MONUMENT TOWN COUNCIL
STUDY SESSION & REGULAR MEETING AGENDA
TUESDAY, SEPTEMBER 2, 2025 – 6:30 PM

Tri-Lakes YCMA - Young Life Teen Center
17250 Jackson Creek Pkwy - Monument, CO 80132
Participate Via Microsoft Teams
Participate Via Telephone 719-300-6099 ID: 722 593 362#
Council Packet

1. Call to Order, Pledge of Allegiance, Roll Call:

2. Disclosures of Conflicts of Interest:

a. Disclosures of Potential Conflicts of Interest - *(Town Attorney)*

b. Vote on Excluding Council Members With Potential Conflicts of Interest From Consideration, Discussion and Voting on Identified Matters - *(Town Attorney)*

3. Approval of the Consent Agenda:

a. Agenda - September 2, 2025

b. Meeting Minutes - August 18, 2025

4. Resolutions:

a. PUBLIC HEARING on Resolution No. 56-2025 – A Resolution Approving a Final Plat for Lewis Palmer Subdivision Filing I at 36 N. Jefferson Street - *(Dan Ungerleider)*

5. Public Comments For Items Not on the Agenda: *Individuals attending in person may raise their hand to indicate their desire to comment. Individuals attending via Teams may "raise their hand" digitally to comment via connected devices. Please lower your hand when finished with your comments. Comments are limited to 3 minutes.*

6. Future Agenda Item Authorization:

7. Council Comments:

8. Adjournment:

9. Study Session After Regular Meeting Adjournment:

a. 2026 Proposed Preliminary Budget - *(Jennifer Phillips)*

MONUMENT TOWN COUNCIL
MEETING MINUTES
Monday, August 18, 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 Mitch LaKind called 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 Councilmembers and staff were present for the meeting:

TOWN COUNCIL	TOWN STAFF
PRESENT: Mayor Mitch LaKind Mayor Pro Tem Steve King Councilmember Sana Abbott Councilmember Marco Fiorito Councilmember Laura Kronick Councilmember Chad Smith	Madeline VanDenHoek, Town Manager Patrick Regan, Police Chief Tina Erickson, Town Clerk Bob Cole, Town Attorney Ashley Hernandez-Schlagel, Town Attorney Will Williams, Director of IT Andrew Archuleta, Director of Public Works Jennifer Phillips, Director of Finance Laura Hogan, Director of Administration Dan Ungerleider, Director of Planning Steve Murray, Town Accountant
ATTENDED REMOTELY: Councilmember Kenneth Kimple	
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, Discussion and Voting on Identified Matters

- No potential conflicts of interest were submitted.

3. Approval of the Consent Agenda:

a. Agenda - August 18, 2025

b. Meeting Minutes - August 4, 2025

c. Meeting Minutes - June 16, 2025

Councilmember Marco Fiorito made a motion to approve the consent agenda as presented, the motion was seconded by Councilmember Laura Kronick. Roll call vote was taken and the motion passed 7 to 0.

4. Liquor License Authority:

a. Festival Permit Application for Pikes Peak Brewing Company for Bines and Brews Festival Event to Be Held at Limbach Park, 151 Front Street

Erickson presented the festival permit application for Pikes Peak Brewing Company for Bines and Brews festival as included in the council packet. Councilmember Marco Fiorito made a motion to approve the festival permit application for Pikes Peak Brewing Company for Bines and Brews Festival on September 20, 2025 and the motion was seconded by Councilmember Sana Abbott. Roll call vote was taken and the motion passed 7 to 0.

5. Ordinances: *Public Hearing(s) Required*

a. Ordinance No. 15-2025 - An Ordinance Approving a Major Amendment to the Planned Unit Development for Native Sun Construction at 15010 Woodcarver Road

Councilmember Laura Kronick made a motion to continue Ordinance No.15-2025 to September 15, 2025 and the motion was seconded by Mayor Pro Tem Steve King. Roll call vote was taken and the motion passed 7 to 0.

6. Resolutions:

a. Resolution No. 53-2025 - A Resolution to Approve a Professional Services Agreement for Town Engineer and Related Engineering Services Between IMEG Consultant Corp and the Town of Monument

Ungerleider presented Resolution No. 53-2025 as included in the council packet. The council gave appreciation to the planning department, IMEG as well as the finance department. Councilmember Chad Smith made a motion to approve Resolution No. 53-2025 and the motion was seconded by Councilmember Sana Abbott. Roll call vote was taken and the motion passed 7 to 0.

b. Resolution No. 54-2025 - A Resolution Amending an Intergovernmental Agreement With the Colorado Department of Transportation for the Design and Expansion of Jackson Creek Parkway Project

VanDenHoek presented Resolution No. 54-2025 as included in the council packet. Councilmember Marco Fiorito made a motion to approve Resolution No. 54-2025 and the motion was seconded by Mayor Pro Tem Steve King. Roll call vote was taken and the motion passed 7 to 0.

c. Resolution No. 55-2025 - A Resolution Authorizing the Town to Recover Cost Related to Receiving Payments

Murray presented Resolution No. 55-2025 as included in the council packet. Councilmember Laura Kronick made a motion to approve Resolution No. 55-2025 and the motion was seconded by Councilmember Sana Abbott. Roll call vote was taken and the motion passed 7 to 0.

7. Public Comments For Items Not on the Agenda:

- Terri Hayes with Tri-Lakes Chamber of Commerce- invited everyone to attend the business after hours 8/19/2025 hosted by Classic Homes for an end-of-summer bash with food, music and Josh & Johns Ice Cream.
- Jason DeaBueno with Silver Key- invited everyone to attend a ribbon-cutting on Wednesday 8/20/2025 at Monument Presbyterian with additional exciting news to be announced for the forever home for the Silver Key Community Center and thanked Will for volunteering at the senior center.
- Haley Chapin with Tri-Lakes Cares- gave kudos to the water team for the quick repair to the water break on Second Street. She requested the Town to change the lights to orange for Hunger Awareness Month in September.

8. Future Agenda Item Authorization:

a. Small Business Development Center Overview on October 6

- Approved for October 6, 2025.

b. National Veteran Small Business Week Proclamation on October 6

- Approved for October 6, 2025.

c. Small Business Saturday Proclamation on October 6

- Approved for October 6, 2025.

d. Creek Week Proclamation on September 15

- Approved for September 15, 2025.
- Councilmember Kenneth Kimple and Councilmember Chad Smith volunteered for the Economic Development Committee Charter.
- Shield 616 event on 9/13/2025 need to RSVP to VanDenHoek, space is limited.

9. Reports:

a. Town Manager's Monthly Report

VanDenHoek presented the Town Manager's report and highlighted various areas of the report and complemented the staff's continued hard work.

10. Council Comments:

- Councilmember Marco Fiorito- gave thanks to everyone that showed up for the Promontory Point HOA day in the park, and thanked the water department for the quick repairs on the water break getting Lolley's back in business.
- Councilmember Steve King- in favor of changing the lights to orange for September.
- Councilmember Chad Smith- in favor of orange lights on the trees in September, gave appreciation to Haley with Tri-Lakes Cares for the hospitality.
- Mayor Mitch LaKind- table-top exercise at USAFA on post flooding of wildfires encouraged councilmembers and staff to attend. He highlighted the dutch oven chili cook-off that took place last week with Scout Troop 17 vs. Fire Station #1.

11. Executive Sessions:

a. Executive Session Pursuant to 24-6-402(4)(b), C.R.S. for a Conference with the Town Attorney for the Purpose of Receiving Legal Advice on Specific Legal Questions Regarding Pending Legal Projects

Mayor Mitch LaKind moved to enter executive session 24-6-402(4)(b), C.R.S for a conference with the Town Attorney for the purpose of receiving legal advice on specific legal questions regarding pending legal projects and to adjourn the regular meeting upon conclusion of executive session. Councilmember Laura Kronick seconded the motion and the motion passed 6 to 1.

- Councilmember Marco Fiorito abstained the motion.

- The Council entered executive session at 7:35 pm.
- The Council concluded executive session at 8:33 pm.

12. Adjournment:

The regular council meeting was adjourned at 9:21 pm.

Respectfully Submitted,

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Tina Erickson,
Town Clerk

TOWN OF MONUMENT
645 Beacon Lite Road
Monument, CO 80132

PLANNING DEPARTMENT
719-884-8015
www.townofmonument.org/planning

TO: The Honorable Mayor and Town Council
FROM: Dan Ungerleider, AICP, Director of Planning
DATE: September 2, 2025
SUBJECT: Resolution No. 56-2025 – A Resolution Approving a Final Plat for Lewis Palmer Subdivision Filing I at 36 N. Jefferson Street [Public Hearing]

BACKGROUND: On August 13, 2025, the Planning Commission conducted a public hearing for a request to approve a Final Plat for Lewis Palmer Subdivision Filing I at 36 N. Jefferson Street. The Applicant, Mrs. Melissa Andrews with Lewis Palmer School District, is seeking approval of a Final Plat known as Lewis Palmer Subdivision Filing I, for the purpose of subdividing individual lots for sale and future development. The property currently accommodates several district facilities, including the Grace Best Education Center, the District Main Office, the Maintenance Building, the Grounds Building and Lot, and the Transportation Building and Lot. A portion of the property, identified as underutilized, is being considered for sale to Tri-Lakes Cares—a local nonprofit organization seeking to expand its operations to better serve the community.

Staff respectfully requests that the public hearing for the Final Plat of the Lewis Palmer Subdivision be continued from September 2, 2025, to September 15, 2025. This extension will allow Town Council adequate time to focus on the 2026 budget presentation and discussion scheduled for the September 2nd Council meeting.

REQUESTED ACTION: A motion to continue the Town Council public hearing for the consideration of a Resolution approving a Final Plat for Lewis Palmer Subdivision Filing I at 36 N. Jefferson Street from September 2, 2025, to September 15, 2025.

Town of Monument 2026 Proposed Preliminary Budget

Town Council Meeting

September 2, 2025

Overview

- Town Council Strategic Priorities
- Preliminary Budget Preparation Process
- General Fund Budget
  - Revenue & Expense projections
  - Long Range Financial Forecast
  - Expenses by Department
    - Mission/Function
    - Budget Highlights
    - Additional services to consideration for reduction or elimination
    - Unfunded needs
- Other Funds
- Council consideration of budget reduction options
- Next Steps

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.

Strategic Objectives

- Staff is creating strategic objectives focused on accomplishing the Council’s Strategic Priorities
- Will be presented to the Town Council in October
- Will be included in 2026 Adopted Budget
- Performance Measures will also be added to 2026 Adopted Budget
- 2025 Accomplishments will be added to 2026 Adopted Budget

Budget Preparation Process

- Implemented Caselle Advantage
  - Connects accounting software to budgeting software – no more massive Excel spreadsheets!
  - Finance team participated in training
  - Finance team trained leadership team
  - Realizing significant time savings
- Launched Budget Preparation Process in June
- Departments submitted preliminary budgets in July
- Reviewed budgets with Town Manager and Leadership Team in August
- Prepared preliminary budget for Citizens Service Levels Advisory Committee – August 20
- Presenting Preliminary Budget to Town Council – September 2

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

General Fund – Projected Revenue = $14.0 million

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes*	$ 8, 319,442	$ 10,851,666	$ 10,760,000
Intergovernmental	868,529	1,560,422	218,500
Licenses & Permits	120,439	125,981	246,400
User Charges/Fees	856,507	912,537	922,000
Investment Earnings	1,319,572	700,000	600,000
Debt & Financing	-	-	-
Other Revenue	349,054	349,054	218,000
Transfers In	20,000	420,000	1,054,000
Total Revenue	$ 11,664,485	14,973,265	$ 14,018,900

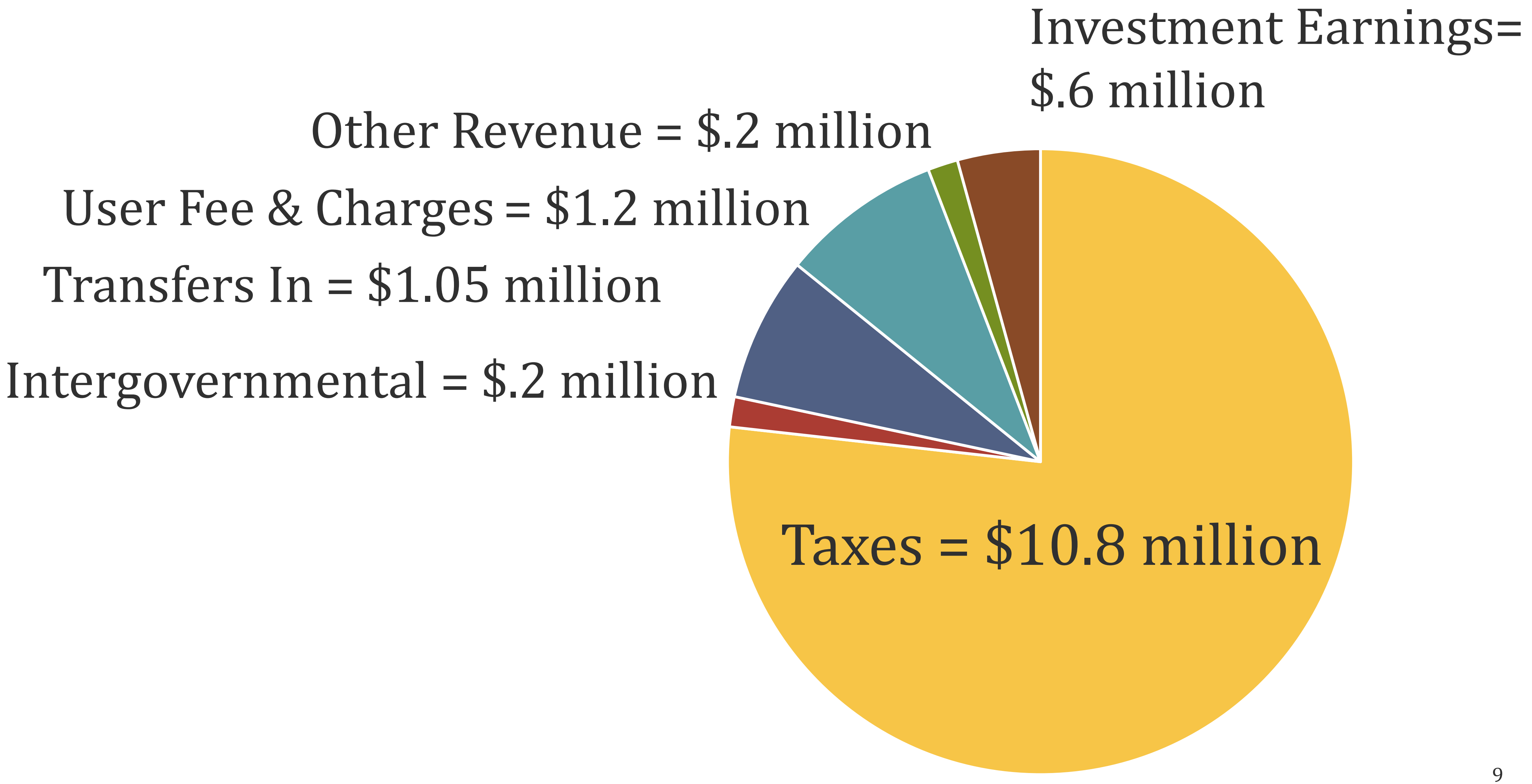
* Added $2.5 million Triview sales tax revenue

General Fund – Revenue = $14 million

Sources of Revenue

- Assumptions
  - Sales Taxes – 2% increase over 2025
  - Property Taxes – 2% increase over 2025
  - Investment Income down slightly
  - Based on Cost Allocation Plan increased Water Fund allocation to General Fund from $640,000 to $1,054,000

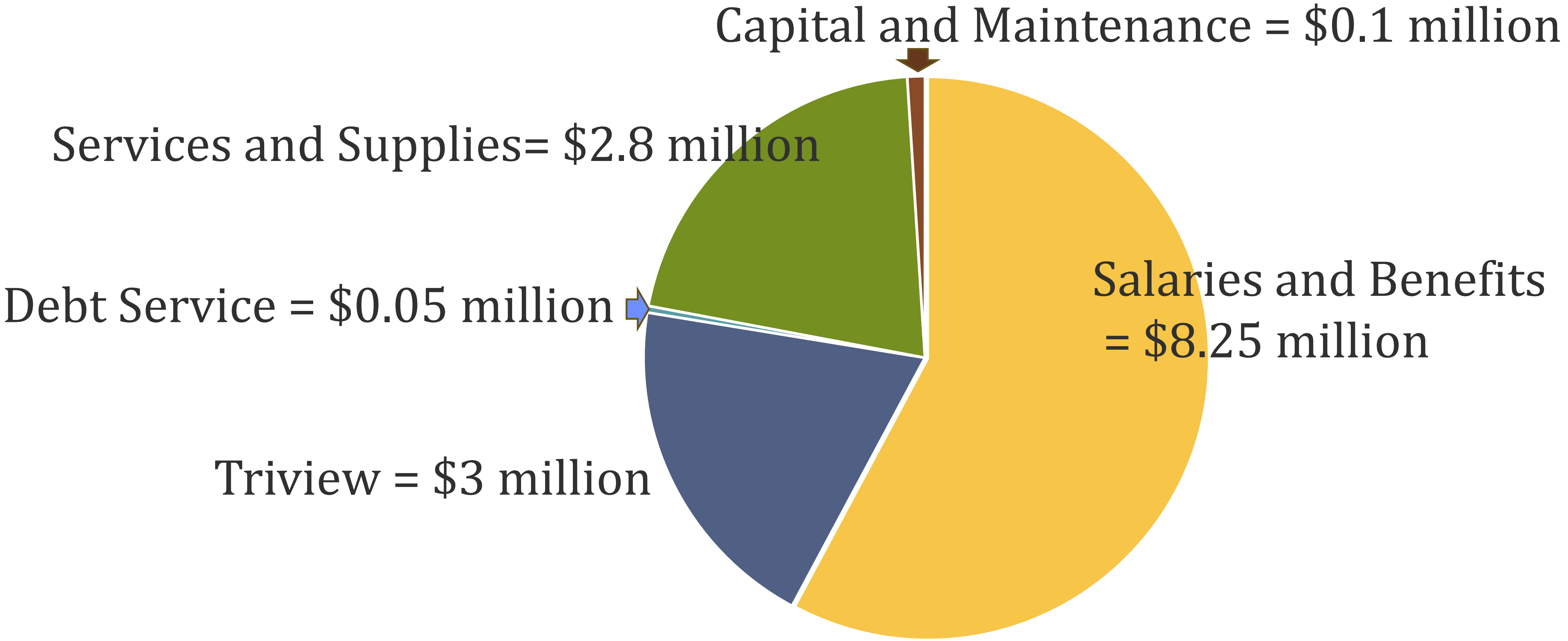
GF 2026 Preliminary Revenue Budget= $14 million



General Fund – Expenditures = $14.26 million

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Salaries/Wages	$ 3,178,883	$ 5,743,349	$ 5,767,704
Benefits	1,131,525	2,414,101	2,288,692
Purchased Services	1,141,639	2,683,155	1,945,447
Repairs & Maintenance	610,907	363,000	335,000
Supplies/Non-Capital Equipment	254,288	350,929	282,486
Utilities	257,018	284,981	190,353
Economic Development, Marketing & Events	62,000	62,000	62,000
Capital Outlay	1,302,496	874,000	144,000
Debt Service	17,315	54,945	54,945
Transfers Out	2,742,600	582,774	0
Intergovernmental		2,630,974	3,218,000
Total Expenditures	$ 11,145,635	$ 16,732,930	$ 14,264,272

GF 2026 Expense Budget = $14.26 million



General Fund – Fund Balance

Ending Fund Balance Unrestricted Reserve:

- 2024 Actual Budget
  - $6.0 million = 53.8% (under expended and additional revenue)
- 2025 Amended Budget
  - $3.4 million = 21%
- 2026 Projected Preliminary Budget
  - $2.8 million = 19.9%

Long Range Financial Forecast – General Fund Reserve Ending Fund Balance

GENERAL FUND SUMMARY -2024 Audited Actuals with 2026 proposed budget

	`	2025 Amended Budget	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Total Revenue	**$ 11,667,484**	**$ 14,973,265**	**$ 14,018,900**	**$ 14,564,875**	**$ 15,228,634**	**$ 15,931,567**	**$ 16,676,959**
Total Expenditures	**$ 11,145,636**	**$ 16,732,930**	**$ 14,260,000**	**$ 15,380,806**	**$ 16,040,261**	**$ 16,807,793**	**$ 17,624,511**
Annual Gain/(Loss)	**$ 521,849**	**$ (1,759,665)**	**$ (241,100)**	**$ (815,931)**	**$ (811,627)**	**$ (876,226)**	**$ (947,553)**
Cumulative Balance							
Beginning Fund Balance	$ 7,841,555	$ 6,243,603	$ 3,493,667	$ 2,836,718	$ 1,571,672	$ 291,517	$ (1,075,757)
Change In Fund Balance	521,849	(1,759,665)	(241,100)	(815,931)	(811,627)	(876,226)	(947,553)
Ending Fund Balance	$ 8,363,404	$ 4,483,938	$ 3,252,567	$ 2,020,787	$ 760,046	$ (584,709)	$ (2,023,309)
Less Reserves/Designations:							
Debt Service Reserve							
3% TABOR Reserve	320,960	490,271	415,849	449,114	468,529	491,048	515,022
Potential Supplemental Requests							
Other Reserves/Designations	2,035,179	500,000					
Unreserved Fund Balance	**$ 6,007,265**	**$ 3,493,667**	**$ 2,836,718**	**$ 1,571,672**	**$ 291,517**	**$ (1,075,757)**	**$ (2,538,331)**
Unreserved Fund Balance %	**53.90%**	**20.88%**	**19.89%**	**10.22%**	**1.82%**	**-6.40%**	**-14.40%**

Assumptions:

- Property Tax increases by 2% in 2026; 3% in 2027 and 2028; 4% in 2029-2030
- Sales Tax increases by 2% 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 5-10% each year
- No additional projects, services, staff – status quo budget

Town Council Financial Policies

- Financial Policy 1 – Fiscal Planning and Budgeting

Section 1.06

- The operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with on-going revenues. Funds will pay the indirect cost charges for services provided by another fund. The budget will avoid using one-time (non-recurring) sources to fund continuing (recurring) uses, postpone necessary and safety related expenditures, or use external borrowing for operational requirements.
- If use of non-recurring revenue is required to balance an annual budget, the Town Council shall approve such usage by a separate vote. The budget will incorporate the best available estimates of revenues and expenditures.

Town Council Financial Policies

- Financial Policy 2 – Fund Balance

Section 2.01

- To ensure the continuance of sound financial management of public resources, the Town of Monument's Unassigned General Fund Balance will be maintained to provide the Town with sufficient working capital and a comfortable margin of safety to address emergencies, sudden loss of revenue or operating needs, and unexpected downturns without borrowing.

Section 2.04

- The Town will maintain a General Fund “Operating Reserve” with an upper goal of twenty percent (20%) of the average actual General Fund revenues for the preceding five fiscal years

Town Council Financial Policies

- Financial Policy 2 – Fund Balance

  Section 2.06

  - The Town should endeavor to establish an "Emergency Reserve" in the General Fund and set a target percentage of the General Fund for this fund to achieve and maintain. The Emergency Reserve is for unexpected, large-scale events where damage in excess of $250,000 is incurred and immediate, remedial action must be taken to protect the health and safety of residents
    - Not established – unfunded

  Section 2.07

  - The Town should strive to establish and maintain an additional General Fund "Budget Stabilization Reserve" and set a target percentage of the General Fund for this fund to achieve and maintain.
    - Not established – unfunded

Town Council Financial Policies

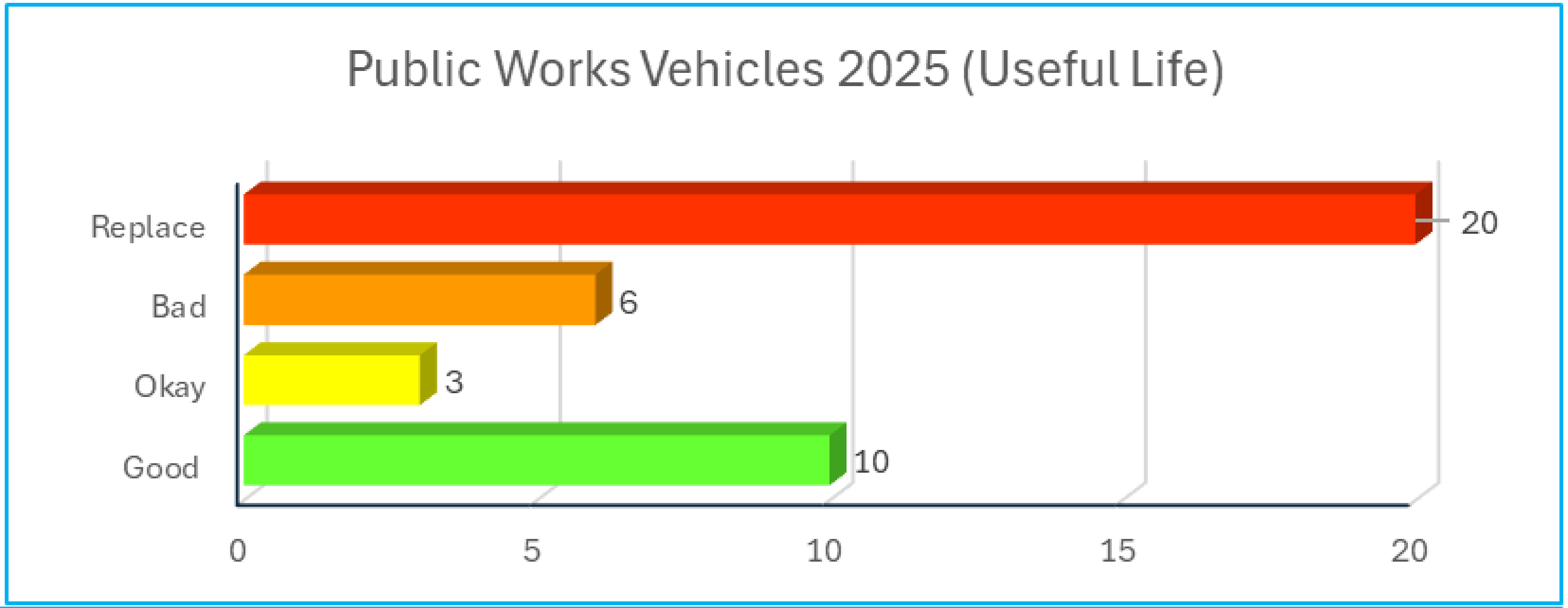
- Financial Policy 9 – Capital Asset Accounting and Replacement

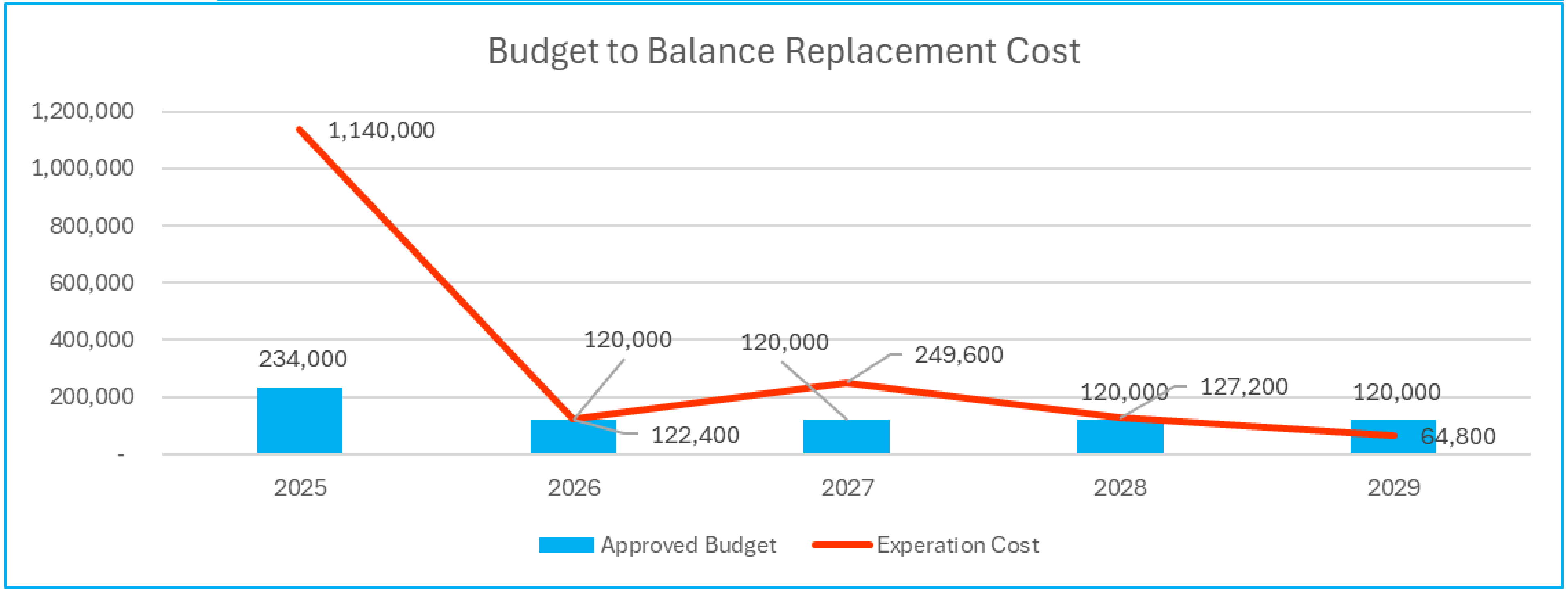
  Section 9.02

  - The Town will establish and financially contribute to an assessment replacement fund for fleet vehicles, certain computer equipment, and other assets as deemed necessary and with a value above $5,000. Replacement funds or reserves will be determined as part of the annual budget process.
    - Creating as part of 2026 budget
    - Asset list created
    - $500,000 seed funding provided in 2025 from General Fund
    - $600,000 seed funding providing in 2025 from 2F - Police

Capital Assets:

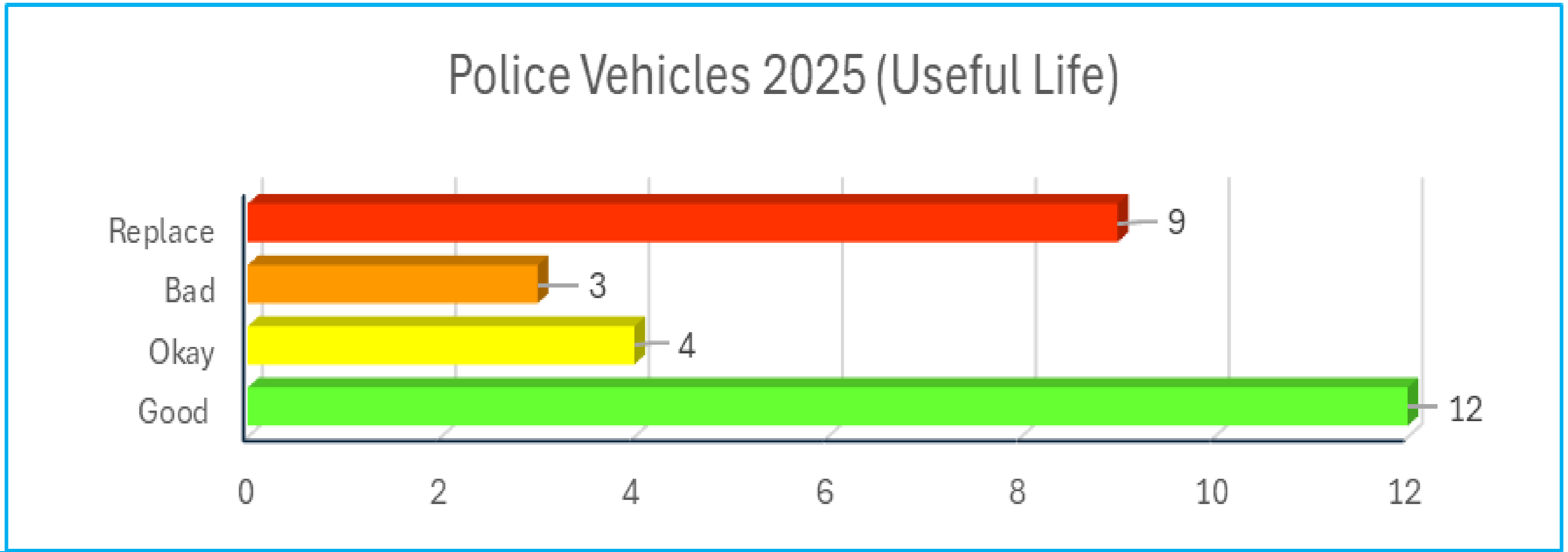
Public Works Vehicles

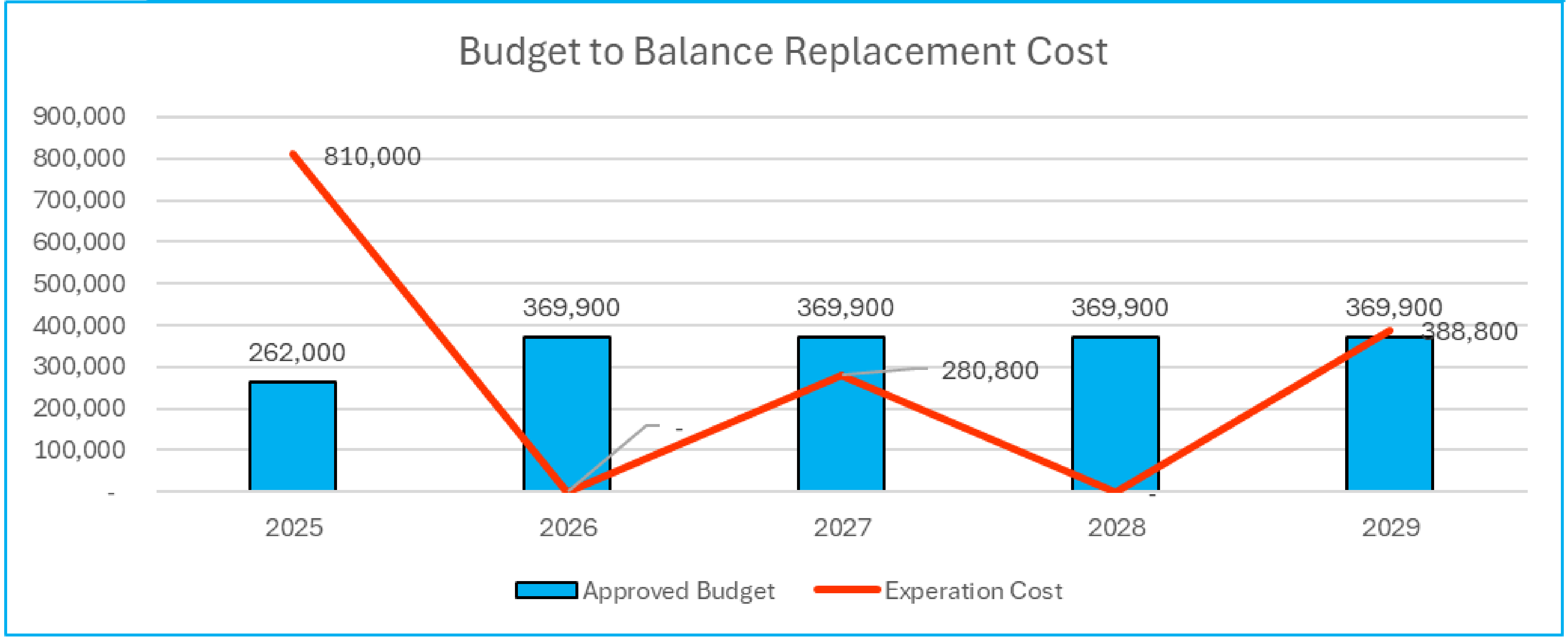




Capital Assets

Police Dept. Vehicles





General Fund Department Budgets

Administration

Town Council

Mission/Function: Town Council is the legislative body of Monument's Town government. Responsibilities of the Council are to establish overall Town direction and policy, including the adoption of ordinances, approval of the budget, approval of contracts, deciding major land-use issues and setting ballot questions.

Budget Highlights

- 2025 Amended Budget = $173,450
- 2026 Preliminary Budget = $144,32

Notable Changes:

- Reduced training and travel by $25,000

Administration

Town Council

Expense Reduction to consider:

$62,000 Community Sponsorships

- Tri-Lakes Cares = $25,000
- Silver Key = $12,000
- Tri-Lakes Chamber = $25,000 (funds operation of visitor center)

Areas of Sacrifice:

- Reduced Training to expand knowledge and build regional relationships

Administration

Town Administration

Mission/Function: Town Administration 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 the coordination between the needs of the Mayor and Town Council with the Town departments and other organizations with whom the Town interacts.

Budget Highlights

- 2025 Amended Budget = $4,694,518
- 2026 Preliminary Budget = $3,912,252
- Includes Triview sales, use and property tax $3 million

Administration

Town Administration

Notable Changes:

- Reduction in expenses due to 2025 transfer out of ARPA funding

Expense Reduction to consider through layoff:

Reduce Town Hall public hours, reduce customer service and reduce operational expenses through consolidation of duties and elimination of redundancy in responsibilities.

Areas of Sacrifice:

- Reduction in ability to participate in regional meetings and committees, lost opportunity costs of building partnerships, reduce projects and extend deadlines.
- Reduction in Executive Leadership salaries

Administration

Town Clerk

Mission/Function: The mission of the Town Clerk is to provide quality support and assistance to the Town Council, Town Administration, and the citizens of Monument in the areas of business licensing, liquor and beer licensing, records management, municipal elections and Clerk to the Town Council.

Budget Highlights

- 2025 Amended Budget = $391,871
- 2026 Preliminary Budget = $375,700

Notable Changes: None

Administration

Town Clerk

Expense Reduction to consider through layoff:

Reduce Town Hall public hours, reduce customer service and reduce operational expenses through consolidation of duties and elimination of redundancy in responsibilities.

Areas of Sacrifice:

- Reduced support to businesses, reduced level of customer service, possible slower response times to customers. Add to workload of other employees

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.

Budget Highlights

- 2025 Amended Budget = $829,040
- 2026 Preliminary Budget = $730,006

Notable Changes:

- Reduced technical services – lower audit costs, lower Caselle expense

Administration

Finance

Expense Reduction to consider:

None

Areas of Sacrifice:

- Take on additional duties from other departments due to staff layoffs, including more centralized purchasing, centralized grant administration
- Reduction in Executive Leadership salary

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.

Budget Highlights:

- 2025 Amended Budget = $399,220
- 2026 Preliminary Budget = $237,251

Notable Changes:

- Professional services reduced - $100,000 ADA study in 2025

Administration
Human Resources

Expense Reduction to consider:
Evaluation of contribution to employee benefits

Areas of Sacrifice:
- Human Resources/Risk Manager Assistant position
- Eliminate Wellness program
- Eliminate Tuition reimbursement
- Limited additional training & growth opportunities for employees
- Limited position specific trainings and certificates
- Limited supervisory trainings & aid with succession planning
- Reduction in employer match retirement contribution

Administration

Information Technology

Mission/Function: To assist all Town Departments in the use of computers, networks, telephones and 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

Budget Highlights:

- 2025 Amended Budget = $439,866
- 2026 Preliminary Budget = $381,611

Notable Changes:

- Reduction in expenses due to negotiated agreements and other technology efficiencies and savings

Administration
Information Technology

Expense Reduction to consider:

None at this time

Areas of Sacrifice:

- No addition of Technology Assistant to assist with workload and succession planning
- Reduction in Executive Leadership salary

Administration

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.

Budget Highlights:

- 2025 Amended Budget = $184,508
- 2026 Preliminary Budget = $133,701

Notable Changes: Reduction in staffing expense

Administration

Court

Expense Reduction to consider:

None at this time

Law Enforcement

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.

Budget Highlights:

- 2025 Amended Budget = $3,918,824
- 2026 Preliminary Budget = $4,260,415

Notable changes: All existing positions are funded

Law Enforcement

Expense Reduction to consider:

Do not fill 3 vacant police officer positions

Decreased officer safety, inability to properly staff squads and calls for service, inability for officers to take time off, increased response times, increased overtime to meet minimum staffing requirements, increased burnout, lack of flexibility for unforeseen circumstances, inability to attend training, stagnation, inability to participate in local taskforces, reduced specialty services, especially when 2F (Detective and CRO) employees are required to work patrol to help with staffing shortages.

Who Does the Workload Fall To?

Current officers, supervisors, and Special Operations Division personnel. Lack of staffing prevents supervisors from focusing on supervisory duties, instead handling calls for service and working in an officer capacity.

Law Enforcement

Expense Reduction to consider:

- Do not fill 2 vacant Police Services Aides

Inability to conduct Code Enforcement activities, lack of quartermaster duties (ordering supplies, conducting inventories, storing, maintaining, and issuing equipment, etc.), lack of properly outfitted officers, lack of vehicle transport and repair coordination, lack of personnel to pick up orders = increased shipping costs, lack of assistance on calls for service not requiring a police officer.

Who Does the Workload Fall To? Commander Johnson, Officer Kunkle, Detective Keough, Officer Fisher, volunteers (though we don't currently have any on staff; we are exploring this).

Law Enforcement

Expense Reduction to consider:

- Do not fill Executive Administrative Assistant

  Lack of crime stat compilation and dissemination/decreased ability to employ intelligence-led policing strategies, lack of grant writing abilities, lack of assistance with budgeting, invoice payments, training, meeting scheduling/ coordination, minute-taking, policy creation, accreditation, and research, and a diminished ability to plan coordinated group events (awards ceremony, 4th of July, etc.)

  Who Does the Workload Fall To? Police Chief, both Commanders, Monica Mundt, Amy Stalnaker (Records Specialist), others

Law Enforcement

Areas of sacrifice:

- Ideal level of staffing for sworn officers remains five (5) positions short.
- Despite full funding of approved Law Enforcement positions, there remains a lack of staffing to adequately address Emergency Operations, which includes mitigation, preparedness, response and recovery operations.
- No proactive Code Enforcement can be conducted with current level of staffing, reactive only and performed by Police Chief and Planning Director
- No secure fence around Police vehicles
- Reduction in Executive Leadership salary

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, The Department is also charged with oversight of the Comprehensive Plan, 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.

Budget Highlights:

- 2025 Amended Budget = $1,475,964
- 2026 Preliminary Budget = $1,226,747

Planning

Notable changes: None

Expense Reduction to consider:

None at this time

Areas of Sacrifice:

- Unable to provide Land Use Code Enforcement
- Reduced ability to build regional partnerships, limited-proactive economic development activities
- Reduction in Executive Leadership salary

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.

Budget Highlights:

- 2025 Amended Budget = $1,214,279
- 2026 Preliminary Budget = $945,049

Notable Changes:

- Very limited capital equipment purchases
- Reduced uniform expense

Public Works

Streets

Expense Reduction to consider though layoffs:

Privatization of certain services that increase efficiency, expertise, and deliver cost savings. Reduce operational expenses through consolidation of duties and elimination of redundancy in responsibilities.

Reduce snowplowing to main roads and school routes only during storms. All other streets plowed during normal working hours

Areas of Sacrifice:

- Inability to fund New Public Works Facility
- Inability to fund Jackson Creek Parkway
- Work distributed to other staff
- Reduction in Executive Leadership salary

Public Works

Facilities:

Mission/Function: maintaining and managing public buildings to ensure safe, efficient, and functional environments for staff and the community.

Budget Highlights:
- 2025 Amended Budget = $1,096,760
- 2026 Preliminary Budget = $675,733

Notable Changes:

- Veregy Project budgeted in 2025
- Eliminated window cleaning service
- Reduced uniform expenses

Public Works

Facilities

Expense Reduction to consider through layoff:

Reorganization with the goal of reducing redundancy of duties through downsizing and using Cartegraph to more efficiently manage facility requests.

Areas of Sacrifice:

- Slower response times for facility maintenance and repairs

Public Works

Fleet:

Mission/Function: The upkeep and repair of vehicles and equipment owned by the Town.

Budget Highlights:

- 2025 Amended Budget = $368,181
- 2026 Preliminary Budget = $396,045

Notable Changes:

Reduced uniform expenses

Public Works

Fleet

Expense Reduction to consider:

None at this time

Areas of Sacrifice:

- Need for third mechanic due to increase in equipment and vehicles

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.

Budget Highlights:

- 2025 Amended Budget = $1,248,288
- 2026 Preliminary Budget = $843,341

Notable Changes:

- No seasonal staffing ($70,000), reduced capital equipment purchases
- No plants and trees budgeted (including downtown flowers)

Public Works

Parks

Expense Reduction to consider through layoff:

Consider reorganization to focus on grant administration to generate revenue for Parks and other Town departments

Expense Reductions to consider:

Eliminate contracted Christmas Lights - $25,000

Eliminate bottom trailer - $40,000

Do not build shade structure at Monument Lake - $10,000

Do not install stairs at Monument Lake - $10,000

Eliminate or reduce pest and pesticide contracts

Reduce mowing, leaving more areas native

Public Works

Parks

Areas of Sacrifice:

- No summer flowers in the downtown
- Parks maintenance reduced
- No new public art/annual rotation of art pieces
- No park improvement projects

Funds

Capital Projects Fund - Revenues

Designated for public improvements: curbs, gutters, concrete, asphalt repairs, and local match for Jackson Creek Parkway

	2024 Audit Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes	$ 1,057,540	$ 1,368,473	$ 1,000,000
Intergovernmental	698,784	*6,553,518	$425,000
Investment Earnings	5,820	-	$ 2,000
Total Revenue	$ 3,183,459	$7,921,991	1,427,000

* Grant funds for Jackson Creek Parkway

Capital Projects Fund - Expenses

Highlights

- $40,000 Repairs and Maintenance – Streets
- $500,000 Curb, gutter, sidewalks
- $500,000 Asphalt repairs
- No funds for Public Works Facility
- No funds for Police Facility
- No funds for Jackson Creek Parkway

Capital Projects Fund Balance

Ending Fund Balance Restricted Reserve

- Actual 2024 Budget = $2.2 million
- 2025 Amended Budget = $7.9 million (includes JCP grants)
- 2026 Preliminary Budget = $8.3 million (includes JCP grants)

2A Fund - Revenue

Designated for Water & Vertical Infrastructure Expenses ONLY

	2024 Audit Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes	$ 2,611,166	$ 3,332,620	$2,750,000
Investment Earnings	216,344	35,000	100,000
Other Revenue			
Transfers In	-	-	-
Total Revenue	$2,824,510 $	$ 3,332,620	$ 2,850,000

2A Fund - Expenditures

Designated for Water & Vertical Infrastructure Expenses ONLY

`			2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:					
	Salaries/Wages		$ -	$ -	$ -
	Benefits		-	-	-
	Purchased Services		102,699	223,737	1,027,500
	Repairs & Maintenance		-	-	-
	Supplies/Non-Capital Equipment		7,949	8,750	8,750
	Capital Outlay		27,725	6,350,000	6,550,000
	Debt Service		-	-	-
	COP bond pymt (xfer to water fund)		1,270,800	1,270,800	1,272,000
	Transfers Out				
	Other		-	750,000	750,000
		Total Expenditures	$ 1,418,336	$ 8,603,287	$ 8,858,250

2A Fund

Designated for Water and Vertical Infrastructure Expenses ONLY

Highlights

- $750,000 for Alternative Water Supply
- $4.0 million tank project
- $2.0 million renewable water
- $1,272,000 annual bond payment

2A Fund

Designated for Water and Vertical Infrastructure Expenses ONLY

<u>Ending Fund Balance Restricted Reserve</u>

- Actual 2024 Budget = $9.6 million
- 2025 Amended Budget = $4.3 million
- 2026 Preliminary Budget = $1.1 million

2F Police Fund – Revenues

Designated for Law Enforcement Expenses ONLY as specifically described in ballot measure

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes**	$2,611,166	$ 2,002,314	$ 1,880,000
User Charges/Fees	-	-	-
Investment Earnings	216,344	-	-
Transfers In	2,700,000	-	-
Total Revenue	$ 2,827,510	$ 2,002,314	$ 1,880,000

2F Police Fund – Expenditures

	2024 Audited Actuals*	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Salaries/Wages	$2,816,249	$ 781,818	$ 1,019,475
Benefits	1,089,461	567,992	416,867
Purchased Services	403,013	260,324	283,433
Repairs & Maintenance	52,132	51,000	60,000
Supplies/Non-Capital Equipment	253,715	313,703	315,664
Utilities	23,289	8,580	5,376
Capital Outlay	229,422	300,379	40,000
Debt Service	-	-	-
Contingency	-	-	-
Transfers Out	-	-	-
Total Expenditures	$ 2,241,349	$ 2,283,796	$ 2,140,815

*2024 budget combined General Fund and 2F; separated in 2025.

2F Police Fund

Designated for Law Enforcement Expenses ONLY as specifically described in ballot measure

Highlights

- Purchase 3 Patrol Vehicles
- Handgun Transition to Shadow Systems
- Upgraded Patrol Rifles
- Added SIGMA Tactical Heart Health Screening
- Increased Training Opportunities

2F Police Fund

Designated for Law Enforcement Expenses ONLY as specifically described in ballot measure

Ending Fund Balance Restricted Reserve

- Actual 2024 Budget = $1.3 million
- 2025 Amended Budget = $1 million
- 2026 Preliminary Budget = $.25 million

Community Development Fund - Revenues

Designed for Economic Development

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes	$ -	$ -	$ -
Intergovernmental	-	-	-
Licenses & Permits	87,365	45,400	100,000
Investment Earnings	2,149	400	2,000
Other Revenue	12,300	10,000	10,000
Transfers In	42,600	38,520	
Total Revenue	$ 144,414	$ 94,320	$ 112,000

Community Development Fund - Expenses

Designed for Economic Development

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Salaries/Wages	$ 12,526	$ 13,744	$ $13,232
Benefits	4,395	6,228	3,116
Purchased Services	9,000	12,375	1,200
Repairs & Maintenance	-	-	
Supplies/Non-Capital Equipment	971	67,800	2,550
Utilities	-	-	
Economic Development, Marketing & Events	58,271	79,600	72,500
Total Expenditures	$ 111,972	$ 179,747	$ 92,598

Community Development Fund

Highlights:

- Community events: concerts in the park, Independence Day, tree lighting, marketing.

- Eliminated training and travel.

Community Development Fund

Designed for Economic Development

<u>Ending Fund Balance Restricted Reserve</u>

- Actual 2024 Budget = $.18 million
- 2025 Amended Budget = $0.1 million
- 2026 Preliminary Budget = $0.12 million

Traffic Impact Fees - Revenue

Designated for Town's infrastructure related to traffic

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
User Charges/Fees	$105,858	$ 77,063	$ 100,000
Investment Earnings	6,500	1,200	6,000
Total Revenue	$ 112,371	$ 78,263	$ 106,000

Traffic Impact Fees - Expenditures

Designated for Town’s infrastructure related to traffic

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Capital Outlay	$ 19,236	$100,000	$ 100,000
Transfers Out	-		
Total Expenditures	$ 19,236	$ 100,000	$ 100,000

Traffic Impact Fees

Designated for Town's infrastructure related to traffic

Ending Fund Balance Restricted Reserve

- 2024 Actual Budget = $0.5 million
- 2025 Amended Budget = $0.4 million
- 2026 Budget = $0.4 million

Storm Drainage Impact Fund- Revenue

Designated to improve the quality of water in streams and creeks, maintain and add new systems to reduce flooding

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
User Charges/Fees	$ 23,793	$ 60,000	$24,000
Investment Earnings	2,187	250	2,000
Debt & Financing	-	-	-
Other Revenue	-	-	-
Transfers In		540,174	
Total Revenue	$ 25,980	$ 600,424	$ 26,000

Storm Drainage Impact Fund - Expenses

Designated to improve the quality of water in streams and creeks, maintain and add new systems to reduce flooding

	2024 Budget	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Repairs & Maintenance	$54,674	$ 7,586	$100,000
Capital Outlay		640,174	
Transfers Out	-	-	-
Total Expenditures	$ 54,674	$ 647,760	$100,000

Storm Drainage Impact Fund

Designated to improve the quality of water in streams and creeks, maintain and add new systems to reduce flooding

Highlights

- Dirty Woman Creek culvert lining underneath Mitchell Ave

- Needed storm drain projects exceed funding

Storm Drainage Impact Fund

Designated to improve the quality of water in streams and creeks, maintain and add new systems to reduce flooding

Ending Fund Balance Restricted Reserve

- 2024 Actual Budget = $0.2 million
- 2025 Amended Budget = $0.2 million
- 2026 Budget = $0.3 million

Water Fund - Revenue

Designated for Water System Expenses ONLY

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Taxes	$411,020	$ -411,020	
Intergovernmental	-	-	-
User Charges/Fees	4,731,758	3,107,732	2,692,000
Investment Earnings	170,930	100,000	100,000
Other Revenue	24,348	515,000	515,000
Transfers In (from 2A for Bond pymt)	1,270,800	1,274,400	1,272,000
Total Revenue	$ 6,608,856	$ 4,085,112	$ 4,579,000

Water Fund - Expenses

Designated for Water System Expenses ONLY

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Salaries/Wages	$675,044	$870,256	$ 647,601
Benefits	282,890	432,776	251,963
Purchased Services	1,214,364	1,368,880	585,200
Repairs & Maintenance	427,782	1,080,000	418,000
Supplies/Non-Capital Equipment	92,973	165,300	81,800
Utilities	269,712	293,039	324,218
Capital Outlay	0	1,895,000	1,890,000
Debt Service	1,274,400	1,274,400	1,274,400
Total Expenditures	$ 7,421,871	$7,379,651	$ 5,251,636

Water Fund

Designated for Water System Expenses ONLY

<u>Highlights</u>

- Rehab of water treatment plant #7 and #8
- Build new 2 MG tank on Monument Hill
- Construct 2 new pipelines, (one 8 inch and one 12 inch to supply flows from the new Monument Hill water tank
- Supply new 1 inch water taps for every lot bordering Beacon Lite Rd between Wakonda Way and the new Monument Hill water tank

Water Fund

Designated for Water System Expenses ONLY

Ending Fund Balance for Restricted Reserve

- 2024 Actual Budget = $12.2 million (higher revenue)
- 2025 Amended Budget $8.9 million
- 2026 Preliminary $8.3 million

Park Impact Fees -Revenues

Designated for new park design and planning

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
User Charges/Fees	$59,312	$ 40,000	$ 5,000
Other Revenue	100,000	117,831	0
Total Revenue	$159,312	$ 157,831	$ 5,000

Park Impact Fees – Expenditures

Designated for new park design and planning

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Capital Outlay	$19,132	$ 380,731	$ 300,000*
Purchased Services	$11,450		10,000
Total Expenditures	$30,582	$ 380,731	$ 310,000

*Heart of Monument Park and Parking Lot

Park Impact Fees

Designated for new park design and planning

- Ending Fund Balance Restricted Reserve
  - Adopted 2024 Budget = $0.36
  - Amended 2025 Budget = $0.14
  - Preliminary 2026 Budget = $0

Conservation Trust Fund - Revenues

Designated for parks and open space

	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Revenue:			
Intergovernmental	$98,079	$ 96,280	$97,780
Total Revenue	$98,079	$ 96,280	$ 97,780

Conservation Trust Fund - Expenditures

Designated for parks and open space

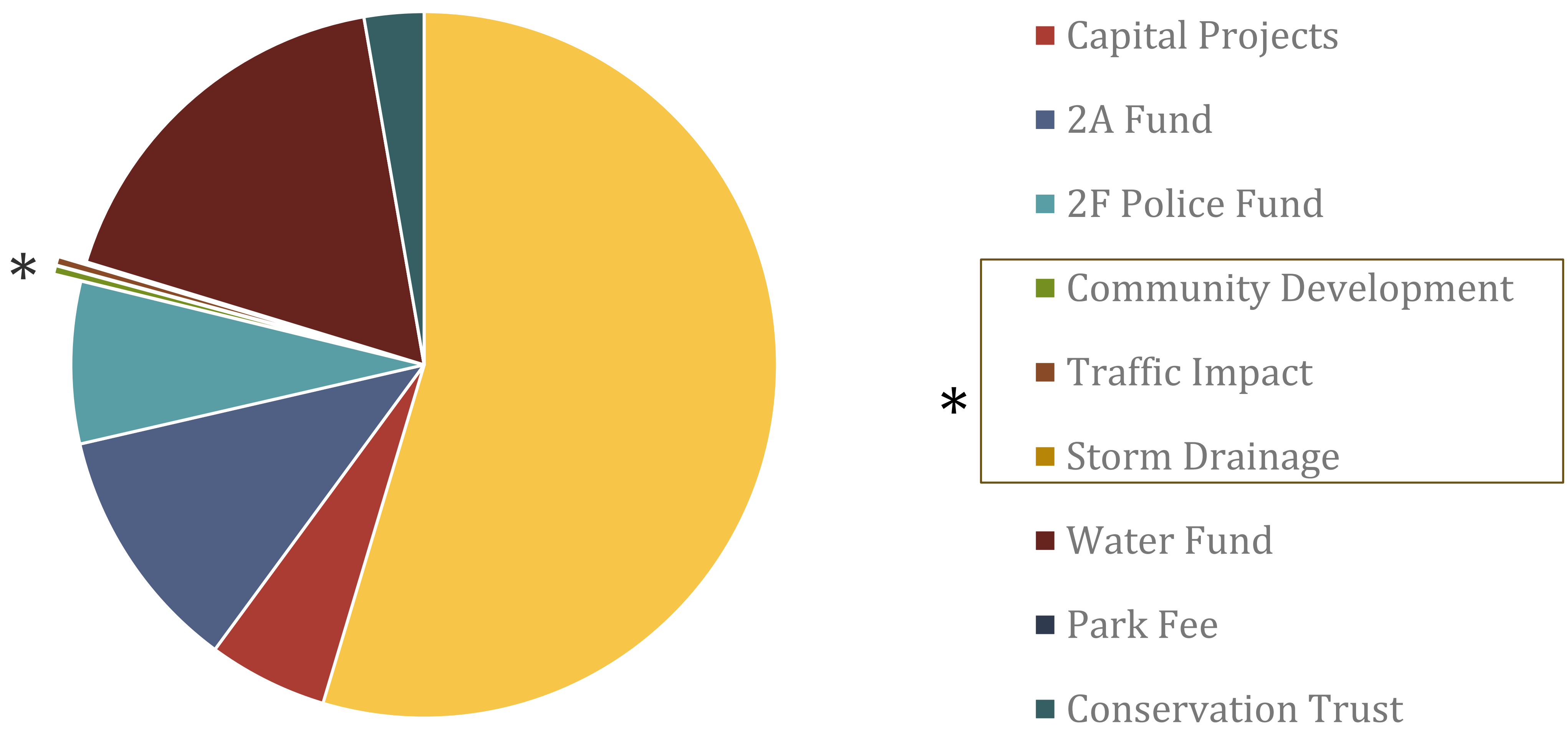
	2024 Audited Actuals	2025 Amended Budget	2026 Preliminary Budget
Expenditures:			
Capital Outlay	$27,184	$ 61,500	$ 60,000
Transfers Out	20,000	20,000	20,000
Total Expenditures	$30,582	$ 81,500	$ 80,000

Conservation Trust Fund

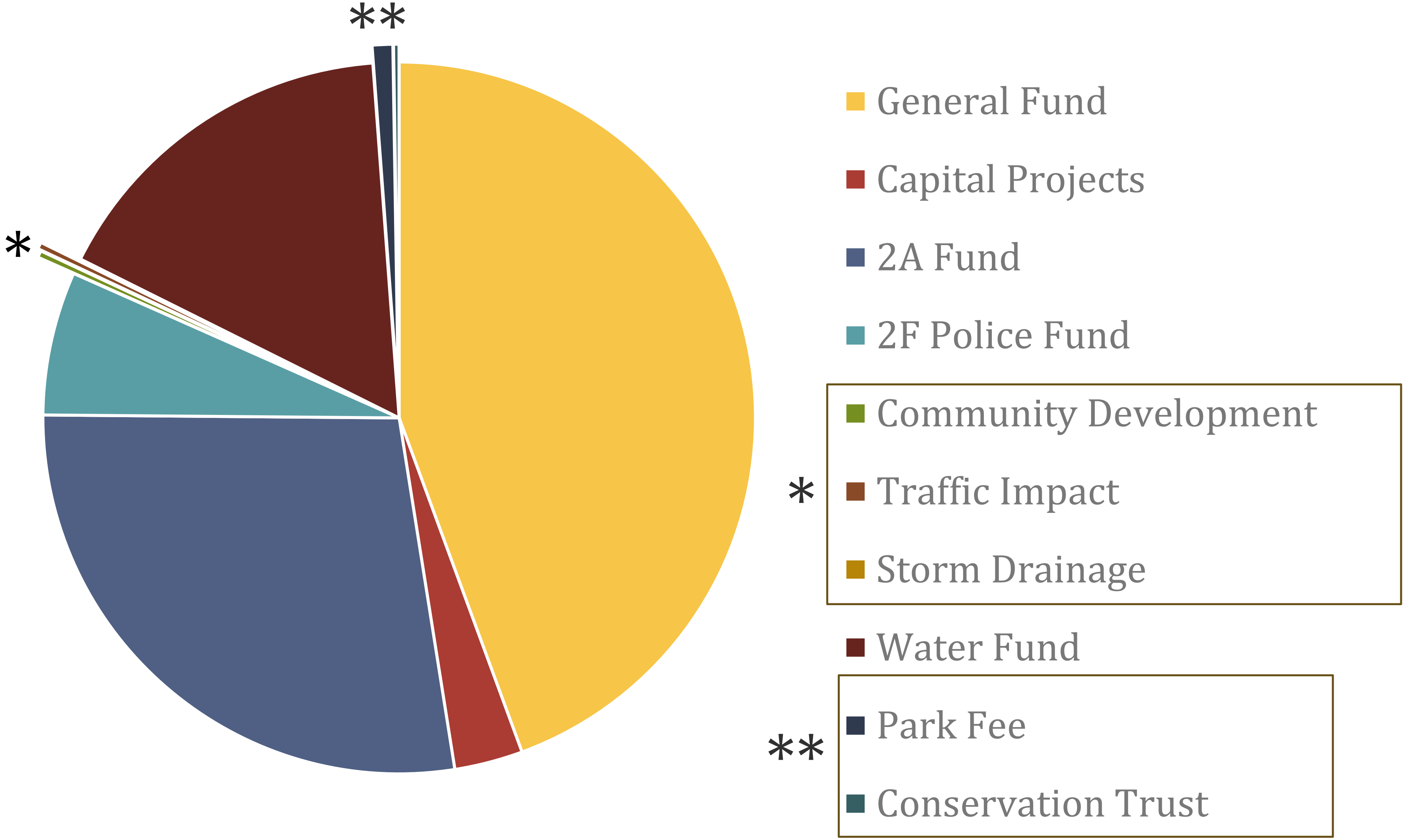
Designated for parks and open space

- Ending Fund Balance Restricted Reserve
  - Audit 2024 Budget = $0.17 million
  - Amended 2025 Budget = $0.18 million
  - Preliminary 2026 Budget = $0.17 million

Total Preliminary 2026 Budget – Revenues = $25.1 million



Total Preliminary 2026 Budget – Expenditures = $32.1 million



Preliminary 2026 Budget Highlights & Incorporated Reductions – General Fund

- Conservative expense budgeting
- Targeted training and development only
- Removed Seasonal hires = $70,000
- Funded all police department positions
- Very limited capital spending
- Eliminated Tuition reimbursement
- Eliminated Wellness Program
- 2% CPI salary increase – no merit
- Reduced uniform budget for Public Works
- Removed window cleaning service
- Removed plants and trees
- Renegotiated/optimized technology
- Closely managing legal services
- Contract with Town Engineering services & implement reimbursement of expenses to developers
- Reduced Employee engagement expenses

GF Budget Reduction Options

- Eliminate contracted Christmas Lights - $25,000
- Reduce Town Hall public hours due to reduced staffing
- Eliminate bottom trailer – reduces physical labor for crews -$40,000
- Do not build shade structure Monument Lake - $10,000
- Do not install stairs at Monument Lake - $10,000

GF Budget Reduction Options

- Eliminate/reduce Community Sponsorships - $62,000
- Eliminate public dumpster at Public Works – $10,000
- Assess Property and Casualty insurance coverage – unknown
- Assess employee benefits
- Code Enforcement remains limited and only reactive

Citizens Service Levels Advisory Committee

Initial feedback and recommendations:

- Acknowledged challenge of layoffs, but commended as necessary
- Consider closing Monument Lake
- Consider charging for use of Monument Lake/Parking
- Fully fund law enforcement
- Focus on "must haves" not "nice to haves"
- Identify more community projects/support to save Town money
- Evaluate employee benefits
- Sell Gold Canyon property
- Need to focus on enhancing revenue

Next Steps

- Provide direction to staff on General Fund reductions
  - To be discussed with Citizens Service Levels Advisory Committee
- Continue work with Citizens Service Levels Advisory Committee
- Present Draft 2026 Budget to Town Council in early November 2025
- Present Final Draft 2026 Budget to Town Council in late November 2025
- Town Council to Adopt 2026 Budget in December 2025