



**Town of Pagosa Springs
Budget 2013**

Fiscal Year January 1, 2013 to December 31, 2013

Adopted December 13, 2012

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TOWN OF PAGOSA SPRINGS 2013 BUDGET MESSAGE

David Mitchem
Town Manager

BACKGROUND

During 2012, the national economy showed signs of gradual improvement. The US Bureau of Labor Statistics in November of 2012 reported the unemployment rate is as follows: nation-wide, 7.7% (8.7% in 2011, 9.8% in 2010 and 9.9% in 2009); Colorado, 7.7% (8.0% in 2011, 9.0% in 2010 and 8.5% in 2009); and Archuleta County, 8.8 in November 2012 (8.5% in 2011, 10.2% in 2010 and 8.0% in 2009). Note: the true unemployment rate is much higher as people exhausting unemployment benefits and are no longer seeking employment are included. Economic instability in Europe and the national unemployment rate continue to adversely affect national, state and local economic stability. However, other national leading indicators suggest that the economy is expanding very slowly. Consumer spending and the nation's stock market continued to rebound at slow pace in 2012.

In an effort to respond quickly should the local economy experience a downturn, the Town Council continued its policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community. This policy is reflected in Resolution 2012-19.

The Town Council budgeted for \$3,195,110 in 2013 sales tax revenue (same as 2012 actual sales tax revenue). This budgeted amount was split equally between the General Fund and Capital Fund.

Resolution 2012-19 also requires the Town staff to: 1) Monitor the Town's revenues on a monthly basis and report fluctuations from prior months and prior year revenues to the Town Council; 2) Deploy a financial stability plan, reducing Town expenditures upon the advent of lower sales tax revenue over two consecutive months (or two of three consecutive months) as compared to the averaged sales tax revenue levels of 2011, and 2012. The plan excludes the 2011 and 2012 Department of Revenue Audit payments. The policy to abate fifty percent (50%) of the Town's normal planning/development and building permit fees for 2011 was not extended into 2012 or 2013.

Modification to expenditures may occur as early as mid-March 2013. For example, February's expenditure level will be based on the average of January and February 2013 revenue (or the average of December of 2012 and January and February 2013 revenue). Using this method, the Town will not delay its response to changes in the revenue stream.

The Town's 2013 financial stability plan controls expenditures in the following manner: whenever the percentage of sales tax revenues collected falls more than five percent (5%) below the average revenues collected for the same period in the preceding two fiscal years and the percentage of sales tax revenues collected in the previous month (or previous two months) falls five percent (5%) below the average revenues collected for the same periods in the preceding two fiscal years, the Town manager shall implement a seven percent (7%) reduction in sales tax related expenditures. For every five percent (7%) reduction in expenditures, \$223,658 must be trimmed from the budget (\$111,829 from the General Fund and \$111,829 from the Capital Improvement Fund).

2012 BUDGET PERFORMANCE

The Town's 2012 sales tax revenue increased by 2.58% or +\$80,387 (includes all revenue in 2011 and 2012). If audit-related extraordinary sales tax revenue (\$108,209 in 2011 and \$26,741 in 2012), 2012 sales tax revenue is up +5.38% (\$161,855). Town expenditure reductions flowing from Resolution 2012-19 will be directly proportional to the reduction in revenues and the criterion for expenditure reductions will take into account the relative value of specific programs or services provided to the community.

The 2012 budget approved by the Town Council in December of 2011 estimated decreasing the end of year General Fund reserves by \$453,528. At the end of 2012 the Town estimates increased General Fund reserves by \$143,880 compared to 2011 estimates. The same approved budget estimated that the Town would increase Capital Fund Reserves by \$150,351. At the end of 2012 the Town actually increased Capital Fund reserves by \$425,295 (including \$26,741 in Department of Revenue audit payments). Note: To facilitate deployment of additional capital projects, \$600,000 was transferred from the General Fund to the Capital Fund.

2012 GRANTS ACQUIRED

To ensure financial stability, during 2012, the Town staff was diligent to reduce expenditures and accessed additional grant funding: \$7,400 forest service work on Reservoir Hill; \$85,000 Fishing is Fun river infrastructure (rolls over to 2013); \$12,000 for a town intern; \$240,000 for sidewalks along Highway 160 between the library and grade school (rolls over into 2013); and \$51,806 for the Yamaguchi Park restrooms (rolled over from 2011); and \$35,000 fiber-optic infrastructure (\$534,559 to roll over into 2013). Sales tax revenue exceeding the Town Council budgeted amount by \$236,166, at the end of 2012 the Town was able to acquire badly needed capital equipment.

2012 EQUIPMENT PURCHASES

Acquired capital equipment included the purchase of a streets department pickup truck with snow blade; new downtown crosswalk signage and lights (to be installed in 2013); and an administration department 4wheel drive vehicle.

OPERATING RESERVES

The established standard for public sector agencies is three to six months operating cash on hand (General Fund and Capital Fund). The Town currently has \$3.05 million cash on hand between the general and capital funds, or over ten months cash reserve (assuming zero sales tax income) and a full twenty months reserve (assuming sales tax income drops by 50%). However, if all of the projects presented in the proposed 2013 budget are implemented, the General Fund reserves will be drawn down to 6.5 months and Capital Fund reserves will be drawn down to 5.6 months.

CAPITAL IMPROVEMENTS AND PROJECT DEPLOYMENT

In 2008, the voters renewed a measure that allocates 1% local sales tax to the Town of Pagosa Springs for capital improvements and the maintenance thereof. To respect the decision of the voters, the Town has divided its budget into general operations and capital improvement sections.

The Town Council's allocation of capital improvement revenues for 2013 continues to place increased emphasis on improving the Town's street infrastructure. Payment of debt service of Town facilities also remains a high priority. The Town Council strikes a balance between maintaining adequate reserves and funding new facility/infrastructure projects, while also considering the cost of facilities maintenance. Therefore, the structure of the proposed capital improvement budget reflects expenditures in maintenance and debt service first, then new projects. Major 2013 capital projects include: Lewis Street paving debt

service; sidewalk replacement in downtown; expanding the community's fiber optics and wireless communication capabilities; development of Reservoir Hill; development of new river kayaking/tubing features; development of new fish habitat; extension of the San Juan River walk and the Town to Pagosa Lakes trail system.

The capital fund received an additional \$179,300 in 2011 from the County's 1A funding audit. The Town also received \$97,000 in 2012 from the same source.

Note: In addition to major projects (roads, bridges, buildings, etc.), capital improvements in government agencies typically include items purchased for \$2,500 (technology items as low as \$1,000), or more, and having a useful life of five years or more (e.g.: computers, vehicles, etc.).

RIVERWALK EXTENSION AND NEW PEDESTRIAN BRIDGE

In its 2012 budget, the Town Council allocated funds (\$1.5 million) for the San Juan Riverwalk extension and new 6th Street pedestrian bridge. The Town was one of 17 communities, out of 62 applicants, that have been invited to apply for a large GOCO River Corridor Improvement Grant. The preliminary application was submitted to GOCO in February, with final grant application submission in March, 2012. Unfortunately, the Town was not awarded a grant during this process. However, the grant process advanced our engineering and design for these project elements in preparation for construction.

A follow-up \$120,000 grant application was submitted to the State Trails program to complete an additional nine hundred feet of the trail on the south side of the river to the landing of the proposed 6th Street pedestrian bridge. Grants will be awarded in April, 2013.

The Army Corps of Engineers has approved our wetland delineation which allows us to proceed with submitting the 404 permit with the Corps. The Town will follow-up with pre-construction notification and Army Corps 404 nationwide permit in preparation for constructing the river walk extension and pedestrian bridge. This application will be submitted to the Corps early in 2013.

STREET IMPROVEMENTS

The Town Council maintains a capital improvement decision matrix as a general guide for identifying and prioritizing capital improvement projects. As part of the Town's capital improvement plan, SGM Engineers and the Street's Department Director drafted a five year plan to improve the Town's streets. The Council refines the street improvement five-year plan periodically, based on the needs of the community.

In addition to filling pot-holes throughout Town, over the past several years, the Town's Streets Department staff replaced sidewalk, exit-way, curb and gutter at the Overlook parking area. Reconstruction of the Trinity Lane and Eagle Drive intersection and Village Drive between Eaton Drive and Talisman Drive and the Hwy 160 and 7th Street entrance. Additional chip and seal work was completed on 6th Street, Eagle Drive and Village Drive.

The Town Council approved a \$1.5 million reconstruction of Lewis Street between 1st Street and 4th Street. The Town submitted a grant application to CDOT for the construction of a sidewalk on the south side of Lewis Street. Unfortunately, the application was not approved. The Town Council elected to fund the sidewalk construction as part of the Lewis Street project.

Engineering for Lewis Street was completed in preparation for 2011 construction. The need to changed lender (due to non-performance) slowed the acquisition of financing for the Lewis Street project. As a result construction did not begin until late in the 2011 construction season. The project was completed in 2012.

Other 2012 Streets Department accomplishments include: new street lights on the 300 block of Lewis Street; intersection improvement (repaving) at Apache Street and Hot Springs Boulevard; 10th Street pavement patching project; new fence for the 10th Street Cemetery; redesign and construction of Trinity Lane drainage; widening of the Reservoir Hill Road access to the performing arts meadow; and replace concrete at the Overlook parking lot exit; removal of old sidewalk along the south side of Highway 160 from the San Juan River Bridge to Second Street; removal of two old pedestrian crossings in the 400 block of San Juan Street and the old crossing at Pagosa Street and Second Street; and continued crack-filling and maintenance of Town streets.

ROSS ARAGÓN COMMUNITY CENTER IMPROVEMENTS

The Center deployed: a refined five microphone public address system; expansion of event attendance – e.g.: Festival of Trees 70% increase in 2012 \$8,886 raises for non-profits in the community; increase free programs from 11 to 13 in 2012; and reestablished business with four events that had been lost to the economic downturn; currently building the software to allow the Community Center to book Town Park reservations and events.

PLANNING DEPARTMENT ACCOMPLISHMENTS

The Planning Department deployed: two redesigned pedestrian crossings in the 400 block of San Juan Street and a new crossing at Pagosa Street and Second Street; replacement of the West McCabe Creek / Highway 160 culvert near the grade school; new 8th Street traffic light; a new sidewalk and street lights along the south side of Highway 160 from the San Juan River Bridge to Second Street; preliminary engineering, environmental assessment and easement acquisition for the Riverwalk extension and application for a \$120,000 State Trails grant; west-end of the Town to Pagosa Lakes Trail grant approvals (\$200,000 from State Trails, \$200,000 from CDOT Transportation Enhancement funds, CDOT commitment to for the labor to install the Highway 160 crosswalk, and \$200,000 from Archuleta County); and east-end of the Town to Pagosa Lakes Trail grant approval and preliminary engineering for 8th Street to the elementary school (\$235,000 from CDOT Transportation Enhancement funds).

TOWN TOURISM COMMITTEE ACCOMPLISHMENTS

The Town Tourism Committee deployed: area signage (1) Reservoir Hill Trailhead signs – Spa Trailhead and San Juan Motel Trailhead, (2) Riverwalk trailhead signs, (3) Forest Service signs at West Fork Valley Overlook and Hwy 84 and Buckles Lake Rd, (4) Chamber / Visitor Center Parking Lot Signs and update the sign at the pedestrian sign at the River Overlook; added two dozen new street banners along Hwy 160; currently, the signage subcommittee is working on enhancing gateway entrance signs on the east and west side of town; launched new reservation system with 23 lodging properties (in partnership with the Lodgers Association), activities will be launched this month on system; integrated with the Internet Honey performance management system to track all marketing efforts, began developing iPhone and Droid phone apps, in conjunction with back-end enhancements on visitpagosasprings.com; successfully implemented lodging tax compliance program with assistance from County Staff.

PARKS & RECREATION DEPARTMENT ACCOMPLISHMENTS

The Parks Department deployed: new restrooms and security camera system for Yamaguchi Park; new heating (weatherization) and security camera system for Town Park restrooms; new swing set in Yamaguchi Park (privately funded); kayaker's changing room at the Mary Fisher Park; new kayaking/tubing San Juan River feature adjacent to Yamaguchi Park; San Juan River Restoration – in river fish habitat and restoration of River Center fishing ponds (\$85,000 Fishing is Fun grant); 12 new park benches; 12 new trash receptacles; 10 new picnic tables; 12 new bicycle racks; new Christmas lighting in Town Park (La Plata Electric funded); refined golf course on Reservoir Hill (privately

funded); upgrade to the Yamaguchi skate-park (privately funded); required permits obtained for raw water diversion at Centennial Park.

2013 BUDGET

The Town Council continues to focus on investing in community infrastructure and economic growth with emphasis on the following: 1) Reservoir Hill; 2) San Juan River enhancements; 3) way-finding plan; 4) riverwalk and trails; 5) downtown improvements; 6) park improvements; 7) tourism; 8) athletic facilities; and 9) growth incentives.

2013 Budget Assumptions

1. Sales tax revenue in 2013 will be the same as 2012 = \$3,195,110
2. Lodgers tax revenue in 2013 shall increase 5.77% over the 2012 year end estimate = \$440,000.
3. Development and building fees will increase in 2013 to = \$20,000.
4. The state did not approve continued grant funding for the Municipal Court youth intervention program (\$13,000). This initiative is proposed for continued funding from the Town's General Fund. Town Council funded a new Municipal Court youth drug rehabilitation program in 2012 at a cost of \$4,500.
5. Service Organizations are proposed to receive 3% of non-dedicated General Fund Revenues (\$61,953).
6. Economic Development related projects are presented in the 2013 preliminary budget at \$12,500 for the Parelli Jobs Grant Match.
7. Staffing patterns will remain similar to those reflected in the 2012 budget. Note: In the 2012 budget, one employee at the Ross Aragón Community Center was move from 32 hours per week (no benefits) to 40 hours per week (full benefits) and a special projects manager was hired in the building/planning capital fund.
8. Health insurance budgeted cost will increase 14.9 percent (approximately \$48,000 based on current staffing levels) over 2012.
9. In a \$2,155,207 financial transaction in 2011, both the Lewis Street reconstruction loan (\$1,500,000) and the balance of the Ross Aragón Community Center loan (\$655,207) were collateralized utilizing Town Hall as security. The \$1,500,000 Lewis Street reconstruction project is financed over ten years at \$179,635 per year, the Ross Aragón Community center loan will be paid off in July 2014. The Community Center is now free and clear of indebtedness.
10. The WayFinding Plan will be budgeted at \$25,000 in 2013, with the Town Tourism Committee matching with an additional \$25,000. These funds will be utilized to match state/federal grant funds and/or implement the plan without grant funding.
11. The Reservoir Hill Plan will be budgeted at \$45,000 in 2013, with the Town Tourism Committee matching with an additional \$45,000. These funds will be utilized to prepare engineering documents to support state/federal grant/loan funds.

12. Town will continue to accelerate asset development in 2013, 2014 and 2015:
- a. Parks Department to complete new/reconstruct existing fishing habitat in 2013 and work toward construction of two new kayaking features.
 - b. Parks and Recreation Department to deploy additional Yamaguchi Park improvements to including: bleachers, scoreboard, and augment landscaping.
 - c. Parks and Recreation Department to deploy additional Riverwalk improvements to including: picnic tables, benches and trash receptacles.
 - d. The Parks and Recreation Commission shall continue to deploy the Town Council approved forest thinning and preservation plan for Reservoir Hill.
 - e. The Town Tourism Committee shall deploy the Town Council approved development plan to enhance Reservoir Hill with amenities such as an observation tower, amphitheater, zip-line, alpine coaster and chairlift.
13. Parks and Recreation Department will develop and deploy a new parks maintenance plan, taking into account the expanded parks facilities.
14. Capital Improvement Plan to be updated with engineering costs and additional construction elements (expanded San Juan Riverwalk and kayaking/tubing features, fish habitat, Reservoir Hill development, sidewalk replacement, etc.).
15. As approved by the Town Council, the Town shall continue conducting educational audits and accounting audits on lodging establishments (lodgers tax).

2013 BUDGET NARRATIVE

To finalize the budget, the Town Council utilized a 2013 sales tax revenue target of \$3,195,110.

The 2013 budget projects a \$3,051,506 (General Fund and Capital Fund) carryover of funds from 2012 (includes the unexpected revenues of \$26,741 from the Department of Revenue sales tax audit). The \$117,661 growth is a result of increased revenues and reduced expenditures in the General and Capital Funds.

The approved 2013 budget estimates year-end cash reserves of \$1,125,908 in the General Fund and \$960,284 in the Capital Improvement Fund. The proposed 2013 budget expenditures from these two funds will create a year-end unrestricted reserve of \$2,023,606.

Actual sales tax revenue received in 2012 total \$3,195,110 (includes a one-time \$26,741 Department of Revenue audit). In calendar year 2012 sales tax revenue increased by 2.58% or +\$80,387 (includes all revenue in 2011 and 2012) compared to 2011 (these amounts includes extraordinary sales tax revenue of \$108,210 in 2011 and \$26,741 in 2012).

To be fully prepared, the department heads have identified expenditures at the seven percent (7%), twelve percent (12%) reduction levels.

In 2010, the Town's sales tax revenue analysis shifted to one based on year-to-date sales tax receipts (a cash basis analysis, rather than an accrual basis analysis). This method continues in 2013.

LODGERS TAX REVENUE

As of December 27th, the Town of Pagosa Springs' November 2012 lodgers tax revenue was \$23,180, compared to \$27,542 in November 2011, a decrease of -15.846% or -\$4,362. Year-to-date (January through November 2012) lodgers tax revenue has increased by 2.75% or \$10,056. In calendar year 2011 lodgers tax revenue increased +6.13% (+\$23,538) compared to 2010. In 2010 lodgers tax revenue increased +8.97% (+\$31,587) compared to 2009. In 2009 lodgers tax revenue was up +9.20% (\$29,684), compared to 2008.

The preliminary figures for 2013 indicate that lodging tax revenues will total approximately \$440,000, compared to \$420,000 (estimate) in 2012, \$407,214 in 2011 and \$381,658 in 2010. Expenditure of Lodgers Tax revenue is restricted to tourism related marketing or tourism related capital improvements and are reflected in the Town Tourism Committee budget which is reviewed and approved by the Town Council annually.

ASSESSED VALUATION & MILL LEVIES

The Town of Pagosa Springs assessed valuation for 2013 is \$54,181,745 (a decrease of \$1,441,613 from 2012). The Town Council set the Town Mill Levy at 1.557 Mills, generating \$84,361, plus an additional .008 mills of refunds/abatements will generate \$433.

SPECIAL FUNDS SUMMARY

Beginning in 2009 and continuing through 2013, the format of the budget changed, reflecting separate fund accounts for all Town resources that are restricted to specific projects. These funds include the Capital Improvement Fund, Lodger's Tax Fund, Conservation Trust Fund, and Impact Fee/Trust Fund. The General Fund and Geothermal Enterprise Fund previously existed.

GENERAL FUND

The 2013 Budget shows General Fund beginning reserves of \$1,145,422 and projects 2013 revenues at \$2,046,606 with expenses of \$2,066,121 creating a year-end balance of \$1,125,908.

CAPITAL IMPROVEMENT FUND

The creation of a Capital Fund was required to ensure full accountability in response to the November 2008 ballot initiative in which sales tax collection requires the expenditure of 50% of the town's Sales Tax Revenue to be spent on capital projects and maintenance. The 2013 Budget estimates Capital Fund beginning reserves of \$1,906,084, projected revenues of \$9,895,039, expenses of \$8,934,755, creating a year-end balance of \$960,284.

CONSERVATION TRUST FUND

These revenues result from an IGA with the State of Colorado and Archuleta County for the receipt of Town and County lottery dollars. These funds can be used specifically for capital improvements and maintenance related to parks, recreation and trails. This fund anticipates 2013 revenues of \$47,000 plus prior balance of \$56,459 = \$103,459 and expenditures of \$30,000 for a budgeted fund balance of \$73,459 at the end of 2013.

LODGERS TAX FUND

The Town Tourism Committee makes recommendations to the Town Council for budgeting revenues and expenditures of Lodgers Tax Fund. The Town's budget reflects the TTC general income and detailed

expenditures. The 2013 budget reflects a continued increase in TTC expenditures for capital construction projects. The 2013 Budget estimates that the Lodgers Fund will have beginning reserves of \$105,216, projected revenues of \$457,300, expenses of \$510,300, thereby creating a year-end balance of \$52,216.

IMPACT FEE/TRUST FUND

This fund has been established to improve the administration of these earmarked funds. The town collects impact fee funds for roads, regional public buildings, regional recreation facilities, parks and trails. The town also collects impact fees for the Upper San Juan Fire District (Emergency Service Provider). The 50 JT School District, as an in-lieu dedication, has also been added to this fund, as the impact fee dollars are passed through to this taxing district. During the 3rd quarter of 2008, the town initiated collection of a 2% administration fee for the pass-through collections to Emergency Management and School District. In 2009, the Town Council abated development fees at a 100% rate and in 2010 and 2011 the fees were abated at 50%. The Town Council voted to reinstitute normal fee structures for 2012. The normal fee structure shall be maintained in 2013.

The Town also collects funds for the Pinon Lake Fountain, the Fourth of July Fireworks, Whitewater Features and the Yamaguchi Park skate park. The 2012 budget reflects revenues of \$38,463 and expenditures of \$39,667 for a total year-end fund balance of \$80,139.

GEOTHERMAL ENTERPRISE FUND

The Geothermal Enterprise Fund includes the full costs of operating this utility. As a result of aging infrastructure, the Town is assessing alternative approaches to utilizing its geothermal waters for heating purposes. In 2010, the National Renewable Energy Laboratory conducted a study and provided the Town options for more effectively utilizing our geothermal resources, along with recommended grant sources. After comprehensive research on the community's geothermal resources, the Town will develop a business plan for heating all of downtown with its current geothermal water rights and prepare grant application for submission to the U. S. Department of Energy.

During 2011, the Town of Pagosa Springs began working closely with the Governor's Energy Office's Geothermal Working Group. Of the 101 people participating in the State of Colorado's Geothermal Working Group meeting in Denver, 9 were from Pagosa Springs. In response to our community's strong participation, the Governors Energy Office (GEO) funded 125 hours of research and analysis by the Colorado Renewable Energy Development Team (REDT). The resulting Report addresses the Town's Geothermal District Heating System.

The Town of Pagosa Springs, Archuleta County, the Geothermal Greenhouse Partnership, the Pagosa Springs Community Development Corporation and private donors joined together to fund (\$36,000) a Geothermal Research Study (the next step beyond the NREL study of 2010). This is a joint research effort with community well owners. Geothermal Management Company, Inc, installed the monitoring equipment the first week in 2012. Collection of base-line data will occur between February and May 2012. During May and June more rigorous aquifer testing occurred. Monitoring will continue into 2013.

In October 2011, a team from the Colorado School of Mines Geophysical Department visited Pagosa Springs to meet with the Town, County and Geothermal Greenhouse Partnership to discuss the merits of the School holding its summer Geo work camp here in Pagosa Springs. By the end of 2011, the Geophysical Department informed the Town that the School will bring 50 students, 20 professors and high-tech equipment to Pagosa Springs the last two weeks in May of 2012. Their research will be invaluable to our area and to the goals of understanding what we have. In preparation for the research trip, the School of

Mines will continue to build on the resource data for the region. This research will continue into 2013, with additional visits from the School of Mines Geophysical Department (professors and students).

The 2013 budget shows an estimated beginning fund balance of \$145,488, operational revenues of \$41,200, expenditures of \$100,100, resulting in a year-end fund balance of \$86,588.

ORGANIZATIONAL CHANGES

Organizational changes reflected in the 2009, 2010, 2011 and 2012 budgets will continue in 2013. These include an increased level of detail and separation of multiple line items to improve tracking of expenditures. To improve accountability, a number of line items that were formally a direct charge against the general fund have been moved into the department budgets. For example, the cost of legal services and has been moved into the Town Manager's budget and the Combined Dispatch Center and the Humane Society of Pagosa Springs have been move into the Police Department budget. Economic development has been moved from the Town Manager's budget and established as a separate budget page. General copy costs are accumulated within the Town Clerk's budget. However, cell phones were redistributed from the Clerk's Department to each individual department. The cemetery revenues were repositioned to the capital fund along with the associated expenses. Amortization schedules for the town's existing debt service have been included as attachments to the budget.

STAFFING

After several years of declines in Town staffing, in 2011, the Town increased staffing by 3 full time equivalent positions, including: a police sergeant; seasonal parks maintenance; seasonal streets maintenance; and two janitorial staff will move from part-time to full-time. In 2012, one employee at the Ross Aragón Community Center has been moved from part-time to full-time status. Also in 2012, the Town of Pagosa Springs hired new talent for our team of public servants to fill vacant positions: Zach Richardson as Building Official; Cheryl Bowdrige as Community Center Director; and Traci Bishop as Community Center Program Coordinator. In addition, Keely Whittington was hired as Project Manager (a position that had been vacant for several years).

Since Town staff has not received any cost of living or merit salary increases in the past four years. The Town Council elected to give Town staff a 7% salary adjustment. The Town Council commissioned a salary survey in 2012 (last survey was completed in 2004). The Town Council will conduct a further review of this information in the first quarter of 2013.

AUDIT OF TOWN REVENUES AND EXPENDITURES

As soon as it is completed, the audit of the Town's 2012 expenditures will be available for public review.

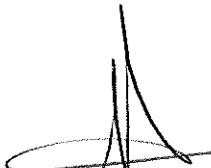


Town of Pagosa Springs
P.O. Box 1859
551 Hot Springs Boulevard
Pagosa Springs, CO 81147
P: (970) 264-4151
F: (970)-264-4634

ASSESSED VALUATION AND MILL LEVIES

YEAR	2011	2012	2013
ASSESSED VALUATION	70,413,979	55,623,528	54,181,745
MILL LEVY	1.573 Mills	1.583 Mills	1.565 Mills
TOTAL REVENUES	\$110,761	\$88,052	\$84,794

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2013 budget of the Town of Pagosa Springs, Colorado.



April Hessman, Town Clerk



CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Archuleta County, Colorado.

On behalf of the Town of Pagosa Springs,
(taxing entity)^A

the Town Council,
(governing body)^B

of the Town of Pagosa Springs,
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 54,181,745 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/14/2012 for budget/fiscal year 2013.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	1.557 mills	\$ 84,361
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 84,361
3. General Obligation Bonds and Interest ^J	mills	\$
4. Contractual Obligations ^K	mills	\$
5. Capital Expenditures ^L	mills	\$
6. Refunds/Abatements ^M	.008 mills	\$ 433
7. Other ^N (specify): _____	mills	\$
_____	mills	\$
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.565 mills	\$ 84,794

Contact person: (print) April Hessman Daytime phone: (970) 264-4151 ext 237
Signed:  Title: Town Clerk

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

AMENDED CERTIFICATION OF VALUES
TOWN OF PAGOSA SPRINGS

Name of Jurisdiction:

New District:

USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY

In accordance with 39-5-121(2)(a) and 39-5-128(1), C.R.S. The total Assessed Valuations for taxable year 2012
 In On 12/05/2012 Are:

Previous Year's Net Total Assessed Valuation:	\$55,623,528
Current Year's Gross Total Assessed Valuation:	\$54,181,745
(-) Less TIF district increment, if any:	\$0
Current Year's Net Total Assessed Valuation:	\$54,181,745
New Construction*:	\$140,544
Increased Production of Producing Mines**:	\$0
ANNEXATIONS/INCLUSIONS:	\$0
Previously Exempt Federal Property**:	\$0
New Primary Oil or Gas production from any Oil and Gas leasehold or land (29-1-301(1)(b) C.R.S.)***:	\$0
Taxes collected last year on omitted property as of August 1 (29-1-301(1)(a) C.R.S.) Includes all revenue collected on valuation not previously certified.	\$56.56
Taxes Abated or Refunded as of August 1 (39-10-114(1)(a)(I)(B) C.R.S.):	\$469.32

This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec. 20(8)(b), Colo. Constitution

* New Construction is defined as: Taxable real property structures and the personal property connected with the structure.

** Jurisdiction must submit a certification to the Division of Local Government in order for a value to be accrued (DLG52 & 52A)

*** Jurisdiction must submit an application to the Division of Local Government in order for a value to be accrued. (DLG 52B)

USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY

In accordance with the Art. X, Sec. 20, Colorado Constitution and 39-5-121(2)(b), C.R.S. The Actual Valuations for the taxable year 2012
 In On 12/05/2012 Are:

Current Year's Total Actual Value of All Real Property*:	\$284,271,542
ADDITIONS TO TAXABLE REAL PROPERTY:	
Construction of taxable real property improvements**:	\$1,158,465
ANNEXATIONS/INCLUSIONS:	\$0
Increased Mining Production***:	\$0
Previously exempt property:	\$273,780
Oil or Gas production from a new well:	\$0
Taxable real property omitted from the previous year's tax warrant. (Only the most current year value can be reported):	\$273,500
DELETIONS FROM TAXABLE REAL PROPERTY IMPROVEMENTS:	
Destruction of taxable property improvements.	\$91,000
Disconnections/Exclusions:	\$0
Previously Taxable Property:	\$206,130

* This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.

** Construction is defined as newly constructed taxable real property structures.

*** Includes production from a new mine and increase in production of a producing mine.

NOTE: All levies must be certified to the Board of County Commissioners no later than December 15, 2012

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
REVENUES					
General Fund	3,702,681	3,927,994	3,653,393	3,834,365	3,192,028
Capital Improvement	3,623,504	3,470,539	11,958,772	5,177,267	9,895,039
Impact Fee Fund	139,964	220,939	148,246	155,307	110,679
Lodgers Tax Fund	764,598	542,041	499,739	506,555	562,516
Geothermal Enterprise Fund	645,561	239,665	199,367	215,768	186,688
Conservation Trust Fund	95,680	119,509	105,009	106,459	103,459

EXPENDITURES					
General Fund	2,247,611	2,111,872	2,651,851	2,688,944	2,066,121
Capital Improvement	3,293,404	2,012,750	11,478,321	3,271,182	8,934,755
Impact Fee Fund	76,510	105,233	31,510	75,168	15,260
Lodgers Tax Fund	714,900	455,486	436,000	401,339	510,300
Geothermal Enterprise Fund	522,050	82,798	104,100	70,280	100,100
Conservation Trust Fund	60,000	60,000	50,000	50,000	30,000

Year End Cash Reserve					
General Fund	1,455,070	1,816,122	1,001,542	1,145,422	1,125,908
Capital Improvement	330,100	1,457,789	480,451	1,906,084	960,284
Impact Fee Fund	63,454	115,706	116,736	80,139	95,419
Lodgers Tax Fund	49,698	86,555	63,739	105,216	52,216
Geothermal Enterprise Fund	123,511	156,867	95,267	145,488	86,588
Conservation Trust Fund	35,680	59,509	55,009	56,459	73,459

GENERAL FUND REVENUES						
Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
TAXES & CONTRACTS						
10-31-100	Property Tax	110,996	108,361	87,856	89,000	84,794 ^a
10-31-200	Special Ownership/MVL	14,500	12,013	13,500	13,500	13,500
10-31-310	Sales Tax	1,426,687	1,558,590	1,479,472	1,597,555	1,597,555 ^b
10-31-420	Cigarette Tax	19,500	17,471	19,000	18,000	18,000
10-31-600	Gas Franchise	16,520	13,013	16,520	13,500	14,000
10-31-610	Telephone Franchise	11,500	4,242	4,000	12,920	4,000
10-31-750	Cable TV Franchise	9,000	7,175	8,000	7,100	7,200
10-31-770	Ground Lease	65,370	66,547	65,370	65,950	66,745
10-31-810	Severance Tax	3,500	6,296	2,000	9,068	5,000
	subtotal	1,677,573	1,793,709	1,695,718	1,826,593	1,810,794
LICENSES & PERMITS						
10-32-110	Liquor License	5,500	11,373	11,000	10,500	11,000
10-32-190	Peddler/Contractor/Bus. License	11,000	16,110	12,500	20,000	12,500
10-32-210	Building Permits/Fees	5,000	10,985	5,000	30,620	20,000
	subtotal	21,500	38,468	28,500	61,120	43,500
INTERGOVERNMENTAL REVENUE						
10-33-410	Mineral Leasing	2,200	2,071	1,000	3,358	2,500
10-33-480	PSSGID Insurance	17,500	17,500	17,500	17,500	17,500
10-33-490	PSSGID Bookkeeping	25,000	25,000	25,000	25,000	25,000
10-33-500	Geothermal Bookkeeping/Insurance	6,000	6,000	6,000	6,000	6,000
10-33-700	State Historical Society CLG Grant	0	0	3,700	0	0 ^c
10-33-660	PS Community Facilities Coalition	0	0	8,459	6,782	7,663
10-33-780	Courts, State Grants	13,000	7,400	0	0	0
	subtotal	63,700	57,971	61,659	58,640	58,663
CHARGES FOR SERVICES						
10-34-630	Dept Human Serv Building Lease	31,000	31,317	31,000	31,900	31,900
10-34-650	Recreation User Fees	45,000	45,422	45,000	45,000	45,000
	subtotal	76,000	76,739	76,000	76,900	76,900
FINES AND FORFEITS						
10-35-110	Court Fines	40,000	41,284	30,000	50,000	41,000
10-35-115	Traffic Surcharges	6,000	5,809	4,000	7,000	6,000
10-35-125	Police Fees & Misc	1,200	940	850	4,100	2,000
	subtotal	47,200	48,033	34,850	61,100	49,000
MISCELLANEOUS						
10-36-110	Miscellaneous	6,000	14,375	6,000	35,000	6,000
10-39-990	Interest Earned	15,000	4,922	3,000	1,500	1,500
10-36-115	Administration from Impact Fee Fund	500	338	500	350	250
10-21-600	Health Account for Insurance Dispute	100,000	83,033	0	0	0
	subtotal	121,500	102,668	9,500	36,850	7,750
	GENERAL FUND REVENUE	2,007,473	2,117,587	1,906,227	2,121,202	2,046,606
	Prior Year End Cash Reserve	1,695,208	1,810,406	1,747,166	1,713,163	1,145,422
	Total General Fund Revenue	3,702,681	3,927,994	3,653,393	3,834,365	3,192,028

a based on Assessors Certification

b 2.5% higher than 2011 actual, split with CIP

GENERAL FUND EXPENDITURES						
Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
GENERAL GOVERNMENT						
10-44	Town Manager/Admin Department	231,727	211,455	248,530	282,007	251,968
10-42	Town Clerk/Town Hall Department	512,098	469,521	298,764	302,488	324,013
10-46	Building/Planning Department	135,145	135,766	134,803	138,378	158,910
10-48	Municipal Court Department	161,217	150,368	165,500	165,550	176,612
10-53	Community Center Department	110,983	115,036	130,055	131,360	131,023
	subtotal	1,151,170	1,082,145	977,652	1,019,783	1,042,527
PUBLIC SAFETY						
10-51	Police Department	714,577	664,643	715,034	715,034	752,721
	subtotal	714,577	664,643	715,034	715,034	752,721
RECREATION						
10-56	Recreation Department	167,614	156,142	167,614	162,577	176,972
	subtotal	167,614	156,142	167,614	162,577	176,972
COMMUNITY SUPPORT SERVICES						
10-75	Service Organizations	56,750	56,750	54,050	54,050	61,400
10-77	Economic Development	157,500	152,191	137,500	137,500	32,500
	Subtotal	214,250	208,941	191,550	191,550	93,900
OTHER EXPENDITURE						
10-76-100	General Fund Reserves	0	0	600,000	600,000	0
	General Fund Expenditures	2,247,611	2,111,872	2,651,851	2,688,944	2,066,121
	Total General Fund Expenditures	2,247,611	2,111,872	2,651,851	2,688,944	2,066,121
	TOTAL REVENUES	3,702,681	3,927,994	3,653,393	3,834,365	3,192,028
	TOTAL EXPENDITURES	2,247,611	2,111,872	2,651,851	2,688,944	2,066,121
	End Year Cash Reserve	1,455,070	1,816,122	1,001,542	1,145,422	1,125,908
	Restricted 3% Tabor Reserve	67,428	63,356	79,556	80,668	61,984
	Unrestricted Reserve	1,387,641	1,752,765	921,987	1,064,753	1,063,924

TOWN MANAGER/ADMINISTRATION DEPARTMENT

Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-44-110	Town Manager	100,000	100,100	100,000	100,000	100,000
10-44-131	FICA	7,650	8,347	7,650	7,650	7,650
10-44-132	Insurance	10,697	11,718	11,500	11,350	13,000
10-44-133	Travel/Dues/Expenses	4,000	3,839	4,000	4,000	4,000
10-44-134	Pension	5,000	5,192	5,000	5,000	5,000
10-44-137	Auto Allowance	1,200	1,200	1,200	1,200	1,200
10-44-139	Housing Allowance	14,400	14,506	14,400	14,400	14,400
10-44-226	Attorney	80,000	58,245	80,000	110,000	100,000
	Subtotal	222,947	203,148	223,750	253,600	245,250
COMMODITIES						
10-44-202	Office Supplies	150	326	150	250	150
10-44-402	Telephone	400	380	400	400	400
	Subtotal	550	706	550	650	550
CONTRACTUAL						
10-44-172	Employee Education Program	1,500	0	1,500	1,500	1,500
10-44-420	Contingency Fund	1,000	2,225	2,000	2,000	2,000
10-44-190	Compensation Survey	0	0	15,000	15,000	0
	Subtotal	2,500	2,225	18,500	18,500	3,500
DUES						
10-44-404	SW Eco. Dev./Region 9	745	745	745	745	803
10-44-405	Region 9 Trans Planning	348	348	348	348	348
10-44-406	San Juan RC&D	50	0	50	50	50
10-44-409	Club 20	200	200	200	200	200
10-44-414	CML Dues	3,424	3,424	3,424	6,951	0
10-44-416	Chamber of Commerce	659	659	659	659	659
10-44-433	Southwest Council of Governments	304	0	304	304	608
	Subtotal	5,730	5,376	5,730	9,257	2,668
	TOTAL MANGER/ADMIN BUDGET	231,727	211,455	248,530	282,007	251,968

TOWN CLERK/TOWN HALL DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-42-110	Town Clerk	48,000	48,100	48,000	48,000	51,360
10-42-110	Deputy Clerk	35,069	35,169	35,069	35,069	37,524
10-42-131	FICA	6,355	5,633	6,355	6,355	6,800
10-42-132	Insurance	24,949	24,630	26,000	26,050	29,544
10-42-134	Pension	4,153	4,313	4,153	4,153	4,444
	subtotal	118,526	117,845	119,577	119,627	129,672
COMMODITIES						
10-42-203	Office Supplies	2,500	4,001	3,600	3,600	3,600
10-42-211	Copy Expenses	3,650	3,212	3,650	3,300	3,700
10-42-216	Travel/Training Dues	2,500	2,666	2,800	2,200	2,800
10-42-218	Utilities Gas/Elec/Water/Trash	28,000	21,151	23,000	25,000	25,000
10-42-222	Telephone	13,000	11,616	12,000	10,850	11,500
10-42-230	Printing/Publications/Recordings	2,500	1,541	2,500	2,500	2,500
10-42-242	Postage	2,000	2,160	2,000	2,000	2,000
10-42-248	Elections	0	0	2,000	2,379	2,000
10-42-300	Town Council	500	174	500	3,500	1,000
	subtotal	54,650	46,521	52,050	55,329	54,100
CONTRACTUAL						
10-42-223	County Treasures Fees	2,510	2,222	2,027	2,050	1,966
10-42-224	Drug Testing	350	909	850	1,100	1,500
10-42-227	Auditor	6,500	6,500	6,500	6,500	7,000
10-42-228	Computer Support	1,500	495	1,500	1,500	1,550
10-42-232	Bonds, Insurance	77,000	77,599	83,000	83,000	95,000
10-42-246	Caselle Support	23,562	21,692	10,260	10,260	10,000
10-42-269	Cafeteria Plan Administrator	1,000	590	1,000	550	1,225
10-42-270	Health Reimbursement Account	20,000	7,942	20,000	20,000	20,000
10-42-291	Insurance Dispute	200,000	183,033	0	652	0
10-42-510	Web Site	6,500	4,172	2,000	1,920	2,000
	subtotal	338,922	305,155	127,137	127,532	140,241
TOTAL TOWN CLERK BUDGET						
		512,098	469,521	298,764	302,488	324,013

a \$300 IIMC \$140 CCMA \$1,000 Clerks Institute \$1500 on-the-road workshops

b Council Chamber Recorder \$545

c Self Funded Insurance

d Cirsa Property \$59,007 (+7,000) Pinnocol 10% +3000

e Cobra Help \$225

f CDL/Safety Sensitive drug testing

BUILDING/PLANNING DEPARTMENT

Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-46-110	Building Official	48,623	48,723	48,623	49,000	52,150
10-46-110	Planning Manager	40,500	41,831	44,500	44,500	47,615
10-46-131	FICA	6,818	7,102	7,124	7,153	7,632
10-46-132	Insurance	23,498	26,425	17,000	21,900	31,875
10-46-133	School/Travel/Dues	3,000	1,974	3,000	6,100	4,500
10-46-134	Pension	4,456	4,697	4,656	4,675	4,988
	Subtotal	126,895	130,752	124,903	133,328	148,760
COMMODITIES						
10-46-202	Office Supplies	1,500	902	1,500	1,500	1,500
10-46-208	Historic Preservation Board	2,500	1,240	6,000	1,150	3,500 ^a
10-46-210	Copy Expense	1,500	51	1,500	1,500	2,500 ^b
10-46-212	Fuel/Oil/Mileage/Vehicle Maintenance	350	440	500	500	2,250
10-46-402	Telephone	400	380	400	400	400
	Subtotal	6,250	3,014	9,900	5,050	10,150
CONTRACTUAL						
10-46-415	Regional GIS Services	2,000	2,000	0	0	0
	Subtotal	2,000	2,000	0	0	0
	TOTAL BUILDING/PLNG BUDGET	135,145	135,766	134,803	138,378	158,910

a Plaques and Board education

b New Comp Plan Copies included

MUNICIPAL COURT

Accounts		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-48-110	Judge	21,396	21,446	21,396	21,396	22,894
10-48-110	Court Admin/Youth Advocate	42,636	42,736	42,636	42,636	45,621
10-48-110	Court Clerk/ Administrative Asst	31,547	31,647	31,547	31,547	33,755
10-48-115	Judge Pro-Tem	500	0	500	800	500
10-48-131	FICA	7,312	6,248	7,312	7,312	7,824
10-48-132	Insurance	31,717	29,962	31,500	31,600	35,100
10-48-133	Travel/Dues/Education	850	513	850	850	850
10-48-134	Pension	3,709	3,852	3,709	3,709	3,969
10-48-220	Vehicle Expenses	150	92	150	200	150
	Subtotal	139,817	136,496	139,600	140,050	150,662
COMMODITIES						
10-48-108	Juvenile Task Force	100	0	100	0	100
10-48-120	Drug Test/Monitoring Dev.	1,000	1,626	2,500	2,700	2,500
10-48-123	Prisoner Cost	2,000	935	2,000	5,000	2,000
10-48-202	Office Supplies	1,000	2,002	1,000	1,900	1,000
	Subtotal	4,100	4,563	5,600	9,600	5,600
CONTRACTUAL						
10-48-204	Court Appointed Counsel	1,500	0	1,500	2,000	1,500
10-48-206	Counseling	2,000	1,640	5,000	500	5,000
10-48-210	Translation Services	200	50	200	200	200
10-48-230	Town Prosecutor	12,000	6,300	12,000	11,000	12,000
10-48-234	Misc. Expenses	1,100	824	1,100	1,700	1,100
10-48-280	Computer Support	500	495	500	500	550
	Subtotal	17,300	9,309	20,300	15,900	20,350
	TOTAL MUNI COURTS BUDGET	161,217	150,368	165,500	165,550	176,612

- a Contract with Archuleta County
- b Contract Attorney Larry Holthus
- c JCG Annual Contract for Court Recorder
- d TGYS grant not approved 2011-2014

POLICE DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-51-110	Chief	52,000	53,120	52,000	52,000	55,640
10-51-110	Senior Detective	50,012	52,594	50,012	50,012	53,513
10-51-110	Sergeant	44,800	46,285	44,800	44,800	47,936
10-51-110	Senior Officer	43,899	46,716	43,899	43,899	46,972
10-51-110	Senior Officer	37,533	39,919	37,533	37,533	40,160
10-51-110	Officer	35,610	30,664	35,600	35,600	38,092
10-51-110	Officer	35,600	31,856	35,600	35,600	38,092
10-51-110	Officer	39,000	9,685	35,600	35,600	35,600
10-51-110	Administrative Assistant	30,000	30,638	32,000	32,000	34,240
10-51-108	Parking Enforcement	6,230	6,759	6,230	6,230	6,666
10-51-105	Animal Control	13,568	13,618	13,568	13,568	14,518
10-51-130	FPPA (officers) 8%	27,076	24,811	26,804	26,804	28,480
10-51-131	Medicare (officers) 1.45%	4,908	4,507	4,858	4,858	4,610
10-51-131	FICA (non officers) 7.65%	3,810	4,427	3,963	3,963	4,240
10-51-132	Insurance	71,293	58,460	73,000	73,000	80,000
10-51-133	Training	2,000	1,828	2,000	2,000	10,000
10-51-134	Pension	18,423	17,102	18,352	18,352	19,512
10-51-216	Dues/Subscriptions	750	749	750	750	750
10-51-218	Uniform	2,000	2,150	2,000	2,000	2,000
	Subtotal	518,511	475,889	518,568	518,568	561,021
COMMODITIES						
10-51-202	Office Supplies	2,200	2,478	2,200	2,200	2,200
10-51-204	Postage	500	482	500	500	500
10-51-212	Fuel/Oil	25,000	28,857	28,000	28,000	34,000
10-51-226	Duty Ammunition	0	0	2,500	2,500	2,000
	Subtotal	27,700	31,817	33,200	33,200	38,700
CONTRACTUAL						
10-51-402	Telephone	3,500	2,974	3,500	3,500	3,500
10-51-404	Print/Publishing/Advertising	500	404	500	500	1,800
10-51-408	Vehicle/Maintenance and Repairs	15,000	13,012	15,000	15,000	15,000
10-51-410	Dispatch Center	123,366	123,366	123,366	123,366	112,200
10-51-412	Humane Society	10,000	10,000	10,000	10,000	10,000
10-51-420	Investigation Contingency	2,500	2,391	2,500	2,500	2,500
10-51-428	Radio/Maintenance and Repairs	500	278	500	500	500
10-51-430	Radar Certification	500	580	500	500	500
10-51-434	Case Medical Expense	10,000	1,421	5,000	5,000	5,000
10-51-808	Misc Police Equipment	2,500	2,511	2,400	2,400	2,000
	Subtotal	168,366	156,938	163,266	163,266	153,000
	TOTAL POLICE BUDGET	714,577	664,643	715,034	715,034	752,721

a Increased insurance premiums

b Increased vehicle operations

c printing costs for penalty assessment citations

d increased training budget

e decreased cost for Combined Dispatch - usage reduced by 2%

COMMUNITY CENTER DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-53-110	Facility Director	40,000	40,100	40,000	40,000	42,800
10-53-110	Event/Program Coordinator	25,800	25,351	25,800	25,800	27,619
10-53-111	Administrative Assistant	16,640	16,763	20,800	20,800	22,256
10-53-131	FICA	6,307	5,577	6,625	6,625	7,090
10-53-132	Insurance	18,946	23,985	32,500	33,805	26,625
10-53-134	Pension	3,290	3,260	4,330	4,330	4,634
	subtotal	110,983	115,036	130,055	131,360	131,023
TOTAL COMM. CENTER BUDGET						
		110,983	115,036	130,055	131,360	131,023

RECREATION DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
10-56-110	Director	50,000	50,100	50,000	50,000	53,500
10-56-110	Recreation Supervisor	39,566	31,573	39,566	39,566	42,336
10-56-111	Refs/Umps/Part time	30,000	32,909	30,000	25,000	30,000
10-56-131	FICA	6,852	7,026	6,852	8,764	9,626
10-56-132	Insurance	7,968	4,589	7,968	7,968	7,968
10-56-133	Travel/Dues	700	0	700	200	700
10-56-134	Pension	4,478	4,171	4,478	4,478	4,792
	Subtotal	139,564	130,367	139,564	135,977	148,922
COMMODITIES						
10-56-202	Office Supplies	500	427	500	200	500
10-56-206	Recreation Supplies/Equipment	18,000	17,852	18,000	18,000	18,000
10-56-208	Trophies/Awards	4,500	4,284	4,500	4,500	4,500
	Subtotal	23,000	22,563	23,000	22,700	23,000
CONTRACTUAL						
10-56-402	Telephone	800	760	800	800	800
10-56-406	Vehicle Maintenance	500	0	500	100	500
10-56-422	Med Supplies/Maint/Repairs	2,000	2,171	2,000	2,000	2,000
10-56-824	Special Events	1,750	280	1,750	1,000	1,750
	Subtotal	5,050	3,212	5,050	3,900	5,050
	TOTAL RECREATION BUDGET	167,614	156,142	167,614	162,577	176,972

SERVICES/SERVICE ORGANIZATIONS						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
County Services						
10-75-399	Nutrition/Seniors	7,000	7,000	7,000	7,000	7,000
10-75-400	Transportation/Seniors	3,500	3,500	3,500	3,500	3,500
10-75-430	Mountain Express	20,000	20,000	20,000	20,000	20,000
Education						
10-75-	Seeds of Learning	0	0	0	0	5,000
10-75-	Pagosa Springs Youth Center	0	0	0	0	2,450
Health/Safety						
10-75-401	SW CO Mental/Pagosa Counsel Cntr	800	800	950	950	950
10-75-410	Southwest Safehouse	450	450	500	500	500
10-75-417	ACVAP	5,000	5,000	6,000	6,000	6,000
10-75-425	San Juan Basin Health	1,000	1,000	1,100	1,100	0
10-75-428	Acute Treatment Unit (Crossroads)	15,000	15,000	15,000	15,000	15,000
10-75-	San Juan Basin Area Agency on Aging	0	0	0	0	500
Community Assistance						
10-75-416	Colorado Entrepreneur - Chamber	1,500	1,500	0	0	0
10-75-432	Thingamajig Theatre Company	2,500	2,500	0	0	500
Housing						
10-75-	4CORE (Resource Efficiency)	0	0	0	0	0
TOTAL SERVICE FUNDS		56,750	56,750	54,050	54,050	61,400

ECONOMIC DEVELOPMENT

Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Economic Development						
10-77-500	CO Office Economic Develop Parelli Grant	17,500	27,500	12,500	12,500	12,500
10-77-510	Archuleta Education Center	50,000	50,000	25,000	25,000	0
10-77-412	Community Development Corporation	35,000	35,000	75,000	75,000	0
10-77-xxx	Pagosa Geothermal Workplan	15,000	15,000	0	0	0
10-77-515	Economic Development Incentives	40,000	24,691	20,000	20,000	20,000
10-77-520	Seeds of Learning	0	0	5,000	5,000	0
TOTAL ECONOMIC DEVELOPMENT						
		157,500	152,191	137,500	137,500	32,500

CAPITAL IMPROVEMENT FUND

REVENUE

Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
TAXES AND FEES						
51-31-100	Highway Users Tax Fund	65,000	70,514	73,593	73,594	73,595
51-31-310	Sales Tax	1,426,687	1,558,590	1,479,472	1,597,555	1,597,555
51-31-640	Park User Fees	11,500	10,745	27,500	11,000	13,000
51-31-650	Cemetery Fees	1,000	3,000	1,000	3,000	1,000
	Subtotal	1,504,187	1,642,849	1,581,565	1,685,149	1,685,150
INTERGOVERNMENTAL REVENUES						
51-33-400	County Road Mill	59,149	232,172	155,000	155,000	61,250
51-33-490	Geothermal Streets/Maintenance Contract	9,500	9,500	9,500	9,500	14,000
51-33-600	Transfer from Conservation Trust Fund	60,000	50,000	50,000	50,000	0
51-33-610	Transfer from Impact Fees	50,000	50,000	20,000	20,000	0
51-33-620	Transfer from General Fund	0	0	600,000	600,000	0
51-33-630	Dept Human Serv. Janitorial Contract	8,200	8,200	8,200	8,200	8,200
51-33-635	Archuleta County PROST, TTPL Trail	0	0	225,000	0	200,000
51-33-640	PLPOA TTPL Trail Construction	0	0	45,000	0	45,000
	Subtotal	186,849	349,872	1,112,700	842,700	328,450
STATE AND FEDERAL GRANTS						
51-33-720	CDOT Enhancemt Grants (8th St Sidewalk)	249,000	0	238,296	0	238,296
51-33-760	River Walk Grants	200,000	104,358	1,200,000	0	120,000
51-33-770	DOLA Intern Grant	17,500	3,912	17,500	12,000	17,500
51-33-780	DOLA fiber-optics /County portion	290,191	0	577,782	35,060	534,559
51-33-740	CDOT Safe Rts 2 School (Lewis Sidewalk)	250,000	0	0	0	0
51-33-880	CMAQ Funds (Majestic Dr)	164,500	158,814	385,000	0	385,000
51-33-810	Reservoir Hill Funding	0	0	4,045,000	0	4,395,000
51-33-730	Division of Wildlife Fishing is Fun	0	0	85,000	0	85,000
51-33-750	Colorado State Forest Service	0	0	7,400	7,400	0
51-33-790	State Trails Grant, TTPL Trail	0	0	200,000	0	200,000
51-33-721	CDOT Enhancement Grant, TTPL Trail	0	0	125,000	0	0
	Subtotal	1,171,191	267,084	6,880,978	54,460	5,975,355
MISCELLANEOUS						
51-36-110	Miscellaneous	0	53,280	0	3,000	0
51-36-130	Lewis Street Loan Proceeds	0	284,795	1,196,850	1,196,850	0
	Total Annual Revenues	2,862,227	2,597,880	10,772,093	3,782,159	7,988,955
	Prior Year End Cash Reserve	761,277	872,659	1,186,679	1,395,108	1,906,084
	Total Revenues	3,623,504	3,470,539	11,958,772	5,177,267	9,895,039

CAPITAL IMPROVEMENT FUND

EXPENDITURES

Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Maintenance & Debt						
51-53-425	Community Center Loan Portion	236,695	236,953	232,180	232,180	232,180
51-53-430	Lewis Street Loan Portion	0	0	179,633	179,633	179,633
51-46	Planning&Building Capital	5,700	38	59,330	38,915	95,064
51-61	Streets Department	475,143	427,781	496,356	448,088	520,281
51-68	Parks Department	236,914	234,772	245,582	251,082	264,043
51-70	Facilities Maintenance Department	181,027	175,115	202,587	204,868	194,407
	Total Maint. and Debt Expenditures	1,135,479	1,074,659	1,415,668	1,354,765	1,485,608

Capital Improvement Expenditures	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	
Town Clerk/Town Hall						
51-42-281	Technology	1,000	450	1,000	1,000	1,700
51-42-222	Telephone System Upgrades	0	0	10,000	0	20,000
	subtotal	1,000	450	11,000	1,000	21,700

Town Manager/Administration						
51-44-215	Community Grant Writer	9,000	4,500	9,000	0	0
51-44-281	Technology	250	563	250	250	250
51-44-400	DOLA Intern	41,500	8,990	41,500	30,000	41,500
51-44-410	DOLA fiberoptics and wi-fi grant	386,921	0	651,357	11,650	627,000
51-44-	Downtown City Market Renovation	0	0	0	0	1
	subtotal	437,671	14,053	702,107	41,900	668,751

Municipal Court						
51-48-281	Technology	250	150	250	250	250
	subtotal	250	150	250	250	250

Police/Safety						
51-51-281	Technology	4,000	4,190	4,000	4,000	4,000
51-51-	Police Equipment	0	0	5,000	5,000	0
51-51-806	Police Car	0	0	0	0	80,000
	subtotal	4,000	4,190	9,000	9,000	84,000

Community Center						
51-53-400	Operations Costs	11,349	11,349	11,349	11,349	11,349
51-53-450	Capital Improvements	23,755	23,596	6,400	6,400	6,400
	subtotal	35,104	34,945	17,749	17,749	17,749

Recreation						
51-56-281	Technology	400	450	400	400	400
51-56-449	Recreation Equipment	2,000	1,530	2,000	2,000	2,000
	subtotal	2,400	1,980	2,400	2,400	2,400

Streets/Streetcape						
51-77-424	Street Paving and Maintenance	227,500	33,320	60,000	14,000	140,000
51-77-426	Lewis Street Reconstruction	0	284,795	1,196,850	1,196,850	0
51-77-427	Misc Concrete/Sidewalks	144,000	2,822	40,000	40,000	40,000
51-77-431	McCabe Creek Culvert	0	0	0	2,000	20,000
51-77-443	Great West Ave	0	670	0	0	0
51-77-447	Majestic Drive Paving (CMAQ)	12,000	88	638,000	2,000	635,000
51-77-454	New Street Truck/Backhoe	46,000	43,795	76,000	67,250	16,000
51-77-455	New Street Sweeper	192,000	191,827	0	0	0
51-77-459	Wayfinding Plan/Medians	20,000	20,000	20,000	20,000	25,000
51-77-460	Mural on Main Street	0	1	1	1	1
51-77-465	8th Street Sidewalk/East Trail	311,000	6	298,296	2,380	298,296
51-77-470	Lewis Street Sidewalk Connections	260,000	0	0	0	0
51-77-472	Main Street Sidewalk Improvement	0	0	144,000	165,731	144,000
51-77-475	Cross Walk Improvements	0	0	44,000	44,000	0
	subtotal	1,212,500	577,323	2,517,147	1,554,212	1,318,297

CAPITAL IMPROVEMENT FUND						
Parks						
51-77-452	Town Parks Improvements	15,000	14,672	20,000	20,000	20,000
51-77-544	River Restoration Project	58,000	56,809	120,000	60,000	100,000
51-77-546	Yamaguchi Park Restrooms	250,000	127,989	57,000	51,806	0
51-77-550	Parks Equipment	20,000	18,076	20,000	20,000	20,000
51-77-555	Resource Management	0	0	17,000	17,000	17,000
51-77-560	Raw Water Irrigation Centennial	4,000	0	44,000	600	44,000
51-77-561	South 8th Street Park	5,000	5,000	5,000	0	0
51-77-570	Skate Park	30,000	30,000	0	0	0
51-77-571	Parks Vehicle	25,000	24,496	0	0	0
51-77-572	Reservoir Hill Park Development	6,000	5,920	4,395,000	17,500	4,440,000
	subtotal	413,000	282,962	4,678,000	186,906	4,641,000
Trails						
51-77-631	Town to Pagosa Lakes Trail	12,000	4,035	625,000	3,000	475,000
51-77-634	River Walk Improvements	40,000	18,004	1,500,000	100,000	220,000
	subtotal	52,000	22,039	2,125,000	103,000	695,000
	Total Improvement Expenditures	2,157,925	938,091	10,062,653	1,916,417	7,449,147
	Total Maintenance/Debt Expenditures	1,135,479	1,074,659	1,415,668	1,354,765	1,485,608
	Total Improvement Expenditures	2,157,925	938,091	10,062,653	1,916,417	7,449,147
	Total Capital Expenditures	3,293,404	2,012,750	11,478,321	3,271,182	8,934,755
	TOTAL CAPITAL REVENUES	3,623,504	3,470,539	11,958,772	5,177,267	9,895,039
	TOTAL CAPITAL EXPENDITURES	3,293,404	2,012,750	11,478,321	3,271,182	8,934,755
	End Year Cash Reserve	330,100	1,457,789	480,451	1,906,084	960,284
	Restricted 3% Tabor	98,802	60,382	344,350	98,135	268,043
	Unrestricted Reserve	231,298	1,397,406	136,102	1,807,949	692,242

a 2.5% higher than 2011 actual, split with GF

b increase in ticket tax for large park events

c \$200,000 PROST funds towards Town to Pagosa Lakes Trail

d \$45,000 -PLPOA contribution to Town to Pagosa Lakes Trail construction

e \$85,000 fishing is fun grant and \$60,000 town match for river improvements

f \$9,600 Town portion for monitoring mitigation areas (roads,rivers) \$7,400 grant for Tree Mgmt

g \$200,000 State Trails grant for design and construction of portion of Town to Pagosa Lakes Trail

h \$125,000 -CDOT enhancement funds awarded to County for Town to Pagosa Lakes Trail, Town is the Fiscal agent and administer

1 \$60,000 town match, San Juan Alley Sidewalk moved to TTPL Trail along Hwy 160-CDOT Enhancement Grant

2 \$220,000 for Eng/Enviro/Easemts for riverwalk to future 6th St pedestrian bridge - \$120,000 State Trails Grant Applied for, decision 2013

3 DOLA Intern 2012

4 \$81,374 Town match - DOLA fiber-optics and wi-fi expansion \$488,245 DOLA \$81,374 County

5 \$250,000 Town Match, Uniform Act (\$20,000) Environmental (\$76,000)- 2012 CMAQ Grant Funds \$385,000 -Majestic Paving

6 \$45,000 Town (\$45,000 Match TTC) for Reservoir Hill Engineering - This expenditure shall not take place prior to a public vote on the merits of development on Reservoir Hill

7 Lewis Street payoff 2021 and Community Center Loans payoff 2014 combined

8 Two New Patrol Vehicles

9 Crack Filling \$20K and Engineering for Piedra

10 \$25,000 Town match TTC for wayfinding signage/reservoir hill project

11 \$30,000 Town match -Uniform Act advisory, other \$445,000 of revenues from State Trails, Prost and PLPOA.

12 Possible Match for City Market Grant

BUILDING & PLANNING CAPITAL DEPARTMENT

Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
51-46-110	Special Projects Manager	0	0	20,000	10,000	42,800
51-46-133	Travel/Training	0	0	0	500	1,500
51-46-131	FICA	0	0	1,530	765	3,274
51-46-132	Insurance	0	0	8,100	2,200	13,650
51-46-134	Pension	0	0	1,000	500	2,140
	subtotal	0	0	30,630	13,965	63,364
COMMODITIES						
51-46-202	Office Supplies	0	0	0	0	750
51-46-212	Fuel/Vehicle Maintenance	0	0	0	0	250
51-46-281	Technology	700	38	700	1,200	700
51-46-406	Planning Studies/Grants	0	0	0	750	0
51-46-441	Annexations	5,000	0	5,000	0	5,000
51-46-450	City Works Programs	0	0	23,000	23,000	26,000
	subtotal	5,700	38	28,700	24,950	31,700
TOTAL MAINTENANCE BUDGET						
		5,700	38	59,330	38,915	95,064

STREETS DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
51-61-110	Street Superintendent	58,152	58,252	58,152	58,152	62,223
51-61-110	Equipment Operator III	30,968	32,634	36,059	36,059	38,583
51-61-110	Equipment Operator II	30,968	32,634	36,059	36,059	38,583
51-61-110	Equipment Operator I	36,059	36,159	36,059	36,059	38,583
51-61-110	Equipment Operator I	18,780	18,605	37,560	12,000	36,059
51-61-111	Part time/Overtime	15,000	1,200	0	0	0
51-61-131	FICA	14,529	13,731	15,598	13,642	16,373
51-61-132	Insurance	46,841	43,870	48,500	41,025	55,000
51-61-133	School/Travel	2,500	2,213	2,500	2,500	3,500
51-61-134	Pension	8,746	8,914	10,194	8,916	10,702
	Subtotal	262,543	248,212	280,681	244,413	299,606
COMMODITIES						
51-61-202	Office Supplies/Technology	200	20	200	1,200	200
51-61-212	Fuel&Oil	28,000	27,745	28,000	28,000	28,000
51-61-222	Tires	3,000	2,596	3,000	3,000	4,000
51-61-228	Gravel/Asphalt	27,000	28,063	30,000	30,000	30,000
51-61-230	Culverts	2,000	494	2,000	2,000	2,000
51-61-234	Street Lighting	44,000	40,645	44,000	41,000	43,000
51-61-439	Street Lighting Maintenance	2,000	0	2,000	3,000	2,000
	Subtotal	106,200	99,563	109,200	108,200	109,200
CONTRACTUAL						
51-61-402	Telephone cellular	400	430	475	475	475
51-61-406	Maintenance-Vehicles	30,000	30,941	30,000	20,000	30,000
51-61-410	Uniforms	5,000	4,252	5,000	5,000	5,000
51-61-418	Cemetery	1,000	0	5,000	5,000	5,000
51-61-434	Utilities/Shop	16,000	12,248	16,000	16,000	16,000
51-61-436	Maintenance-Roads	22,000	14,989	25,000	25,000	30,000
51-61-444	Sweeper Maintenance	10,000	3,430	5,000	5,000	5,000
51-61-460	Clean-Up Week	12,000	4,977	10,000	9,000	10,000
51-61-470	Lightpole Banners	10,000	8,739	10,000	10,000	10,000
	Subtotal	106,400	80,006	106,475	95,475	111,475
TOTAL STREETS BUDGET		475,143	427,781	496,356	448,088	520,281

- a Gravel to supplement on roads as needed/Large Asphalt patchwork
- b Cemetery Maintenance & Sinking Fund
- c Signs, Painting, Mag Chloride and Sand in Winter, add patching S 10th
- d Clean up County dump fees and mailing fees

PARKS DEPARTMENT						
Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
51-68-110	Parks Manager	43,136	43,236	43,136	43,136	46,156
51-68-110	Parks Maintenance II	31,268	31,368	31,268	31,268	33,457
51-68-110	Parks Maintenance II	29,268	30,570	29,268	29,268	31,317
51-68-111	Parks Maintenance Part time	30,000	29,078	30,000	30,000	32,100
51-68-131	FICA	10,226	9,883	10,226	10,226	10,942
51-68-132	Insurance	31,332	29,197	28,500	33,000	36,525
51-68-134	Pension	5,184	5,259	5,184	5,184	5,547
	Subtotal	180,414	178,590	177,582	182,082	196,043
COMMODITIES						
51-68-212	Fuel/Oil	5,000	6,497	5,000	6,000	5,000
51-68-216	Park/Field Maintenance	30,000	29,965	30,000	30,000	30,000
51-68-218	Park Utilities	19,000	16,684	30,000	30,000	30,000
51-68-220	Vehicle Maintenance	1,500	2,422	1,500	1,500	1,500
51-68-402	Telephone	500	385	1,000	1,000	1,000
51-68-816	Town Tree Program	500	228	500	500	500
	Subtotal	56,500	56,182	68,000	69,000	68,000
	TOTAL PARKS BUDGET	236,914	234,772	245,582	251,082	264,043

a additional seasonal for Yamaguchi Park maintenance

FACILITIES MAINTENANCE DEPARTMENT

Account		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
51-70-110	Maintenance Director	42,632	42,732	42,632	46,632	49,896 ^a
51-70-111	Part Time Help	1,500	455	1,500	225	1,500
51-70-112	Building Maintenance Tech II	29,120	28,765	29,120	29,120	31,158
51-70-112	Building Maintenance Tech II	29,120	27,419	29,120	29,120	31,158
51-70-133	Travel/Training	300	560	300	300	500
51-70-131	FICA	7,717	7,567	7,717	8,023	8,584
51-70-132	Insurance	27,195	25,927	28,500	30,150	36,400
51-70-134	Pension	5,044	4,946	5,044	5,244	5,611
51-70-410	Uniforms	1,500	1,344	1,500	1,500	1,600
	subtotal	144,127	139,716	145,432	150,313	166,407
CONTRACTUAL						
51-70-206	Janitorial Supplies	6,000	6,394	6,000	6,000	6,000
51-70-402	Telephone	550	460	550	550	550
51-70-406	Vehicle Fuel/Maintenance	3,000	3,580	3,000	3,000	2,000
51-70-435	Town Hall Improvements	9,100	8,453	1,200	800	1,200
51-70-436	Town Hall Maintenance	12,000	10,218	12,000	12,000	12,000
51-70-437	Heating/Cooling Maintenance	2,000	1,724	2,000	1,000	2,000
51-70-438	Building Electric Maintenance	1,000	1,488	1,000	300	1,000
51-70-440	Elevator Maintenance	2,050	1,926	2,050	2,050	2,050
51-70-442	Furnishing Town Hall	1,200	1,158	1,200	700	1,200
51-70-455	Travel Vehicle	0	0	28,155	28,155	0
	subtotal	36,900	35,399	57,155	54,555	28,000
	TOTAL MAINTENANCE BUDGET	181,027	175,115	202,587	204,868	194,407

a Geothermal Supervision

CONSERVATION TRUST FUND

		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue						
21-37-530	Town Lottery	15,500	15,808	15,500	16,950	17,000
21-37-700	County Lottery	30,000	30,000	30,000	30,000	30,000
21-37-990	Unbudgeted Interest	350	32	0	0	0
	Subtotal	45,850	45,840	45,500	46,950	47,000
	Prior Fund Balances	49,830	73,669	59,509	59,509	56,459
	TOTAL REVENUES	95,680	119,509	105,009	106,459	103,459

Expenditures						
21-40-800	Parks Maintenance	50,000	50,000	50,000	50,000	0
21-40-910	Yamaguchi Park	10,000	10,000	0	0	30,000
	Subtotal	60,000	60,000	50,000	50,000	30,000
	Total Expenditures to CIF	60,000	60,000	50,000	50,000	30,000

	TOTAL REVENUES	95,680	119,509	105,009	106,459	103,459
	TOTAL EXPENDITURES	60,000	60,000	50,000	50,000	30,000
	Ending Fund Balance	35,680	59,509	55,009	56,459	73,459

TRUST/IMPACT FUND						
		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue						
31-22-600	Roads	10,432	17,683	8,900	8,667	8,900
31-22-700	Regional Public Buildings	3,603	5,450	3,250	3,161	3,250
31-22-800	Regional Recreation Facilities	0	859	0	0	0
31-22-900	Parks	0	368	0	0	0
31-23-000	Trails	0	464	0	0	0
31-23-100	Emergency Service Provider	4,734	7,694	4,200	4,070	4,200
31-23-200	Water Storage	2,276	6,359	2,000	2,008	2,000
31-23-350	Administration	90	200	190	124	190
31-23-450	Pinon Lake Fountain	3,000	2,100	2,000	4,290	2,000
31-23-460	Fireworks Fund	16,000	1,600	2,000	15,128	2,000
31-23-470	Geothermal Resource Assess	0	28,000	0	8,500	0
31-23-500	Skaters Coalition	0	25,450	0	0	0
31-23-510	Future Skate Park Phases	0	500	10,000	0	0
31-23-550	Whitewater Fund	0	1,000	0	0	0
31-23-560	Jim Guyton Memorial Fund	0	606	0	0	0
31-23-570	Christmas Light Fund	0	2,800	0	0	0
31-23-580	Marky Egan Scholarship	0	0	0	410	0
31-23-590	Reservoir Hill Ticket Tax	0	0	0	8,178	8,000
	Subtotal	40,135	101,133	32,540	54,536	30,540
	Prior Fund Balances	99,829	119,806	115,706	100,771	80,139
	TOTAL REVENUES	139,964	220,939	148,246	155,307	110,679

Expenditures						
31-22-600	Roads	50,000	50,000	20,000	20,000	0
31-22-700	Regional Public Buildings	0	0	0	0	0
31-22-800	Regional Recreational Facilities	0	0	0	0	0
31-22-900	Parks	0	0	0	0	0
31-23-000	Trails	0	0	0	0	0
31-23-100	Emergency Service Provider	4,734	7,694	4,734	4,070	4,734
31-23-200	Water Storage	2,276	6,359	2,276	2,008	2,276
31-23-350	Administration	500	500	500	350	250
31-23-400	Sidewalk in lieu	0	0	0	0	0
31-23-450	Pinon Lake Fountain	3,000	2,100	2,000	3,075	0
31-23-460	Fireworks Fund	16,000	1,600	2,000	9,165	0
31-23-470	Geothermal Resource Assess	0	0	0	36,500	0
31-23-500	Skaters Coalition	0	33,500	0	0	0
31-23-510	Future Skate Park Phases	0	0	0	0	0
31-23-550	Whitewater Fund	0	680	0	0	0
31-23-560	Jim Guyton Memorial Fund	0	0	0	0	0
31-23-570	Christmas Light Fund	0	2,800	0	0	0
31-23-580	Marky Egan Scholarship	0	0	0	0	0
31-23-590	Reservoir Hill Ticket Tax	0	0	0	0	8,000
	Total Expenditures	76,510	105,233	31,510	75,168	15,260
	TOTAL REVENUES	139,964	220,939	148,246	155,307	110,679
	TOTAL EXPENDITURES	76,510	105,233	31,510	75,168	15,260
	Ending Fund Balance	63,454	115,706	116,736	80,139	95,419

LODGER'S TAX FUND

		2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue						
41-31-500	Lodgers Tax	400,000	406,149	416,000	420,000	440,000
41-31-550	Visitor & Pocket Guide	99,900	64,868	0	0	0
41-31-600	Other Income (ad sales)	200,000	0	20,000	0	0
41-31-650	Misc Revenue	0	6,328	0	0	0
41-31-	Fireworks	0	0	0	0	17,300
	Subtotal	699,900	477,345	436,000	420,000	457,300
	Prior Year End Cash Carryover	64,698	64,696	63,739	86,555	105,216
	TOTAL REVENUES to TTC	764,598	542,041	499,739	506,555	562,516

Expenditures						
41-42-205	External Marketing	113,000	128,958	115,000	115,000	150,000
41-42-210	Special Events	50,000	49,340	60,000	56,795	75,000
41-42-215	Community Grant Writer	9,000	2,250	9,500	0	0
41-42-220	Capital Projects	251,000	37,803	40,000	43,525	80,000
41-42-225	Visitor Center	62,500	62,500	68,000	68,000	67,000
41-42-230	Administration	60,000	60,174	90,000	80,000	80,000
41-42-235	Fulfillments	52,000	46,690	46,000	37,500	30,000
41-42-240	Economic Incentives	15,000	133	5,000	0	10,000
41-42-245	Tax Compliance	2,500	2,350	2,500	519	1,000
41-42-250	Visitor & Pocket Guide	99,900	65,289	0	0	0
41-42-	Fireworks	0	0	0	0	17,300
	Total Expenditures to TTC	714,900	455,486	436,000	401,339	510,300
	TOTAL REVENUES	764,598	542,041	499,739	506,555	562,516
	TOTAL EXPENDITURES	714,900	455,486	436,000	401,339	510,300
	Ending Fund Balance	49,698	86,555	63,739	105,216	52,216

1 \$45,000 for Reservoir Hill Engineering - This expenditure shall not take place prior to a public vote on the merits of development on Reservoir Hill

GEOHERMAL ENTERPRISE FUND

REVENUES

Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
SERVICE FEES AND FINES						
55-38-100	Geothermal Utility	40,000	38,601	40,000	36,000	40,000
55-38-300	Geothermal Lease & Heat Tap	4,500	0	2,500	1,200	1,200
55-39-100	Geo Infrastructure Replace	350,000	0	0	0	0
55-39-300	NREL Exploration Dept of Energy Grant	50,000	0	0	0	0
Total Annual Revenues		444,500	38,601	42,500	37,200	41,200
Prior Year End Cash Reserves		201,061	201,064	156,867	178,568	145,488
Total Revenues		645,561	239,665	199,367	215,768	186,688

GEOHERMAL ENTERPRISE FUND

EXPENDITURES

Account	Description	2011 Budget	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
PERSONNEL						
55-40-133	School/Travel	250	771	1,000	500	1,000
Subtotal		250	771	1,000	500	1,000
COMMODITIES						
55-40-202	Office Supplies	100	0	100	100	100
55-40-204	Postage	200	150	200	180	200
Subtotal		300	150	300	280	300
CONTRACTUAL						
55-40-444	Utilities/Electric and Water	6,000	8,858	12,000	12,000	15,000
55-40-446	Legal/Attorney	5,000	6,885	5,000	2,000	5,000
55-40-438	Engineering	1,000	302	40,000	3,500	36,500
55-40-448	Bookkeeping (paid to Town GF)	5,000	5,000	5,000	5,000	5,000
55-40-450	Insurance (paid to Town GF)	1,000	1,000	1,000	1,000	1,000
55-40-452	Contractual Services Streets Dept	9,500	9,500	9,500	9,500	9,500
55-40-455	Contractual Services Sanitation Dept	4,500	4,500	4,500	4,500	0
55-40-	Contractual Services Maintenance Dept	0	0	0	0	4,500
55-40-457	1041 Geo Regs DOLA Grant Match	0	0	3,300	0	3,300
Subtotal		32,000	36,044	80,300	37,500	79,800
CAPITAL IMPROVEMENTS						
55-40-242	Repair Equipment/Meters	2,000	403	2,000	1,000	2,000
55-40-244	Repair of Leaks	8,000	7,542	8,000	26,000	8,000
55-40-246	New Pump/Meters	3,500	0	3,500	3,500	3,500
55-40-250	Geothermal Infrastructure Replace	400,000	36,551	0	0	0
55-40-255	NREL Drilling Exploration	75,000	1,337	0	0	0
55-40-260	Garage Door on Geothermal Building	0	0	8,000	0	4,500
55-40-832	Contingency	1,000	0	1,000	1,500	1,000
Subtotal		489,500	45,833	22,500	32,000	19,000
Total Geothermal Expenditures		522,050	82,798	104,100	70,280	100,100

TOTAL REVENUES	645,561	239,665	199,367	215,768	186,688
TOTAL EXPENDITURES	522,050	82,798	104,100	70,280	100,100
Year End Carryover Reserve	123,511	156,867	95,267	145,488	86,588

- a Greer Lease
- b PAWSD increases
- c diversion w/ filtration centennial park
- d Improved Generator Access on 5th Street Geothermal Building

Addendum A

Specific Revenues

PROPERTY TAX REVENUE

Distribution: 100% General Fund

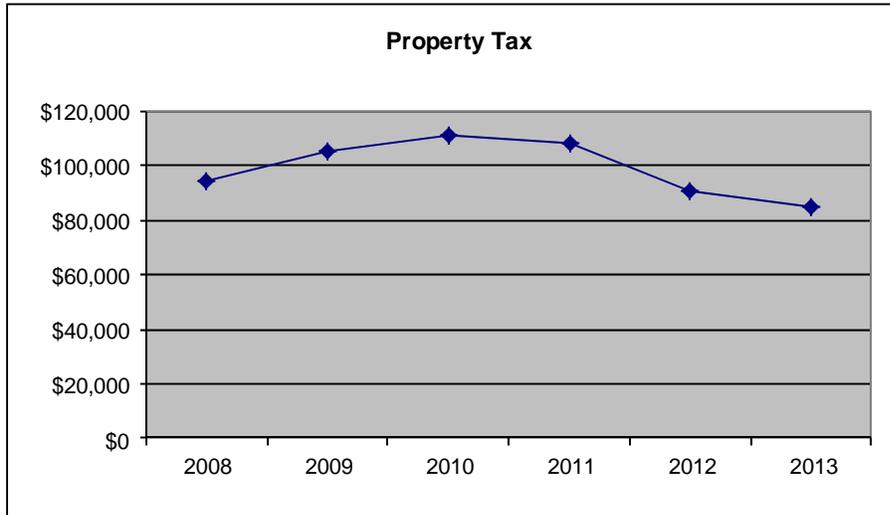
Source: Property owners within the Town of Pagosa Springs corporate boundaries

Collection: The taxpayer Bill of Rights (TABOR) Amending to the Colorado Constitution limits property tax revenue growth to the amount collected the previous year increased by the Denver-Boulder Consumer Price Index and a local growth factor. In addition, there is a statutory limitation which prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction. However, the Town of Pagosa Springs has voted to exempt (or “De-Bruced”) the town from these provision by setting the mill levy for the town at 1.557. The tax a property owner pays on a property is based on the following formulas:

$$\text{Assessed Valuation} = \text{Property Market Value} \times \text{Assessment Ratio}$$

$$\text{Property Tax} = \text{Assessed Valuation} \times \text{Mill Levy} / 1,000$$

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2008	\$94,055	26%
2009	\$105,066	12%
2010	\$110,848	6%
2011	\$108,361	-2%
2012	\$90,475	-17%
2013	\$85,167	-6%

Forecast: \$85,167, a 6% decrease from 2012 revenue receipts

Rationale: Based on the assessed valuation provide by the Assessor’s Office the Mill Levy was set at 1.565

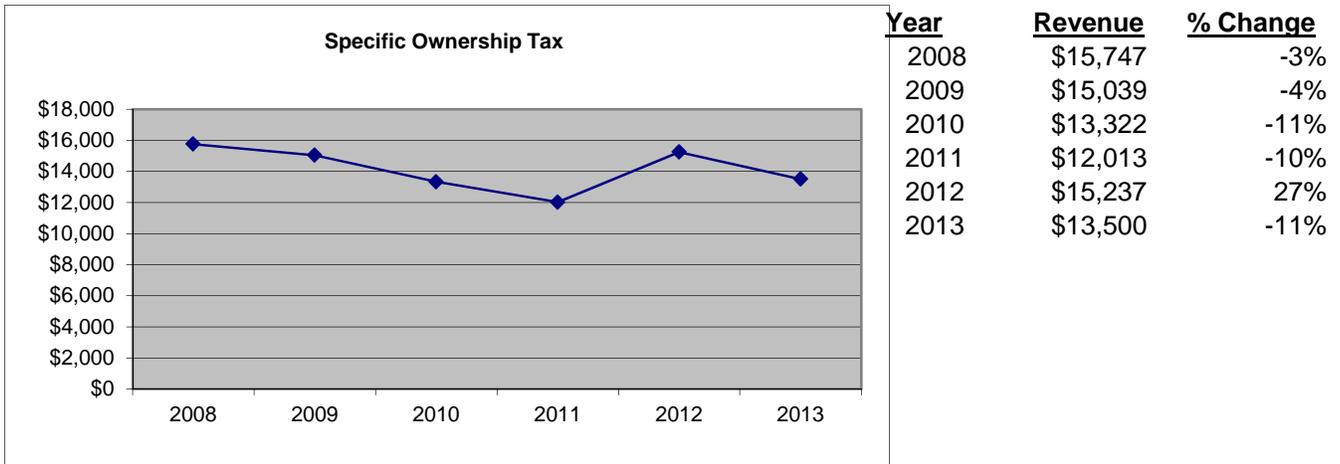
SPECIFIC OWNERSHIP TAX REVENUE

Distribution: 100% General Fund

Source: Residents and Businesses of Archuleta County

Collection: The State of Colorado establishes the statutory authority for collecting auto ownership tax. Vehicle owners pay auto ownership tax upon registration of the vehicle and annually thereafter to Archuleta County, which acts as a collection agent for the State. The amount of tax is based on the value of the vehicle. Archuleta County distributes \$1.00 of the tax to the State to maintain the motor vehicle computer system and to the County’s general fund to pay for clerical processing. The Town receives a portion of the remaining tax based on a percentage derived by comparing ad valorem (property) taxes collected by the County on behalf of other governments to the total ad valorem taxes collected for all taxing authorities in the County.

Five Year Trend



Forecast: \$13,500, an 11% decrease from 2012 estimated collection

Rationale: Estimated economic stability but not an increased population into Town

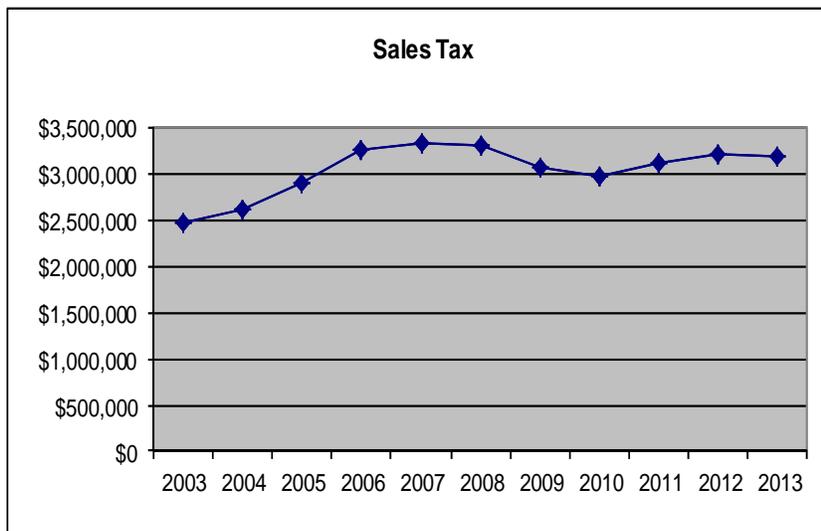
SALES TAX REVENUE

Distribution: 50% General Fund
50% Capital Improvements and Maintenance Fund

Source: Visitors, residents and employees in Archuleta County

Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 for the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven years; with 1% earmarked for County road capital improvements and 1% dedicated for Town capital improvements. In 2001, the citizens again voted to extend the additional 2% sales tax rate for an additional seven years; with 1% earmarked for county road capital improvement and 1% for Town. The Sales Tax Ballot language states the “Town may use these funds to undertake capital improvements and the maintenance of such improvements and other capital projects which may be deemed necessary and appropriate by the residents of Pagosa Springs.” In November 2008, this sales tax arrangement was approved by the voters to be extended in perpetuity. Sales tax is charged on all retail purchases including food. The town collects its sales tax from the County. As a statutory county, Archuleta County’s sales tax is collected and administered by the Colorado Department of Revenue. As a result, there is a two-month lag time between the generation of the sales tax and when it is disbursed to the Town. At the end of 2008, the Council passed a resolution initiating a policy to respond to the volatility in the National Economy. This resolution was revised in 2009, 2010 and again in 2011 to compare the monthly revenue to the previous two years average during the same month and if necessary adjusts a reduction and increase in increments. It is projected the economic downturn has reached the bottom and a slow recovery is ahead. In August 2010, the Town was the fortunate recipient of \$1,001,739 after an audit was completed by the State of Colorado for the period of February 2003 through December 2008.

Ten Year Trend



Forecast: \$3,195,110, a 0% reduction from 2012 actual collection.

Rationale: It is projected the economy will increase this year by approximately 5%. The Town has projected no increase to revenues from the 2012 actual sales tax revenues; the Town has implemented policy to have the ability to quickly reduce expenditures should sales tax revenues decline. The Town relies heavily on sales tax as approximately 80% of general fund revenue comes from sales tax. The capital fund relies on sales tax to pay for ongoing maintenance and debt service.

FRANCHISE REVENUES

Distribution: 100% General Fund

Source: Sourcegas, Centurytel, USA Communication

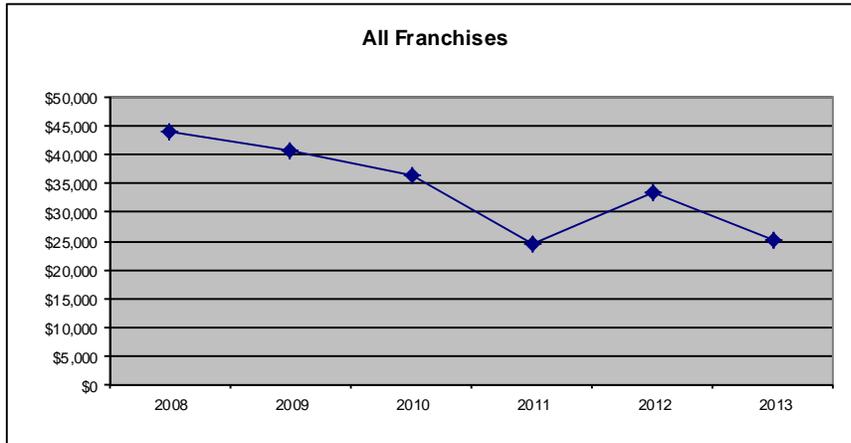
Collection: The Town collects franchise payments for general town services that it does not provide but “franchises” to private companies.

Ordinance No. 755, expires June 2019 is the Cable TV Franchise (5% of yearly gross revenues)

Ordinance No. 298, expires 2015 is the Telephone Franchise (3% of yearly gross revenues)

Ordinance No. 670, expires July 3, 2017 is the Natural Gas Franchise with SourceGas Distribution, Inc. (\$.0157 per Therm of gas)

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2008	\$44,154	36%
2009	\$40,864	-7%
2010	\$36,541	-11%
2011	\$24,430	-33%
2012	\$33,286	36%
2013	\$25,200	-24%

Forecast: \$25,200, a 24% reduction from 2012 collections

Rationale: Forecast anticipates a slight increase in cost per Therm of Natural Gas and minimal hook-ups due to the construction slowdown. The forecast also anticipates a continual decline in revenues from telephone connections with most residents opting for cellular phones, and increases in cable use with the multiple options and additional wireless programs available in the area.

LOTTERY REVENUE

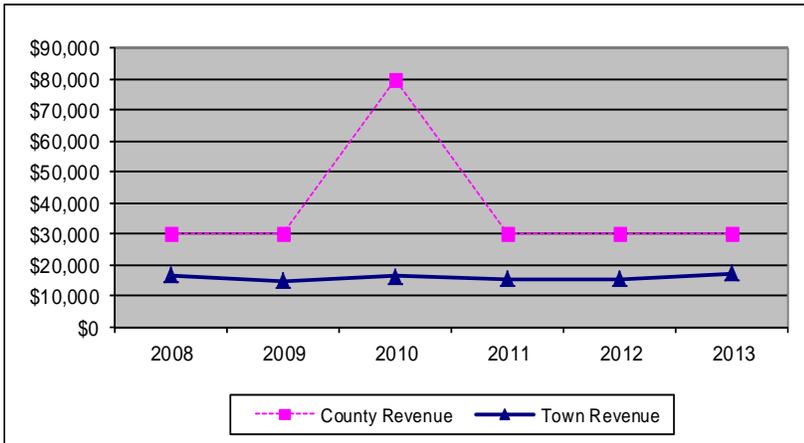
Distribution: Conservation Trust Fund (CTF)

Source: Customers who buy lottery and lotto tickets

Collection: Lottery proceeds are collected from retail merchants selling lottery products by the State of Colorado. Municipal lottery proceeds are distributed to municipalities based upon current population estimates prepared by the State Division of Local Governments. The Town's share is electronically transferred to the Town's CTF account annually on March 1, June 1, September 1, and December 1. A 2008 Intergovernmental Agreement requires the County to distribute \$30,000 per year of Conservation Trust money to the Town for the purpose authorized by Section 29-21-101, et seq., C.R.S.

Conservation Trust funds can only be used for the acquisition, development and maintenance of new park and open space sites or for capital improvements and maintenance of a public site used for recreational purposes.

Five Year Trend



<u>Year</u>	<u>County Revenue</u>	<u>Town Revenue</u>	<u>% Change</u>
2008	\$30,000	\$15,000	-3%
2009	\$30,000	\$16,243	3%
2010	\$80,000	\$15,375	106%
2011	\$30,000	\$15,500	-52%
2012	\$30,000	\$17,236	4%
2013	\$30,000	\$17,000	0%

Forecast: \$47,000 is a 0% change from 2012 collection.

Rationale: Forecast anticipates the funds received from the State will remain flat for 2013 based on projections provided by the Colorado State Lottery office and the calculation from the Colorado Department of Local Affairs. The County Commissioners had agreed to give the Town a one-time extra payment of \$50,000 in 2010 for maintenance of the ever-increasing parks area, the county has purchased land on Hwy 84 for a park and will decrease the funding to the Town's parks in the next few years.

Addendum B

Departmental Summaries

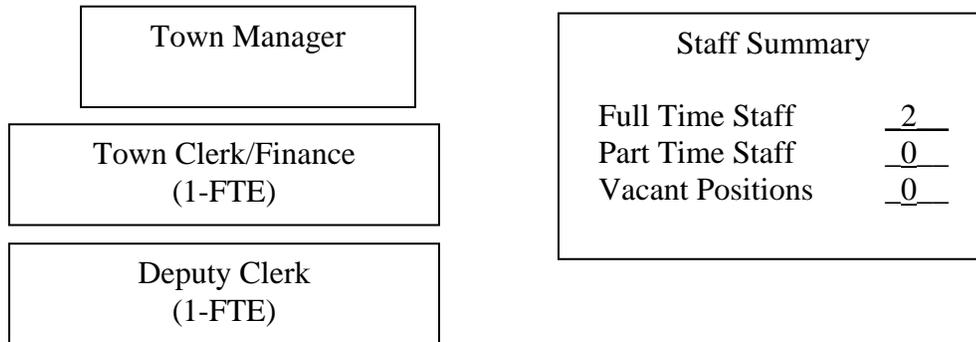
TOWN CLERK/FINANCE DEPARTMENT

Description:

The Pagosa Springs clerk and finance department plans, organizes and carries out duties involved with custody of Town records and Town funds; maintains official Town records including minutes, ordinances and resolutions; serves as repository of notices to the Town and similar documents; has custody of and accounts for Town funds; and invests idle Town funds. The department also maintains the Town’s accounting, payroll, accounts receivable and payables records, processes business and liquor licensing, and maintains personnel records. The clerk’s office works with the sanitation and geothermal district to complete the billing, filing of liens, and notices required for these districts.

Core Services:

The core services the department provides include maintaining town accounts receivable and accounts payable and providing payroll for all employees. The department works to maintain its human resources by acting as a liaison for all employee health, dental, pension, worker’s compensation and liability insurance. This department is responsible for maintaining all official Town documents and records, including minutes, ordinances, resolutions, deeds, contracts, and other records, per adopted retention schedules. Coordination of all town elections is the responsibility of this department as is processing cemetery deeds, business and liquor licenses, serving as the secretary for the Town Council and Town manager. Assistance with annual budget preparation is the duty of this department. This department also “contracts” with the Sanitation District and Geothermal Enterprise to perform bookkeeping and billing, filing of liens and notices. This function is also provided for the Town Tourism Committee via receiving and tracking all lodgers’ tax collections and payments.



2012 Accomplishments:

The clerk and deputy clerk have worked hard to achieve a goal of high quality, professional service and improved function and operation of the Clerk/Finance department. The department, with the assistance of the intern position, has completed the organization of all contracts, resolutions, and ordinances making the retrieval and administration more efficient. Providing a high quality of service to Town residents and employees continues to be the number one priority for this department and the department strives to treat everyone with respect, kindness and courtesy. The Town clerk attended master’s classes from the Colorado Municipal Clerks Association and continues to work toward receiving the Colorado Municipal Clerk (CMC) certification. The deputy clerk attended her first week of Municipal Clerk Institute a week long clerk’s institute training. Attorney Bob Cole provided training for the town council, boards and commissions on quasi-judicial matters, meeting procedures and more. A large number of residents the Town serves gain information electronically through the internet; the town’s website

has been professionally upgraded and will continue to be maintained by staff in a professional manner. The finance department has worked in harmony with the town manager to provide regular updates to both staff and council as to town fund balances and year to date spending reports. The Caselle accounting software in the clerk's office has been upgraded as part of a move to improve the efficiency and capabilities of the department. The clerk continues to assist all departments in preparation of the annual budget.

2013 Goals:

The department goals for 2013 include maintaining a high level of service with quality results. It is a top priority to continue to improve skills, knowledge and performance with additional training. The deputy clerk will attend her second of three years training at the clerks institute in July, and the clerk will continue training at the master academy. The Town continues to look into improving the use of the local banks by submitting an RFP to find banking services that will work efficiently with the town staff and improve the use of town funds. As always, the department will be searching for cost saving programs to speed processing and increase the Town's reserves.

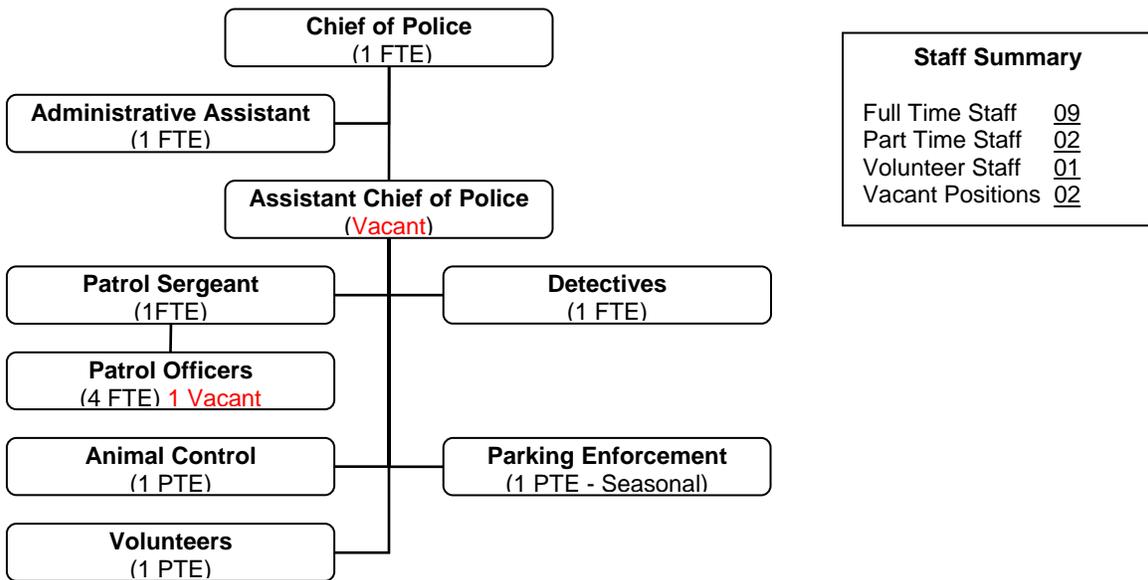
POLICE DEPARTMENT

Description:

The Pagosa Springs Police Department is responsible for serving and protecting both the citizens of and visitors to Pagosa Springs by providing the most effective law enforcement services possible 24 hours every day, seven days each week, 365 days a year using limited resources as efficiently as possible.

Core Services:

The Police Department conducts a full array of police services that include, but are not limited to: responding to routine calls for police service; rendering emergency service; managing emergency situations and crime scenes; enforcing criminal laws and traffic regulations; investigating violations of criminal laws and traffic accidents; performing security and traffic control for special events; providing training and information for civic organizations, businesses, schools and individuals; and assisting other law enforcement and emergency service agencies.



As of October 28, 2012, the Police Department has two vacant positions. The open position for Assistant Chief has not been allowed to be backfilled, putting a strain on the department's resources and supervision. One open patrol officer position will be filled after January 1, 2013. Not being fully staffed has made it difficult to manage overtime and leave, and hinders the ability to staff the graveyard shift.

2012 Accomplishments:

The following lists some of the main accomplishments of 2012:

- a) As of October 28, 2012, **513** incident reports have been generated versus **393** at the same time in 2011, a **30.5% increase**. The Department has investigated and completed **108** accident reports as of October 28, 2012 versus **99** at the same time last year, a **9% increase**.
- b) Officers to date logged **478 hours** of training and received **\$3800** training reimbursement from Peace Officers Standards Training Board.
- c) Received (2) High Visibility Impaired Driving Enforcement (HVIDE) grant for a total of **\$8,650** from the Colorado Department of Transportation.
- d) Increase in alcohol related arrests **35** vs. **16** DUI arrests during the same time period in 2011, a **74.5 % increase**.
- e) The Department has continued the responsibility of managing Sex Offenders Registrations for sex offenders living within the Town limits.
- f) Detective Maxwell was instrumental in finding additional evidence that contributed to charging a cold case homicide that occurred in October 1988 in Pagosa Springs.

2013 Goals:

The primary goal for 2013 is to maintain and/or increase our level of service within the parameters of the department's budget. Maintain services provided by the Archuleta Combined Dispatch without additional service fees. Additional goals are as follows:

- a) Evaluate and analyze current policy and procedures. Continue to develop written documentation for training, crisis management, and compliance with CBI directives.
- b) Provide continuing education and advanced training for officers.
- c) Implement and beta test the new Records Management System.
- d) Obtain DUI enforcement grant funding for 2013.
- e) Backfill open position(s)

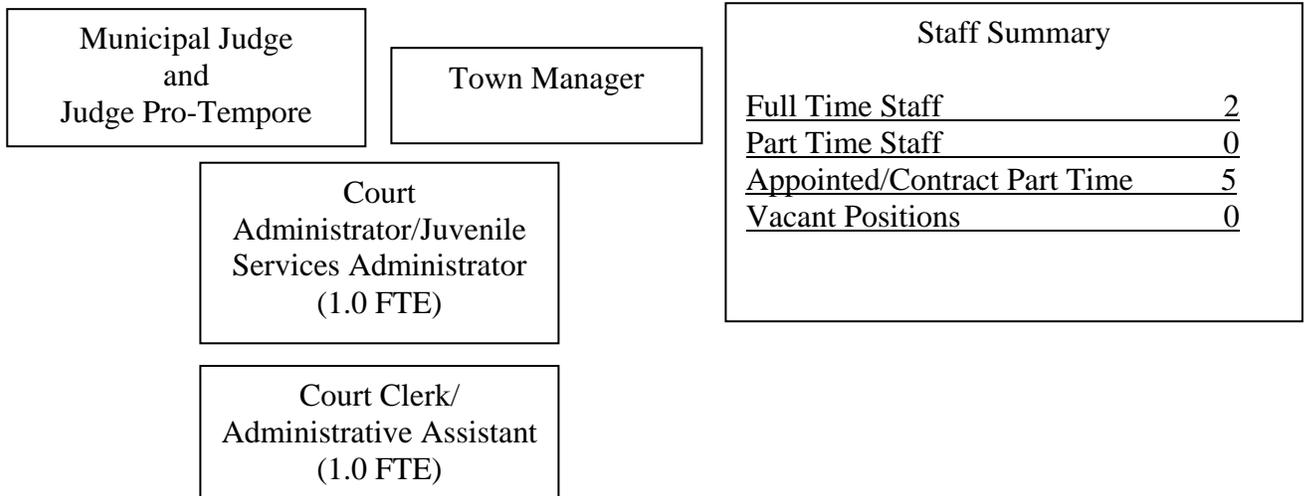
MUNICIPAL COURT DEPARTMENT

Description

The Pagosa Springs Municipal Court maintains an independent judiciary to dispense justice fairly and quickly. Municipal Court adjudicates adults and juveniles for status, petty, and misdemeanor offenses occurring within the Town’s corporate boundaries. Municipal Court adjudicates additional violations of the Municipal Code including, but not limited to, traffic, nuisance, building, sign, and land use violations. Municipal Court holds juvenile offenders accountable to the community, for their criminal behavior, by using pre-sentence staffings, creative sentencing, and by taking the time necessary to make a positive difference in their lives.

Core Services

Municipal Court is held once per week to conduct arraignments, financial hearings, dispositional hearings, trials, sentencings, et.al. The Court/Juvenile Services Administrator provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths’ homes. The Juvenile Services Administrator performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court and assigns community service to youth and adults adjudicated by the Court. The Court Administrator and Court Clerk, when required, do pre-sentence investigations by interviewing offenders, researching the National and Colorado Crime Information Centers (NCIC/CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 25-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for approximately 30 years. Youth who are found guilty or enter a plea of guilty, for their first criminal offense, are ordered to appear with their families for this pre-sentence staffing. The Court Clerk serves as the Victim Witness Coordinator who issues subpoenas to victims and witnesses and prepares, sends, and receives Victim Impact Statements. The Court contracts with a local counselor to offer quarterly drug and alcohol educational programs to youth adjudicated by the Court. As part of Municipal Court’s evaluation process, the Juvenile Services Administrator and Court Clerk administer pre-tests and post-tests to youth adjudicated by the Court. The JSA completes recidivism measures for all youth who have exited the Juvenile Services Program six and twelve months after exit. This data is analyzed to produce statistical results for Municipal Court. Municipal Court tracks delinquency, substance abuse, and recidivism with the evaluation.



2012 Accomplishments

- To date, Municipal Court has conducted six (6) Community Youth Task Force Meetings which staffed nineteen (19) unduplicated youth and their families.
- To date, there is a 33% increase in adult filings into Municipal Court compared to this time in 2011. Juvenile filings have increased by 8% compared to this time last year.
- In response to the growing concern regarding the substance abuse by the youth of Pagosa Springs, Municipal Court initiated the Juvenile Accountability Court (JAC). The first session of JAC was convened on November 17, 2011. The purpose of this program is to prevent long-term drug and alcohol abuse through intensive therapeutic education. The Juvenile Accountability Court team includes the Municipal Judge, the Juvenile Services Administrator, the youths' treatment providers, and staff from the School District.
- Municipal Court has referred twenty (20) youth, and their families, to Juvenile Accountability Court and the programs which support Juvenile Accountability Court.
- Municipal Court is cooperating with local law enforcement agencies and Consolidated Emergency Communications (dispatch) to successfully deploy an improved Records Management System (RMS). It was expected, by contract, that ID Networks would design a Municipal Court module to integrate with the RMS. At this time, it is anticipated that ID Networks will not be able to provide the court module. (See 2013 Goals)

2013 Goals

- Municipal Court staff is soliciting operational and cost information on several Municipal Court modules. Upon deployment of law enforcement's new Records Management System, it will be necessary for Municipal Court to have a court module operational as quickly as possible.
- Municipal Court would like to provide additional Court dates to accommodate the youth and families participating in Juvenile Accountability Court.
- Municipal Court hopes to acquire a local source to compile the data collected on youth entering the Municipal Court system. Community for Recovery, a local non-profit organization, is soliciting funding to hire a statistician to perform data compilation and program evaluation for Municipal Court and Archuleta County Accountability Court.
- Municipal Court staff would like to acquire training to gain continuing education in Court Management and Positive Youth Development.
- Municipal Court staff will continue researching the possibility of acquiring Court security. To date, no appropriate grants have been identified that support local government efforts to enhance security.
- Municipal Court staff will cooperate with all Town efforts to acquire a Staff Attorney/Town Prosecutor. The Court's current contract funding for prosecutorial services jeopardizes agency capacity by not allowing a prosecutor to be available to conduct Court business as often as necessary.
- Municipal Court staff will maintain the viability and capacity of the department by sustaining partnerships with existing organizations and individuals to ensure Court activities and programs continue to operate with efficiency, productivity, and success.

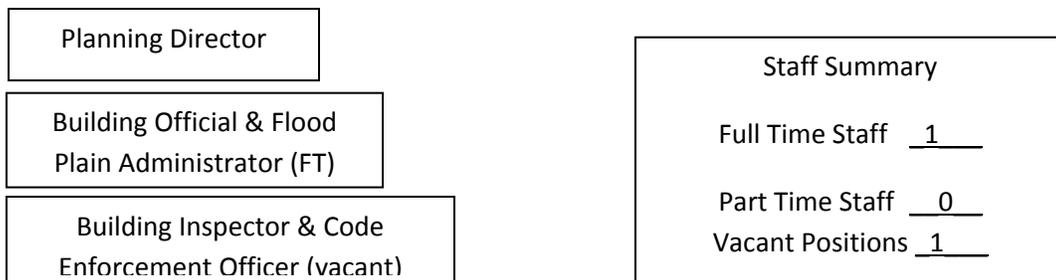
Department of Building Safety

Description:

The department is charged with the enforcement of the building codes which are adopted by the Town to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to firefighters and emergency responders during emergency operations.

Core Services:

The Building Department's primary function is to ensure buildings are safely designed and constructed for the citizens and visitors of Pagosa Springs. This is achieved through providing ongoing building safety education to citizens, designers, and contractors through the plan review, permitting and inspection processes for the construction and renovation of residential and commercial buildings. The department also provides property maintenance and sign, code enforcement, and permitting, as well as flood plain management and business licensing. The department provides co-operational support to the following, but not limited to, entities: PAWSD, Pagosa Springs Fire Protection District, Archuleta County and all other Town of Pagosa Springs Departments. The Building Department Official performs the following: Building Official, Fire Code Official, Plans Examiner, Commercial and Residential Inspections, Flood Plain Administrator, Code Enforcement Officer, Town Sign Code Administer and Business License Inspections.



2012 Accomplishments:

The building official has received training and obtained Fire Code Certification through the International Code Council.

The Flood Plain Administrator has attended training by the Federal and State Flood Plain Administration; and by instituting that information, together with networking with other State

Flood Plain Administrators, has endeavored to ensure that the Town's flood plain standards are up to state standards.

The building department has reached out to build good relationships with the Archuleta County Builders Committee, and the Archuleta County building inspector, in order to develop standard conformance across the board between the County and the Town for building guidelines and construction standards, and a uniform permitting procedure.

We have begun working with the new City Works program in developing it for the building department's use, which will enable permitting and inspections to be recorded expeditiously, making it more user friendly as it develops.

The Department of Building Safety has reached out to build good friendly working relationships with the County Building Inspector and the Pagosa Springs Fire Marshall, in order to insure more timely efficient service for the community.

2013 Goals:

To build close conformance between the Town and the County building departments.

Utilize, develop and refine the City Works program to provide transparency to all departments.

Continue to work with the Archuleta County Builder's Committee, Pagosa Fire Department.

Pick up signage and code enforcement as it may have been lacking in the absence of a code enforcement officer the first half of the year.

Develop an Intergovernmental Agreement between the Town and Archuleta County to combine resources to best fit the community and the building industry.

Keep up with building codes through continuing education, disseminating this information to local builders.

Continue to network with Town, County and State Departments, in order to provide due diligence for public safety.

Foster an approachable department for local residents, builders, designers, architects, engineers, and developers, to encourage community growth.

PLANNING DEPARTMENT

Description:

The town planning department’s primary responsibility is providing direction to applicants and reviewing projects for compliance with town codes and policies. Additionally, the planning department works to fulfill the following: provide technical assistance to other departments; implement the adopted Comprehensive Plan, Downtown Master Plan, Regional Parks, Recreation, Open Space & Trails Master Plan and the Town to Pagosa Lakes Trail Master Plan; grant writing; ordinance development and drafting; code enforcement assistance; customer service; and staffing to Town Council, Planning Commission and Historic Preservation Board.

Core Services:

The primary responsibility of this department is the administration of the town’s adopted Land Use & Development Code. The department also provides staff to the Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board. Additional service provided is the development of long range land use planning, including administering the relevant sections of the comprehensive plan and downtown master plan and other long range planning initiatives as directed by town commissions and the Council.

Town Manager	Staff Summary
Director of Planning (FT)	
Associate Planner (Vacant)	
	Full Time Staff <u>1</u>
	Part Time Staff <u>0</u>
	Vacant Positions <u>1</u>

2012 Accomplishments:

Long Range Planning

- a) Completed a large GOCO River Corridor Improvement Grant Application for River Corridor Improvements. Though not awarded a grant, the planning process was extensive and very beneficial in identifying potential river corridor recreational improvements and estimated costs for future considerations. Also, the work put into the grant application, will be re-used when applying for future identified grant opportunities.

- b) Coordinated the design and construction of the sidewalk improvement along the south side 100 block of the Pagosa Street, and the new Pedestrian Crossing improvement at the intersection of 2nd Street and Pagosa Street. Directed installation of electrical infrastructure to accommodate additional future street lighting improvements.

- c) Successfully applied for and was awarded a \$200,000 State Trails Grant for a portion of construction costs for the West Phase of the Town to Pagosa Lakes Trail project. Additionally, successful with requesting and receiving a \$45,000 commitment from PLPOA and awarded \$200,000 in County PROST funds for a portion of the trail construction. Coordinated and worked with Archuleta County and CDOT for re-scoping previous county awarded funds to be applied to the west phase.

- d) Worked with CDOT to secure equipment installation commitments (to cover cost of installation of town supplied equipment) for all future pedestrian crossing improvements downtown and associated with future trail projects. This includes the current joint effort with CDOT to improve the two Downtown mid block pedestrian crossings.

- e) Coordinated the selection of a Design and Engineering firm for the 8th Street Sidewalk project Worked closely with CDOT in the staging of the project in preparation for moving forward with design and construction. Staff has also contacted adjoining property owners for preliminary trail / sidewalk easements.

- f) Processed the Wal-Mart development applications, requiring the coordination of many legal aspects of the application, public hearing scheduling, extra-detailed record keeping, preparation of Appeal process, ect...
- g) Began the City Works permitting and asset management program process with PAWSD and Archuleta County. Implementation of the web based software program is expected in early 2013.
- h) Continued the Coordination of the preliminary design & engineering, cost estimating, environmental assessments and Army Corps of Engineers application submissions for the proposed river walk extension and the new 6th Street pedestrian bridge.
- i) Directed the submittal of a 2012 State Trails Gant for the construction of the 900 lineal foot extension of the river walk trail, leading up to the new 6th Street pedestrian bridge. Award notices expected in April 2013.
- j) Served as the Town special projects manager for the Lewis Street Re- Construction Project, working with the Town Streets dept, property owners, Davis Engineering and TC Pipeline to ensure a timely and quality project.
- k) Point person for the joint Town, County and PGA Geothermal Aquifer Assessment project. Coordinated and negotiated well owner agreements for installing well monitoring devices for continued monitoring of temperatures and pressures to populate an ongoing database for long term geothermal aquifer monitoring.

Current Planning

- a) Preparing to move the 8th Street Sidewalk and East Phase of the Town to Lakes Trails Project through design/engineering and the federal uniform act processes in preparation for construction in 2013.
- b) Coordinating the west phase of the Town to Pagosa Lakes Trail Project with Archuleta County, since they were awarded a CDOT enhancement grant for portion of this phase. Preparing to proceed with design and engineering services and proceeding with the Uniform Act for trail easements for 2013 construction.
- c) Preparing the river walk extension and pedestrian bridge to be shovel ready for the anticipated 2013 State Trails Grant award.
- d) Developing a strong working relationship with the County Building department in an effort to provide as much consistency between to two governmental building permit processes as possible.
- e) Finalizing Lewis Street construction project for this construction season and preparing punch list for completion in the spring of 2013.

2013 Planning Department Goals:

- a) Continue the Town to Pagosa Lakes Trails project planning and preparations for connecting downtown to uptown including: easement negotiations, pursue additional grant funding, coordinate preparation of design/construction of the second segment of west phase and continue to indentify opportunities for the full trail connection between uptown and downtown. Coordinate trail connections with PLPOA long range trail plans.
- b) Continue the design and engineering for the 6th Street pedestrian bridge in preparation for identifying a grant for constructing and installing the bridge.

- c) Continue to provide exceptional customer service in a positive "business friendly" office environment by ensuring the necessary information and direction for development applications, business license applications, sign permits, ect., is concise and understandable.
- d) Coordinate an update to the 2006 Comprehensive Plan with revisions developed through open community public input work sessions. This item was included in the planning departments 2012 goals, however, with continued staff shortages and the Wal-Mart application we were unable to initiate this effort in 2012.
- e) Continue to serve on the TTC Way Finding sub-committee to identify opportunities to implement the adopted "Streetscape, Furnishings and Signage Plan", and incorporating ideas from the Downtown Colorado Inc recommendations.
- f) Work with the Town Manager, Building Maintenance Director and Streets Superintendent for the consideration of a energy savings analysis/audit that would include a LED light change out program that will not cost the town additional annual funds and will provide a complete return on investment within a couple of years, resulting in large energy cost savings for many future years.
- g) Work with the Historic Preservation Board to implement strategies to draw more attention and tourists to Pagosa Springs Heritage and the Downtown Historic District including;
- ~ Complete the installation of all "Historic Property Designation Plaques"
 - ~ Producing 8 additional Historic Property Designation Plaques.
 - ~ Solicit additional Activities & Events for the Historic Preservation Month of May.
 - ~ Coordinate historic preservation presentations regarding the benefits to be presented to all governmental boards, community organizations and general public.
- h) Coordinate the design, engineering services and property owner arrangements and agreements for the continuation of the Pagosa Street sidewalk improvement project during the 2012-13 winter in preparation for 2013 construction. In addition, preparations will begin for the sidewalks along the downtown city market complex that will connect with the new lighted intersection project.
- i) Continue to develop a good working relationship with CDOT staff.
Work closely with CDOT for staging the McCabe Creek Culvert replacement project.
- j) Continue to identify potential grants for proposed town projects.
- k) Complete the property donation and transfer of the Odd Fellows Cemetery to the Town.
- l) Preparation of the CITY WORKS permitting and asset management program to be implemented in 2013.
- m) Finalize design/engineering and uniform act requirements for the Majestic Drive CMAQ Paving project in preparation for construction in 2013.

2012 Budget request explanations:

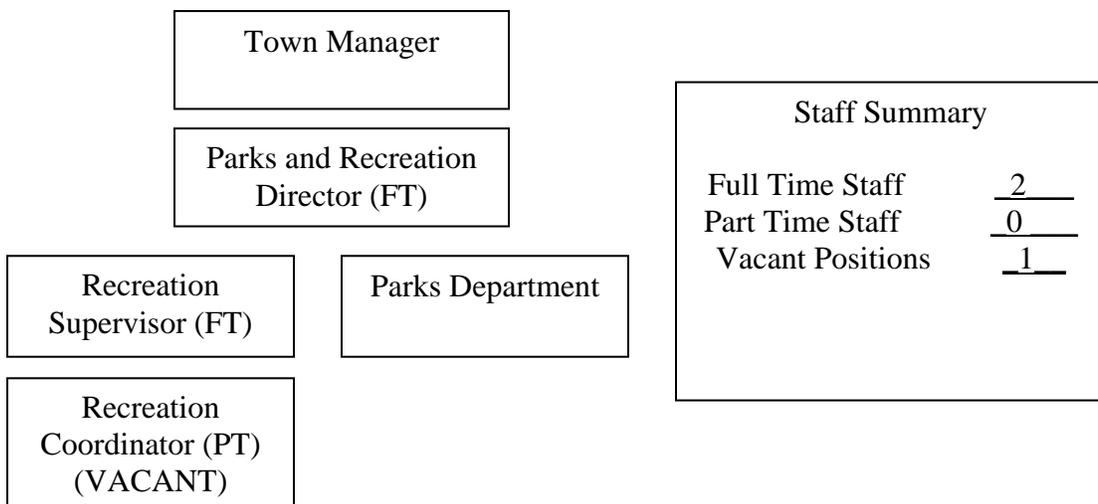
- 10-46-208: Historic Preservation Board, \$3,500:
Approximated use of funds; \$1,700 Historic Landmark Plaques,
\$1,800 HPB attendance at Saving Places Conference.
- 10-46-210: Copy Expense, \$2,500:
Additional expenses anticipated with Comp Plan revision.
- 10-46-212: Fuel/Mileage/Vehicle Maintenance, \$2,250.
Vehicle maintenance was paid from facilities maintenance budget in the past, and
is now budgeted from the Building/Planning Department.
- 51-77-431: McCabe Creek Culvert, \$20,000:
Undetermined Expenses are expected during the staging of the McCabe Creek
Culvert project.
- 51-77-465: 8th Street Sidewalk, \$298,296:
\$238,296 is awarded Transportation Enhancement Funds.
\$60,000 town matching funds.
- 51-77-472: Main Street Sidewalk Improvement, \$144,000:
Capitol sidewalk and street lighting improvement between 3rd St and 2nd St
along the south side of Pagosa Street.
- 51-77-447: Majestic Drive Paving (CMAQ), \$638,000:
\$385,000 (up to) awarded CMAQ funding and \$253,000 town matching funds,
for the 2000 lineal foot portion of Majestic from the west pavement end through
the JJ Junction intersection.
- 51-46-450: City Works Programs, \$26,000:
The City Works permitting program will provide a community wide uniform
format for submitting land use development applications (Identified through the
Joint Planning Commission work sessions as a means to better serve our
community). The City Works asset management program is a means to keep
track of the Towns assets, repairs conducted, code enforcement and more.
- 51-77-631: Town to Pagosa Lakes Trail, 1st segment of west phase, \$625,000:
Revenue offsets for the project expenses include:
Archuleta County: \$200,000 from PROST
 \$125,000 County awarded CDOT transportation Enhancement funds
 \$25,000 County Enhancement Matching
PLPOA: \$45,000 towards construction of trail between Village Dr and Hwy 160.
State Trails Grant: \$200,000 awarded.
Town: \$30,000 budgeted for Uniform Act and preliminary engineering.
Town Planning staff will serve as the project manager.
- 51-77-634: River Walk Improvements, \$220,000:
Staff submitted a \$120,000 state trails grant application for the 900 foot river walk
extension. Award notification is expected in April 2013.
- 51-46-441: Annexations \$5,000.
This would allow staff to cover costs associated with the continuation of
annexations along Hwy 160.
- 51-77-459: Wayfinding Signs \$25,000
The TTC hopes to also secure \$30,000 towards new wayfinding signs to be
constructed in 2013.

RECREATION DEPARTMENT

Description: The recreation department provides and directs comprehensive recreation programs for the youth and adults in the community. The department also coordinates with other government agencies to identify opportunities to provide additional recreation planning and facilities, and reviews programs, policies, equipment, facilities, and events to ensure that the public’s recreation needs are being met.

The department reports to the Town Manger and recommends and implements changes when appropriate to improve services and facilities. The department includes 2 full-time employees and 15-20 seasonal, part-time employees (referees, umpires, instructors, etc.).

Core Services: The department administers 10 programs: youth basketball, adult basketball, baseball, adult softball, tee ball, youth soccer, youth volleyball, youth tennis, Hooked on Fishing, and the “Pick-up Pagosa Country” anti-litter campaign. The administration of these programs includes the provision of equipment, instruction, team uniforms, game officials, awards, first aid, criminal background checks for volunteers, coaches and officials, and weekly news articles and press releases.



2012 Accomplishments:

Though a couple of youth programs saw slightly fewer participants this year, overall program participation this year grew by 7.25 percent over last year in the youth category and was up 11.5 percent in the adult category. These figures are fairly consistent with the average of approximately 10-percent growth over the past six years. Business sponsorships, however, were at a record low this year.

The department will come in under budget for the seventh consecutive year, and revenues for this year (except for sponsor-based contributions) should be on par with last year’s totals. As noted in previous years, the department has eliminated the part-time “recreation coordinator” position indefinitely. The need for this position will continue to be evaluated annually.

Through the attainment of a Great Outdoors Colorado (GOCO) grant last year, the department coordinated the construction of permanent, solar-powered restrooms at Yamaguchi Park.

In addition, the department has once again secured facility use agreements with the school district, PLPOA and Wyndham resorts, and oversaw additions to the skate park and further renovations to the high school baseball complex.

2013 Goals:

The department would like to finish the remaining, major aspects of Yamaguchi Park, including bleacher seating, a scoreboard for the ball field and refinements to the existing and uncompleted landscaping.

Based on the continued direction and support from Town Council, the department will continue to efficiently provide and market ample recreation opportunities for adults and youth in a cost-effective manner, and will identify grant opportunities which can be evaluated and pursued in order to meet the growing demand for quality programs and facilities.

The department will also continue to engage the school district and Archuleta County regarding opportunities to offset the Town's cost of providing most of the community's organized recreation programs.

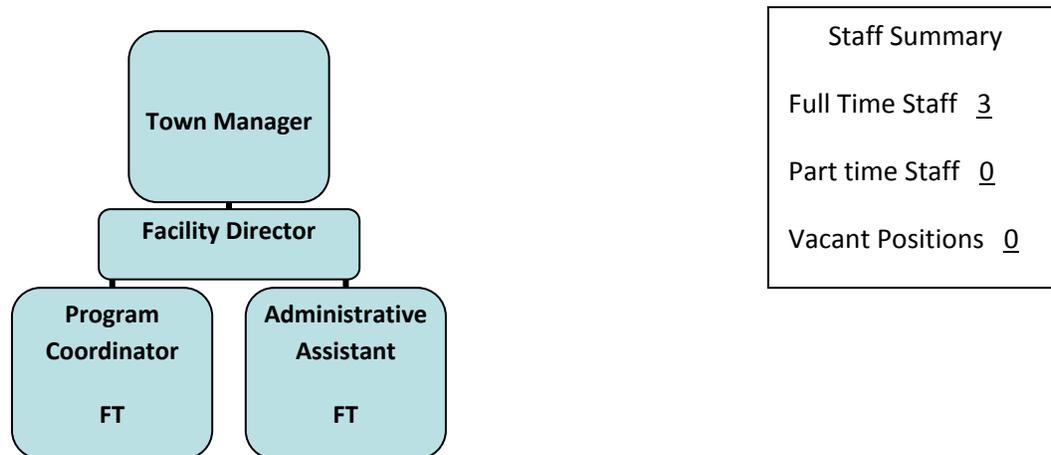
COMMUNITY CENTER DEPARTMENT

Description:

This department works to provide affordable services and space for all ages and diverse groups to gather for social, sports, civic, art and culture, educational, business and faith-based activities. This department creates and coordinates activities for the benefit of the entire community.

Core Services:

Daily operations of this department include scheduling reservations for room rentals, facilitating community events, workshops, classes, and programs held in the center, as well coordinating, advertising and hosting several community events.



2012 Accomplishments:

We purchased 22 new plastic tables for the multi-purpose room, which allowed us to get rid of the heavy wooden tables that use to be in there. We sold and donated the high top bar table and free standing art tables to the school district which cleaned up the appearance of the arts and crafts room; to make it more presentable to the public for meetings and events. We changed the pricing for setup in the multi-purpose room to half price; to accommodate more groups and allow them flexible pricing to encourage that their events return to the center in 2013. We upgraded the PA system with four new wireless microphones and a portable microphone system that can be moved freely throughout the building. We had several successful community center sponsored events this year. We have also began to market to a younger market to ensure that people are aware that the community center and the senior center are two separate entities.

Goals 2013:

We will continue to market the community center to encourage more events and group rentals of the facility. We will complete the details with the parks and recreation department to help them with their event calendar and are expecting this to be fully functional in the spring. We are also planning; with the help of the parks and recreation department to run some kids programs at the center in the summer of 2013. A focus for next year is to increase the community groups and participation at the center.

STREETS DEPARTMENT

Description:

The streets department provides year round service, construction and maintenance of all Town streets, signs and lighting, also service to the cemetery, parks & trail preservation, and maintenance of drainage and sidewalks. This department also assists other staff, when needed, with the town geothermal system and sanitation district.

Core Services:

- Maintaining all streets by filling pot holes and cracks, replacing asphalt where needed.
- Grading and applying additional base to gravel roads or chemical for dust control.
- Keeping lighting, signs and drainage in good condition.
- Plowing snow from all roads, alleys, streets, sidewalks and parking areas in the Town.
- Repairing and replacing cracked or broken Town sidewalks.
- Participating in special events and town functions as traffic control and fireworks team. Responsible for organization and participation of Town wide clean up weeks.
- General cemetery care and road maintenance, location and sale of plots.
- Geothermal service of leaks, temperature, and proper function.
- Service and maintenance to department vehicles and equipment, and organization and maintenance of Town shop property.
- Installation of banners, flags, and signs for special events in the Town.
- Coordinating with engineers, contractors and sub-contractors on capital projects.

Town Manager	Staff Summary Full Time Staff <u>4</u> Part Time Staff <u>0</u> Vacant Positions <u>0</u>
Streets Superintendent (1FTE)	
Equipment Operator/Maintenance (3 FTE)	

2012 Accomplishments:

In 2012 the streets department kept up with and fulfilled all daily duties, including street paving & patching, sign maintenance & installation, drainage, culvert cleaning, and public safety. The Department completed gravel installation on Piedra Estates at Majestic. The Lewis Street reconstruction project is close to complete. The repaving of Piedra Street has been delayed due to financial restrictions and the Town Council's desire to install sidewalks on this street. Drainage across Trinity Lane was completed in hopes of saving the asphalt. Gravel was applied to the Reservoir Hill road, drainage ditches were cleaned and trees removed. During the summer all drainage and other street duties were accomplished including the painting of crosswalks. The streets department worked with the geothermal department to complete upgrades needed in the geothermal system.

2013 Goals:

The departments 2013 goals include continuing to maintain a high level of service to the Town for the maintenance and upkeep of the town's roadway system. The department will continue its cooperation with other departments and work to coordinate special projects as needed. The department will work with other town staff and engineering to coordinate capital improvements for 2013 according to the Capital Improvement Plan. Crack filling will be a high priority due to deteriorating roadways; including S 10th Street and S 8th Street from Apache to the high school. The department will also assist with the extension of the Town's trail system and Reservoir Hill park projects. The streets department will be working closely with the sanitation district upgrading and maintaining the collection system and assisting with the new pipeline and eventual decommissioning of the lagoons.

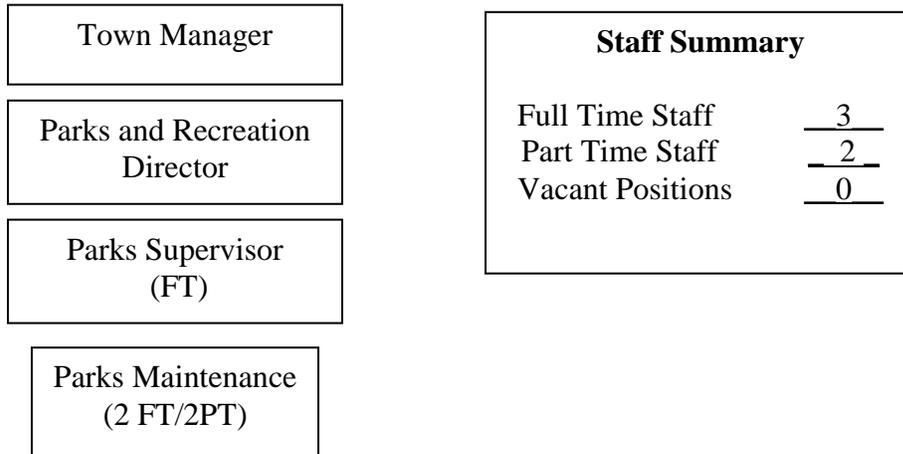
PARKS DEPARTMENT

Description:

This department maintains all existing park facilities within the town’s corporate boundaries and the grounds surrounding all town buildings. This department’s daily work includes coordinating with other town departments, other governmental entities and agencies, and individuals to monitor and maintain all park grounds and facilities for safety, aesthetics, ecological health, and compliance with governmental guidelines. The department performs needed upgrades and maintenance operations.

Core Services:

Maintain all public grounds in the Town. Monitors and maintains the safety and aesthetic values of all Town grounds; ensures the maximum availability of Town facilities for visitors and residents alike; administers parks reservations for special events, and acts as Town liaison with parks users; coordinates with Recreation Department on field maintenance and scheduling; develops and plans new parks facilities and improves existing parks spaces; serves as horticultural consultants to the public and coordinates community-service horticultural projects; conducts snow-removal operations coordinated by the Streets Department; operates and maintains the ice-rink, skate park, and all other parks amenities; and monitors and maintains mitigation areas including the town’s conservation easement.



2012 Accomplishments:

Many improvements and special events take place in Pagosa’s parks in 2012. Yamaguchi Park becomes an increasingly active location for visitors and residents. The skate park continues to host growing numbers of users, and is expanded to incorporate a wall that names the park’s donors on inset plaques. The restrooms are finished, functional and very popular. A new whitewater feature, completed at the end of February provides more entertainment for the river-running community at high water and a busy swimming hole at lower water. The turf continues to establish and many trees are added, most of which are donations from citizens’ groups. A new six-place swing set is being used every day, and the playground will soon feature a sun shade like the one in South Pagosa Park, thanks to the efforts of a group of parents. The turf on the softball field sees extensive work and its improvement is obvious. A new 200 amp electrical service at the backstop allows a Fourth of July concert to take place in the infield. The dugouts have their benches and roofs in place. Town Park also sports a new swing set, as well as security cameras covering the area around the gazebo which has been the scene of vandalism. Security cameras are also placed at the Yamaguchi Park bathrooms. Reservoir Hill is treated twice with prophylactic insecticides, and the most critically overgrown section of the hill undergoes a major thinning, funded in part by a grant from the Colorado State Forest Service. Another grant, from the Colorado Department of Parks and Wildlife, funds work to rehabilitate habitat improvements for fish and river access for fishermen created under the first Fishing is Fun Grant received by the Town in 1994.

Dredging the ponds at the River Center takes place under the Fishing is Fun Grant, which also includes work from the Centennial Park reach downstream through Yamaguchi Park. A dozen new recycled-plastic picnic tables are deployed in the parks, as are new trash receptacles and park benches, and new bicycle racks are placed in key locations. Negotiations with FolkWest and other event producers yield an agreement with the Town to implement an admissions fee policy. It formalizes a process under which a percentage of revenues from large events held at Town venues will be remitted to the Town to offset operations and maintenance costs resulting from the hosting of those events. 2012 was another busy and successful year for the Parks Department.

2013 Goals:

As the diversion in Centennial Park for the geothermal system comes on line, the irrigation of that area with raw water will make it the last of the Town's parks adjacent to the river to convert from potable-water irrigation. The development of a system of raw water irrigation for South Pagosa Park will begin. New whitewater features in the Yamaguchi Park reach and above Cotton Hole are planned. The Yamaguchi park softball field will host its first league softball games. The events calendar will be managed by Community Center staff, allowing Parks Department staff to devote more time to the continuing beautification of our Community, which will include improved landscaping of the gateway signs.

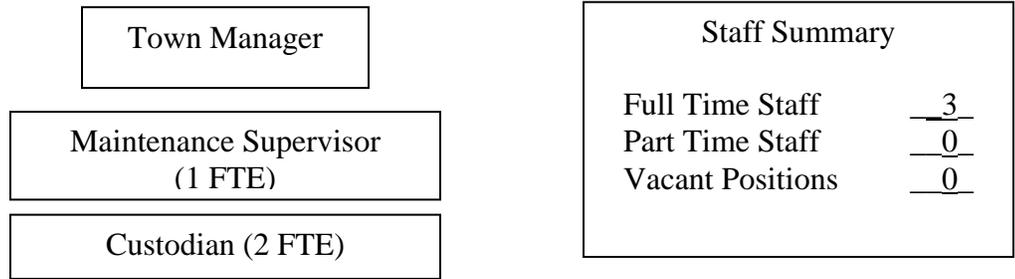
FACILITIES MAINTENANCE DEPARTMENT

Description:

The maintenance department performs a variety of facility and building maintenance and preventative maintenance duties for the Town’s buildings and facilities. Work performed includes skilled and semi-skilled carpentry, electrical, plumbing, and mechanical duties.

Core Services:

This department’s main duty is to provide preventative maintenance and repair, when needed, Town facilities, equipment and buildings by performing a variety of skilled and semi-skilled work. These duties also include investigating maintenance complaints; performing building safety inspections, and ensuring compliance with proper work methods and CIRSA recommendations. The maintenance department works closely with all other departments and is available to assist when necessary. This department also maintains records of completed maintenance and repair work and responds to requests for emergency repairs. The staff orders supplies and maintains an inventory of parts, schedules, directs and participates in remodeling of facilities. During the winter season, this department is responsible for removing snow from both the Town Hall and Community Center parking lots and walkways. This department also assists with the functions of the community center by moving furniture within and between buildings; sets up rooms and meeting spaces, assists in the set-up and take-down of necessary equipment used in events at the Community Center and is in charge of custodian services in the Town Hall and Community Center. This department also coordinates and directs the Town’s 4th of July fireworks presentation.



2012 Accomplishments: This department strives to continue the overall upkeep of the Town Hall and the Community Center.

One new accomplishment is that I am now working in Geothermal Department.

2013 Goals:

In 2013, the department plans to continue its efficient maintenance program for the town facilities and continue to respond to facility emergencies/failures as well as conduct preventative maintenance. Also, assist and share the responsibilities in the Geothermal Department.

LODGER’S TAX FUND (TOWN TOURISM COMMITTEE DEPARTMENT)

Description:

The Town Tourism Committee’s overall goals and objectives unify around bringing tourists to Pagosa Springs. The Town Tourism Committee is focused on increasing overnight stays, increasing overall tourism traffic to Pagosa Springs and improving local amenities to encourage repeat visitation from tourists. The Committee consists of 11 Board members and one staff person.

Core Services:

- a) Promote Pagosa Springs as a tourism destination through the following:
 - a. Promote Pagosa Springs as a tourism destination through print and online marketing efforts
 - b. Continue to drive interest in Pagosa Springs through Social Media efforts, including Pagosa Springs facebook page, twitter, youtube and trip advisor
 - c. Fund and work with area event organizers to create events that will attract tourists to Pagosa and also provide them something to do while in town
 - d. Work with Town to implement Wayfinding and Signage Plan and other capital improvement projects as needed

- b) Work with community to improve the experience that Pagosa Springs offers tourists

Town Manager
Town Tourism Committee Executive Director (FT)

2012 Staff Summary	
Full Time Staff	<u>1</u>
Part Time Staff	<u>1/4</u>
Vacant Positions	<u>1</u>
Board Members	<u>10</u>

2012 Accomplishments:

- a) Integrated with Internet Honey solution to track all marketing efforts throughout the lead lifecycle
- b) Continued implementation of Wayfinding & Signage Plan by replacing trailhead signs and enhanced gateway entrance signs
- c) Partnered with Lodging Association to add new booking engine to website, mobile and facebook; 23 properties represented on booking engine; currently adding activities to booking engine
- d) Continued to enhance www.visitpagosasprings.com with additional trip-planning features and related content
- e) Distributed rack cards and posters with QR codes linking to key information for tourists; continue to add ways to get information to tourists in whatever way they are seeking to receive it
- f) Completed phase I of Lodging Tax Compliance program, which generated \$2,833 additional tax revenue in 2012

- g) Raised funds for fireworks by hosting circus and with assistance of local event organizer, held 1st annual event which will eventually lead to additional fundraising; plans to work with Community Center staff in 2013 for ongoing fundraising efforts
- h) Continued to see growth in lodger's tax and overall leads through marketing efforts

2012 Measurements:

- a) Currently, 2012 lodgers tax shows an increase of 5.73% versus 2011 (\$17,597.13), a 13% increase over 2009 (\$39,742) and a 23% increase over 2008 (\$62,321).
- b) E-newsletter database has grown in excess of 57,000 subscribers, annual requests for visitor guides is approximately 30,000, social marketing efforts continue to grow and allow us to reach a larger audience
- c) Website traffic is extremely strong, with 102,207 unique visitors between 1/1/2012 and 11/1/2012; 1,159,845 page views, average 7.8 pages viewed per session, average 4:35 minutes spent on site, and an extremely low 20.61% bounce rate

2013 Goals:

- a) Determine 3-5 year strategy for TTC and establish budget priorities accordingly
- b) Continue implementation of Wayfinding & Signage Plan
- c) Continue to see growth in lodger's tax and overall leads through increased marketing efforts
- d) Continue to add new ways to provide information for tourists where they are looking, launch phone apps and digital magazine for tablets in 2013
- e) Further develop partnership with Lodging Association by adding new features on booking engine, develop lead program for groups / meetings with website enhancements and new marketing efforts
- f) Continue Lodging Tax Compliance program
- g) Work with Community Center to hold events to assist in fundraising efforts for fireworks
- h) Continue to monitor and track all marketing efforts and overall performance metrics to maximize effectiveness

2013 Measurements:

- a) Increase lodgers tax revenue by at least 4.5% over 2012, or \$20,000
- b) New dashboard will be developed through Internet Honey based on 2013 marketing strategy to track effectiveness, based on goals set for website traffic, leads generated, social media interaction, etc.
- c) Enhance targeted email marketing through Internet Honey based on website interaction with tracking capabilities to show results of moving leads through lifecycle to conversion
- d) As a committee, continue to be proactive in reaching tourists and staying on top of important marketing trends

Addendum C

Debt Service

Pagosa Springs - Combined Amortization

Nominal Annual Rate 3.570%

	Date	Payment	Interest	Principal	Balance	Purchase Option Price
Loan	7/8/2011				\$ 2,155,207.38	
1	1/1/2012	\$ 205,906.73	\$ 37,829.28	\$ 168,077.45	\$ 1,987,129.93	N/A
2	7/1/2012	\$ 205,906.73	\$ 35,470.27	\$ 170,436.46	\$ 1,816,693.47	N/A
3	1/1/2013	\$ 205,906.73	\$ 32,427.98	\$ 173,478.75	\$ 1,643,214.72	N/A
4	7/1/2013	\$ 205,906.73	\$ 29,331.39	\$ 176,575.34	\$ 1,466,639.38	N/A
5	1/1/2014	\$ 205,906.73	\$ 26,179.52	\$ 179,727.21	\$ 1,286,912.17	N/A
6	7/1/2014	205,906.73	\$ 22,971.34	\$ 182,935.39	\$ 1,103,976.78	N/A
7	1/1/2015	\$ 89,816.53	\$ 19,705.99	\$ 70,110.54	\$ 1,033,866.24	\$ 1,044,204.90
8	7/1/2015	\$ 89,816.53	\$ 18,454.51	\$ 71,362.02	\$ 962,504.22	\$ 972,129.26
9	1/1/2016	\$ 89,816.53	\$ 17,180.70	\$ 72,635.83	\$ 889,868.39	\$ 898,767.07
10	7/1/2016	\$ 89,816.53	\$ 15,884.15	\$ 73,932.38	\$ 815,936.01	\$ 824,095.37
11	1/1/2017	\$ 89,816.53	\$ 14,564.46	\$ 75,252.07	\$ 740,683.94	\$ 748,090.78
12	7/1/2017	\$ 89,816.53	\$ 13,221.21	\$ 76,595.32	\$ 664,088.62	\$ 670,729.51
13	1/1/2018	\$ 89,816.53	\$ 11,853.98	\$ 77,962.55	\$ 586,126.07	\$ 591,987.33
14	7/1/2018	\$ 89,816.53	\$ 10,462.35	\$ 79,354.18	\$ 506,771.89	\$ 511,839.61
15	1/1/2019	\$ 89,816.53	\$ 9,045.88	\$ 80,770.65	\$ 426,001.24	\$ 430,261.25
16	7/1/2019	\$ 89,816.53	\$ 7,604.12	\$ 82,212.41	\$ 343,788.83	\$ 347,226.72
17	1/1/2020	\$ 89,816.53	\$ 6,136.63	\$ 83,679.90	\$ 260,108.93	\$ 262,710.02
18	7/1/2020	\$ 89,816.53	\$ 4,642.94	\$ 85,173.59	\$ 174,935.34	\$ 176,684.69
19	1/1/2021	\$ 89,816.53	\$ 3,122.60	\$ 86,693.93	\$ 88,241.41	\$ 89,123.82
20	7/1/2021	\$ 89,816.53	\$ 1,575.12	\$ 88,241.41	\$	
Totals		\$2,492,871.80	\$337,664.42	\$ 2,155,207.38		

Wells Fargo Equipment Finance, Inc.
 733 Marquette Avenue
 MAC: N9306-070
 Minneapolis, MN 55402

**SUPPLEMENT TO MASTER GOVERNMENTAL
 LEASE-PURCHASE AGREEMENT**

Name and address of Lessee:
 Town of Pagosa Springs
 551 Hot Springs Boulevard
 Pagosa Springs, CO 81147

Supplement No. 0303118-400

This is a Supplement to the Master Governmental Lease-Purchase Agreement No. 303118 dated June 8, 2010 (the "Master Lease"), between Lessor and Lessee. Pursuant to the Master Lease (all the terms and conditions of which are incorporated herein by reference, except to the extent that they relate to other Schedules or Equipment listed on other Schedules) and this Supplement, Lessor is leasing to Lessee, and Lessee is leasing from Lessor, the Equipment described below. Lessee represents, warrants and covenants that its representations, warranties and covenants set forth in the Master Lease (including, without limitation, Section 6 thereof) are true and connect as though made on the date of execution of this Supplement.

EQUIPMENT DESCRIPTION

Quantity	Serial Number	
One (1)	NAC531622	2010 Case 580SM-3 Backhoe, including all parts, attachments and accessories.

Location of Equipment (if different from Lessee's address)	SCHEDULE OF RENT PAYMENTS		
	Basic Rental Payments	Number Of Payments	Advance Payments
Acceptance Date	1,333.00	60	1,333.00
Payment term in months	Interest Rate	First Payment Due	Final Purchase Option Price
60 months	4.12%	July 2010	\$1.00
Rental payment period (check one)			
<input checked="" type="checkbox"/> Monthly		<input type="checkbox"/> Annually	
<input type="checkbox"/> Quarterly		<input type="checkbox"/> Other - see additional provisions	
<input type="checkbox"/> Semi-annually		FINANCE AMOUNT: \$72,416.00	
		TOTAL RENT: \$79,979.96	

Additional Provisions:

Exhibit A is attached hereto pursuant to Section 4 of the Master Lease Agreement #303118 dated June 8, 2010. Notwithstanding anything to the contrary contained herein, the date the first payment period begins shall be the date 100% of the proceeds are disbursed hereunder.

LESSOR: Wells Fargo Equipment Finance, Inc.

LESSEE: Town of Pagosa Springs
 Pagosa Springs, CO

By

By

Its

Its

Date

Date

David J. Mitchell
 Town Manager
 July 7, 2010