENSIVE PLAN
MONUMENT, CO

TOWN OF MONUMENT
EXISTING CONDITIONS REPORT

JULY 4, 2025

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Project Overview

1

ABOUT THE PLAN

The Town of Monument completed its last Comprehensive Plan in 2017. Since that time the Town has experienced population growth, development pressures, turnover of staff and leadership, and regional stormwater challenges. To address these and other issues, the Town has committed to creating a new Monument 2040 Comprehensive Plan.

The purpose of the Comprehensive Plan is to provide a long-range policy framework to guide the Town's land use and development decisions over the next ten to fifteen years. The Plan will focus on a range of core community issues related to land use, transportation, economic development, housing, and community character to guide Monument, capitalize on unique local assets, and grow in a meaningful way that reflects its small town character. The Comprehensive Plan will be informed by analysis of Monument's existing conditions, as well as extensive community feedback from stakeholders, community members, staff, and the Steering Committee.

MONUMENT 2040

COMPREHENSIVE PLAN
MONUMENT, CO

State of Colorado Planning Requirements

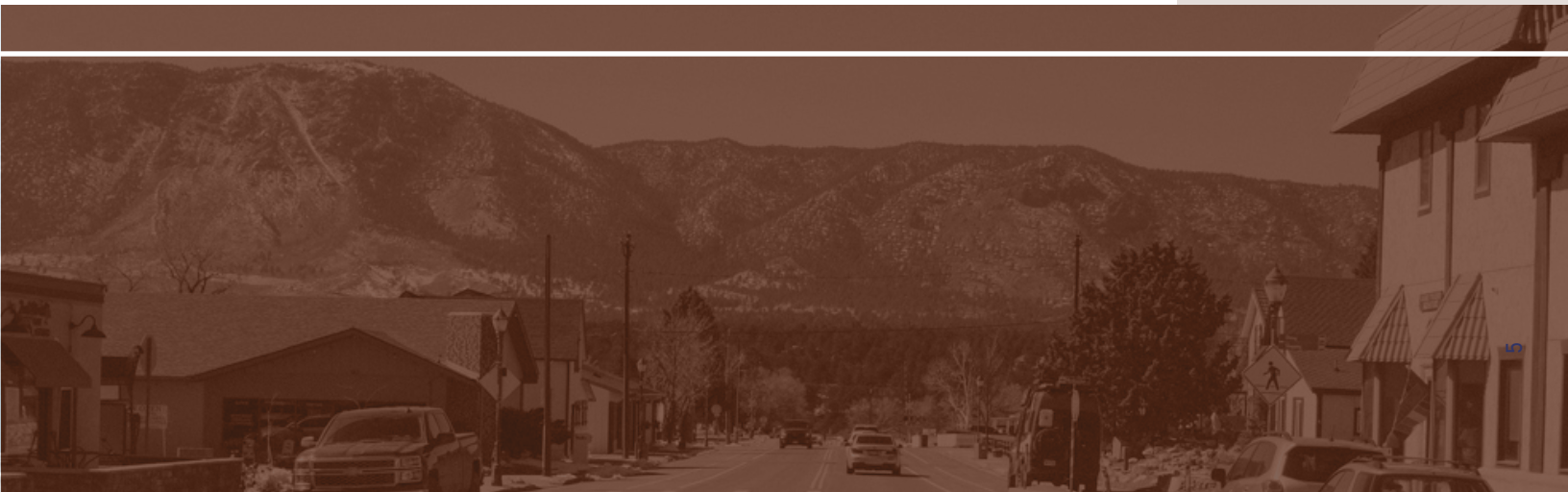
The State of Colorado's Comprehensive Plan statute (C.R.S. 30-28-106 and 31-23-206) requires several core elements to be included in the Plan:

- ***A narrative description of the procedure used for the development and adoption of the master Plan***
- ***Housing Action Plan***
- ***Recreation and Tourism***
- ***Strategic Growth***
- ***Three-mile Plan***
- ***Water Supply***

The Town of Monument's Comprehensive Plan will address State of Colorado requirements. It will also examine key focus areas specific to the town: a *downtown master plan*, a *parks and open space plan* to foster growth and connectivity among the community's open spaces, and *guidance for commercial corridors* throughout the town.

Existing Conditions Analysis

Monument's strengths, challenges, and opportunities are explored through an analysis of existing conditions and examination of community input. Findings from this process are identified in this Existing Conditions Report and will be addressed through goals, recommendations, and strategies in the Comprehensive Plan. Ultimately, the Monument 2040 Comprehensive Plan will help the town capitalize on existing strengths while addressing key community challenges and needs, ensuring Monument enjoys its strong quality of life moving into the future.



THE PLANNING PROCESS

The process of creating the Monument 2040 Comprehensive Plan began in Spring 2024. It will be completed over three phases:

PHASE 1

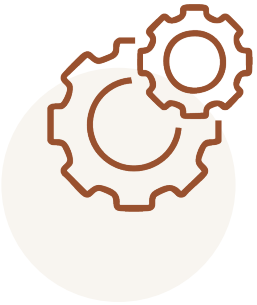
Engage & Assess.

The goal of the first phase is to better understand the existing community character, demographics, land use mix, physical conditions and built environment, and transportation systems. It culminates with this State of the Town Report.

PHASE 2

Envision.

This will explore and test a range of land use planning strategies and comprehensive planning ideas that address community growth and planning issues, housing, economic development, downtown, neighborhood, and corridor improvements, natural resources and open space, and thoroughfares and mobility.



PHASE 3

Plan & Implement.

The final phase will refine strategies identified in Phase 2 and compile the community dialogue, studies, and plans into a draft Comprehensive Plan. The first draft plan will serve as the basis for conducting a final community open house to solicit additional feedback and input. Following Town and stakeholder input, a second draft plan and implementation strategy are developed. After additional input from the Steering Committee, a final plan will then be prepared and presented to the Planning Commission and Town Council for review and adoption.

PREVIOUS PLANS AND REPORTS

The Town of Monument has invested resources in previous planning efforts, ranging from the broad 2017 Comprehensive Plan to focused efforts like the 2023 Downtown Streetscape Plan, the 2003 Parks and Open Space Plan, and the "Three Mile Plan" required by State law to define potential growth areas. Understanding these documents and how they've impacted the Town is an important part of the Monument 2040 Comprehensive Plan process. A summary of the previous plans and reports is provided below.

2023 Three-Mile Plan (Annexation Plan)

Colorado State Statues require a plan for the potential annexation of property within three miles of a community's municipal boundary. The Town of Monument approved its current "Three-Mile Plan" in June 2023. Areas west of Interstate 25 include land along Beacon Lite Road and near Monument Lake. Growth areas east of the Interstate include residential and school properties in Woodmoor and land along Higby Road.

2023 Wayfinding & Streetscape Plan

This plan is an initial placemaking and branding effort for downtown Monument. Completed with grant funding and talent from the University of Colorado, the consulting team developed sign concepts and designs for 2nd Street to improve wayfinding and the pedestrian experience. Public engagement efforts included online surveys and in-person events. The plan provides valuable concepts that can inform next-stage design and modeling work to bring the plan to life. At this point the Town has not dedicated resources to the project, but the document is viewed favorably and will continue to be a part of downtown planning for Monument.

2022 Home Rule Charter

This landmark document established the Town of Monument as a Home Rule community in the State of Colorado. The town operated under Statutory Rule for decades with a Board of Trustees that had limited authority to make key decisions. The Charter created Monument's current governmental framework and provided authority to enact laws and local tax structures that reflect the Town's dynamic and evolving needs. The Charter also established districts for Town Council members to ensure all parts of the town had equal representation.

2021 Community Survey

This broad community-wide survey was conducted in April 2021 and sought to "measure and understand Monument resident thoughts and opinions of town services, programs, budget priorities, and quality of life aspects." Nearly 1,000 residents participated in the survey. The biggest concern among residents was growth and development in Monument, followed by roads, infrastructure, and water issues. Opinions varied on the quality and value of services provided by the Town and individual departments. An important takeaway relates to communication and the importance of strengthening efforts to make information available to the public and helping residents feel informed.

2018 Monument Downtown Assessment and Action Step Report

Members of Town staff and the downtown business community worked with Downtown Colorado, Inc., a non-profit advocacy group, in 2017 and 2018 to create this concise plan of revitalization strategies for Downtown Monument. It provides a series of recommendations and action steps for Branding, Organizational Development, Placemaking, and Wayfinding. No graphics or branding concepts are in the plan, but it provides a framework for having signs, branding, and other images created and installed. The Plan also identifies the need to establish responsible parties that will lead growth and revitalization efforts for the downtown.

2017 Comprehensive Plan

The Town's existing Comprehensive Plan was adopted in 2017 and created in partnership with the Community Matters Institute, a non-profit organization based in Littleton, Colorado. The Plan emphasizes future land use planning and identifies obstacles to annexing many areas that fall within Monument's "Three Mile" annexation plan. Seven core elements are defined in the Comprehensive Plan and opportunities and policies are provided for each: Transportation, Land Use, Parks & Open Space, Water & Sewer, Community Identity, Governance, and Economy. The Plan closes with a series of six action steps to further the policies identified elsewhere in the document. Many strategies in the 2017 Comprehensive Plan remain relevant today, including the need for improved communication in the community, creating a strategic plan for downtown revitalization, and improved planning for the Town's network of parks and open spaces.

2006 Stormwater Master Plan

With increases in development and impervious surfaces, stormwater runoff was (and remains) a serious consideration for the Town of Monument. Uncontrolled stormwater from past unregulated or under-regulated development in the Town, in Woodmoor, and neighboring unincorporated El Paso County has negatively impacted downstream landscapes, streambeds, and ecological areas. The Town of Monument contracted with Ayres Associates to draft a Stormwater Management Plan in 2006 "to provide a framework for the design of a stormwater infrastructure that can be implemented to provide drainage solutions" to mitigate negative impacts from uncontrolled stormwater runoff on surrounding property. The Plan identifies a range of strategies including stormwater detention facilities and storm drain infrastructure, intended to guide capital expenditures and improvement plans. The Town is updating the 2006 Stormwater Management Plan to reflect Monument's current development patterns and associated stormwater impacts.

2005 Community Revitalization Partnership Report

The Community Revitalization Partnership, comprised of the Colorado Department of Local Affairs and the Colorado Community Revitalization Association, facilitated a two-day Downtown Revitalization Workshop in Monument. The resulting report identifies key assets and a range of recommendations to leverage them and bring new businesses, energy, and activity to the downtown. The report recommends design guidelines, gateway features, wayfinding signs, streetscaping, and stresses the importance of improving pedestrian connectivity to Monument Lake. Multistory mixed-use buildings are recommended for the downtown, as well as the repurposing of land west of the railroad and Mitchell Avenue into transit-oriented development anticipating future expansion of transit options in this area.

2003 Parks, Trails, and Open Space Master Plan

This plan was created by the Colorado Center for Community Development (CCCD) that is now part of the University Technical Assistance Program, a practical teaching practice program at the University of Colorado-Denver's College of Architecture and Urban Planning. It analyzes the Town's existing network of parks, trails, and open spaces, then establishes a series of policies to expand and improve it. The Master Plan also identifies important viewsheds (scenic views) in Monument and provides policies to promote their preservation and improvement. The document is due for an update, given the growth and development in Monument that has taken place since 2003.

LIMBACH
PARK

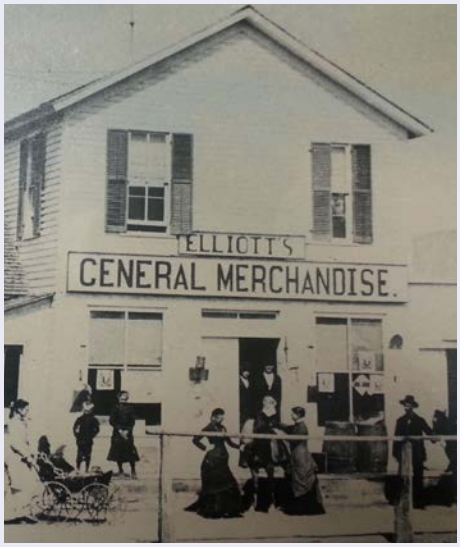
Monument in the Mirror

2

COMMUNITY HISTORY

Monument was incorporated in 1879, beginning as a pioneer town and growing into an important center of commerce as the Denver & Rio Grande and Sante Fe railroads connected the community to Denver and Colorado Springs. It was originally called "Henry's Station" because of the railroad station on the property of Henry Limbach, an early resident. The name was later changed to Monument because of the nearby Monument Rock formation visible from the railroad. Growth and development centered around 2nd Street and Front Street, roads that still represent the heart of downtown. The bustling economy included harvesting ice from Monument Lake (an industry that continued until the 1940s), forestry and a nursery in the foothills, and agriculture in the surrounding area. Potato farming was very successful and a big part of the local culture in the late 1800s, but ended in the 1890s when a blight destroyed crops.

Growth was steady to the north and south through the early 20th century. The first paved road that bypassed the downtown was installed in 1928, setting the stage for the modern interstate highway corridor and commercial development away from the downtown. The interchange at Highway 105 and Interstate 25 was completed in 1970. The Triview Metropolitan District was established in 1985 to facilitate development of unincorporated land east of the Interstate. The Town of



Historic Pictures of Monument

Monument annexed much of this land in 1987, entering into agreements with the metropolitan district that have lasting impacts to this day. The different feel and character of Monument on the east and west sides of Interstate 25 have made them feel like two different communities over the years, and efforts are underway to bridge that divide.

The Town of Monument adopted a Home Rule Charter in 2022, establishing the current structure of local government and giving it the authority to levy taxes and make other decisions instrumental to the town's future.

Long-term planning has been a goal of the community for many years with comprehensive plans adopted in 1984, 2003, and 2017. With increasing growth pressures, the time is right to create a new plan that responds to financial realities, realistic land use and annexation priorities, and interest in reestablishing the community's identity and sense of place in the region.

Historic Picture of Ice Harvesting in Monument

REGIONAL CONTEXT

The Town of Monument spans the I-25 corridor just north of Colorado Springs in northwest El Paso County. Monument is approximately 20 miles north of Colorado Springs and 53 miles south of Denver.

Monument is central to the Tri-Lakes Region, a collection of municipalities and metropolitan districts north of Colorado Springs. The region is defined by the natural amenities offered by Monument Lake, Palmer Lake, and Lake Woodmoor. The Tri-Lakes Region includes the communities of the Town of Monument, Town of Palmer Lake, the unincorporated community of Woodmoor, Gleneagle, King's Deer, and Black Forest.

Only a portion of the Tri-Lakes area is within the Town of Monument's municipal boundaries. Many residents in neighboring communities assume they live in the Town or refer to it as their home, even if they live outside it. This confusion results from a number of factors:

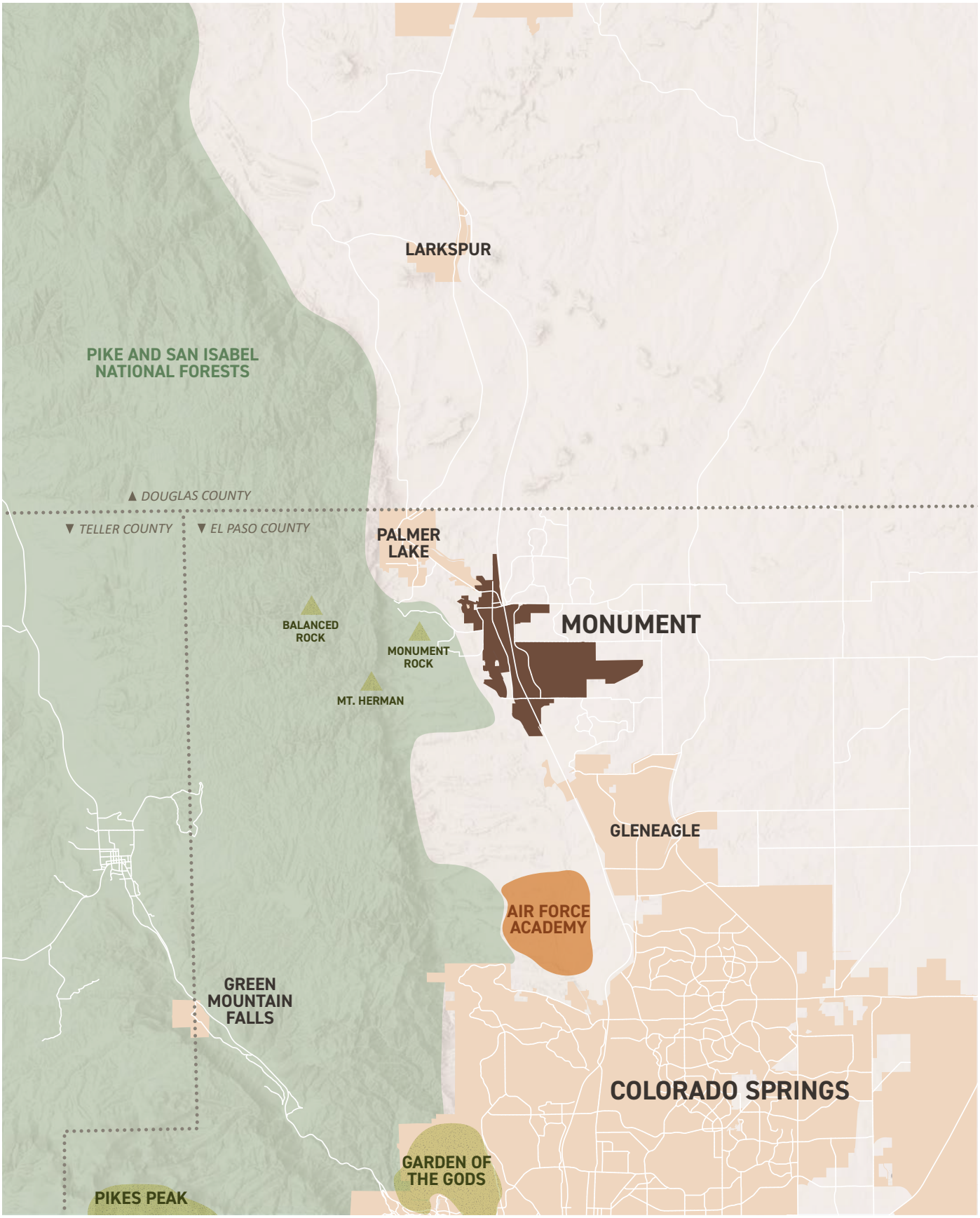
- ***Irregular town borders***
- ***The provision of public services by a variety of sources.***
- ***Sewer and water service is provided by metropolitan districts, as well as day-to-day maintenance of some parks and roadways.***
- ***Monument's police department has a presence in the larger Tri-Lakes area through a Mutual Aid Agreement***
- ***Fire and emergency medical service is provided by the Tri-Lakes Fire District throughout the region.***
- ***The entire Tri-Lakes Region is in the 80132 ZIP code, including the Town of Monument. Area residents assume they're one and the same, even if they live outside the town's borders.***

Colorado Springs and the United States Air Force Academy (USAFA) are south of Monument and each is a significant organization within the State of Colorado. The Town of Monument is an important stakeholder as both the City of Colorado Springs and the USAFA map their paths for growth and success in the region. Plans made by Monument must also take both the City and USAFA into consideration in considering potential impacts and opportunities for mutual benefit.

US Air Force Academy

Colorado Springs, CO

Figure 1: Town of Monument's Regional Context

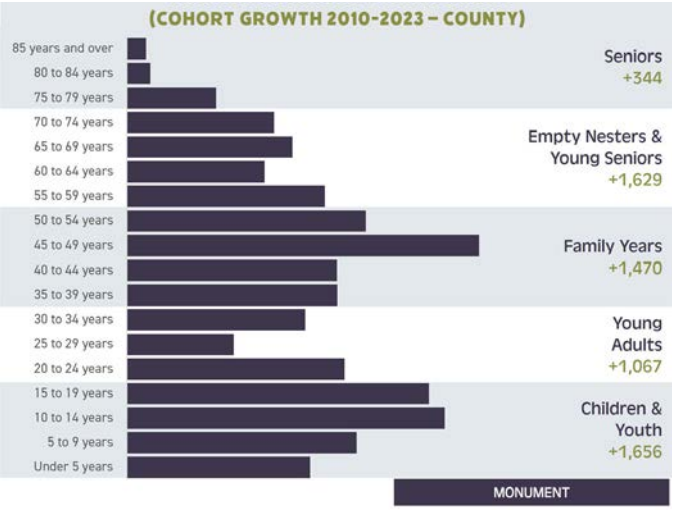


COMMUNITY PROFILE

Monument Today

The Town of Monument has approximately 12,000 residents and 4,000 households. Between 2010 and 2023, Monument grew by approximately 6,200 residents. Most of this growth was in families with children, as well as empty nesters and young seniors.

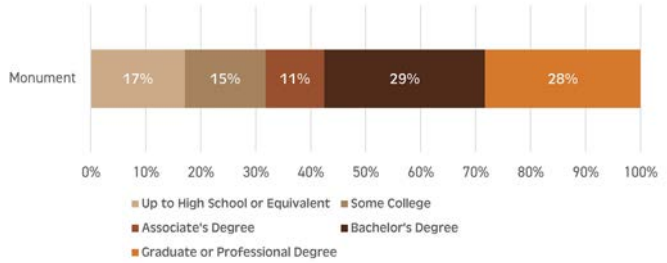
Figure 2: 2023 Monument Age Distribution



Source: US Census Bureau ACS 5-Year Estimates (2006-2010, 2019-2023)

Monument's residents are highly educated, with 58% of its adult population having earned a Bachelor's degree or higher.

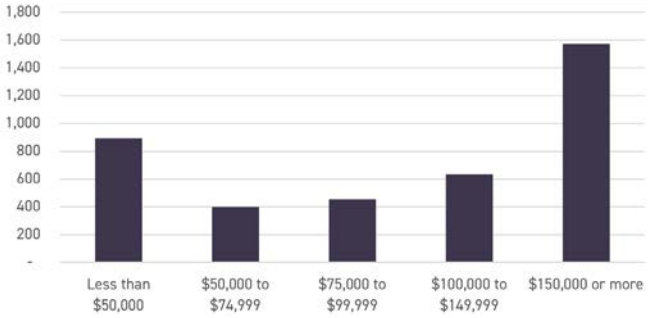
Figure 3: Educational Attainment



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

As is often the case, high levels of educational attainment translate to high median household incomes. The median household income in Monument is $114,700, and over 40% of households earn more than $150,000 annually. About 23% of households earn less than $50,000 annually, and just 21% of households earn between $50,000 and $100,000 per year.

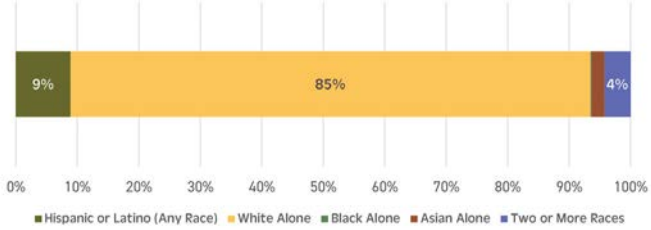
Figure 4: Household Income Distribution



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Nearly 85% of residents identify as White. About 9% of the population identifies as Hispanic or Latino, and 4% as Two or More Races. Few residents identify as Asian (2%) or Black (0.2%).

Figure 5: Racial and Ethnic Composition



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

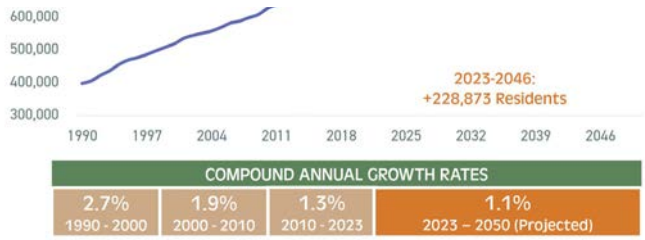
Demographics

POPULATION GROWTH

El Paso County's population has grown by nearly 50% since 2000 and is expected to continue growing over the next several decades. El Paso County has 736,000 residents and has experienced significant population growth over the past several decades. Between 1990 and 2023, the County grew by 346,300 residents. Between 2000 and 2023 alone, El Paso County's population doubled.

The pace of population growth in the County, however, has slowed in recent decades. Between 1990 and 2000, the population grew by approximately 122,000 residents, while 105,100 residents were added between 2010 and 2020. The State Demography Office projects future growth between 79,000 and 110,000 residents per decade. Compound annual growth rates (CAGRs) will naturally slow over time as the total population grows.

Figure 6: El Paso County Population Growth



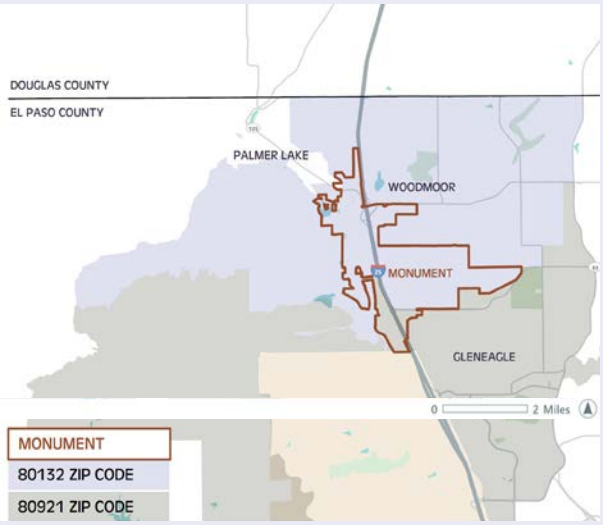
Source: Colorado State Demography Office, Vintage 2023 Estimates, US Census Bureau ACS 5-Year Estimates (2019-2023)

Regional Context for Assessment

Monument is primarily located within the 80132 ZIP code, which also includes unincorporated communities in the Tri-Lakes area. In this analysis, areas within the 80132 ZIP code that are not located within Monument's jurisdictional boundary are referred to as "Unincorporated Monument." Residents of Unincorporated Monument live outside the Town's jurisdiction, but support and benefit from retail, jobs, and amenities within Monument.

A small portion of southern Monument falls within a second ZIP code, 80921. Today, this portion of the 80921 ZIP code is primarily industrial and commercial with only one residential development with less than 200 units.

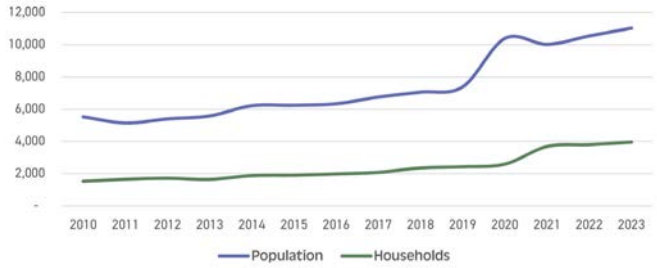
Figure 7: Local Context Map



Sources: Esri, SB Friedman, Town of Monument, U.S Census Bureau.

Monument is also experiencing rapid population growth and is growing at a faster rate than the County overall. Between 2010 and 2023, Monument's population grew by a CAGR of 5.5% while El Paso County grew by a CAGR of 1.3%. While the State Demography Office does not project population growth for individual municipalities, the Monument population is expected to increase through 2040 given the anticipated countywide growth.

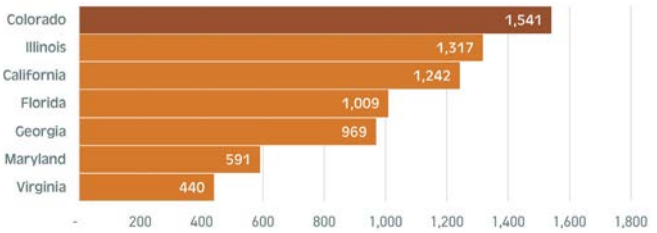
Figure 8: Population and Household Growth



Source: US Census Bureau ACS 5-Year Estimates (2010-2023)

Population growth in El Paso County is largely driven by in-migration of new residents. El Paso County grew by approximately 11,000 net new residents annually from 2016 to 2020. Net new residents account for the difference between residents arriving in the County and departing for another county. Over this period, about 86% of net new residents annually came from out of state, with a high share from Illinois, California, and Florida. About 14% of the County's net new residents came from elsewhere in Colorado, with a high proportion coming from Adams County in the northwestern portion of the Denver metropolitan area.

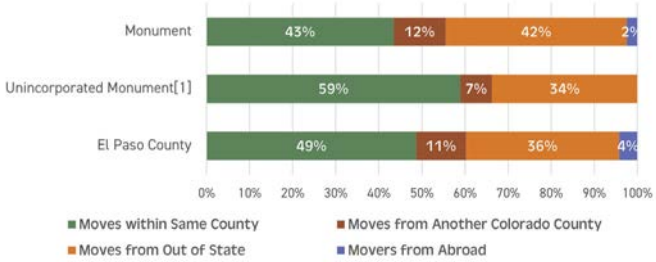
Figure 9: Largest Source of Annual Migration to El Paso County



Source: Colorado Department of Local Affairs, U.S. Census Bureau (2021) County to County Migration Flows (2016-2020)

More than half of Monument residents that moved in the past year came from out of state or another county in Colorado. Approximately 1,900 Monument residents moved homes in 2023, with 42% arriving from another state and 12% from another county in Colorado. Monument has a higher share of movers from out of state than Unincorporated Monument (34%), El Paso County (36%) and Colorado (24%).

Figure 10: Origins of New Residents who Moved in 2023



Source: Colorado Department of Local Affairs, U.S. Census Bureau (2021) County to County Migration Flows (2016-2020)

4th of July Event

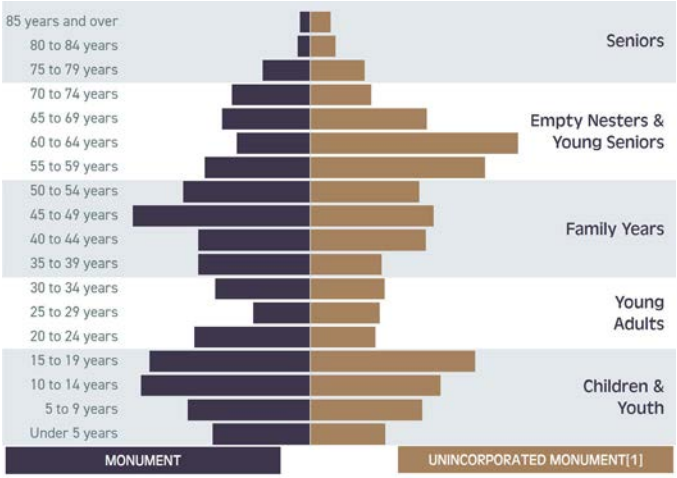
AGE

Monument has a higher proportion of family households and fewer young adults than surrounding areas. Among Monument's 11,000 residents and 4,000 households, Monument has a higher share of residents in the family years (ages 30 to 54) and children and youth cohorts than both Unincorporated Monument and El Paso County. About 30% of Monument residents are in their family years and 31% are children and youth—compared to 24% and 27%, respectively, in Unincorporated Monument. This points to a greater concentration of families with children in the Town.

This family-oriented character is also evident in Monument's household composition when compared to the county. Roughly 75% of households in Monument are family households, compared to 67% across El Paso County. Moreover, 42% of Monument households have at least one child, whereas this figure is 32% countywide.

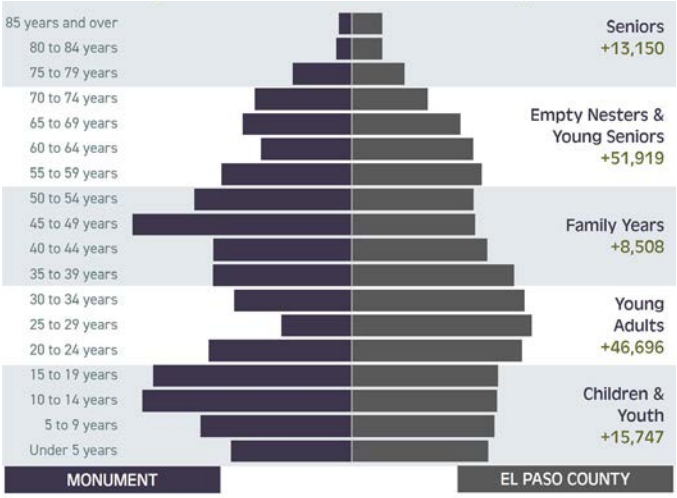
While Monument's population skews younger than neighboring Unincorporated Monument—only 24% of Monument residents are over age 55 compared to 37% in Unincorporated Monument—it has a higher median age (38.0 years) than El Paso County overall (35.0 years). This is largely due to Monument's low share of young adults: only 15% of Monument residents are between ages 18 and 29, compared to 25% in the county. This age group has seen notable growth in El Paso County since 2010, with nearly 46,700 new residents added to the cohort.

Figure 11: 2023 Age Distribution Share Monument Compared to Unincorporated Monument



[1] 80132 Zip Code net of the Town of Monument
Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Figure 12: 2023 Age Distribution Share Monument Compared to El Paso County

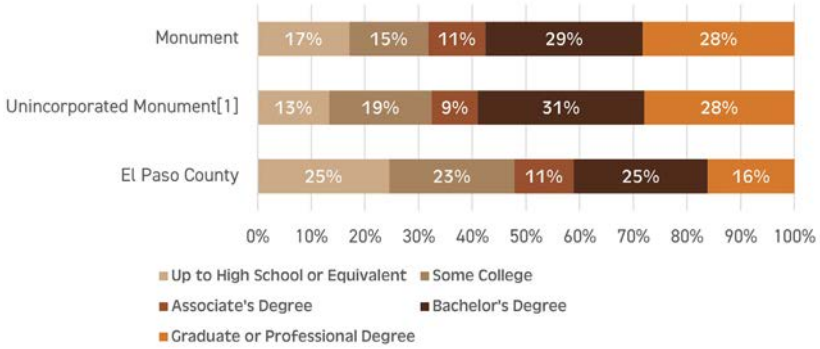


Source: US Census Bureau ACS 5-Year Estimates (2006-2010, 2019-2023)

EDUCATION

Monument residents tend to be highly educated and have high incomes. About 58% of Monument residents over 25 years old have a Bachelor's degree or higher. Unincorporated Monument residents have similar levels of educational attainment. Both Monument and Unincorporated Monument have higher levels of educational attainment than El Paso County overall, where about 41% of adults have a Bachelor's degree.

Figure 13: Educational Attainment



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

HOUSEHOLD INCOME

As is typically the case, higher educational attainment is correlated with higher household income. On average, households in Monument and Unincorporated Monument have higher incomes than households in El Paso County. Monument's median household income is $114,700, approximately 31% higher than the El Paso County median of $87,500. About 40% of Monument households have incomes over $150,000, while 23% have incomes under $50,000. Unincorporated Monument has a higher proportion (60%) of households earning over $150,000 annually and fewer earning less than $50,000 (8%). In El Paso County, a lower share of households earn over $150,000 annually (24%) and a higher share earn less than $50,000 annually (26%).

Figure 14: Household Income Distribution

[1] 80132 Zip Code net of the Town of Monument
Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

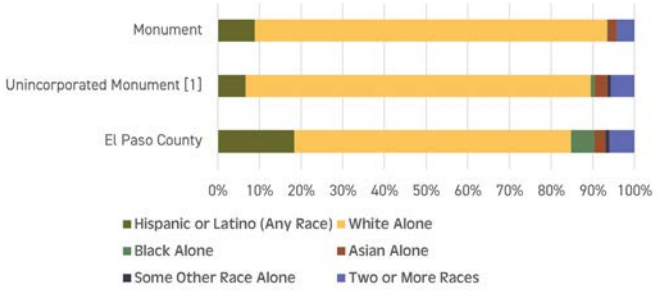
RACIAL AND ETHNIC COMPOSITION

Monument and Unincorporated Monument have similar racial and ethnic compositions and are less diverse than El Paso County overall.

Both Monument and Unincorporated Monument are over 80% White (85% and 83%, respectively). Both have relatively low shares identifying as Hispanic or Latino (9% and 7%, respectively), Two or More Races (4% and 6%), Black (0.2% and 0.9%), or Asian (2% and 3%).

El Paso County is more diverse, with about 66% of residents identifying as White, 18% as Hispanic or Latino, 6% as Two or More Races, 6% as Black, and 3% as Asian.

Figure 15: Racial and Ethnic Composition



[1] 80132 Zip Code net of the Town of Monument
Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Monument Conversations Event

HOUSEHOLD GROWTH

Monument households have become older and wealthier since 2010. Household change reflects migration, the creation of new households as residents experience life transitions, and changes in age and income. Between 2010 and 2023 Monument grew by approximately 2,300 households, leading to increases in all income brackets and nearly all household age cohorts. However, household growth was concentrated in older households, with 44% of all growth occurring in households ages 45-64 (+1,100 households) and nearly 30% in households ages 65 and higher (+700 households). Growth was limited for households under age 25 (+200 households, 8%).

Households in Monument have become wealthier, with the largest household growth (1,000 households, 41% of all growth) occurring in households earning over $150,000 annually, adjusted for inflation. Households earning under $49,999 grew by the second largest share during the same period, accounting for nearly 700 households and 29% of all household growth. Most of the household growth for younger households under age 25 and older households over age 65 was for those earning under $75,000 annually.

Figure 16: Household Change by Age and Income

[1] Income in 2010 has been inflation adjusted to 2023 dollars by CPI
Source: US Census Bureau ACS 5-Year Estimates (2006-2010, 2019-2023)

HOUSING SNAPSHOT

Monument has about 4,100 housing units, most of which are single-family detached (76%) homes and single-family attached homes (10%).

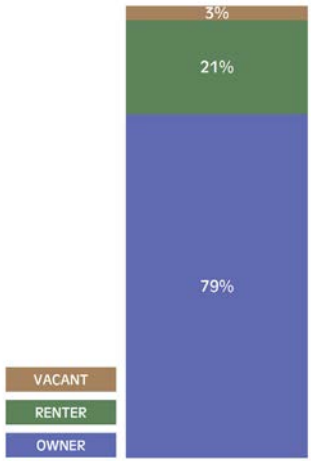
As of 2023, there are 3,100 single-family detached homes, 400 single-family attached homes, 530 multifamily apartments, and 80 other housing units.

Figure 17: Housing Inventory, 2023

Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

A majority of Monument's housing (79%) is occupied by owners, with 21% of occupied by renters.

Figure 18: Occupancy of Monument Housing Units, 2023



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Overall, only about 3% of Monument's housing units are vacant, indicating a competitive market.

Monument's housing stock is relatively new, with nearly 60% of all housing built since 2010. About 2,400 net new housing units were built in Monument from 2010 to 2023. Most of the new units were single-family homes, reflecting the overall housing stock.

The average sale price for housing in Monument has increased significantly over the past decade, nearly doubling from $379,300 in 2014 to $653,700 in 2024.

Most rental apartments in Monument are new, commanding rents averaging $1,800 per month.

Housing in Monument

> *We need more diversity of housing choices in Monument.*
>
> — COMMUNITY STAKEHOLDER

Demographic Takeaways

Monument is a fast-growing community in a region that is expected to add 176,000 residents by 2040. Monument's growth is largely driven by new residents moving from other states and Colorado counties. These households are most likely empty nesters, seniors and families with children.

Monument has a high proportion of family households, with approximately 42% of all households having at least one child under age 18.

Monument's median age is higher than the County's. This is likely due to Monument's low proportion of young adults and high proportion of adults in family years.

Households in Monument have higher incomes on average than those in the County, with a median household income of $114,700 in Monument, which is 31% higher than the County. Only 8% of households in Unincorporated Monument have annual incomes below $50,000 compared to 23% of households in Monument and 26% of households in El Paso County.

In many ways Monument and Unincorporated Monument are very similar, with high levels of educational attainment and similar racial and ethnic compositions. However, Monument has a higher proportion of residents in the family years and children and youth cohorts, and Unincorporated Monument has a significantly higher proportion of residents ages 55 and over (37%) than Monument (23%). Households in Unincorporated Monument also have higher incomes on average than households in Monument, with more than 60% of households earning over $150,000 compared to 40% in Monument.

MONUMENT		EL PASO COUNTY
24%	55+ Population	25%
15%	Young Professionals	24%
61%	Family Years, Children, and Young Adults	51%
38.0	Median Age	35.0
$114,700	Median Household Income	$87,500
58%	Population with Bachelor's or Higher	41%

Downtown Monument Business

> *I'd like people to be more welcoming toward families with school aged children.*
>
> — COMMUNITY STAKEHOLDER

TOWN FACILITIES

Monument Fire District

The Fire District serves a large area that extends outside of the Town of Monument. It includes the Tri-Lakes Region and a large area east of Highway 83. Only 10% of the area served by the Fire District is in the Town of Monument, while 90% of the service area is in unincorporated El Palso County. The District has five stations. Three stations have addresses in Monument, though only one is in the Town's municipal border. Two others are in Colorado Springs. A new station is planned for construction in the Town of Monument on Jackson Creek Parkway, north of the Tri-Lakes YMCA.

While the Fire District is aware that resources must increase to provide service to the regions growing population, the threat of wildfires is the largest concern. Best practices for mitigating the threat, including forest management and tree clearing, are well-recognized and studied. However, the resources needed to commit to a long-term plan of threat reduction are considerable. Further, many of the high-risk areas are on private property, complicating access issues.

Three initiatives will guide the Fire District's strategic efforts over the coming years:

- ***Agency accreditation through the Commission on Fire Accreditation International (CFAI)***
- ***Continued investment in capital improvements (facilities)***
- ***Continued investment in wildfire mitigation and preparedness***

Police Department

The Monument Police Department (MPD) has 30 sworn officers, 2 community service officers, and five professional support staff. They provide service to the entire Town of Monument, as well as adjacent areas that include Palmer Lake, North Colorado Springs, and unincorporated parts of El Paso County when called upon under the terms of standing mutual aid agreements with the County and State when called upon under the terms of standing mutual aid agreements with the County and State. In serving this area, the Police Department responded to nearly 17,000 calls in 2024.

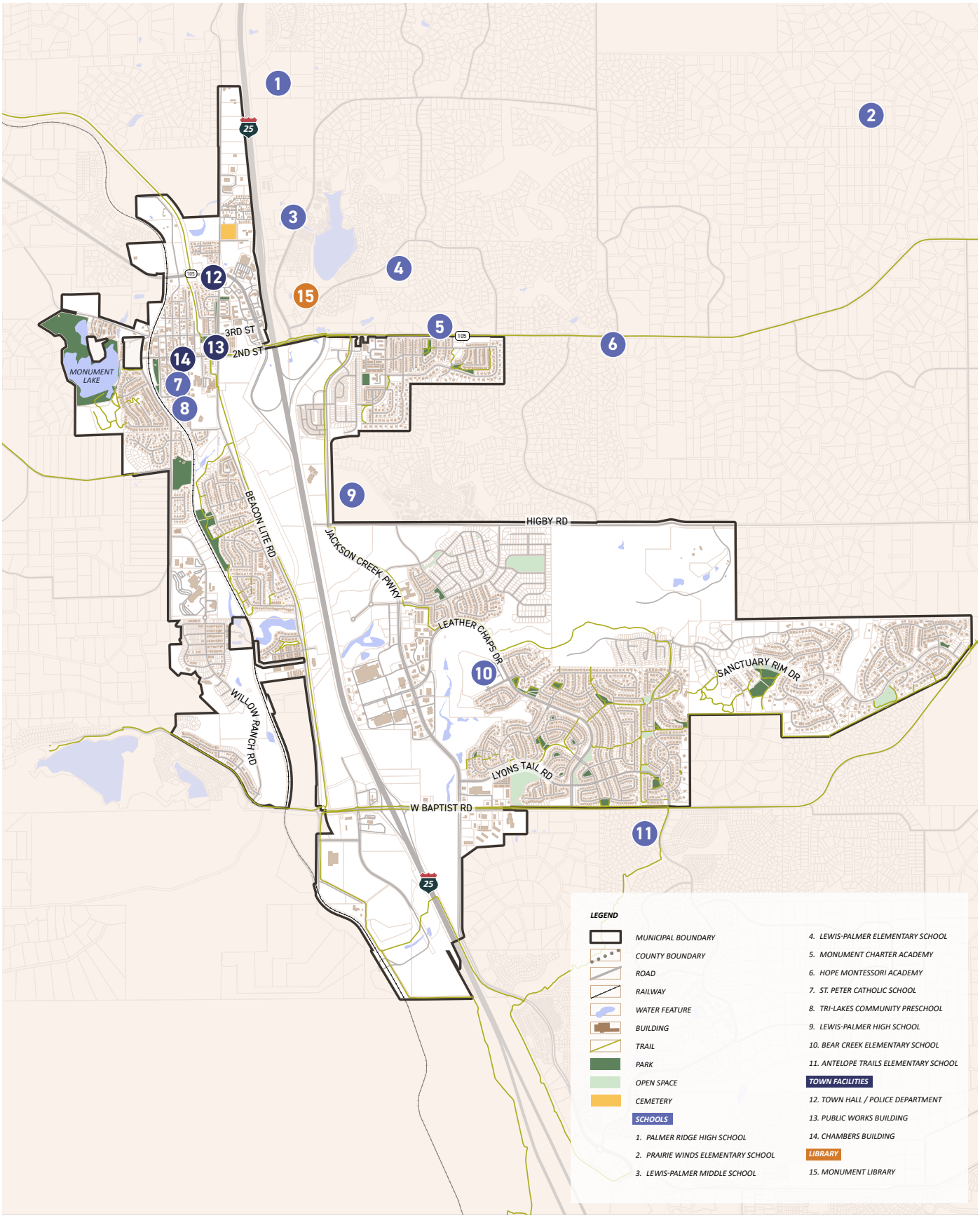
Lewis Palmer School District 38

Monument's schools are continually identified as one of the region's key assets and a reason why young families move into town. All the schools serving the Town of Monument are in Lewis Palmer School District 38 (LPSD), though not all the facilities are located the town's municipal borders. There are:

- ***Five elementary schools***
- ***One middle school***
- ***Two high schools***
- ***Two charter schools***
- ***One home school enrichment academy***

The community is supportive of the schools and they have an excellent reputation throughout the State of Colorado. Funding is an annual issue, however, and the District pursues referenda and other mechanisms to make more money available.

Figure 19: Town Facilities



REGIONAL GOVERNMENTAL PARTNERS

While cooperation with local partners like the metropolitan districts and surrounding towns will be an essential part of Monument's future, its role in the broader region must also be considered. Planning decisions will need to evaluate impacts on the neighboring City of Colorado Springs, El Paso County, and the larger Pikes Peak front range. These larger organizations present opportunities for collaboration and support on initiatives to improve the quality of life, infrastructure, and mobility in Monument and the Tri-Lakes region.

Colorado Springs

"Springs" is the big brother city to Monument in El Paso County. With a population of nearly 500,000, it's the second-largest city in Colorado and abuts Monument to the south. The UCCS – University of Colorado Colorado Springs campus and the United States Air Force Academy are both in the City. Colorado Springs and Monument are both high-growth communities and coordination will be important when planning annexations. There may be opportunities to pool resources and collaborate in grant-funded projects that benefit both communities, as well. It will be important to maintain strong lines of communication with Monument's Administration and Planning Department as Monument develops and implements its plans for growth.

El Paso County

With a population over 750,000, El Paso County is the most populous county in Colorado. Colorado Springs is the County Seat and has the largest population, but seven other municipalities contribute, as well. The County is comprised of five districts and Monument is in District 3. The current County Commissioner representing the district is Bill Wysong. While it's recognized that Colorado Springs is the juggernaut community in the County, there is support and enthusiasm for proactive planning efforts in the Town of Monument.

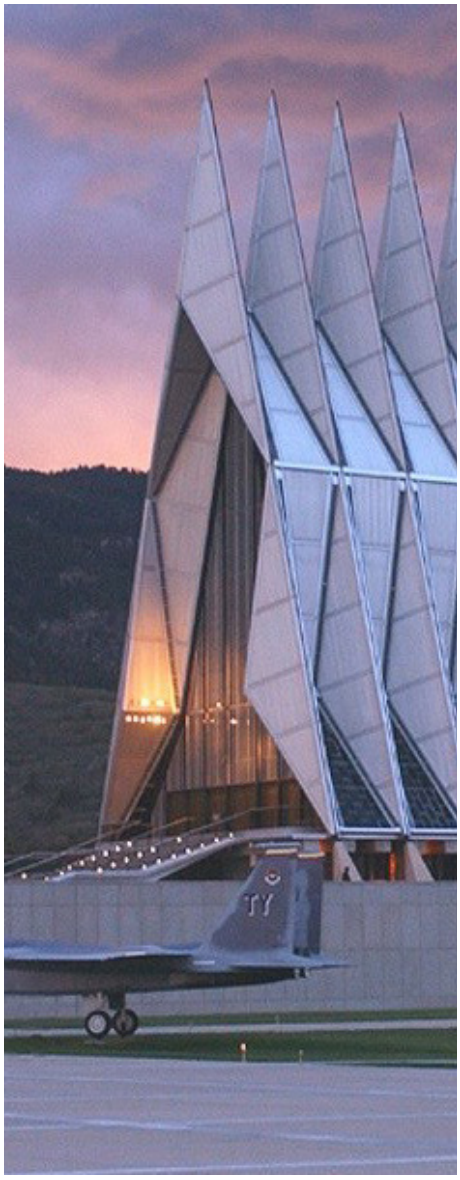
The County provides planning services for the unincorporated areas surrounding Monument, which means that planning priorities for the Town must be clearly communicated and shared with the County. Its Planning and Community Development Department manages county-wide initiatives that can benefit Monument, so efforts should be made to engage this department, maintain strong lines of communication, and participate actively in their programs.

Pikes Peak Area Council of Governments (PPACG)

This MPO (Metropolitan Planning Organization) serves a valuable role in providing planning resources for transportation, environmental issues, military and community land use, and economic development. Recent projects include a Complete Streets initiative and an Active Transportation Plan. The organization is eager to have Monument participate in their planning initiatives. Their resources can be leveraged to provide valuable guidance for future planning efforts. This includes the Pikes Peak Regional Transportation Authority. According to their website, the "PPACG is responsible for the coordination and programming of federal and state transportation and transit funds for transportation and transit projects throughout the Pikes Peak Region." Participation in transportation-related initiatives may provide a funding resource for improvement projects benefiting Monument.

United States Air Force Academy (USAFA)

The Academy is an accredited university covering 29 square miles of land directly south of Monument. It has over 4,000 cadets attend annually and graduates over a thousand every year. It is also one of the largest tourist attractions in Colorado. While flying on the base is limited to single-engine training aircraft and glider tow planes, its airport is the third-busiest among all military bases in the United States.



The presence of the Academy south of Monument represents a key opportunity to leverage the town's special history and unique downtown. As a peak tourist attraction and destination for families visiting or attending graduations, many thousands of people drive through Monument every year. Efforts should be made to establish Monument as a must-see destination near the Academy.

The unique nature of the Air Force Academy as a military and aviation-centric institution brings planning challenges. Among the most important are land use considerations in proximity to the airfields. Careful study has gone into assuring adjacent development is not impacted by regular flight patterns and the intensive aerial operations associated with the Academy. Future land use planning in the Monument 2040 Comprehensive Plan must take this into account. Natural areas on USAFA's grounds are also subject to erosion and degradation from stormwater runoff resulting from increased development and impervious surface upstream. Mitigating the impacts of uncontrolled stormwater run off is a key objective of Monument's efforts to update its Stormwater Management Plan.

CDOT – Colorado Department of Transportation

Monument is in CDOT's Region 2 and the key routes under State jurisdiction are Interstate 25 and Highway 105 as it runs from the Interstate to the Town of Palmer Lake. The Department identified challenges in needing to work among various jurisdictions as they evaluate development projects, but noted that it's helpful when a community's comprehensive plan includes access plans to State roadways. It will be important to communicate future annexations that occur along State routes so CDOT can advise on limitations and impacts on their respective rights-of-way.

Jewelry
OPEN
OPEN

Monument Speaks

3

COMMUNITY FEEDBACK

Community input plays a vital role in shaping a meaningful and effective comprehensive plan, as it must reflect the distinct character, priorities, and vision of Monument's residents and stakeholders. The outreach process was carefully crafted to capture perspectives from across the community, including residents, business owners, civic leaders, local and regional organizations, key institutions, youth, Town staff, and others with a stake in Monument's future.

Throughout the planning effort, community members will have multiple opportunities to share their ideas for Monument's future, ranging from pop-up events and workshops to interactive activities and focused conversations. The input received so far has been instrumental in shaping the direction of the plan and grounding it in the realities and aspirations of those who live and work here.

The summary on the following pages outlines the public engagement process and the community feedback received to date.

Engagement by the Numbers

Focus Group Conversations

The planning process kicked off with a series of group listening sessions with key stakeholders. A broad range of engaged and invested individuals were invited to participate in order to provide insights and perspectives into community dynamics, strengths, challenges, and visions for the future. Participants included public safety representatives, residents, seniors, youth, elected officials, metro district leadership, business owners, developers, institutions, regional organizations, non-profits, and more. Together, these sessions captured the perspectives of both decision-makers and community partners who play an active role in shaping Monument's future. Review the 'Engagement Themes' for an overview of community feedback gathered from focus groups.

PUBLIC SAFETY *PUBLIC WORKS* **RESIDENTS** *SENIORS* **ELECTED OFFICIALS** *NEIGHBORING RESIDENTS* **METRO DISTRICTS** **BUSINESS OWNERS** *SCHOOL DISTRICTS* **STUDENTS** *MUNICIPAL NEIGHBORS* DEVELOPERS *US AIRFORCE ACADEMY* **GOVERNMENT AGENCIES** **PARKS AND RECREATION** *DOWNTOWN STAKEHOLDERS* *PHILANTHROPIC ORGANIZATIONS* **STAFF LEADERSHIP**

Monument Conversations

Monument Conversations was the first community-wide engagement event held in Phase 1 of the planning process. The event took place at Bear Creek Elementary School and was open to the public. Participants learned about the Comprehensive Plan, then engaged in round-table discussions focused on key planning topics. These topics included Safety, Wellness & Connectivity, Economic Vitality, Parks & Open Space, Downtown Monument, Sustainability, and Housing & Neighborhoods. Review the "Engagement Themes" for an overview of community feedback gathered during this event.

Monument Community Survey

The first community survey was created as an accessible means of gathering feedback and insights into the current state of the Town. The survey mirrored many of the questions asked during Monument Conversations, allowing those who could not attend to still engage in the planning process. Over 200 participants provided their opinions about the Town's strengths and challenges, their vision for the future, and topics such as housing, the retail environment, economic development, recreation, transportation, and safety. This feedback was used to identify community strengths and challenges, as well as gathering a sense of community members' vision for the future.

Community Strengths and Assets

The following strengths and assets were frequently mentioned throughout the engagement process, particularly in the community survey. These elements contribute significantly to Monument's quality of life and overall character. The comprehensive plan will prioritize strategies to preserve and enhance these assets as the community continues to grow and evolve.

Small-Town Character. Monument's most valued quality is its enduring small-town character that residents describe as welcoming, peaceful, and family-friendly. Many participants expressed pride in the town's close-knit community and appreciate the slower pace, low density, and safety that distinguish it from nearby urban areas like Colorado Springs and Denver.

Strategic Location. Monument's strategic location between Denver and Colorado Springs provides convenient access to urban amenities while maintaining a small-town lifestyle. Its proximity to I-25, nature areas, and regional destinations is seen as a major benefit.

Strong Sense of Community. The town is recognized for its welcoming, neighborly spirit and the strong connections among residents. Participants explained that neighbors support each other, work to uplift local businesses, and share a general sense of pride in the town.

High-Quality Schools. Monument's schools, particularly those in Lewis-Palmer School District 38, are frequently cited as a major draw for families. Residents appreciate the quality of education and the role schools play in maintaining a strong, family-oriented community.

Safe Environment. According to participants, a strong sense of safety and security contributes significantly to Monument's overall quality of life. Residents frequently mentioned that low crime rates and safe public spaces contributed to their decision to move to Monument.

Access to Nature and Outdoor Recreation. Residents appreciate the abundance of parks, trails, open spaces, and recreational opportunities available throughout the area. Participants mentioned their appreciation of Monument Lake, the Santa Fe Trail, and a growing network of parks and trails. These spaces support active lifestyles and provide opportunities for hiking, biking, fishing, and enjoying nature close to home.

Scenic Views and Natural Beauty. The community values the town's picturesque setting and views of the surrounding mountains and landscapes. Participants expressed that they have a daily connection to Colorado's scenic beauty.

Community Events and Traditions. Community events such as the 4th of July parade, concerts in the park, farmers markets, and seasonal festivals foster a strong sense of pride and belonging. These traditions are seen as defining features of life in Monument and reflect the town's commitment to community spirit.

Historic Downtown Charm. Monument's downtown area is seen as a unique and charming asset that contributes to the town's character. Participants are fond of its local businesses, walkability, and historical charm. The area is seen as a hub for community interaction and a key place to preserve and enhance as the town grows.

Community Concerns and Challenges

Many of the concerns and challenges identified through community input relate directly to the preservation of Monument's most valued assets. The comprehensive plan will offer targeted strategies to address these issues while supporting the community's long-term vision and priorities.

Growth and Development Pressure. Residents are concerned about the rapid pace of residential and commercial development. They are concerned that it threatens the town's character and strains infrastructure. Overdevelopment is also raising concerns about water availability, wildfire risks, and destruction of green space and wildlife habitats. Participants emphasized the need for sustainable water and development planning that supports continued growth.

Traffic and Road Infrastructure. Many residents noted that current infrastructure is not keeping up with the pace of development. Residents highlighted issues such as limited road connectivity, unsafe intersections, inadequate evacuation routes, and poor traffic flow along major corridors like Jackson Creek Parkway and Baptist Road. Traffic congestion, particularly along Highway 105 and I-25, is a key concern.

Preservation of Small-Town Character. Many residents expressed concern about rapid, uncoordinated growth that is transforming Monument's identity. They fear the town is losing its small-town charm due to sprawling residential developments, overbuilding, and the influx of large-scale commercial projects without a cohesive plan. Several noted that Monument is starting to resemble neighboring cities, like Colorado Springs.

School Capacity and Educational Resources. Many participants mentioned concerns about school overcrowding and the capacity of the education system to accommodate population growth. They would like to ensure that educational quality is maintained well into the future. Participants also mentioned that there is a need for more facilities and programs for youth after school hours.

Commercial Development Balance. Community members have mixed views on commercial development, highlighting a need for local amenities while also voicing concerns about over-commercialization and an excess of big box retail and chains. Respondents are frustrated by the number of fast food chains, truck stops, gas stations, warehouses, and low-end retail businesses being approved. These developments are seen as degrading the town's character and replacing opportunities for unique, locally-owned establishments.

Parks, Trails, Open Spaces, and Amenities. There is strong support for preserving open space and enhancing recreational amenities. Participants would like to have access to more high-quality recreational options, including a larger recreation center, indoor pools, splash parks, roller rinks, and athletic fields. While many people appreciate the YMCA, it is widely viewed as overcrowded and undersized for the community's needs. Participants also have concerns about development encroaching on natural areas and trail access.

Governance and Community Engagement. Some residents express a desire for greater transparency, accountability, and opportunities for public involvement in local decision-making. There is a desire for more places and events that promote connection and civic unity.

Engagement Themes

The input gathered during discussions and through the survey was instrumental in identifying critical issues, uncovering opportunities, and ensuring the planning process is grounded in the everyday experiences of the Monument community. Public input revealed a strong desire to maintain Monument's small-town character while planning proactively for future growth. Residents emphasized the importance of guiding development in a way that reflects local values, enhances connectivity, supports local businesses, and protects the community's natural and cultural assets. The following engagement themes will guide the comprehensive plan, informing policies and strategies that promote balanced, context-sensitive growth and long-term community resilience.

PRESERVED SMALL TOWN CHARACTER AND BALANCED GROWTH

Community members in Monument expressed a strong desire to preserve the town's small-town character while preparing for responsible growth. There is significant interest in ensuring that new development aligns with the community's character rather than overwhelming existing neighborhoods. Stakeholders explained that, up until the present day, development in Monument has felt somewhat unorganized and unplanned due to the lack of a long-term vision or cohesive planning framework. Communities like Golden, Castle Rock, and Littleton are seen as examples of well-managed growth paired with vibrant downtowns. Some participants would like to draw comprehensive planning inspiration from these municipalities.

The vision is not to freeze development, but to guide it in a way that respects the community's rural roots, mountain views, and peaceful setting. Many people envision a future where Monument remains a tight-knit, welcoming place, distinct from larger urban areas like Colorado Springs. This means focusing on lower-to-mid-density housing, limiting the height and scale of new developments, and ensuring that any new construction blends with the natural setting and established neighborhoods. The community wants Monument to grow deliberately, retaining its identity, prioritizing community values, and avoiding the sprawl and congestion that often accompany rapid expansion.

IMPROVED PARKS, RECREATION, AND OPEN SPACES

During community conversations, there was strong support for continued investment in parks, trails, and recreational facilities. People strongly value Monument's natural assets and want to see the community continue to prioritize green spaces, nature preservation, and outdoor recreation, as these features define Monument's identity and contribute to residents' quality of life. Participants identified several barriers to achieving community parks and open space goals, such as a lack of funding and a need for separate park district to oversee improvements. Going forward, stakeholders would like to see more coordination between the Town and Metropolitan Districts, as well as more community benefits and impact fees provided by developers.

Visions for the future include expanding the trail network, especially to improve connectivity between neighborhoods, schools, downtown, and existing parks. They would also like to build more sports fields, outdoor performance venues, picnic areas, and splash pads, while also improving existing recreational resources like the skate park and Dirty Woman Creek Park. The community also desires trails that link to the Santa Fe Trail or allow for safe biking and walking across town. Residents hope these improvements will encourage more outdoor activity, strengthen community connection, and preserve the area's natural beauty and character for future generations.

LIVABILITY AND AFFORDABILITY

Housing affordability and availability were frequently discusses during community engagement. While many residents appreciate Monument's suburban and semi-rural feel, some expressed concerns about the rising cost of living and the lack of diverse housing options. Many stakeholders mentioned that there are limited attainable housing options for seniors who want to downsize without leaving the community, families looking for starter homes, or young professionals. There was broad support for thoughtful residential development that includes a mix of housing types while maintaining the town's overall character. Stakeholders expressed a need for townhomes, condos, and intergenerational housing, paired with a desire to preserve mountain views and maintain appropriate scale.

Monument Housing

STRONG LOCAL ECONOMY AND SUPPORT FOR SMALL BUSINESS

Monument's business climate is generally strong, with both downtown and non-downtown business owners expressing optimism about future growth. Business owners highlighted the need for improved communication with the Town, more predictable development and permitting review processes, and stronger support for small businesses. Many touched on community-wide needs that impact local business. For example, a shared concern is the lack of attainable housing in Monument, which limits the local employment base and overall economic expansion.

Broader community discussions revealed a desire for a stronger local economy that supports small businesses and provides residents with more shopping, dining, and employment opportunities. Rather than seeing more chains, fast food restaurants, and strip malls, people envision a Monument with a thriving network of locally owned businesses. Their vision includes a broader range of shops and dining options, particularly healthier restaurants, independent coffee shops, craft breweries, and artisan goods. Residents want to support entrepreneurs and small businesses that give the town character and keep dollars in the local economy. These businesses would ideally be located in downtown or near public gathering areas and would contribute to Monument's identity and appeal while moving away from the uniformity or congestion seen in larger commercial districts. Overall, there is support for a varied, diverse, and differentiated economic base.

> *We should have the town webpage highlight a random local business every week!*
>
> — COMMUNITY STAKEHOLDER

> *I want this community to thrive on local businesses, community activities, outdoor culture, and its small town atmosphere.*
>
> — COMMUNITY STAKEHOLDER

> *Corporate chains are coming in and driving out the local businesses.*
>
> — COMMUNITY STAKEHOLDER

LIVELY COMMUNITY CORE

The downtown area was frequently cited as a key opportunity for improvement. Currently, downtown Monument faces infrastructure, design, and activation challenges. Narrow, inconsistent sidewalks, limited parking, and poorly defined boundaries hinder placemaking and accessibility. While long-standing establishments like the local pharmacy and bookstore report steady growth and deep community ties, newer businesses struggle with visibility and foot traffic.

Despite these challenges, community members and business owners are hopeful and have many ideas for improving Monument's core. They envision a more vibrant, walkable downtown that hosts local restaurants, coffee shops, boutiques, art spaces, and gathering places. Many stakeholders mentioned the need for extended business hours, better lighting and signage, and a stronger mix of housing and commercial uses. They discussed activating underutilized lots on Front Street for mixed-use development and enhancing the pedestrian environment with greenery and placemaking features. There is also interest in creating stronger downtown branding and learning from nearby success stories like Castle Rock and Littleton. In addition to physical improvements, there is a desire for more seasonal events, live music, farmers markets, and festivals that will activate downtown, drive more visitation, and support existing businesses.

The overall vision is to promote economic development and reinforce the local identity and character through placemaking and programming in and around the downtown core. The commuity would like to create a place that draws people in, not only from Monument, but also from nearby towns, without losing its unique, small-scale character.

> *I love the land and views, the community of people who love Monument, and the downtown filled with family-owned businesses.*
>
> — COMMUNITY STAKEHOLDER

> *I want downtown to keep its charm and grow a bit with more options for dining and hanging out.*
>
> — COMMUNITY STAKEHOLDER

> *My vision is a vibrant downtown with lots of events so businesses can thrive.*
>
> — COMMUNITY STAKEHOLDER

TRANSPORTATION, CONNECTIVITY, AND SAFETY

The community expressed a strong desire for improved bike and pedestrian pathways throughout town. Many feel unsafe traveling around Monument as a pedestrian or cyclist and explained that key destinations, such as downtown, are difficult to reach without an automobile. Seniors and youth also face mobility challenges due to a lack of public transit, pedestrian infrastructure, and crossing signals, which contributes to access issues and feelings of isolation. Many stakeholders discussed the fact that I-25 acts as a major barrier to connectivity. Throughout commuity engagement, stakeholders mentioned the possibility of tackling transportation, connectivity, and safety at a more regional scale and utilizing intergovernmental agreements to help guide development and infrastructure standards throughout town and within the surrounding areas.

Residents envision a town where it's easy and safe to walk, bike, and drive. Desired improvements include more sidewalks, safer pedestrian crossings (especially across Highway 105 and I-25), dedicated bike lanes, and trails connecting different parts of town. A common goal is reducing dependence on cars while making it easier for kids, seniors, and families to get around safely. Others mentioned traffic management solutions and the need for infrastructure to keep pace with population growth. Connectivity is seen as foundational to a livable, future-oriented Monument.

RESILIENCE AND SUSTAINABILITY

Environmental stewardship emerged as a key value for the future of Monument. Residents and stakeholders are increasingly concerned about environmental resilience, particularly in the face of fire risk, climate uncertainty, and drought. There is strong support for lower-impact development that incorporates fire-

Community Engagement at the YMCA

resistant materials and prioritizes sustainable, drought-tolerant native landscaping, dark sky lighting, and renewable energy. Many would like to see updated regulations that provide clear guidelines on materials, vegetation, and water usage. Stakeholders are in favor of sustainable development practices and regulations related to emissions standards, sustainable building materials, and impact fees that ensure developers contribute to the community as a whole. There is also growing support for rezoning to allow higher-density housing that utilizes less resources.

Overall, residents envision a town that balances development with resilience and preservation, in addition to protecting views, open lands, wildlife corridors, and water resources. As growth continues, people hope to see thoughtful planning that limits sprawl and maintains the ecological character of the area. They want to ensure that future generations are able to enjoy the same natural beauty that draws people to Monument today.

EXPANDED SERVICES

Throughout community engagement, the need for expanded community services was a recurring theme. This was seen as particularly important as Monument continues to grow and attract a broader range of residents, including seniors, young families, and culturally diverse populations. Participants emphasized the importance of social services that address isolation, food access, and health, highlighting the work of groups like TriLakes Cares and Independence Care. Many noted gaps in service availability, including the lack of accessible, centralized spaces for organizations to operate. Community members also stressed the need for inclusive community support systems that reflect the area's growing diversity. As the town grows, there is a desire to see better coordination of services, stronger integration of newcomers, and more equitable access to programs and resources that improve quality of life for all residents.

ACTIVITIES AND SPACES FOR FAMILIES AND YOUTH

The community vision for Monument includes a strong emphasis on being a family-friendly town with more resources and spaces for children, teens, and parents. Many residents desire more youth activities, like art studios, skate or bike parks, indoor play areas, and recreation leagues. Others imagine expanded programming at places like the YMCA, new teen-friendly destinations, or community centers that offer tutoring, sports, and events. Families want their children to grow up in a safe, engaging place where they can explore, learn, and connect. These investments would support young people and strengthen Monument's sense of community across generations.

Monument Playground

GOVERNANCE AND COORDINATION

In terms of zoning and development regulations, community members want stronger enforcement of planning policies, impact fees for developers, and clearer zoning codes. Metropolitan Districts were mentioned regularly as a source of funding and governance challenges, creating disjointed development and service provision. Many stakeholders also discussed the need for coordination with County and State agencies on transportation, infrastructure, and land use.

Going forward, residents want to ensure that future planning and decision-making is driven by community input, transparency, and long-term thinking. They envision a local government that actively engages with citizens, listens to a broad range of voices, and makes decisions that reflect shared values. This includes smart growth strategies, fiscal responsibility, regional coordination, and a focus on the well-being of residents.

ESTABLISHING IDENTITY

The idea of living in Monument and being a part of the historic community resonates with residents in the region, even if they don't live in the Town of Monument. Many people in the Tri-Lakes Region believe they live in Monument even if their home is outside of the municipal boundary. There is also confusion about services provided by the Town of Monument and the Metropolitan Districts. Irregular borders, signage, and inconsistent messaging and communication contribute to this.

While community members believe it is important to welcome regional neighbors into Monument to shop, participate in events, and enjoy amenities, they also feel that there should be stronger communication about jurisdictional boundaries, as well as clear signage delineating the borders of Monument. It is clear that Monument plays an important role in the region and serves as an anchor for identity and culture. Overall, participants want Monument to remain welcoming to all, while establishing a clearer identity.

> *In the same way that places like Manitou have figured out their identity, so should we. Monument needs to figure out how to be itself - a more interesting and eclectic small town.*
>
> — COMMUNITY STAKEHOLDER

> *A community resource building would build a sense of community.*
>
> — COMMUNITY STAKEHOLDER

COMMUNITY BELONGING AND CIVIC LIFE

During community engagement, there was strong interest in strengthening community life through improved access to gathering spaces, inclusive events, and cultural programming. Many residents emphasized the desire for more opportunities to build relationships through neighborhood activities like block parties, interest groups, and recreational groups. While organizations like TriLakes Women's Club, Young Life, and TriLakes Cares offer services and events, stakeholders noted a lack of larger, accessible, and non-membership-based community spaces. The potential loss of Grace Best has underscored the need for a flexible, community-owned venue that can serve a range of users, from youth groups to social service providers to clubs and more. There was also a strong desire for better community integration, especially for newcomers and culturally diverse populations. Stakeholders expressed a need for more inclusive approaches, such as welcome packets and expanded cultural programming, that foster a sense of belonging.

Home
Visitor
period
fouls
player
fouls
Match
weight
Match

Market Assessment

4

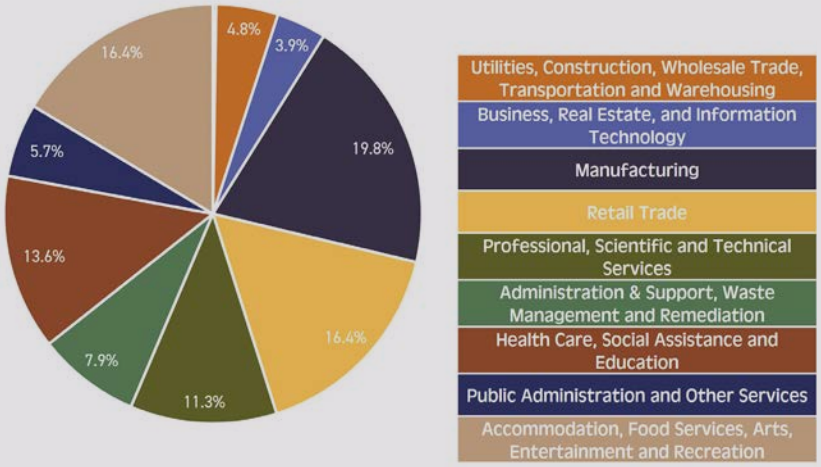
EMPLOYMENT & WORKFORCE

Monument's Employment Sector

Monument's employment sectors are balanced.

As of 2022, there are approximately 3,630 jobs in Monument. The largest sectors by employment are manufacturing, retail, and accommodation and food service[2]. No one sector provides more than 20% of jobs in Monument.

Figure 20: Employment Sector (2022)



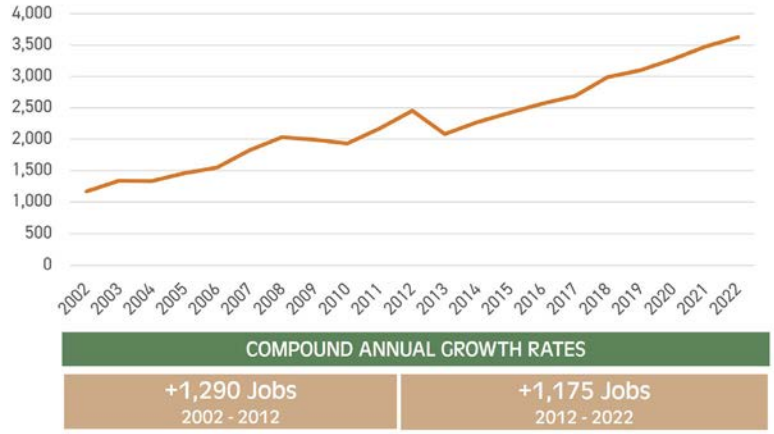
Source: U.S. Census Bureau. Longitudinal Employer-Household Dynamics (LEHD)

Monument Establishment

[2] Full sector descriptions included in graphics.

Between 2002 and 2022, approximately 2,500 jobs were created, with employment growing by 5.9% annually. Employment growth has been consistent over the past two decades.

Figure 21: Employment Sector (2022)



Source: U.S. Census Bureau. LEHD

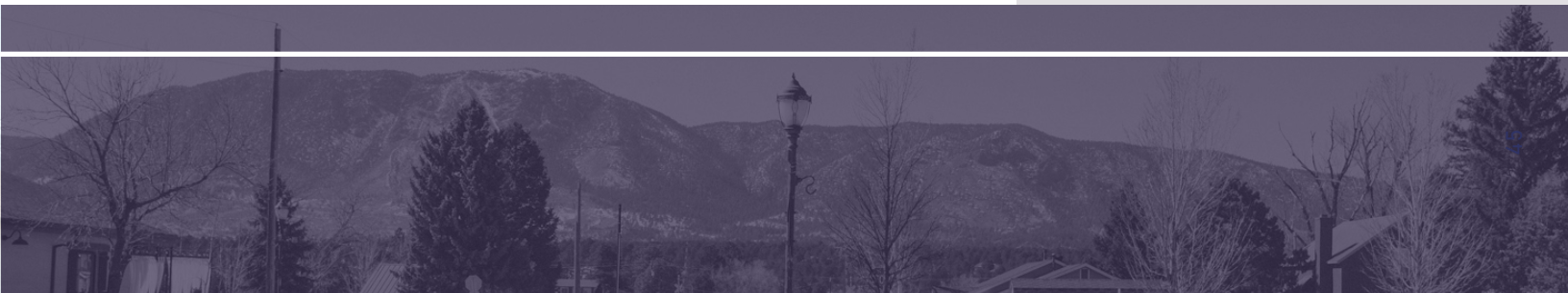
While the manufacturing sector is the largest sector by employment in Monument, few jobs have been added over the past 20 years. Additionally, it is reported that Monument's largest manufacturing employer has had several rounds of layoffs since 2022.

Between 2002 and 2022, there was significant job growth in several sectors that serve the growing population, including retail, accommodation and food service, health care and social assistance, and education.

Figure 22: Major Sectors of Employment in Monument

Major Sectors of Employment in Monument	2002	2012	2022	2002-2022 CAGR
Administration & Support, Waste Management and Remediation	4	17	288	23.9%
Health Care & Social Assistance and Education	35	126	492	14.1%
Accommodation & Food Services, Arts, Entertainment and Recreation	126	427	596	8.1%
Retail Trade	56	559	594	12.5%
Professional, Scientific & Technical Services	90	228	412	7.9%
Manufacturing	654	707	719	0.5%

Source: U.S. Census Bureau. LEHD

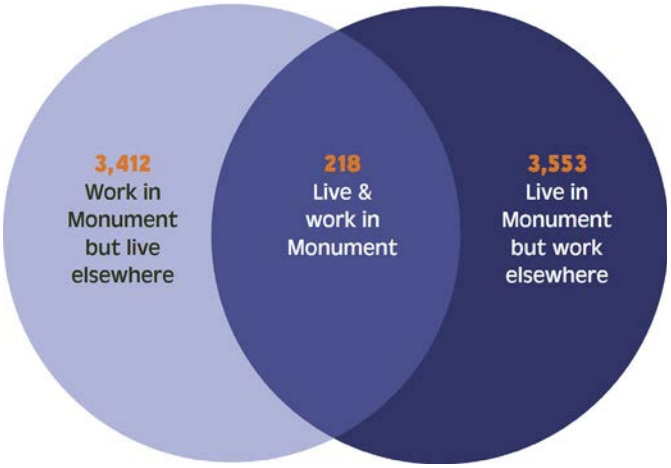


WHERE MONUMENT EMPLOYEES LIVE

Very few Monument residents work in the Town.

Of the 3,630 employees who work in the Town of Monument, only approximately 218 (6%) live in Monument, with most of the workforce commuting from elsewhere. Similarly, most Monument residents (94%) commute outside of the Town for work.

Figure 23: 3,630 Employed in Monument



Source: U.S. Census Bureau. LEHD

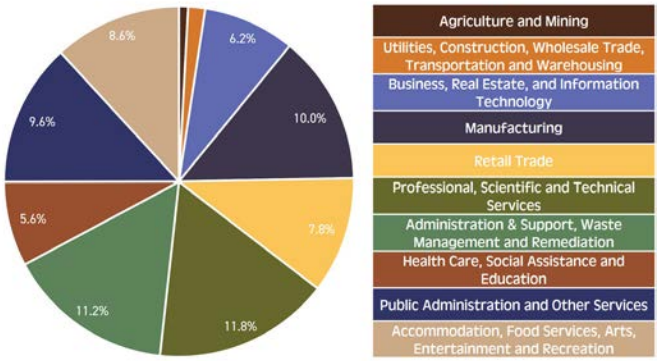
Downtown Monument

EMPLOYMENT SECTORS OF MONUMENT RESIDENTS

Monument residents are employed in a diverse range of sectors, similar to those present in Monument.

Residents are employed in a variety of sectors, many of which overlap with the jobs present in Monument. Approximately 12% of residents work in the professional, scientific and technical services sector and 11% are employed in the administration and waste management sector, which both have a presence in Monument [3]. A significant proportion of Monument residents, however, are employed in sectors with few jobs in Monument. These sectors include public administration, as well as business and real estate related sectors.

Figure 24: 3,630 Employment Sectors of Monument Residents (2022)



Source: U.S. Census Bureau. LEHD

Figure 25: Major Sectors of Employment for Monument Residents

Major Sectors of Employment for Monument Residents	2002	2012	2022	2002-2022 CAGR
Health Care, Social Assistance and Education	70	103	873	13.4%
Professional, Scientific & Technical Services	121	140	503	7.4%
Business, Real Estate, and Information Technology	51	84	499	12.1%
Accommodation, Food Services, Arts, Entertainment and Recreation	56	88	439	10.8%
Utilities, Construction, Wholesale Trade, Transportation and Warehousing	15	17	430	18.3%
Retail Trade	128	147	335	4.9%

Source: U.S. Census Bureau. LEHD

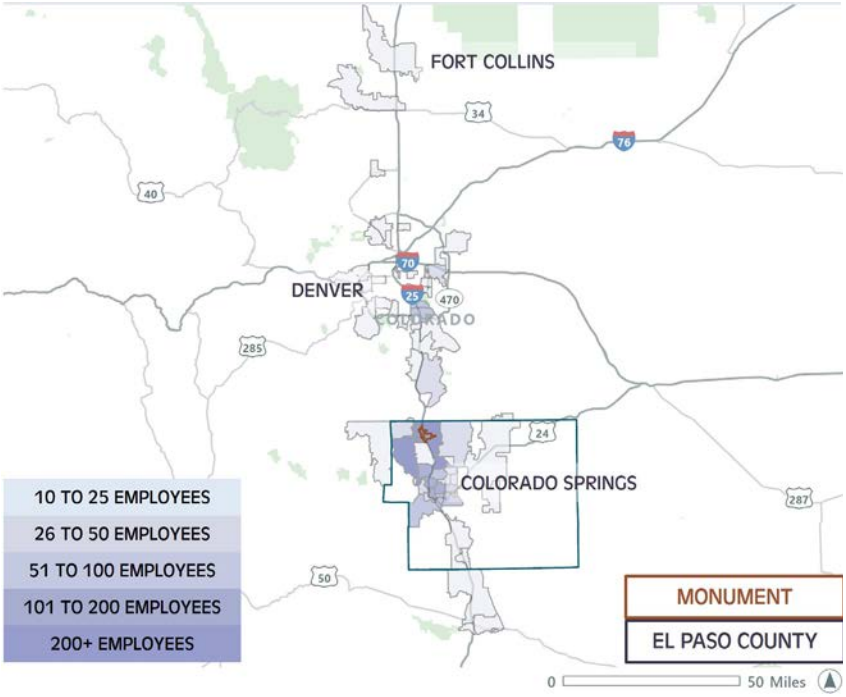
[3] Full sector descriptions included in graphics.

WHERE MONUMENT RESIDENTS WORK

Most Monument residents work in El Paso County.

About 65% of Monument's workforce is employed in other El Paso County communities within El Paso County, primarily Colorado Springs. About 29% of residents are employed elsewhere along Colorado's I-25 corridor, with many commuting to the Denver metropolitan area.

Figure 26: Where Monument Residents Work (2022)



Source: U.S. Census Bureau. LEHD

> *I will know my vision for Monument is successful when young families can afford to live and work here.*
>
> — COMMUNITY STAKEHOLDER

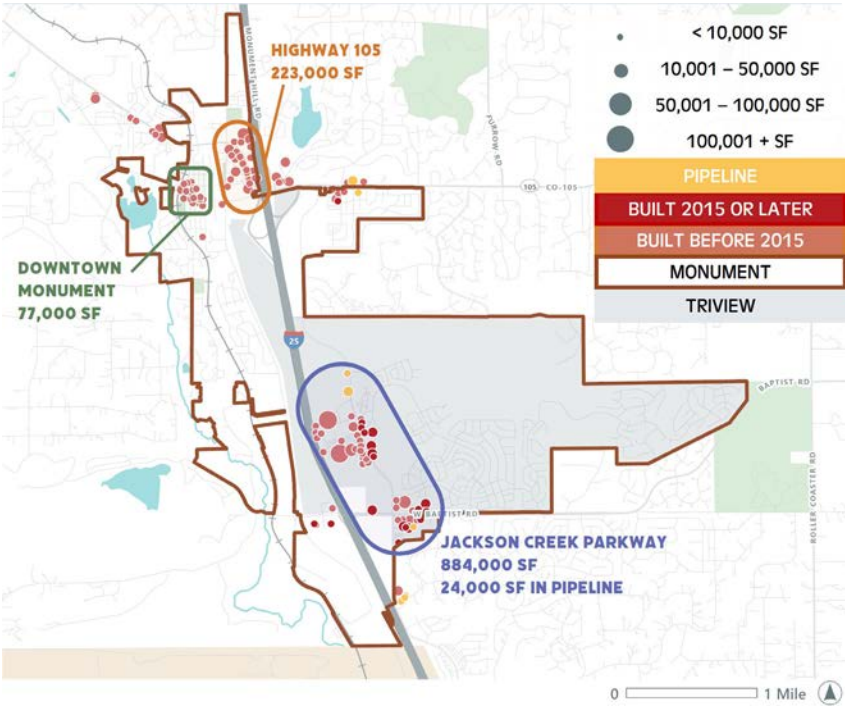
RETAIL ASSESSMENT

Retail Inventory

Monument's 1.2 million SF of retail is concentrated along Jackson Creek Parkway and Highway 105. And nearly 900,000 SF of Monument's retail inventory is located within the Triview Metropolitan District.

Monument has 1.2 million SF of retail concentrated in retail centers along Jackson Creek Parkway (including Monument Marketplace and Jackson Creek Crossing), along Highway 105 and in downtown Monument.

Figure 27: Monument Retail Inventory



Source: CoStar, SB Friedman

Monument Marketplace, located on Jackson Creek Parkway, is the largest shopping center in Monument with approximately 567,400 SF of retail space. Major tenants include Walmart, The Home Depot, Kohl's and PetSmart. Jackson Creek Crossing, the second largest shopping center in Monument, is located near the intersection of Jackson Creek Parkway and Baptist Road. Jackson Creek Crossing has approximately 85,300 SF of retail space and is anchored by the King Soopers grocery store.

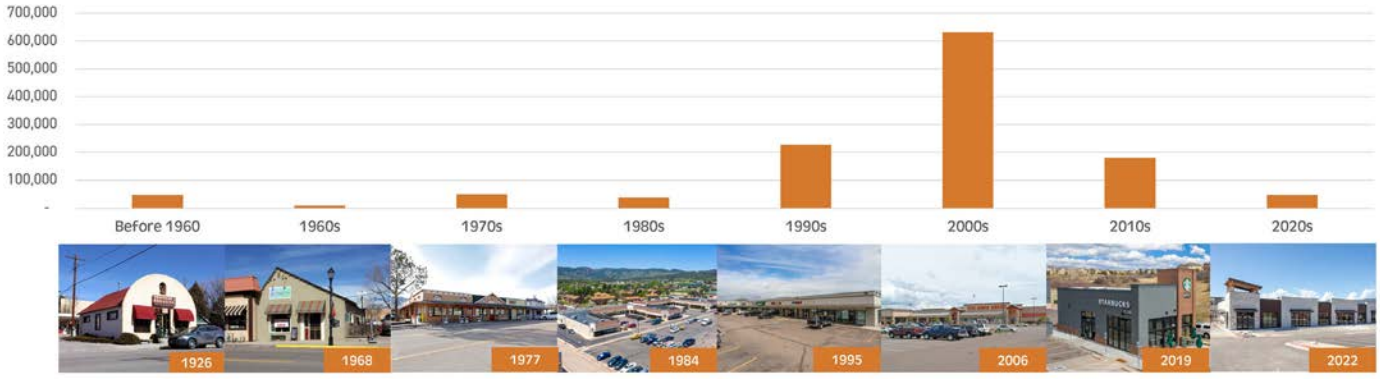
In total, approximately 72% of Monument's retail inventory is located in Triview Metropolitan District (Triview), an overlapping taxing district, where retail properties are newer, on average, than those in Monument overall. Both Monument Marketplace and Jackson Creek Crossing are located in Triview. The median year built for retail in Triview is 2010, compared to 2003 for Monument overall. Approximately 30,000 SF of new retail is proposed in Monument, 80% of which is located within Triview.

Retail Market Health

Retail development in Monument was most active between 2000 and 2009 and has slowed since 2010. The new construction retail in Monument is primarily smaller properties under 20,000 SF. Residential growth has outpaced retail development in Monument, though the town still has a higher proportion of retail space per capita than El Paso County overall.

About half (51%) of Monument's retail space was built between 2000 and 2009, including the largest shopping centers. Approximately 230,000 SF of retail has been built in Monument since 2010, accounting for 19% of Monument's total retail inventory. More recent development has primarily been smaller-format retail strip centers and standalone retailers.

Figure 28: Monument Retail Inventory by Decade Built (SF)



Source: CoStar, SB Friedman

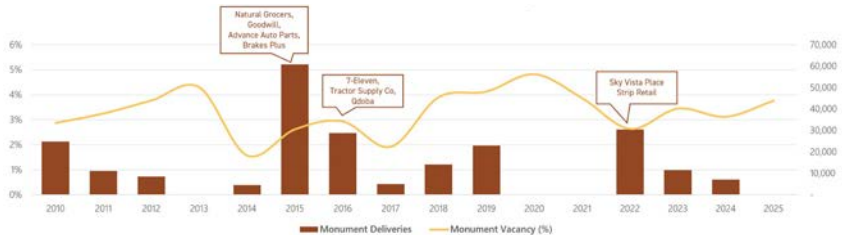
Figure 29: New Construction Retail in Monument

	FREESTANDING SINGLE TENANT	MULTI-TENANT STRIP RETAIL	GAS STATION AND CONVENIENCE STORE	DRIVE THRU DINING
Location	Monument, CO	Monument, CO	Monument, CO	Monument, CO
RBA	4,500 SF	12,425 SF	2,500 SF	1,200 SF
Vacant SF (%)	0	1,500 (12%)	0	0
Year Built	2024	2022	2024	2019
Tenant(s)	Sherwin-Williams	Club Pilates, Chicken Salad Chick	Quik Trip	Starbucks

Source: CoStar, SB Friedman

The retail vacancy rate in Monument is currently 3.8%. Retail vacancy in Monument has tended to increase in the years following significant retail development, but has remained relatively stable since 2010, ranging from 2.0% to 5.0%. In comparison, retail vacancy in El Paso County is slightly higher, fluctuating between 4.0% and 7.0% during the same period. Retail development since 2010 has primarily been single-tenant freestanding properties and small-scale multi-tenant strip centers.

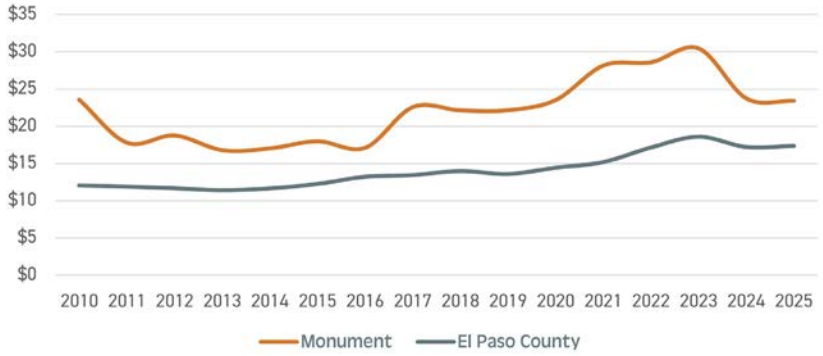
Figure 30: Retail Vacancy and Annual Deliveries (SF), 2010-2025



Source: CoStar, SB Friedman

The average retail rent in Monument is higher than the average rent in El Paso County. Triple-net rents (NNN) for retail space in Monument are approximately $23 per square foot, compared to only $17 per square foot in El Paso County. NNN retail rents require a tenant to pay for base rent and all operating expenses, including property taxes, common area maintenance and insurance. The rent premium for retail space in Monument is likely driven by the age of retail properties in El Paso County overall, where only approximately 12% of retail space was built since 2010, compared to 19% of retail in Monument.

Figure 31: Triple Net Retail Rents (Per SF), 2010-2025



Source: CoStar, SB Friedman

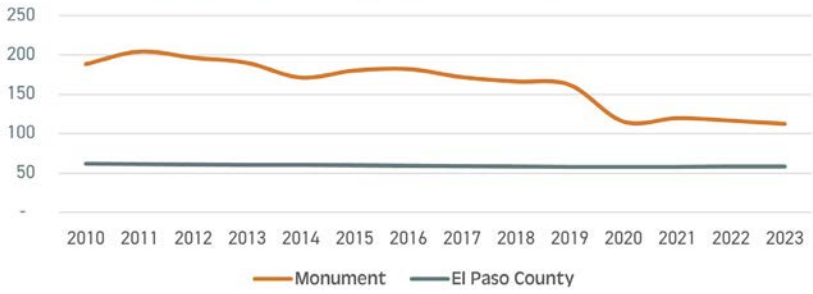
Reflecting its visibility and access from the interstate, Monument has historically had a high proportion of retail space per capita. In 2010, there was approximately 188 SF of retail space per capita in Monument compared to only 62 SF per capita in El Paso County overall. Since 2011, this proportion has decreased both in Monument and El Paso County as new retail development has not kept pace with population growth. Despite declining retail space per capita, Monument continues to have more retail per capita than the county overall. As of 2023, Monument's has 112 SF of retail per capita, compared to 59 SF of retail per capita countywide.

Figure 32: Monument Retail Inventory (SF), 2010-2023

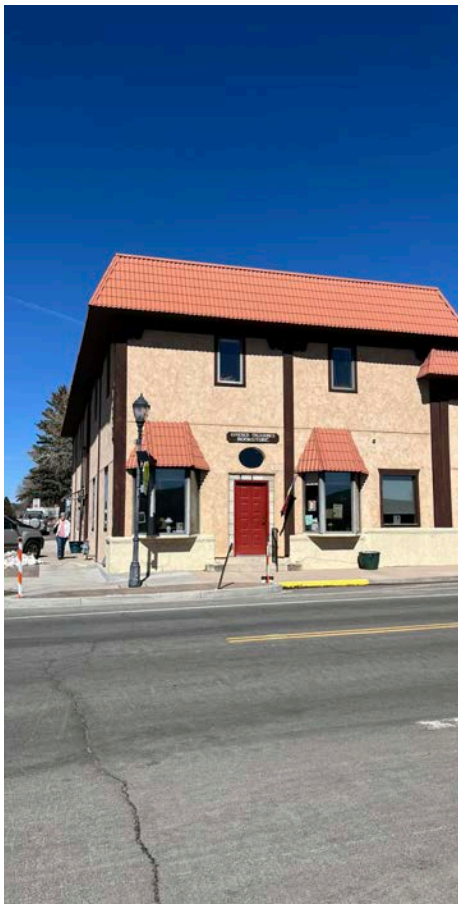
Source: CoStar, SB Friedman

The consistent retail space per capita countywide indicates that countywide residential and retail development have continued in similar proportions, while development in Monument has shifted more towards residential since 2010.

Figure 33: Retail Inventory (SF) Per Capita, 2010-2023



Source: CoStar, SB Friedman



Regional Retail

Monument is located between major regional retail destinations along the I-25 corridor.

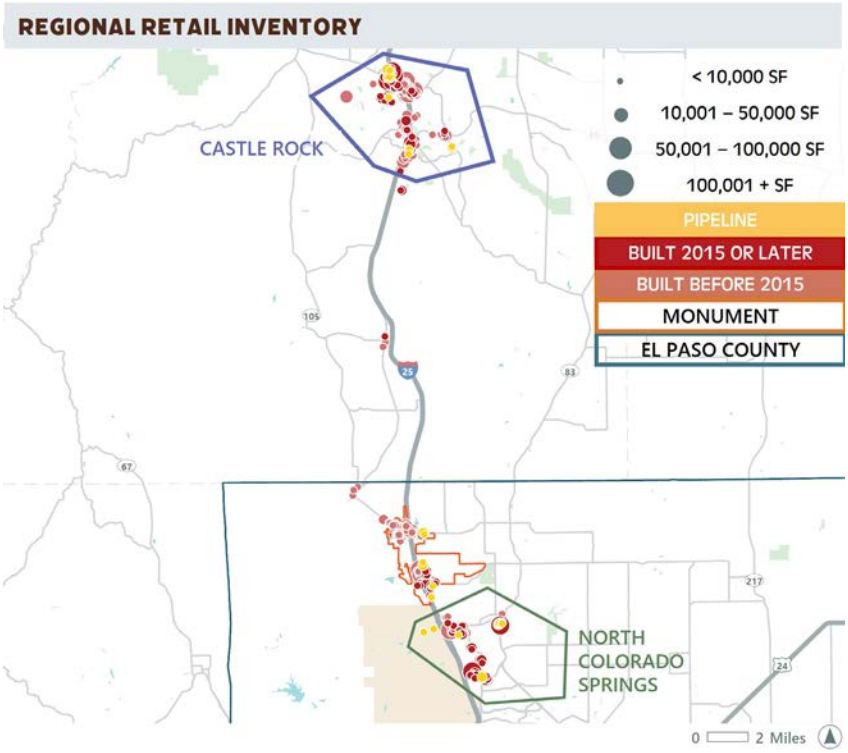
North Colorado Springs, which includes retail properties along Interquest Parkway and North Gate Boulevard directly south of Monument along I-25, has seen substantial development since 2015. About 1 million SF of retail space has been developed since 2015 in North Colorado Springs, with an additional 76,000 SF in the development pipeline. The pace of retail development is notable, as North Colorado Springs' total retail inventory has tripled since 2015.

Substantial new retail development has also occurred approximately 20 miles north in Castle Rock, where nearly 1 million SF of retail space has been built in the past decade. Castle Rock's current retail inventory is over 4 million SF, with an additional 185,000 SF in the development pipeline.

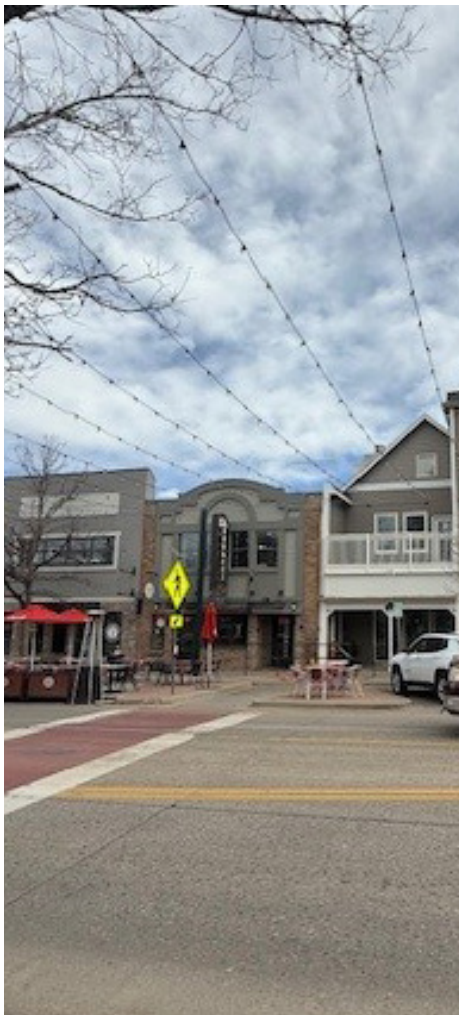
In comparison, Monument has about 1.2 million SF of retail, only 180,000 SF of which was built after 2015. About 30,000 SF of retail is in the development pipeline in Monument.

Figure 34: Regional Retail Inventory

RETAIL MARKET	TOTAL SF	RECENT DEVELOPMENT (SF) BUILT SINCE 2015	PIPELINE SF
Monument	1.2M	180K	30K
North Colorado Springs	1.5M	1.0M	76K
Castle Rock	4.1M	990K	185K



Source: CoStar, SB Friedman



NORTH COLORADO SPRINGS RETAIL

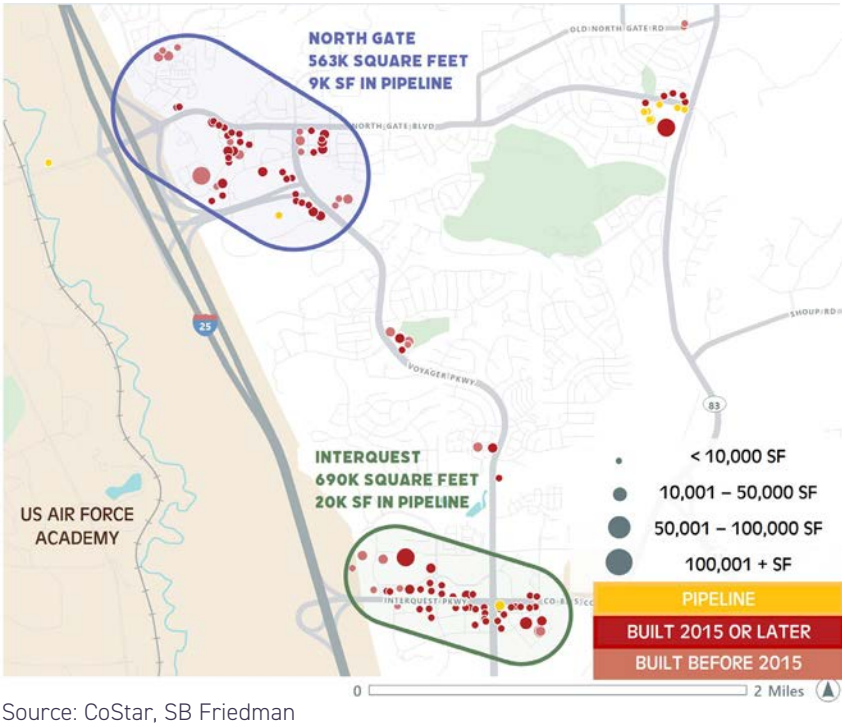
North Colorado Springs has a large inventory of experiential retail destinations clustered near Interquest Parkway and North Gate Boulevard. Monument residents frequent several shopping centers in North Colorado Springs that attract more annual visitors than shopping centers located in Monument.

Combined, the retail clusters in North Colorado Springs offer about 1.5 million SF of retail space. Much of this inventory has been built in the past decade, with a median year built of 2017. An additional 75,000 SF of retail is under construction or proposed in North Colorado Springs.

Major retail properties in North Colorado Springs are experiential destination retailers including Bass Pro Shops Outdoor World at North Gate, and Scheels at Interquest.

Entertainment-focused retailers are also concentrated in this area, including Regal Theater, Topgolf, Icon Cinemas, Overdrive Raceway, Air City Trampoline Park and Main Event Bowling Alley.

Figure 35: North Colorado Springs Retail Inventory



Source: CoStar, SB Friedman

Figure 36: North Colorado Springs Shopping Center Visits Compared to Monument Shopping Centers

	INTERQUEST MARKETPLACE	POLARIS POINTE	UNIVERSITY VILLAGE	MONUMENT MARKETPLACE	JACKSON CREEK CROSSING
Location	Colorado Springs, CO	Colorado Springs, CO	Colorado Springs, CO	Monument, CO	Monument, CO
Visits (2024)	7.5M	3.5M	7.9M	3.7M	1.4M
Unique Visitors (2024)	1.7M	941K	1.1M	417K	189K
Average Stay	64 minutes	63 minutes	42 minutes	37 minutes	26 minutes
Percent of Visits from Residents Over 5 Miles	74.4%	67.6%	49.3%	34.2%	28.4%
Notable Tenants	Scheels, Whataburger, Main Event Entertainment, Great Wolf Lodge Waterpark, Maverik, Regal Theaters	Chik-fil-A, TopGolf, Bass Pro Shops, Loaf'nJug, Kneaders Bakery	Costco, Trader Joe's, Lowe's, Kohl's, BJ's Restaurant and Brewhouse, Starbucks.	Walmart, The Home Depot, Texas Roadhouse, Kohl's, PetSmart, Freddy's	King Soopers, Subway, Papa Murphy's

Source: CoStar, Placer.ai | Image Sources: Interquest Marketplace, CoStar, Loopnet, Regency Centers

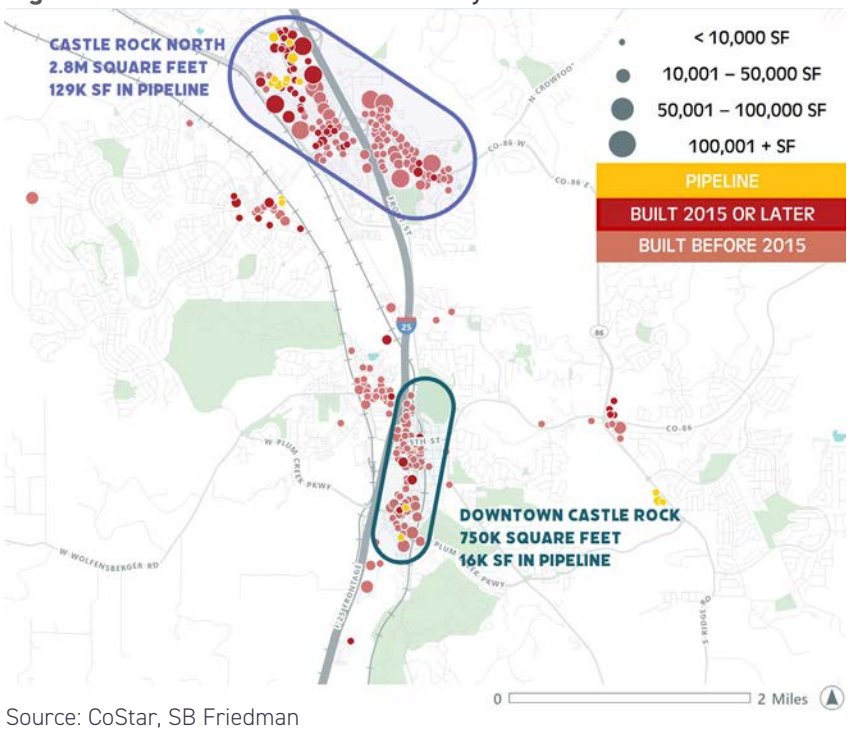
CASTLE ROCK RETAIL

Castle Rock offers a range of retail destinations including an experiential downtown, an outlet mall, and major shopping centers that draw visitors from throughout the region. Retail centers in Castle Rock draw more visitors than those in Monument and attract visitors from a larger trade area.

Castle Rock's 4.1 million SF of retail is primarily clustered near the Outlets of Castle Rock to the north and downtown Castle Rock to the south. The largest retail properties are Walmart Supercenter, Lowe's and Sam's Club. An additional 185,000 SF of retail is under construction or proposed in Castle Rock, including a new Costco Wholesale and 16,000 SF of retail space downtown.

Monument residents frequently visit shopping centers in Castle Rock, according to Placer.ai data from 2024. Frequently visited locations include the Promenade at Castle Rock, which has a Whole Foods, Sam's Club and King Soopers, as well as the Outlets at Castle Rock, which averaged 1,700 and 1,000 monthly visits by Monument residents in 2024.

Figure 37: Castle Rock Retail Inventory



Source: CoStar, SB Friedman

Figure 38: Castle Rock Shopping Center Visits Compared to Monument Shopping Centers

	PROMENADE AT CASTLE ROCK	OUTLETS AT CASTLE ROCK	MONUMENT MARKETPLACE	JACKSON CREEK CROSSING
Location	Castle Rock, CO	Castle Rock, CO	Monument, CO	Monument, CO
Visits (2024)	11.7M	4.3M	3.7M	1.4M
Unique Visitors (2024)	1.5M	1.6M	417K	189K
Average Stay	42 minutes	53 minutes	37 minutes	26 minutes
Percent of Visits from Residents Over 5 Miles Away	46.5%	73.7%	34.2%	28.4%
Notable Tenants	King Soopers, Sam's Club, McDonalds, Lowe's, Chick-fil-A, Whole Foods	In-N-Out Burger, Nike, Starbucks, American Eagle Outfitters, Aeropostale, Columbia, The North Face	Walmart, The Home Depot, Texas Roadhouse, Kohl's, PetSmart, Freddy's	King Soopers, Subway, Papa Murphy's

Source: CoStar, Placer.ai | Image Sources: Galloway and Company, Uncover Colorado, Loopnet, Regency Centers

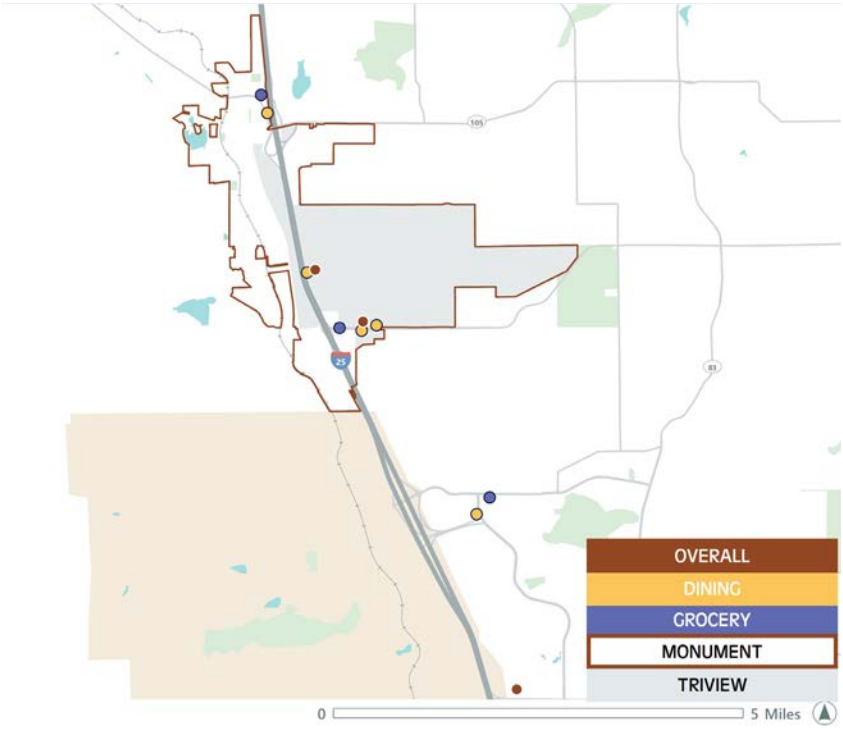
Monument Shopping Characteristics

TOP SHOPPING DESTINATIONS FOR DAILY NEEDS

Monument residents frequently visit retail centers, restaurants, and grocery stores in town for daily needs.

Retail centers most frequented by Monument residents include Monument Marketplace and Jackson Creek Crossing, though residents visit Interquest Marketplace in North Colorado Springs with similar frequency. Residents regularly visit chain dining establishments in Monument, as well as restaurants in Colorado Springs that are unavailable in town, such as Chik-fil-A at North Gate. Monument residents primarily shop for groceries in town, visiting King Soopers, Safeway and Walmart. A smaller share of residents visit specialty grocers in Colorado Springs, including Sprouts and Trader Joe's.

Figure 39: Top Retail Destinations of Monument Residents for Daily Needs, 2024



Source: Placer.ai, SB Friedman

Figure 40: Top Retail Destinations of Monument Residents for Daily Needs, 2024

	NAME	CATEGORY	ADDRESS	CITY	AVERAGE MONTHLY VISITORS FROM MONUMENT[1]
Overall	Monument Marketplace	Shopping Center	16218 Jackson Creek Pkwy	Monument	8,700
	Walmart	Big Box Store	16218 Jackson Creek Pkwy	Monument	7,300
	Jackson Creek Crossing	Shopping Center	1070 W Baptist Rd	Monument	5,500
	Interquest Marketplace	Shopping Center	1170 Interquest Pkwy	Colorado Springs	5,200
	King Soopers	Grocery Store	1070 W Baptist Rd	Monument	5,200
Dining	McDonald's	Fast Food	765 West Baptist Road	Monument	2,400
	Chick-fil-A	Fast Food	391 Spectrum Loop	Colorado Springs	2,300
	McDonald's	Fast Food	450 Hwy 105	Monument	2,200
	Starbucks	Coffee Shop	940 Baptist Rd	Monument	1,900
	Texas Roadhouse	Steakhouse	16196 Jackson Creek Pkwy	Monument	1,600
Grocery	King Soopers	Grocery Store	1070 W Baptist Rd	Monument	5,200
	Safeway	Grocery Store	624 W Hwy 105	Monument	3,300
	Natural Grocers	Organic Grocery	1216 W Baptist Rd	Monument	800
	Sprouts Farmers Market	Grocery Store	13415 Voyager Pkwy	Colorado Springs	800
	Trader Joe's	Grocery Store	5342 N Nevada Ave	Colorado Springs	700

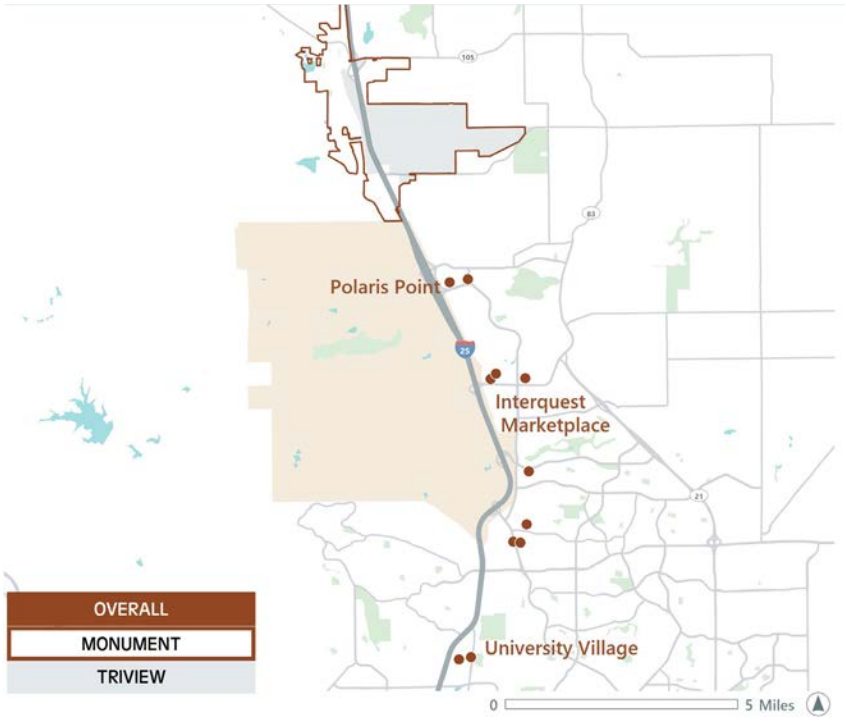
Source: Placer.ai, SB Friedman

TOP REGIONAL SHOPPING DESTINATIONS

While Monument residents visit retailers in town for daily needs, they also frequent shopping centers, superstores, and specialty dining and retail destinations in Colorado Springs.

Monument residents frequently visit retail locations in Colorado Springs for specialty goods and services. Shopping centers outside of Monument most frequented by residents include Interquest Marketplace, Polaris Pointe and University Village in Colorado Springs. Residents also regularly visited Costco Wholesale and Scheels, a sporting goods store.

Figure 41: Top Retail Destinations of Monument Residents, 2024



Source: Placer.ai, SB Friedman

Figure 42: Top Retail Destinations of Monument Residents, 2024

	NAME	CATEGORY	CITY	AVERAGE MONTHLY VISITORS FROM MONUMENT[1]
Overall	Interquest Marketplace	Shopping Centers	Colorado Springs	5,200
	Polaris Pointe	Shopping Centers	Colorado Springs	5,000
	University Village Colorado	Shopping Centers	Colorado Springs	3,700
	The Promenade Shops at Briargate	Shopping Centers	Colorado Springs	2,900
	Chapel Hills	Shopping Centers	Colorado Springs	2,800
	Costco Wholesale	Superstores	Colorado Springs	2,400
	Chapel Hills Mall	Shopping Centers	Colorado Springs	2,300
	Chick-fil-A	Dining	Colorado Springs	2,300
	Scheels	Apparel	Colorado Springs	2,000
	New Life Church Shopping Center	Shopping Centers	Colorado Springs	2,000
	Chapel Hills East	Shopping Centers	Colorado Springs	2,000

Source: Placer.ai, SB Friedman

Retail Gaps

Consumer demand for certain types of retail in Monument exceeds the available supply in Monument, leading to the "leakage" of spending outside of Monument.

Leakage refers to the total amount of consumer demand — or buying power — from Monument residents by type of retailer, compared to the total sales — or supply — of those types of retail stores in Monument. Leakage occurs when there is more buying power than available supply, causing residents to shop in other markets to meet their consumer demands. Conversely, a surplus indicates that the total supply in Monument exceeds the buying power of residents, drawing in consumers from outside Monument.

Retail sectors with leakage, those where there is more demand from Monument residents than supply in Monument, may indicate capacity for new retail in the community. These sectors include limited-service restaurants (fast food, fast casual and carryout restaurants), miscellaneous retailers (pet and office supplies), and clothing and accessory stores (women's clothing stores, shoes stores and jewelers).

Several retail sectors have a surplus in Monument, reflecting the town's legacy as a retail destination in the area. In these sectors, annual sales exceed the demand from Monument residents, with spending from residents of unincorporated areas in Tri-Lakes and other parts of El Paso County. Sectors with a surplus include general merchandise stores, automotive parts and tire stores, building material and garden equipment stores, grocery stores, and gasoline stations.

While Monument residents are well-served by certain retailers, it appears that there may be an opportunity for expansion of certain retail types, including dining options and possibly boutique locally owned clothing stores.

Figure 43: Monument Retail Leakage Table

Limited-service restaurants	$9.5M leakage
Misc. retailers (pet supplies, office, etc)	$2.9M leakage
Clothing and clothing accessories stores	$2.0M leakage
Electronics and appliance stores	$1.6M leakage
Convenience stores	$1.3M leakage
Drinking places (alcoholic beverages)	$1.2M leakage
Specialty food stores	$975K leakage
Key Retailers with Surplus	**Surplus**
General merchandise stores	+$25.5M surplus
Automotive parts and tire stores	+$6.4M surplus
Building material and garden equipment	+$6.3M surplus
Grocery stores	+$5.1M surplus
Gasoline stations	+$4.0M surplus

Source: Claritas 2024, SB Friedman

> *I want more sit-down restaurants, not chains, as well as breweries, evening entertainment places with drinks, yoga studios, and gyms.*
>
> — COMMUNITY STAKEHOLDER

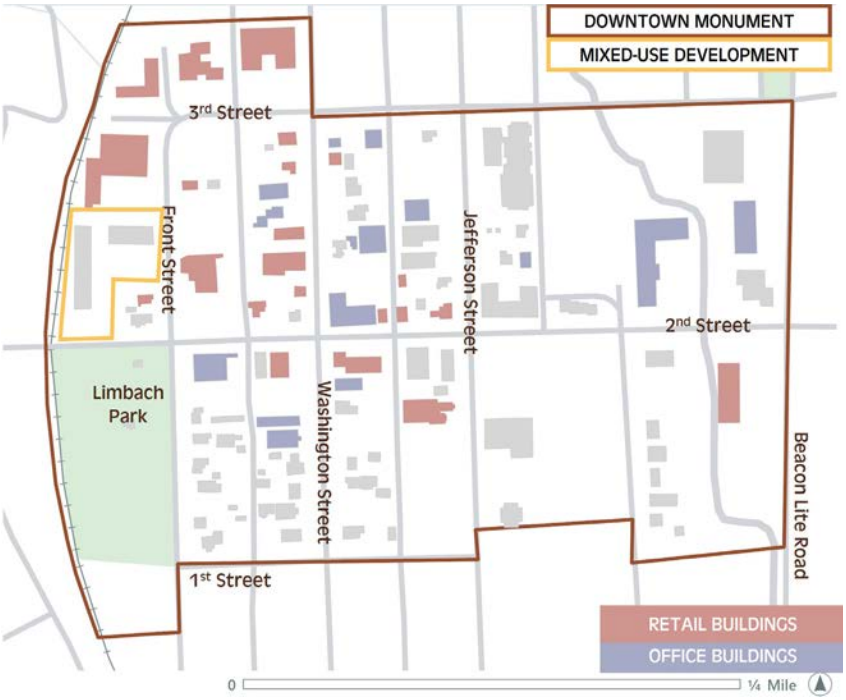
DOWNTOWN BUSINESS ENVIRONMENT

Downtown Monument is the charming and historic center of the town.

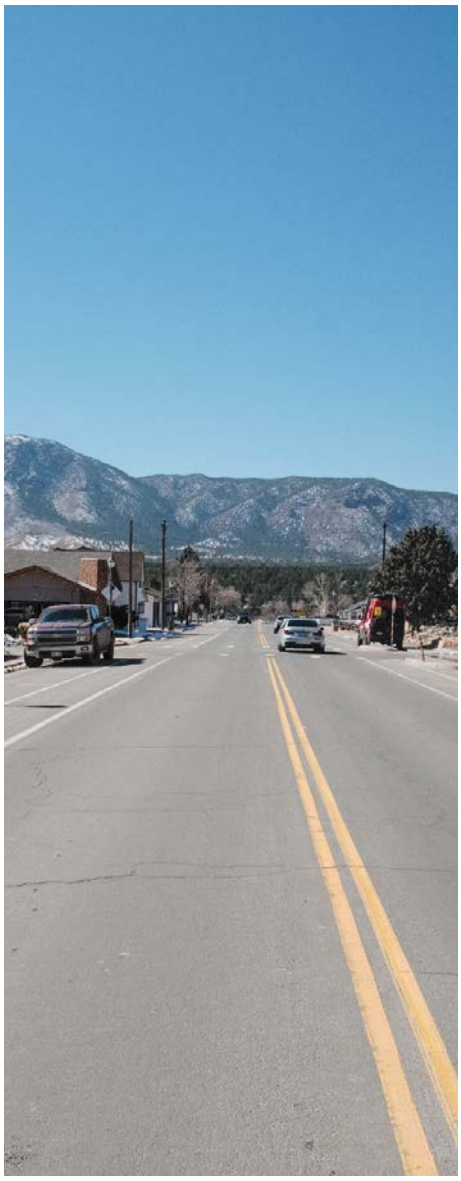
Downtown Monument is the historic center of Monument and has seen limited development over the last several decades. The area — roughly bound by Beacon Lite Road to the east, 3rd Street to the north, railroad tracks to the west, and 1st Street to the south — contains about 83,500 SF of retail and 60,100 SF of office space. Retail in downtown Monument is older than retail space elsewhere in the town, with a median year built of 1959. Most downtown retail is in smaller retail buildings averaging approximately 3,340 SF. No new retail has been built downtown since 1995. However, a mixed-use redevelopment project is currently under construction at 231 Front Street, including residential townhomes and apartments over ground-floor commercial retail spaces. These will add to the current inventory of just 10 apartment units in downtown Monument (CoStar).

Office space downtown is generally older and smaller compared to offices located elsewhere in the town and El Paso County. The average office property downtown was built in 1975 and has a rentable building area (RBA) of about 4,000 SF. The newest office property in Downtown Monument was built in 2007.

Figure 44: Downtown Monument Retail and Office Space



Source: CoStar, Town of Monument, SB Friedman

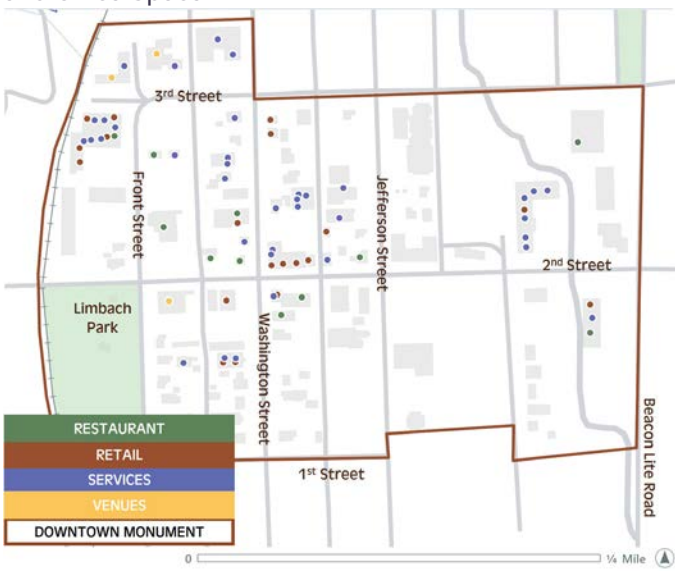


DOWNTOWN BUSINESS INVENTORY

There are about 70 unique businesses in downtown Monument.

Over half (56%) of businesses downtown are service-oriented, including insurance agencies, medical offices and professional services. Many of the remaining businesses are locally owned and operated boutiques, restaurants and galleries. There are about ten dining options downtown, including sit-down restaurants, a deli, a diner, a pizza shop, a wine shop, a distillery, and an ice cream shop. There are approximately 18 traditional retailers in downtown Monument, including jewelers, bookstores and boutiques, accounting for 26% of all downtown businesses.

Figure 45: Downtown Monument Retail and Office Space



Source: Town of Monument, SB Friedman

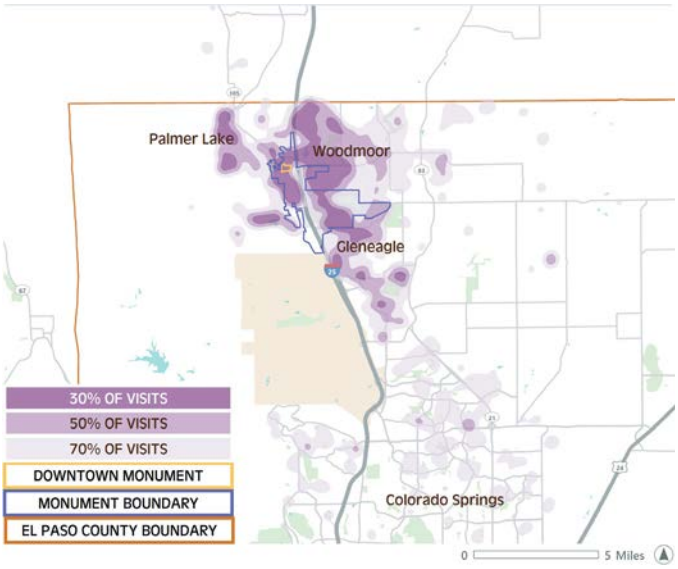
DOWNTOWN VISITATION TRADE AREA

Downtown Monument primarily attracts visitors from within El Paso County.

Since 2018, downtown Monument has attracted approximately 823,000 visits per year on average [4]. In 2024, 272,400 unique visitors came to downtown an average of 3 times per year. These visitors typically stayed downtown for nearly 90 minutes each visit.

Approximately 14% of downtown visitors since 2018 were Monument residents, 30% lived in Unincorporated Monument, and 43% lived elsewhere in El Paso County, primarily in North Colorado Springs and Palmer Lake.

Figure 46: Trade Area of Downtown Monument



Source: Placer.ai, SB Friedman

Downtown Monument

[4] Excludes data from 2020.

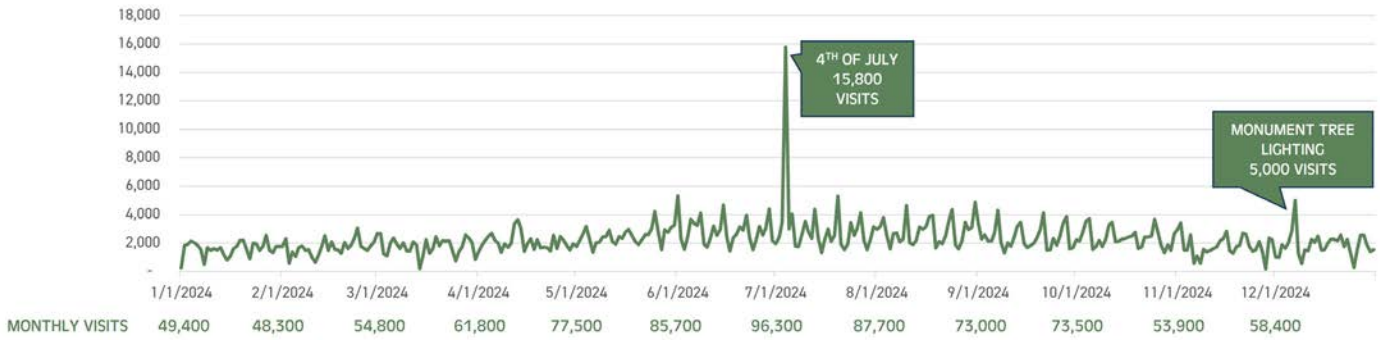
DOWNTOWN VISITATION PATTERNS

Most visits to downtown Monument are on Fridays and Saturdays, and there are more visitors during the summer months.

Downtown Monument receives between 49,400 and 96,300 visits per month throughout the year, with seasonal variation. Approximately 33% of all visits to Downtown Monument in 2024 occurred in June, July and August, reflecting more active programming in the summer months. Over half of all visits to Downtown Monument in 2024 were on Thursdays, Fridays and Saturdays.

Programming in Downtown Monument, including the annual 4th of July Parade and Monument Tree Lighting, attract larger crowds of visitors. The 4th of July Parade in 2024 attracted nearly 16,000 visitors. Other events that are likely to attract visitors during warmer weather include ArtHop, Concerts in the Park and the Farmers Market.

Figure 47: Visits to Downtown Monument in 2024 [5]



[5] Visits to Downtown do not include visits from employees or residents of Downtown
Source: Placer.ai, SB Friedman

Papa Bear Pizza

INDUSTRIAL ASSESSMENT

Industrial Inventory

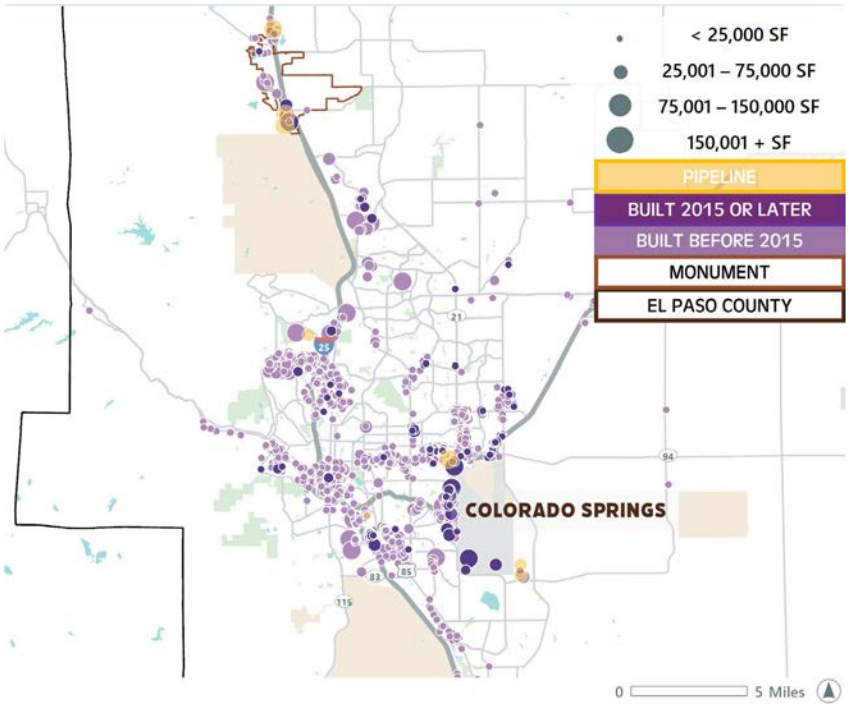
Monument's industrial inventory represents a small but growing share of industrial development in El Paso County.

Approximately 2% of the county's 40.2 million SF of industrial inventory is located in Monument. While this is a small share of the countywide inventory today, about 6% of all industrial development in the county since 2015 was built in Monument, and about 25% of the industrial development pipeline is in Monument.

The majority of El Paso County's industrial development since 2015 has occurred near the Colorado Springs Airport. Pipeline industrial development in the county includes the Colorado Aerospace Business Center and the Triumph Logistics Center in Colorado Springs, as well as the Falcon Commerce Center in Monument.

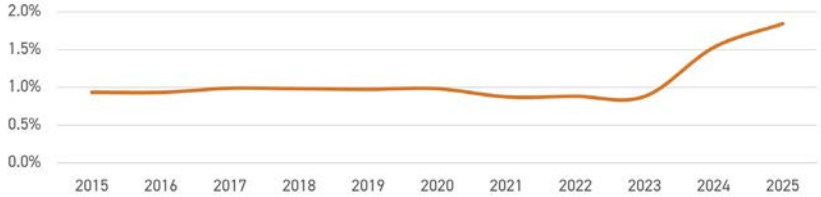
Monument Wayfinding

Figure 48: El Paso County Industrial Inventory



Source: CoStar, SB Friedman

Figure 49: Monument Capture of El Paso County Industrial Invetory, 2015-2024



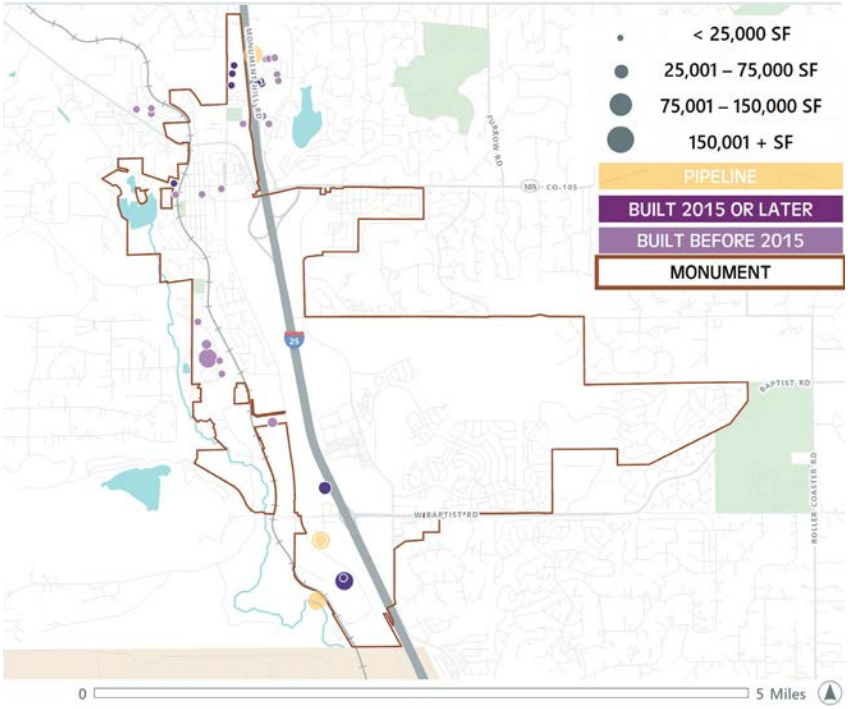
Source: CoStar, SB Friedman

MONUMENT INDUSTRIAL INVENTORY

Monument has about 815,000 SF of industrial and flex space, with 364,000 SF currently proposed.

Industrial properties in Monument are concentrated to the west of I-25. Since 2015, there has been approximately 441,000 SF of new industrial properties developed in Monument. Four smaller industrial properties, ranging from 5,000 to 21,300 SF, have been built in northwest Monument, with larger new-construction industrial development primarily concentrated in southwest Monument. New industrial properties in Monument are larger, on average, than older industrial properties. The average size of industrial properties in Monument built after 2015 is 66,000 SF, compared to only 32,000 SF for properties built before 2015.

Figure 50: El Paso County Industrial Inventory



Source: CoStar, SB Friedman

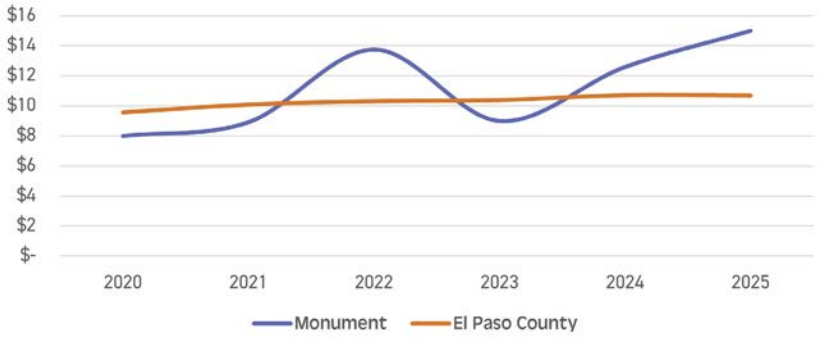
> *I would like to see fewer industrial developments in Monument. You can see them from afar.*
>
> — COMMUNITY STAKEHOLDER

Industrial Market Health

There is a slight rent premium for industrial space in Monument compared to El Paso County. Industrial vacancy has trended downward after new development is leased.

Between 2020 and 2025, the average NNN rent for industrial properties in Monument was 9% higher than the countywide average rent. The rent premium is likely driven by the relative age of industrial space. While the median age for industrial property in Monument is 2005, it is 1983 for El Paso County overall.

Figure 51: NNN Industrial Rents per SF, 2020-2024



Source: CoStar, SB Friedman

Industrial vacancy in Monument has fluctuated as new properties have been developed, peaking in 2025 at 22%. It is likely that as industrial properties are absorbed, vacancy will stabilize.

Figure 52: Industrial Deliveries (SF) and Vacancy, 2015-2024

Source: CoStar, SB Friedman

Industrial Typologies

MONUMENT

New industrial development in Monument has mostly been larger warehouses and distribution centers.

New industrial development in Monument has included a 136,000-SF warehouse and a 273,000-SF distribution center, which are leased by industrial tenants. Warehouses and distribution centers require high ceilings and multiple loading docks for operations.

In addition to these larger industrial properties, smaller warehouse condos have been built in the unincorporated Monument area. These owner-occupied properties are tailored to smaller businesses and hobbyists.

Figure 53: New Industrial Development

	15707 TERAZZO	15080 TERRAZO	1945 DEER CREEK
Year Built	2025	2024	2020
RBA	136,000 SF	272,500	14,112
Acres	11.0	23.4	2.9 (Est.)
Class (Stars)	Class A (4)	Class A (4)	Class B (3)
Stories	1	2	1
Drive Ins	4	4	2
Docks	14 ext.	44 ext.	N/A
Clear Height	31'	40'	14'

Source: CoStar, SB Friedman

EL PASO COUNTY

Industrial typologies in El Paso County are similar to those in Monument, though larger distribution centers have been built elsewhere in the county.

El Paso County has seen significant industrial development near the Colorado Springs Airport, reflecting the importance of airport proximity for many logistics and distribution businesses. Distribution centers recently developed in El Paso County are as large as nearly 3.5 million SF, significantly larger than those developed in Monument.

Figure 54: New Industrial Development

	7218 COLE VIEW	4222 INTEGRATION LOOP	2640 ZEPPELIN RD
Year Built	2020	2021	2019
RBA	5,000 SF	3,486,000 SF	100,000 SF
Acres	0.5	64.8	8.2
Class (Stars)	Class B (3)	Class A (5)	Class B (3)
Stories	1	4	1
Drive Ins	2	N/A	4
Docks	0	70 ext.	13 ext.
Clear Height	N/A	N/A	30'

Source: CoStar, SB Friedman

OFFICE ASSESSMENT

Monument Office Inventory

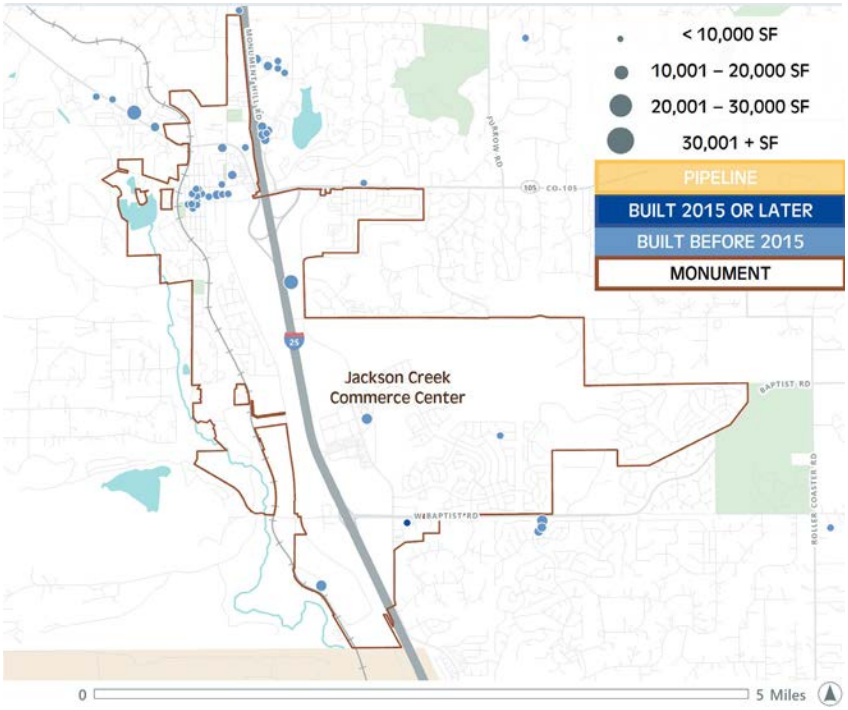
Monument has relatively little office space, and existing offices tend to be older.

Monument has approximately 219,700 SF of office space, less than 1% of El Paso County's total office inventory. Most of the town's inventory is west of I-25, in and around downtown Monument. Only 3,200 SF of office has been developed in Monument since 2015.

Monument's office inventory serves local professional office tenants rather than attracting larger corporate tenants who prefer higher levels of amenities, highway visibility, and proximity to modern retail.

Office space is often categorized by classes, where Class A represents the highest-quality, investment-grade properties with a high amount of amenities, and Classes B and C include older office properties that command lower rents and have fewer amenities in less prime locations. According to CoStar, there is only one Class A property in Monument: the Jackson Creek Commerce Center. It offers approximately 28,000 SF of office near Monument Marketplace. The remainder of Monument's office inventory is Class B and Class C office.

Figure 55: Monument Office Inventory



Source: CoStar, SB Friedman

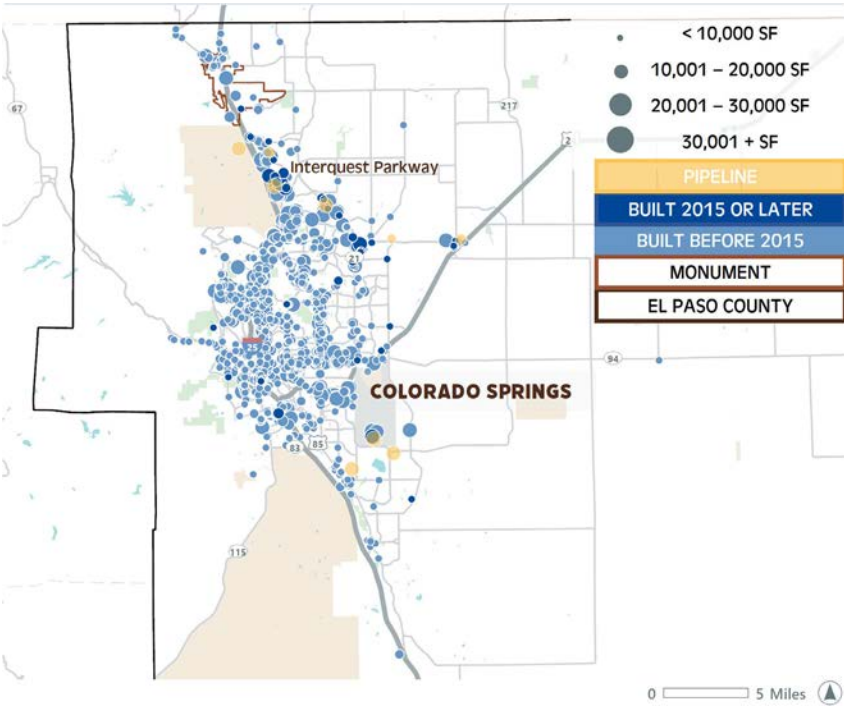
> *I am in support of mixed-use buildings with retail on the first floor and office space above.*
>
> — COMMUNITY STAKEHOLDER

Regional Office Inventory

Recent office development in El Paso County has primarily occurred in Colorado Springs, with areas of concentration near Interquest Parkway in North Colorado Springs.

There is approximately 30.5 million SF of office space in El Paso County, with nearly 1 million SF built over the last decade. About 22% of El Paso County's office inventory is Class A office, which is primarily concentrated in downtown Colorado Springs and near Interquest Parkway.

Figure 56: Regional Office Inventory

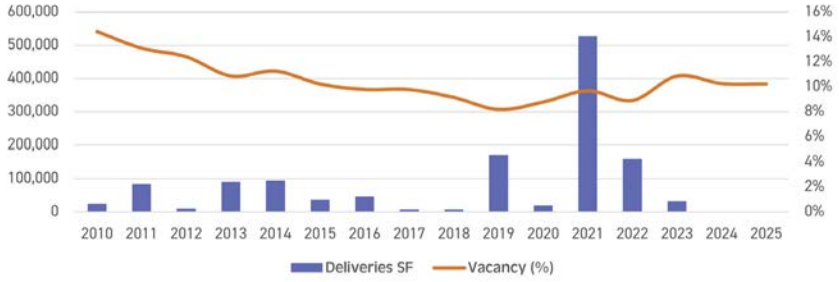


Source: CoStar, SB Friedman

New construction office space in El Paso County is somewhat concentrated in North Colorado Springs near Interquest Parkway. Office development in the pipeline is relatively distributed throughout Colorado Springs. There is some concentration near Interquest Parkway, which has experienced recent development momentum.

Office vacancy in El Paso County has declined since 2010, despite the addition of nearly 1.3 million SF of office delivered during the same period. Office vacancy has remained relatively stable around 10% over the past decade in El Paso County [6] .

Figure 57: El Paso County Office Deliveries (SF) and Vacancies, 2015-2024



Source: CoStar, SB Friedman

[6] Due to the limited sample size of office inventory in Monument, rent and vacancy details are limited in CoStar.

KEY OBSERVATIONS

Below are key takeaways from detailed research and analyses of existing conditions and trends in employment, housing, and the local economy in Monument. The information will inform a slate of strategies that address areas for growth and opportunity.

Workforce and Employment

Comparatively few Monument residents work in the town. 65% commute to a destination in El Paso County and 30% work outside of the County. That being said, job growth in Monument has been steady over the past two decades, with approximately 2,500 jobs added since 2002.

Manufacturing offered the most jobs in Monument in recent years, but has not seen large growth in the last 20 years. This is likely related to a reduction of operations at a major manufacturing employer in town. Growing employment sectors in Monument include administration and support, waste management and remediation; health care, social assistance and education; and retail trade.

Retail Market in Monument

Monument has a substantial inventory of 1.2 million SF of retail space, which is more than double the retail space per capita of El Paso County overall. However, the retail stock is aging. 180,000 SF of new retail space has been built since 2015, but this has primarily been smaller developments, including freestanding single-tenant retail buildings and small-scale strip centers.

The retail supply appears to meet the daily needs of residents. They frequently visit shopping centers and retailers in town and seem to travel outside of Monument primarily for specialty retail and entertainment. While there is a surplus of certain retailers in Monument, including general merchandise stores and automotive parts stores, there is retail leakage from limited-service restaurants and clothing stores. This may indicate additional demand for new retail in Monument. However, the town's leverage to attract significant new retail development is challenged by its location between two major retail destinations with existing regional draws and the newest inventory in the region.

Office Market

Monument's office space accounts for a small share of El Paso County's overall inventory. The spaces in Monument are older and smaller than available inventory in other parts of the county. It is primarily characterized as Class B and C, which serves local professional office tenants rather than larger corporate tenants who prefer Class A properties. Recent office development in El Paso County has been concentrated in Colorado Springs, and there is no planned office space in Monument. It's likely there

is limited demand for additional office development in Monument, as new development has primarily occurred in areas of El Paso County with a higher concentration of recent retail development and residential density.

Light Industry in Monument

Monument has a small share of the county's overall industrial inventory, but the town's location along Interstate 25 makes it attractive for industrial development. This is reflected in the 441,000 SF of retail developed in Monument since 2015 and the 364,000 SF currently in the development pipeline. New industrial buildings in Monument reflect the type of development being built throughout the county, though at a smaller scale. These include smaller buildings with less than 25,000 SF, primarily along Beacon Lite Road to the north, as well as larger warehouse and distribution properties with 100,000 to 250,000+ SF in southwest Monument. The Town's proximity to Colorado Springs and its access to I-25 is likely to provide an opportunity for additional industrial development.

Housing in Monument

5

HOUSING STOCK

Housing Composition

Monument's housing stock is mostly single-family homes.

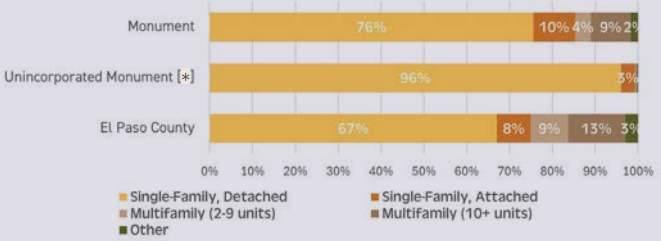
There are approximately 4,100 housing units in Monument, as of 2023. Most housing (86%) is single-family – both detached standalone homes (76%) and attached townhomes (10%).

There are approximately 530 multifamily housing units — apartments — in Monument, accounting for 13% of Monument's housing supply. Nearly 3 in 4 apartments in Monument are in larger multifamily buildings with over 10 total units. Additionally, manufactured homes or other types of housing account for a small share of the overall housing stock (2%).

Monument has a higher share of single-family housing than El Paso County overall.

Approximately 75% of all housing in El Paso County is single-family homes, and 22% is apartment units. Monument has a slightly higher share of attached single-family homes than the County overall. Housing in unincorporated areas around Monument is overwhelmingly detached single-family homes (96%) with few other housing types available.

Figure 58: Housing Composition Comparison, 2023



[*] Unincorporated Monument refers to the 80132 Zip Code, net of the Town of Monument
Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Housing By Year Built

Nearly 60% of Monument's housing has been built since 2010.

Between 2010 and 2023, approximately 2,400 net new housing units were built in Monument. This accounts for 59% of the overall housing inventory. About 3 in 4 units built during this time were detached single-family homes. Prior to 2010, there were only approximately 100 multifamily apartments in Monument. However, 430 additional apartments were built between 2010 and 2023.

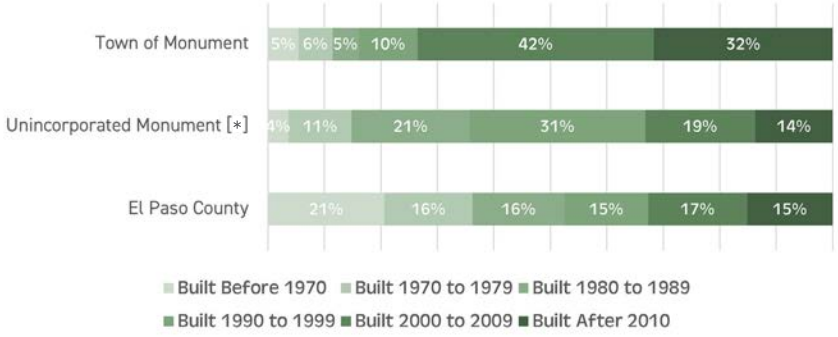
Figure 59: Total Housing Units in Monument, 2010 & 2023

Housing Typology	2010	2023	% of Total (2023)	New Units
Single-Family, Detached	1,278	3,089	76%	+1,811
Single-Family, Attached	104	399	10%	+295
Multifamily (2-9 units)	80	149	4%	+69
Multifamily (10+ units)	20	380	9%	+360
Other	172	70	2%	-102
Total Units	1,654	4,087		2,433

Source: US Census Bureau ACS 5-Year Estimates (2010, 2023)

Housing in Monument is newer, on average, than housing in El Paso County. THe median year built is 2006 compared to 1988 in the County overall. Only about 26% of Monument's housing supply was built before 1999, with over 74% built after 2000. Comparatively, only 33% of the housing units in El Paso County and in unincorporated Monument have been built since 2000.

Figure 60: Age of Housing Units, 2023



[*] 80132 Zip Code net of the Town of Monument
Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Housing Tenure

Most housing in Monument is owner-occupied.

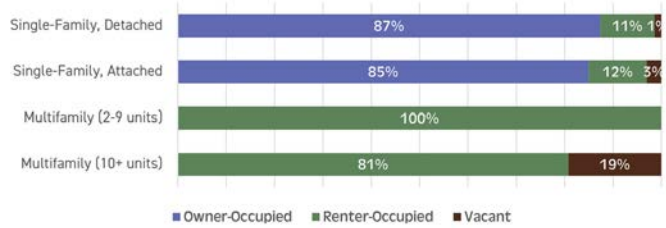
Close to 80% of homes in Monument are owner-occupied. This share is even higher for single-family detached homes (87%) and single-family attached homes (85%).

All multifamily apartments in Monument are reported to be renter-occupied, indicating there are no multifamily condominium units in Town. In El Paso County overall, about 8% of multifamily units are owner-occupied condominiums.

Reported vacancy for single-family detached homes and single-family attached homes — just 1% and 3%, respectively — suggests a tight market for single-family housing in Monument.

Multifamily properties reported a higher vacancy of 19% in 2023, likely driven by the high volume of new apartment units delivered that are not yet stabilized.

Figure 61: Housing Units by Tenure and Typology, 2023



Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Monument Housing

Higher-income households in Monument are more likely to be homeowners. Approximately 87% of all households earning over $100,000 annually are homeowners. The median household income for owner households is $130,800, compared to $71,100 annually for renter households.

Figure 62: Housing Tenure by Household Income, 2023

Source: US Census Bureau ACS 5-Year Estimates (2019-2023)

Neighborhood Street

HOUSING DEVELOPMENT

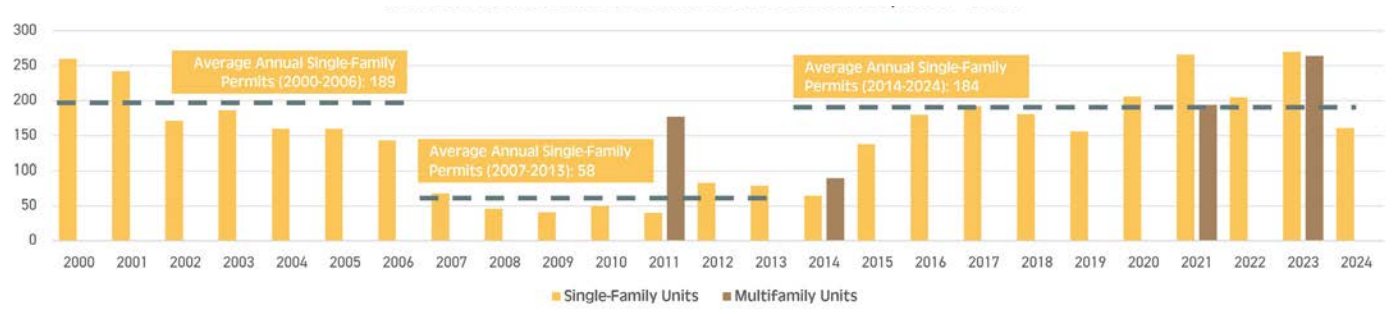
Housing Permits

The pace of housing development has nearly returned to its pre-Great Recession pace.

On average, 184 single-family homes were permitted in Monument each year from 2014-2024 according to the Pikes Peak Regional Building Department. This is close to the pace of development from 2000-2006 before the Great Recession, when 189 single-family homes were permitted each year. Between 2014 and 2024, approximately 50 apartment units were permitted annually, whereas no apartments were permitted in Monument before the Great Recession between 2000 and 2006.

A greater share of the County's housing development occurred in Monument during the past decade. Between 2014 and 2024, approximately 14% of single-family homes permitted and 3% of apartment units permitted in El Paso County were in Monument, despite only 1% of County households residing in Monument in 2014. Despite this growth, Monument still only accounts for 1.4% of households in El Paso County.

Figure 63: Housing Units Permitted in Monument, 2000-2024



Housing Development

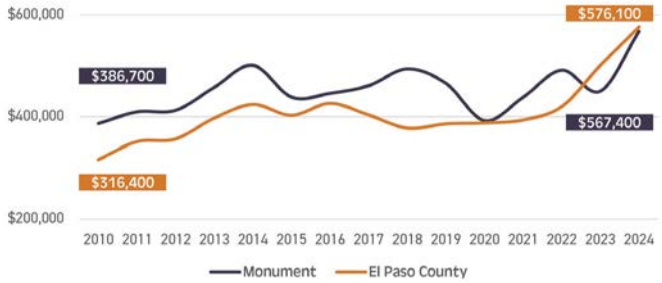
Housing Construction Costs

The cost of building housing in Monument has steadily increased since 2010, but to a lesser extent than in El Paso County.

The average building permit value for a new construction single-family home in Monument increased from $386,700 in 2010 to $567,400 in 2024. During the same period, construction costs increased more rapidly in the County overall. In 2010, the $316,400 average permit value for a home in the County reflected a $70,000 reduction from the average Monument home. In recent years, typical permit values in the County now exceed those in Monument, with the average County permit value reaching $576,100 in 2024.

The cost to build housing in Monument increased by a CAGR (Compounded Annual Growth Rate) of 2.8% between 2010 and 2024, slightly slower than the 3.0% annual growth in the consumer price index (CPI) during the same period. Costs in El Paso County overall increased by a 4.4% CAGR, outpacing overall inflation during the period.

Figure 64: Average Single Family Permit Vale, 2010-2024



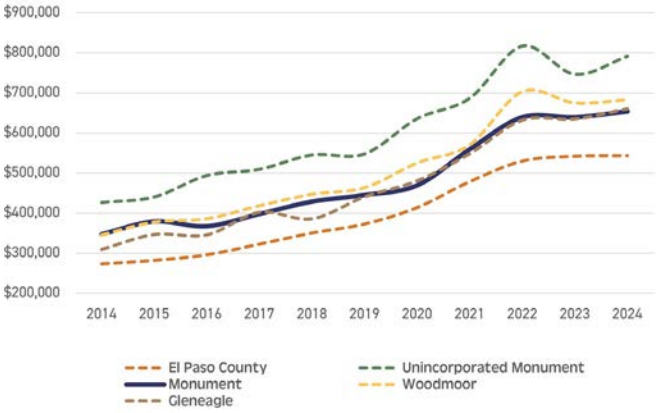
Home Sale Prices

The increase in home building costs have contributed to an increase in the average sales price of housing in Monument and El Paso County.

Sales prices for single-family homes in Monument have increased from an average of $379,300 in 2014 to $653,700 in 2024, equivalent to a CAGR of 6.5%, nearly twice the pace of inflation. In Unincorporated Monument, average sales prices increased at a similar rate (6.4%), from $426,700 in 2014 to $791,700 in 2024.

In the nearby Woodmoor and Gleneagle communities, average sales prices increased at even faster paces, with CAGRs of 7.0% and 7.9%, respectively.

Figure 65: Average Sales Price of Single Family Homes [7]



[7] All arms-length sales of parcels with Local Land Code Description: Single Family Residential (2014-2024); Includes Townhomes
Source: Bureau of Labor Statistics, El Paso County Assessor Data, Accessed March 27th, 2025

Over the past decade, the average sales price of a single-family home throughout El Paso County has nearly doubled, increasing from $272,900 in 2014 to $546,600 in 2024. Sales prices in El Paso County overall have increased at a faster pace, though the average sales price continues to be lower than that in Monument.

Figure 66: Average Sales Price of Single Family Homes

	2024 Average Sales Price for Single-Family Home	2014-2024 CAGR
Monument	$653,700	6.5%
Unincorporated Monument	$791,700	6.4%
Woodmoor	$683,000	7.0%
Gleneagle	$660,700	7.9%
El Paso County	$543,600	7.1%
Inflation [8]	N/A	3.3%

[8] CPI for All Urban Consumers, All Items in West Urban
Source: Bureau of Labor Statistics, El Paso County Assessor Data, Accessed March 27th, 2025

With the exception of the older areas—Woodmoor & Kings Deer, Monument is allowing too many cookie cutter homes for very expensive prices. Too expensive for young families so no good choices.

— COMMUNITY STAKEHOLDER

Townhouse or condo options would be great, but I'm not thrilled about apartments.

— COMMUNITY STAKEHOLDER

New Construction Homes

New construction homes in Monument offer relatively few options for type of housing.

Most new construction homes in Monument over the past decade have been single-family detached homes and offer a relatively limited variety of format and size. The common types of new construction single-family detached homes include one-story ranch homes with and without basements, as well as larger two-story homes. The average single-story ranch home built since 2014 in Monument is around 1,900 square feet (SF), compared to 2,700 SF for two-story homes. Most new homes in Monument have been built within larger developments rather than as infill new construction.

Nearly 300 attached single-family homes (townhomes) have been built in Monument since 2010. Townhomes include attached single-story and two-story units. New construction townhomes in Monument range from an average of 1,700 SF for single-story homes and 2,000 SF for two-story homes.

New home prices tend to be at or near the top of the market. Select examples of new construction are detailed below.

Figure 67: For Sale Housing Typologies

	1 STORY SINGLE-FAMILY WITH BASEMENT	2 STORY SINGLE-FAMILY WITH BASEMENT	1 STORY SINGLE-FAMILY NO BASEMENT	SINGLE-FAMILY ATTACHED NO BASEMENT
Address	16333 Talons Bluff Ln	2145 Coyote Mint Dr	2206 Teachout Creek Ct	17738 Lemon Rye Loop
Year Built	2023	2023	2024	2024
Sale Price	$650,000	$764,500	$600,000	$500,500
Sale Date	December 2024	December 2024	October 2024	March 2025
Beds / Baths	4 Bed / 2.5 Bath	6 Bed / 4 Bath	4 Bed / 2 Bath	3 Bed / 3 Bath
SF	2,929	4,119	1,771	1,765
Price / SF	$222	$186	$339	$284

Source: El Paso County Assessor, PPMLS, Realtor.com

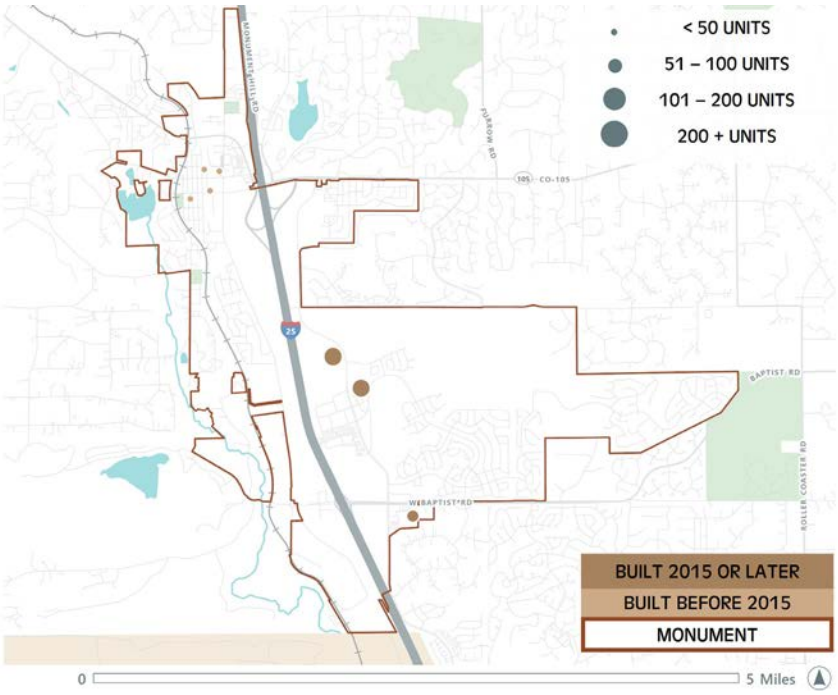
New Construction in Monument

MULTIFAMILY INVENTORY

Multifamily Inventory Monument

While most of Monument's housing is single-family homes, a significant number of apartments have been built since 2015.

Figure 68: Apartment Inventory



Source: CoStar Market-Rate Multifamily Rental Inventory

Figure 69: Multifamily Deliveries and Vacancy, 2010-2025

Source: CoStar, SB Friedman

As of 2025, there are approximately 757 market-rate multifamily rental units in Monument, 96% of which were built in or after 2015. New apartments in Monument are exclusively located east of I-25 and in buildings with at least 50 units. Older units are located in smaller buildings near downtown Monument, west of I-25.

Apartment vacancy has fluctuated as new developments have been built.

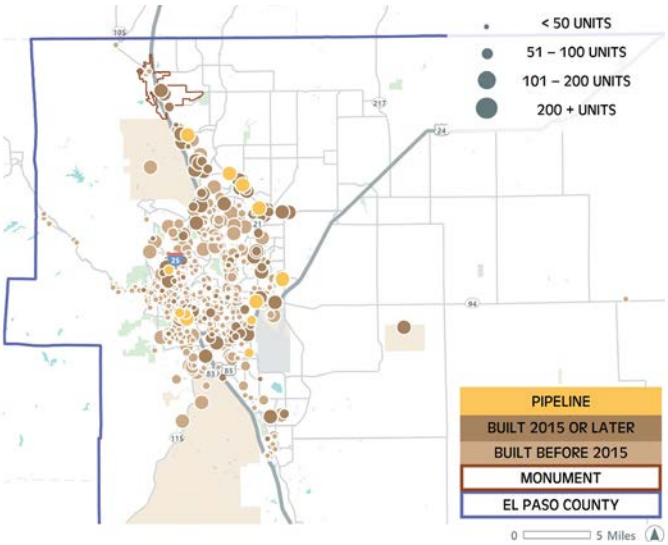
In markets like Monument with a limited number of apartment units overall, market vacancy rates fluctuate as new apartments are delivered. In 2023 and 2024, approximately 460 apartments were built in Monument, accounting for 61% of the total apartment inventory. This led to an increase in overall vacancy, which peaked at 19% in 2024. The vacancy rate has begun to decline in 2025 as new units are leased up. It can often take a year or more for larger apartment buildings to fully stabilize.

Multifamily Inventory El Paso County

Apartments in Monument account for only 1% of total apartments in El Paso County.

There are approximately 69,200 apartments in El Paso County, primarily concentrated in and around Colorado Springs. One in four apartments Countywide have been built in the past decade, with an additional 3,200 apartments either under construction or proposed. Apartment units in Monument account for just 1% of the countywide apartment supply, though two new multifamily developments are in the pipeline.

Figure 70: Apartment Inventory



Source: CoStar Market-Rate Multifamily Rental Inventory

Figure 72: El Paso County Market Rate Multifamily Inventory, 2023

Source: CoStar Market-Rate Multifamily Rental Inventory

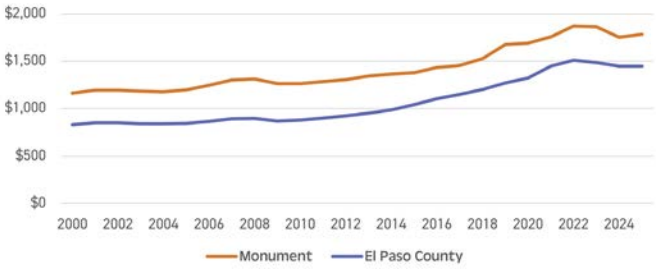
Multifamily Rents

Rents in Monument are consistent with new product elsewhere in El Paso County.

Apartment rents in Monument averaged $1,800 per month in 2024. Average rents for apartments in El Paso County were approximately $1,500 per month; this discount is likely due to over 75% of units in the County being over 10 years old. Rents per SF for new construction apartments built in or after 2015 are similar in Monument ($1.93) and the County overall ($1.92).

The Marq at Monument, delivered in 2023, has an effective rent of $2.31 per SF, which is at the high end of rents per SF in El Paso County.

Figure 71: Average Effective Rent Per Unit, 2000-2024



Source: CoStar

Multi-Family Housing

Monument Multifamily Typologies

New construction apartments in Monument have primarily been low-rise or garden-style buildings with a high level of amenities, and are located primarily near Jackson Creek Parkway.

Figure 73: Monument New Construction Apartment Typologies

	ALTA 25	MARQ AT MONUMENT	VISTAS AT JACKSON CREEK
Year Built	2024	2023	2015
Vacancy	29.1% (Not Yet Stabilized)	12.1% (Not Yet Stabilized)	4.0%
Unit Count	264	194	267
Unit Mix [9]	0 / 108 / 132 / 24	36 / 64 / 82 / 12	0 / 102 / 144 / 21
Avg Unit SF	986	760	996
Chunk Rent [10]	$1,923	$1,760	$1,686

Source: CoStar

El Paso Multifamily Typologies

There is a greater diversity of new construction apartment typologies elsewhere in El Paso County, including rental townhomes and mid-rise apartments.

Figure 74: El Paso County New Construction Apartment Typologies

	VILLAS AT PONY TRACKS	VILLAGE AT NEW SOUTH END	CASA MUNDI
Year Built	2023	2022	2020
Vacancy	9.0%	6.5%	3.9%
Unit Count	35	62	27
Unit Mix [9]	0 / 0 / 35 / 0	0 / 36 / 26 / 0	0 / 19 / 8 / 0
Avg Unit SF	1,100	827	797
Chunk Rent [10]	$1,944	$1,691	$2,007

[9] Studio / 1 Bedroom / 2 Bedroom / 3 Bedroom
[10] Effective rent
Source: CoStar

COMPARABLE COMMUNITIES

A comparison to peer communities in Colorado illustrates key differences in Monument's housing inventory.

Peer communities were identified through stakeholder engagement. Peer communities are all located along Colorado's front range and are growing, though they are larger than Monument by population.

Figure 75: Comparable Communities

	MONUMENT	CASTLE ROCK	LITTLETON	GOLDEN	PARKER
2023 Households	4,000	26,900	20,300	7,800	21,600
2023 Population	11,000	76,600	45,100	20,500	60,100
2010 Population	4,900	44,400	41,500	18,400	42,600
Population Growth (2010-2023) CAGR	6.5%	4.3%	0.7%	0.8%	2.7%
Housing Units (2023)	4,100	27,800	21,500	8,100	22,300
New Housing Units (2010-2023)	2,400	11,600	2,300	-700	6,200
Percent Owner Occupied (2023)	76%	76%	58%	56%	70%
Median Household Income (2023)	$114,700	$143,000	$96,600	$95,900	$129,300

Source: US Census Bureau ACS 5-Year Estimates (2010, 2023)

Castle Rock, Co

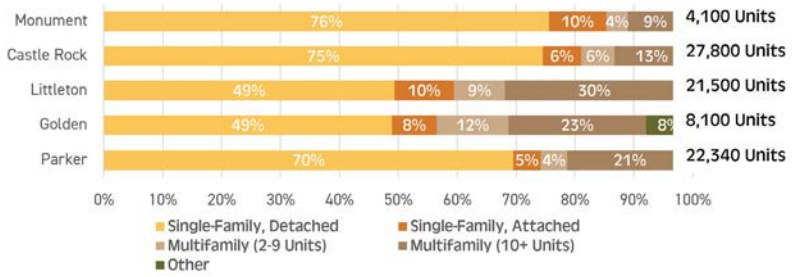
Housing Composition

Peer communities have a broader mix of housing types than Monument.

Monument has a greater share of single-family homes and a smaller share of multifamily units than the peer communities. Monument and Littleton have somewhat higher shares of townhomes — single-family attached units — than the other peer communities.

Littleton has the highest proportion of multifamily housing (39%), followed by Golden (36%) and Parker (26%).

Figure 76: Comparable Communities Housing Composition, 2023



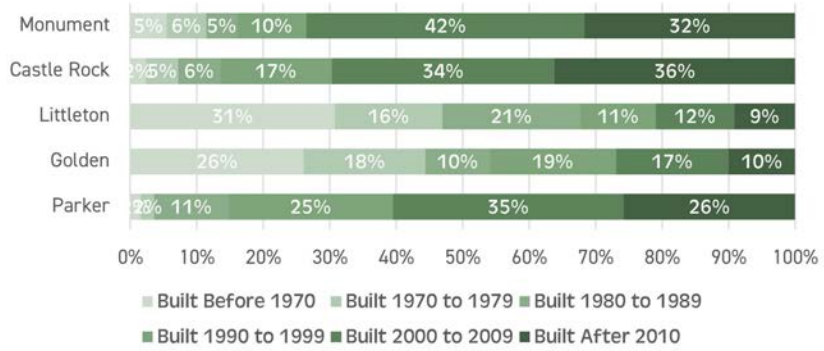
Source: US Census Bureau ACS 5-Year Estimates (2023)

Housing By Year Built

Monument and Castle Rock have a higher proportion of new housing units than other peer communities.

Both Monument and Castle Rock have been growing quickly and have a similar proportion of housing units built since 2000 — 74% and 70%, respectively. Housing units in Littleton and Golden are older, on average, than homes in Monument, Castle Rock and Parker.

Figure 77: Age of Housing Units, 2023



Source: US Census Bureau ACS 5-Year Estimates (2010, 2023)

> *I worry about the rate of housing development outpacing services.*
>
> — COMMUNITY STAKEHOLDER

Housing Development

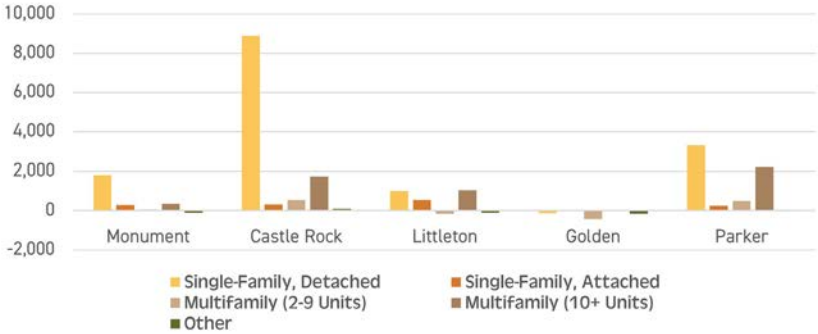
Peer communities have added a more diverse mix of new housing units since 2010.

Between 2010 and 2023, 74% of all new units built in Monument were single-family detached homes, 12% were single-family detached homes and 18% were apartments. Similarly in Castle Rock, approximately 80% of all units built between 2010 and 2023 were single-family homes — attached or detached — and 20% of new deliveries were apartments.

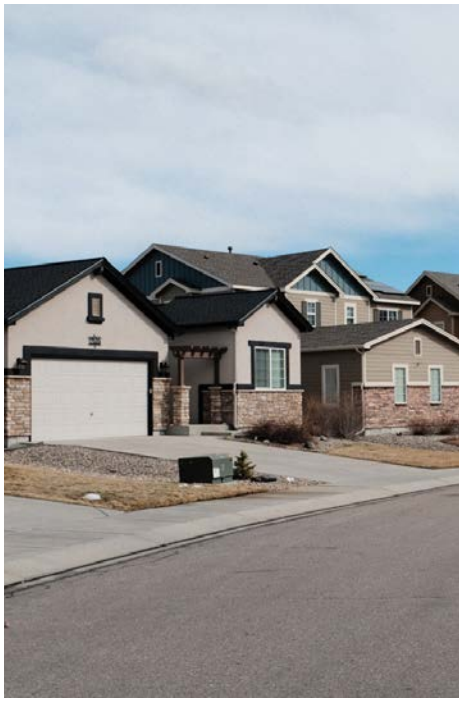
Littleton and Parker added a higher proportion of multifamily units than Monument and Castle Rock, particularly in larger buildings with 10 or more units. Between 2010 and 2023, 45% of new units built in Littleton and 35% of new units in Parker were apartments in larger buildings.

Golden was the only peer community with a decline in housing units between 2010 and 2023, with a loss of about 700 units. The greatest decline in units was in multifamily buildings, though townhomes also declined during this period. In 1995, the City of Golden enacted a growth cap to limit residential development to 1% each year.

Figure 78: New Housing Units by Typology, 2010-2023



Source: US Census Bureau ACS 5-Year Estimates (2010, 2023)



KEY OBSERVATIONS

Housing

Monument's supply of housing has more than doubled since 2010, reflecting the rapid household growth over the last 15 years. Despite the addition of a significant amount of housing, the supply continues to consist primarily of single-family homes. Single-family attached and detached homes account for approximately 86% of all housing. Peer communities have also added a significant number of housing units since 2010, but have added a broader mix of housing types.

Monument's housing is primarily occupied by owner households; only 21% of all homes are occupied by renters. All multifamily properties in Monument are renter-occupied, with limited opportunities for condominium ownership.

Sales prices for single-family homes throughout El Paso County have increased significantly since 2014, outpacing inflation. The average sale price for a single-family home in Monument is higher than the average sale price for a single-family home elsewhere in El Paso County.

Figure 79: Single Family Housing Composition in Monument, 2023

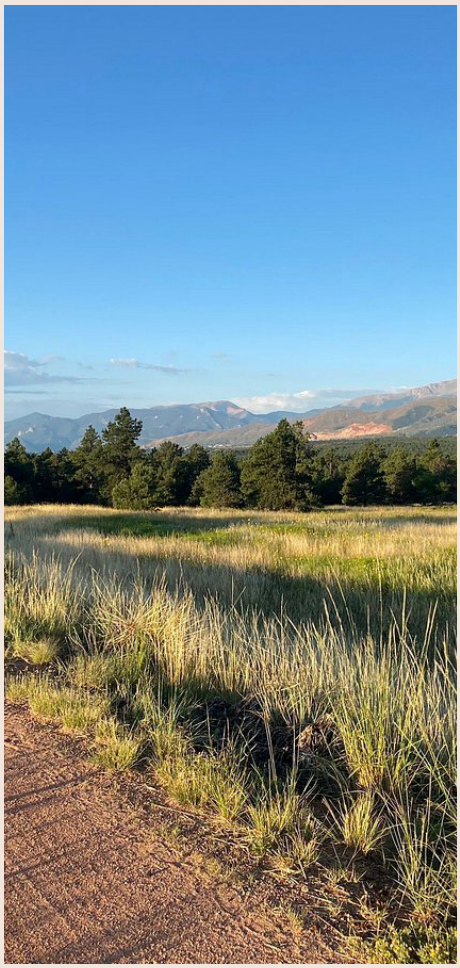
Figure 80: Single Family Housing Composition in Unincorporated Monument, 2023

Mobility & Connectivity

6

A strong mobility network that provides connections to destinations for work, school, recreation, and services is essential to any community. The Town of Monument has many of the key components that support a healthy mobility network, as well as several challenges that can be addressed through this planning effort. The transportation system within Monument and the surrounding areas is shown in Figure 81. The overall roadway system for the Town is bisected by Interstate 25. This interstate allows for regional access for the Town's residents and visitors. There are two interchanges that allow for travel to and from the Interstate at Highway 105/2nd Street and at Baptist Road. These two roads offer connections to the east and west. Highway 105 also provides travel to the north. The roadway system is constrained by the railroad line that runs north/south on the west side of town. The Burlington Northern Santa Fe and the Union Pacific Railways both operate on this line. Railroad crossings and related safety concerns impact the overall road network. Monument's topography also impacts the network by necessitating curvilinear streets that may not connect to adjacent neighborhoods. The downtown area provides a more consistent grid of connected roadways.

Roadway classifications, both by the town and regional authorities, are illustrated in Figure 81. There is a hierarchy of roadways that includes freeways, arterials, collectors, and local streets.



Mobility Partners

The Town of Monument is served by transportation facilities owned and/or maintained by a variety of agencies: Colorado Department of Transportation (CDOT), El Paso County, Palmer Lake, Woodmoor, and the Triview Metropolitan District. Organizations responsible for roadway ownership and maintenance are shown in Figure 82.

Monument falls within the area served by the Pikes Peak Area Council of Governments (PPACG). The PPACG serves a wide range of communities, including Colorado Springs. They provide a forum to discuss issues that impact the wider region, identify opportunities and challenges that different jurisdictions may share, and develop collaborative strategies. As the Metropolitan Planning Organization (MPO), the PPACG develops a Transportation Plan and funding plan for state and federal funds.

> *I'd like to reduce car traffic and focus on making Monument more walkable.*
>
> — COMMUNITY STAKEHOLDER

Figure 81: Roads and Road Classifications

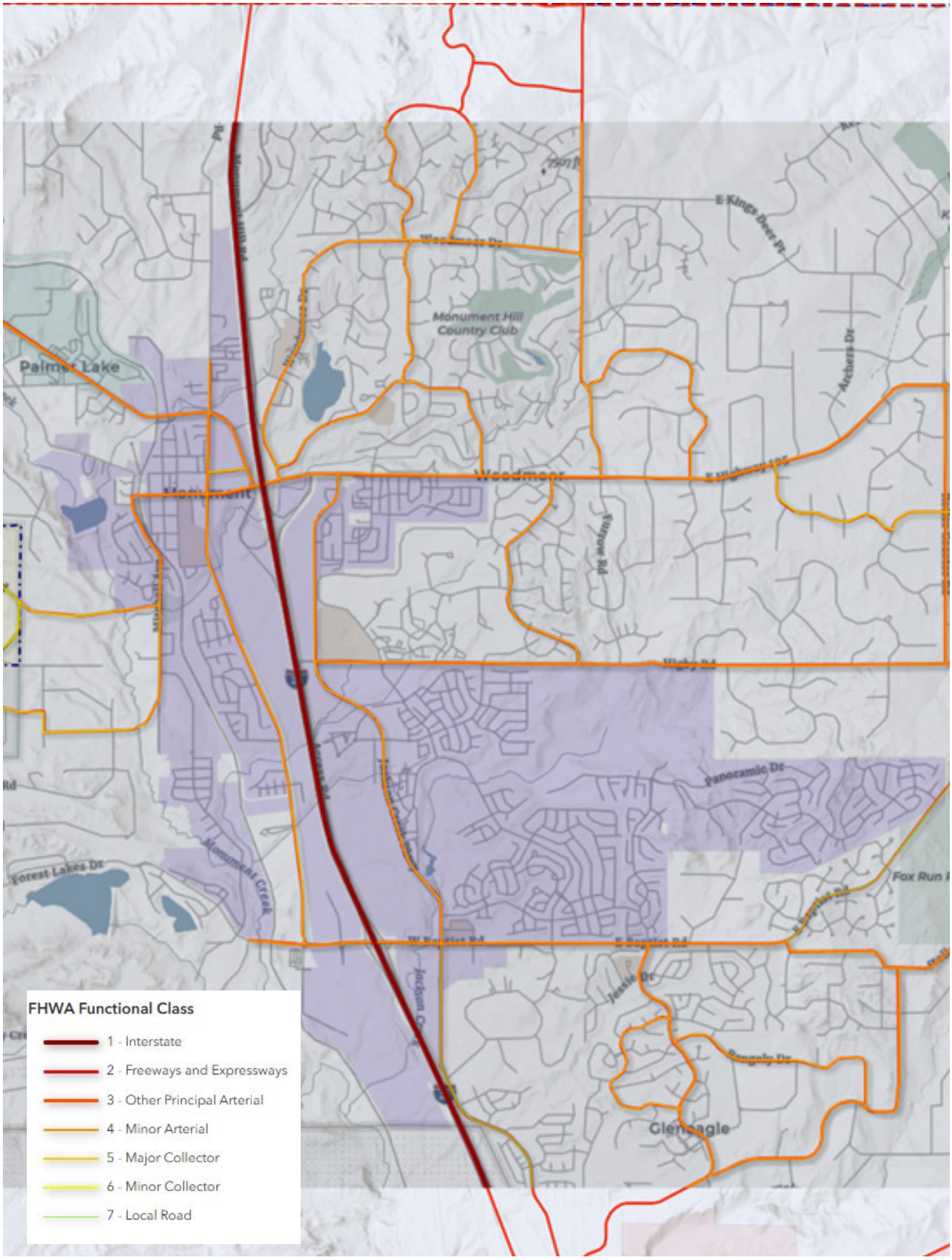
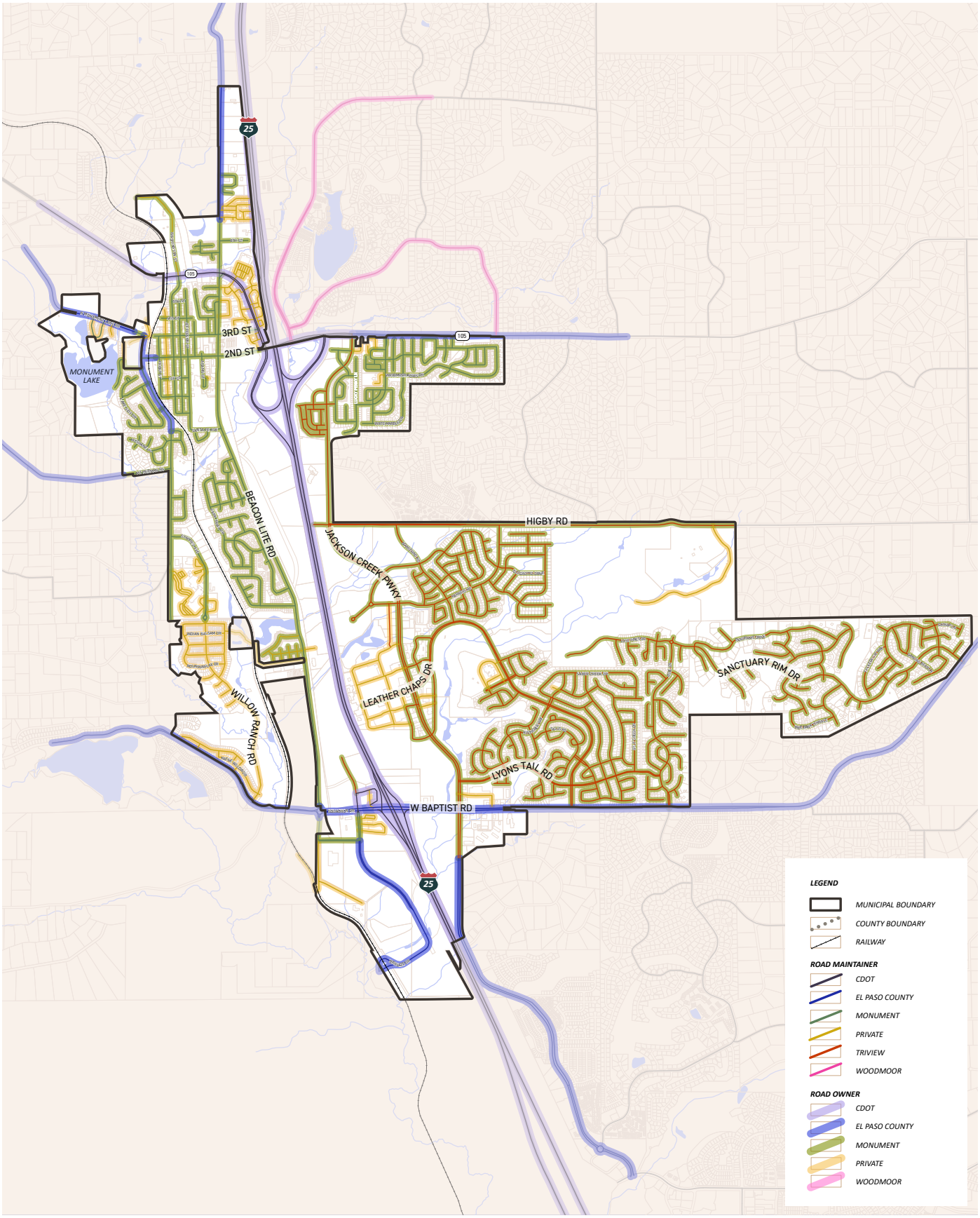


Figure 82: Road Ownership and Maintenance



Pedestrian, Bicycle and Transit

Pedestrian facilities are present in the downtown and within recent developments. Some of the older neighborhoods have local streets without sidewalks. There are bicycle lanes within downtown and along some roadways. The Town is in the process of mapping pedestrian and bicycle infrastructure within the Town boundaries. Examples of existing sidewalks and/or bicycle facilities are highlighted below.

- ***2nd Street between Front Street and Beacon Lite Road – sidewalks and bike lanes***
- ***2nd Street between Beacon Lite Road and I-25 – sidewalks on the north side and bike lanes***
- ***3rd Street between Front Street and Washington Street – sidewalks on one side and shared bike lanes***
- ***3rd Street between Washington Street and Highway 105 – sidewalks both sides (with some gaps) and bike lanes***

Key roads that connect the east and west sides of Monument are Highway 105/2nd Street and Baptist Road. Highway 105 was recently improved with sidewalks on both side of the street up to Woodmoor Drive. There is a sidewalk on the north side of Highway 105 over I-25. Baptist Road has sidewalks on both sides of the street east of Jackson Creek Parkway. West of this location there are sidewalks on the north side of the street over I-25 and the BNSF railroad. These roadways do not have bike lanes.

The Santa Fe Regional Trail, a 14-mile bicycle and pedestrian pathway, goes through the Town of Monument. The trail has connections north to Palmer and south through the Air Force Academy. Additionally, the Town has numerous trail connections near parks. The trails within Monument are shown on Figure 82.

Transit within Monument is limited to CDOT's Bustang service. This bus provides commuter connections from Monument to Denver Union Station. The South Line begins in Colorado Springs and has stops on Woodmen Road in Colorado Springs, Monument, Lone Tree, and other stops within Denver. Services are offered both during the week and on weekends.

Transportation Projects

Several projects within and near the Town of Monument are underway to improve vehicular traffic flows, provide more pedestrian and bicycle mobility, and enhance safety. These include the Jackson Creek Parkway Widening Project. This project will improve Jackson Creek Parkway from Highway 105 south to Baptist Road. The road will be widened to a four-lane facility with sidewalks and bike lanes on both sides of the road. This major improvement will have a positive impact on mobility in the Town of Monument. The Jackson Creek Parkway project is partially supported by State funding and is a collaborative effort between El Paso County, private developers, the Triview Metropolitan District, and the Town of Monument. Some sections to the north of the project area are completed.

Other transportation projects include:

- ***El Paso County improvements of Highway 105. At completion, this project will provide improvements between I-25 and Highway 83. The section of Highway 105 between Woodmoor Drive to Lake Woodmoor Drive widened the highway from 2-lanes to 4-lanes with the addition of sidewalks.***
- ***The installation of the Beacon Lite Road sidewalk to connect the Monument Meadows residential area to Safeway. This project has been completed.***
- ***Improvement to Higby Road to include turn lanes and intersection upgrades.***
- ***El Paso County Beacon Lite Road Improvement project from HWY 105 to County Line Road.***

Figure 83: Monument Road Classifications

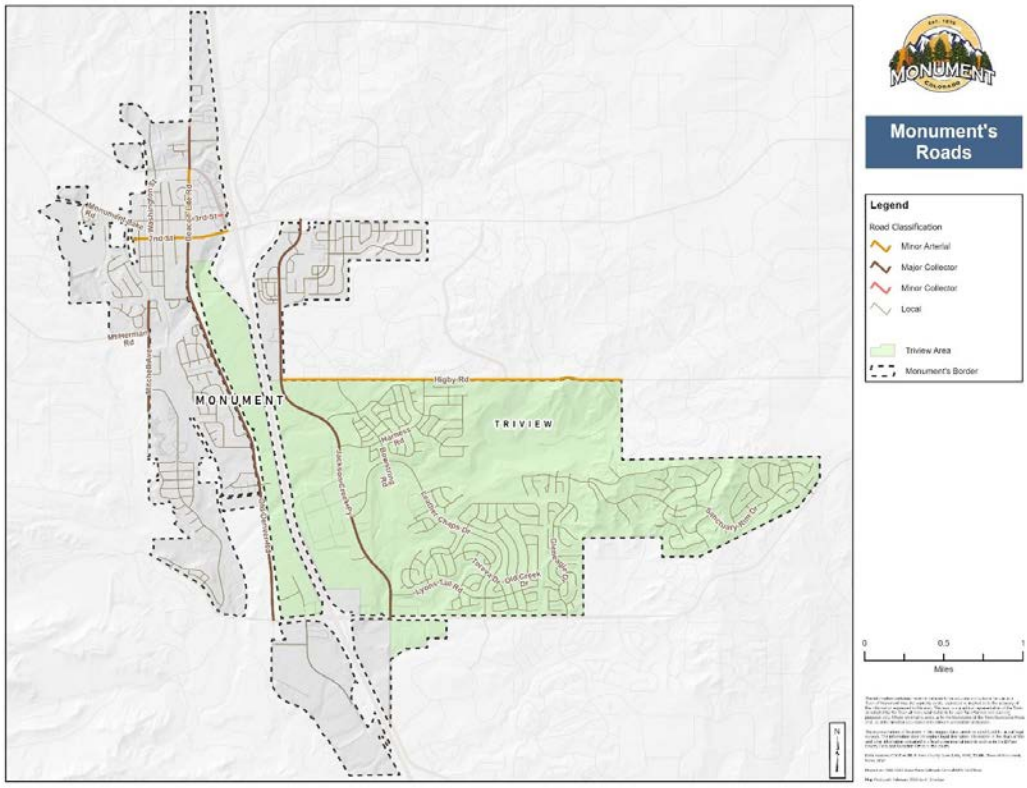
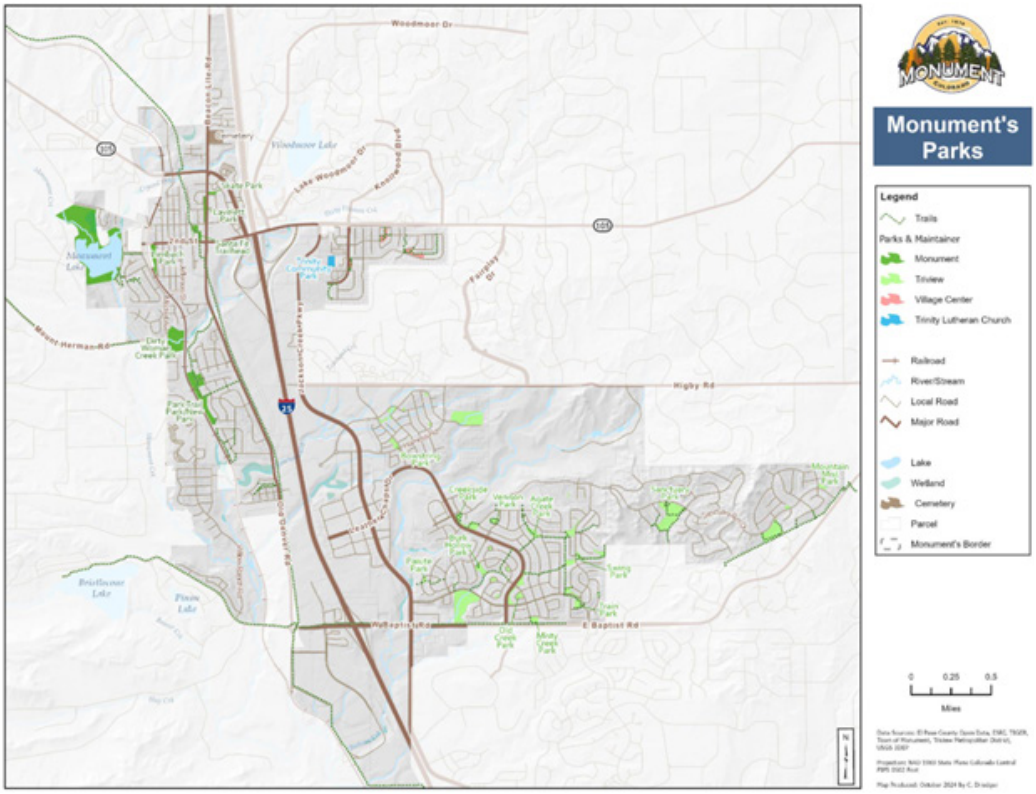


Figure 84: Monument Trails



KEY OBSERVATIONS

Mobility and Transportation

The transportation network in the Town of Monument allows the community to travel within the Town and to other nearby communities using both regional and local facilities. The mobility system is constrained by I-25, the BNSF railroad, and the surrounding topography. The Interstate Highway creates a barrier between the west and east sides of Monument that limits connectivity between them. Current connections for active, non-motorized transportation from the east side to west side require traveling along busy roadways and unprotected pathways. This discourages travel unless driving in a motorized vehicle.

There are sidewalks downtown and in recently developed areas. There are opportunities, however, to improve the sidewalk network by completing gaps and widening sidewalks for enhanced pedestrian experiences. The Town has identified some of the key gaps in the sidewalk system and made progress in addressing them.

Bicycle facilities are limited and the ability to move around Monument by walking and cycling is challenging. The Town of Monument values active transportation and recent projects have specifically been designed to provide more facilities for pedestrians and bicycles. For example, planned improvements to Jackson Creek Parkway will add bicycle lanes on this roadway. Further planning and investment in non-motorized and active transportation networks in Monument can address the community's interest in reducing reliance on automobiles to travel around town.

The Town of Monument has an established network of trails throughout the community. They are interrupted, however, by natural features and do not fully leverage natural areas like wetlands and woodlands. Further, the existing trail network is unsuccessful at providing meaningful connections to the east side and west sides of town. Opportunities should be explored to expand the trail system to close gaps, embrace natural open areas in Monument, and connect the east and west sides of town without relying on sidewalks or automobiles. This will require coordination with the metropolitan districts as opportunities for development and expansion of the trail network are likely to occur within their jurisdictions.

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Land Use & Zoning

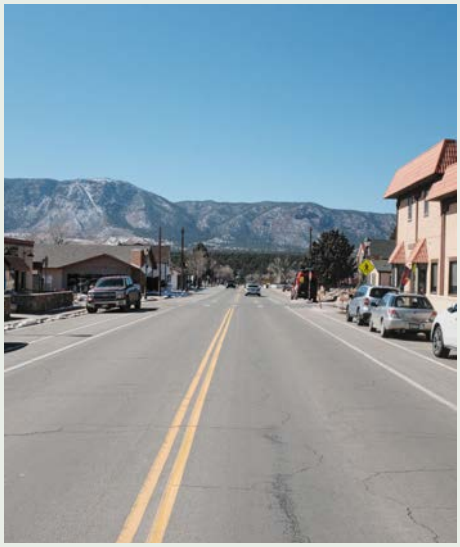
7

LAND USE ANALYSIS

Land use is a pattern of physical development and arrangement of residential, commercial, industrial, and open space uses within a community. An analysis can help identify how residential, commercial, industrial, and other land uses developed throughout the community and where transitions and changes in land use may be appropriate.

Land use patterns in Monument are first described in terms of the Interstate 25 corridor. The Interstate Highway is a defining feature that's driven commercial development where it intersects with Highway 105 and Baptist Road in Monument. Visibility and access from the Interstate have also driven commercial development on land proximate to these intersections and the corridor. This has fostered an established older area on the west side of the Interstate and an intensity of commercial and newer residential land uses on the east side.

Light industrial land uses appear principally in the west side of Monument in areas with easy access to the roadway network. Manufacturing, warehousing, and distribution facilities are in the south end of town, while smaller operations are on Beacon Lite Road in the north end of Monument. These include outdoor storage, large equipment rental, and a disposal and recycling facility.



Roadway Network

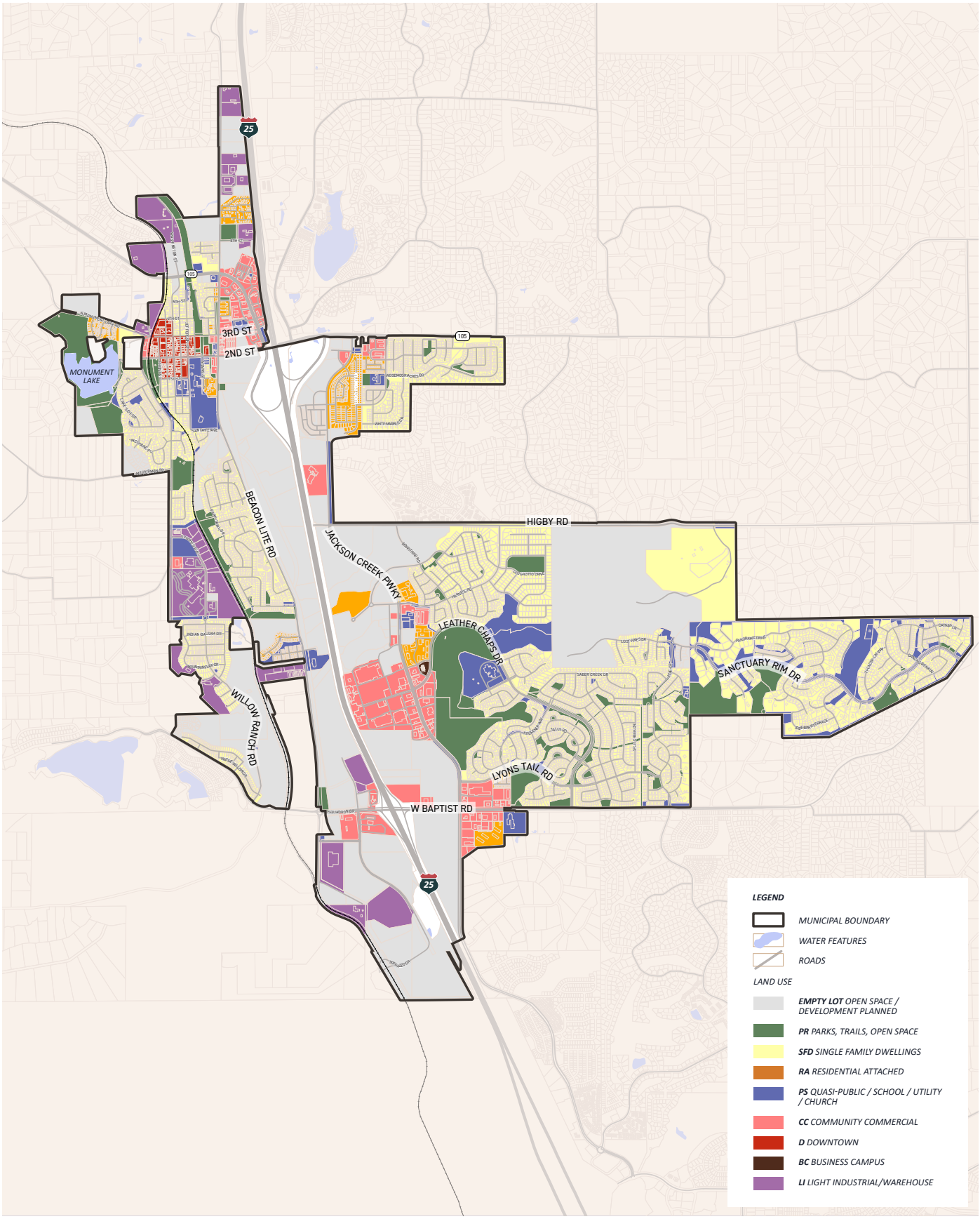
Single-family residential land uses appear throughout the Town of Monument. It is the predominant land use on the east side outside of the I-25 corridor. 45% of the land is in single-family use, while multifamily land uses occupy an additional 4%. Parkland, school property, and institutional land uses represent 18% of the area. Vacant and unused land represent 27% of the area east of the Interstate. Development is planned for some of it, while other areas are protected or otherwise not suitable for construction.

On the west side of Monument, land use data identify 758 acres, or 43% of the land on the as vacant or unused. Most of these properties are part of approved development plans currently underway. Others are zoned for commercial or light industrial land uses and awaiting development. 21% of the Monument's west side is in single-family use. The downtown area has a mix of land uses, ranging from public school properties, commercial land uses, public works and utility facilities, and open spaces along the Sante Fe Trail.

Land Use	Total Acreage		Acreage West of I-25		Acreage East of I-25	
	Acres	% of Total Land Areas	Acres	% of Total West Side	Acres	% of Total East Side
CC - Community Commercial	*283.7*	*6.37%*	*91.37*	*5.15%*	*192.33*	*7.18%*
D - Downtown	*36.96*	*0.83%*	*36.96*	*2.08%*	*0*	*0.00%*
Empty Lot - Open Space/ Development Planned	*1469.35*	*32.98%*	*757.84*	*42.69%*	*711.51*	*26.55%*
LI - Light Industrial/ Warehouse	*247.94*	*5.57%*	*247.94*	*13.97%*	*0*	*0.00%*
PR - Parks, Trails, Open Space	*399.63*	*8.97%*	*137.36*	*7.74%*	*262.27*	*9.79%*
PS - Quasi-public / School / Utility / Church	*300.69*	*6.75%*	*81.14*	*4.57%*	*219.55*	*8.19%*
RA - Residential Attached	*148.69*	*3.34%*	*50.12*	*2.82%*	*98.57*	*3.68%*
SFD - Single Family Dwellings	*1568.21*	*35.20%*	*372.32*	*20.98%*	*1195.89*	*44.62%*
Total Land Area	**4455.17**		**1775.05**		**2680.12**	

Land Use Acreage

Figure 85: Land Use Map



ZONING CODE ANALYSIS

A community's zoning code can have a profound impact on the land uses and built form that make up its urban fabric. A broad understanding of Monument's Zoning Code identifies growth and development patterns, the Town's vision for land uses and residential densities, and the tools available for planners to guide business owners and development activity.

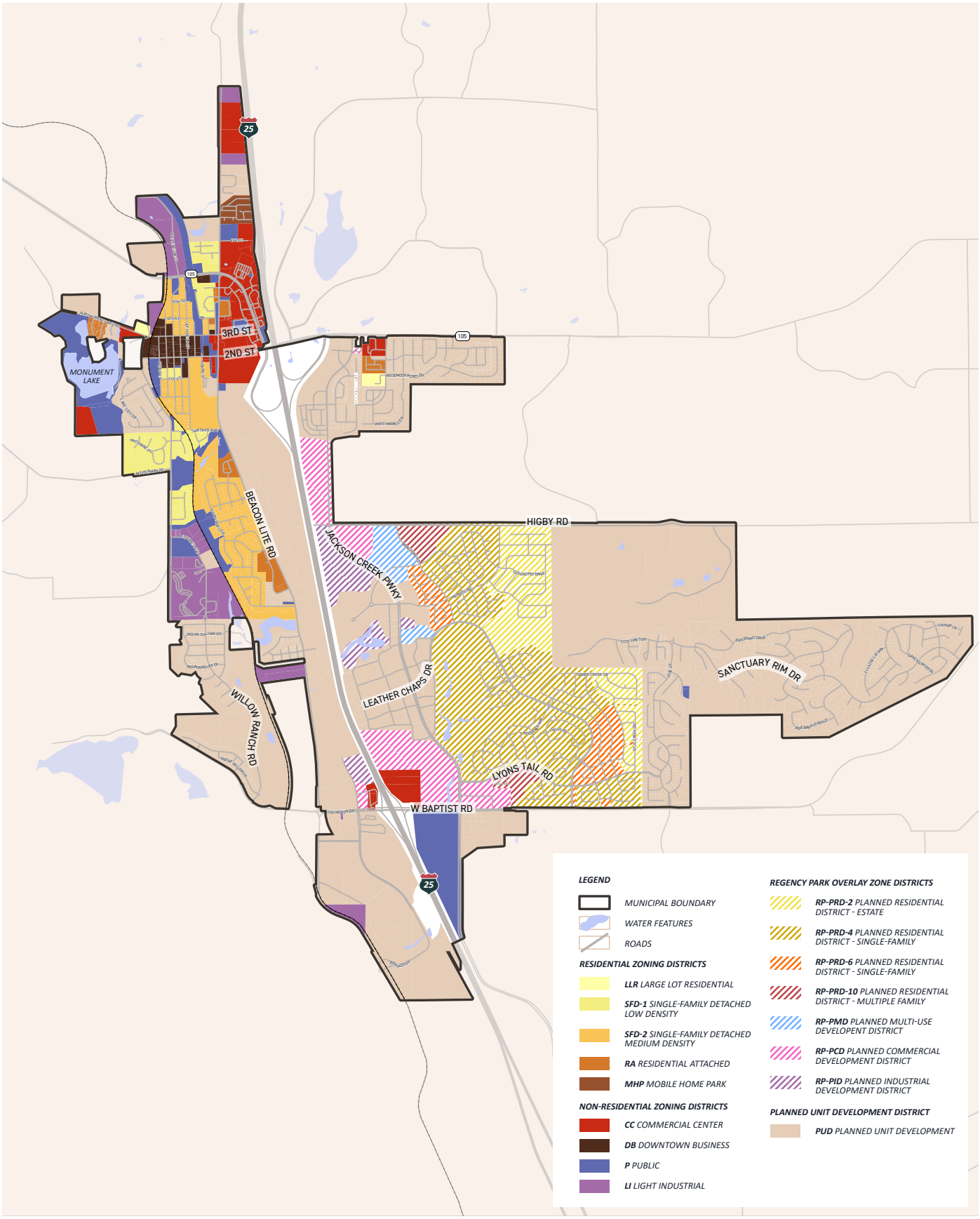
Title 18 of Monument's Municipal Code, titled "Land Development Code," was adopted in 2021 and establishes the core zoning framework for the town. Per Section 18.01.140, its purpose is to "promote the health, safety, convenience, order, prosperity, aesthetics, environmental quality, and general welfare of the present and future inhabitants of Monument, Colorado." The Land Development Code establishes regulations for the subdivision of land, defines zoning districts, identifies permitted and conditional land uses, establishes performance standards for development, and includes the town's sign code.

Residential Zoning Districts

Monument has five zoning districts for residential development.

- *Large Lot Residential (LLR)*
  - *Low density rural estate character*
  - *2.5-acre minimum lot size*
- *Single-Family Detached Low Density (SFD-1)*
  - *Duplexes are not allowed*
  - *9,000 SF minimum lot area*
- *Single-Family Detached Medium Density (SFD-2)*
  - *Duplexes are not allowed*
  - *6,500 SF minimum lot area*

Figure 86: Zoning Map



- *Residential Attached (RA)*
  - *Intended to provide "a mix of housing options, including single-family attached and multifamily residential dwellings."*
  - *Monument's only multifamily residential zoning district*
  - *5,000 SF minimum lot area for single-family*
  - *1,725 SF lot area per unit for single-family attached or multifamily (25 dwelling units per acre)*
- *Mobile Home Park (MHP)*
  - *Ten-acre minimum lot area for a mobile home park*
  - *4,000 SF required for each space / lot*

Zoning	Total Acreage	
	Acres	% of Total Zoning Areas
LLR - Large Lot Residential	*7.56*	*0.2%*
SFD-1 - Single-Family Detached Low Density	*69.55*	*1.7%*
SFD-2 - Single-Family Detached Medium Density	*148.22*	*3.6%*
RA - Residential Attached	*30.94*	*0.8%*
MHP - Mobile Home Park	*14.42*	*0.4%*
DB - Downtown Business	*37.87*	*0.9%*
CC - Commercial Center	*147.17*	*3.6%*
BC - Business Campus	*0*	*0%*
LI - Light Industrial	*129.00*	*3.1%*
P - Public	*224.19*	*5.5%*
RP - Regency Park Overlay District	*925.76*	*22.6%*
PUD – Planned Unit Development	*2366.63*	*57.7%*
Total Land Area	**4455.17**	

Zoning Acreage

Commercial Zoning Districts

Four zoning districts regulate commercial and light industrial land uses in Monument.

- *Downtown Business (DB)*
  - » *Intended to "encourage development and redevelopment that preserves and enhances the unique character of downtown Monument."*
  - » *Lower-intensity service and sales uses appropriate for a pedestrian-oriented character area*
  - » *Residential and Mixed Uses are Conditional*
- *Commercial Center (CC)*
  - » *Intended for consumer goods and services in well-planned nodes of commercial development outside of the Downtown business district.*
  - » *Allows a broader range of commercial uses that are more intense and automobile-oriented*
  - » *Shopping centers are a Permitted land use*
- *Business Campus (BC)*
  - » *Provides for the attraction of a variety of employment-generating land uses*
  - » *Town Zoning Map does not identify any properties in this zoning district*
- *Light Industrial (LI)*
  - » *Accommodates intense land uses associated with truck traffic, noise, vibration, and other potential nuisance characteristics*
  - » *The Town's manufacturing, warehousing, distribution, and similar businesses are in this zoning district*

Public (P) Zoning District

This district is used to identify public and quasi-public buildings and facilities. Examples include parks, houses of worship, schools, and government buildings.

Regency Park (RP) Overlay District

The Regency Park Planned Development is a large area east of Interstate 25 that was annexed into Monument after El Paso County had already approved a range of residential and commercial development on it. To incorporate the land into the Town's existing zoning framework, it was placed into a new zoning overlay district. The large development has seven areas providing a range of residential and commercial land uses. Each of these seven areas was placed into a separate sub-district within the larger Regency Park Overlay District and the Zoning Code establishes detailed bulk and land use regulations for each of the seven sub-districts.

PUD – Planned Unit Development

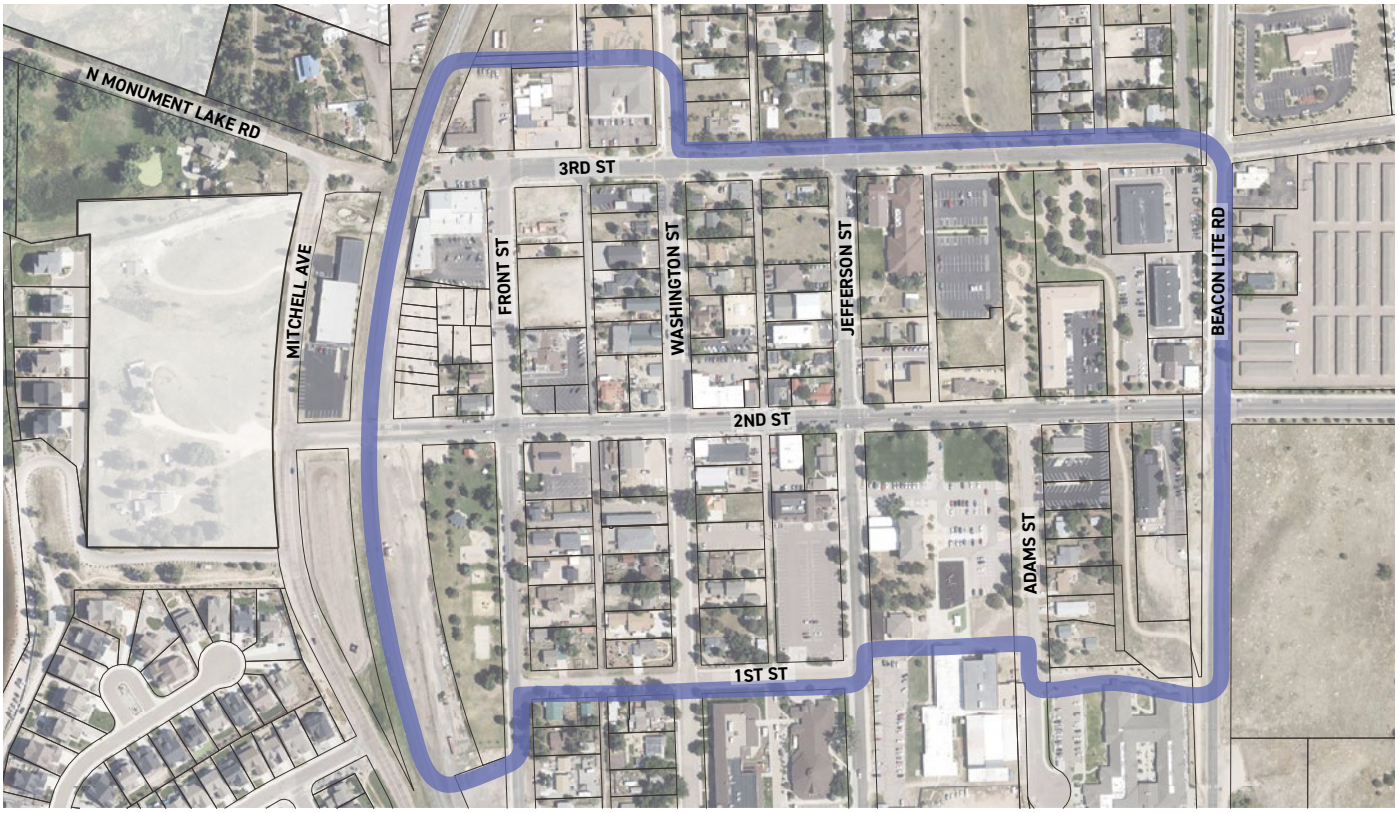
Large parts of Monument are not designated in any of the zoning districts identified in this chapter. Instead they are zoned "Planned Unit Development." This zoning designation is not identified in the municipal code and is used to identify properties that are part of an approved planned development. The nature or land use of the approved PUD is not discernible from the zoning map.

DOWNTOWN MONUMENT

Downtown Monument has been at the center of the community's growth since the town was incorporated in 1879. From mercantile stores and churches to hotels and saloons, the 2nd Street and 3rd Street corridors have been a part of the town's history from the very beginning. The railroad west of Front Street played an important role, as well, creating the town's original name of Henry's Station and spurring downtown commerce and investment. This concentration of activity was a driving force behind Monument's success as a settler community and establishing it as a thriving Colorado mountain town.

As the town continued to grow, development and investment spread to other areas. Automobile highways connecting Denver and Colorado Springs were constructed west of downtown beginning in the 1930s and ending with Interstate 25 constructed in the 1960s. This brought thousands of cars by Monument every day and commercial development naturally gravitated toward the highway corridor and away from downtown. Annexations east of the Interstate in the 1980's provided swaths of developable land and opportunities for large automobile-oriented commercial development that attracted further investment away from downtown Monument.

Despite these challenges, the downtown core remained intact and its historic character, pedestrian scale, and picturesque location on the front range of the Rocky Mountains make it a source of pride for the whole community. The Town remains dedicated to supporting and preserving the downtown commercial core through planning efforts and investments in signs, branding, and infrastructure.



Downtown Area

What is Downtown?

The borders of the downtown can vary depending on whether the focus area is on the commercial core or includes streets, gateway locations, nearby residential neighborhoods, and "downtown adjacent" commercial areas.

For the purposes of the Monument 2040 Comprehensive Plan and its Downtown Master Plan, a broad border for the downtown will be used:

- ***This includes the "downtown adjacent" properties along 3rd Street towards Beacon Lite Road, as well as residences and institutional land uses on Adams Street south of 2nd Street. These areas contribute to the downtown's land use dynamic and are important to consider in the broader context of the area.***
- ***The western boundary of downtown is the railroad tracks. This brings Limbach Park into the study area, as well as the new residential development on the west side of Front Street.***
- ***The gateway corridor on 2nd Street between Interstate 25 and Beacon Lite Road is a separate character area and will be the subject of analysis and recommendations specific to its unique nature and ability to contribute to the downtown core.***

Downtown Zoning

Most of the study area is in Monument's DB – Downtown Business zoning district. Surrounding residential areas are principally in the SFD-2 medium density single-family residential district, though a small pocket is in the SFD-1 low density district. The zoning district allowing the highest residential density, RA – Residential Attached, is not present in downtown.

The commercial areas east of Beacon Lite Road, including the gateway corridor along 2nd Street, are in the CC – Commercial Center zoning district that permits higher-intensity, automobile-oriented commercial uses.

Limbach Park and the Sante Fe Trail each have a significant presence in the downtown. Properties associated with these spaces are zoned P – Public.

DB – DOWNTOWN BUSINESS ZONING DISTRICT

Regulations in the DB zoning district impact building bulk, intensity, and land uses in the downtown. Key regulations include:

- ***A maximum building height of 35 feet, limiting buildings to three stories***
- ***Permitted land uses are mainly small-scale office, service, and retail-oriented. New, experiential land uses are not identified on the land use table. Multifamily buildings, duplexes, and single-family homes are listed as Conditional land uses.***
- ***Residential density allowed for multifamily or mixed-use development in the DB zoning district is not clear in the code. Adding this will add clarity and set expectations among buildings, developers, and property owners about what they're allowed to construct by-right in downtown Monument.***

Downtown Design Standards

Design standards for downtown Monument were included in the 2021 adoption of the Land Development Code and appear alongside standards for lighting, landscaping, parking, and site design. The design standards establish a framework to improve the quality of the built environment along 2nd Street between Beacon Lite Road and Mitchell Avenue, as well as on surrounding streets, with regulations including:

- ***Minimum building height of 1.5 stories and a maximum of three stories with an upper-story step back.***
- ***Articulated building facades with native materials on the exterior and impactful fenestration***
- ***Awnings, street trees, outdoor furniture, and pedestrian amenities***

There have not been new redevelopment projects downtown in recent years to demonstrate how these design standards shape new construction. It will be helpful to visualize how new development would appear if designed in conformance to the downtown design standards.

Downtown Land Uses

There is a variety of land uses clustered in the downtown, ranging from municipal offices, churches, and single-family homes to restaurants and retail establishments. While this land use mix can bring energy and vibrancy, it can also feel disjointed and make it difficult to establish a firm sense of place downtown.

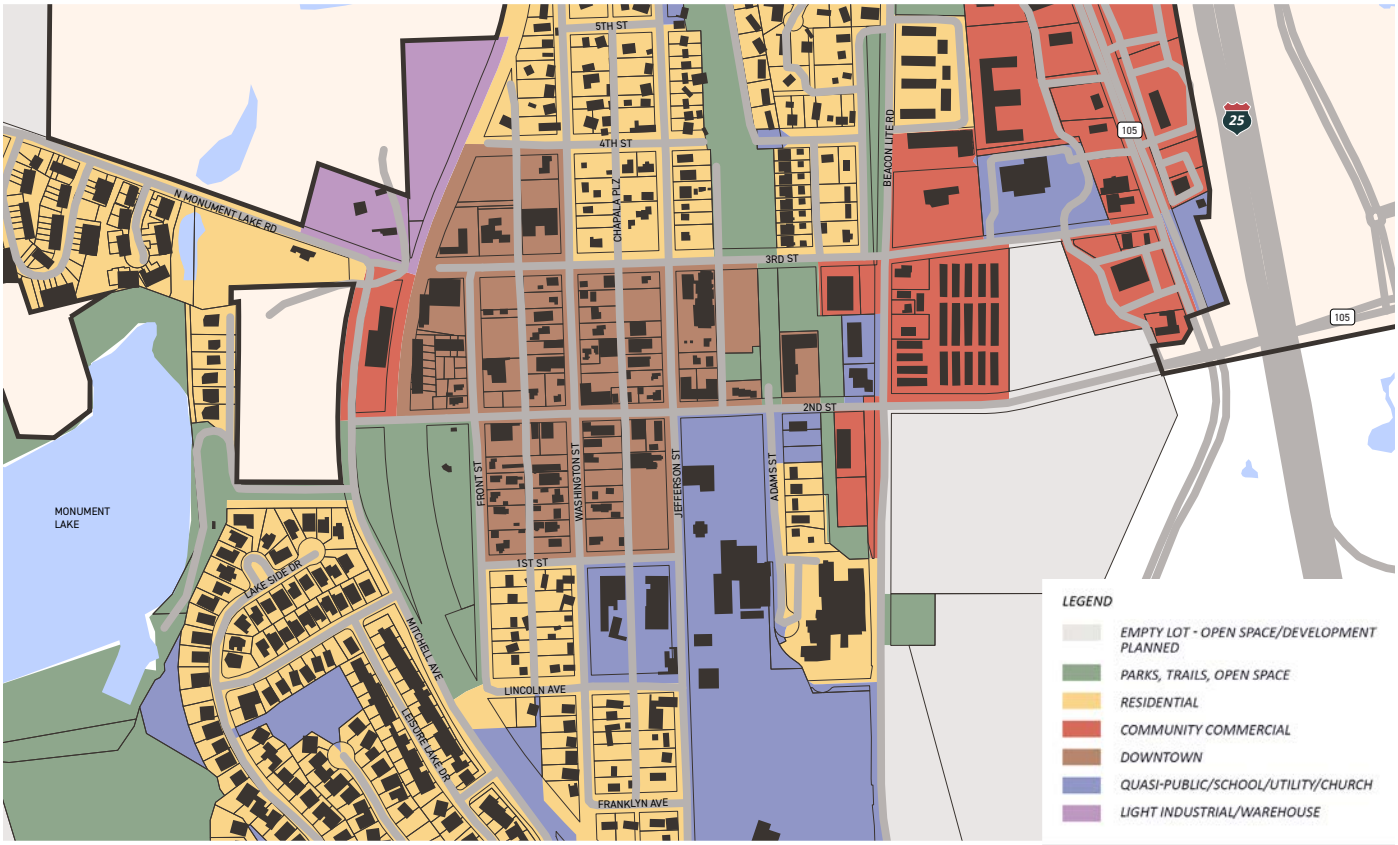
Zoning Considerations

Section 18.03.380 of Monument's Zoning Code provides a long list of land uses that are Permitted, Conditional, or Prohibited. Regulating land uses with an exhaustive list can be problematic for a number of reasons. Land uses like pharmacies and veterinary clinics evolve over time and may no longer need to be Conditional Uses. Further, new concepts like nanobreweries, doggy day cares, and rock climbing gyms don't appear on outdated land use lists.

While there is a mechanism for the Planning Director to make like-use determinations for new land uses, this adds time and expense for new businesses to get zoning approval. Monument can reconsider how the Zoning Code approaches land use regulations when the Town next updates the Zoning Code.

Indoor Rockclimbing

Figure 87: Downtown Land Use Map



2ND STREET

The "main street" of downtown begins on Second Street at Beacon Lite Road as visitors travel west. The first block has a commercial building on the south side of the street and a professional office building on the north that broadcast the commercial intent of the downtown, but this is diluted by a municipal office building at the intersection, a single-story residential building, school district property, and two churches fronting on Second Street. The built form doesn't present a strong entrance to the downtown on this block, so streetscaping, signs, or other improvements could be especially impactful here.

Commercial land uses are more established on Second Street after Jefferson Street: the ice cream shop, a professional office building, and the Chamber of Commerce building are here, followed by the Black Forest Café and several service and retail businesses. These are followed by an event venue and restaurants as Second Street continues to Front Street. Limbach Park is on the south side of Second Street between Front Street and Mitchell Avenue, and a single-family residence and a new residential and commercial development are on the north side.

3RD STREET

Much of 3rd Street is "downtown adjacent" and plays a supporting role in the overall land use framework. A key property on the western end of 3rd Street is the L-shaped multitenant commercial building. It can feel disconnected from the 2nd Street core, but appears to be fully-tenanted. Wayfinding and sidewalk improvements can help this small center feel more connected to the 2nd Street corridor.

Commercial land uses on north side 3rd Street downtown include a light industrial building, an art studio and gallery, and a medical office building. There are small businesses operating out of residential-scale buildings on the south side up to Jefferson Street.

Another house of worship is at the corner of 3rd Street and Jefferson Street. A large parking lot is adjacent to the church with frontage on 3rd Street.

There are established single-family residential neighborhoods north of 3rd Street. Most properties are small and could be assembled in the future to create larger sites for redevelopment. Zoning should equip these areas to contribute to the Town's vision for residential density and downtown vibrancy when interest and opportunities for redevelopment arise.

HOUSES OF WORSHIP

As previous studies have pointed out, houses of worship represent an impactful land use in downtown Monument. Two have frontage directly on 2nd Street and two others occupy large tracts of land close to it. The principal drawback from a downtown vibrancy perspective is the periods of time when these properties are inactive, shuttered, and empty. Services are traditionally conducted on Saturday or Sunday mornings. During peak shopping and dining times in the downtown, however, church buildings tend to be closed, locked, and quiet.

An advantage of these institutions is the pool of congregants and supporters associated with them. Efforts to engage these groups in downtown placemaking and revitalization initiatives could benefit the downtown and forward a service-oriented mission the organizations may have.

MULTIFAMILY DEVELOPMENT

Multifamily residential land uses are a conditional land use in downtown Monument. No hard density limits are established, but building height is limited to 35 feet. One multifamily building is on Washington Street just south of 2nd Street. It's on a small lot and may serve as a helpful example for infill opportunities elsewhere downtown. The Zoning Code's regulations for multifamily development near downtown should be revaluated to ensure they set clear expectations and allow reasonable development opportunities.

SANTE FE TRAIL

The Sante Fe Trail traverses the downtown from south to north and establishes a greenway for pedestrians and cyclists through the west side of Monument. It's a key connector to bring visitors to Monument and the town has capitalized on it by establishing a trailhead park space between 2nd and 3rd Streets. It includes benches, a shelter, landscaping, and the Monument Waterwise Demonstration Garden.

Land uses adjacent to the trail include residential properties, commercial buildings, and an office building. A local distillery operates out of a light industrial building and opens up to the Trailhead park space, an ideal amenity for trail users.

It will be helpful to explore other ideas to make the trail's presence downtown "distinctly Monument", welcoming visitors and inviting them to stop, experience downtown, dine, and shop. Monument Lake is only a short distance away and cyclists should be directed to it. A "Selfie Stop" in the Trailhead park space can give visitors a chance to embrace being in Monument and create a digital memory.

LIMBACH PARK

This is the premier public gathering space in downtown Monument. Regular programming and improvements like the band shell make it an important destination throughout the summer months. The park dates to the early years of Monument and is named after Henry Limbach, the Town's first Mayor.

The park is located on the western extreme of downtown Monument, not in a central location. While this location offers unobstructed views of the mountains, it also pulls visitors away from local businesses. Attendees at concerts or other events are blocks away from many of the retail and service establishments along 2nd Street. Limbach Park is a historic part of downtown that will remain an important part of the community, but additional opportunities for gathering spaces downtown should be explored.

Santa Fe Trail

Limbach Park

MONUMENT LAKE

This man-made 30-acre lake has been a part of Monument's history from the beginning. Ice harvesting from the lake was an important part of the town's economy through the 1930's and it remains one of the key attractions in Monument that drives customer traffic and tourism through downtown.

Key considerations to leverage this asset include improving the public facilities at the lakefront and securing safe, easy pedestrian access from downtown. Currently the paved road accessing the lake terminates into a gravel drive. While it's safe and usable, the gravel roadway is less durable, subject to mud and potholes, and less sightly than a paved road. Expenses associated with improving the roadway are considerable and the idea of charging visitors for parking at Monument Lake has been floated.

Access to the lake from downtown is easy by car, but more tedious for pedestrians and cyclists. Obstacles include the extensive railroad right-of-way and rail line, termination of the sidewalk on 2nd Street at the railroad, and the large private property where 2nd Street terminates at Mitchell Avenue. None of these obstacles are easily (or cheaply) addressed, but wayfinding and pathway improvements may be an achievable starting point.

ARTS & CULTURE

Pieces of art abound in downtown Monument, brighten the environment, and add to a special sense of place. This is facilitated by the ArtSites program, which the town has overseen since 2023. There are permanent sculpture pieces, as well as rotating exhibits that are curated through a community-led process every year. Discussions about resources and staffing are always on the table, but this program should remain a priority and continue to enrich Monument and its downtown.

STREETS & ALLEYS

The streets throughout downtown are largely in good condition. Adams Street is an exception, as it remains without curb or sidewalk improvements and has a rough shoulder. It terminates north of 2nd Street in an unimproved right-of-way that accesses an open space planned for public use.

Alleys play a big role in connecting downtown spaces and buildings and represent an opportunity for improvements and placemaking. They are used by automobile traffic and provide essential access to several properties, but are not named and would benefit from improved paving and maintenance. Celebrating these alleys as unique places by naming them and giving each an identity may be an easy way to capitalize on their presence and utility downtown. Businesses or houses of worship that depend on the alleys can be included in the planning process.

PREVIOUS PLANNING EFFORTS

Monument's leaders have long recognized that the downtown requires support to maintain a relevant role in the town's cultural and economic fabric. Several studies over the years (2005, 2018, and 2023) identified assets, obstacles, and strategies to improve downtown, encourage investment, and develop a stronger sense of place. These studies are summarized elsewhere in this report, but key themes are shared below:

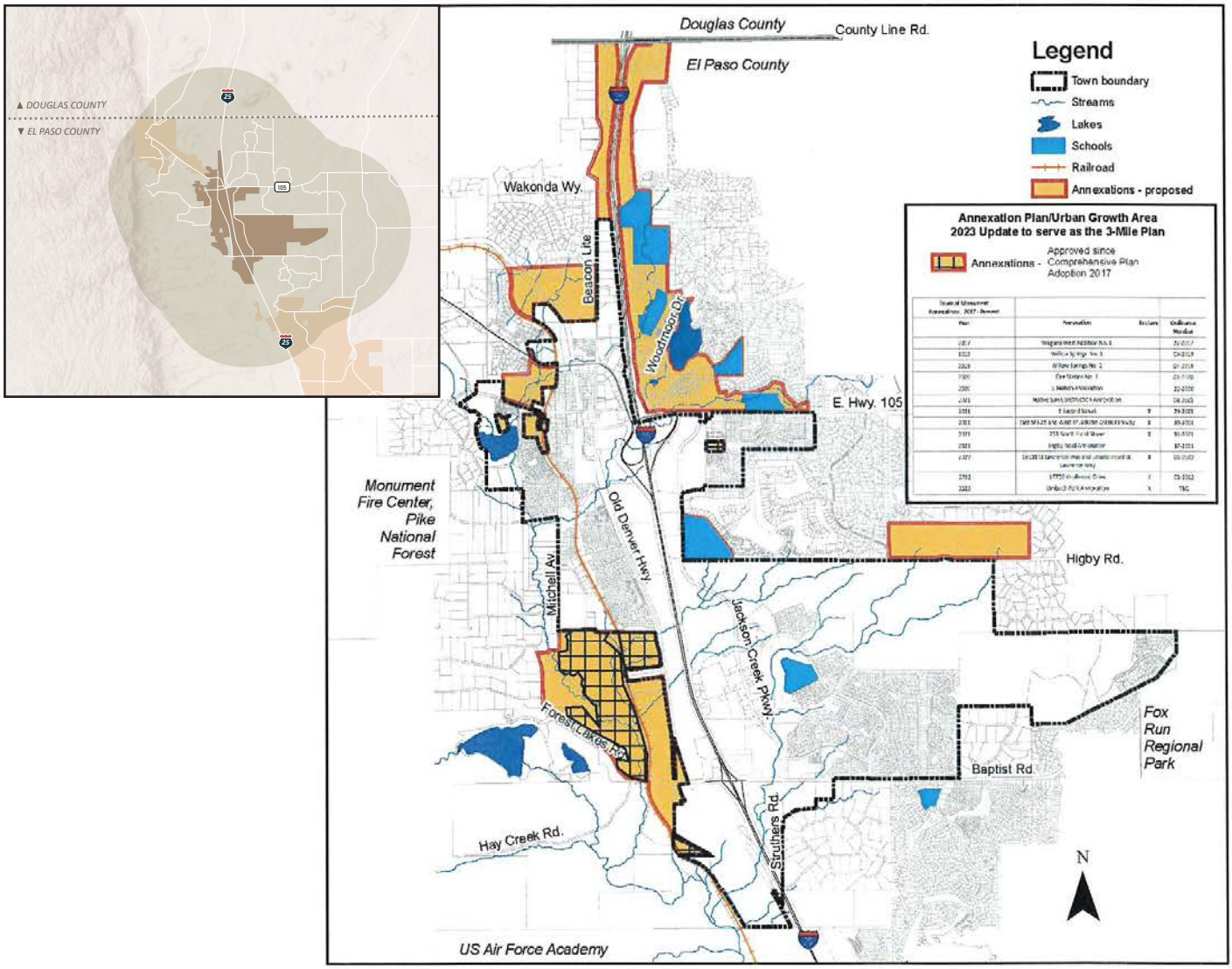
- ***There is a need to strengthen the brand of downtown and improve messaging about it. Gateway and wayfinding signs are an essential part of this.***
- ***The built form would benefit from more uniformity, so design standards will be important to guide the look and feel of new development***
- ***Programming and activation are essential to draw visitors downtown***
- ***Organization and communication among downtown businesses and stakeholders is essential to pool resources and focus efforts toward downtown improvement***

Strategies such as improved gateway signs, streetscaping improvements, and branding will continue to be a part of downtown planning efforts. Findings, strategies, and plans from the previous planning efforts will be incorporated into Monument 2040's Downtown Master Plan.

GROWTH AND ANNEXATION

Colorado State Law requires municipalities to establish a plan for growth and annexation in a three-mile area beyond their borders. Monument approved their own "Three Mile Plan" as part of the 2017 comprehensive plan and has re-adopted it with slight amendments ever since.

This plan will benefit from a comprehensive update that reflects demographic and land use changes from 2017, as well as a fresh look at realistic and aspirational growth areas. Unincorporated areas in metropolitan districts like Woodmore receive municipal services like police and fire protection. While shown in the current Three Mile Plan as "proposed for annexation," residents and property owners will benefit from clarity on the advantages and impacts of becoming part of the Town of Monument. Similarly, unincorporated areas adjacent to the Triview Metropolitan District may present opportunities for annexation that benefit both the Town and the Metropolitan District.



3-Mile Map Annexation Plan/Growth Area (2023) and Actial 3-Mile Area

OPPORTUNITY SITES

In addition to identifying key growth areas within the three-mile area, the Monument 2040 Comprehensive Plan will also examine select sites in town that are susceptible to redevelopment and changes in land use in the lifetime of the plan. It can be helpful to visualize the scale and intensity of development on these sites, evaluate different land uses, and see concepts of a built form that resonates with Monument residents and reflects the character of the community.

Four sites have been chosen for analysis in Phase 2 of the comprehensive planning process. They offer a range of settings that allow an exploration of residential, commercial, and mixed-use development.

Site 1: Two properties on Front Street and 3rd Street in Downtown Monument

These properties are in the heart of Monument's historic downtown and represent key opportunities for a development supporting the feel, character, and vision for downtown. They're in the DB – Downtown Business zoning district that allows lower-intensity, pedestrian-oriented service and retail land uses. The Downtown Design Guidelines control the built form on the site, requiring certain exterior materials and limiting height to 35 feet. There is acknowledgment that additional residential density will support downtown growth and economic development, so a mixed-use building could be explored for this site.

Site 2: Property east of the Self Storage Facility on 2nd Street and Beacon Lite Road

This site represents a key gateway opportunity for downtown Monument and a transition from the automobile-oriented commercial district along the Interstate to the residential and pedestrian scale 2nd Street corridor.

The property is in the CC – Commercial Center zoning district that allows a broad range of commercial, restaurant, and service land uses. Maximum building height is 75 feet. No design standards regulate development on the site, so communication and cooperation with potential developers will be essential to facilitate an impactful redevelopment.

Multifamily and mixed-use development are allowed a conditional land uses. This site represents an opportunity for residential density that would support downtown Monument and benefit from proximity to the Interstate and adjacent commercial corridor.

Site 3: Property south of this site across 2nd Street

This is a "sister site" to the property across 2nd Street and presents an opportunity for complementary development. It is also in the CC – Commercial Center zoning district and a gateway property to the 2nd Street corridor and downtown Monument. The maximum building height of 75 feet offers an opportunity for multifamily residential development that could support the downtown and leverage the site's proximity to Interstate 25.

Site 4: Dellacroce Ranch

This long, narrow tract of land abuts Baptist Road in the south part of Monument west of the Interstate. The property is included in the 2023 annexation plan, but remains unincorporated. It represents a key opportunity for residential development at a scale that meets the demand for smaller, more attainable detached and attached housing. The site's location on the Sante Fe trail gives it access to downtown Monument, as well as the regional trail system. Baptist Road is on the south end of the property, which gives it easy access to the Interstate.

The property does not have a Town zoning designation because it's not part of Monument at this point. However, residential land uses are nearby and commercial land uses have grown near the intersection of Baptist Road and Interstate 25. Commercial development on the Dellacroce Ranch site may make sense along Baptist Road and the Sante Fe Trail's nearby trailhead.

CORRIDORS

There are several corridors in Monument that have an impactful presence in the community and can play a valuable role in placemaking and a feeling of shared identity.

Jackson Creek Parkway

Located east of Interstate 25 and within the Triview Metropolitan District, this north/south corridor has experienced the most commercial and residential development in Monument over the last twenty years. It serves the Lewis Palmer High School, the Tri-Lakes YMCA, and the big box retail development near Baptist Road with Wal-Mart, Home Depot, and Kohls.

Thousands of Monument residents travel on Jackson Creek Parkway every day, but it and the new housing and commercial development can feel disconnected from "historic Monument." The Interstate Highway contributes to this, as well as the availability of nearly every manner of commercial good, civic amenity, and housing in the east part of town. Enhancements along Jackson Creek Parkway to make it feel more part of the Town of Monument could help address this feeling of disconnectedness.

Sante Fe Regional Trail

This trail, owned and maintained by El Paso County, is located on abandoned Atchison, Topeka, and Sante Fe Railroad right-of-way. It runs through downtown Monument and previous projects celebrate and capitalize on its presence. An interpretive sign along the trail shares local historical information and a park / open space between 2nd Street and 3rd Street provides shelter and a resting spot.

Santa Fe Trail

Jackson Creek Parkway

Additional efforts to leverage the trail's presence through downtown may include additional identification signs along the trail that welcome users to Monument, beautification along the trail to improve its aesthetic impact, and bike parking or storage infrastructure to encourage riders to stop in town without having to worry about their equipment. The Public Works office building at 2nd Street and Beacon Lite Road abuts the trail. As a publicly-owned property, it may offer an easier opportunity for placemaking efforts along the Sante Fe Trail in downtown Monument.

Beacon Lite Road

This roadway travels north out of downtown Monument toward Palmer Lake and Douglas County. Many businesses and institutions have been located on Beacon Lite Road over the town's history, including the Monument Cemetery with graves dating back to the 1860s.

The land use mix in this corridor has evolved and now ranges from light industry, residential in manufactured and single family detached housing, and outdoor storage. As a gateway into Monument from the north, placemaking and aesthetic enhancements could help make the Beacon Lite Road corridor feel like a bigger part of the community.

Beacon Lite Road

KEY OBSERVATIONS

Community Identity and Communication

The Town of Monument is well-recognized in the region and Colorado residents throughout the 80132 area code will say they live in Monument even if their homes are outside the town's municipal boundary. While this is not harmful, problems arise when residents think they are in the town limits when they are not. Several factors contribute to this confusion, including irregular boundary lines, public services provided by multiple organizations, and a lack of unified messaging among government and public entities. Efforts to improve coordination and communication between Woodmoor, Triview, El Paso County, and the Town can help address this.

Growth & Annexation

The Town's current annexation plan, or Three-Mile Plan, comes from the 2017 comprehensive plan and has been reapproved semi-annually since then. While it may have reflected current conditions and Monument's vision for growth at the time, the plan warrants a thorough update. There are growth opportunities in unincorporated land north, south, and east of current town borders that should be contemplated by a new Annexation Plan. Aspirations for growth in the Plan will broadcast the town's vision to important stakeholders like the Woodmore and Triview Metropolitan Districts. This can start meaningful conversations about growth scenarios that are beneficial to both the Town of Monument and these partner organizations.

Community Character

"Reputation is Everything"

From a development and investment perspective, Monument has acquired a reputation as an insular community that is difficult to work with. The development review process has been unpredictable and inconsistent, often leaving builders, residents, and Town leadership at odds. Reasons for this include a misunderstanding of the Comprehensive Plan's role as a planning tool, over-reliance on PUD's and outdated elements in the Zoning Code, and inconsistent guidance and leadership of the Town's appointed and elected officials.

Education and clarity on Monument's regulatory framework, planning tools, and approval processes for appointed and elected officials will be paramount as the town works to improve its reputation in the region to encourage development and investment. As improvements are made, the town will be seen as an ally for growth and development instead of an impediment.

"Tale of Two Cities"

The history of Monument's growth and the Interstate 25 corridor have created a divide between the west and east sides of Monument. The west side has the historic downtown with a traditional street grid, small established residential neighborhoods, and a range of light industrial land uses that include manufacturing, warehousing, and outdoor storage.

The east side of Monument has subdivisions full of new housing, new school facilities, the YMCA, and the town's concentration of big box retail stores. Residents on the east side are disconnected from the west half of town by physical and lifestyle barriers. Efforts to address this can include mobility improvements supporting non-motorized connections between the two sides of town, as well as identity and branding initiatives so the east side still "feels" like part of historic Monument.

Land Use and Zoning

The PUD zoning district is overrepresented in Monument, especially given that it's not defined in the Zoning Code. A contributing cause may be the single multifamily zoning district for all multifamily development. A range of multifamily districts with varying densities and bulk regulations could facilitate more by-right development and allow a more carefully crafted vision of where different scales of multifamily development could be appropriate and most impactful.

It is understood that Planned Unit Developments become a de facto zoning district under Colorado State Law. While this should be represented on Monument's Zoning Map in some way, an underlying base zoning district should still be shown in areas under a PUD. This will help the Zoning Map remain a useful guide for the Town's vision for land use, planning, and development.

The town has a healthy land use mix with a variety of retail, services, and light industry. This diverse mix of commercial land uses lends resiliency to the local economy as economic trends favor one sector or another over time.

A "tale of two cities" has evolved in Monument with the west and east sides of Interstate 25 developing different characters. Efforts to connect the two sides and bring a more unified feeling of identity to all of Monument can support a stronger sense of place and community pride.

Monument is an important stakeholder in regional planning efforts conducted by El Paso County, the Pikes Peak Area Council of Governments, and the City of Colorado Springs. Focusing on communication and collaboration with these organizations could help Monument leverage their resources for support in planning, transportation, and other areas.

Semi-Truck Parking Considerations

The Federal Motor Carrier Safety Administration (FMCSA) places a limit on how long semi-truck drivers can spend behind the wheel. They can drive a maximum of eleven hours after ten consecutive hours off duty . When truck drivers hit this eleven-hour maximum, their vehicles will cease full operation until they pull off the road for a minimum amount of down time.

Monument's location along Interstate 25 between major freight destinations has resulted in it becoming an ideal location for many trucks to pull over and get the required amount of rest. Commercial operations have capitalized on this and the Pilot Travel Center at the southwest corner of the Baptist Road / I-25 interchange has a large semi-truck parking area. Trucks that don't use this lot will often park overnight along exit ramps or other side roads. This can be unsightly and dangerous, resulting in pushback from residents when it occurs.

The circumstances leading to Monument as a destination for overnight semi-truck parking are not likely to change in the foreseeable future. For this reason it may be appropriate to consider how the Town can benefit from the situation. If safe, reliable off-street parking facilities are available for truck drivers, parking along the Interstate off-ramps will likely decrease. Opportunities to construct and monetize a semi-truck parking facility should be explored.

The importance of cooperation and collaboration with the Triview and other metropolitan districts cannot be overstated. They provide essential services to 70% of the Town of Monument and many residents are unclear as to the role of the Town versus the metropolitan districts.

Downtown Monument

Downtown Monument has tremendous potential as an asset for the town and the Tri-Lakes region. The following initial observations will inform strategies for a master plan charting a path for the downtown area to realize this potential.

The 2018 downtown plan created strategies for gateway signs, wayfinding signs, and streetscape improvements. These were developed through a public process and have support from residents and downtown business community. The strategies should remain part of a Downtown Master Plan and pursued actively.

The Sante Fe Trail represents a key asset for the downtown. Low-cost, achievable strategies can give trail users an experience that is "distinctly Monument" and leverage the trail to bring visitors downtown.

Changes to the regulatory environment can be explored:

- ***Reevaluating how multifamily development is approached in the DB zoning district. Realistic density regulations should be established to set expectations among property owners and the development community, and bulk, parking, and other regulations should facilitate profitable, practical development.***
- ***Sign regulations specific to the downtown should be explored to ensure they allow creative, impactful signs that contribute to the historic character. An example is barber poles and determining whether they would be allowed by-right under the current sign code. Another example are old signs that appear in historic photos of downtown Monument. Similar concepts could be allowed now if they contribute to the historic feel.***

Houses of worship should be engaged as members of the business community. While they are businesses in the traditional sense, their presence in the downtown is significant. They could represent strong allies if included in conversations and downtown initiatives.

Monument residents represent just 14% of visitors to the downtown. About 30% of visits are from residents of unincorporated areas around Monument and 43% of visits from residents elsewhere in the county. This suggests there may be barriers impacting local trips downtown.

THE LOVE SHOP
OPEN

Infrastructure, Natural Resources, and Stormwater Management

8

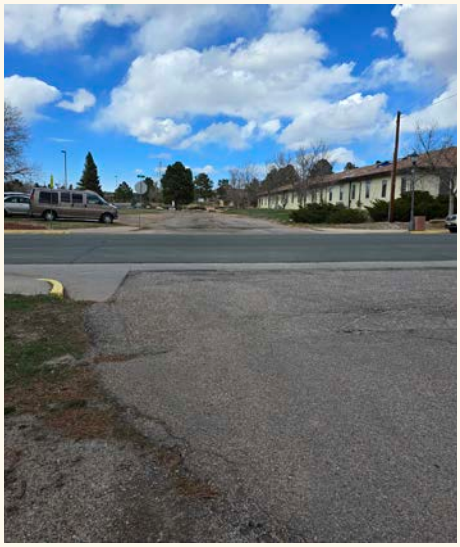
CONDITION, CAPACITY, AND NEEDS

The Town of Monument's water and sewer infrastructure is critical for supporting the community's health, safety, and development. This section provides an in-depth look at the current condition, capacity, and needs of these systems, highlighting the challenges and opportunities for improvement.

CONDITION

The water and sewer facilities in Monument are managed by multiple entities, each responsible for different areas and aspects of service delivery.

- ***Monument Water Department:*** The department operates eight active wells tapping into three Denver Basin aquifers. These wells provide a reliable water supply, but the infrastructure, including 24 miles of water main pipes, 450 valves, and over 200 hydrants, requires regular maintenance and upgrades to ensure continued reliability and compliance with state regulations.



Downtown Monument Conditions

- ***Monument Sanitation District:*** Established in 1963, the district collects wastewater from areas west of Interstate 25 and treats it at the Tri-Lakes Wastewater Treatment Facility (TLWWTF). The facility, jointly owned by Palmer Lake Sanitation District and Woodmoor Water and Sanitation District, is rated at 4.2 million gallons per day but currently treats 1.24 million gallons per day.
- ***Woodmoor Water and Sanitation District:*** This district sources water from 15 wells and surface water intake from Lake Woodmoor, Monument Creek, and Augusta Pit. It serves approximately 8,741 customers, including a small area within the Town boundaries. The infrastructure is generally in good condition but requires ongoing investment to maintain service levels and support future growth.
- ***Triview Metropolitan District:*** Formed in 1985, Triview operates 10 Denver Basin wells, two water treatment plants, and two water tanks. The district manages 68 miles of water main lines and 47 miles of sewer collection lines. The infrastructure is well-maintained, but the district is actively working on projects like the Northern Delivery System to enhance water supply reliability.

> *Our road and water infrastructure needs to be able to handle new development.*
>
> — COMMUNITY STAKEHOLDER

- ***Pinyon Pines Water District:*** The Piñon Pines Water District is a small water utility located on the south side of the Town of Monument. It was established as part of the Forest Lakes Metropolitan District (FLMD), which manages water and wastewater services, drainage, parks and trails, landscaping, and streetlight services for the three Piñon Pines Metropolitan Districts (PPMD #1, PPMD #2, and PPMD #3).

  The district sources its water from two Denver Basin wells and a surface water treatment plant that accesses water stored in Bristlecone Reservoir, ensuring a reliable supply of potable water for residents and businesses. Managed by a board of directors, the district oversees operations, maintenance, and regulatory compliance to maintain water quality and reliability.

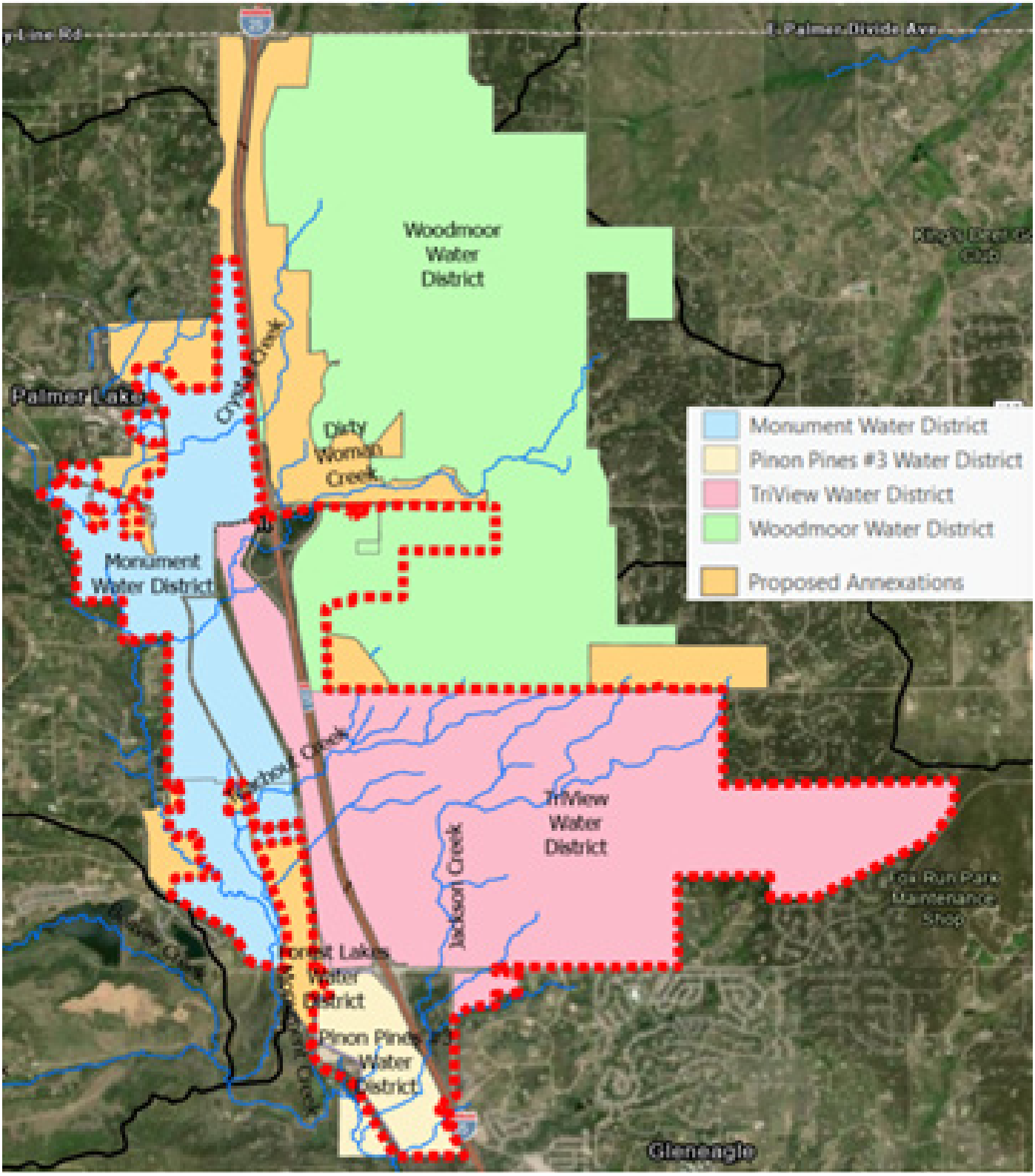
  The Piñon Pines Water District also engages with the community to promote water conservation and sustainable usage practices. As of the latest information (2023), the district provides services to approximately 1,500 homes, with this number expected to increase as the area continues to develop.

CAPACITY

The capacity of Monument's water and sewer systems is designed to meet the current demands of the community, but there are challenges related to growth and resource management:

- ***Water Supply:*** The Monument Water Department can produce up to 470,000 gallons of potable water daily, stored in a 1-million-gallon tank. However, the reliance on groundwater from the Denver Basin aquifers poses sustainability concerns, necessitating the exploration of alternative water sources. The Denver Basin aquifer system is a significant groundwater resource located along the Front Range of Colorado, extending from Greeley to Colorado Springs and from the foothills to Limon. Groundwater in the Denver Basin is experiencing depletion due to extensive pumping to meet the growing demands of municipal, industrial, and domestic uses along Colorado's Front Range. Eventually, wells might have to go some 2500 feet deep.
- ***Wastewater Treatment:*** The TLWWTF has a capacity of 4.2 million gallons per day, with current treatment levels at 1.24 million gallons per day. This capacity is sufficient for current needs, but future growth may require additional investments in treatment facilities and infrastructure.
- ***Stormwater Management:*** The Town of Monument and Triview Metropolitan District manage stormwater infrastructure, including detention ponds and drainage structures. Effective stormwater management is crucial to prevent flooding and protect water quality, requiring ongoing maintenance and upgrades.

Figure 88: Water Districts



NEEDS

To ensure the long-term sustainability and reliability of Monument's water and sewer infrastructure, several needs must be addressed:

- ***Infrastructure Upgrades:*** Regular maintenance and upgrades to water mains, valves, hydrants, and treatment facilities are essential to maintain reliable service, improve readiness for wildfire protection, and ensure compliance with regulations.
- ***Alternative Water Sources:*** Reducing reliance on nonrenewable groundwater sources by developing renewable water projects, such as the Northern Delivery System and the Loop Water Authority project, is critical for long-term sustainability.
- ***Capacity Expansion:*** As the community grows, expanding the capacity of water and wastewater systems will be necessary to meet increased demand. This includes investments in new wells, upgraded treatment plants, and distribution and conveyance infrastructure.
- ***Stormwater Management:*** Enhancing stormwater infrastructure to manage runoff effectively and prevent contamination of local water bodies is vital to protecting the renewable water sources available. This includes implementing best management practices and ensuring compliance with state and county stormwater regulations.
- ***Funding and Collaboration:*** Securing adequate funding for infrastructure projects and fostering collaboration among the various entities responsible for water and sewer services will be crucial for addressing the community's needs. This includes exploring new funding mechanisms and strengthening partnerships with regional utilities.

Addressing these needs will require a coordinated effort from the Town of Monument, special districts, and regional partners to ensure a sustainable and reliable infrastructure system for the community.

INFRASTRUCTURE SYSTEMS

The Town of Monument's infrastructure systems are vital for ensuring the community's health, safety, and quality of life. These systems encompass drinking water supply, wastewater treatment, stormwater management, and utilities such as electrical power and natural gas. The complexity of Monument's infrastructure is heightened by the presence of multiple water and sewer providers, each responsible for different aspects of service delivery. This section provides a detailed overview of the various entities involved, their roles, and the current state of infrastructure within the town.

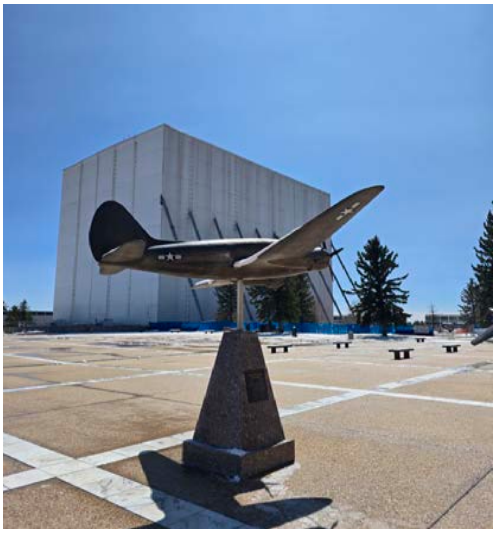
Drinking Water and Wastewater Treatment

MONUMENT WATER DEPARTMENT:

- *Operates eight active wells tapping into three Denver Basin aquifers.*
- *The system can provide up to 470,000 gallons of potable water daily.*
- *The system includes 24 miles of water main pipes, 450 valves, and over 200 hydrants.*
- *Responsible for daily operations, maintenance, long-term asset management, and compliance with state regulations.*

MONUMENT SANITATION DISTRICT:

- *Collects wastewater from areas west of Interstate 25.*
- *Treats wastewater at the TLWWTF, jointly owned by Palmer Lake Sanitation District and Woodmoor Water and Sanitation District.*
- *TLWWTF is rated at 4.2 million gallons per day but currently treats 1.24 million gallons per day.*



USAFA

Downtown Monument

WOODMOOR WATER AND SANITATION DISTRICT:

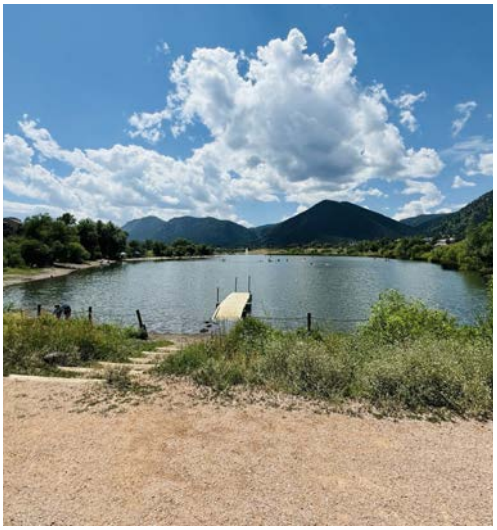
- *Sources water from 15 wells and surface water intake from Lake Woodmoor, Monument Creek, and Augusta Pit.*
- *Serves approximately 8,741 customers, including those within the Town boundaries.*
- *Involved in the Loop Water Authority project as a lead to create a renewable regional water system.*

TRIVIEW METROPOLITAN DISTRICT:

- *Operates 10 Denver Basin wells, two water treatment plants, and two water tanks.*
- *Constructing the Northern Delivery System to bring renewable water from Colorado Springs Utilities.*
- *Manages 68 miles of water main lines and 47 miles of sewer collection lines.*
- *Majority shareholder in the Upper Monument Creek Wastewater Treatment Plant.*
- *Collaborates on the North Monument Creek Interceptor (NMCI) project to transport wastewater for treatment via a 10-mile pipeline.*

PINYON PINES WATER DISTRICT:

- *Water Source is local groundwater wells tapping into aquifers.*
- *Managed by a board of directors overseeing water treatment and distribution to approximately 1,500 customers.*
- *Infrastructure includes pipelines, storage tanks, and essential distribution systems.*
- *Provides potable water to residents and businesses within its service area.*
- *Regular maintenance and upgrades to ensure reliability and compliance with regulatory standards.*


Woodmoor Lake

Palmer Lake

Stormwater Management

TOWN OF MONUMENT:

- *Responsible for reviewing stormwater plans and maintaining stormwater infrastructure within town limits.*
- *Ensures compliance with Best Management Practices (BMPs) and annual reporting by developers.*

The Town currently collects stormwater impact fees based on a fee structure established by El Paso County. An update to the Stormwater Management Plan is currently underway that will identify and prioritize necessary improvements to the Town's drainage infrastructure.

TRIVIEW METROPOLITAN DISTRICT:

- *Manages stormwater services within its boundaries, including detention ponds and drainage structures.*

Triview Metropolitan District

ENERGY INFRASTRUCTURE

This section provides an overview of the entities responsible for electrical power and natural gas services in Monument, highlighting their roles and contributions to the community's energy needs. Reliable access to electrical power and natural gas ensures that homes are heated, lights are on, and industries can function smoothly. The Town's energy infrastructure is managed by dedicated providers who work to maintain and improve the systems that deliver these vital resources.

Electrical Power

MOUNTAIN VIEW ELECTRIC ASSOCIATION (MVEA):

- *Primary provider of electrical power in Monument.*
- *MVEA is a not-for-profit electric cooperative responsible for the distribution of electricity to the community.*
- *Purchases electricity from wholesale power suppliers, including Tri-State Generation and Transmission Association.*
- *Generates power from a diverse mix of sources such as coal, natural gas, hydroelectric, and renewable energy like wind and solar.*
- *Ensures a reliable and sustainable power supply for Monument and surrounding areas.*

Natural Gas

BLACK HILLS ENERGY:

- *Provides natural gas services to Monument.*
- *Manages both the supply and distribution of natural gas.*
- *Ensure safe and reliable delivery to residential and commercial customers.*
- *Maintains the infrastructure needed to transport natural gas from production sites to end users.*
- *Offers various customer services and support to meet the community's energy needs.*

These entities work together to ensure that Monument has a robust and reliable energy infrastructure, supporting both current demands and future growth.

PROPOSED CITY AND COUNTY PROJECTS

There are several major infrastructure projects within the Town that are underway to enhance water sustainability, quality, and management for its residents. The Town itself is not directly involved in many of these projects but they are designed to address current and future needs, ensuring a reliable and environmentally responsible water supply. Collaboration with regional partners and neighboring utilities is a key aspect of these initiatives, aiming to improve the overall infrastructure and resource management in the area. This section outlines the key water, sewer, and stormwater projects currently underway or planned, highlighting their purposes, components, statuses, and impacts.

Summary of Key Water Projects

NORTHERN DELIVERY SYSTEM (TRIVIEW METROPOLITAN DISTRICT):

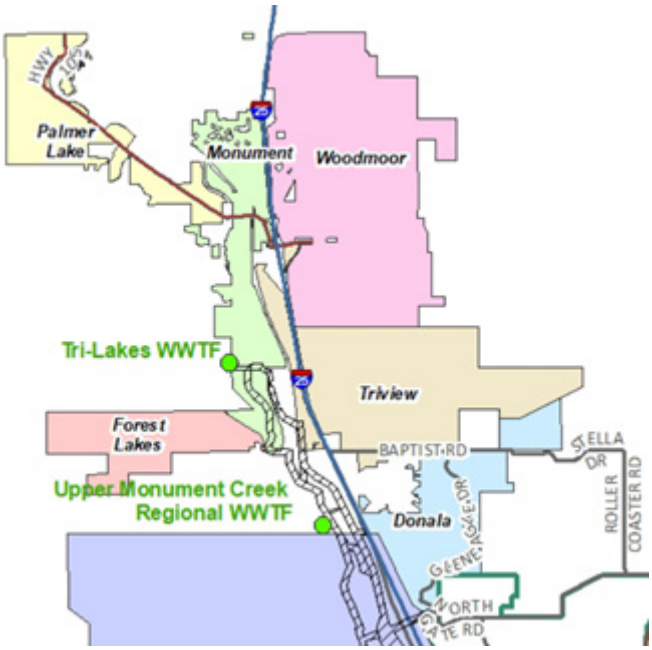
- *Purpose: Deliver renewable water to Northern El Paso County, reducing dependence on nonrenewable Denver Basin wells. Triview Metro purchased additional water rights , new storage facilities, pipelines, and pumps to bring water east of I-25.*
- *Components: Booster pump station, 10-mile pipeline, and tank.*
- *Status: Ongoing construction. Town of Monument is still evaluating their interest in connecting.*
- *Impact: Provides sustainable water supply, enhancing reliability and quality.*

El Paso County

El Paso County

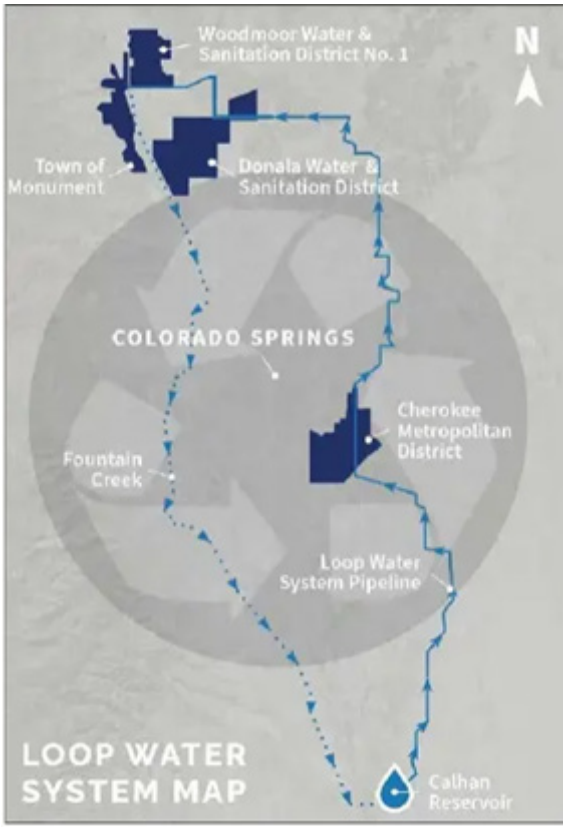
North Monument Creek Interceptor (NMCI) Project (Triview Metropolitan District):

- *Purpose: Consolidate wastewater treatment systems into a centralized system for improved efficiency and environmental responsibility. The pipeline would run from the Upper Monument Creek Regional Wastewater Treatment Facility, north of the Air Force Academy, to the J.D. Phillips Water Resource Recovery Facility, located near I-25 and Garden of the Gods Road in Colorado Springs.*
- *Components: 10-mile pipeline transporting wastewater to Colorado Springs for treatment.*
- *Status: Design phase underway. Town of Monument is still evaluating their interest in connecting.*
- *Impact: Enhances wastewater management, reduces costs, ensures compliance with water quality regulations.*



Loop Water Authority Project (Monument, Woodmoor, and Donala Water and Sanitation District):

- *Purpose: Reclaim and recycle water from southern El Paso County for use in northern El Paso County to provide a redundant source to districts that are dependent on groundwater wells in the Denver Basin.*
- *Components: Drawing water from Fountain Creek and transporting it through pipelines.*
- *Status: Detailed planning and infrastructure development through $4 million in Federal Grants.*
- *Impact: Reduces reliance on groundwater, providing a renewable water source.*



Stormwater Projects Downstream by USAFA

MONUMENT BRANCH REPAIR PROJECT (TOWN OF MONUMENT):

- *Purpose: Reduce sediment buildup in Monument Creek and protect the floodplain and riparian habitat.*
- *Components: Three-phase project improving approximately 900 feet of channel between Voyager Parkway and Interstate 25, and stabilizing the channel upstream to the New Santa Fe Regional Trail.*
- *Status: Ongoing, with phases one and two focusing on erosion control and phase three on channel stabilization.*
- *Impact: Reduces sediment flow into Monument Creek, improving water quality.*

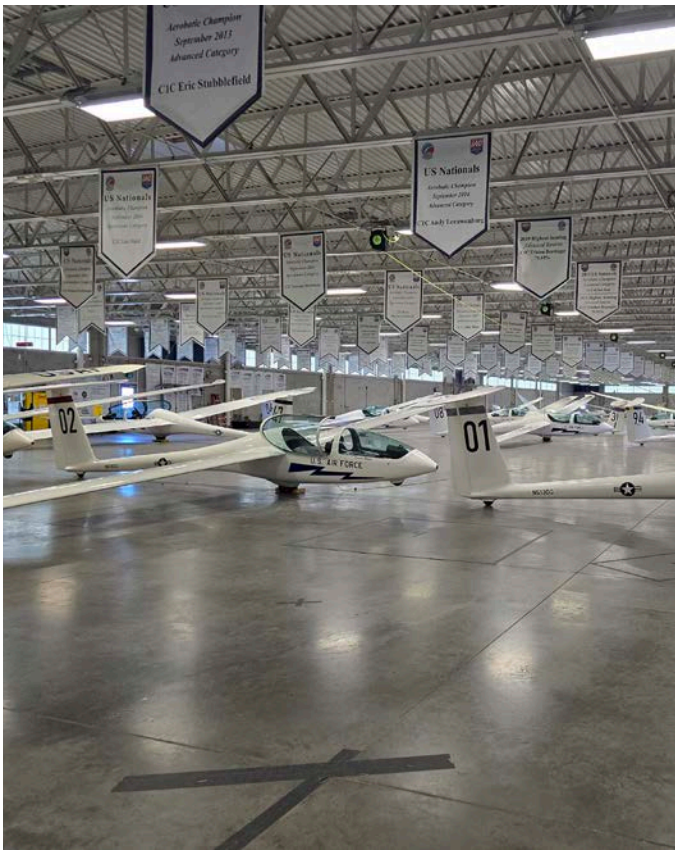
STORMWATER POLLUTION PREVENTION (TOWN OF MONUMENT):

- *Purpose: Prevent pollutants from entering storm drains and affecting water quality downstream.*
- *Components: Public awareness campaigns, proper disposal of hazardous materials, and routine inspections.*
- *Status: Continuous efforts to educate and enforce pollution prevention measures.*
- *Impact: Enhances water quality in Monument Creek, benefiting aquatic life and drinking water purification downstream.*

HABITAT RESTORATION PROJECTS (USAFA AND CITY OF COLORADO SPRINGS):

- *Purpose: Preserve habitat for federally listed species and protect valuable assets for the City of Colorado Springs downstream.*
- *Components: Stream condition maintenance and habitat preservation efforts.*
- *Status: Ongoing partnership between USAFA and Colorado Springs.*
- *Impact: Ensures ecological balance and protects water resources for downstream communities.*

These projects collectively aim to improve water sustainability, quality, and management for the residents of Monument, ensuring a reliable and environmentally responsible water supply.



USAFA

KEY OBSERVATIONS

The Town of Monument's infrastructure systems are managed by multiple entities, each with its own responsibilities and challenges. The following key observations and recommendations highlight the main issues and opportunities for improvement:

Complexity and Coordination

Water and sewer services are provided by multiple organizations, including the Monument Water Department, Monument Sanitation District, Woodmoor Water and Sanitation District, and Triview Metropolitan District. This adds complexity and fragmentation to infrastructure management leading to inefficiencies and challenges in coordination. It will be important to enhance collaboration and communication among the various entities to streamline operations and improve service delivery. Efforts should also be made to explore opportunities for consolidation to reduce redundancy and improve efficiency.

Water Supply and Fire Suppression

Fire suppression efforts could be improved by consolidating water supply and storage infrastructure to ensure adequate supply and water pressure. The Denver Basin continues to experience depletion, making redundancy among groundwater well sources important, as well. Consolidating water supply systems and storage facilities may involve joint planning and investment by the Town and the special districts. The Town Council has not yet committed to any actions regarding the Towns future water supply situation. While a member of the Loop Water Authority, no agreements have been signed committing to the future renewable water supply.

Monument Lake

Waterwise Demonstration Garden

Fee Structure and Funding

Monument lacks a proper fee structure to support future capital improvement needs, particularly for roadway and storm system improvements. It will be important to develop and implement a comprehensive fee structure that adequately funds infrastructure maintenance and upgrades. This should include impact fees for new developments and user fees that reflect the true cost of service provision.

Stormwater Management

Ensuring compliance with current standards for stormwater detention, water quality, and release rates into the Monument Creek Watershed is essential to prevent flooding and protect water quality. The Town must enforce stringent stormwater management standards for new developments, requiring full drainage reports instead of drainage letters. Regularly review and update stormwater management practices to align with best management practices (BMPs).

Habitat Preservation

New developments next to Preble's Mouse habitat must consider the impacts on this federally listed species and take measures to mitigate any adverse effects. Monument should require developers to conduct thorough environmental assessments and implement habitat preservation measures as part of their project plans. There may also be opportunities to collaborate with environmental agencies to ensure compliance with habitat protection regulations. It's important to note that the US Fish and Wildlife Service does not have an official map designating the Preble's Mouse habitat.

Preble's Meadow Jumping Mouse

Preble's Mouse Habitat

Public Awareness and Education

There is a need to educate residents about the Town boundaries and the services provided by the Town versus those provided by special districts and metro districts. Future efforts to develop public awareness campaigns to inform residents about the different service providers and their respective responsibilities will be important. This can help manage expectations and improve community engagement.

By addressing these key observations and implementing the recommended actions, the Town of Monument can enhance the efficiency, reliability, and sustainability of its infrastructure systems, ultimately benefiting the entire community.

Parks, Recreation, and Open Space Today

9

Monument's parks and open spaces are central to the town's identity, community character, and quality of life. Framed by the natural beauty of the Palmer Divide and shaped by a long-standing appreciation for open landscapes, the town's park system serves as a vital counterbalance to the pressures of growth. While Monument is home to a network of parks, trails, and natural areas, the system is complex, split between multiple providers and impacted by geographic, infrastructural, and regulatory constraints. As the community continues to grow, so does the importance of building a parks and open space system that is both coordinated and resilient.

A Layered System with Shared Responsibility

The Town of Monument oversees several signature parks and open spaces through its Parks and Open Space Department, which operates under the umbrella of Public Works. This department is responsible for planning, maintenance, and enhancement of public parks and trails that fall within its direct purview. These spaces include large community parks like Dirty Woman Creek Park, neighborhood gathering spaces like Limbach Park, and natural destinations such as Monument Lake.

However, the Town is not the only steward of recreational lands. The Triview Metropolitan District, a special taxing district with quasi-municipal responsibilities, manages an additional layer of parks and open spaces, particularly those within newer subdivisions and neighborhoods. These district-maintained sites are owned by the town, but built and maintained by the district per the Town/Triview IGA and primarily serve Triview residents.

El Paso County, the regional parks provider, also owns and manages large-scale open space assets near Monument, including Fox Run Regional Park and regional trails like the Santa Fe Trail. In addition, smaller homeowner associations (HOAs), PUDs, and private developers manage detention ponds and undeveloped lands, some of which are loosely labeled as "open space" without the amenities or ecological integrity to function as such. This layered system, while rich in overall acreage, can appear fragmented to residents, with varying levels of maintenance, programming, and connectivity.

> *There are very few nice parks. I would love more recreational options for my family.*
>
> — COMMUNITY STAKEHOLDER

KEY PARKS AND NATURAL FEATURES

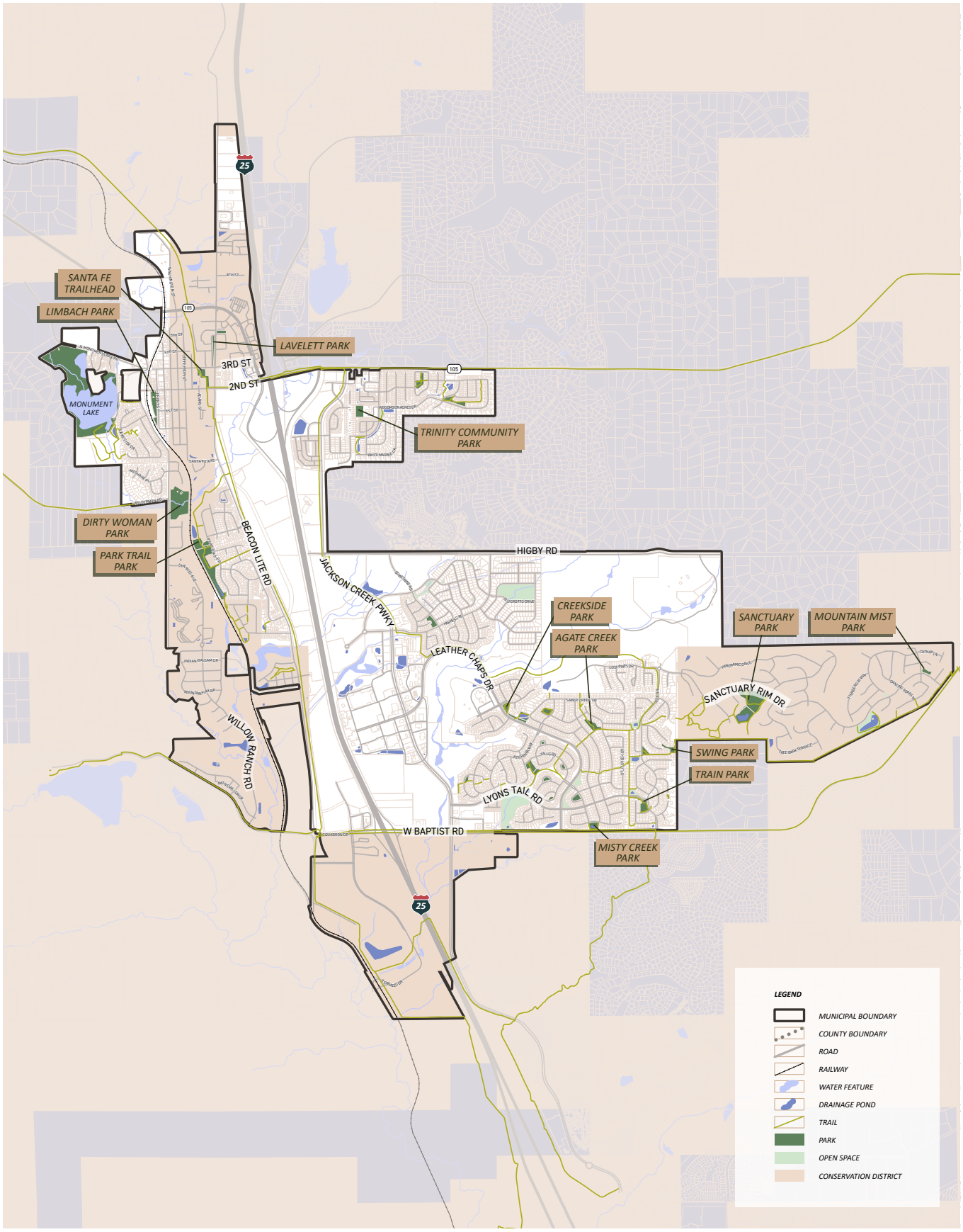
The Town's flagship open space assets include several prominent parks with distinct roles and identities. Dirty Woman Creek Park, a large multi-use park situated west of I-25, serves as a regional draw for sports, recreation, and community events. Despite its unusual name, one that has prompted debate among residents, it holds cultural significance tied to local lore, and current signage onsite shares the story behind it. Many residents have expressed that while the name may be unconventional, renaming the park would erase an important piece of Monument's local heritage.

Limbach Park, situated just off Front Street, is one of the community's most beloved civic spaces. With a small playground, stage for performances, picnic areas, and its proximity to downtown, the park hosts a variety of community events and concerts. Despite this, its separation from the downtown core by railroad tracks limits its everyday visibility and accessibility. Residents have repeatedly pointed to the railroad as a physical and psychological barrier that prevents seamless pedestrian movement and limits the park's integration into downtown activity.

Monument Lake, located nearby, is another jewel in the town's natural landscape. Framed by mountain views and often dotted with kayaks and anglers, the lake provides opportunities for fishing, birdwatching, and reflection. Yet similar to Limbach Park, its full potential is constrained by access issues, lack of continuous trail infrastructure, and limited amenities for longer visits. Stakeholders suggested that boardwalks and low-impact infrastructure could help make the lake more accessible while preserving its natural integrity.

Other key sites include the Santa Fe Trail, a major recreational corridor running through the region, and Dirty Woman Creek itself, which functions not only as a park setting but also as part of the local watershed and wildlife corridor system. These trails and creek beds are frequently used informally by walkers, bikers, and joggers, although gaps in sidewalks and off-street paths remain a persistent concern.

Figure 89: Parks and Open Space



The Role of the Triview & Village Center Metropolitan Districts

While the Town of Monument plays a visible role in public park provision, many residents are more immediately served by the Triview and Village Center Metropolitan Districts, which manages approximately 10 neighborhood parks and expansive areas of landscaped open space. Formed in 1985, Triview is a special-purpose district that provides not only parks but also roads, stormwater, and utility services in many of Monument's largest residential areas.

Triview's investments have grown over time, culminating in the recent development of Sanctuary Park, an eight-acre neighborhood park with a five-acre artificial turf field for soccer and lacrosse, passive trails, and a covered pergola. Residents and stakeholders spoke highly of Triview's role in park maintenance, but noted that these district-managed parks often function independently of the Town's vision, resulting in missed opportunities for connectivity, programming, and system-wide coordination. Many of the parks within Triview are not clearly signed or publicly mapped, leading to confusion among residents about what parks are available and who is responsible for them.

LEVEL OF SERVICE ANALYSIS

Monument, Colorado, is a rapidly growing community with a current population of approximately 11,000 residents and 4,000 households. Between 2010 and 2023, the town experienced significant growth, adding approximately 6,200 residents. This growth has been characterized by an influx of families with children, as well as empty nesters and young seniors. The demographic shifts underscore the increasing demand for diverse and accessible parks and recreational facilities that cater to a broad spectrum of age groups and interests.

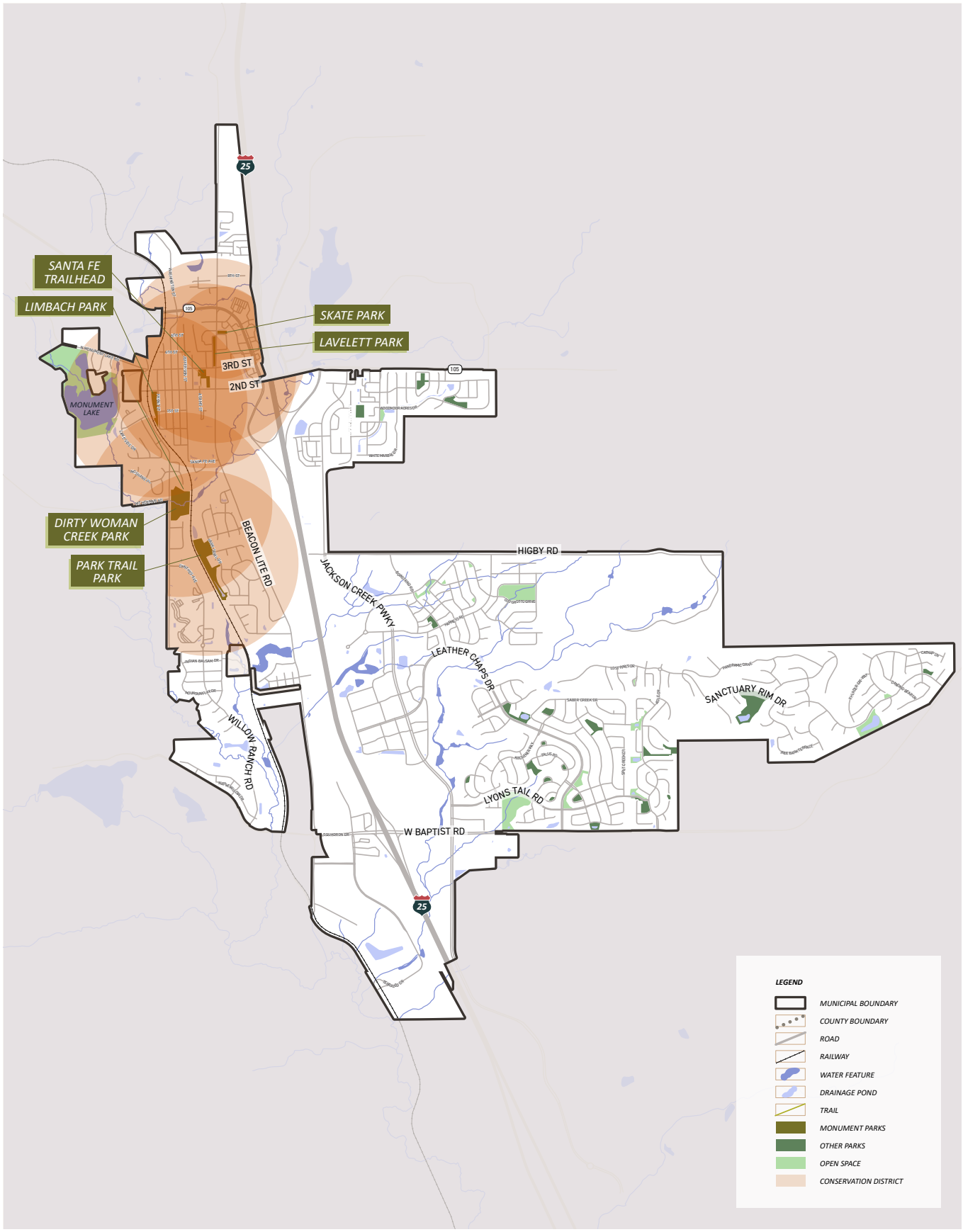
Acreage-Based Level of Service (LOS)

Service Area	Total Acreage
Total	*1,345.1*
Within Town of Monument Limits	*1,027.3*

The NRPA's 2023 Agency Performance Review recommends a benchmark of 10.8 acres of parkland per 1,000 residents. For Monument, with a population of approximately 11,000, this suggests a target of about 119 acres of parkland. However, we recognize that this national standard may not fully reflect the suburban character, development patterns, or expectations of Monument and similar nearby communities.

Instead, the Town is adopting a more locally relevant benchmark of 5.0 acres per 1,000 residents. This standard better aligns with what

Figure 90: Parks and Open Space Level of Service



comparable suburban communities in the region provide. Based on this benchmark, Monument would need 55 acres of active recreation space.

Currently, the Town manages several key parks and open spaces, including Dirty Woman Creek Park, Limbach Park, and Monument Lake. The Triview Metropolitan District also manages around 10 neighborhood parks within the Town's boundaries. Based on available data, Monument has 27.3 acres of active recreation space. This excludes specialty areas such as cemeteries and results in a shortfall of 27.7 acres compared to the 5.0-acre benchmark.

However, when all types of publicly accessible open space are included, such as land managed by Triview and the Village Center Metropolitan District, the total rises to 93.38 acres. Under the same benchmark, this creates a surplus of 38.38 acres. In this broader context, Monument appears to be well served.

Distribution-Based Level of Service (LOS)

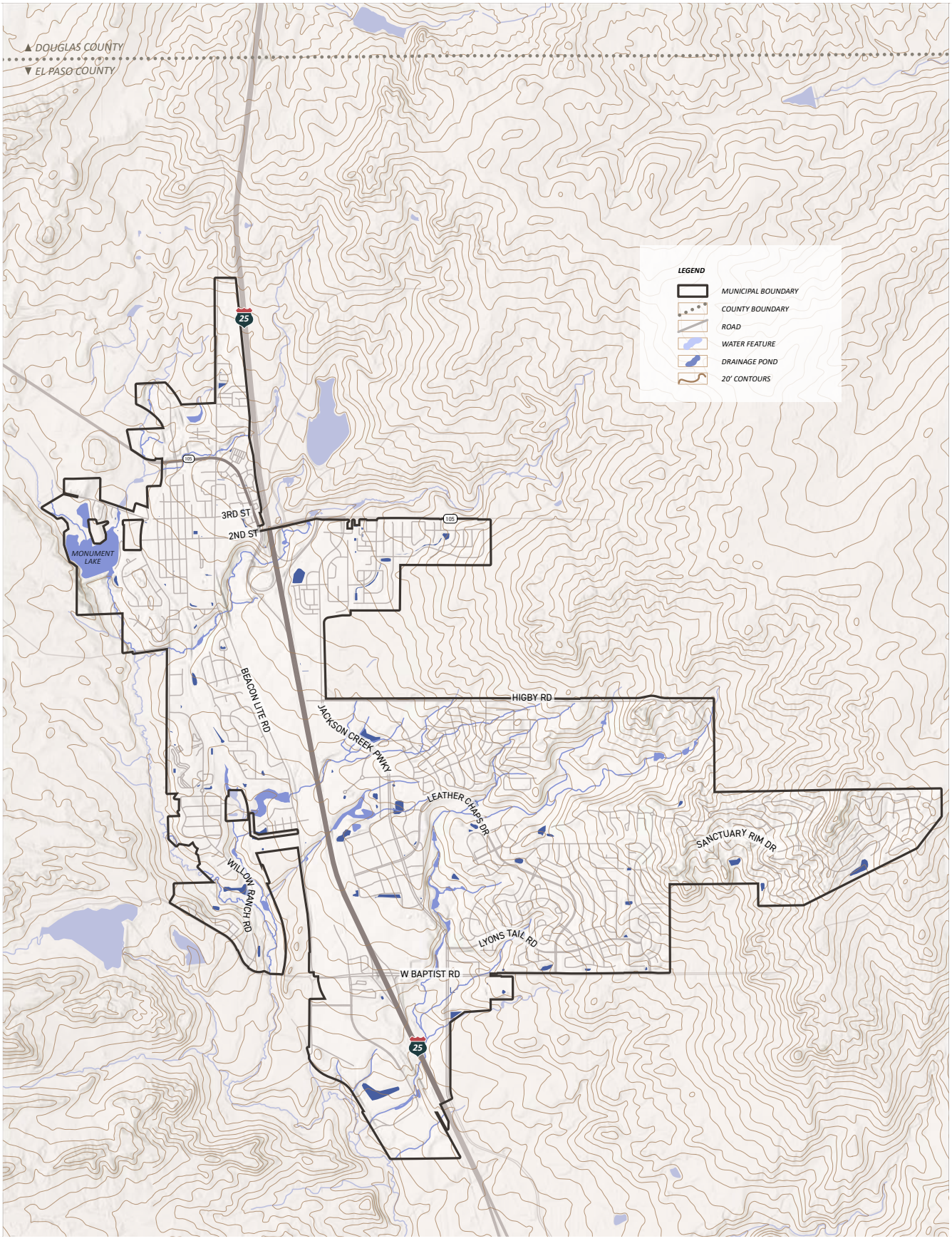
Beyond total acreage, the equitable distribution of parks throughout the community is crucial. NRPA data suggests that the typical park and recreation agency offers one park for every 2,287 residents. For Monument, this translates to a target of approximately five parks (11,000 residents / 2,287 residents per park).

With the Town of Monument and the Triview Metropolitan District collectively managing more than 10 parks, the town appears to meet this benchmark. However, community feedback indicates concerns about the accessibility and connectivity of these parks, particularly regarding safe pedestrian and bicycle access. Residents have highlighted challenges such as sidewalk gaps and the physical barrier posed by railroad tracks separating key recreational areas from the downtown core.

MONUMENT'S BIODIVERSITY AND ECOLOGICAL LANDSCAPES

Monument, Colorado, is situated at the confluence of the Palmer Divide and the Front Range, a region that serves as a vital ecological corridor for wildlife movement across the state. The town's parks, open spaces, and undeveloped lands, whether managed by the Town of Monument, Triview Metropolitan District, or private entities, play a crucial role in maintaining habitat connectivity, supporting biodiversity, and preserving the area's natural heritage.

Figure 91: Topography



Wildlife Corridors and Habitat Connectivity

The Palmer Divide functions as a significant wildlife corridor, facilitating the seasonal migration and daily movement of various species, including elk, mule deer, black bears, coyotes, bobcats, and mountain lions. These animals rely on continuous tracts of natural habitat to access food, water, and breeding grounds. Fragmentation of these corridors due to development poses a threat to their survival. Recognizing this, Colorado has been proactive in protecting wildlife migration corridors through initiatives like the Colorado Corridors Project, which engages volunteers in wildlife monitoring and aims to enhance habitat connectivity statewide.

PREBLE'S MEADOW JUMPING MOUSE

The Preble's meadow jumping mouse (Zapus hudsonius preblei) is a small, nocturnal rodent native to the riparian corridors of Colorado and southeastern Wyoming. Recognized for its long tail and remarkable jumping ability, this species is federally listed as Threatened under the Endangered Species Act since 1998 due to significant habitat loss and fragmentation.

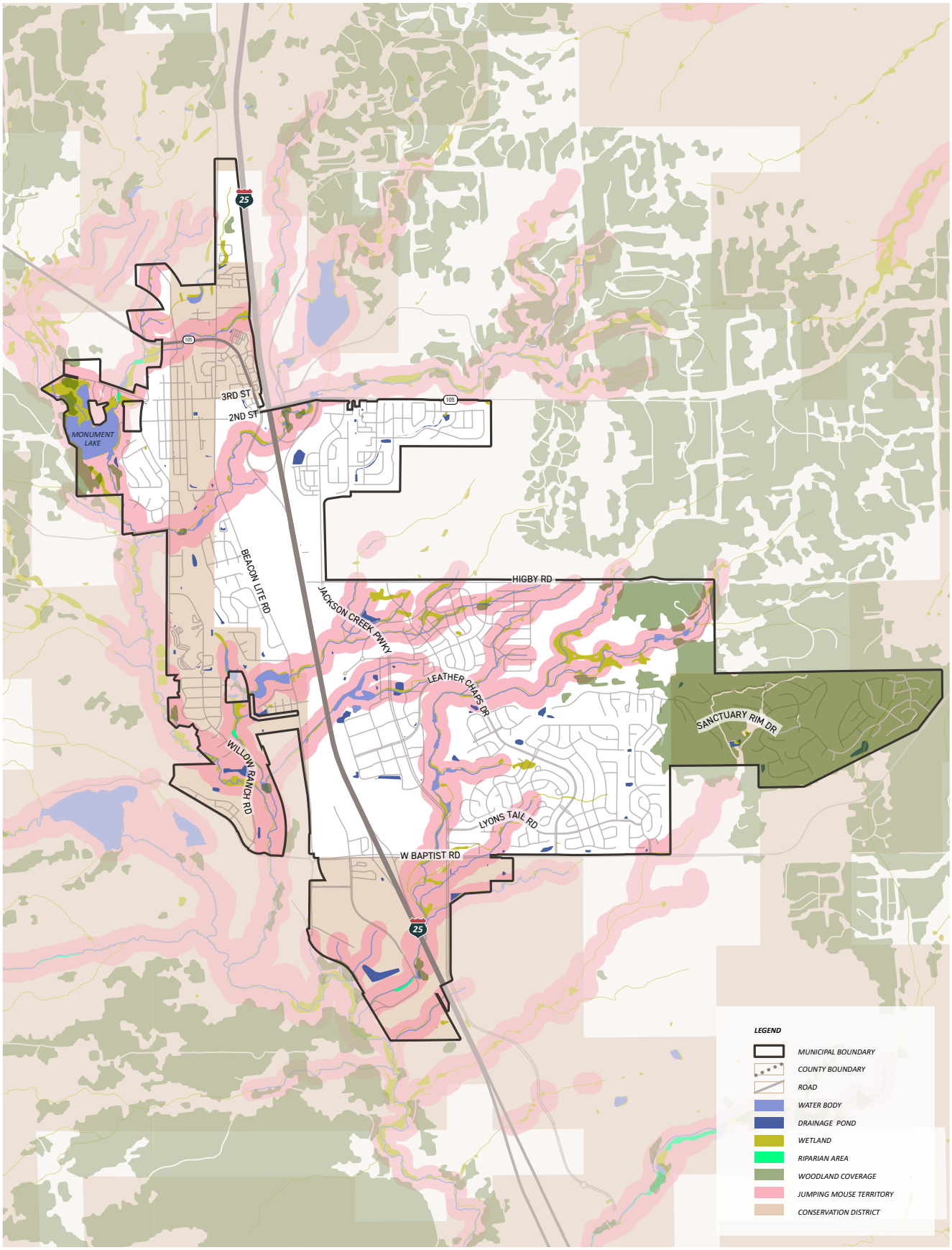
HABITAT AND DISTRIBUTION

Preble's mice are highly specialized, relying on dense, streamside riparian vegetation, including shrubs, grasses, and forbs, found along rivers and streams below 7,600 feet in elevation. In Monument, critical habitats are concentrated along Monument Creek and its tributaries, with substantial populations documented within the U.S. Air Force Academy grounds. These areas provide the necessary cover and food resources essential for the mouse's survival.

ECOLOGICAL SIGNIFICANCE

The presence of the Preble's meadow jumping mouse serves as an indicator of healthy riparian ecosystems. Their reliance on intact streamside habitats means that their well-being reflects the overall health of these environments, which are also crucial for other wildlife species such as songbirds, amphibians, and native fish. Protecting the mouse's habitat thus contributes to broader conservation efforts benefiting multiple species.

Figure 92: Habitats and Conservation



CONSERVATION EFFORTS AND CHALLENGES

Conservation strategies for the Preble's mouse in the Monument area include habitat protection, restoration of riparian zones, and the establishment of Site Conservation Teams (SCTs). These multidisciplinary teams work collaboratively to identify and implement recovery actions, aiming to stabilize and increase mouse populations. However, challenges persist, particularly from ongoing urban development and land-use changes that threaten to degrade or eliminate critical habitats.

IMPLICATIONS FOR LAND USE AND DEVELOPMENT

The designation of critical habitats for the Preble's mouse imposes certain land-use restrictions to prevent further habitat loss. Activities such as construction, landscaping, and water management within these areas require careful planning and, in some cases, permits to ensure compliance with conservation objectives. While these measures are essential for the species' survival, they also necessitate a balance between development and environmental stewardship within the community.

NATIVE FLORA AND FAUNA

Monument's diverse ecosystems support a rich array of native plant and animal species. The area's flora includes species such as big sagebrush, rabbitbrush, greasewood, single-leaf ash, broom snakeweed, Utah serviceberry, yucca, Mormon tea, mountain mahogany, and cliffrose. These plants provide essential habitat and food sources for pollinators like bees and butterflies, as well as for birds and mammals.

Among the fauna, the region is home to species such as elk, mule deer, black bears, coyotes, bobcats, mountain lions, and various bird species. The presence of these animals indicates a healthy ecosystem and underscores the importance of preserving natural habitats and corridors for their continued survival.

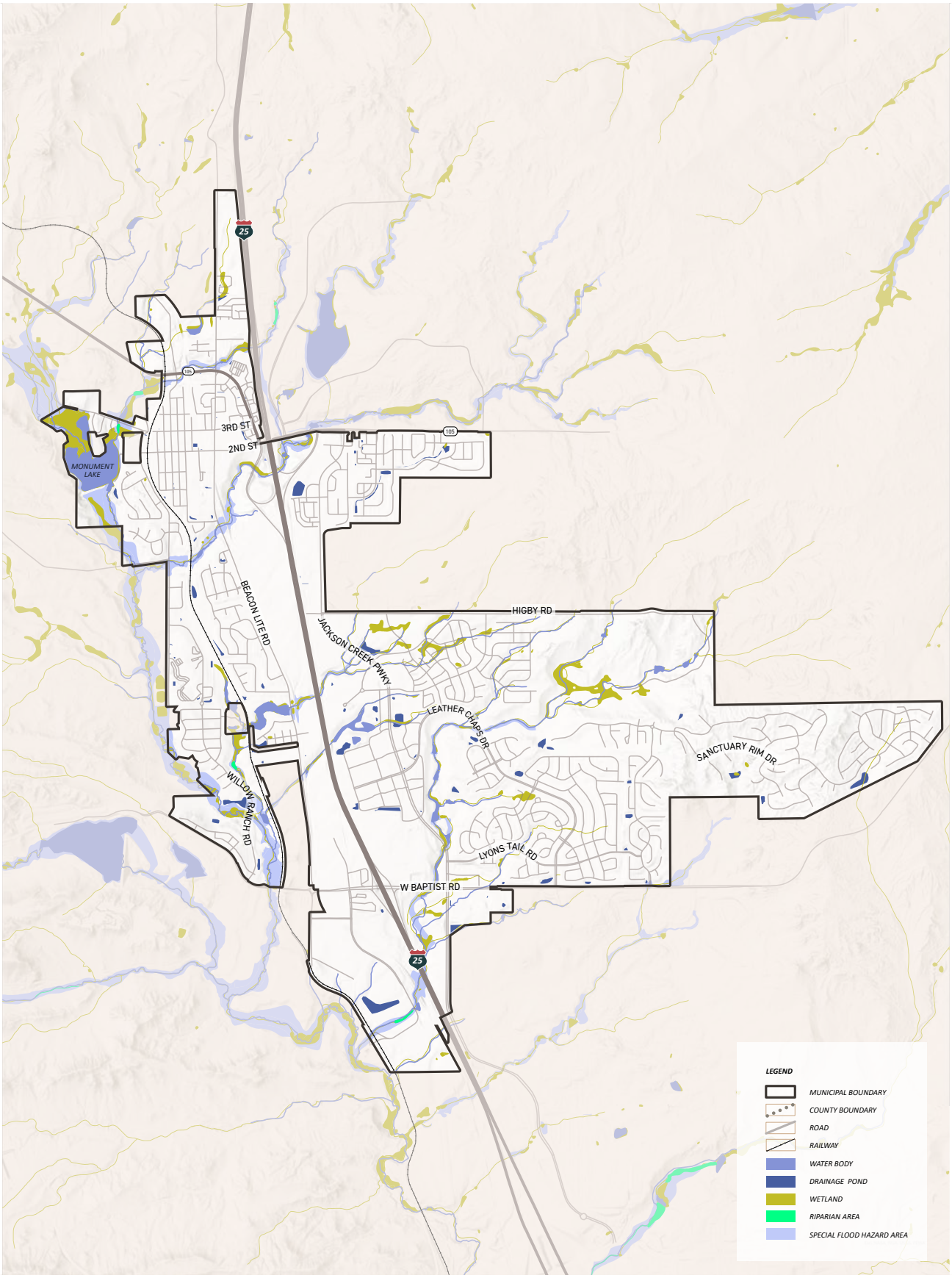
WETLANDS AND RIPARIAN AREAS

Although wetlands cover less than 3% of Colorado's land area, they are among the state's most ecologically significant ecosystems . In and around Monument, wetlands and riparian zones, such as those along Monument Creek and other tributaries, provide critical habitat for amphibians, waterfowl, and other wildlife. These areas also offer ecosystem services like water filtration, flood mitigation, and groundwater recharge. The conservation and restoration of wetlands are vital for maintaining biodiversity and ecological resilience in the face of climate change and urban development.

CONSERVATION AND STEWARDSHIP

The Town of Monument has implemented landscape guidelines that promote the use of native, drought-tolerant plants, supporting water conservation and providing habitat for local wildlife. Community members have expressed a strong interest in preserving open spaces and natural areas, recognizing their value for recreation, wildlife habitat, and the overall quality of life. Efforts to establish a dedicated park district or foundation could further enhance conservation initiatives, ensuring the protection of critical habitats and the promotion of environmental stewardship throughout the region.

Figure 93: Hydrology



COMMUNITY LIFE & CULTURE

Town Events & Seasonal Traditions

The Town of Monument's Parks and Recreation Department plays a dual role in the community—not only responsible for maintaining and planning park facilities, but also for organizing a calendar of events that bring residents together and activate public spaces throughout the year. These events are often the most visible and memorable ways that residents experience their local government and gather as a community. From patriotic traditions to weekly summer concerts, these offerings reinforce a shared identity and build social cohesion. However, the current events calendar, while meaningful, is limited in both scope and seasonal coverage. As the town continues to grow and diversify, there is a clear opportunity to expand event programming to meet a broader range of interests and ensure that high-quality events are accessible year-round.

Monument's annual events calendar revolves around a core set of traditional offerings. The town begins its programming each year with a spring focus on environmental stewardship and beautification, kicking off with an Arbor Day Celebration held on April 25, typically located at 130 2nd Street near the Monument Sanitation District. This event emphasizes the importance of tree planting, native landscaping, and ecological awareness, reinforcing the town's commitment to its natural setting.

Shortly after, Monument participates in the Great American Cleanup Pikes Peak Partners (GACPP) initiative in early May. This townwide effort engages residents in local cleanup projects, often focused on parks, trailheads, and public rights-of-way. The event is organized by the Parks and Recreation Department in coordination with regional partners, and it functions as both a civic responsibility and a visible expression of community pride.

Memorial Day is marked with a formal remembrance ceremony at Monument Cemetery, held on the Saturday prior to the holiday. This ceremony provides a solemn and meaningful opportunity for residents to honor military service members who lost their lives while serving. Attendance typically includes veterans' groups, civic organizations, and families from throughout the region.

The signature event of the summer is the Concerts in the Park series, which spans nearly three months from early June through the end of August. Hosted every Wednesday evening in Limbach Park, these free concerts feature local and regional bands, food trucks, and family-friendly programming. The series draws hundreds of attendees each week and serves as a key social event during the summer months. Concerts typically run from 6:30 to 8:30 PM, and while they are well-loved, they represent one of the few regularly occurring events on the calendar.

Monument's most high-profile annual celebration is the Tri-Lakes 4th of July festival, which includes a full day of festivities ranging from a pancake breakfast and parade to a street fair, live music, and a family-focused beer garden in Limbach Park. This event draws thousands from the greater Tri-Lakes region and is often seen as a hallmark of small-town Americana. Despite its popularity, however, it is largely limited to a single day of programming, meaning the rest of the summer calendar does not feature other similarly scaled experiences.

In the fall, the town participates in the regional Creek Week Clean-Up, a volunteer-driven event focused on protecting local waterways. Dates for this program vary year to year, but participation often includes students, civic groups, and families. It builds on the environmental stewardship values already embedded in Monument's identity.

Finally, the year concludes with the Monument Tree Lighting Ceremony, which typically takes place on the first Saturday of December. This festive kickoff to the holiday season is held in downtown Monument and features live music, seasonal decorations, and family-oriented activities.

> *There should be more gatherings and events throughout Monument to connect more businesses and communities.*
>
> — COMMUNITY STAKEHOLDER

Where and When Events Happen

Most town-sponsored events are held in Limbach Park, which serves as the de facto venue for civic life in Monument. The park's central location makes it an attractive setting, but its accessibility challenges, most notably the railroad tracks that separate it from the heart of downtown, limit its potential. Similarly, Monument Lake and Dirty Woman Creek Park are rarely used for events beyond environmental clean-ups, despite their size and scenic beauty. There is growing recognition that these spaces could serve as additional venues for seasonal events, particularly if access and infrastructure are improved.

Programming is also heavily seasonal, with the majority of events taking place between April and early August. There are few or no public events in late fall or throughout the winter months, aside from the December tree lighting. There is also a gap in September and October, which could be an ideal window for harvest-themed festivals, cultural events, or health and wellness activities. Similarly, indoor events, such as art shows, wellness classes, or winter pop-ups, are completely absent from the calendar, largely due to a lack of available indoor civic venues.

Fourth of July Parade

Event Gaps and Potential Unmet Needs

While residents express appreciation for the events currently offered, several gaps stand out when analyzing the full calendar year and types of programming:

Age-Specific Offerings: There is little to no event programming that specifically targets youth, teens, or older adults. While the concert series is family-friendly, there are few active recreation events, arts workshops, or intergenerational festivals that meet the full spectrum of community needs.

Cultural and Heritage Events: There are no town-sponsored events that celebrate cultural diversity, local history (outside of national holidays), or regional identity beyond the 4th of July. As Monument diversifies, culturally responsive programming could help foster inclusion and community pride.

Fall and Winter Activation: Between August and December, only the tree lighting ceremony provides structured community programming. Creating a fall festival, Halloween event, or winter market could ensure year-round engagement and bring life to parks and downtown during quieter months.

Wellness and Fitness Events: Despite the town's proximity to natural trails and open space, there are no regularly scheduled outdoor wellness activities, such as guided hikes, yoga in the park, or walking clubs, that could reinforce Monument's health and recreation values.

Event Variety and Scale: With the exception of the 4th of July, most events are either single-day or weekly low-scale engagements. The town does not currently offer any multi-day festivals, seasonal fairs, or destination-level events that could draw tourism and support local businesses.

MONUMENT'S PUBLIC ART PROGRAM

In recent years, the Town of Monument has taken deliberate steps to integrate public art into its civic landscape, recognizing the role of creative expression in shaping community identity and enhancing public spaces. This effort builds upon the legacy of Tri-Lakes Views, a local nonprofit that managed the ArtSites program for over a decade, curating both permanent and rotating outdoor sculptures throughout the Monument area.

In 2023, the Town assumed management of the ArtSites program, signaling a commitment to sustaining and expanding public art initiatives. The program features a collection of permanent sculptures and annually rotates new pieces through a juried selection process. A committee comprising Town Council members, staff, and community representatives selects each year's artworks, ensuring a diverse representation of artistic voices.

The 2023–2024 exhibit includes works such as "SailFish" by Ivan Kosta, "Blade Of Grass" by Louis De Angelis, and "Community Creation," a collaborative piece by Monument residents. These installations are strategically placed on pedestals throughout the town, transforming everyday spaces into engaging art experiences.

To enhance accessibility and engagement, the Town partnered with Otocast, a mobile app providing audio tours of the sculptures. Visitors can scan QR codes at each installation to hear artists discuss their work, fostering a deeper connection between the community and the art.

Additionally, the ArtSites program aligns with the downtown Art Hop events, held every fourth Friday from May through September, further integrating art into the community's cultural fabric. A public mural project is also planned for August 2024, aiming to involve residents in the creation process and expand the town's visual storytelling.

While the ArtSites program has enriched Monument's cultural offerings, its scale remains modest. Opportunities exist to broaden the program's reach, including incorporating diverse art forms, engaging underrepresented artists, and expanding installations to underserved areas. As Monument continues to grow, integrating public art into broader planning initiatives can further enhance the town's identity and community cohesion.

Sculpture

Fence Mural

KEY OBSERVATIONS

As Monument grows, its approach to parks and recreation must evolve to meet changing needs and rising expectations. The existing system, while beloved, is under increasing strain from development pressures, demographic shifts, and evolving recreational trends. Building on community feedback and existing conditions analysis, several key opportunities and considerations have emerged that can guide future decision-making and investment.

Plan for Growth with Equity and Capacity in Mind

Monument's current parks are not sized to meet the community's long-term needs. Growth projections suggest a need for more land acquisition, particularly for active recreation, regional parks, and larger civic destinations. This includes both traditional fields and multi-functional green spaces that can host sports, festivals, farmers markets, and other cultural events. Planning for equitable geographic distribution and ensuring underserved areas have quality access is critical to system-wide success.

Create a Clear Governance Structure for the Future

The idea of establishing a dedicated park district resonated with many stakeholders. Whether through a special taxing district, a joint agreement with the watershed district, or a phased pilot model, formalizing park governance will help secure resources and build accountability. At the same time, a Parks Foundation or "Friends of Monument Parks" group could serve as a first step, helping raise private funds and build momentum for a more permanent entity.

Expand and Connect the Trail System

Connectivity remains one of the biggest challenges in the existing park and recreation system. Monument should pursue a long-term trail and bikeway plan that prioritizes off-street, low-stress connections between neighborhoods, parks, and the Santa Fe Trail. Priority routes should address key sidewalk gaps, rail crossings near downtown, and corridors that support wildlife and natural features. The Town should also consider locating trails adjacent to or within wetlands and open space areas in order to connect neighborhoods. Trail amenities, such as benches, rest nodes, and wayfinding, should be part of the design approach.

Rethink Open Space Design and Land Development Standards

As Monument expands, new development must be held to higher expectations for meaningful open space. Detention ponds labeled as "parks" are not acceptable replacements for functional public spaces. The Town should consider updated open space guidelines and incentives for native landscaping, climate-responsive design, and long-term stewardship models. Agricultural easements and conservation tools could offer another pathway, particularly on the community's edges.

Position Parks as Environmental and Cultural Infrastructure

Parks are more than recreational assets, they are part of the community's ecological health, stormwater system, and culture. Planning for Monument's parks should incorporate green infrastructure principles, clear creek buffer regulations, and low-impact amenities like boardwalks and wildlife blinds. Cultural interpretation should be embedded into public spaces, ensuring places like Dirty Woman Creek Park are not just used, but understood and valued for their history.

Protect and Strengthen Wildlife Corridors and Habitat Networks

Monument's parks and open spaces are part of a larger ecological system that supports regional wildlife movement, particularly along creeks and the Palmer Divide. As development continues, protecting these corridors will be critical. Planning efforts should identify and preserve key habitat areas, promote native plantings, and incorporate low-impact access points like boardwalks and viewing areas.

Build Year-Round Public Life Through Events

Community events are highly valued but largely limited to spring and summer. The Town has an opportunity to expand its programming calendar with more fall and winter activities, targeted events for teens and older adults, and greater use of underutilized venues like Monument Lake or Dirty Woman Creek Park.

Elevate Public Art as a Tool for Placemaking and Local Expression

The Town's ArtSites program is a growing asset but remains modest in scope. Future efforts could integrate public art more broadly across parks and trails, support temporary or youth-led installations, and use art as a storytelling tool to celebrate local identity and culture.

MONUMENT 2040

COMPREHENSIVE PLAN
MONUMENT, CO

Observations and Recommendations

10

The Lakota Group team assembled a list of preliminary observations and recommendations based on research, field work, and input from the public engagement process. These are based on analysis of the existing conditions in Monument in a variety of areas, but are categorized broadly by topic below. The recommendations will inform elements of the visioning and strategizing in Phase 2 of the comprehensive planning process.

Community Character

DOWNTOWN MONUMENT

Downtown Monument has tremendous potential as an asset for the town and the Tri-Lakes region. The following initial observations will inform strategies for a master plan charting a path for the downtown area to realize this potential.

- *Previous planning efforts have identified assets and challenges in the downtown. The 2018 downtown plan created strategies for gateway signs, wayfinding signs, and streetscape improvements. These were developed through a public process and have support from residents and downtown business community. The strategies should remain part of a Downtown Master Plan and pursued actively.*

- *The Sante Fe Trail represents a key asset for the downtown. Low-cost, achievable strategies can give trail users an experience that is "distinctly Monument" and leverage the trail to bring visitors downtown.*
- *Changes to the regulatory environment should be explored:*
  - » *Reevaluate how multifamily development is approached in the DB zoning district. Realistic density regulations should be established to set expectations among property owners and the development community. Further, the district's bulk, parking, and associated regulations should facilitate profitable, practical development.*
  - » *Sign regulations specific to the downtown should allow creative, impactful signs that contribute to the historic character. An example is barber poles – would they allowed by-right under the current sign code? Another example are old signs that appear in historic photos of downtown Monument. Would similar concepts be allowed now if they contributed to the historic feel?*
- *Houses of worship should be engaged as members of the business community. While not businesses, their presence in the downtown is significant. They could represent strong allies if included in conversations and downtown initiatives.*
- *Most visitors to downtown Monument are not residents, with just 14% of visits from Monument residents. About 30% of visits are from residents of Unincorporated Monument and 43% of visits from residents elsewhere in the county. This suggests there may be barriers impacting local trips downtown.*

COMMUNITY IDENTITY AND COMMUNICATION

The Town of Monument is well-recognized in the region and Colorado residents throughout the 80132 area code will say they live in Monument even if their homes are outside the town's municipal boundary. While this is not harmful, problems arise when residents think they are in the town limits when they are not. Several factors contribute to this confusion, including irregular boundary lines, public services provided by multiple organizations, and a lack of unified messaging among government and public entities. Efforts to improve coordination and communication between Woodmore, Triview, El Paso County, and the Town can help address this.

GROWTH & ANNEXATION

The Town's current annexation plan, or Three-Mile Plan, comes from the 2017 comprehensive plan and has been reapproved semi-annually since then. While it may have reflected current conditions and Monument's vision for growth at the time, the plan warrants a thorough update. There are growth opportunities in unincorporated land north, south, and east of current town borders that should be contemplated by a new Annexation Plan. Aspirations for growth in the Plan will broadcast the town's vision to important stakeholders like the Woodmore and Triview Metropolitan Districts. This can start meaningful conversations about growth scenarios that are beneficial to both the Town of Monument and these partner organizations.

Community Character

"Reputation is Everything"

From a development and investment perspective, Monument has acquired a reputation as an insular community that is difficult to work with. The development review process has been unpredictable and inconsistent, often leaving builders, residents, and Town leadership at odds. Reasons for this include a misunderstanding of the Comprehensive Plan's role as a planning tool, over-reliance on PUD's and outdated elements in the Zoning Code, and inconsistent guidance and leadership of the Town's appointed and elected officials.

Education and clarity on Monument's regulatory framework, planning tools, and approval processes for appointed and elected officials will be paramount as the town works to improve its reputation in the region to encourage development and investment. As improvements are made, the town will be seen as an ally for growth and development instead of an impediment.

"Tale of Two Cities"

The history of Monument's growth and the Interstate 25 corridor have created a divide between the west and east sides of Monument. The west side has the historic downtown with a traditional street grid, small established residential neighborhoods, and a range of light industrial land uses that include manufacturing, warehousing, and outdoor storage.

The east side of Monument has subdivisions full of new housing, new school facilities, the YMCA, and the town's concentration of big box retail stores. Residents on the east side are disconnected from the west half of town by physical and lifestyle barriers. Efforts to address this can include mobility improvements supporting non-motorized connections between the two sides of town, as well as identity and branding initiatives so the east side still "feels" like part of historic Monument.

LAND USE & ZONING FRAMEWORK

The PUD zoning district is overrepresented in Monument, especially given that it's not defined in the Zoning Code. A contributing cause is the single multifamily zoning district for all multifamily development. A range of multifamily districts with varying densities and bulk regulations could facilitate more by-right development and allow a more carefully crafted vision of where different scales of multifamily development could be appropriate and more impactful.

It is understood that Planned Unit Developments become a de facto zoning district under Colorado State Law. While this should be represented on Monument's Zoning Map in some way, an underlying base zoning district should still be shown in areas under a PUD. This will help the Zoning Map remain a useful guide for the Town's vision for land use, planning, and development.

The town has a healthy land use mix with a variety of retail, services, and light industry. This diverse mix of commercial land uses lends resiliency to the local economy as economic trends favor one sector or another over time.

Parks, Mobility, and Infrastructure

MOBILITY & CONNECTIVITY

The transportation network is comprised of regional and local facilities that allow the community to travel within the Town and to other nearby communities. The mobility system is constrained by Interstate 25, the BNSF railroad, and the surrounding topography. The Interstate Highway creates a barrier between the west and east sides of Monument that limits connectivity between them. Current connections for active, non-motorized transportation from the east side to west side require traveling along busy roadways and unprotected pathways. This discourages travel unless driving in a motorized vehicle.

There are sidewalks downtown and in recently developed areas. There are opportunities, however, to improve the sidewalk network by completing gaps and widening sidewalks for enhanced pedestrian experiences. The Town has identified some of the key gaps in the sidewalk system and made progress in addressing them.

Bicycle facilities are limited and the ability to move around Monument by walking and cycling is challenging. The Town of Monument values active transportation and recent projects have been designed specifically to provide more facilities for pedestrians and bicycles. For example, planned improvements to Jackson Creek Parkway will add bicycle lanes on this roadway. Further planning and investment in non-motorized and active transportation networks in Monument can address the community's interest in reducing reliance on automobiles to travel around town.

INFRASTRUCTURE & STORMWATER MANAGEMENT

The Town of Monument's infrastructure systems are managed by multiple entities, each with its own responsibilities and challenges. The following key observations and recommendations highlight the main issues and opportunities for improvement:

Complexity and Coordination

Water and sewer services are provided by multiple organizations, including the Monument Water Department, Monument Sanitation District, Woodmoor Water and Sanitation District, and Triview Metropolitan District. This adds complexity and fragmentation to infrastructure management leading to inefficiencies and challenges in coordination. It will be important to enhance collaboration and communication among the various entities to streamline operations and improve service delivery. Efforts should also be made to explore opportunities for consolidation to reduce redundancy and improve efficiency.

Water Supply and Fire Suppression

Fire suppression efforts could be improved by consolidating water supply and storage infrastructure to ensure adequate supply and water pressure. The Denver Basin continues to experience depletion, making redundancy among groundwater well sources important, as well. Consolidating water supply systems and storage facilities may involve joint planning and investment by the Town and the special districts. The Town Council has not yet committed to any actions regarding the Towns future water supply situation. While a member of the Loop Water Authority, no agreements have been signed committing to the future renewable water supply.

Fee Structure and Funding

Monument lacks a proper fee structure to support future capital improvement needs, particularly for roadway and storm system improvements. It will be important to develop and implement a comprehensive fee structure that adequately funds infrastructure maintenance and upgrades. This should include impact fees for new developments and user fees that reflect the true cost of service provision.

Stormwater Management

Ensuring compliance with current standards for stormwater detention, water quality, and release rates into the Monument Creek Watershed is essential to prevent flooding and protect water quality. The Town must enforce stringent stormwater management standards for new developments, requiring full drainage reports instead of drainage letters. Regularly review and update stormwater management practices to align with best management practices (BMPs).

Public Awareness and Education

There is a need to educate residents about the Town boundaries and the services provided by the Town versus those provided by special districts and metro districts. Future efforts to develop public awareness campaigns to inform residents about the different service providers and their respective responsibilities will be important. This can help manage expectations and improve community engagement.

Habitat Preservation

New developments next to Preble's Mouse habitat must consider the impacts on this federally listed species and take measures to mitigate any adverse effects. Monument should require developers to conduct thorough environmental assessments and implement habitat preservation measures as part of their project plans. There may also be opportunities to collaborate with environmental agencies to ensure compliance with habitat protection regulations.

By addressing these key observations and implementing the recommended actions, the Town of Monument can enhance the efficiency, reliability, and sustainability of its infrastructure systems, ultimately benefiting the entire community.

ECONOMICS AND HOUSING

Below are key takeaways from detailed research and analyses of existing conditions and trends in employment, housing, and the local economy in Monument. The information will inform a slate of strategies that address areas for growth and opportunity.

Workforce and Employment

Comparatively few Monument residents work in the town. 65% commute to a destination in El Paso County and 30% work outside of the County. That being said, job growth in Monument has been steady over the past two decades, with approximately 2,500 jobs added since 2002.

Manufacturing offered the most jobs in Monument in recent years, but has not seen large growth in the last 20 years. This is likely related to a reduction of operations at a major manufacturing employer in town. Growing employment sectors in Monument include administration and support, waste management and remediation; health care, social assistance and education; and retail trade.

Retail Market in Monument

Monument has a substantial inventory of 1.2 million SF of retail space, which is more than double the retail space per capita of El Paso County overall. However, the retail stock is aging. 180,000 SF of new retail space has been built since 2015, but this has primarily been smaller developments, including freestanding single-tenant retail buildings and small-scale strip centers.

The retail supply appears to meet the daily needs of residents. They frequently visit shopping centers and retailers in town and seem to travel outside of Monument primarily for specialty retail and entertainment. While there is a surplus of certain retailers in Monument, including general merchandise stores and automotive parts stores, there is retail leakage from limited-service restaurants and clothing stores. This may indicate additional demand for new retail in Monument. However, the town's leverage to attract significant new retail development is challenged by its location between two major retail destinations with existing regional draws and the newest inventory in the region.

Office Market

Monument's office space accounts for a small share of El Paso County's overall inventory. The spaces in Monument are older and smaller than available inventory in other parts of the county. It is primarily characterized as Class B and C, which serves local professional office tenants rather than larger corporate tenants who prefer Class A properties. Recent office development in El Paso County has been concentrated in Colorado Springs, and there is no planned office space in Monument. It's likely there is limited demand for additional office development in Monument, as new development has primarily occurred in areas of El Paso County with a higher concentration of recent retail development and residential density.

Light Industry in Monument

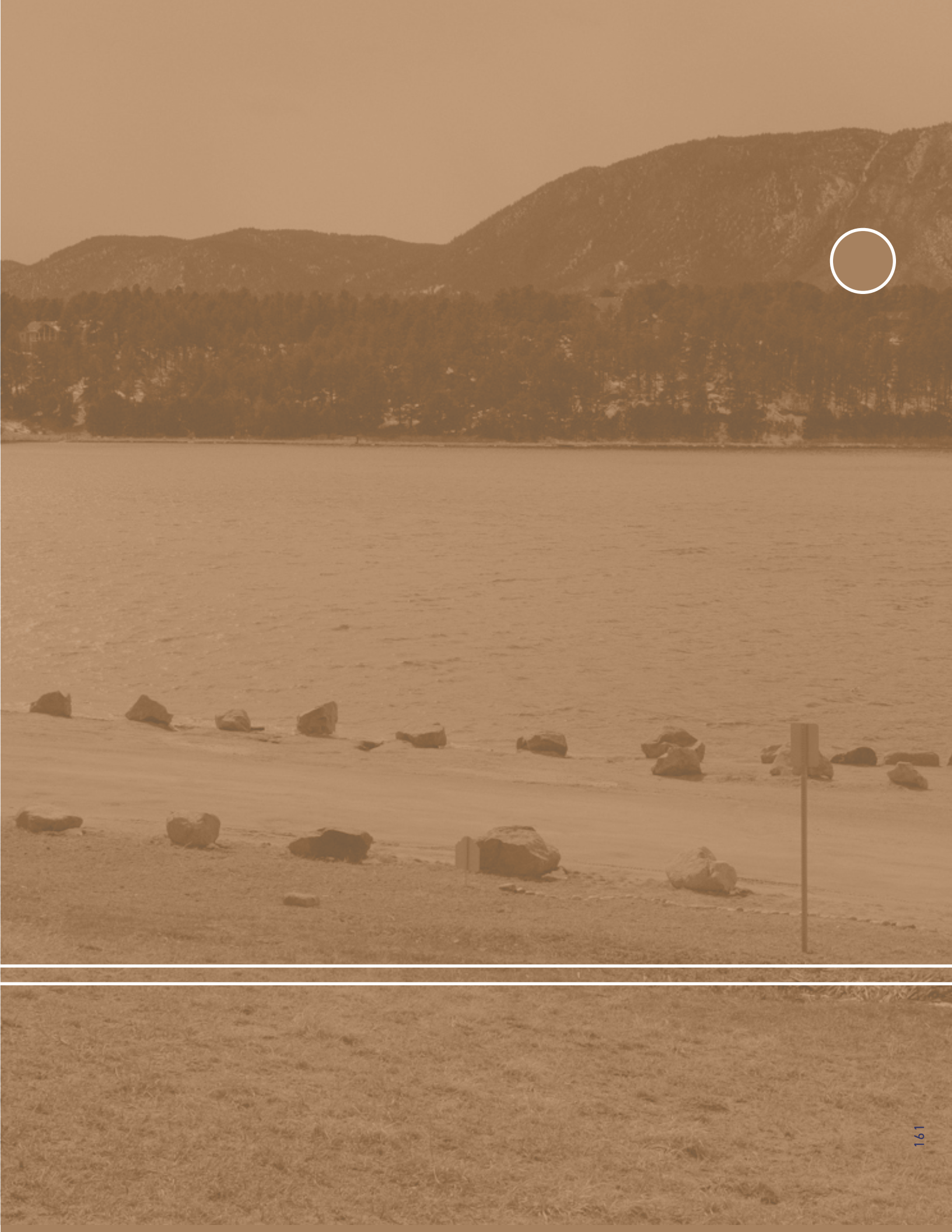
Monument has a small share of the county's overall industrial inventory, but the town's location along Interstate 25 makes it attractive for industrial development. This is reflected in the 441,000 SF of retail developed in Monument since 2015 and the 364,000 SF currently in the development pipeline. New industrial buildings in Monument reflect the type of development being built throughout the county, though at a smaller scale. These include smaller buildings with less than 25,000 SF, primarily along Beacon Lite Road to the north, as well as larger warehouse and distribution properties with 100,000 to 250,000+ SF in southwest Monument. The Town's proximity to Colorado Springs and its access to I-25 is likely to provide an opportunity for additional industrial development.

Housing in Monument

Monument's supply of housing has more than doubled since 2010, reflecting the rapid household growth over the last fifteen years. Despite this significant increase, the housing continues to be primarily single-family units. Single-family attached and detached homes accounting for approximately 86% of all housing. While Monument's Peer communities have also added a significant number of housing units since 2010, they have added a broader mix of housing types.

Monument's housing is primarily owner-occupied; only 21% of all homes are occupied by renters. All multifamily properties in Monument are renter-occupied, with limited opportunities for condominium ownership.

Sales prices for single-family homes throughout El Paso County have increased significantly since 2014, outpacing inflation. The average sale price for a single-family home in Monument is higher than the average sale price for a single-family home elsewhere in El Paso County. Apartment rents in Monument are consistent with newer inventory elsewhere in El Paso County.



MONUMENT 2040

COMPREHENSIVE PLAN
MONUMENT, CO