



**TOWN OF MONUMENT
CITIZENS SERVICE LEVELS ADVISORY COMMITTEE
MEETING AGENDA**

FRIDAY, NOVEMBER 7, 2025 – 9:00 AM
Monument Town Hall - Council Chambers
645 Beacon Lite Road - Monument, CO 80132
[Participate Via Microsoft Teams](#)

1. Call to Order:

2. Roll Call:

3. Approval of Meeting Minutes:

a. Meeting Minutes - September 29, 2025

4. Feedback:

a. November 3, 2025 Town Council Draft Proposed 2026 Budget

5. Revenue Option Overview:

6. Schedule Meeting Dates for 2026:

7. Public Comments:

8. Adjournment:

**TOWN OF MONUMENT, CITIZENS SERVICE LEVELS ADVISORY COMMITTEE
REGULAR MEETING MINUTES**

Monday, September 29, 2025 – 4:00 PM

Monument Town Hall, Council Chambers – 645 Beacon Lite Rd., Monument CO 80132

Hybrid Meeting – Remote Participation Via Teams

COMMITTEE MEMBERS	TOWN STAFF
PRESENT: Steven King, Mayor Pro Tem (left at 6:05pm) Laura Kronick, Town Councilmember (left at 6:05pm) John Lewis Brandy Turner (left at 5:15pm) Scott Gilson Johan Moum Heather Paul (arrived at 4:10pm)	Madeline VanDenHoek, Town Manager Laurie Young, Finance Manager Steve Murray, Senior Accountant
ATTENDED REMOTELY: Greg Bland (joined at 4:07pm and left at 6:05pm)	
ABSENT WITH PRIOR NOTICE: Jennifer Phillips	
ABSENT WITHOUT PRIOR NOTICE: Kim Brandon	

1. Call Regular Meeting to Order at 4:05 PM

2. Roll Call

3. Approved Minutes from August 20 2025 meeting

Motion from Scott Gilson, and 2nd by Brandy Turner. Approved 6/0.

4. Feedback regarding September 2, 2025 Town Council Study Session on Proposed Preliminary 2026 Budget

John’s feedback was that he was very impressed with the way TC looked at the preliminary budget and gave their input.

5.a. Presentation from Community Non-Profit: Silver Key (4:09pm, remote by Jason DeaBueno)

50 years of services to the community, for the aging. Commitment to assist with transportation using 3 vehicles and partnering with Tri Lakes Cares. Independent Study validated impact of HOPE scale scores resulting in reduction of 911 calls, ER visits and ER support, estimating \$100K-125K savings to Monument. Location move resulted in rent increase from \$6K/year to \$35K/year. When asked about service area, and the answer is it’s a local non-profit, not nation wide (south to Fountain and North to Tri Lakes). When asked about total annual operating budget the answer was \$5.5M for entire organization and \$130K for local location, which is offset by Monument/Palmer Lake Thrift Store. When asked what the request from Town, the answer was \$10K, which translates to \$50K of care, specifically carved out for transportation needs. Jason clarified that United Way funding goes to children in the community, not seniors. Transportation services were explained to provide access to the center, appointments, and TLC pantry (medical and social care).

5.b. Presentation from Community Non-Profit: Tri-Lakes Cares (4:33pm by Bill Lyons and Haley Chapin)

41 years of providing the community with a Free Choice market, Housing Help, Health Connection, car care and minor repairs and other support, like referrals and guidance. Loss of funding will have significant impact on the community. The Town’s \$25K donation helps leverage additional dollars

in terms of competitive grant. Cutting this donation may result in additional homelessness, and additional burdens to police and 1st responders. When asked about the total operating budget the answer was \$2.6M for 2026 budget. They anticipate increased needs due to economic uncertainty, meaning stretching each dollar as far as possible. Food purchase budget has had the largest cut, which is where Town's \$25K would have biggest impact. Their funding is made up of 1/3 grants, 1/3 donations and 1/3 community events. Impact on competitive grants if Town's contribution cut in half, would be no impact because funds would be redistributed. Town's donation is important to Tri Lakes Cares.

5.c. Presentation from Community Non-Profit: Tri-Lakes Chamber of Commerce (5:00pm by Terri Hayes)

Terri went over the many things that she and her staff do for the community and Town of Monument. Chamber of Commerce, Visitor Center and Economic Development. Coordinate many events, Art Hop, Trick or Treat, Downtown Christmas, Brines & Brews, etc. Chamber is a non-profit 501 C6, membership organization. They consider the \$25K from Town as an investment in all the things they give back to the Town, including visitor center. Sponsorship means logo at top of everything and no fees for services provided to Town. They have 3.5 staff members. If we did not contribute the \$25K, that would most likely result in elimination of the ½ staff member. Challenges: they have taken over more costs, plus they now pay for police at their events (\$4K). Operating budget is \$350K. Main sources of income are memberships (approx. 500 members), events, and Town's \$25K contribution. Per Madeline, the Chamber does a great job of being the visitor center for the Town, very visitor driven, Chamber also does not pay rent, although market rent would be \$4200/\$5100 per month. John feels Chamber is an extension of the Town.

6. Revenue Option Overview (5:48pm by Steve Muray)

Steve Murray presented our current revenue balances in the General Fund, as well as a year over year comparison of the Town's Mill Levy revenue, and 4 different revenue scenarios for projected 2026 Mill Levy revenue. The committee liked the idea of increasing the Town's Mill Levy to the full allowable 5.57% (based on August 2025 prelim data). Steve also presented Laura Hogan's analysis of potential parking revenue at Monument Lake. This revenue option also received a positive response from the committee.

No decisions/recommendations were made at this meeting because 4 members remained at the end.

9. Schedule next meeting

Only 4 members were present at this time therefore it was agreed by all that Jennifer send out a Doodle Poll.

10. Public Comment

None

11. Adjourn

Meeting adjourned at 6:16pm with a motion from Scott Gilson, and 2nd by Johan Moum. Approved 4/0.

Respectfully Submitted,

Laurie Young

Laurie Young, Finance Manager

DRAFT



Citizens Service Levels Advisory Committee Meeting
November 7, 2025

Overview

- General Fund Budget
 - Revenue & Expense projections
 - Expenses by Department
- Other Funds
- Council Direction
- Revenue Options
- Next Steps



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 Proposed Budget
Revenue:					
	Taxes*		\$ 8,396,021	\$ 10,851,666	\$ 10,460,000
	Intergovernmental		868,529	1,560,422	293,500
	Licenses & Permits		120,439	125,981	246,400
	User Charges/Fees		856,507	912,537	1,390,000
	Investment Earnings		1,319,572	700,000	600,000
	Debt & Financing		-	-	-
	Other Revenue		349,054	349,054	
	Transfers In		20,000	420,000	1,052,854
	Total Revenue		\$ 11,647,921	14,593,244	\$ 14,043,254

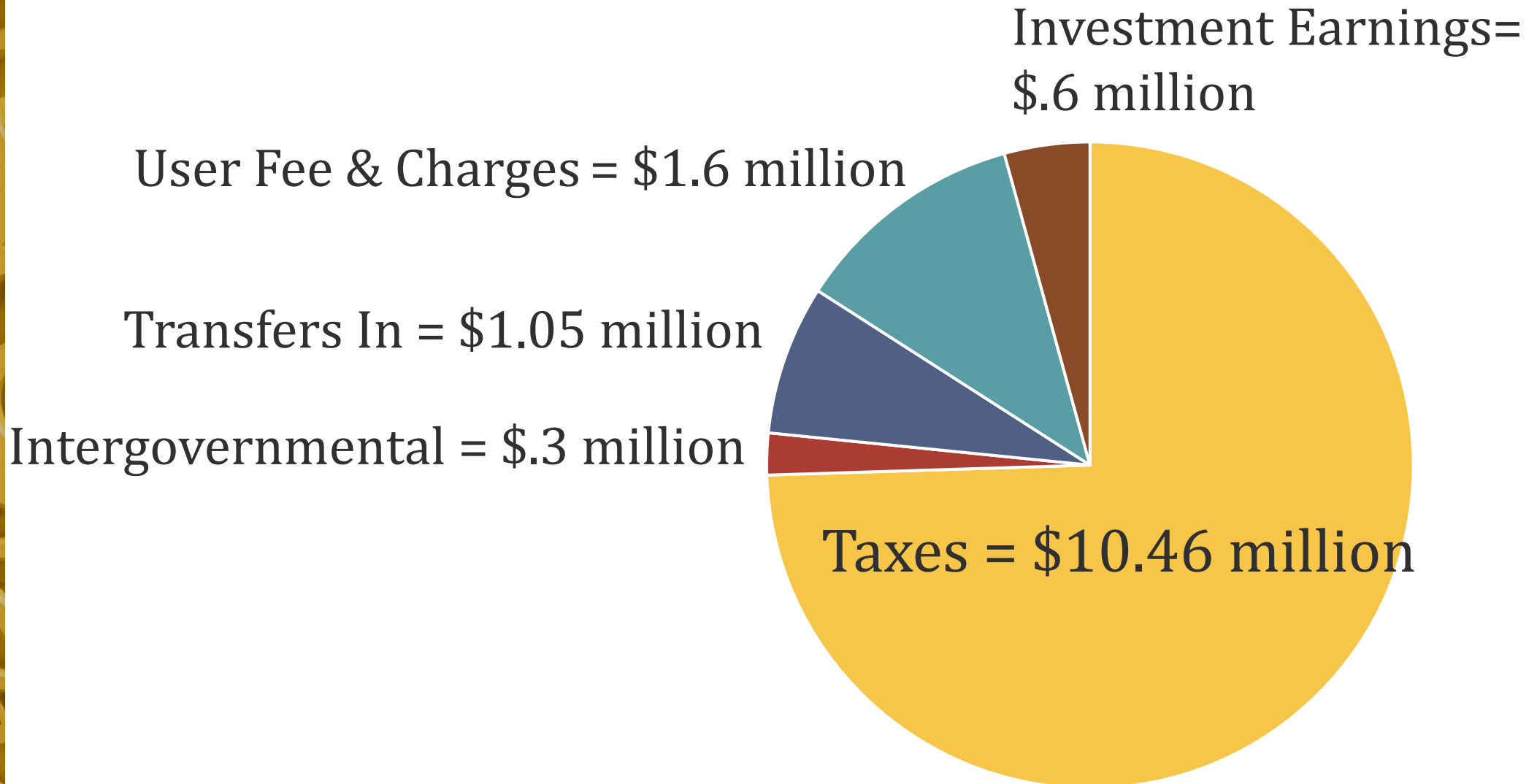
* Added \$2.5 million Triview sales tax revenue

General Fund – Revenue

Sources of Revenue

- Assumptions
 - Sales Taxes – 0% increase over 2025 (which is down 11% over 2024)
 - 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

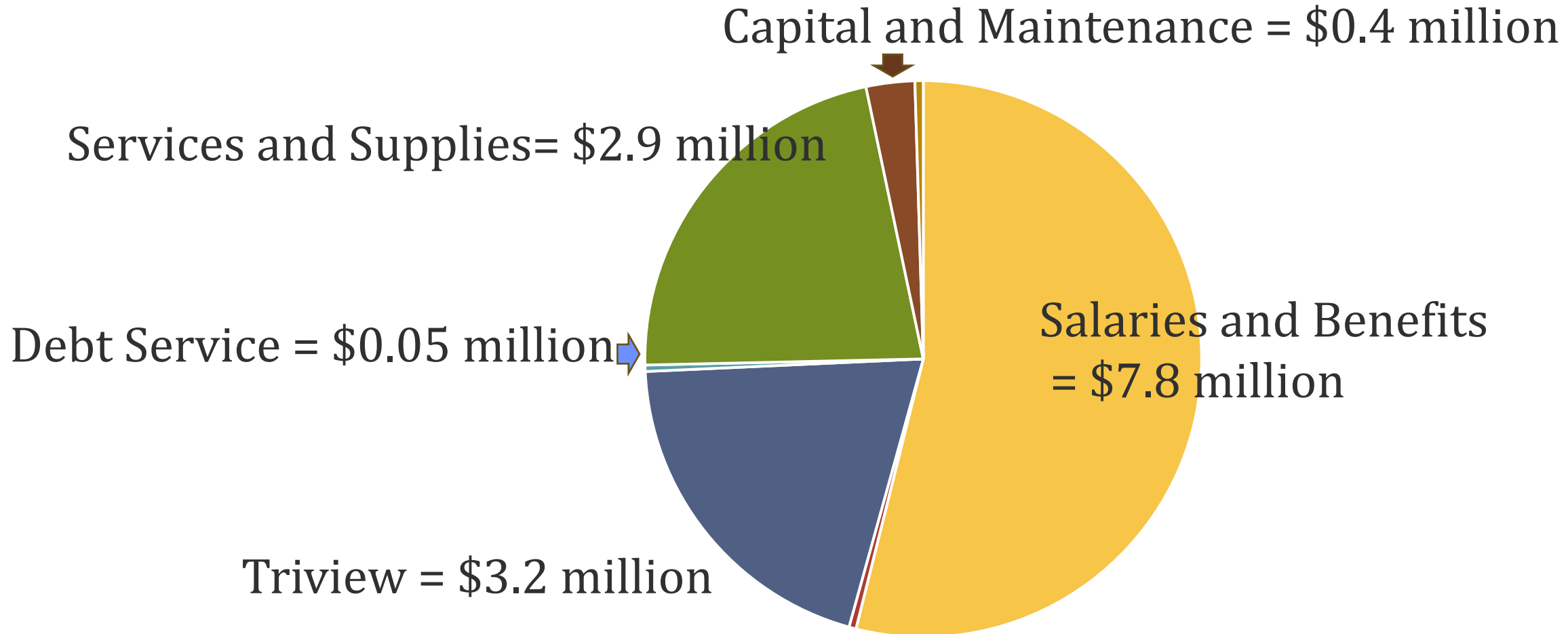
GF 2026 Preliminary Revenue Budget= \$14 million



General Fund – Expenditures = \$14.7 million

		2024 Audited Actuals	2025 Amended Budget	2026 Proposed Budget
Expenditures:				
Salaries/Wages		\$ 3,178,883	\$ 5,743,349	\$ 5,496,898
Benefits		1,131,525	2,414,101	2,326,328
Purchased Services		1,141,639	2,683,155	2,674,457
Repairs & Maintenance		610,907	363,000	245,000
Supplies/Non-Capital Equipment		254,288	350,929	231,938
Utilities		257,018	284,981	190,902
Economic Development, Marketing & Events		62,000	62,000	62,000
Capital Outlay		1,302,496	874,000	164,000
Debt Service		17,315	54,945	54,945
Transfers Out		2,742,600	582,774	0
Intergovernmental			2,630,974	3,200,000
Other				71,000
	Total Expenditures	\$ 11,145,635	\$ 16,732,930	\$ 14,716,589

GF 2026 Expense Budget = \$14.7 million



General Fund – Fund Balance

Ending Fund Balance Unrestricted Reserve:

- 2024 Actual Budget
 - \$6.0 million = 53.8% (under expended and additional revenue)
- 2025 Budget Projected
 - \$6.17 million = 37% (reduced expenses)
- 2026 Projected Proposed Budget
 - \$4.68 million = 31.8%+

Capital Improvement Projects

- Capital Improvement Plan (CIP) is a longer-term planning and financial tool to identify, prioritize and schedule major public infrastructure projects over a multi-year period, typically five years.
- As the Town develops the CIP it will include projects costs, timelines, funding sources and if applicable operating costs.
- Initial step is to assess needs – attached spreadsheet for review
- During 2026 staff will work collaboratively to prioritize projects, develop realistic budgets and schedules and continue work annually.

Council Direction

- Increase Property Tax Mill Levy
- Reinstate Water Utility Franchise Fee
- Eliminate max \$100 discount for sales tax
- Expressed interest in paid parking at Monument Lake
- Use of \$300,000 from General Fund Reserve to Balance 2026 Budget
 - Projected General Fund Ending Fund Balance = 31%+
 - Above Council Policy
- Continue funding community sponsorships

A vertical decorative bar on the left side of the slide, featuring a gold color and a pattern of embossed financial symbols including dollar signs, percentages, and various letters.

Next Steps for Town Council

- Present Final Draft 2026 Budget to Town Council
November 17, 2025
- Town Council to Adopt 2026 Budget December 1, 2025

Next Steps for Committee



- Evaluate revenue options

Revenue Options

- New Lodging Tax – requires voter approval
- Requires Short-Term Rental Regulations
 - Staff time to develop and manage program
- Estimated Revenue = \$200,000 annually
- Revenue to support Parks??
- Council expressed interest



Revenue Options

- Increase Use Tax – requires voter approval
 - Current Use Tax = 2%
 - Most local governments charge equal percentage of sales tax and use tax
 - Opportunity to raise use tax by 1.5% to equal sales tax
 - 2025 Estimate \$750,000

SALES TAX VS. USE TAX

Sales tax

Type of pass-through tax customers in most states must pay on certain transactions



Use tax

Type of sales tax imposed on consumers who do not pay tax at the time of purchase



Revenue Options

Property Tax:

- Current Prop Tax = .500 mills
- 2025 Estimate \$1,567,000



Increase Property Tax –requires voter approval

- Increase to .557 mills
- 2026 Estimate \$1,800,000

Revenue Options

- Sales Tax – requires voter approval
- Current Sales Tax = 3.5%
 - .5% to infrastructure and water
 - .5% to public safety
 - 2.5% general operations
 - 50% to Triview (within district)
- 2025 estimate: \$12,905,928

Sales
Tax



A decorative vertical bar on the left side of the slide, featuring a golden-yellow background with various financial symbols and characters (such as dollar signs, percentages, and numbers) in a 3D, embossed style.

Direction from Committee

- Other revenue options to consider?
- More detailed information on:
 - Lodging tax/short-term rental program
 - Use tax
 - Property tax
 - Sales tax

Next Steps

- Feedback for Town Council on DRAFT 2026 Budget
- Schedule regular meetings for 2026
- Next meeting in January 2026

2026-2030 Capital Improvement Plan

DRAFT

Project name	Project description	2025	2026	2027	2028	2029	2030	Total
259 Reinforce Foundation	259 Reinforce Foundation	\$50,000	\$200,000					\$ 250,000
Parking lot repave at 259	repave parking lot				\$100,000			\$ 100,000
Overhead doors at PW Shop	Repairs/replace overhead doors	\$7,000	\$25,000					\$ 32,000
PW Shop insulation & building repairs	PW Shop insulation & building repairs	\$75,000		\$100,000				\$ 175,000
Town Hall Parking lot	Patching at perimeter		\$15,000	\$15,000				\$ 30,000
Town Hall Front Steps & façade repairs	repair front steps & façade		\$25,000					\$ 25,000
Roof at Town Hall	new roof		\$90,000					\$ 90,000
New Public Works shop	build a new facility						\$22,000,000	\$ 22,000,000
New Police Station	purchase land and build a new facility						\$30,000,000	\$ 30,000,000
Shade at Water wise garden	Install a pergula			\$120,000				\$ 120,000
Exercise equipment along Santa Fe trail	Install Exercise equipment along Santa Fe trail				\$200,000			\$ 200,000
ADA at Cemetery - street & entrance	Flatten and pave road			\$500,000				\$ 500,000
2nd street lights	replace Christmas lights on trees	\$7,000	\$5,000	\$5,000	\$5,000	\$5,000		\$ 27,000
Wayfinding signage in DT & Hwy 105	Improving wayfinding signage				\$45,000			\$ 45,000
Gateway arch over 2nd street	Beautification						\$200,000	\$ 200,000
ADA Path at Dirty Woman Creek Park	Install Bleachers & ADA Path at DWCP	\$12,000		\$25,000				\$ 37,000
Replace split rail fence in Dirty Woman Creek Park	Replace fence			\$23,000				\$ 23,000
Dirty Woman Creek Park playground	Design & install new playground			\$500,000				\$ 500,000
Heart of Monument Park	New park		\$200,000					\$ 200,000

Community Garden	Move or update			\$10,000			\$	10,000	
Repairs at Pioneer Hall in Lavelett	Reside building			\$30,000			\$	30,000	
Fence repair at Lavelett	Replace fence			\$25,000			\$	25,000	
Lighting at Limbach Park	Install Lighting at Limbach					\$25,000	\$	25,000	
Upgrade Bathrooms	Repair & Remodel			\$10,000			\$	10,000	
Limbach Wall	Install decorative wall between RR & park					\$60,000	\$	60,000	
Replace tot lot playground at Limbach	redesign & rebuild playground					\$300,000	\$	300,000	
Pavilion at Limbach	picnic pavilion			\$100,000			\$	100,000	
Improvements	Improve Trail for ADA	\$30,000					\$	30,000	
Monument Lake Stairs	repair stairs			\$8,000			\$	8,000	
Pavilions at Monument Lake	Replace 1 - torn down & 1 old pavilion					\$50,000	\$	50,000	
Purchase & develop land behind Monument Lake	aquire land for sports fields					\$500,000	\$	500,000	
Trail around Monument Lake	build a walking trail around lake						\$300,000	\$	300,000
Town entrace signage & Phase 1 of Old Park n Ride	At old park n ride			\$50,000			\$	50,000	
Restroom at Old Park n Ride	Install restroom at park/visitor area					\$250,000	\$	250,000	
New town entrance (old Park n Ride), Phase 3	Install Mural Wall						\$	-	
Pickleball Courts	build Pickleball Courts					\$200,000	\$	200,000	
Park Trail Park improvements	design & build out 11 acres					\$500,000	\$	500,000	
Rebuild In-Fields at Santa Fe Ball Park	add soil to infields			\$10,000	\$10,000	\$10,000	\$10,000	\$	40,000
Bleachers	add bleachers					\$10,000	\$	10,000	
Rebuild Skatepark	redesign & rebuild skatepark			\$200,000			\$	200,000	
Pump Track	Build a pumptrack					\$100,000	\$	100,000	
Trail Connections	Build trails to connect trails/sidewalks			\$100,000	\$100,000	\$100,000	\$	300,000	
Design of Pedestrian bridge over I-25				\$200,000			\$	200,000	
Pedestrian bridge over I-25						\$20,000,000	\$	20,000,000	
Sports Field	build sports fields					\$4,000,000	\$	4,000,000	

Town entrance signage & Phase 2 of Old Park n Ride	Charging stations, resurfacing parking lot, and greening area of removed asphalt, visitor information/signage								\$ -
Downtown Streetscape Monument Lake Road	Redesign Streetscape on 2nd street				\$5,000,000	\$5,000,000	\$5,000,000	\$	15,000,000
Town Hall Camera Replacement Prjoect Access Control	Demo and Install New Camera System				\$150,000			\$	150,000
Replacement/Standardization (All buildings)	Replace and Standardize all Bldg Access Control				\$40,000			\$	40,000
Server replacements (V-Host) (2)	Server Replacement				\$188,000			\$	188,000
Tripplite Battery Backup for IT Room (3 devices - SU3000RTXR3U)	Replace Current Equipment				\$11,600			\$	11,600
Backup Battery for 255 and 259 IT Equipment	New Power Backup for IT Equipment				\$8,790			\$	8,790
Monument Hill Tank Project	Build new 2 million gallon water tank	5,000,000			\$5,000			\$	5,000
Pipeline Project Beacon Lite Rd. Valve and Pipeline Replacement	Build 2 new water pipelines	\$1,800,000							
Well #1 Rehab Project	Replace valves and pipelines	\$600,000	\$600,000	\$600,000	\$600,000	\$750,000	\$750,000		
Power panel and I&C Rehab Project Well #7	Rehab well		\$600,000						
Well #8 Rehab Project	Upgrade power panel and instrumentation			\$40,000					
Water Department Equipment Storage	Rehab well					\$150,000			
Install 3 new PRV Stations	Build storage building for equipment					\$400,000			
Meter Replacement Program	PRV Stations to reduce potential overpressurization of piping			\$300,000					
SCADA System Upgrade	Replace Current Equipment						\$500,000		
	Upgrade SCADA System technology						\$100,000		
									97,255,390

Total	7,412,000	1,430,000	2,624,390	7,425,000	30,745,000	6,860,000	140,961,780
--------------	------------------	------------------	------------------	------------------	-------------------	------------------	--------------------