



Town of Pagosa Springs Proposed Budget 2019

Fiscal Year January 1, 2019 to December 31, 2019

Presented December 4, 2018

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Town Council

Donald Volger
Mayor

Tracy Bunning
At Large

Matt DeGuise
District 1

David
Schanzenbaker
At Large – Mayor Pro-tem

Mat deGraaf
At Large

Nicole DeMarco
At Large

Madeline Bergon
At Large

Management Staff

Andrea Phillips
Town Manager

April Hessman
Town Clerk and Finance

Jennifer Green
Tourism Director

Candace Dzielak
Municipal Court Administrator

Darren Lewis
Parks and Recreation Director

Bill Rockensock
Chief of Police

Open
Public Works Director

James Dickhoff
Planning Director

Margaret Gallegos
Building and Fire Official

Scott Lewandowski
Special Projects



TOWN OF PAGOSA SPRINGS 2019 BUDGET MESSAGE

Andrea K. Phillips
Town Manager

INTRODUCTION

The 2019 Budget reflects the spending priorities of Town Council and the Pagosa Springs community. Goals and objectives for the remainder of 2018 and into 2020 are included within the document for reference. Revenues are anticipated to remain stable in 2019, with moderate growth in some areas, compared to 2018 figures. As of September 2018, the local economy continues to show steady growth and 2019 is anticipated to be healthy as well. Fire restrictions and area fire activity may have an effect on sales tax and lodger's tax; however, as of September the impact on the local economy is too early to predict any trends.

Primary measures of economic activity for the Town of Pagosa Springs (Town) are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. All items are on track to be record amounts, or at least equal to or better than numbers from prior years. As of this writing, the unemployment rate in Colorado is 2.8% and in Archuleta County the rate is 2.9%,¹ which is essentially full employment. Building permits for 2018 are expected to outpace recent prior years. School district enrollment for the 2018/2019 school year is up again compared to previous years. Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and in the specific budget pages. Population continues to grow in both town limits and in the unincorporated areas of Archuleta County.

While economic indicators continue to be strong, in order to be fiscally prudent should the local economy experience another downturn as it did following the recession, Town Council has 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 has been in place for several years and was continued by the Town Council on January 2, 2018 in the form of Town Resolution 2018-01.

SUMMARY

The Town has a total of six separate funds and each is accounted for separately. The governmental funds are reported using an accounting method called the modified accrual accounting method. For all six funds, the total expected revenue for 2019 is \$12.6 million and the total expenditures for the six funds are \$9.3 million. While the Town is utilizing



¹ Bureau of Labor Statistics, July 2018

significant reserves for capital projects in 2019, the total projected year end cash reserves for all six funds are \$3.3 million. From an overall standpoint, the Town continues to be in a healthy financial position.

GENERAL FUND

The General Fund is one of two main funds of the Town along with the Capital Improvement Fund. Both receive the majority of their resources from sales tax. Projected revenues for the General Fund are as follows:



Revenues

As indicated above, the main sources of revenue for the General Fund is sales tax. The sales tax rate in Archuleta County is 6.9%, and of that 6.9%, 2.9% is allocated to the State of Colorado and the remaining 4% of sales tax proceeds is split equally between the Town and Archuleta County. Of the 2% that goes to the Town, the revenues are evenly divided between the General Fund and the Capital Improvement Fund. The total projected annual revenue in the General Fund in 2019 is estimated to be \$3.53 million, not including the carryover cash from the prior year. Of that amount, 75% or \$2.67 million is anticipated to come from sales tax. For 2019, sales tax is projected to increase 2.75% above the year end estimate for 2018. At this time, staff is projecting that the Town will end the year approximately 3.0% higher at the end of 2018 compared to the original budget.

The next largest revenue category for the General Fund is property tax, which amounts to \$86,097 or 2.4% of annual revenues into this fund. Therefore, sales tax completely dwarfs all other revenue categories by a significant margin. The other revenue categories are: Licenses and Permits, Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous. Including the prior year end cash reserve of \$1.54 million, total revenues are expected to equal \$5.08 million in 2019.

As stated above, two important barometers of the economy for our community are the sales tax and the lodger’s tax and both continue to trend slightly upward. To date, sales tax revenue in 2018 continues to show moderate growth. With the exception of July, August and September, all months in 2018 show an increase for each month over the prior year. Other General Fund revenue sources such as property tax, charges for services, licensing and permit fees and mineral and severance taxes are expected to remain similar to 2018 levels.



Expenditures

Expenditures within the General Fund in 2019 are expected to total approximately \$3.55 million and are encompassed in five major categories. The categories are:



General Government, Public Safety, Recreation, Community Support Services, and Other. The majority of expenses is in the General Government category and includes administrative costs such as the Administration Department, Recreation (including the Ross Aragon Community Center), Municipal Court, Building Department and the Planning Department. Of the \$3.55 million in planned expenditures, \$1.66 million is in General Government which represents a 2.5% increase over the 2018 budget. In Public Safety, \$1.11 million is budgeted for 2019-an 11.4% increase

over the 2018 budget. The budget is \$528,652 in the Recreation category, which includes spending on the Ross Aragon Community Center operations. Community Support Services includes funding for Service Organizations and Economic Development/Town Council Initiatives, and is budgeted for \$239,717 in 2019.

With planned expenditures of \$3,545,238 and anticipated revenues of \$3,532,939, the General Fund is projected to require \$12,299 of General Fund Reserves to balance the annual budget. The General Fund will remain with a cash reserve of \$1.54 million with three percent of planned expenditures restricted as TABOR reserves. The restricted TABOR reserve is \$106,357. The projected fund balance at 2019 year end is \$1.53 million, or about 43.2% of the projected 2019 expenditures. The Council has adopted a policy of maintaining a minimum of a three-month operating reserve in addition to the TABOR restricted reserve. That amount is \$886,310; the estimated year end unrestricted reserves are \$539,812 in excess of this amount.

Some additional specific notes about General Fund expenses for 2019 are as follows:

1. Each year, the Town Council allocates funding in the form of grants to area non-profit organizations for the delivery of specific community services. The proposed 2019 budget for Service Organizations is a total of \$87,217 to be awarded to organizations selected by Town Council in two funding cycles. An additional \$15,000 is budgeted in the Police Department for the Axis Health Acute Treatment Unit and \$10,000 for animal care services provided by the Humane Society.
2. The Town Council and the Board of County Commissioners have once again articulated three joint strategic priorities-Early Childhood Care and Education, Broadband Expansion and Attainable/Workforce Housing or “Housing Choices.” At this time, \$180,000 total is budgeted for these initiatives with \$30,000 allocated to Early Childhood Care and Education (beyond the potential awards to organizations in this category out of Service Organizations grants), \$100,000 for Broadband Expansion (\$50,000 in the Capital Fund for equipment and assets



and \$50,000 in the General Fund) and \$50,000 in Housing Choices. Part of the allotment to Housing Choices will derive from the surcharge on vacation rentals as set by Town Council. Within Economic Development/Council Initiatives, the Town is budgeting for reimbursements to Hometown Food Market of \$20,000 from the General Fund and \$20,000 from the Capital Improvement Fund. There is also \$25,000 budgeted for an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation in the past. As in prior years, the Town is also budgeting \$15,000 for the ADA retrofit initiative for local businesses to participate in the Town's matching program and for accessibility assessments of Town parks and facilities.

3. Human Resources software is proposed to assist with employee recruitment, online applications, and employee performance evaluations. Technology upgrades such as new computers and server upgrades are budgeted within the Administration department.



4. The popular summer camp-K.I.D.S. (Kickin' it During Summer)-was expanded by an additional 30 slots in 2018. Additional funding continues into 2019 for more summer counselors, additional transportation costs and supplies.

CAPITAL IMPROVEMENT FUND

Revenues

The Capital Improvement Fund is the other large fund operated by the Town. As mentioned above, this fund is primarily supported by sales tax revenues. However, the Capital Improvement Fund may also receive significant funding from other sources, primarily in the form of grants from the state or federal government. This can vary widely from year to year depending on the availability of grant funding from the different sources. For 2019, it is anticipated that approximately \$1,270,535 will be received from various grant sources for projects in the areas of Town Maintenance Facility, Streets, Trails, and Historic Preservation.



For 2019, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$4.26 million, with the largest source (63% or \$2.67 million) deriving from sales tax. Grant funding makes up the second largest source of revenues. In 2019, impact funds for specific infrastructure items will be coupled with Capital Improvement Funds to complete some capital projects. Including the prior year cash reserves of \$1.05 million, available funding in 2019 equals \$5.3 million.

Expenditures

In the Capital Improvement Fund, expenditures for 2019 are expected to total \$4.61 million and includes a multitude of projects. Due to restricted funds, the Town will not be able to accomplish every project in 2019 that staff and the community or Council would like to fund. Trade-offs for projects are necessary, and in some cases, the projects may be delayed until 2020 or later. In 2019, there will be a renewed focus on maintenance activities throughout Town. In lieu of full road reconstruction and new trail projects, with a few exceptions, staff will be focusing on ensuring proper maintenance of streets, parks, trails, buildings and other assets. Staff will be working with engineers to further the design and specifications for several projects that will be constructed in 2020 and beyond.

This fund pays for capital projects for almost all departments of the Town and includes General Government, police, parks, courts, community center, streets, recreation, sidewalks, trails, geothermal, and the visitor center. In addition, the Capital Improvement Fund also helps to pay the operational costs for those departments that service the capital expenses and provide ongoing maintenance of these assets. The operational departments include the Public Works Department, Parks and Recreation (Parks Maintenance Division), and Special Projects. Debt payments that the Town has incurred for major capital projects or facilities are also paid from this fund, which include the lease purchases for S. 8th Street reconstruction, the Visitor Center building purchase, a front end loader, and a vacuum truck.

For 2019, the total revenue from all sources is estimated to be \$4.26 million and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$4.61 million. This means that the Town is projecting to spend significantly into Capital Fund Reserves by \$349,777 to complete projects, leaving a projected ending fund balance of \$697,122. Unrestricted reserves, not including the three percent TABOR restricted amount, which is \$138,234, are projected to be \$558,888 at the end of 2019. This is \$127,248 above the Town's minimum three month reserve of \$431,639.



Notable capital projects for 2019 include, but are not limited to:

- Street maintenance projects, including seal coating and crack sealing on multiple streets per the Pavement Assessment Plan, in addition to the purchase of street sealing equipment;
- Design and engineering for improvements on a portion of road to connect Eagle Drive to Pike Drive, which serves as an important component of the Town's secondary road network;
- Design and engineering of the Hermosa Street trail connector of the Riverwalk with planned construction to take place in 2020;
- \$50,000 towards capital expenditures of the community wide Broadband Plan (to be coupled with \$50,000 from the General Fund);
- Continued restoration of the historic Rumbaugh Creek Bridge and adjacent water works building;

- Increased parks maintenance, including attention to irrigation, trees, and trails;
- Continued design and engineering for the “Harman Hill Phase” of Town to Pagosa Lakes Trail with construction in 2020 or beyond;
- Completion of new sidewalks, lighting and pedestrian facilities on N. 8th St. and Florida with assistance from a Safe Routes to School grant;
- Design and engineering for a new Town maintenance facility to accommodate streets maintenance, facilities maintenance, and parks maintenance; and
- Drainage maintenance and new culverts in several areas of Town.

A ten year Capital Improvement Plan is also proposed for Town Council’s consideration, which provides a ten year prospective of the various projects that the Town would like to address over the next several years as budget allows. The Plan will be presented for adoption with the 2019 Budget and serves as a guiding document to be updated each year.

LODGER’S TAX FUND

The Lodger’s Tax Fund is completely funded by a tax collected from visitors staying at local lodging establishments. Revenues derive from the Town and County lodging taxes, rates for which are 4.9% and 1.9%, respectively. Archuleta County has been a consistent participant with the Pagosa Area Tourism Board and the partnership has been working well to date. The Town has been fortunate to see continued growth in lodger’s tax proceeds over the past several years. Lodger’s tax receipts are projected to increase 10.2% from 2018 budget to 2019. Visitation continues to be strong, with an estimated 80,000 visitors to the Town’s Visitor Center in 2018.

Revenues

For 2019, the Town’s portion of the lodger’s tax is expected to reach approximately \$650,000. This represents a 6% increase over 2018 estimated year end. The County’s portion of the lodger’s tax is estimated to be about \$150,000 in 2019. Increased regulation and monitoring of vacation rentals in both the Town limits and in Archuleta County, as well as the imminent opening of an existing hotel undergoing renovations, should result in additional lodging tax proceeds. Including a grant from the Colorado Tourism Office for the marketing of the Colorado Historic Hot Springs Loop and a small amount of miscellaneous revenue, the total revenue for the Lodger’s Tax Fund is projected to be \$854,500 in 2019. Including the prior year end cash reserve of \$396,328, the available funding for 2019 is \$1,250,828.

Expenditures

Expenditures for the Lodger’s Tax Fund are categorized as Personnel, Commodities, Capital Projects,



Visitor Information and Contractual. Personnel costs include the Tourism Director and staff for the visitor center operations and marketing. The vast majority of the expenses for Commodities are for external marketing, event funding and event marketing, travel, and visitor center maintenance. Capital Projects includes assistance wayfinding and signage, beautification efforts and holiday decorations. Data analytics will help inform visitor spending and assist with planning for marketing campaigns. The Contractual expense is for the annual Fourth of July community fireworks display. Total expenses for 2019 are expected to be \$892,929, which includes spending into reserves by \$38,429, leaving a fund balance of approximately \$357,899, which is over the minimum recommended three month reserve.



CONSERVATION TRUST FUND

Conservation Trust Funds come from the State of Colorado and originate from lottery funds. The money is to be used for parks and recreation purposes. The Town receives two allocations-one from the State and another from Archuleta County.

Revenues

The Town receives a Conservation Trust allocation annually and has averaged around \$17,000 each year. The anticipated total revenue in 2019 is \$17,000 for the Town's allocation and \$40,000 from Archuleta County's allocation. In 2019, \$10,000 from the County's allocation is dedicated to improvements on Reservoir Hill for the development and maintenance of additional single track trails by DUST2 (Developing Urban Single Track Trails and Teams). Including the prior year fund balance of \$30,600, the total revenue anticipated in 2019 is \$87,600.

Expenditures

Conservation Trust Funds are proposed for several projects in 2019. Besides funds for DUST2 projects, the first allocation is for installation of a clay baseball field at Yamaguchi Park in the amount of \$35,000. Additional equipment for the exercise room at the Ross Aragon Community Center is budgeted, along with landscaping upgrades at South Park. Funds for a restroom at River Center Park are also included. Total expenditures for 2019 are estimated at \$62,927, leaving an end of year balance of \$24,673.



GEOHERMAL ENTERPRISE FUND

The Town operates a geothermal heating system that provides heat to 30 customers (residences, businesses, and heating for sidewalks) as well as leasing geothermal water to two private businesses. The system is an enterprise fund and is expected to be self-supporting.

Revenues

The Town collects utility fees from users of the geothermal system, which is primarily utilized in the late fall and winter. The estimated user fees to be collected in 2019 are \$41,500. The lease of geothermal water from the Town's well to a private business is assessed annually and for 2019 it is estimated to be \$1,197 for a total of \$42,697 in annual revenues. Including the prior year end cash reserves of \$116,523, the available funds in 2019 are approximately \$159,220.



Expenditures

The expenditures are consistent with other departments with the majority of expenses in the Capital Improvements category. Expenses are primarily for equipment purchases or capital repairs. In 2019, a total of \$25,000 is budgeted for an assessment of the system and engineering to replace sections of distribution pipe. Total expenses for all categories are anticipated to total \$69,590, which anticipates spending into reserves by \$26,893. When subtracted from the projected revenues of \$159,220, the projected year end carryover is estimated to be about \$89,630, well over the minimum operating reserve. However, it should be noted that continued spending into reserves represents a structural imbalance in the fund.

IMPACT FEE / TRUST FUND

The Town, for many reasons, holds a variety of funds in trust and also collects impact fees for new developments. The funding is also specified for a specific purpose such as road improvements, public facilities, parks and trails. The Town has 20 different trust/impact fee accounts that total \$544,382 estimated at year end of 2018. In addition to the 20 Town accounts, the Town collects impact fees on behalf of local emergency service providers such as the Archuleta School District #50 JT and the Pagosa Fire Protection District. Funds collected on new developments are passed on to these local agencies. Impact fees are based on development activity; therefore, it is difficult to predict the amount of these revenues. It should also be noted that an update to the Town's impact fees is currently being studied, which may result in changes to the structure of the program in future years. Town Council has also permitted the extension of impact fees due to a three year payment period. Therefore, collections in 2019 are conservatively estimated to total \$110,387.

In 2019, expenditures out of the trust/impact fees accounts are estimated to be approximately \$155,912. Capital projects planned for 2019 are supplemented by funds from these specific accounts. A year end 2019 fund balance of \$576,954 is estimated at this time.

2019 EQUIPMENT/VEHICLE PURCHASES

In 2019 there are four vehicles/pieces of heavy equipment to be acquired/leased as follows:

- Purchase of a Street Sweeper, of which 83% is paid for using CMAQ grant funds
- Lease purchase agreement will continue in 2019 for a vacuum truck, costs for which are split between the Sanitation District Fund, Geothermal Fund and the Capital Fund
- Lease purchase agreement will continue in 2019 for a front-end loader
- Smaller equipment purchases planned for 2019 include police department radio equipment, radar units, and streets division equipment for welding and road maintenance



ASSESSED VALUATION AND MILL LEVIES

The Town of Pagosa Springs' assessed valuation for 2019 is \$54,839,058 (a slight decrease of \$117,468 from 2018). The Town Council set the Town Mill Levy at 1.57 Mills, generating \$86,097 in 2019.

STAFFING

In 2019, the Town will employ 48.5 full time equivalent employees, which equates to 46 full time employees, five part time employees and approximately 32 seasonal employees. For 2019, there are four planned staffing adjustments:

1. A reorganization in the Public Works Department is proposed to achieve greater efficiency and effectiveness. Under the Public Works Director (a current budgeted position), the divisions of Utilities, Facilities Maintenance and Streets will provide a full scope of services. The Streets Division, which is responsible for road maintenance, cemetery services, snow and ice removal and many other duties, consists of four equipment operators and will be overseen by a Streets Supervisor. The Facilities Maintenance Division is headed by a Facilities Maintenance Supervisor and is responsible for custodial services and building maintenance for the Town Hall, Ross Aragon Community Center, and the Visitor Center. Two custodians work in this division. The Utilities Division will be consolidated under the Public Works Director and includes the sanitation collection system and the Geothermal Utility. Both are separate funds, but reporting relationships will be through the Public Works Department. To achieve this, a reclassification of the title of Sanitation Supervisor to Utilities Supervisor is proposed. There is no increase beyond a cost of living adjustment and time in position planned. A new position of Utilities Operator is proposed. This employee will be responsible for day to day maintenance of both the sanitation system and the

geothermal system and both funds will contribute towards the cost. The proposed salary and benefits for the position total \$42,378, not including benefits.

2. In the Police Department, two new positions are requested. First, a part time Evidence Technician would assist with processing evidence and complying with state and federal regulations pertaining to evidence collection and storage. The proposed impact of this position is \$18,891. A Community Resources Officer is a new position that will serve as a School Resources Officer in the local schools and will assist with community outreach and education during the remainder of the year. This is a sworn peace officer position and the proposed salary for the position is \$47,888, not including benefits. Assumed within the budget is the School District contributing towards the officer's salary. In the Parks and Recreation Department, an additional Parks Maintenance Worker I was requested to assist with the growing amount of parks, trails, and open spaces required to be maintained in Town. The estimated cost for 2019 for this employee is \$36,817, not including benefits. If approved, they will be hired starting April 1.

3. Reclassify the position of Associate Planner to Senior Planner. The type of duties performed by the individual in this position has changed over time and are now beyond the scope of an entry level planner position. The employee in the position brings a skill set that is more in line with the Senior Planner than an Associate Planner level position. In 2019, the title will be amended and the job valuation amount will be changed accordingly. Other than a cost of living increase, no additional salary adjustment is planned at this time.



4. In 2018, the Town engaged a consultant to assist with an update to the 2012 compensation survey. Results from the market comparison revealed that 44% of staff are below the minimum for their pay range based on the market. Town Council directed staff to budget for a pay adjustment based on the Denver-Aurora-Lakewood consumer price index (a measure of inflation) of 3.386% for all employees beginning January 1st. Council also directed staff to budget to bring employees who are below the minimum of the salary after this CPI adjustment up to the minimum starting January 1st and to adjust for time in position. Based on these adjustments to the Town's compensation structure, estimated increases to salary levels for the cost of living adjustment and market adjustment total \$140,342 or 6.4% of salary costs across all funds.

6: Partner with Organizations

Partner with organizations to achieve successful programs and projects for the community

- 6A: Encourage development of affordable housing
- 6B: Allocate service organizations funding in clear manner
- 6C: Engage in economic development attraction efforts
- 6D: Encourage community-wide early childhood care
- 6E: Support community broadband expansion
- 6F: Explore the town role in providing sanitation collection services
- 6G: Monitor success of community development corporation
- 6H: Explore ways to increase recycling and consumption reduction
- 6I: Set joint priorities with county and work together to complete them
- 6J: Explore alternative energy sources for community self-sufficiency
- 6K: Implement DUST2 trail network
- 6L: Continue to preserve our historic resources
- 6M: Develop greater understanding of our historic resources through public education

TOWN COUNCIL

GOALS

2018-2020

In order of priority



1: Focus on Maintenance

Focus on providing excellent maintenance of town infrastructure, public spaces, facilities and equipment

- 1A: Build a new maintenance facility for public works, facilities, and parks maintenance
- 1B: Enhance regular, ongoing road maintenance and improvements
- 1C: Develop and implement ongoing plan for upkeep of sidewalks, curbs and gutters
- 1D: Develop and implement plans for purchasing/leasing and maintaining necessary vehicles and equipment
- 1E: Increase beautification of downtown core
- 1F: Create long-term maintenance plans for town facilities
- 1G: Ensure proper fire mitigation/resources management on public properties
- 1H: Increase parks, trails, trees and turf maintenance
- 1I: Develop better planter area between 1st Street bridge and Conoco

2: Connectivity & Walkability

Enhance opportunities for recreation, public health, accessibility and safety by creating better connectivity and walkability throughout Town

- 2A: Make Pagosa more foot-traffic friendly
- 2B: Complete river walk project
- 2C: Ensure appropriate traffic signage throughout town
- 2D: Ensure appropriate ADA compliance to be accessible for all
- 2E: Increase bicycle mobility
- 2F: Enhance wayfinding throughout town
- 2G: Complete town to lakes trail

3: Prepare by Planning Now

Prepare for a successful community future by planning now for best utilization of town assets and public spaces

- 3A: Develop a long-term downtown traffic plan in partnership with CDOT
- 3B: Develop plan for decommissioned sewer lagoon property with community
- 3C: Explore and expand downtown parking capacity
- 3D: Consider acquisition of key property locations
- 3E: Develop a geothermal heating plan/assessment
- 3F: Acquire/develop public river downtown launch sites with overall river corridor plan
- 3G: Explore funding improvements and maintenance via downtown development authority/business improvement district/tourism dollars
- 3H: Review reservoir hill future possibilities

5: Enhance Organizational Capacity

Enhance organizational capacity of town staff and implement policies and procedures to ensure best management of key services for the community

- 5A: Adopt financial policies for the town for procurement and contracting, savings and debt strategies
- 5B: Ensure compliance and monitoring of short term rentals
- 5C: Review public warning signage
- 5D: Build organizational capacity by restructuring as needed and adding staff in key areas
- 5E: Explore bringing attorney on staff vs. contracting
- 5F: Explore bringing engineering on staff vs. contracting
- 5G: Ensure appropriate employee compensation package
- 5H: Reevaluate and restructure town project bidding procedure
- 5I: Develop community-wide construction standards for streets, sidewalks, trails, and infrastructure to provide consistency, streamline operations and ensure contractor understanding
- 5J: Nuisance Code Enforcement

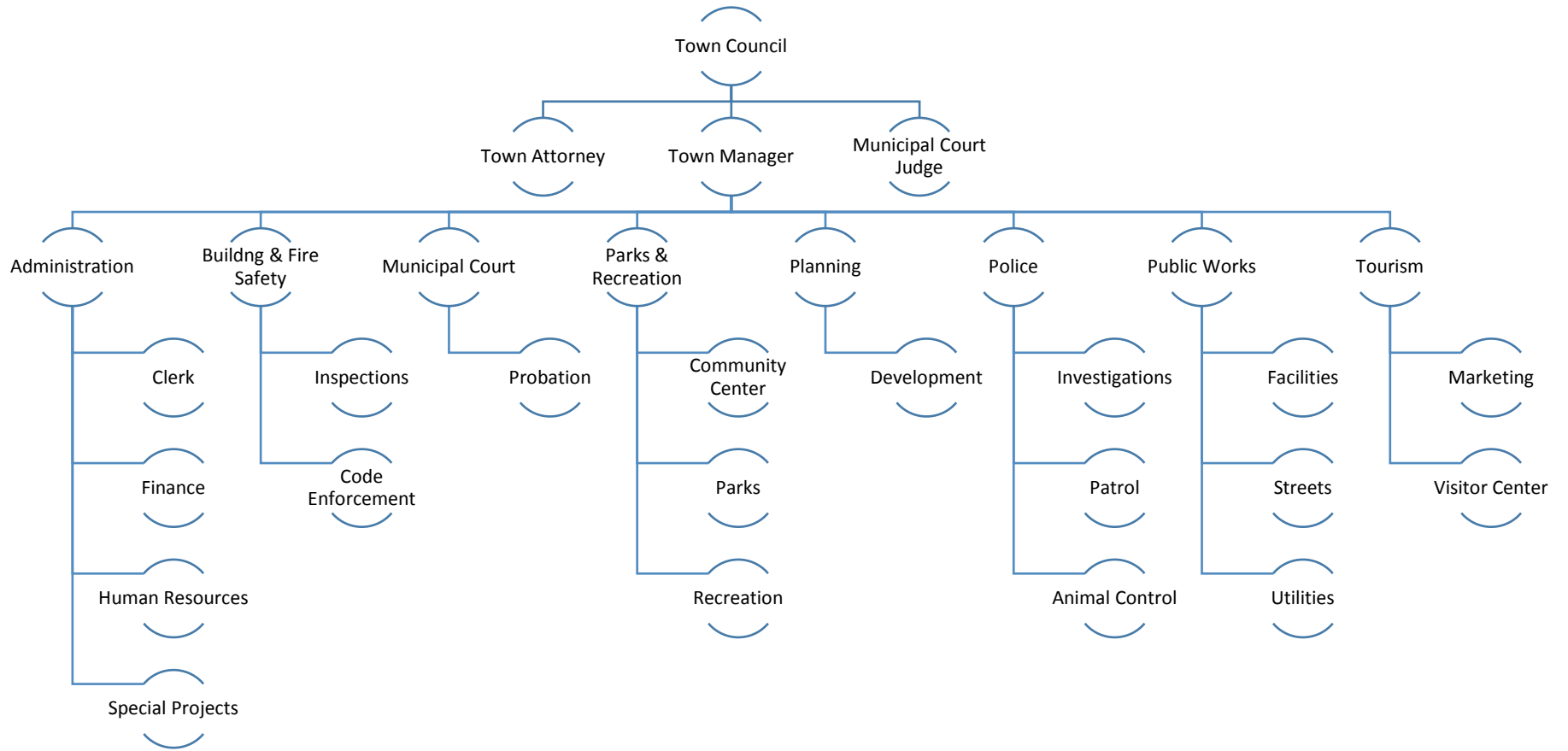
4: Engage our Community

Find ways of truly engaging our community in local government

- 4A: Develop community outreach methods and invite the community to participate
- 4B: Develop better online presence to provide clear and up-to-date information to public
- 4C: Increase meaningful participation on boards and committees—school, TPR, SWCCOG, Region 9, etc.

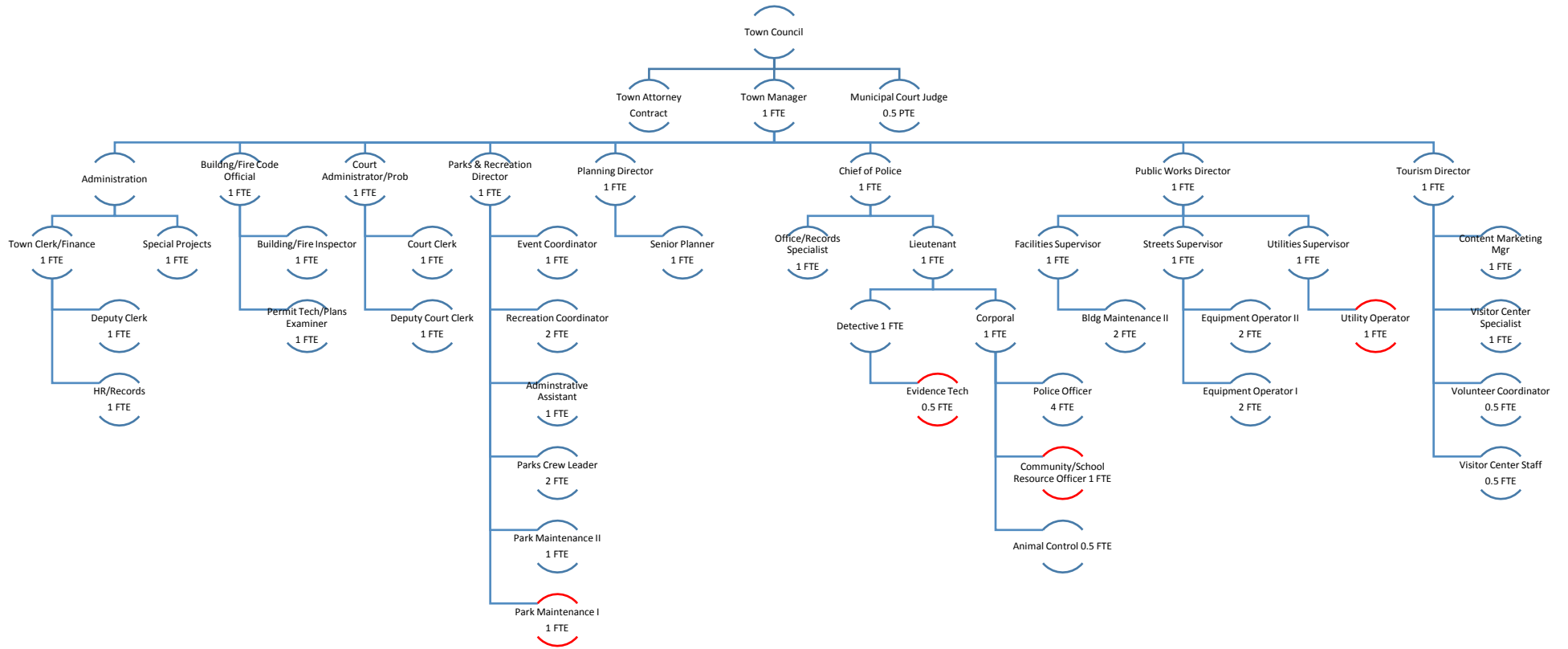


Functional Organization Chart





Staff Organization Chart



Overview:

The Town started 2018 with 42 full time employees and four (4) part time employees. In August, the Streets Supervisor position was added to the Public Works Department due to a proposed department restructuring and vacancy of the director position. As a result of additional restructuring, several positions were reclassified and organized. In 2019, staff requested the addition of 3.5 FTE in Public Works, Police and Parks & Recreation departments for a total FTE of 48.5.

Department Personnel Summary

	Position	2017 Actual	2018 Actual	Add	Delete	2019 Budget
Admin	Town Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Town Clerk/Finance Director	1.0 FTE	1.0 FTE			1.0 FTE
	Human Resource/Records Administrator	1.0 FTE	1.0 FTE			1.0 FTE
	Special Projects Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Deputy Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Bldg/Fire	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector	1.0 FTE	1.0 FTE			1.0 FTE
	Permit Tech/Plans Examiner	1.0 FTE	1.0 FTE			1.0 FTE
Court	Municipal Court Judge	0.5 FTE	0.5 FTE			0.5 FTE
	Court Administrator/Probation Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
	Deputy Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Parks & Rec	Parks & Recreation Director	1.0 FTE	1.0 FTE			1.0 FTE
	Event Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Coordinator	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Crew Leader	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Maintenance II	1.0 FTE	1.0 FTE			1.0 FTE
	Parks Maintenance I			1.0 FTE		1.0 FTE
Planning	Planning Director	1.0 FTE	1.0 FTE			1.0 FTE
	Associate Planner – Reclass to Senior Planner	1.0 FTE	1.0 FTE		1.0 FTE	
	Senior Planner			1.0 FTE		1.0 FTE
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Lieutenant	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Corporal	1.0 FTE	1.0 FTE			1.0 FTE
	Police Officer	4.0 FTE	4.0 FTE			4.0 FTE
	Community/School Resource Officer			1.0 FTE		1.0 FTE
	Office/Records Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE

	Position	2017 Actual	2018 Actual	Add	Delete	2019 Budget
	Evidence Technician			0.5 FTE		0.5 FTE
Public Works	Public Works Director	1.0 FTE	1.0 FTE			1.0 FTE
	Streets Supervisor – Added 2018		1.0 FTE			1.0 FTE
	Equipment Operator III – Reclass to II	1.0 FTE	1.0 FTE		1.0 FTE	
	Equipment Operator II	1.0 FTE	1.0 FTE	1.0 FTE		2.0 FTE
	Equipment Operator I	2.0 FTE	2.0 FTE			2.0 FTE
	Collection Wastewater Superintendent – Reclass to Utility Supervisor	1.0 FTE	1.0 FTE		1.0 FTE	
	Utility Supervisor			1.0 FTE		1.0 FTE
	Utility Operator			1.0 FTE		1.0 FTE
	Facility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Building Maintenance II	2.0 FTE	2.0 FTE			2.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Content Marketing Manager		1.0 FTE			1.0 FTE
	Visitor Center Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Volunteer Coordinator	0.5 FTE	0.5 FTE			0.5 FTE
	Visitor Center Coordinator	0.5 FTE				
	Visitor Center Staff	0.5 FTE	0.5 FTE			0.5 FTE
		43.5 FTE	45.0 FTE	6.5 FTE	3.0 FTE	48.5 FTE

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
REVENUES						
General Fund	5,015,991	5,128,868	5,171,094	5,171,094	5,438,426	5,077,717
Capital Improvement	6,649,578	7,471,051	6,514,817	6,930,726	6,312,136	5,304,922
Impact Fee Fund	660,126	729,513	730,813	730,813	749,360	732,866
Lodgers Tax Fund	1,077,028	1,171,009	1,088,383	1,088,383	1,182,314	1,250,828
Geothermal Enterprise Fund	146,405	146,536	153,187	153,187	163,173	159,220
Conservation Trust Fund	138,374	137,051	87,174	112,174	115,375	87,600

EXPENDITURES						
General Fund	3,093,605	3,117,197	3,620,616	4,044,025	3,893,648	3,545,238
Capital Improvement	3,431,517	5,201,709	5,937,802	6,392,949	5,265,237	4,607,800
Impact Fee Fund	100,086	178,231	264,689	264,689	126,881	155,912
Lodgers Tax Fund	717,444	800,244	776,461	786,461	785,986	892,929
Geothermal Enterprise Fund	43,062	30,660	74,350	74,350	46,650	69,590
Conservation Trust Fund	74,200	93,677	65,000	85,800	84,775	62,927

Year End Cash Reserve						
General Fund	1,922,386	2,011,671	1,550,478	1,127,069	1,544,777	1,532,479
Capital Improvement	3,218,060	2,269,342	577,015	537,777	1,046,899	697,122
Impact Fee	560,040	551,282	466,124	466,124	622,479	576,954
Lodgers Tax Fund	359,584	370,765	311,922	301,922	396,328	357,899
Geothermal Enterprise Fund	103,343	115,876	78,837	78,837	116,523	89,630
Conservation Trust Fund	64,174	43,375	22,174	26,374	30,600	24,673

** Amended budget to be ratified December 2018



SPECIFIC REVENUES

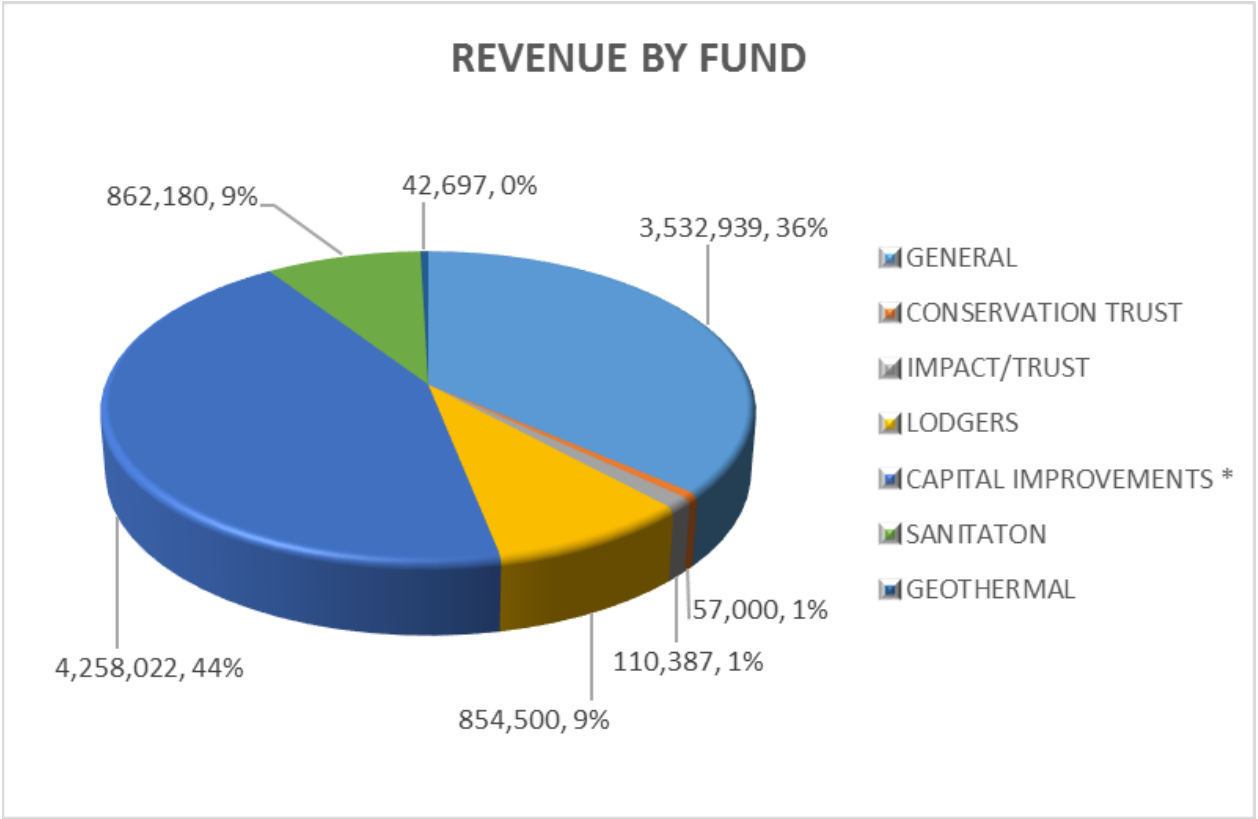


Colorfest Hot Air Balloon Rally/Passport to Pagosa Festival/Bands & Brews Festival

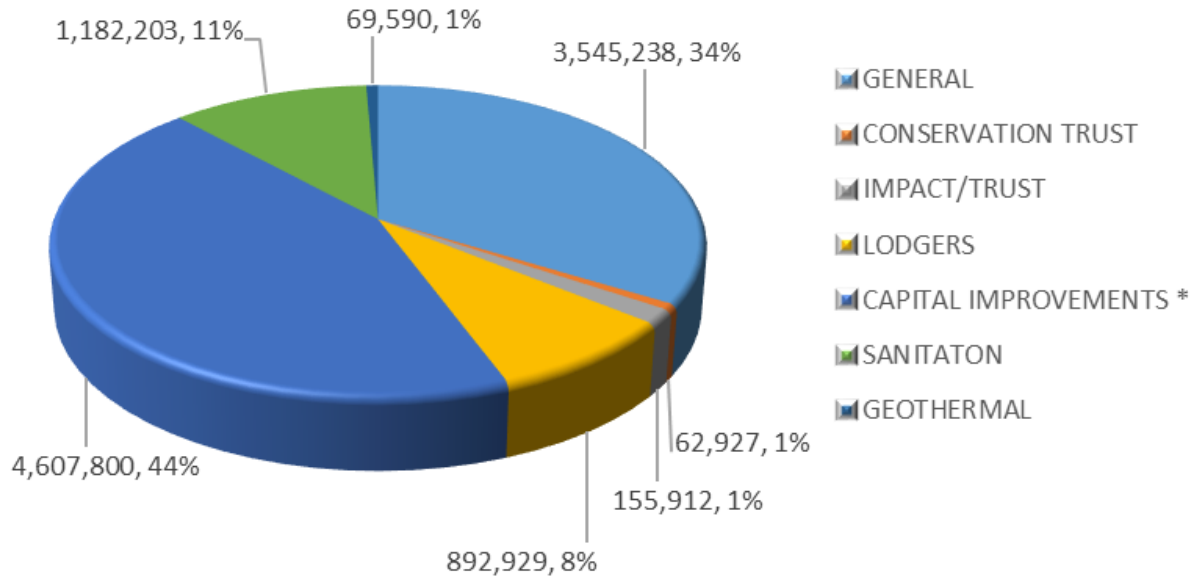
SUMMARY OF FUNDS

FUND NUMBER	FUND TITLE	2019 REVENUE	2019 EXPENDITURE
10	GENERAL *	3,532,939	3,545,238
21	CONSERVATION TRUST	57,000	62,927
31	IMPACT/TRUST	110,387	155,912
41	LODGERS *	854,500	892,929
51	CAPITAL IMPROVEMENTS *	4,258,022	4,607,800
53	SANITATION *	862,180	1,182,203
55	GEOHERMAL	42,697	69,590
TOTAL ALL FUNDS		\$9,717,726	\$10,516,600

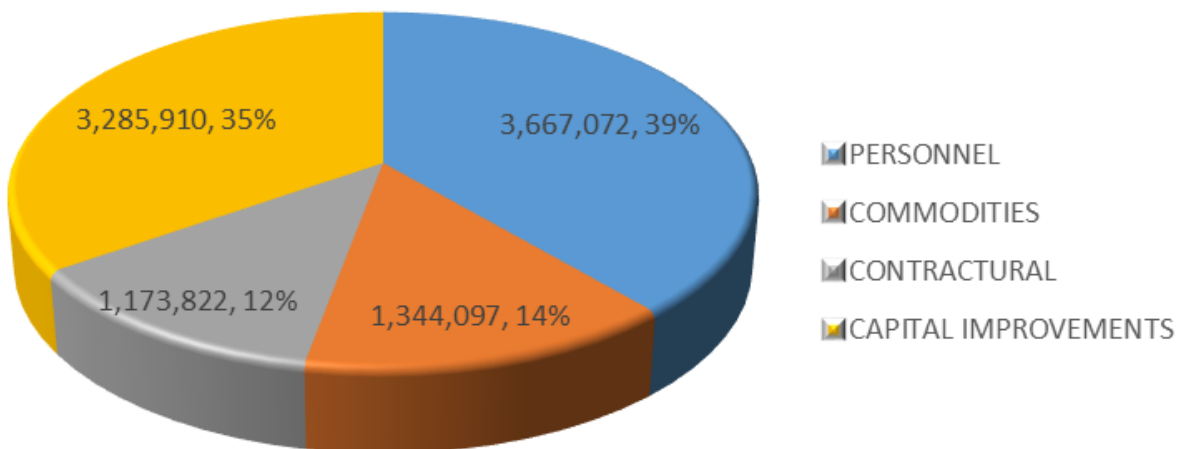
* Revenues for these funds are shown as expenses in other funds. In some instances this will over represent revenues to the Town.



EXPENDITURE BY FUND



EXPENDITURE BY TYPE All Funds



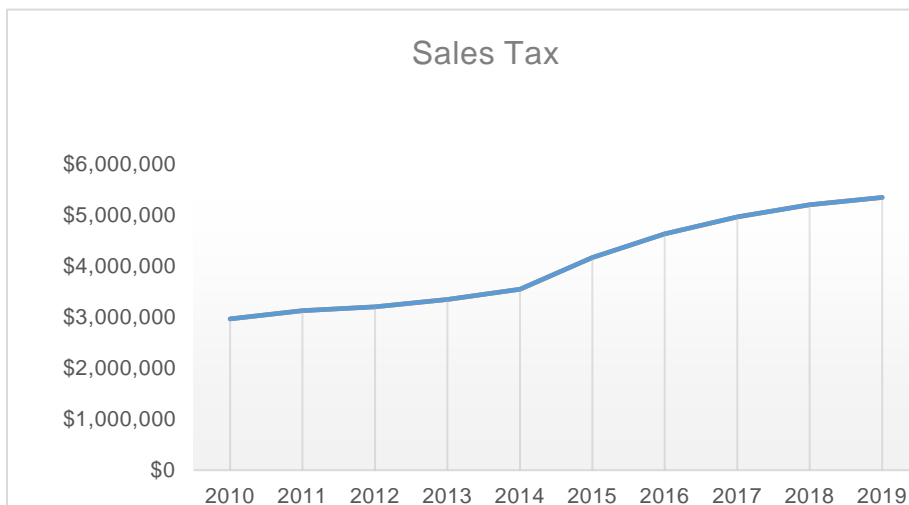
SALES TAX REVENUE

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 every year through 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 (this amount is not reflected in the graph).

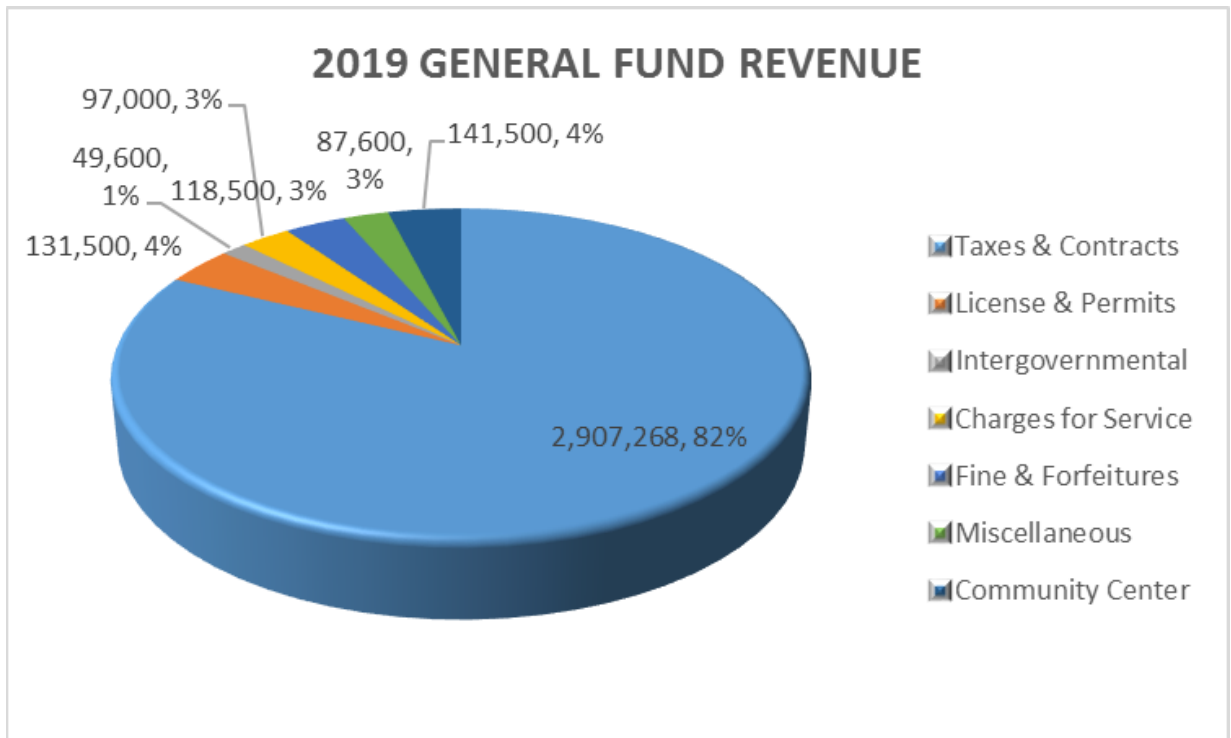
Ten Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2010	\$2,958,944	-4%
2011	\$3,117,180	5%
2012	\$3,197,567	3%
2013	\$3,341,364	4%
2014	\$3,539,863	6%
2015	\$4,159,413	18%
2016	\$4,623,014	11%
2017	\$4,953,512	7%
2018	\$5,191,324	5%
2019	\$5,334,084	2.75%

Forecast: \$5,334,084 is an estimate at 2.75% above 2018 estimated collections of \$5,191,324, which are projected to be 3% over 2018 budgeted amount.

Rationale: It is projected the economy will increase this year by approximately 2.75%. The Town has projected increases to revenues from the 2018 estimated 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 77% of general fund revenue for 2019 comes from sales tax. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets and capital debt service.



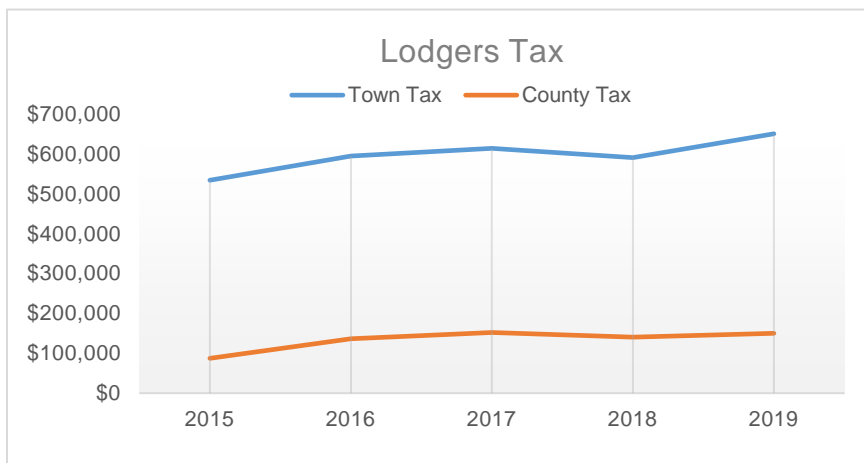
LODGING TAX REVENUE

Distribution: 100% Lodgers Fund

Source: Hotels, motels, cabins, campgrounds, vacation rentals within Archuleta County

Collection: In November 2005, the County residents passed the imposition of a lodging tax of 1.9% on the sales of every short term lodging facility in the County. At the April 4th 2006 election, the Town residents passed an additional 3% tax on the lodging tax bringing the total “Town” lodging tax to 4.9%. The ballot question also provided for the Town to self-collect the taxes within the Town limits.

The County’s lodging taxes of 1.9% are distributed by the Colorado Department of Revenue. Up until 2015, the County forwarded most of their lodging tax funds to the Chamber of Commerce who provided for the operations of the Pagosa Springs Visitor Center. In 2014 the Town, and specifically the Tourism staff, began operation of the Visitor Center. Subsequently, in 2015 the County lodging funds were then passed on to the Town Lodging Tax Fund for tourism purposes. In 2018 the Town Council passed an ordinance requiring all vacation rentals units to register with the Town in order to provide equal services to all.



Five Year Trend

<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2015	\$533,595	4%
2016	\$594,406	11%
2017	\$613,089	3%
2018	\$590,000	-4%
2019	\$650,000	10%

Forecast: \$650,000 for 2019 is estimated to be up 10% compared to estimated 2018 year end revenues. County lodging tax is expected to remain relatively flat in 2019 compared to 2018 end of year.

Rationale: The number of hotels and motels in the Town has not increased in many years. It is estimated one of the larger hotels that have been closed the last few years will open in 2019. During the busy tourist seasons, the hotels reach their capacity. Vacation rentals have increased in Town and County to help supplement the tourist visits. It is believed vacation rentals provide a larger segment of the lodging tax collections in the County.

PROPERTY TAX REVENUE

Distribution: 100% General Fund

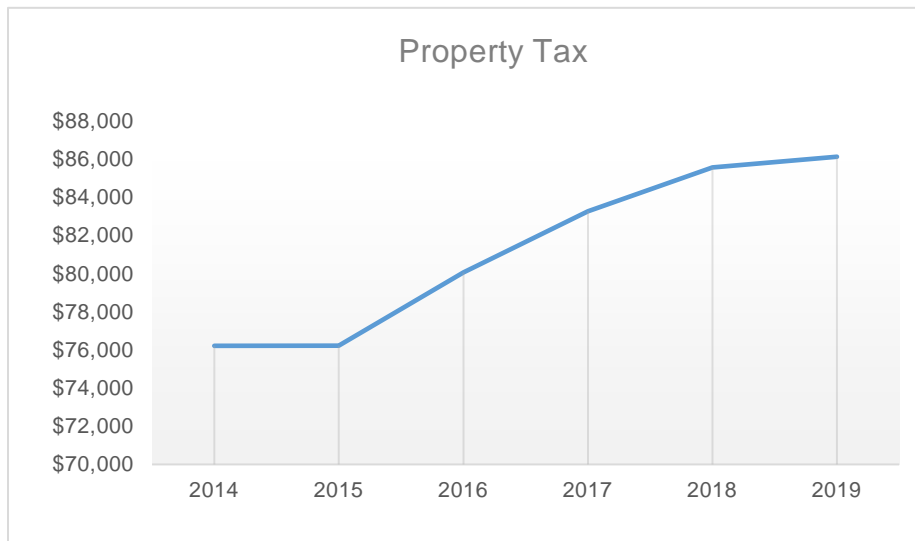
Source: Property owners within the Town of Pagosa Springs corporate boundaries

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-Greeley 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, in 1994 the Town of Pagosa Springs voted to exempt (or “De-Bruced”) the Town from these provision and reducing the mill levy for the Town, currently 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>
2014	\$76,216	-11%
2015	\$76,221	0%
2016	\$80,057	5%
2017	\$83,261	4%
2018	\$85,567	3%
2019	\$86,097	1%

Forecast: \$86,097 is a 1% change from 2018 revenue receipts

Rationale: Based on the assessed valuation provide by the Assessor’s Office the Mill Levy was set at 1.57

FRANCHISE REVENUE

Distribution: 100% General Fund

Source: Black Hills Energy, Centurytel, USA Communication

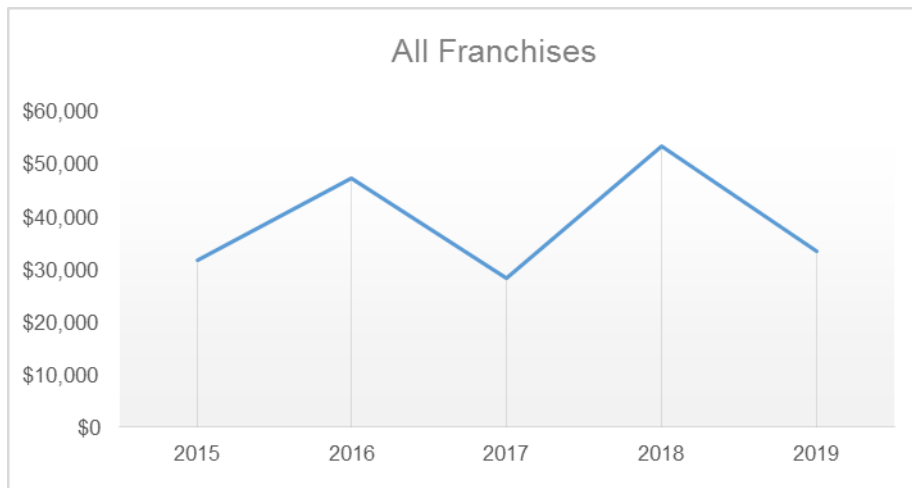
Collection: The Town collects franchise payments for general town services that it does not provide but “franchises” to private companies.

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

Ordinance No. 298, expires 2020 is the Telephone Franchise (3% of yearly gross revenues)

Ordinance No. 860, expires 2027 is the Natural Gas (\$0.0157 per Therm of gas)

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2015	\$31,623	-5%
2016	\$47,356	50%
2017	\$28,197	-40%
2018	\$53,500	90%
2019	\$33,500	-37%

Forecast: \$33,500, is down -37% from 2018 estimated collections regarding franchise fees.

Rationale: Black Hills Energy completed a review of premises and found customers within the boundaries of the Town that were not properly billed for the franchise fee. A one-time lump sum was paid from the past three years, and increases in revenues for future years is budgeted.

DEPARTMENTAL SUMMARIES



Downtown Pagosa Springs, Reservoir Hill, San Juan Mountain Range

Administration

Andrea Phillips, Town Manager
 April Hessman, Town Clerk/Finance Director

Overview:

The Pagosa Springs Administration Department includes the town manager’s office, clerk and finance office, and special projects office. The administration department is the hub of the organization providing support to all departments, accounting, new capital projects, procurement, contract administration, grant writing and administration, human resources, records, and policy implementation.

Core Services:

The core services provided by the Administration Department include, but are not limited to: maintenance of all official Town documents and records, maintaining all financial records for the Town, and preparing the annual budget. Project consulting, contractor oversight, budgeting and recordings of all major capital assets are also within the duties of the Department. The Town Manager provides oversight to all departments. Support of Town Council and other Boards and Commissions is also a responsibility of the Department.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	\$789,254	\$726,988	\$781,742	\$811,683	\$816,104
	Capital Fund	\$134,333	\$178,877	\$188,769	\$104,101	\$135,316
	Trust Fund	\$19,087	\$42,909	\$15,500	\$15,500	\$75,800

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$400,400	\$419,117	\$407,394	\$411,411	\$456,135
	Commodities	\$107,527	\$84,943	\$129,356	\$99,438	\$94,280
	Contractual	\$381,280	\$359,296	\$400,750	\$383,935	\$370,055

* 2018 amended budget includes \$7,500 for short term vacation rental software

Personnel:

The following table displays total personnel in the Department. No new positions are anticipated in 2019, though the Special Projects Manager has been moved into the Department for budgeting purposes.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Town Manager	1	1	1	1	1
	Town Clerk/Finance	1	1	1	1	1
	Human Resources/Records	1	1	1	1	1
	Deputy Clerk	1	1	1	1	1
	Special Projects Manager	1	1	1	1	1

2018 Accomplishments:

- Paperless processing of accounts payable was implemented using iCompass in March. Staff continues to digitize and upload records to the Record Management System.
- RFP for IT Services was put out for bid in March. Staff received four (4) bids. Echo IT Consulting was selected to provide organization wide IT services.
- Rules and Regulations for the Hilltop Cemetery were presented to Council in January. Forms were developed and process work flow implemented to better manage cemetery records. Records are being uploaded into iCompass and Legacy Mark Cemetery Program.
- The Hermosa Street trail design was completed and a grant application was submitted to State Trails.
- Several capital projects were completed including reconstruction of South 8th Street and South 5th Street, as well as upgrades and paving on Hot Springs Blvd and North 4th Street, Hermosa Street and Town Park parking lots.
- A list of on-call engineering firms was selected and a list made for staff use.
- Parking lot, sidewalks, and other improvements were made to Town Park and the surrounding areas.
- Shade structures and climbing boulders were installed at Yamaguchi Park.
- The Special Projects Manager coordinated the installation of electrical upgrades at Town Park and Yamaguchi Park.
- New fixtures were ordered and installed (October 2018) on streets lights for Aspen Village.
- A new playground was installed at South Park was installed to provide more accessible and modern play facilities.
- Design work is nearly complete for two road projects- Eagle to Pike Drive extension, and paving of Crestview Drive.
- Trail design options for the “Harman Hill” phase of the Town to Pagosa Lakes Trail were presented.
- Options were presented to Council on the N. 8th Street Sidewalk project (a partnership with CDOT for use of Safe Routes to School funds.
- Staff worked with a consultant to conduct an organizational needs assessment and compensation survey.
- Staff implemented new online invoice processing to create better efficiencies.
- Staff researched and began implementation of a new vacation rental licensing program with the approval of Town Council.
- Staff held two Records Clean Up Days to provide better records management throughout all departments.
- Staff addressed customer complaints and worked to address resident concerns as they arose.
- A successful municipal election was held in April, resulting in two charter amendment changes and election of Council Members and the Mayor.

- Staff coordinated joint strategic priorities funding allocations with the JSPFAG and Archuleta County.

2019 Goals and Objectives:

- In order to ensure compliance and monitoring of short term rentals, staff will implement business licensing for short term vacation rentals through Citizenserve and assist public in complying with regulations.
- Develop a dedicated online recruitment page for boards and commissions, and schedule open house for public in order to enhance community outreach methods.
- Developing a better online presence, staff will conduct community outreach and inform the community of project progress on a routine basis.
- Refine the procurement system and maintain early bid schedule and project implementation.
- Refine construction standards for road and trail infrastructure to reflect recent design changes.
- Collaborate with community partners on capital improvements to yield further savings
- Support all departments in capital improvement needs and carry out all budgeted projects
- Continue Town to Lakes Trail planning and development.
- Continue design and planning efforts for CDOT and CMAQ funded projects
- Support the implementation of the pavement management plan
- Develop a Town grants development strategy to leverage existing funds and enhance project implementation
- Ensure that 2018-2020 Council Goals and Objectives are addressed. The Town Manager is responsible for ensuring that progress is made on all objectives. Specifically, the Administration Department will deal with many of these, including but not limited to the following:
 - Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
 - Council Objective 1E: Increase Beautification of Downtown Core
 - Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities.
 - Council Objective 1I: Develop Better Planter Area Between First Street Bridge and Conoco
 - Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
 - Council Objective 2B: Complete River Walk Project
 - Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
 - Council Objective 2E: Increase Bicycle Mobility
 - Council Objective 2F: Enhance Wayfinding throughout Town
 - Council Objective 2G: Complete Town to Lakes Trail
 - Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
 - Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
 - Council Objective 3C: Explore and Expand Downtown Parking Capacity
 - Council Objective 3D: Consider Acquisitions of Key Property Locations
 - Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
 - Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan

- Council Objective 3G: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Fund
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5A: Adopt Financial Policies for the Town for Procurement and Contracting, Savings, and Debt Strategies
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5C: Review Public Warning Signage.
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas.
- Council Objective 5E: Explore Bringing Attorney on Staff vs. Contracting
- Council Objective 5F: Explore Bringing Engineering on Staff vs. Contracting
- Council Objective 5G: Ensure Appropriate Employee Compensation Package
- Council Objective 5H: Reevaluate and Restructure Town Project Bidding Procedure
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding.
- Council Objective 6A: Encourage Development of Affordable Housing
- Council Objective 6C: Engage in Economic Development Attraction Efforts



Building and Fire Safety

Margaret Gallegos, Building and Fire Official

Overview:

The Department of Building and Fire Safety is assigned with the implementation of building and fire codes, which are adopted by the Town of Pagosa Springs. These Codes establish the minimum requirements to safeguard the public health, safety, and general welfare; ensuring structures have adequate strength, means of egress, stability, sanitation, adequate interior light and ventilation, and energy conservation. The Department conducts plans examinations and inspections of new construction and interior improvements. The Department also conducts quarterly, semi-annual and annual business and vacation rental inspections, to verify that structures are built and maintained in such a manner to provide safety to life and property from fire and other hazards, and to provide safety to firefighters and emergency responders during emergency operations.

Core Services:

The primary function of the Department is to ensure buildings are safely designed and constructed for use by visitors and citizens of Pagosa Springs, 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 support to the Public Works Department with processing and issuing road cut permits. Cooperation and support is provided by the Building Department to: Pagosa Area Water and Sanitation District (PAWSD), Pagosa Fire Protection District, Archuleta County, all Town of Pagosa Springs departments, and other public and private entities. The Building Official fulfills the following functions: Department Director, Building Official and Fire Code Official. As Fire Code Official, the Building Official also responds to fires to assess health hazard, investigate and determine cause of fire and makes final determination about the structural integrity of the building/residence. Other Department code certifications and trainings include, but are not limited to, areas of building, residential, energy, existing buildings, fuel gas, fire, mechanical, property maintenance, swimming pool and spa.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	223,509	\$211,136	\$249,801	\$171,164	\$249,112
	Capital Fund	\$0	\$1,105	\$2,500	\$1,971	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$201,375	\$185,278	\$220,031	\$146,439	\$225,712
	Commodities	\$10,430	\$10,226	\$8,690	\$8,575	\$10,500
	Contractual	\$11,703	\$15,632	\$21,080	\$16,150	\$12,900

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2019.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Building and Fire Code Official	1	1	1	1	1
	Permit Tech/Plans Examiner	1	1	1	1	1
	Building and Fire Inspector	1	1	1	1	1

2018 Accomplishments:

- Finalized streamlining of record management through Citizen Serve to encompass all components of building and fire safety files and building plans.
- Assembled pertinent governing documents and information for Town Council appointment of new/reappointed members to the joint Town and Fire District Board of Appeals.
- Fostered an approachable department for local residents, builders, designers, architects, engineers and developers, to encourage safe, positive community growth.
- Continued to work with new Fire District personnel to build a team that works together for the safety of the community.
- Provided continued education, advanced and cross training for current staff members in respects to building, fire and residential codes, inspections and plan review.
- Continued to work with the Builder’s Committee and the Pagosa Fire Protection District, building for conformance between the Town of Pagosa Springs and Archuleta County Building Departments as possible.
- Provided education of updates to codes in building and mechanical, fire codes for updates to building code of the LUDC with staff, residents, builders committee, county officials, and fire department.
- Fully implemented the CitizenServe permitting program for the building applications, inspections and business licenses/contractor work permit processes.

2019 Goals and Objectives:

- Code Enforcement: Establish and administer procedures for processing and approval of notices and orders, right of entry, abatement and legal due process. Implement Code Enforcement tracking and reporting procedures utilizing the new CitizenServe software.
- Department Handouts: Update outreach materials by prioritizing existing brochures and informational materials.
- Outreach/Programs: Develop and implement a building and fire safety program, outreach tool for code enforcement, inspection outreach with contractors and education contractors on new code changes. Built a win-win relationship with business owners through fire safety inspections to be able to obtain a common goal of protecting the public and property.
- Professional Development: Building/Fire Code Official - Receive certification for fire inspector and plans examiner, fire systems inspector and fire investigator; Building/Fire Inspector – Receive fire inspector II certification; Plans Examiner/Permit Tech – Receive residential and commercial plans examination and fire inspector certification.

Department staff – Receive existing and property maintenance code training/certification.

- Time Management Efficiency: Establish and administer policies and goals for departmental personnel in time management and work flow efficiency.
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5J: Nuisance Code Enforcement
- Council Objective 6C: Engage in Economic Development Attraction Efforts (streamline new business development rules and provide educational pieces on steps to starting a business)



Municipal Court

Candace Dzielak, Court Administrator

Overview:

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 conducted four days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencing, and accountability hearings. The Court Administrator/Probation Officer 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 Probation Officer performs drug and alcohol testing on adults and juveniles adjudicated by Municipal 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 21-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for more than 37 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 and Deputy Court Clerk serve as Victim/Witness Coordinators who issue subpoenas to parties in a case and prepare, send, and receive Victim Impact Statements. The Court Clerk performs as Collections Investigator to assign delinquent accounts to debt recovery. The Deputy Court Clerk performs the duties of Community Service Coordinator to assign adjudicated adults and juveniles to volunteer opportunities within the community.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	\$289,658	\$322,845	\$334,035	\$318,163	\$351,065
	Capital Fund	\$2,500	\$1,770	\$4,100	\$3,826	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$227,340	\$244,814	\$248,528	\$240,033	\$268,925
	Commodities	\$9,531	\$11,656	\$13,150	\$12,850	\$13,650
	Contractual	\$52,787	\$66,375	\$72,357	\$65,280	\$68,490

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2019

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Municipal Court Judge	.5	.5	.5	.5	.5
	Court Administrator /Probation Officer	1	1	1	1	1
	Court Clerk	1	1	1	1	1
	Deputy Court Clerk	1	1	1	1	1

2018 Accomplishments:

- Hired and appointed presiding judge and assistant judge in January 2018.
- Promoted Deputy Court Clerk to Court Clerk in January 2018.
- Hired Deputy Court Clerk in February 2018.
- Contracted with and appointed Prosecutor in February 2018.
- Contracted with an additional Spanish Language Interpreter and Translator in July 2018. This contract employee provides interpretation services in court and in probation meetings.
- The hiring process for court-appointed defense counsel will begin in September 2018. The hiring process will ensure compliance with SB18-203.
- Provided extensive in-office, online, and off-site training for new staff. This training continues and is time-intensive as the court attempts to introduce and familiarize new employees with the accountability court model and problem solving/conflict resolution practices. Existing staff has accompanied new staff to off-site trainings.
- The Municipal Court calendar was expanded to five days per month, as needed, to accommodate client volume and ensure the fidelity of court services.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming management control agreements and training staff on CJIS security requirements.
- The Court Administrator, in cooperation with the Town Manager and Collins, Cockrel & Cole, finalized a service agreement with Integral Recoveries, allowing Municipal Court staff to refer delinquent accounts to debt recovery. Implementing and administering a collection process, through a debt recovery service, is a significant procedural change for Pagosa Springs Municipal Court.
- The Court Administrator continues the process of reviewing legislative actions to determine the required changes to the Municipal Code. Modifying ordinances will be brought before Council.

2019 Goals and Objectives:

- The Court Administrator and Chief of Police will review the new edition, when published, of the Model Traffic Code to determine if adoption by the Town is reasonable.
- The hiring process for prosecutor pro-tem will begin during the first quarter of 2019.
- Court staff will continue updating the Court’s webpage to enhance the information provided. Updated information will include the names and positions of newly hired and

appointed staff, an updated court calendar, and revised procedures, if any, implemented by the judge.

- Court staff will compose literature, via tri-fold brochures and additional documents, as a means of reaching out to Court clients by providing them information about Court processes and post-adjudication services.
- Enhance the Court's community service program. Increase outreach to community agencies to expand useful public service opportunities for adults and youth adjudicated by Municipal Court.
- Court staff will continue compliance with SB18-203. Court-appointed defense counsel will be hired through a transparent process and will be hired upon merit-based criteria.
- Municipal Court will consider, permanently, expanding the court calendar to five (5) days per month.
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5E: Explore Bringing Attorney on Staff vs. Contracting



Parks & Recreation – Parks Maintenance Division

Darren Lewis, Parks & Recreation Director

Overview:

The Parks Maintenance Division of the Parks and Recreation Department maintains all existing park facilities within the town’s corporate boundaries and the grounds surrounding all town buildings. This division’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 division performs needed upgrades and maintenance operations.

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Capital Fund	\$324,606	\$374,325	\$350,815	\$351,600	\$419,161
	Conservation Trust Fund	\$74,200	\$93,677	\$85,800	\$84,775	\$62,927
	Impact/Trust Fund	\$0	\$0	\$25,000	\$25,000	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$247,814	\$257,349	\$268,105	\$254,123	\$316,701
	Commodities	\$76,792	\$116,976	\$82,710	\$97,477	\$102,460
	Property Acquisition	\$0	\$0	\$415,000	\$409,869	\$0

Personnel:

The following table displays total personnel in the Division. One new position is anticipated in 2019.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Parks Crew Leader	2	2	2	2	2
	Parks Maintenance II	1	1	1	1	1
	Parks Maintenance I	0	0	0	0	1

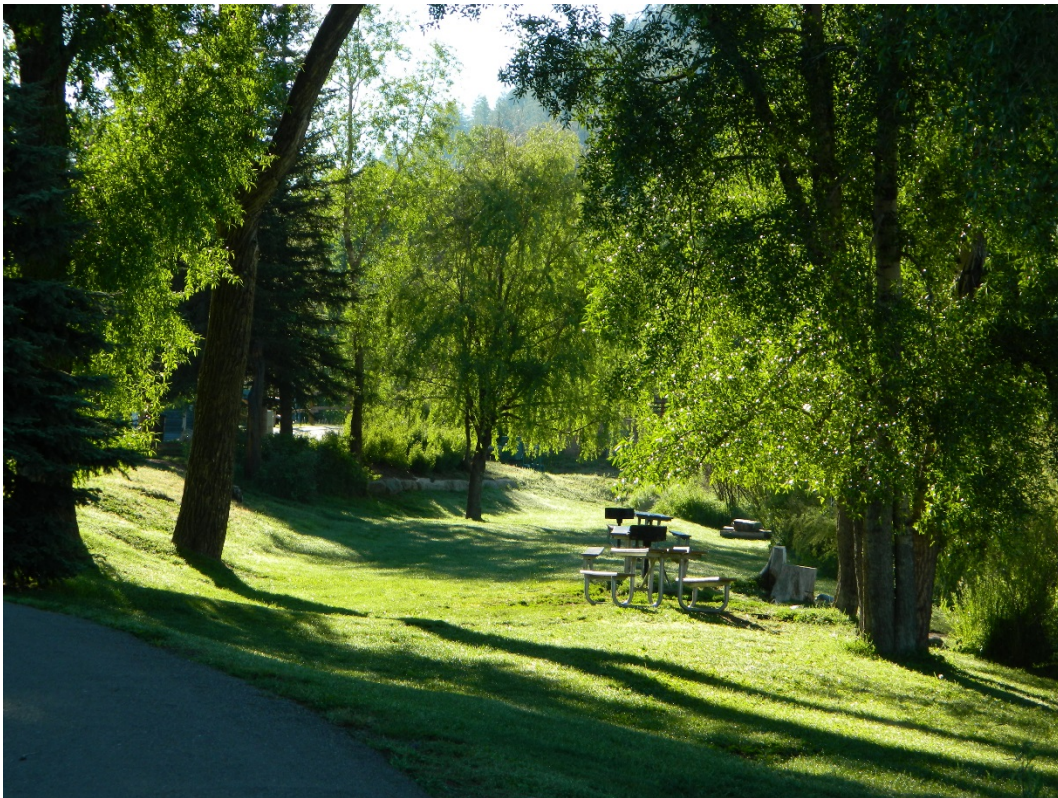
2018 Accomplishments:

- Reservoir Hill: Mountain bike trails were added in 2018 through a partnership with DUST2. Thinning continued and gravel was added to the entire road. Electrical was added.
- River Center Ponds: Installed climbing structure.
- Centennial Park: Landscaped around bathroom.
- Town Park: New asphalt was added to the parking lot and trail leading to the Riverwalk. Staff continued to improve the athletic field (this was a challenge because of the number of events held on the property as well as not being able to irrigate) and installed new bear resistant trash cans.
- South Park: Landscape, new playground area installed and ADA assessment was conducted.
- Yamaguchi Park: Expanded climbing area, installed a basketball court, installed fence around skate park, landscaped north side of the skate park and installed backstop at baseball field, improved irrigation system, installed new picnic tables and benches.

2019 Goals and Objectives:

- Staff will continue to maintain and groom the town’s parks.
- Staff will perform maintenance along trails.
- Staff will assist with maintenance of planters and town planted right of way areas.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continue to thin where needed, and continue to work with Dust2 on singletrack trail improvements.
- River Center Ponds: Improvements to the restroom are planned in 2019.
- Centennial Park: Strengthen turf and add new picnic tables.
- Town Park: Strengthen turf. All was lost when this department could no longer irrigate. New options for irrigation at Mary Fisher Park and Town Park are being explored.
- South Park: Add a sidewalk to improve ADA accessibility.
- Yamaguchi Park: Add clay to the baseball field and improve the warning track, continue to dial in the irrigation and improve the turf. Continue to landscape and improve shading.
- Cottons Hole: Minor improvements will take place in 2019, such as adding seating, trash cans and grading the parking/turnaround area. Pit toilets or porta potties may be installed.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment.
- Council Objective 1E: Increase Beautification of the Downtown Core.

- Council Objective 1G: Ensure Proper Fire Mitigation/Resource Management of Public Properties.
- Council Objective 1H: Increase Parks, Trails, Trees and Turf Maintenance.
- Council Objective 1I: Develop Better Planter Area Between First Street Bridge and Conoco.
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2B: Complete River Walk Project.
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Objective 3H: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5C: Review Public Warning Signage
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 6K: Implement DUST2 Trail Network



Parks & Recreation – Recreation Division

Darren Lewis, Parks & Recreation Director

Overview:

This Recreation Division, which includes the Community Center, 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 Division creates and coordinates activities for the benefit of the entire community. The Division also coordinates with other governmental 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. Staff also identifies and authors appropriate grants when feasible. The Division reports to the Parks and Recreation Director and recommends and implements changes when appropriate to improve services and facilities. The Division includes five full-time employees and 15-25 seasonal, part-time employees (referees, umpires, instructors, etc.).

Core Services:

Daily operations of the Recreation Division include scheduling reservations for room rentals, facilitating community events, workshops, classes, and programs held in the Ross Aragon Community Center, as well coordinating, advertising and hosting several community events. The Division also directly administers 20 programs: youth basketball ages 7-8, 9-10, 11-12; youth baseball ages 5-6, 7-8, 9-10, 11-13; adult softball men’s and co-ed; adult soccer; adult co-ed volleyball; youth soccer ages 3-4, 5-6, 7-8, 9-10, 11-12; youth volleyball ages 9-10, 11-12; youth gymnastics ages 3 and up; and Arts and Crafts ages 9-13. During the summer months, the Division also co-administers a new summer youth program (Kickin’ It During Summer-KIDS) with assistance from the community center staff. The administration of these programs includes the provision of equipment, instruction, team uniforms, game officials, awards, first aid, and criminal background checks for volunteers, coaches and officials, and weekly news articles and press releases.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	\$419,399	\$440,575	\$492,627	\$494,917	\$528,652
	Capital Fund	\$33,867	\$5,273	\$5,500	\$5,816	\$0
	Impact/Trust Fund	\$0	\$0	\$25,000	\$25,000	\$27,000

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$292,802	\$326,826	\$366,347	\$371,772	\$393,602
	Commodities	\$119,094	\$107,553	\$118,980	\$115,025	\$127,550
	Contractual	\$7,503	\$6,196	\$7,300	\$8,120	\$7,500

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2019.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Parks & Recreation Director	1	1	1	1	1
	Event Coordinator	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Recreation Coordinator	2	2	2	2	2

2018 Accomplishments:

- Staff made improvements to and promoted the community center exercise room.
- Another successful K.I.D.S. camp occurred. Numbers increased from 50 children a day to 80 children a day.
- Increased building usage and targeted agencies and organizations for trainings, conferences, meetings, and special functions such as weddings and holiday parties.
- Offered more times for free programs.
- Continued to partner with more local businesses and organizations in marketing efforts as well as collaborating with events and volunteers.
- Continue to strive to improve current events and brainstorm for new events to offer and reached out to club sports to offer space for their programs
- Replaced refrigerator and installed information screens in lobby
- In 2018, the Division continued to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- The Division will 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.
- Redesigned the office for better efficiency.
- Recreation programs continued to be popular and served hundreds of area youth and adults. Overall program participation this year remained the same over last year in the youth category and adult category. Staff anticipates this level to remain the same each year, as most programs are approaching maximum capacity due to restraints imposed by a lack of expanding infrastructure/facilities.
- Positive feedback was heard from the community for many programs.

2019 Goals and Objectives:

- Install a new motorized projection screen in the multi-purpose room.
- Replace chairs in the senior center.
- In 2019, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- Offer the KIDS camp again in 2019, with small changes such as a shorter number of weeks.
- The Division will 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.

- Continue to improve special events approval and review process by involving partner agencies and emergency responders.
- Council Objective 2D: Ensure Appropriate ADA Compliance to Be Accessible for All
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public



Planning

James Dickhoff, Planning Director

Overview:

The Planning Department’s main responsibilities are providing direction to applicants and reviewing development projects for compliance with town codes and policies, and when necessary, presenting applications and staff analysis to the respective decision-making bodies for their consideration (Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board).

The Planning Department also: provides technical assistance to other departments; implements the adopted Comprehensive Plan, Downtown Master Plan, Regional Parks, Recreation, Open Space and Trails Master Plan and the Town to Pagosa Lakes Trail Master Plan; conducts ordinance development and drafting; provides code enforcement assistance; provides customer service to the public and staffing services to Town Council, Planning Commission and the Historic Preservation Board. The Department also administers the FEMA Flood Plain regulations on behalf of the town. Staff works with CDOT regarding highway maintenance issues, roadway and trail projects, and grant administration and coordination of projects along the highway corridors. The Town's Planning Department works closely with the Building Department and other town departments on all development issues.

Core Services:

The primary responsibility of this department is the administration and implementation of the town’s adopted Land Use and Development Code, Comprehensive Plan, Downtown Master Plan, and other adopted long range planning documents and other initiatives as directed by Town boards and Town Council. The department provides staff to the Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	\$153,568	\$165,707	\$258,136	\$246,448	\$247,476
	Capital Fund	\$0	\$0	\$1,200	\$600	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$128,563	\$126,641	\$158,306	\$158,058	\$164,896
	Commodities	\$11,926	\$11,520	\$20,730	\$14,450	\$14,480
	Contractual	\$13,079	\$27,546	\$79,100	\$73,940	\$68,100

Personnel:

The following table displays total personnel in the Department. No new positions in 2019, however a reclassification of a current employee is anticipated.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Planning Director	1	1	1	1	1
	Senior Planner	0	0	0	0	1
	Associate Planner	1	1	1	1	0

2018 Accomplishments:

- Successful completion of the Comprehensive Plan Update project. Although the majority of the project was completed in 2017, final document edits, formatting document structure and presentations at public hearings to the Planning Commission and Town Council and subsequent adoption occurred in 2018.
- Competition of phase one of the restoration of the Historic Rumbaugh Creek Stone Arch Bridge and Water Works Facility. Administered the State Historic Fund (SHF) grant reporting and closeout requirements. Worked with SHF staff for approvals, prepared RFP for construction services and conducted bidding process and selection process for restoration construction services. This was the first SHF grant funded project in Pagosa Springs.
- Applied for and awarded a no cash match Certified Local Government Grant for developing a historic survey plan. The grant is worth approximately \$15,000 towards consultant expenses to complete the survey plan. 40% of the Survey plan process will be completed in 2018 with the remaining 60% to be completed by early 2019.
- Successfully completed a Rumbaugh Creek Bridge phase two SHF grant application for \$200,000 that was awarded on August 1, 2018.
- Commenced work on phase one of the Water Works Facility restoration project which is expected to be completed by the end of 2018.
- Successfully applied for and was awarded CDOT CMAQ funds for dust mitigation efforts, a portion of the Town to Pagosa Lakes commuter trail, and alley paving projects between CDOT FY 2019-2021. A total of \$1,047,294.00 was awarded.
- Assisted the Special Projects Manager in the coordination of the following projects: Harman Hill Phase of the Town to Lakes Trail design, Safe Routes to School (SRTS) sidewalk project, Riverwalk extension, Crestview Drive CMAQ project, etc.
- Developed recommendations for updates and inclusions into the 10-year capital improvement plan and presented recommendations to the Town Manager.
- Worked with CDOT and the WOOD Group consultants to facilitate three public engagement meetings for the Hwy 160 corridor visioning process to align with CDOT’s preliminary design plans for road reconstruction between 1st and 10th Streets.
- Facilitation of a community roundtable on heritage as a means to identify opportunities for collaboration among organizations and individuals who are passionate about preserving and sharing community history.
- Presented, proposed and coordinated pedestrian crosswalk safety improvements with town staff and CDOT.
- Continued to identify incorrect property addressing and initiated correction process with property owners, to ensure emergency response efficiency, shipping deliveries, etc. Will facilitate a discussion with EMS and other addressing stakeholders to develop a Town Policy for addressing.

- Assisted Archuleta County with the facilitation of discussions for N. Pagosa Boulevard multi-modal improvement design options through stakeholder identification and engagement.
- Prepared quarterly reports as a follow-up to the awarded Smart Growth America technical assistance grant for the resulting Smart Growth America recommendations report. Ensured the final findings were referenced in the updated Comprehensive Plan.
- Participated on the Housing Advisory Work group and drafted an RFP for services to advance workforce housing. The Planning Department will serve as the Town's liaison with the selected contractors, and will continue to identify opportunities for workforce housing.
- Applied to the Community Builders Housing Institute for a technical assistance grant (valued at approximately \$10,000) for advancing housing solutions in our community. The grant was awarded.
- The Planning Director is leading the Growing Water Smart work group in an effort to identify local growth projection considerations that can be brought forward to the Town Council, San Juan Water Conservancy District, Board of County Commissioners, Pagosa Lakes Property Owners Association, the Pagosa Fire Protection District and the Pagosa Area Water and Sanitation District to consider adopting one source for annual growth projections.
- The Planning Director is participating in the Upper San Juan River Watershed Enhancement Partnership workgroup for phase one of a stream management plan consistent with the State's water plan.
- The Planning Director is participating in the initial stages of an effort to coordinate a community resiliency planning effort.
- Implemented the CitizenServe permitting program for the planning department application processes, ensuring all applications are entered into the system and ensuring user friendly functionality.
- Coordinated a number of public engagement and educational opportunities regarding the repurposing of the historic water works site.
- Serves as the Town's liaison with the Arts Council.

2019 Goals and Objectives:

- Review and propose amendments to the LUDC to ensure language and regulations support the goals as set forth in the 2018 updated Comprehensive Plan. Consultant services are anticipated to assist with this process.
- Work with the local Safe Routes to School coalition and other local entities to complete a bike and walking routes map.
- Research, propose and implement beneficial community engagement processes as a means to ensure inclusion of all demographics and cultures. This may include topic specific public input sessions, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Continue to improve the CitizenServe permitting program for the planning department application processes, ensuring a user-friendly system is maintained.
- Assist the Special Projects Manager in the coordination of the following projects: Harman Hill Phase of the Town to Lakes Trail design, Safe Routes to School (SRTS) sidewalk project, Riverwalk extension, Crestview Drive CMAQ project, etc. Staff will also assist with coordinating Federal Uniform Act requirements for the acquisition of property, if needed, for easements.

- Develop recommendations for updates and inclusions into the 10-year capital improvement plan and present recommendations to the Town Manager.
- Continue to work with CDOT for project coordination, identifying future improvements, and quarterly staff meetings.
- Follow up with the 2018 heritage roundtable event with additional roundtable discussions as needed.
- Coordinate additional public engagement and educational events regarding the repurposing of the historic water works site.
- Continue to work with the Arts Council by identifying potential projects and researching the potential to create and Arts advisory board.
- Coordinate the completion of the historic survey plan with the consultant.
- Analyze pedestrian 2018 cross walk safety improvements for effectiveness and potential modifications.
- Oversee phase two of the Rumbaugh Creek Bridge restoration project and administer the awarded SHF grant.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1I: Develop Better Planter Area Between First Street Bridge and Conoco
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2B: Complete River Walk Project
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 2E: Increase Bicycle Mobility
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3C: Explore and Expand Downton Parking Capacity
- Council Objective 3D: Consider Acquisitions of Key Property Locations
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Council Objective 3G: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Fund
- Council Objective 3H: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5J: Nuisance Code Enforcement
- Council Objective 6A: Encourage Development of Affordable Housing
- Council Objective 6C: Engage in Economic Development Attraction Efforts
- Council Objective 6L: Continue to Preserve our Historic Resources
- Council Objective 6M: Develop Greater Understanding of Our Historic Resources through Public Education

Police

William Rockensock, Police Chief

Overview:

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 August 30, 2018, the Police Department has one vacant police officer position, one Detective, and a part time animal control position. Being fully staffed will make it easier to manage overtime and leave, and will allow for more consistent community interaction at special events.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	General Fund	\$841,842	\$847,126	\$998,875	\$922,464	\$1,113,112
	Capital Fund	\$48,207	\$51,812	\$104,500	\$97,176	\$35,000

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$623,869	\$587,981	\$696,556	\$625,727	\$795,835
	Commodities	\$36,721	\$39,085	\$51,600	\$45,300	\$47,500
	Contractual	\$181,252	\$220,060	\$250,719	\$251,437	\$269,777

Personnel:

The following table displays total personnel in the Department. Two new positions are anticipated in 2019 (Community/School Resource Officer and Evidence Technician).

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Chief of Police	1	1	1	1	1
	Lieutenant	1	1	1	1	1
	Detective	1	1	1	1	1

Corporal	1	1	1	1	1
Police Officer	4	4	4	4	4
Community/School Resource Officer	0	0	0	0	1
Office/Records Specialist	1	1	1	1	1
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	0	0	0	0	.5

2018 Accomplishments:

- As of September 18, 2018, 342 incident reports have been generated
- The department has investigated and completed 128 accident reports.
- Calls for service through September 18, 2018, were over 3000, consistent with 2017
- Officers, to date, have completed training in compliance with the Peace Officers Standards Training Board, including Anti-Bias Policing, Ethics, Arrest Control, Emergency Vehicle Operations, Firearms, verbal de-escalation, Interview and Interrogation.
- Officers have received over \$17,000 in scholarship funding for advanced training. This included Taser Re-certification, Police mountain bike certification, Traffic crash investigations, Interview and interrogation, Aride and Master Media relations.
- The current police department operations policy is compliant with all state and federal law and best practices nationally within the law enforcement community. Officers are required to test daily on current policy provided by electronic Daily Training Bulletins (DTB's) which are tracked and managed to reduce the Town's liability.
- The department received a Colorado POST grant for in-service training in the amount of \$6,966.00 for the 2018/2019 state fiscal year.
- The department has continued the responsibility of managing Sex Offenders Registrations for sex offenders living within the Town limits.
- The department implemented a Police Mountain Bike patrol program.

2019 Goals and Objectives:

- Increase current staffing levels
- Add positions for Evidence Technician and Community / School Resource Officer
- Coordinate with other area service agencies to provide active threat training for the region. (Scheduled July 2019)
- Provide continuing education and advanced training for officers.
- Obtain POST in service grant funding for 2019/2020.
- Increase traffic safety and reduce impaired driving offenses.
- Continue and increase bicycle patrol program.
- Increase public education and outreach programs.
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment.
- Council Objective 2C: Ensure Appropriate Traffic Signage throughout Town.
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate.
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public.
- Council Objective 5J: Nuisance Code Enforcement

Public Works – Streets Division

Branden Lattin, Streets Supervisor

Overview:

The Streets Division of the Public Works Department provides year round service, maintenance of all town streets, signs and lighting. The Division also provides service to the cemetery, parks and trail preservation, and maintenance of drainage and sidewalks. The Streets Division also assists other staff, when needed, with the town geothermal system and the needs of the Sanitation District.

Core Services:

- Maintaining all streets by filling potholes and cracks and replacing asphalt.
- Grading and applying additional base to gravel roads or chemical for dust control.
- Keeping lighting, signs and drainage in good condition.
- Plowing snow from streets, alleys, sidewalks and parking areas throughout 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.
- Provides general cemetery care and road maintenance, location and sale of plots.
- Geothermal service of leaks, temperature control, 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.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Capital Fund	\$495,917	\$563,229	\$590,838	\$565,007	\$684,898
	Impact Fund	\$0	\$0	\$125,000	\$0	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$303,257	\$311,236	\$334,318	\$334,991	\$423,913
	Commodities	\$134,459	\$155,128	\$175,020	\$187,816	\$206,985
	Contractual	\$58,201	\$96,864	\$81,500	\$42,200	\$54,000
	Equipment	\$41,971	\$193,797	\$307,357	\$328,357	\$169,662

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2019.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Public Works Director	1	1	1	1	1
	Streets Supervisor	0	0	0	1	1
	Equipment Operator III	1	1	1	1	0
	Equipment Operator II	1	1	1	1	2
	Equipment Operator I	2	2	2	2	2

2018 Accomplishments:

- Gravel and signs were installed at Hill Top Cemetery.
- Pavement assessment for all town roads was completed.
- Continued maintenance of department vehicles.
- Application of gravel to most town alleys.
- Painted Apache bridge
- Painted light poles on Hot Springs Blvd.
- Put up seasonal banners on new trails
- Replaced broken sidewalks in town
- Replaced signs throughout the cemetery
- Inlaid thermoplastic for crosswalks
- Put gravel on Reservoir Hill access road.

2019 Goals and Objectives:

- Enhance regular, ongoing road maintenance and improvements.
- Develop and implement ongoing plan for upkeep of sidewalks, curbs and gutters.
- Ensure appropriate traffic signage throughout town.
- Work with CDOT on Hwy 160 projects.
- Continue providing enhanced maintenance at the Hill Top Cemetery.
- Apply gravel in alleyways.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1B: Enhance Regular, Ongoing Road Maintenance and Improvements.
- Council Objective 1C: Develop and Implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters.
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment.
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1I: Develop Better Planter Area Between First Street Bridge and Conoco
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2C: Ensure Appropriate Traffic Signage Throughout Town.

- Council Objective 3A: Develop a Long-term Downtown Traffic Plan in Partnership with CDOT.
- Council Objective 3C: Explore and Expand Downtown Parking Capacity.
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas.
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding.



Public Works – Facilities Division

Dennis Ford, Facilities Supervisor

Overview:

The Facilities Maintenance Division performs a variety of facility and building maintenance and preventive maintenance duties for Town Hall, Community Center, Visitor Center, and Geothermal utility. Work performed includes skilled and semi-skilled carpentry, custodial, electrical, plumbing, and mechanical duties.

Core Services:

The Facilities Maintenance Division’s main duty is to provide preventive maintenance and repair, when needed, to the Town facilities listed above. These duties also include investigating maintenance complaints, performing building safety inspections, and ensuring compliance with proper work methods and CIRSA recommendations. The Division works closely with all other departments and is available to assist when necessary. Staff maintains records of completed maintenance and repair work and responds to requests for emergency repairs. In order to keep a smooth facilities management program, staff orders supplies and maintains an inventory of parts and schedules, and directs and participates in remodeling of facilities. During the winter season, this division is responsible for removing snow from the Town Hall, Community Center and Visitor Center parking lots and walkways. Facilities Maintenance staff also assists with the functions of the Community Center by moving furniture within and between buildings, sets up rooms and meeting spaces, and assists in the set-up and take-down of necessary equipment used in events at the Community Center. The Division is also in charge of custodial services in the Town Hall, Community Center and Visitor Center. Staff also coordinates and directs the Town’s 4th of July fireworks presentation with the vendor.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Capital Fund	\$216,060	\$270,002	\$226,262	\$239,458	\$238,030
	Impact Fund	\$0	\$25,000	\$0	\$0	\$0

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$176,211	\$179,263	\$184,782	\$186,478	\$201,550
	Commodities	\$13,245	\$21,941	\$17,980	\$17,480	\$27,480
	Contractual	\$26,605	\$68,798	\$23,500	\$35,500	\$9,000
	Building Lease/Purchase	\$18,147	\$18,147	\$18,147	\$18,147	\$18,147

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2019. It should be noted that this will become a division under the Public Works Department.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	2	2	2	2

2018 Accomplishments:

- The Division continued its cooperation with other departments to provide a high level of service throughout the town.
- Staff continued to work on road maintenance projects as needed to provide safe streets and walkways.
- Staff worked closely with the Utilities Division on the lagoon site and numerous other projects as needed.
- As with every holiday, the Public Works Department will also work with other departments on holiday lighting.
- Staff worked with CDOT on Hwy 160 projects.
- The Division continued providing enhanced maintenance at the Hill Top Cemetery

2019 Goals and Objectives:

- Staff will coordinate capital projects such as the installation of a new air conditioning unit at Town Hall and a new walk-in freezer at the Community Center.
- Staff will continue to maintain town facilities in good condition.
- Work with engineers to survey the condition of existing geothermal distribution lines and replace sections of aging lines as funds allow.
- Council Objective 1A: Build a New Maintenance Facility for Public Works Department (Streets, Utilities and Facilities Maintenance Divisions) and the Parks and Recreation Department (Parks Maintenance).
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities.
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All.
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment.



Public Works – Utilities Division

Eugene Tautges, Utility Supervisor

Overview:

The PSSGID mission is to protect the environment and the health of the public by providing efficient and economical wastewater collection services for the Town of Pagosa Springs and properties within its service area. These services are managed by the Utility Supervisor, who is licensed to the appropriate level by the Colorado Water and Wastewater Operators Certification Board. The sanitation system includes 190,000 feet of collection main sewer lines with 475 manholes and five lift stations, which includes the newly constructed pumping stations that transport the town’s wastewater to the Vista Wastewater Treatment Plant at Pagosa Area Water and Sanitation District (PAWSD). There are approximately 835 customers using approximately 1425 equivalent units that make up the collection system. The Utilities Division will also assist with managing the Geothermal Heating System that the town owns and operates. This will be accomplished in partnership with the other Facilities Division and the Streets Division.

Core Services:

The division’s primary service is to provide the rate payers a quality utility service that includes operating and maintaining the lift stations and cleaning, inspecting and repairing the collection system. The division staff responds to emergency calls 24 hours per day, year-round and responds to customer questions and concerns on a timely basis. For geothermal, the division will assist with making new taps, repairing leaks, interfacing with customers, and monitoring the geothermal wells.

All Funds Expense Summary

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Sanitation Fund	\$1,025,714	\$1,535,386	\$987,300	\$960,388	\$1,182,203
	Geothermal Fund	\$43,062	\$30,660	\$74,350	\$46,650	\$69,590

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$74,583	\$78,424	\$79,683	\$80,531	\$151,873
	Commodities	\$147,573	\$169,389	\$185,461	\$176,711	\$198,562
	Contractual	\$234,098	\$318,252	\$353,849	\$339,612	\$304,000
	Capital Improvements	\$286,338	\$712,324	\$155,000	\$122,527	\$241,740
	Debt Service	\$326,184	\$287,657	\$287,657	\$287,657	\$355,618

Personnel:

The following table displays total personnel in the division. One new position in 2019 and a reclassification of a current employee is anticipated.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Wastewater Superintendent	1	1	1	1	0
	Utility Supervisor	0	0	0	0	1
	Utility Operator	0	0	0	0	1

2018 Accomplishments:

- In 2018, two major projects were undertaken. The first was completion of the emergency overflow vault at PS #1 along with restrooms at both pump stations and a small office at PS #1.
- Staff worked with engineering and, with board approval, entered into a lease to pilot test an odor control system at both of the major pump stations.
- Working through these challenges has required a heightened awareness and response to improve communication, encourage public engagement and pursue cooperative, efficient relationships for the Sanitation District. Working with customers, residents, homeowners' associations, and other governmental agencies has been effective for current and future projects the Sanitation District anticipates.
- With the assistance of the Streets Division staff, the town has been able to purchase a new jet-vacuum truck to replace the aged and failing old unit. Delivery is expected in November of this year. Costs for the lease-purchase agreement will be shared among the Geothermal Fund, Sanitation Fund, and the Capital Fund.

2019 Goals and Objectives:

- Hire a second full time staff member (Utility Operator) to assist in the numerous daily tasks to operate the Sanitation System and the Geothermal Heating System.
- Continue to monitor the odor control pilot project and ensure the outcome meets the goals set forth in the lease document with the vendor.
- Continue the digitization of district data and metadata for incorporation into the chosen asset management software.
- Continue work on the capital improvement plan, specifically the 2019 scheduled projects that may include improvements to the 1st Street bridge collection system.
- Adopt and implement revised General Improvement District Rules and Regulations.
- Continue improved process with other town departments for review of sanitation usage and capacity within the development review process.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment.
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community.
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas.
- Council Objective 6F: Explore the Town's Role in Providing Sanitation Collection Services

Tourism

Jennifer Green, Tourism Director

Overview:

The Pagosa Springs Tourism Department handles tasks related to the promotion of Pagosa Springs and Archuleta County as a tourism destination. Additionally, the Tourism Department manages, staffs and operates the visitor center, which assists over 80,000 visitors annually. The Tourism Department reports to a voluntary advisory Board consisting of nine members, the Pagosa Springs Town Council and Archuleta County Board of County Commissioners. The Department plans and implements marketing strategies to attract visitors to Pagosa Springs. The Tourism Department is focused on increasing overnight stays in Pagosa Springs and Archuleta County and increasing overall tourism traffic to Pagosa Springs. The Tourism Department also works with other departments to improve local amenities to encourage repeat visitation from tourists.

Core Services:

The primary goal is to promote Pagosa Springs as a tourism destination through the following:

- Media placement, including print and online, video, press and media relations and social media efforts.
- Work closely with the Colorado Tourism Office and regional destinations to promote Pagosa Springs.
- Work with area event organizers to create events that will attract tourists to Pagosa and also provide more things to do while in town.
- Work with the Town to implement the Wayfinding and Signage Plan and other capital improvements and beautification projects as needed.

All Funds Expense Summary:

All Funds	Fund	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Tourism Fund	\$717,444	\$800,244	\$786,461	\$785,986	\$892,929

All Funds	Use of Funds	2016 Actual	2017 Actual	2018 Amended Budget	2018 Estimate	2019 Budget
	Personnel	\$179,069	\$186,080	\$231,861	\$234,186	\$267,929
	Commodities	\$403,860	\$396,882	\$371,600	\$375,200	\$455,000
	Contractual	\$15,054	\$10,000	\$10,000	\$10,000	\$10,000
	Visitor Information	\$88,102	\$80,587	\$68,000	\$61,600	\$60,000
	Capital Project	\$31,359	\$126,695	\$105,000	\$105,000	\$100,000

* 2018 amended budget includes \$10,000 for one-time Chamber donation

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2019

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Tourism Director	1	1	1	1	1
	Visitor Center Specialist	1	1	1	1	1
	Content Marketing Manager	0	0	1	1	1
	Visitor Center Staff	.5	.5	.5	.5	.5
	Volunteer Coordinator	.5	.5	.5	.5	.5

Visitor Center Coordinator	.5	.5	0	0	0
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2018 Accomplishments:

- Developed video content leveraging extensive high definition video library
- Continued to partner with four other destinations (Ouray, Glenwood Springs, Chaffee County and Steamboat Springs) to develop and promote the Historic Hot Springs Loop- a product that has now been adopted by the Colorado Tourism Office
- Continued efforts to reach international travel markets
- Continued beautification efforts throughout town, including bike planters adopted by 30 businesses, development of a bike planter scavenger hunt and the addition of flower baskets on downtown bridges and at the visitor center
- New collaboration with six other destinations in Southwest Colorado to develop itineraries featuring various activities, seasons, etc.
- Launched development of Destination Master Plan
- Completion of new responsive website
- Enhanced social media strategy
- Integration of CRM system to improve lead processing, reporting and advance email marketing efforts
- Continued to see growth in lodgers tax and overall leads through marketing efforts

2018 Measurements:

- Through June 2018, lodgers tax is up approximately 7% over 2017 with no change in available inventory
- Growth in visitor center traffic continued in 2018, exceeding 80,000 by the end of the calendar year
- Tourism Board continues to be engaged in various membership organizations, such as DMAI, DMA West, CADMO, CAST, TIAC, as well as working closely with the Colorado Tourism Office

2019 Goals and Objectives:

- Continue to work with community partners, such as Town, County and CDC, to obtain valuable data to better understand visitor and local spending habits to encourage economic growth
- Continue to see growth in lodgers tax and overall leads through continued marketing efforts
- Continue to focus on shoulder and winter season growth
- Help grow and expand area events by providing marketing support to reach an external audience, as well as attract outside event organizers to host new events in Pagosa
- Further develop partnerships with the Colorado Tourism Office and regional destinations
- Continue to monitor and track all marketing efforts and overall performance metrics to maximize effectiveness
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 3G: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Funds
- Council Objective 6C: Engage in Economic Development Attraction Efforts

2019 Measurements:

- Continued growth of lodgers tax revenue with the impressive collections seen since 2015
- Continue to stay abreast of industry trends, work closely with Colorado Tourism Office and continue to develop partnerships around the State and Region
- Increase ways to provide visitor information in a variety of formats
- Advance targeted email marketing efforts

FUNDS DETAILS



Holiday lights in Town Park

GENERAL FUND REVENUES

Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
TAXES & CONTRACTS							
10-31-100	Property Tax	80,057	83,757	85,567	85,567	85,567	86,097
10-31-200	Special Ownership/MVL	15,274	16,724	15,000	15,000	17,500	17,000
10-31-310	Sales Tax	2,311,507	2,476,756	2,520,060	2,520,060	2,595,662	2,667,042
10-31-420	Cigarette Tax	17,173	18,113	17,500	17,500	16,580	17,000
10-31-600	Gas Franchise	16,595	15,220	16,000	16,000	40,000	20,000
10-31-610	Telephone Franchise	25,301	9,251	10,000	10,000	9,000	9,000
10-31-750	Cable TV Franchise	5,460	3,726	5,500	5,500	4,500	4,500
10-31-770	Ground Lease	56,299	79,790	82,286	82,286	82,500	84,000
10-31-810	Severance Tax	4,686	4,623	4,000	4,000	2,765	2,600
	subtotal	2,532,352	2,707,959	2,755,913	2,755,913	2,854,074	2,907,239
LICENSES & PERMITS							
10-32-110	Liquor License	11,921	10,584	11,000	11,000	12,750	12,000
10-32-120	Marijuana Business Licensing	9,700	22,830	10,000	10,000	16,500	16,000
10-32-190	Business License	17,855	6,818	15,000	15,000	13,200	13,000
10-32-	Vacation Rental License Fee	0	0	0	0	15,000	7,500
10-32-210	Building Permits/Signs/Banners	52,386	91,009	62,500	62,500	62,500	62,500
10-32-211	Planning Fees	10,436	8,239	10,000	10,000	14,500	12,000
10-32-220	Contractor Licensing	10,190	8,400	7,500	7,500	7,500	8,500
	subtotal	112,488	147,880	116,000	116,000	141,950	131,500
INTERGOVERNMENTAL REVENUE							
10-33-410	Mineral Leasing	6,591	4,477	4,000	4,000	1,172	1,100
10-33-480	PSSGID Insurance	17,500	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	25,000
10-33-500	Geothermal Bookkeeping/Insurance	6,000	6,000	6,000	6,000	6,000	6,000
10-34-655	DOLA Geothermal Greenhouse Grant	139,126	1	0	0	0	0
10-34-665	CWCB Geothermal Greenhouse Grant	10,692	0	0	0	0	0
	subtotal	204,909	52,978	52,500	52,500	49,672	49,600
CHARGES FOR SERVICES							
10-34-630	Dept Human Service Building Lease	31,000	31,000	31,900	31,900	31,000	31,000
10-34-650	Recreation User Fees	46,725	48,458	40,000	40,000	42,000	48,000
10-34-680	Developer Reimbursement Fees	2,561	23,200	12,000	12,000	22,000	18,000
	subtotal	80,286	102,658	83,900	83,900	95,000	97,000
FINES & FORFEITURES							
10-35-110	Court Fines	50,846	47,703	40,000	40,000	40,000	45,000
10-35-115	Traffic Surcharges	6,982	5,435	5,000	5,000	5,500	5,500
10-35-125	Police Fees & Misc	4,255	5,359	4,000	4,000	4,900	4,500
10-35-740	Police Grant/Training	25,296	19,154	27,240	27,240	27,240	18,000
10-35-750	Police Contracted Services	8,340	3,540	8,000	8,000	500	45,500
	subtotal	95,717	81,190	84,240	84,240	78,140	118,500
MISCELLANEOUS							
10-36-110	Miscellaneous	27,602	18,267	10,000	10,000	25,000	51,600
10-39-990	Interest Earned	40,044	55,520	40,000	40,000	35,000	36,000
10-36-115	Administration from Impact Fee Fund	0	1,000	1,000	1,000	500	0
	subtotal	67,646	74,787	51,000	51,000	60,500	87,600
COMMUNITY CENTER							
10-37-110	Center Rentals	19,503	19,757	15,000	15,000	24,000	22,000
10-37-115	Events and Programs	71,859	63,317	4,000	4,000	4,000	4,000
10-37-130	KIDS Summer Youth Program	0	0	64,000	64,000	62,095	52,000
10-37-120	Center Leases	48,139	55,933	50,000	50,000	55,500	55,500
10-37-125	Center Miscellaneous	6,287	8,234	7,000	7,000	8,000	8,000
	subtotal	145,788	147,240	140,000	140,000	153,595	141,500
	GENERAL FUND REVENUE	3,239,186	3,314,692	3,283,553	3,283,553	3,432,931	3,532,939
	Prior Year End Cash Reserve	1,776,805	1,814,176	1,887,541	1,887,541	2,005,495	1,544,777
	Total General Fund Revenue	5,015,991	5,128,868	5,171,094	5,171,094	5,438,426	5,077,717

a Reflects a 2.75% increase from 2018 estimated end of year (3% over budget)

b School Resource Officer contract

c Transfer from Health Account to level health insurance expenses

GENERAL FUND EXPENDITURES							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
GENERAL GOVERNMENT							
10-44-42	Administration Department	789,254	726,988	774,242	781,742	811,683	816,104
10-45	Building Department	223,509	211,136	249,801	249,801	171,164	249,112
10-46	Planning Department	153,568	165,707	258,136	258,136	246,448	247,476
10-48	Municipal Court Department	289,658	322,845	334,035	334,035	318,163	351,065
	subtotal	1,455,988	1,426,676	1,616,214	1,623,714	1,547,458	1,663,757
PUBLIC SAFETY							
10-51	Police Department	841,842	847,126	998,875	998,875	922,464	1,113,112
	subtotal	841,842	847,126	998,875	998,875	922,464	1,113,112
RECREATION/COMMUNITY CENTER							
10-56-53	Recreation/Comm Center Department	419,399	440,575	492,627	492,627	494,917	528,652
	subtotal	419,399	440,575	492,627	492,627	494,917	528,652
COMMUNITY SUPPORT SERVICES							
10-75	Service Organizations	77,100	66,871	62,900	62,900	62,900	87,217
10-77	Economic Development/Council Initiatives	138,422	100,494	250,000	250,000	250,000	152,500
	Subtotal	215,522	167,365	312,900	312,900	312,900	239,717
OTHER EXPENDITURE							
10-76-100	General Fund Reserves **	0	235,455	200,000	615,909	615,909	0
10-76-200	Geothermal Greenhouse Grant Funds	160,854	0	0	0	0	0
	General Fund Expenditures	3,093,605	3,117,197	3,620,616	4,044,025	3,893,648	3,545,238
	Total General Fund Expenditures	3,093,605	3,117,197	3,620,616	4,044,025	3,893,648	3,545,238
	Annual Revenues	3,239,186	3,314,692	3,283,553	3,283,553	3,432,931	3,532,939
	Annual Expenditures	3,093,605	3,117,197	3,620,616	4,044,025	3,893,648	3,545,238
	Difference	145,581	197,495	-337,063	-760,472	-460,718	-12,299
	Prior Year End Cash Reserve	1,776,805	1,814,176	1,887,541	1,887,541	2,005,495	1,544,777
	Ending Fund Balance	1,922,386	2,011,671	1,550,478	1,127,069	1,544,777	1,532,479
	Restricted 3% Tabor Reserve	92,808	93,516	108,618	121,321	116,809	106,357
	Unrestricted Reserve	1,829,578	1,918,155	1,441,860	1,005,749	1,427,968	1,426,122

** Amended budget - land acquisition/west phase trail/paving town park/Rumbaugh Creek bridge

ADMINISTRATION DEPARTMENT

Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
PERSONNEL							
10-44-110	Salaries	94,632	108,807	92,495	92,495	92,674	
10-42-110	Salaries	154,334	140,808	149,856	149,856	151,456	262,561 *
10-44-131	FICA	7,146	8,046	7,076	7,076	7,090	0
10-42-131	FICA	11,437	10,225	11,464	11,464	11,586	20,086 *
10-44-132	Insurance	16,711	14,240	9,900	9,900	9,749	0
10-42-132	Insurance	31,779	35,575	36,357	36,357	43,031	72,125 *
10-42-134	Pension	6,738	7,040	7,493	7,493	7,464	13,128 *
10-44-134	Pension	4,700	12,647	6,725	6,725	4,624	0
10-44-133	Travel/Dues/Expenses	4,130	4,727	4,000	4,000	4,000	0
10-42-216	Travel/Training/Dues	4,541	5,802	8,500	8,500	5,500	10,550 *
	Subtotal	336,148	347,915	333,866	333,866	337,173	378,449
COMMODITIES							
10-44-202	Office Supplies	138	199	200	200	200	0
10-42-203	Office Supplies	6,776	6,984	6,500	6,500	6,500	7,150
10-42-205	Employee Training Supplies	415	812	1,000	1,000	3,000	6,000
10-42-211	Copier Expenses	3,496	4,296	4,200	4,200	4,200	4,200
10-42-217	Recycle/Shredding Service	0	333	1,230	1,230	800	1,000
10-42-218	Utilities Gas/Elec/Water	23,984	26,630	31,000	31,000	31,000	30,000
10-44-402	Telephone	480	514	625	625	625	0
10-42-222	Telephone	14,078	13,971	14,100	14,100	14,100	12,100
10-42-230	Printing/Publications/Recordings	1,165	573	1,000	1,000	1,000	1,000
10-42-231	Marijuana Licensing	262	172	500	500	150	250
10-42-242	Postage	2,292	1,760	3,000	3,000	1,500	2,000
10-42-248	Elections	2,261	0	4,000	4,000	3,250	0
10-42-300	Town Council	21,101	20,988	28,250	28,250	28,250	24,400 a
10-42-172	Employee Education Program	0	0	0	0	0	4,500
10-44-172	Employee Education Program	1,029	1,372	1,500	1,500	1,500	0
10-44-204	Employee Merit Increase Fund	11,105	0	28,021	28,021	0	0
10-44-420	Contingency Fund	5,445	2,392	2,000	2,000	2,000	0
	Subtotal	94,026	80,996	127,126	127,126	98,075	92,600
CONTRACTUAL							
10-42-226	Attorney	0	0	0	0	0	100,000
10-44-226	Attorney	176,089	110,681	90,000	90,000	150,000	0
10-44-281	Computer Support	0	0	550	550	550	0
10-42-228	Computer Support	920	3,659	22,000	22,000	26,000	50,350 b
10-44-412	Credit Rating	12,000	0	0	0	0	0
10-44-250	Fireworks	10,000	10,000	10,000	10,000	10,000	0
10-42-221	County Treasurer Abatement Fees	53	281	250	250	250	250
10-42-223	County Treasurer Collection Fees	1,600	1,672	1,711	1,711	1,711	1,700
10-42-224	Drug Testing CDL and Random	505	992	1,000	1,000	500	1,000
10-42-229	Recruiting and Pre-Employment Test	1,690	4,603	3,000	3,000	4,000	2,500
10-42-233	Compensation Survey	0	0	12,500	12,500	5,479	0
10-42-227	Auditor	12,000	12,280	12,250	12,250	11,250	11,500
10-42-232	Bonds, Insurance	106,166	107,875	108,000	108,000	108,000	108,000
10-42-245	Business License Compliance	0	0	0	7,500	7,500	7,500
10-42-246	Caselle Support/Citizenserve	16,617	20,263	21,150	21,150	21,101	27,550 c
10-42-247	Records and Agenda Management	0	7,400	7,500	7,500	7,770	7,770
10-42-	HR Management Software	0	0	0	0	0	8,900 d
10-42-264	Codify Code/Website	2,476	1,297	3,500	3,500	3,513	1,500
10-42-269	Cafeteria Plan Administration	4,422	3,015	3,000	3,000	3,000	1,000 e
10-42-510	Web Site	3,392	3,133	4,000	4,000	4,000	3,000
	Subtotal	347,929	287,151	300,411	307,911	364,624	332,520
DUES							
10-44-404	SW Eco. Dev./Region 9	991	991	991	991	991	991
10-44-405	Region 9 Trans Planning	347	0	347	347	347	347
10-44-406	San Juan RC&D	0	0	50	50	50	50
10-44-409	Club 20	200	200	250	250	200	200
10-44-414	CML Dues	3,520	3,626	3,734	3,734	3,734	3,846
10-44-416	Chamber of Commerce	695	550	695	695	550	600
10-44-417	Small Business Development Center	0	0	513	513	513	513
10-44-433	Southwest Council of Governments	5,398	5,558	6,259	6,259	5,426	5,988
	Subtotal	11,151	10,925	12,839	12,839	11,811	12,535
ADMINISTRATION BUDGET		789,254	726,988	774,242	781,742	811,683	816,104

* Administration department combined to include Town Manager and Town Clerk Departments

a Salary, reasonable expense reimbursement, CML

b Contracted IT services, computer replacement program

c Additional programs for pay stubs and asset management

d Recruiting, applications, and performance management program

e HRA benefit discontinued

** Amended budget - \$7,500 vacation rental compliance

BUILDING & FIRE SAFETY DEPARTMENT

Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
10-45-110	Salaries	138,668	128,414	152,723	152,723	98,951	158,419
10-45-131	FICA	9,899	9,124	11,683	11,683	7,570	12,119
10-45-132	Insurance	33,796	32,065	37,489	37,489	20,014	32,253
10-45-134	Pension	6,883	6,421	7,636	7,636	4,904	7,921
10-45-133	School/Travel/Dues	12,129	9,255	10,500	10,500	15,000	15,000
	Subtotal	201,375	185,278	220,031	220,031	146,439	225,712
COMMODITIES							
10-45-202	Office Supplies	2,055	2,214	2,000	2,000	2,000	2,000
10-45-210	Copy Expense	798	337	500	500	200	1,000
10-45-212	Fuel/Oil/Mileage	3,546	5,067	3,500	3,500	3,500	4,500
10-45-402	Telephone	999	1,065	1,440	1,440	1,800	2,000
10-45-213	Safety Equipment	0	783	1,000	1,000	1,000	1,000
10-45-281	Technology	3,031	760	250	250	75	0
	Subtotal	10,430	10,226	8,690	8,690	8,575	10,500
CONTRACTUAL							
10-45-215	Consultant Expense	525	2,268	5,000	5,000	5,000	3,500
10-45-220	Code Defense/Legal Fees	11,178	6,763	9,000	9,000	4,000	4,000
10-45-280	Citizenserve	0	6,600	5,400	5,400	5,400	5,400
10-45-221	Vocational Trades Program	0	0	1,680	1,680	1,750	0
	Subtotal	11,703	15,632	21,080	21,080	16,150	12,900
	TOTAL BUILDING/FIRE BUDGET	223,509	211,136	249,801	249,801	171,164	249,112

a Continuing education for three employees

b Costs associated with professional Consultant Services needed for department operations

PLANNING DEPARTMENT

Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
10-46-110	Salaries	96,223	94,522	114,962	114,962	116,787	123,731
10-46-131	FICA	7,042	7,109	8,795	8,795	8,934	9,465
10-46-132	Insurance	16,956	16,535	19,801	19,801	19,498	21,013
10-46-134	Pension	4,773	4,673	5,748	5,748	5,839	6,187
10-46-133	School/Travel/Dues	3,569	3,802	9,000	9,000	7,000	4,500
	Subtotal	128,563	126,641	158,306	158,306	158,058	164,896
COMMODITIES							
10-46-202	Office Supplies	2,660	4,746	3,000	3,000	3,000	3,500
10-46-208	Planning Comm/Hist Preserv Board	4,444	3,630	8,000	8,000	5,000	7,000
10-46-210	Copy Expense	1,985	755	2,500	2,500	2,000	1,000
10-46-212	Fuel	142	161	1,000	1,000	700	500
10-46-402	Telephone	511	480	480	480	500	480
10-46-281	Technology	0	748	750	750	750	2,000
10-46-405	Right-of-Way/Easement Process	879	0	2,000	2,000	500	0
10-46-225	Annexation	1,305	1,000	3,000	3,000	2,000	0
	Subtotal	11,926	11,520	20,730	20,730	14,450	14,480
CONTRACTUAL							
10-46-215	Consultant Expense	1,792	2,028	3,500	3,500	3,500	6,500
10-46-280	Citizenserve	0	4,200	3,600	3,600	3,600	3,600
10-46-403	Land Use Development Update	0	0	60,000	60,000	44,840	40,000
10-46-450	Developer Reimbursement Fees	11,287	21,318	12,000	12,000	22,000	18,000
	Subtotal	13,079	27,546	79,100	79,100	73,940	68,100
TOTAL PLANNING BUDGET							
		153,568	165,707	258,136	258,136	246,448	247,476

- a Expenses for Board Training / HPB projects / HPB Community Presentations
- b Professional Consultant Services expenses as needed. Title work, surveying, research, etc.
- c Pass thru account for reimbursable expenses associated with processing development applications
- d Update to the Land Use Development Code

MUNICIPAL COURT

Accounts		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
10-48-110	Salaries	157,533	174,707	168,687	168,687	168,665	186,912
10-48-115	Judge Pro-Tem	1,496	2,711	1,500	1,500	6,000	4,500
10-48-131	FICA	10,834	12,289	12,905	12,905	12,902	14,299
10-48-132	Insurance	46,542	43,726	47,658	47,658	38,983	46,885
10-48-134	Pension	6,222	6,367	6,778	6,778	6,483	7,330
10-48-133	Travel/Dues/Education	4,711	5,014	11,000	11,000	7,000	9,000
	Subtotal	227,340	244,814	248,528	248,528	240,033	268,925
COMMODITIES							
10-48-108	Juvenile Task Force	181	236	500	500	700	1,000
10-48-120	Drug Test/Monitoring Devices	1,191	1,202	2,000	2,000	1,000	2,000
10-48-202	Office Supplies	3,900	6,050	6,000	6,000	7,000	6,000
10-48-220	Vehicle Expenses/Fuel/Mileage	135	78	250	250	250	250
10-48-242	Postage	952	936	900	900	900	900
10-48-234	Miscellaneous Expenses	1,555	1,631	1,500	1,500	1,000	1,500
10-48-280	Computer Support	1,618	1,522	2,000	2,000	2,000	2,000
	Subtotal	9,531	11,656	13,150	13,150	12,850	13,650
CONTRACTUAL							
10-48-123	Prisoner Cost	6,809	1,843	10,000	10,000	1,500	4,000
10-48-204	Court Appointed Counsel	5,053	10,277	8,500	8,500	13,000	13,000
10-48-206	Counseling	168	113	500	500	500	500
10-48-210	Translation Services	300	675	600	600	2,200	1,000
10-48-230	Town Prosecutor	25,719	38,615	32,000	32,000	32,000	32,000
10-48-215	Alarm Monitoring	312	407	420	420	450	450
10-48-216	Records Management System	2,013	2,013	2,130	2,130	2,123	2,190
10-48-221	Legal Research Solution	9,382	9,366	10,507	10,507	10,507	10,850
10-48-225	Court Security	3,031	3,067	7,700	7,700	3,000	4,500
	Subtotal	52,787	66,375	72,357	72,357	65,280	68,490
	TOTAL MUNI COURT BUDGET	289,658	322,845	334,035	334,035	318,163	351,065

- a Judge Pro-Tempore four total docket days, March and December
- b Continuing ed and certification for staff
- c Volunteer Recognition
- d Cost of printer cartridges
- e JCG annual contract for court recording equipment, Toner Mountain maintenance of repairs
- f 2016 IGA with Archuleta County, \$55/day and \$85 round-trip transport
- g HB 16-1309 required court appointed defense council
- h Appointed/contract attorney to prosecute all criminal and traffic matters
- i Monitoring of duress alarms in courtroom, facilities maintenance upgraded in 2018
- j E-Force annual license, support, and hosting

POLICE DEPARTMENT							
Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
10-51-110	Salaries	413,376	404,600	447,606	447,606	458,704	511,013
10-51-105	Part-time Salaries	15,797	11,835	17,210	17,210	6,910	39,707
10-51-112	Officer Recruitment	0	0	5,000	5,000	0	8,000
10-51-122	Grant Overtime/Training	16,519	10,945	17,640	17,640	5,600	0
10-51-125	Contracted Security	8,010	3,540	12,500	12,500	735	12,500
10-51-130	FPPA (officers) 8%	27,615	27,285	32,638	32,638	25,495	37,642
10-51-131	FICA and Medicare	10,010	9,229	10,701	10,701	10,095	13,506
10-51-132	Insurance	88,883	83,879	103,281	103,281	70,493	120,416
10-51-134	Pension	19,146	19,212	22,380	22,380	18,595	25,551
10-51-133	Training	18,219	12,405	20,000	20,000	20,000	20,000
10-51-216	Dues/Subscriptions	3,462	3,700	4,600	4,600	4,600	3,000
10-51-218	Uniform	2,833	1,352	3,000	3,000	4,500	4,500
	Subtotal	623,869	587,981	696,556	696,556	625,727	795,835
COMMODITIES							
10-51-202	Office Supplies	2,538	3,234	4,000	4,000	4,000	4,500
10-51-204	Postage	355	410	500	500	500	600
10-51-212	Fuel/Oil	15,858	16,728	20,000	20,000	16,000	18,000
10-51-226	Duty Ammunition	1,997	2,459	2,500	2,500	2,500	2,500
10-51-402	Telephone	3,477	3,714	5,900	5,900	5,000	5,200
10-51-404	Print/Publishing/Advertising	903	1,047	1,200	1,200	600	1,200
10-51-435	Computer Support	0	721	4,500	4,500	4,500	2,500
10-51-808	Misc Police Equipment	9,317	8,293	10,500	10,500	10,500	10,500
10-51-420	Investigation Contingency	2,278	2,479	2,500	2,500	1,700	2,500
	Subtotal	36,721	39,085	51,600	51,600	45,300	47,500
CONTRACTUAL							
10-51-410	Dispatch Center	160,607	189,026	208,719	208,719	208,719	222,777
10-51-412	Humane Society	10,000	10,000	10,000	10,000	10,000	10,000
10-51-413	AXIS Health Acute Treatment Cntr	0	15,000	15,000	15,000	15,000	15,000
10-51-428	Radio/Maintenance and Repairs	0	0	1,000	1,000	804	9,000
10-51-430	Radar Certification	1,087	418	1,000	1,000	1,914	1,000
10-51-434	Case Medical Expense	9,558	5,616	15,000	15,000	15,000	12,000
	Subtotal	181,252	220,060	250,719	250,719	251,437	269,777
	TOTAL POLICE BUDGET	841,842	847,126	998,875	998,875	922,464	1,113,112

- a Lesipol/Cellebrite subscription
- b Increase in toner and general expenses
- c Printer, fax, copier support
- d Purchase two new mobile radar units
- e Increase in dispatch funding and capital improvements
- f Replace four pack set personal radios
- g Jail contract requiring medical clearance of all arrested persons

PARKS AND RECREATION RECREATION DIVISION							
Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
10-56-110	Salaries	118,712	137,433	141,920	141,920	144,682	236,050 *
10-53-110	Salaries	76,792	78,991	81,180	81,180	79,362	0
10-56-111	Refs/Umps/Summer Part time	16,176	16,131	18,000	18,000	17,899	73,000 *
10-53-111	Summer Program Part time	32,261	36,654	65,000	65,000	56,232	0
10-56-131	FICA	10,672	12,346	12,234	12,234	12,437	23,642 *
10-53-131	FICA	8,567	8,894	11,183	11,183	10,372	0
10-56-132	Insurance	7,263	10,491	10,271	10,271	15,441	47,107 *
10-53-132	Insurance	13,361	13,576	13,404	13,404	23,216	0
10-56-134	Pension	4,979	6,872	7,096	7,096	7,234	11,803 *
10-53-134	Pension	3,806	3,949	4,059	4,059	3,897	0
10-56-133	Travel/Training/Dues	165	458	1,000	1,000	500	2,000 *
10-53-133	Travel/Training/Dues	46	1,033	1,000	1,000	500	0
	Subtotal	292,802	326,826	366,347	366,347	371,772	393,602
COMMODITIES							
10-56-202	Office Supplies	849	1,088	1,000	1,000	1,000	2,500 *
10-53-202	Office Supplies	1,418	1,328	1,000	1,000	1,000	0
10-56-211	Printer/Copy Expenses	0	0	0	0	0	1,000 *
10-53-211	Printer/Copy Expenses	5,005	482	1,000	1,000	1,000	0
10-56-206	Recreation Supplies/Equipment	28,165	26,245	28,000	28,000	28,000	30,000
10-56-208	Trophies/Awards	3,991	4,781	6,000	6,000	6,000	6,000
10-56-402	Telephone	480	480	480	480	480	3,850 *
10-53-402	Telephone	4,049	3,499	4,500	4,500	4,500	
10-56-406	Vehicle Fuel/Maintenance	468	751	1,000	1,000	1,000	1,200
10-56-218	Utilities Gas/Elec/Water	0	0	0	0	0	44,000 a
10-53-218	Utilities Gas/Elec/Water	41,284	36,751	36,000	36,000	36,000	0
10-56-238	Janitorial Supplies	0	0	0	0	0	6,000 *
10-53-238	Janitorial Supplies	3,352	5,433	5,000	5,000	5,000	0
10-56-230	Advertising	0	0	0	0	0	1,500
10-53-230	Advertising	835	2,166	1,500	1,500	1,500	0
10-56-250	Furnishings	0	0	0	0	0	3,500
10-53-250	Furnishings	4,111	3,548	3,500	3,500	3,500	0
10-56-255	Event/Program	0	0	0	0	0	10,000
10-53-255	Event/Program	22,994	18,714	10,000	10,000	10,000	0
10-56-256	KIDS Summer Youth Program	0	0	0	0	0	16,000
10-53-256	KIDS Summer Youth Program	0	0	17,000	17,000	14,000	0
10-56-281	Scheduling Program	0	0	500	500	0	2,000
10-53-410	Computer Program/Support	1,720	1,919	2,000	2,000	1,545	0
10-53-270	Miscellaneous Expense	374	368	500	500	500	0
	Subtotal	119,094	107,553	118,980	118,980	115,025	127,550
CONTRACTUAL							
10-56-422	Med Supplies/Maint/Repairs	1,107	1,183	1,300	1,300	1,000	1,000
10-56-405	Contracted Services/Cleaning	0	0	0	0	0	4,000
10-53-405	Contracted Services/Cleaning	4,200	2,753	3,500	3,500	5,000	0
10-56-824	Special Events	2,196	2,259	2,500	2,500	2,120	2,500
	Subtotal	7,503	6,196	7,300	7,300	8,120	7,500
TOTAL RECREATION-CC		419,399	440,575	492,627	492,627	494,917	528,652

* Recreation and Community Center combined to Recreation Division
a Increased utilities for building

SERVICE ORGANIZATIONS

Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
First Cycle							
10-75-399	Archuleta Seniors Programs	12,500	12,500	10,000	10,000	10,000	10,000
10-75-400	Seniors Transportation	4,500	4,500	0	0	0	-
10-75-401	Axis/Pagosa Counseling Center	2,000	1,000	1,000	1,000	1,000	1,000
10-75-417	ACVAP	7,000	7,280	8,000	8,000	8,000	8,000
10-75-410	Southwest Safehouse/Volunteers of America	600	600	0	0	0	0
10-75-437	Archuleta County Crossing Guard	2,000	2,000	0	0	0	0
10-75-438	Seniors New Programs	3,000	3,000	0	0	0	-
10-75-430	Mountain Express	20,000	20,000	10,000	10,000	10,000	10,000
10-75-428	Axis/Acute Treatment Unit	15,000	0	0	0	0	-
10-75-398	San Juan Basin Area Agency on Aging	500	1,500	3,900	3,900	3,900	10,000
10-75-432	Thingamajig Theatre Company	10,000	5,000	10,000	10,000	10,000	10,000
10-75-439	San Juan Historical Museum	0	4,491	0	0	0	-
10-75-440	Ruby Sisson Library	0	5,000	0	0	0	7,500
10-75-441	Archuleta County School District	0	0	10,000	10,000	10,000	10,000
10-75-442	Chimney Rock Interpretive Association	0	0	10,000	10,000	10,000	-
10-75-	Community Connections	0	0	0	0	0	1,000
	Second Cycle Funding	0	0	0	0	0	19,717
	TOTAL SERVICE FUNDS	77,100	66,871	62,900	62,900	62,900	87,217

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES							
Account		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
Economic Development							
10-77-515	Economic Development Incentives	48,553	20,429	20,000	20,000	20,000	20,000
10-77-520	General Economic Development Activites	19,869	0	0	0	0	0
10-77-525	Economic Development Organization	20,000	30,000	30,000	30,000	30,000	25,000
TOWN AND COUNTY INITIATIVES							
10-77-508	Housing Choices	0	0	50,000	50,000	50,000	27,500
10-77-509	Broadband	0	0	50,000	50,000	50,000	50,000
10-77-510	Early Childhood Care	50,000	50,066	100,000	100,000	100,000	30,000
	TOTAL ECONOMIC DEVELOPMENT	138,422	100,494	250,000	250,000	250,000	152,500

CAPITAL IMPROVEMENT FUND							
REVENUE							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
TAXES & FEES							
51-31-100	Highway Users Tax Fund	73,157	74,421	73,603	73,603	93,416	78,040
51-31-310	Sales Tax	2,311,507	2,476,756	2,520,060	2,520,060	2,595,662	2,667,042
51-31-640	Park User Fees	26,246	22,673	22,000	22,000	23,625	22,000
51-31-650	Cemetery Fees	1,200	9,013	2,000	2,000	8,500	5,050
51-31-660	Visitor Center Lease	8,187	11,654	11,655	11,655	11,655	11,655
	Subtotal	2,420,297	2,594,517	2,629,318	2,629,318	2,732,858	2,783,787
INTERGOVERNMENTAL/DEPARTMENT REV							
51-33-400	County Road Mill	113,450	120,426	121,765	121,765	121,765	121,000
51-33-410	County Capital Project Contributions	74,000	0	0	0	0	0
51-33-490	Geothermal Maintenance Contract	14,000	14,000	14,000	14,000	14,000	4,500
51-33-620	Transfer from General Fund	0	235,455	200,000	615,909	615,909	0
51-33-610	Transfer from Impact/Trust Fund	10,000	45,000	170,000	170,000	50,000	0
51-33-611	Transfer from Tourism	0	107,000	0	0	0	0
51-33-600	Transfer from Conservation Trust	0	1,000	10,000	10,000	10,000	0
51-33-630	Dept Human Serv. Janitorial Contract	8,200	8,200	8,200	8,200	8,200	8,200
51-33-900	Geothermal Exploration	24,536	0	0	0	0	0
	Subtotal	244,186	531,081	523,965	939,874	819,874	133,700
FINANCING PROCEEDS							
51-33-631	Bank Lease/Purchase (8th St, Lewis St)	2,115,374	0	0	0	0	0
	Subtotal	2,115,374	0	0	0	0	0
GRANTS FOR STREETS							
51-33-880	CMAQ Funds Majestic Dr	15,167	0	0	0	0	0
51-33-815	CMAQ Funds Crestview Dr	0	0	40,000	40,000	0	93,000
51-33-820	CMAQ Fund Sweeper	0	0	208,000	208,000	0	231,812
51-33-771	DOLA Town Shop	0	0	25,000	25,000	0	325,000
GRANTS FOR TRAILS							
51-33-640	PLPOA TTPL West Phase	0	45,000	0	0	0	0
51-33-790	State Trails Grant TTPL West Phase	0	200,000	0	0	0	0
51-33-720	CDOT Enhmt Grant 8-10 St Sdwk 160 (18307)	31,200	117,263	0	0	54,407	0
51-33-764	TAP TTPL Trail Harman Hill	0	0	90,000	90,000	10,000	120,000
51-33-765	Safe Routes to School North 8th St Sidewalk	0	47,254	266,500	266,500	55,402	291,098
GRANTS FOR OTHER							
51-33-810	Reservoir Hill Funding - Mountain States	30,000	0	0	0	7,500	0
51-33-811	Historic Preservation Rumbaugh Bridge Grant	0	0	150,605	150,605	166,605	200,000
51-33-812	Historic Preservation Water Works Bldg Grant	0	0	158,337	158,337	167,937	0
51-33-	Historic Survey Plan	0	0	0	0	3,210	9,625
MISCELLANEOUS							
51-36-110	Miscellaneous Revenue	96,307	30,418	50,000	50,000	25,000	70,000
	Subtotal	172,674	439,935	988,442	988,442	490,061	1,340,535
	Total Annual Revenues	4,952,531	3,565,533	4,141,725	4,557,634	4,042,793	4,258,022
	Prior Year End Cash Reserve	1,697,047	3,905,518	2,373,092	2,373,092	2,269,343	1,046,899
	Total Revenues	6,649,578	7,471,051	6,514,817	6,930,726	6,312,136	5,304,922

a Reflects a 2.75% increase from 2018 estimated end of year (3% over budget)

b DOLA tier II grant for construction of Town shop

c Historic Preservation Phase II stone arch bridge at 1st Street

d Transfer for health insurance increases

** Amended budget transfer from general fund for capital projects

CAPITAL IMPROVEMENT FUND

EXPENDITURES

Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
Maintenance & Debt							
51-57-400	Visitor Center Lease/Purchase	18,147	18,147	18,147	18,147	18,147	18,147
51-77-430	Lewis Street Lease/Purchase Portion	714,593	0	0	0	0	0
51-77-437	8th Street Lease/Purchase	0	185,226	195,563	195,563	195,563	192,563
51-77-454	Street Backhoe/Loader Equipment	35,357	35,357	35,357	35,357	35,357	35,357
51-77-	Vacuum Truck	0	0	0	0	0	34,035
51-77-457	Property Acquisition	0	0	200,000	415,000	409,869	0
51-46	Special Projects - Administration	99,952	136,370	155,758	155,758	83,101	104,366
51-61	Streets Division	495,917	563,229	590,838	590,838	565,007	684,898
51-68	Parks Maintenance Division	324,606	374,325	350,815	350,815	351,600	419,161
51-70	Facilities Maintenance Division	216,060	270,002	226,262	226,262	239,458	238,030
	Total Maintenance & Debt Expenditures	1,904,632	1,582,655	1,772,740	1,987,740	1,898,101	1,726,557

Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
Administration							
51-42-281	Technology	14,251	20,960	1,000	1,000	1,000	10,950
51-44-281	Technology	0	1,118	1,000	1,000	0	0
51-44-204	Employee Merit Increase Fund	0	0	11,011	11,011	0	0
51-44-410	DOLA fiberoptics and wi-fi grant	476	0	0	0	0	0
51-44-415	Economic Development Incentives	19,654	20,429	20,000	20,000	20,000	20,000
	subtotal	34,381	42,507	33,011	33,011	21,000	30,950
Building/Planning							
51-45-281	Technology/Building	0	1,105	2,500	2,500	1,971	0
51-46-282	Technology/Planning	0	0	1,200	1,200	600	0
	subtotal	0	1,105	3,700	3,700	2,571	0
Municipal Court							
51-48-281	Technology	2,500	1,770	4,100	4,100	3,826	0
	subtotal	2,500	1,770	4,100	4,100	3,826	0
Police/Safety							
51-51-281	Technology	3,560	2,846	4,000	4,000	2,000	0
51-51-409	Speed Trailer	1,719	655	1,000	1,000	0	1,000
51-51-410	Police Equipment	2,500	867	2,500	2,500	0	22,000
51-51-408	Police Vehicle Maintenance	14,763	13,828	12,000	12,000	12,000	12,000
51-51-806	Police Car	25,665	33,617	85,000	85,000	83,176	0
	subtotal	48,207	51,812	104,500	104,500	97,176	35,000
Recreation -Comm Center							
51-53-281	Technology	0	3,273	2,000	2,000	2,053	0
51-56-281	Technology	1,495	0	1,500	1,500	1,763	0
51-56-449	Recreation Equipment	1,700	2,000	2,000	2,000	2,000	0
51-56-450	New/Used Recreation Vehicle	30,672	0	0	0	0	0
	subtotal	33,867	5,273	5,500	5,500	5,816	0
Streets							
51-77-432	Streets Maintenance Plan	0	185,428	205,000	133,856	90,000	403,242
51-77-434	Crestview Paving (CMAQ)	1,220	7,639	50,000	50,000	5,000	109,050
51-77-436	Trujillo Road Reconstruction Project	135,122	0	0	0	0	0
51-77-423	8th Street Reconstruction	308,447	1,291,726	355,000	355,000	497,000	0
51-77-447	Majestic Drive Paving (CMAQ)	1,579	0	0	0	0	0
51-77-440	S 5th Street Apache to High School Road	0	0	407,000	407,000	407,000	0
51-77-435	Drainage Maintenance	850	0	45,000	45,000	156	60,000
51-77-439	5th Street Economic/Traffic Study	51,780	0	0	0	0	0
51-77-442	Hot Springs Blvd/Town Park Paving Project	0	191,420	425,000	545,843	523,235	0
51-77-446	Street Assessment	0	0	25,000	96,144	96,144	0
51-77-467	Streets Equipment	6,614	2,802	272,000	272,000	293,000	100,270
51-77-448	Eagle Drive to Pike Drive	0	0	55,000	55,000	20,000	75,000
51-77-449	Speed Reader Signs	0	0	20,000	20,000	10,180	0
51-77-450	Aspen Village Lights	0	0	75,000	75,000	60,000	0
	subtotal	505,611	1,679,014	1,934,000	2,054,843	2,001,715	747,562
Sidewalks							
51-77-427	Maint Concrete/Sidewalks	1,214	26,811	40,000	40,000	22,000	40,000
51-77-472	Sidewalk Improvement	9,080	456	250,000	224,592	0	0
51-77-451	Hwy 160 Crosswalk Improvements	0	0	60,000	60,000	10,000	0
51-77-438	Safe Routes to School North 8th Street	10,877	74,193	560,000	585,408	139,900	450,000
51-77-	Planter Maintenance	0	0	0	0	0	10,000
	subtotal	21,171	101,460	910,000	910,000	171,900	500,000
Parks							
51-77-452	Town Park	79,931	165,596	168,000	163,000	160,000	30,000
	Yamaguchi North	0	0	0	0	0	60,000
	South Park	0	0	0	0	0	20,000
51-77-570	Skate Park	150,495	0	0	0	0	5,000
51-77-571	New/Used Parks Trucks	0	30,168	0	0	0	0
51-77-544	River Restoration Project	28,140	0	0	38,000	38,237	0
51-77-550	Parks Equipment	14,155	31,564	14,000	14,000	14,000	17,500
51-77-555	Resource Management	37,200	12,355	18,000	18,000	21,760	18,100
51-77-575	River Center Riverwalk Paving	0	21,000	0	0	0	0
51-77-574	Centennial Park Restrooms	96,207	0	0	0	0	0

CAPITAL IMPROVEMENT FUND							
51-77-541	Parks Electrical Upgrade	0	0	5,000	5,000	4,914	0
51-77-542	Parks Picnic Tables and Benches	0	0	30,000	30,000	30,000	12,000
51-77-543	River Feature Maintenance	0	0	5,000	0	0	10,000
51-77-548	Park Irrigation	0	0	20,000	20,000	20,000	45,000
51-77-549	Security Cameras	0	0	10,000	10,000	8,000	1,500
51-77-547	Yamaguchi sidewalk ADA (Baseball field)	0	11,970	16,000	16,000	16,000	0
	Yamaguchi South Improvements	0	0	0	0	0	25,000
	Cottons Hole Park	0	0	0	0	0	5,000
	Recycling Pilot at Yamaguchi Park	0	0	0	0	0	5,000
	subtotal	406,128	272,653	286,000	314,000	312,911	254,100
Trails							
51-77-631	Town to Pagosa Lakes Trail West Phase	6,243	536,833	0	63,741	64,097	0
51-77-465	8th Street Sidewalk/East Trail CDOT	177,555	216,038	0	0	4,060	0
51-77-632	TTPL Trail- Harman Hill Phase Design/Eng	0	7,219	75,000	75,000	20,000	187,000
51-77-633	Trails Planning TTPL and Riverwalk (Grant)	1,699	0	0	0	5,500	0
51-77-634	Riverwalk Trail-TP to Hwy at 1st St. Bridge-Construction	0	0	0	0	0	10,000
51-77-663	6th Street Pedestrian Bridge	300	4,011	0	0	0	0
51-77-664	Riverwalk Trail-TP to Hwy at 1st St. Bridge- Engineering	10,837	30,909	141,500	141,500	30,000	106,000
51-77-662	Springs Pedestrian Bridge	180,960	0	0	0	0	0
51-77-665	DUST 2 Urban Trail	0	45,161	5,000	5,000	5,000	35,000
51-77-666	Hwy 160 Overlook deck redevelopment	0	346,999	15,000	15,000	10,000	12,000
	subtotal	377,594	1,187,169	236,500	300,241	138,657	350,000
Geothermal Exploration							
51-77-700	Geothermal Power Plant Project	2,000	1,250	0	0	0	0
	subtotal	2,000	1,250	0	0	0	0
Facilities							
51-57-450	Visitor Center Building Maintenance	7,176	0	2,500	2,500	2,500	2,500
	Town Hall Improvements	0	0	0	0	0	113,005
51-53-410	Recreation -Comm Center Building/Equipment Maint	16,000	18,349	12,500	12,500	14,000	16,000
51-53-450	Recreation -Comm Center Capital Improvements	3,054	44,525	5,500	5,500	5,250	0
51-77-444	Town Shop Engineering/Design	0	0	50,000	50,000	50,000	432,500
	subtotal	26,230	62,874	70,500	70,500	71,750	564,005
Miscellaneous							
51-77-459	Wayfinding Plan/Medians	21,630	19,510	25,000	25,000	25,000	25,000
51-77-460	Mural on Main Street	1	9,347	1	1	1	1
51-77-468	Small Dumptruck w/ Sander, Mag Tanks and Distributor	0	155,638	0	0	0	0
51-77-461	Historic Pres/Rumbaugh Creek Bridge	18,669	6,273	237,250	264,813	264,813	300,000
51-77-462	Historic Pres/Water Works Bldg	798	15	274,000	274,000	235,000	0
	Historic Survey Plan	0	0	0	0	0	9,625
51-77-464	Mountain Express Transit Bus	15,000	0	0	0	0	0
51-77-469	Museum Water Tap	0	6,265	0	0	0	0
51-77-471	Pinon Lake Fountain	0	0	26,000	26,000	0	0
51-77-466	ADA Program	13,098	15,120	15,000	15,000	15,000	15,000
51-77-509	Broadband	0	0	0	0	0	50,000
	subtotal	69,195	212,167	577,251	604,814	539,814	399,626
	Total Improvement Expenditures	1,526,885	3,619,055	4,165,062	4,405,209	3,367,136	2,881,243
	Total Maintenance/Debt Expenditures	1,904,632	1,582,655	1,772,740	1,987,740	1,898,101	1,726,557
	Total Improvement Expenditures	1,526,885	3,619,055	4,165,062	4,405,209	3,367,136	2,881,243
	Total Capital Expenditures	3,431,517	5,201,709	5,937,802	6,392,949	5,265,237	4,607,800
	Annual Revenues	4,952,531	3,565,533	4,141,725	4,557,634	4,042,793	4,258,022
	Annual Expenditures	3,431,517	5,201,709	5,937,802	6,392,949	5,265,237	4,607,800
	Difference	1,521,013	-1,636,176	-1,796,077	-1,835,315	-1,222,444	-349,777
	Prior Year Cash Reserves	1,697,047	3,905,518	2,373,092	2,373,092	2,269,343	1,046,899
	Ending Fund Balance	3,218,060	2,269,342	577,015	537,777	1,046,899	697,122
	Restricted 3% Tabor	102,946	156,051	178,134	191,788	157,957	138,234
	Unrestricted Reserve	3,115,115	2,113,290	398,881	345,989	888,942	558,888

a Reflects a 2.75% increase from 2018 estimated end of year (3% over budget)

Facilities

- u Replacement of air conditioning unit
- b DOLA tier II grant for construction of Town shop

Streets

- g Maintenance per pavement assessment schedule
- h Engineering for Crestview possible 2020 construction
- i Aspen Village Drive and Dog Alley
- j sealing unit, forks, and hot box for streets division
- k Close road, proceed with engineering, moving electric J-box, easement acquisition

Parks

- l Field fencing and landscape islands
- m River take out improvements and shade structure
- n Sidewalk
- o Contract irrigation services for parks
- p Clean up site and removing liner. Property planning

Trails

- q Complete engineering and design work for Harman Hill trail section
- r Hermosa Street to Hwy 160 engineering
- s Crosswalk on Yamaguchi/Rez Hill new phase
- t Trail connectivity from Village Dr to Hospital with partners

CAPITAL IMPROVEMENT FUND

Misc

- c Historic Preservation Phase II stone arch bridge at 1st Street
- e Upgrades to server/internet and computer replacement plan
- f Replace one patrol vehicle-no vehicles over 100,000 miles
- v CDC request \$100,000 - 50% in Economic Development 50% Capital Expense for hardware
- ** Amended budget - land acquisition/west phase trail/paving town park/Rumbaugh Creek bridge/river restoration

ADMINISTRATION SPECIAL PROJECTS							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
51-46-110	Special Projects Manager	49,106	53,096	55,151	55,151	55,688	57,861
51-46-131	FICA	3,703	4,040	4,219	4,219	4,260	4,426
51-46-132	Insurance	8,914	9,917	9,900	9,900	9,749	10,506
51-46-134	Pension	2,438	2,655	2,758	2,758	2,784	2,893
51-46-133	Travel/Training/Meetings	91	1,495	1,500	1,500	1,756	2,000
	subtotal	64,252	71,202	73,528	73,528	74,238	77,686
COMMODITIES							
51-46-202	Office Supplies	1,025	606	750	750	250	750
51-46-212	Vehicle Fuel	251	92	500	500	133	200
51-46-402	Telephone	0	480	480	480	480	480
51-46-281	Technology	12,224	2,769	500	500	500	250
	subtotal	13,500	3,947	2,230	2,230	1,363	1,680
CONTRACTUAL							
51-46-406	Planning Studies/Grants	15,000	61,220	0	0	0	0
51-46-450	Planning/Permitting Software	7,200	0	0	0	0	0
51-46-451	Professional Services	0	0	80,000	80,000	7,500	25,000
	subtotal	22,200	61,220	80,000	80,000	7,500	25,000
TOTAL PROJECTS BUDGET							
		99,952	136,370	155,758	155,758	83,101	104,366

a Construction standards development

PUBLIC WORKS STREETS DIVISION							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
51-61-110	Salaries	217,763	222,809	237,988	237,988	242,058	294,682
51-61-131	FICA	15,821	17,005	18,206	18,206	19,483	22,543
51-61-132	Insurance	51,213	52,063	56,025	56,025	49,253	81,754
51-61-134	Pension	10,785	11,057	11,899	11,899	13,997	14,734
51-61-133	School/Travel	2,485	1,498	4,500	4,500	4,500	4,500
51-61-410	Uniforms	5,189	6,804	5,700	5,700	5,700	5,700
	Subtotal	303,257	311,236	334,318	334,318	334,991	423,913
COMMODITIES							
51-61-202	Office Supplies	510	44	200	200	200	500
51-61-212	Fuel & Oil	14,217	15,621	22,000	22,000	14,000	18,000
51-61-222	Tires	4,786	11,052	8,000	8,000	8,000	8,000
51-61-228	Gravel/Asphalt/Mag/Sand	23,316	27,189	34,000	34,000	34,000	35,000
51-61-230	Culverts	951	0	1,000	1,000	1,000	0
51-61-234	Street Lighting - LPEA	48,466	42,480	44,000	44,000	44,000	48,000
51-61-436	Road Supplies	19,815	36,388	37,000	37,000	52,101	42,000
51-61-402	Telephone Cellular	1,332	1,254	1,320	1,320	1,340	1,340
51-61-439	Street Lighting Maintenance	2,828	364	2,000	2,000	2,600	3,000
51-61-418	Cemetery Maintenance	0	1,752	7,000	7,000	13,000	17,000
51-61-434	Utilities	18,193	17,620	17,000	17,000	17,000	8,520
51-61-	Tools and Equipment	0	0	0	0	0	12,000
51-61-281	Technology	45	1,365	1,500	1,500	575	13,625
	Subtotal	134,459	155,128	175,020	175,020	187,816	206,985
CONTRACTUAL							
51-61-406	Maintenance-Vehicles	48,953	61,644	50,000	50,000	40,000	43,000
51-61-444	Sweeper Maintenance	3,477	29,643	25,000	25,000	300	5,000
51-61-460	Clean-Up Week	4,587	5,457	5,000	5,000	400	5,000
51-61-470	Lightpole Banners/Fixtures	1,184	120	1,500	1,500	1,500	1,000
	Subtotal	58,201	96,864	81,500	81,500	42,200	54,000
	TOTAL STREETS BUDGET	495,917	563,229	590,838	590,838	565,007	684,898

- a Town alleys, mag chloride, ice melt sand, gravel for culverts
- b Town signs and posts, patchwork and road painting/stripping
- c Separated tools and equipment from shop utilities. New welder
- d Repair bucket truck, water truck, annual inspections, backhoe and blade work

PUBLIC WORKS FACILITIES DIVISION							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
51-70-110	Salaries-Maintenance Supv.	57,299	58,435	56,982	56,982	57,534	136,594
51-70-112	Salaries-Bldg Maint/custodial	66,716	67,613	72,634	72,634	72,633	0
51-70-131	FICA	8,772	9,323	9,916	9,916	9,957	10,449
51-70-132	Insurance	35,018	35,828	36,469	36,469	38,046	45,377
51-70-134	Pension	6,144	6,302	6,481	6,481	6,508	6,830
51-70-133	Travel/Training	677	0	500	500	0	500
51-70-410	Uniforms	1,585	1,762	1,800	1,800	1,800	1,800
	subtotal	176,211	179,263	184,782	184,782	186,478	201,550
COMMODITIES							
51-70-206	Janitorial Supplies	2,115	3,029	4,000	4,000	3,000	4,000
51-70-402	Telephone	498	480	480	480	480	480
51-70-406	Vehicle Fuel/Maintenance	3,273	2,260	4,000	4,000	4,000	6,000
51-70-436	Town Hall Maintenance	6,668	15,124	7,000	7,000	7,000	7,000
51-70-442	Town Hall Furnishing	691	1,048	2,500	2,500	3,000	10,000
	subtotal	13,245	21,941	17,980	17,980	17,480	27,480
CONTRACTUAL							
51-70-435	Town Hall Improvements	683	64,950	5,000	5,000	5,000	0
51-70-437	Heating/Cooling Maintenance	15,844	1,329	5,000	5,000	16,500	5,000
51-70-438	Building Electric Maintenance	117	389	1,000	1,000	1,000	1,000
51-70-440	Elevator Maintenance	2,084	2,131	2,500	2,500	3,000	3,000
51-70-443	Courtroom Update	7,876	0	10,000	10,000	10,000	0
	subtotal	26,605	68,798	23,500	23,500	35,500	9,000
	TOTAL MAINTENANCE BUDGET	216,060	270,002	226,262	226,262	239,458	238,030

a Replace courtroom chairs

PARKS AND RECREATION PARKS MAINTENANCE DIVISION							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
PERSONNEL							
51-68-110	Salaries	121,214	124,355	127,802	127,802	130,289	162,735 ^a
51-68-111	Parks Maintenance Part time	58,509	62,273	65,000	65,000	55,000	55,000 ^b
51-68-131	FICA	12,572	13,189	14,749	14,749	11,335	16,657
51-68-132	Insurance	48,300	49,505	51,164	51,164	48,970	71,173
51-68-134	Pension	6,005	6,218	6,390	6,390	6,429	8,137
51-68-135	Training/Travel/Dues	0	240	1,000	1,000	100	1,000
51-68-222	Uniforms	1,214	1,570	2,000	2,000	2,000	2,000
	Subtotal	247,814	257,349	268,105	268,105	254,123	316,701
COMMODITIES							
51-68-212	Fuel/Oil	5,079	6,163	6,000	6,000	6,000	6,500
51-68-402	Telephone	320	960	960	960	960	960
51-68-216	Park/Field Maintenance Supplies	27,633	52,423	35,000	35,000	35,000	35,000
51-68-218	Park Utilities	34,835	41,327	25,500	25,500	40,000	41,500
51-68-220	Vehicle Maintenance	3,313	4,820	3,500	3,500	4,000	5,000
51-68-221	Equipment Maintenance	5,612	4,881	5,000	5,000	5,000	5,000
51-68-219	Parks Supplies/Amenities	0	6,402	6,500	6,500	6,517	8,500 ^c
51-68-281	Technology	0	0	250	250	0	0
	Subtotal	76,792	116,976	82,710	82,710	97,477	102,460
	TOTAL PARKS BUDGET	324,606	374,325	350,815	350,815	351,600	419,161

- a New full time parks maintenance
- b Summer seasonal workers
- c Installation of bear resistant trash cans

CONSERVATION TRUST FUND							
		2016 Actual	2017 Actual	2018 Budget	2018 Budget Amendment **	2018 Estimate	2019 Budget
Revenue							
21-37-530	Town Lottery	19,690	17,877	17,000	17,000	17,000	17,000
21-37-700	County Lottery	30,000	30,000	30,000	30,000	30,000	40,000 e
21-37-750	Alpha Rockridge Metro Dist	0	25,000	0	25,000	25,000	0
	Subtotal	49,690	72,877	47,000	72,000	72,000	57,000
	Prior Fund Balances	88,684	64,174	40,174	40,174	43,375	30,600
	TOTAL REVENUES	138,374	137,051	87,174	112,174	115,375	87,600
Expenditures							
21-40-800	Parks & Rec Maintenance	5,530	6,496	6,000	6,000	5,935	6,000
21-40-910	Yamaguchi Park	32,411	37,780	44,000	44,800	44,800	35,000 a
21-40-950	South Park	18,149	1,927	10,000	10,000	10,000	2,000 b
21-40-960	Rivercenter Park	6,110	19,751	3,000	3,000	2,671	1,500 c
21-40-970	CC Exercise Room	12,000	3,600	2,000	2,000	1,419	2,500 d
21-40-980	Rock Park Yamaguchi	0	24,123	0	20,000	19,950	5,927
21-40-	DUST 2 - County Funds	0	0	0	0	0	10,000 e
	Subtotal	74,200	93,677	65,000	85,800	84,775	62,927
	Total Expenditures to CIF	74,200	93,677	65,000	85,800	84,775	62,927
	Annual Revenues	49,690	72,877	47,000	72,000	72,000	57,000
	Annual Expenditures	74,200	93,677	65,000	85,800	84,775	62,927
	Difference	-24,510	-20,799	-18,000	-13,800	-12,775	-5,927
	Prior Year Cash Reserves	88,684	64,174	40,174	40,174	43,375	30,600
	Ending Fund Balance	64,174	43,375	22,174	26,374	30,600	24,673

a Baseball Field clay installation

b Landscaping

c Restroom upgrades

d New treadmill

e CTF from County \$10,000 for DUST 2

** Funds received from Alpha Rockridge Metro District

TRUST/IMPACT FUND

REVENUES

Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
IMPACT FEES							
31-34-600	Roads	28,223	32,756	27,800	27,800	13,000	14,625
31-34-700	Regional Public Buildings	1,961	1,978	0	0	55	0
31-34-710	Town Public Buildings 2013	3,970	2,833	2,200	2,200	3,342	1,905
31-34-800	Regional Recreation Facilities	39	94	0	0	40	0
31-34-810	Recreational Facilities 2013	5,160	7,128	5,000	5,000	5,906	5,445
31-34-900	Parks	5,238	7,255	5,200	5,200	6,041	5,520
31-34-910	Trails	9,278	12,753	9,800	9,800	10,557	9,780
	Subtotal	53,868	64,797	50,000	50,000	38,941	37,275
IMPACT FEES - OTHERS							
31-34-100	Emergency Service Provider	20,190	15,738	12,500	12,500	15,122	8,610
31-34-200	Water Storage	1,691	1,603	0	0	0	0
31-34-300	School Fees	3,962	5,269	4,000	4,000	4,528	4,245
31-34-350	Administration	0	0	500	500	185	257
	Subtotal	25,843	22,611	17,000	17,000	19,835	13,112
TRUST ACCOUNTS							
31-36-450	Pinon Lake Fountain	1,046	1,525	0	0	0	0
31-36-520	Health Account	35,340	56,474	60,000	60,000	58,602	30,000
31-36-581	Festival of Trees	14,005	23,389	14,000	14,000	14,000	20,000
31-36-590	Reservoir Hill Ticket Tax	8,144	10,633	8,000	8,000	10,230	10,000
31-36-600	Yamaguchi Park Improvements	0	1,000	0	0	0	0
31-36-700	Cemetery Maintenance Fee	0	0	0	0	6,600	3,000
10-32-	Vacation Rental License Surcharge	0	0	0	0	15,000	7,500
	Subtotal	58,535	93,020	82,000	82,000	82,832	60,000
	Total Revenues	138,246	180,428	149,000	149,000	141,608	110,387
	Prior Fund Balances	521,880	549,085	581,813	581,813	607,752	622,479
	TOTAL REVENUES	660,126	729,513	730,813	730,813	749,360	732,866

TRUST/IMPACT FUND

EXPENDITURES

Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
IMPACT FEES							
31-77-600	Roads	0	0	125,000	125,000	0	0
31-46-700	Regional Public Buildings	0	0	12,689	12,689	12,795	0
31-46-710	Town Public Building 2013	0	25,000	0	0	0	0
31-56-810	Recreation Facilities 2013	0	0	25,000	25,000	25,000	0
31-68-900	Parks	0	0	25,000	25,000	25,000	0
31-68-910	Trails	10,000	11,080	20,000	20,000	0	0
	Subtotal	10,000	36,080	207,689	207,689	62,795	0
IMPACT FEES - OTHERS							
31-51-100	Emergency Service Provider	20,764	15,738	12,500	12,500	15,122	8,610
31-76-200	Water Storage	2,820	1,603	0	0	4,528	0
31-76-300	School	4,245	5,269	4,000	4,000	3,050	4,245
31-76-310	Administration	0	1,000	1,000	1,000	500	257
	Subtotal	27,829	23,611	17,500	17,500	23,200	13,112
TRUST ACCOUNTS							
31-76-415	Walmart West End Trail Donation	0	45,000	0	0	0	0
31-76-450	Pinon Lake Fountain	0	585	0	0	0	0
31-76-520	Health Account	19,087	42,909	15,500	15,500	15,500	75,800 ^e
31-53-530	Community Center	17,664	0	0	0	0	27,000 ^f
31-76-550	Whitewater Feature	0	0	0	0	320	0
31-76-560	Jim Guyton Memorial Fund	0	0	0	0	556	0
31-76-580	Marky Egan Scholarship Fund	0	0	0	0	510	0
31-76-581	Festival of Trees	14,005	23,389	14,000	14,000	14,000	20,000
31-76-590	Reservoir Hill Ticket Tax	11,070	5,657	10,000	10,000	10,000	20,000 ^g
31-76-600	Park User Fee Expense	431	0	0	0	0	0
31-76-610	Yamaguchi Park Improvements	0	1,000	0	0	0	0
10-32-	Vacation Rental License Surcharge	0	0	0	0	0	22,500 ^h
	Subtotal	62,257	118,540	39,500	39,500	40,886	142,800
	Total Expenditures	100,086	178,231	264,689	264,689	126,881	155,912
	Annual Revenues	138,246	180,428	149,000	149,000	141,608	110,387
	Annual Expenditures	100,086	178,231	264,689	264,689	126,881	155,912
	Difference	38,160	2,197	-115,689	-115,689	14,727	-45,525
	Prior Year Cash Reserves	521,880	549,085	581,813	581,813	607,752	622,479
	Ending Fund Balance	560,040	551,282	466,124	466,124	622,479	576,954

- a Assumes 15 new home collections
- b Estimated Cigna rebate amount for healthy group
- c Assumes 10 fees paid
- d Assumes 75 STR renewals
- e EAP, health incentives and transfers to other funds for insurance increases
- f Gym lift, replace power projector screen and chairs
- g Install concrete pad, access gates, road improvements
- h Surcharges used for affordable housing

TRUST/IMPACT FUND

END OF YEAR BALANCES

Account Balance		2017 Actual	2018 Estimate	2019 Budget
31-22-600	Roads	133,496	146,496	161,121
31-22-700	Regional Public Buildings	12,740	0	0
31-22-710	Town Public Building 2013	5,430	8,772	10,677
31-22-800	Regional Recreational Facilities	7,758	7,798	7,798
31-22-810	Recreation Facilities 2013	26,116	7,022	12,467
31-22-900	Parks	27,379	8,420	13,940
31-23-000	Trails	27,613	38,170	47,950
31-23-350	Administration	1,501	1,186	1,186
	subtotal	242,033	217,864	255,139
31-23-410	East End Trail Donations	5,000	5,000	5,000
31-23-450	Pinon Lake Fountain	1,944	1,944	1,944
31-23-460	Fireworks Fund	706	706	706
31-23-520	Health Account	140,732	183,834	138,034
31-23-530	Community Center	77,029	77,029	50,029
31-23-550	Whitewater Fund	320	0	0
31-23-560	Jim Guyton Memorial Fund	556	0	0
31-23-580	Marky Egan Scholarship	510	0	0
31-23-590	Reservoir Hill Ticket Tax	26,429	26,659	16,659
31-23-600	Park User Admission Fee	1,197	1,197	1,197
31-23-620	Riverwalk Condo DIA Phase 1	6,000	6,000	6,000
31-23-621	Riverwalk Condo Trail Phase 1	4,036	0	0
31-24-621	Riverwalk Condo Trail Phase 1	24,149	24,149	24,149
	subtotal	288,609	326,518	243,718
	Ending Fund Balance	530,642	544,382	498,857

LODGER'S TAX FUND

		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
REVENUE							
41-31-500	Lodgers Tax	594,406	613,089	590,000	590,000	613,000	650,000
41-31-505	Intergovernmental Revenue	136,128	152,032	140,000	140,000	152,000	150,000
41-31-510	Visitor Center Revenue	1,169	1,187	1,500	1,500	1,500	1,500
41-31-600	Other Income	45,000	45,000	45,000	45,000	45,000	45,000
41-31-650	Miscellaneous Revenue	4,888	117	0	0	50	8,000
	Annual Revenues	781,590	811,425	776,500	776,500	811,550	854,500
	Prior Year End Cash Carryover	295,438	359,584	311,883	311,883	370,764	396,328
	TOTAL REVENUES	1,077,028	1,171,009	1,088,383	1,088,383	1,182,314	1,250,828
EXPENDITURES							
		2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget **	2018 Estimate	2019 Budget
PERSONNEL							
41-42-110	Salaries	144,492	150,997	179,336	179,336	177,025	191,035
41-42-131	FICA	10,971	11,524	13,719	13,719	13,542	14,614
41-42-132	Insurance	18,279	18,009	27,973	27,973	36,504	52,728
41-42-134	Pension	5,326	5,550	7,804	7,804	7,115	9,552
41-42-135	Employee Merit Increase	0	0	3,029	3,029	0	0
	Subtotal	179,069	186,080	231,861	231,861	234,186	267,929
COMMODITIES							
41-42-205	External Marketing	349,409	346,710	350,000	350,000	350,000	400,000
41-42-133	Training/Travel	7,751	8,763	10,000	10,000	15,000	15,000
41-42-210	Event Funding	45,546	39,760	10,000	10,000	8,000	40,000
41-42-402	Telephone	1,037	1,085	1,100	1,100	1,700	0
41-42-230	Administration (Board Retreat)	117	563	500	500	500	0
	Subtotal	403,860	396,882	371,600	371,600	375,200	455,000
CAPITAL PROJECTS							
41-42-221	Fish Stocking	6,483	7,474	5,000	5,000	5,000	5,000
41-42-222	Infrastructure	23,000	107,000	25,000	25,000	25,000	30,000
41-42-223	Wayfinding and Signage	1,877	12,222	25,000	25,000	25,000	25,000
41-42-224	Data Analytics	0	0	40,000	40,000	40,000	40,000
41-42-226	One-time Chamber Donation	0	0	0	10,000	10,000	0
	Subtotal	31,359	126,695	95,000	105,000	105,000	100,000
VISITOR INFORMATION							
41-42-326	Visitor Center Utilities	5,284	5,131	6,500	6,500	5,100	5,500
41-42-327	Visitor Center Janitorial	3,214	2,711	5,000	5,000	5,000	5,000
41-42-328	Printing and Publications	39,710	38,953	20,000	20,000	20,000	17,500
41-42-329	Technology	2,508	1,164	1,000	1,000	1,000	1,000
41-42-330	Volunteer Appreciation	2,513	2,722	2,500	2,500	2,500	3,000
41-42-331	Office Expenses/Telephone	3,844	4,380	3,000	3,000	3,000	3,000
41-42-235	Fulfillments	31,029	25,526	30,000	30,000	25,000	25,000
	Subtotal	88,102	80,587	68,000	68,000	61,600	60,000
CONTRACTUAL							
41-42-245	Tax Compliance	5,054	0	0	0	0	0
41-42-255	Fireworks	10,000	10,000	10,000	10,000	10,000	10,000
	Subtotal	15,054	10,000	10,000	10,000	10,000	10,000
	Annual Revenues	781,590	811,425	776,500	776,500	811,550	854,500
	Annual Expenditures	717,444	800,244	776,461	786,461	785,986	892,929
	Difference	64,146	11,181	39	-9,961	25,564	-38,429
	Prior Year Cash Reserves	295,438	359,584	311,883	311,883	370,764	396,328
	Ending Fund Balance	359,584	370,765	311,922	301,922	396,328	357,899

a CTO grant for hot springs loop \$5K match from marketing

** Amended budget - Chamber donation

GEOTHERMAL ENTERPRISE FUND							
REVENUES							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
SERVICE FEES AND FINES							
55-38-100	Geothermal Utility	40,569	41,996	40,500	40,500	40,500	41,500
55-38-300	Geothermal Lease & Heat Tap	1,197	1,197	1,197	1,197	4,197	1,197
55-38-400	Other Revenue	3,000	0	0	0	2,600	0
Total Annual Revenues		44,766	43,193	41,697	41,697	47,297	42,697
Prior Year End Cash Reserves		101,639	103,343	111,490	111,490	115,876	116,523
Total Revenues		146,405	146,536	153,187	153,187	163,173	159,220

GEOTHERMAL ENTERPRISE FUND							
EXPENDITURES							
Account	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget	2018 Estimate	2019 Budget
COMMODITIES							
55-40-202	Office Supplies	15	0	100	100	0	100
55-40-204	Postage	0	-29	250	250	150	250
55-40-444	Utilities/Electric and Water	10,706	5,319	13,000	13,000	9,000	9,000
55-40-242	Repair Equipment/Meters	3,064	3,023	2,000	2,000	2,000	2,000
55-40-244	Repair of Leaks	6,236	460	1,500	1,500	2,500	1,500
55-40-246	New Pump/Meters	2,201	1,657	1,500	1,500	1,500	1,500
Subtotal		22,223	10,429	18,350	18,350	15,150	14,350
CONTRACTUAL							
55-40-446	Legal/Attorney	839	231	500	500	6,500	2,000
55-40-438	Engineering	0	0	500	500	0	1,500
55-40-448	Bookkeeping (paid to Town GF)	5,000	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	1,000
55-40-452	Contractual Services PW Sanitation	9,500	9,500	9,500	9,500	9,500	9,500
55-40-456	Contractual Services PW Maintenance	4,500	4,500	4,500	4,500	4,500	4,500
Subtotal		20,839	20,231	21,000	21,000	26,500	23,500
CAPITAL IMPROVEMENTS							
55-40-248	Line Replacement and Upgrades	0	0	35,000	35,000	5,000	25,000
55-40-	Vacuum Truck	0	0	0	0	0	6,740
Subtotal		0	0	35,000	35,000	5,000	31,740
Total Geothermal Expenditures		43,062	30,660	74,350	74,350	46,650	69,590

Annual Revenues	44,766	43,193	41,697	41,697	47,297	42,697
Annual Expenditures	43,062	30,660	74,350	74,350	46,650	69,590
Difference	1,704	12,533	-32,653	-32,653	647	-26,893
Prior Year Cash Reserves	101,639	103,343	111,490	111,490	115,876	116,523
Ending Fund Balance	103,343	115,876	78,837	78,837	116,523	89,630

a Engineering consultant for replacement schedule



Town of Pagosa Springs
P.O. Box 1859
Pagosa Springs, CO 81147
Phone 970.264.4151
Fax 970.264.4634

ASSESSED VALUATION AND MILL LEVIES

YEAR	2017	2018	2019
ASSESSED VALUATION	53,406,464	54,956,526	54,839,058
MILL LEVY	1.559 Mills	1.557 Mills	1.57 Mills
TOTAL REVENUES	\$83,261	\$85,567	\$86,097

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2019 budget of the Town of Pagosa Springs, Colorado.



April Hessman, Town Clerk/Finance

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 \$ 54,839,058 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: 12/04/2018 for budget/fiscal year 2019.
(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	\$ 85,384
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 85,384
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	.013 mills	\$ 713
7. Other ^N (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.57 mills	\$ 86,097

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).

CERTIFICATION OF VALUES

Name of Jurisdiction: **TOWN OF PAGOSA SPRINGS**

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 2018
 In Archuleta County, CO On 11/16/2018 Are:

Previous Year's Net Total Assessed Valuation:	\$54,956,526
Current Year's Gross Total Assessed Valuation:	\$54,839,058
(-) Less TIF district increment, if any:	\$0
Current Year's Net Total Assessed Valuation:	\$54,839,058
New Construction*:	\$702,920
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.):	\$0.00
Taxes Abated or Refunded as of August 1 (39-10-114(1)(a)(I)(B) C.R.S.):	\$741.93

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 2018
 In Archuleta County, CO On 11/16/2018 Are:

Current Year's Total Actual Value of All Real Property*:	\$329,341,312
ADDITIONS TO TAXABLE REAL PROPERTY:	\$6,298,450
Construction of taxable real property improvements**:	\$6,298,450
ANNEXATIONS/INCLUSIONS:	\$0
Increased Mining Production***:	\$0
Previously exempt property:	\$0
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):	\$0
DELETIONS FROM TAXABLE REAL PROPERTY IMPROVEMENTS:	\$0
Destruction of taxable property improvements.	\$0
Disconnections/Exclusions:	\$0
Previously Taxable Property:	(\$1,174,378)

* 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, 2018

DEBT SERVICE



Town Park in the Fall



21403959 7/16/2014 2:00 PM
 24 of 24 LAG RS\$126.00 DS0.00

June Madrid
 Archuleta County

EXHIBIT B
RENT SCHEDULE

Date	Principal Component	Interest Component ¹	Total Rent	Remaining Lease Balance
7/1/14	0	0	\$90,000.00 down payment	\$210,000.00
1/1/2015	5,398.46	3,675.00	9,073.46	204,601.54
7/1/2015	5,492.93	3,580.53	9,073.46	199,108.61
1/1/2016	5,589.06	3,484.40	9,073.46	193,519.55
7/1/2016	5,686.87	3,386.59	9,073.46	187,832.68
1/1/2017	5,786.39	3,287.07	9,073.46	182,046.29
7/1/2017	5,887.65	3,185.81	9,073.46	176,158.64
1/1/2018	5,990.68	3,082.78	9,073.46	170,167.96
7/1/2018	6,095.52	2,977.94	9,073.46	164,072.44
1/1/2019	6,202.19	2,871.27	9,073.46	157,870.25
7/1/2019	6,310.73	2,762.73	9,073.46	151,559.52
1/1/2020	6,421.17	2,652.29	9,073.46	145,138.35
7/1/2020	6,533.54	2,539.92	9,073.46	138,604.81
1/1/2021	6,647.88	2,425.58	9,073.46	131,956.93
7/1/2021	6,764.21	2,309.25	9,073.46	125,192.72
1/1/2022	6,882.59	2,190.87	9,073.46	118,310.13
7/1/2022	7,003.03	2,070.43	9,073.46	111,307.10
1/1/2023	7,125.59	1,947.87	9,073.46	104,181.51
7/1/2023	7,250.28	1,823.18	9,073.46	96,931.23
1/1/2024	7,377.16	1,696.30	9,073.46	89,554.07
7/1/2024	7,506.26	1,567.20	9,073.46	82,047.81
1/1/2025	7,637.62	1,435.84	9,073.46	74,410.19
7/1/2025	7,771.28	1,302.18	9,073.46	66,638.91
1/1/2026	7,907.28	1,166.18	9,073.46	58,731.63
7/1/2026	8,045.66	1,027.80	9,073.46	50,685.97
1/1/2027	8,186.46	887.00	9,073.46	42,499.51
7/1/2027	8,329.72	743.74	9,073.46	34,169.79
1/1/2028	8,475.49	597.97	9,073.46	25,694.30
7/1/2028	8,623.81	449.65	9,073.46	17,070.49
1/1/2029	8,774.73	298.73	9,073.46	8,295.76
7/1/2029	8,295.76	145.18	9,073.46	0
¹ Interest Component of Rent Rate = 3.50%.				

Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

Final Pricing - November 29, 2016 1135AM MTN

Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I
05/01/2017	-	-	37,234.72	37,234.72
11/01/2017	100,000.00	3.000%	49,281.25	149,281.25
05/01/2018	-	-	47,781.25	47,781.25
11/01/2018	100,000.00	3.000%	47,781.25	147,781.25
05/01/2019	-	-	46,281.25	46,281.25
11/01/2019	100,000.00	3.000%	46,281.25	146,281.25
05/01/2020	-	-	44,781.25	44,781.25
11/01/2020	100,000.00	4.000%	44,781.25	144,781.25
05/01/2021	-	-	42,781.25	42,781.25
11/01/2021	100,000.00	4.000%	42,781.25	142,781.25
05/01/2022	-	-	40,781.25	40,781.25
11/01/2022	105,000.00	3.000%	40,781.25	145,781.25
05/01/2023	-	-	39,206.25	39,206.25
11/01/2023	105,000.00	3.000%	39,206.25	144,206.25
05/01/2024	-	-	37,631.25	37,631.25
11/01/2024	110,000.00	4.000%	37,631.25	147,631.25
05/01/2025	-	-	35,431.25	35,431.25
11/01/2025	115,000.00	4.000%	35,431.25	150,431.25
05/01/2026	-	-	33,131.25	33,131.25
11/01/2026	120,000.00	3.250%	33,131.25	153,131.25
05/01/2027	-	-	31,181.25	31,181.25
11/01/2027	120,000.00	3.250%	31,181.25	151,181.25
05/01/2028	-	-	29,231.25	29,231.25
11/01/2028	125,000.00	3.250%	29,231.25	154,231.25
05/01/2029	-	-	27,200.00	27,200.00
11/01/2029	130,000.00	4.000%	27,200.00	157,200.00
05/01/2030	-	-	24,600.00	24,600.00
11/01/2030	135,000.00	4.000%	24,600.00	159,600.00
05/01/2031	-	-	21,900.00	21,900.00
11/01/2031	140,000.00	4.000%	21,900.00	161,900.00
05/01/2032	-	-	19,100.00	19,100.00
11/01/2032	145,000.00	4.000%	19,100.00	164,100.00
05/01/2033	-	-	16,200.00	16,200.00
11/01/2033	155,000.00	4.000%	16,200.00	171,200.00
05/01/2034	-	-	13,100.00	13,100.00
11/01/2034	160,000.00	4.000%	13,100.00	173,100.00
05/01/2035	-	-	9,900.00	9,900.00
11/01/2035	160,000.00	4.000%	9,900.00	169,900.00
05/01/2036	-	-	6,700.00	6,700.00
11/01/2036	165,000.00	4.000%	6,700.00	171,700.00
05/01/2037	-	-	3,400.00	3,400.00
11/01/2037	170,000.00	4.000%	3,400.00	173,400.00
Total	\$2,660,000.00	-	\$1,227,153.47	\$3,887,153.47



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June Madrid
Archuleta County

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**JOHN DEERE
FINANCIAL**

Amortization Schedule

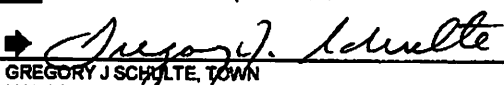
Lease Schedule No.	030-0064948-000
Master Lease-Purchase Agreement No.	0064948

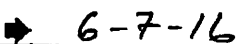
Lessee: (Name & Address)	TOWN OF PAGOSA SPRINGS 551 HOT SPRINGS BLVD, PAGOSA SPRINGS, CO 81147				
Lessor:	DEERE CREDIT, INC. 6400 NW 86 th ST, PO BOX 6600, JOHNSTON, IA 50131-6600				
Nominal Annual Rate:	3.25%				
Payment Number:	Date:	Lease Payment:	Interest:	Principal:	Principal Balance:
Lease	06/08/2016				165,848.00
1	06/08/2016	35,356.69	0.00	35,356.69	130,491.31
2	07/08/2016	0.00	353.41	353.41-	130,844.72
3	08/08/2016	0.00	354.37	354.37-	131,199.09
4	09/08/2016	0.00	355.33	355.33-	131,554.42
5	10/08/2016	0.00	356.29	356.29-	131,910.71
6	11/08/2016	0.00	357.26	357.26-	132,267.97
7	12/08/2016	0.00	358.23	358.23-	132,626.20
8	01/08/2017	0.00	359.20	359.20-	132,985.40
9	02/08/2017	0.00	360.17	360.17-	133,345.57
10	03/08/2017	0.00	361.14	361.14-	133,706.71
11	04/08/2017	0.00	362.12	362.12-	134,068.83
12	05/08/2017	0.00	363.10	363.10-	134,431.93
13	06/08/2017	35,356.69	364.09	34,992.60	99,439.33
14	07/08/2017	0.00	269.31	269.31-	99,708.64
15	08/08/2017	0.00	270.04	270.04-	99,978.68
16	09/08/2017	0.00	270.78	270.78-	100,249.46
17	10/08/2017	0.00	271.51	271.51-	100,520.97
18	11/08/2017	0.00	272.24	272.24-	100,793.21
19	12/08/2017	0.00	272.98	272.98-	101,066.19
20	01/08/2018	0.00	273.72	273.72-	101,339.91
21	02/08/2018	0.00	274.46	274.46-	101,614.37
22	03/08/2018	0.00	275.21	275.21-	101,889.58
23	04/08/2018	0.00	275.95	275.95-	102,165.53
24	05/08/2018	0.00	276.70	276.70-	102,442.23
25	06/08/2018	35,356.69	277.45	35,079.24	67,362.99
26	07/08/2018	0.00	182.44	182.44-	67,545.43
27	08/08/2018	0.00	182.94	182.94-	67,728.37
28	09/08/2018	0.00	183.43	183.43-	67,911.80
29	10/08/2018	0.00	183.93	183.93-	68,095.73
30	11/08/2018	0.00	184.43	184.43-	68,280.16
31	12/08/2018	0.00	184.93	184.93-	68,465.09
32	01/08/2019	0.00	185.43	185.43-	68,650.52
33	02/08/2019	0.00	185.93	185.93-	68,836.45
34	03/08/2019	0.00	186.43	186.43-	69,022.88
35	04/08/2019	0.00	186.94	186.94-	69,209.82
36	05/08/2019	0.00	187.44	187.44-	69,397.26
37	06/08/2019	35,356.69	187.95	35,168.74	34,228.52

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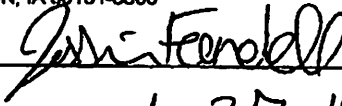

38	07/08/2019	0.00	92.70	92.70-	34,321.22
39	08/08/2019	0.00	92.95	92.95-	34,414.17
40	09/08/2019	0.00	93.21	93.21-	34,507.38
41	10/08/2019	0.00	93.46	93.46-	34,600.84
42	11/08/2019	0.00	93.71	93.71-	34,694.55
43	12/08/2019	0.00	93.96	93.96-	34,788.51
44	01/08/2020	0.00	94.22	94.22-	34,882.73
45	02/08/2020	0.00	94.47	94.47-	34,977.20
46	03/08/2020	0.00	94.73	94.73-	35,071.93
47	04/08/2020	0.00	94.99	94.99-	35,166.92
48	05/08/2020	0.00	95.24	95.24-	35,262.16
49	06/08/2020	35,356.69	95.50	35,261.19	0.97
50	07/08/2020	0.00	0.00	0.00	0.97
51	08/08/2020	0.00	0.00	0.00	0.97
52	09/08/2020	0.00	0.00	0.00	0.97
53	10/08/2020	0.00	0.00	0.00	0.97
54	11/08/2020	0.00	0.00	0.00	0.97
55	12/08/2020	0.00	0.00	0.00	0.97
56	01/08/2021	0.00	0.00	0.00	0.97
57	02/08/2021	0.00	0.00	0.00	0.97
58	03/08/2021	0.00	0.00	0.00	0.97
59	04/08/2021	0.00	0.00	0.00	0.97
60	05/08/2021	0.00	0.00	0.00	0.97
61	06/08/2021	1.00	0.03	0.97	0.00
Grand Totals		176,784.45	10,936.45	165,848.00	

LESSEE **TOWN OF PAGOSA SPRINGS**
 551 HOT SPRINGS BLVD,
 PAGOSA SPRINGS, CO 81147

By: 
 GREGORY J SCHULTE, TOWN
 MANAGER

Date: 

LESSOR **DEERE CREDIT, INC.**
 6400 N.W. 86th STREET, PO BOX 6600
 JOHNSTON, IA 50131-6600

By: 
 Date: 



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