



Town of Pagosa Springs Adopted Budget 2022

Fiscal Year January 1, 2022 to December 31, 2022

Adopted December 7, 2021

TABLE OF CONTENTS

	Page
Town Council and Management Staff	1
2022 Budget Message	2-10
Town Council Goals 2021-2022	11
Town Organizational Charts	12-13
Personnel Summary	14-15
Summary of All Funds Revenues and Expenditures	16
Specific Revenues	
Summary of Funds	18-19
Sales Tax Revenue	20-21
Lodging Tax Revenue	22-23
Property Tax Revenue	24
Franchise Revenue	25
Departmental Summaries	
Administration	27-30
Community Development- Building/Fire Safety	31-32
Community Development- Housing	33-34
Community Development- Planning	35-38
Municipal Court	39-41
Parks & Recreation- Parks Maintenance	42-44
Parks & Recreation- Recreation	45-46
Police	47-49
Public Works - Facilities	50-51
Public Works - Street	52-53
Public Works - Utilities	54-55
Tourism	56-58
Fund Details	
General Fund Revenue	60
General Fund Expenditure	61
Administration	62
Community Development- Building/Fire Safety	63
Community Development- Housing	64
Community Development- Planning	65
Municipal Court	66
Police	67
Parks & Recreation – Recreation	68
Service Organization	69
Economic Development/Council Initiatives	70
Capital Improvement Revenue	71
Capital Improvement Expenditures	72-74
Administration– Projects	75
Parks & Recreation- Parks	76
Public Works– Facilities	77
Public Works- Streets	78
Conservation Trust Fund	79
Trust/Impact Fund	80-82

	Lodgers Tax Fund	83
	Geothermal Fund	84
Mill Levy	Assessed Valuation	85
	Certification of Tax Levies	86-87
Debt Service	Debt Service List	89
	UMB 8 th Street Lease/Purchase	90
	Zion's Bank Lease/Purchase	91
	Canon Administration Copier	92
	AltaLink Parks & Recreation Copier	93
	Xerox Courts Copier	94



Balloon Launch Downtown



Town Council

Donald Volger

Mayor

Madeline Bergon

At Large – Mayor Pro-tem

Matt DeGuise

District 1

Mat deGraaf

At Large

Shari Pierce

At Large

Nicole Pitcher

At Large

Jeff Posey

At Large

Management Staff

Andrea Phillips

Town Manager

April Hessman

Town Clerk/Finance Director

Jennifer Green

Tourism Director

Martin Schmidt

Public Works Director

Darren Lewis

Parks and Recreation Director

William Rockensock

Chief of Police

Margaret Gallegos

Building/Fire Code Official

James Dickhoff

Planning Director

Candace Dzielak

Municipal Court Administrator

Clayton Buchner

Town Attorney/Prosecutor



TOWN OF PAGOSA SPRINGS 2022 BUDGET MESSAGE

Andrea K. Phillips
Town Manager

INTRODUCTION

The 2022 Budget reflects the spending priorities of Town Council and the Pagosa Springs community. Goals and objectives for the remainder of 2021 and 2022 are included within the document for reference. Revenues are anticipated to remain stable in 2022, with moderate growth in some areas, compared to 2021 figures. As of September 2021, despite COVID-19 impacts, the local economy continues to show steady growth and 2022 is anticipated to be healthy as well.

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 July 2021, the unemployment rate in Archuleta County was 4.7%, below the Colorado rate of 5.9% and the national rate of 5.4%. Building permits for 2021 and 2022 are expected to be similar to recent prior years and staff is aware of some new projects in the planning stages. 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 fluctuations, 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 5, 2021 in the form of Town Resolution 2021-01.

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 2022 is \$20,439,140, including prior year carryover, and the total expenditures for the six funds are \$13,463,797. While the Town is utilizing significant reserves for capital projects in 2022, the total projected year end cash reserves for all six funds are \$6,975,343. Overall, 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 vast 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 2022 is estimated to be \$5,298,492, not including the carryover cash from the prior year. Of that amount, 83.1% or \$4.4 million is anticipated to come from sales tax. For 2022, sales tax is projected to increase 6.0% above the year end estimate for 2021. At this time, staff is projecting that the Town will end the year approximately 22% higher at the end of 2021 compared to the original budget. Despite COVID-19 impacts, including the closure of some local small businesses, the local economy continued to be strong in terms of spending. Visitation was up in Pagosa Springs in 2021, and while this may level off in 2022 when tourists and seasonal residents return to their primary residences, the Town anticipates that revenues will remain stable in 2022. Additionally, the Town has been receiving sales tax from items purchased online from out of state and shipped to Pagosa Springs. This has had a positive impact on revenues.

The next largest revenue category for the General Fund is Licenses and Permits, which is estimated to be \$215,500 in 2022. Property tax amounts to \$107,596 or 2.0% of annual revenues into this fund in 2022. The other revenue categories are: Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous. Including the projected year end fund balance and cash reserve of \$3,800,107, total revenues are expected to equal \$9,098,599 in 2022. This represents a 10.8% increase over 2021 estimated revenues.

As stated above, two critical economic factors for our community are the sales tax and the lodger's tax and both continue to trend slightly upward despite the initial impacts from COVID-19 in the second quarter of 2020. To date, sales tax revenue in 2021 continues to show steady growth. 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 2021 levels.

Expenditures

Expenditures within the General Fund in 2022 are expected to total approximately \$5,174,272 and are encompassed in five major categories. The categories are: General Government, Public Safety, Recreation, Community Support Services, and Other. The majority of expenses are in the General Government category and includes administrative costs such as the Administration Department, Municipal Court, and the Community Development Department which includes the Building/Fire Safety, Planning and Housing Divisions. Of the \$5.1 million in planned expenditures, \$2.9 million is in General Government which represents a 38.3% increase over the 2021 budget. In Public Safety, \$1.4 million is budgeted for 2022 an 11.2% increase over the 2021 budget. The budget is \$584,621 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 \$217,019 in 2022.

With planned expenditures of \$5,174,272 and anticipated revenues of \$5,298,492, the General Fund is projected to have a surplus of \$124,220 in the annual budget, which translates to spending less than projected revenues by this amount. The General Fund will remain with an unrestricted fund

balance of \$2,220,866 which includes three percent of planned expenditures restricted as TABOR reserves and a three-month cash reserve recommended by the Government Finance Officers Association for budgetary purposes. The restricted TABOR reserve is calculated at \$409,894 which includes all Town fund revenues. The Town 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 \$1,293,568 and the estimated year end unrestricted reserves are \$2,220,866 in excess of this amount.

Some additional specific notes about General Fund expenses for 2022 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 2022 budget for Service Organizations is a total of \$132,019 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, \$10,000 for animal care services provided by the Humane Society, and \$10,000 to Archuleta County Victims Assistance (Rise Above Violence).
2. Funds for Economic Development/Town Council Initiatives include support for economic development management, broadband development, and college scholarships for high school students. The budget includes a total of \$85,000 for these economic development initiatives. Funding for Early Childcare and Education has been moved to the Service Organizations budget. The Council priority for Housing Choices has been assigned to the Community Development Housing Division to expend according to Council's direction. This Workforce Housing support is \$455,000 in the General Fund and \$45,000 in the trust/impact fund from the vacation rental surcharge. These funds could be utilized to support organizations providing workforce housing programs in the community, payment of tap fees for new units being constructed, property purchases for development of new units, or movement towards other objectives within this goal. In 2021, the Town spent \$216,295 in support of this goal, which included payment of sewer tap fees for the Habitat for Humanity and Olympus SRH, LLC projects and the purchase of a Town lot for development of missing middle workforce housing through a public/private partnership.

At this time, \$50,000 is included for broadband development, which includes support of the Broadband Services Managers, matches to grants and maintenance or new installations. In addition, \$25,000 is budgeted for supporting an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation, as in prior years. The Town is also budgeting \$8,000 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 will continue in 2022 to assist with employee recruitment and onboarding and employee performance evaluations. Technology upgrades such as new computers and server upgrades are budgeted for all departments, as well as desktop support, within the Administration department.
4. For the third successive year, a contract with the Archuleta School District #50 JT has been executed to share in the cost of hiring a School Resource Officer from the Police Department. For 2022, this position will be filled with an existing town employee,

who will work for the school district during the school year and for the police department as a Community Resource Officer in the summer. A revenue assumption of \$41,130 is assumed from the school district for part of his salary.

5. Funds are included for a contracted Communications Manager to assist the Town in sharing information with the public and providing for public engagement opportunities on community issues. For 2022, \$25,000 is included in the budget, along with \$2,500 in web site/graphics and printing costs to assist with production of these tools.

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 different sources. For 2022, it is anticipated that approximately \$987,400 will be received from various grant sources for projects in the areas of Planning, Trails, and Historic Preservation.

For 2022, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$6,070,842, with the largest non-grant or lease source (75% or \$4.4 million) deriving from sales tax. In 2022, impact funds for specific infrastructure items will be coupled with Capital Improvement Funds to complete some capital projects. Including the estimated 2021 year-end cash reserves of \$1,779,666, available funding in 2022 equals \$7,850,508. In 2021, Archuleta County's distribution to the Town for the road and bridge mill levy was reduced from \$28,279 to 2020 to no distributions in 2021. In 2022, the Town expects to receive no distribution from the County.

Expenditures

In the Capital Improvement Fund, expenditures for 2022 are expected to total \$6,308,423 and includes multiple projects. The ten-year Capital Improvement Plan 2022-2031 provides a plan for how and when projects will be addressed in later budget years. This plan is subject to change each year with amendments in Council priorities and availability of funding sources. As in the past, in 2022 there will be a continued focus on maintenance activities throughout town. Staff will be working with engineers to further the design and specifications for several projects that will be constructed in 2022 and beyond.

This fund pays for capital projects for almost all departments of the Town and includes general government, police, parks, community center, streets, 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 (Streets Division and Facilities Maintenance) and the Parks and Recreation Department (Parks Maintenance Division). Payments on debt that the Town has incurred for major capital projects or facilities are also paid from this fund, which include lease purchases for the S. 8th Street reconstruction and payment for the lease purchase of the Town Maintenance Facility. Payments on the lease purchase financing agreement for

construction of the Town Maintenance Facility began in 2019 and are estimated at \$424,849 in 2022 which includes an additional principal payment, while the 8th Street reconstruction payment is \$189,062. Town Council paid off the lease purchase agreement for the Visitor Center in 2020. Debt was retired for the vacuum truck lease purchase agreement in mid-2021 using Capital Fund reserves of \$157,993 and General Fund reserves. This intergovernmental cost share for the equipment will be paid back to the General Fund from the Sanitation and Geothermal Funds based on the new debt schedule.

For 2022, the total revenue from all sources is estimated to be \$7,850,508 and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$6,308,423. This means that the Town is projecting to spend into Capital Fund Reserves by \$237,581 to complete projects, leaving a projected ending fund balance of \$1,542,085. Unrestricted reserves are projected to be \$964,413 at the end of 2022 which include the Town's minimum three-month reserve of \$577,672.

Notable capital projects for 2022 include, but are not limited to:

- Continued street maintenance projects, including seal coating and crack sealing on multiple streets per the Pavement Assessment Plan;
- Milling and overlay multiple street sections: North 2nd Street to Mesa Drive, Apache Street from the bridge to 8th Street, S. San Juan Alley from 8th to 10th Street, N. 1st Street from Hwy 160 to end; Florida from 6th Street to 8th Street, and S. 10th near the elementary school.
- Continued restoration of the historic Rumbaugh Creek Bridge (Phase II), with the assistance of a grant from the State Historic Fund;
- Replacement of the roof at the Visitor Center;
- River restoration projects, including access improvements;
- Crosswalk improvement at First Street and Hwy 160;
- Pickleball courts at Yamaguchi Park;
- East end multimodal planning at the area of town east of First Street to Highway 84;
- Increased parks maintenance, including attention to irrigation, trees, and trails;
- Construction of the Piedra Road intersection of the "Harman Hill Phase" of the Town to Pagosa Lakes Trail;
- Sidewalk program replacement and repairs, including new sections; and
- Drainage maintenance and new culverts in areas of Town such as "dog alley" and Trinity Lane.

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 2022 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. Despite a temporary downtown during the COVID-19 pandemic, the Town has been fortunate to see continued growth in

lodger's tax proceeds over the past several years. For 2022, Lodger's tax receipts are projected to be similar to actual 2021 end of year estimates.

Revenues

For 2022, the Town's portion of the lodger's tax is expected to reach approximately \$925,000. This represents a 32.3% increase over the 2021 budget and 1.6% decrease over the 2021 estimated year end. The County's portion of the lodger's tax is estimated to be about \$430,000 in 2022, a slight decrease over the 2021 estimated year end amount and a 57.2% increase over the 2021 budget. In 2020 and 2021 visitation trends around the state were skewed high in many mountain towns and destination areas due to the pandemic. Including a small amount of miscellaneous revenue, the total revenue for the Lodger's Tax Fund is projected to be \$1,356,500 in 2022. Including the prior year end cash reserve of \$1,337,121, the available funding for 2022 is \$2,693,621.

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. The Contractual expense is for the annual Fourth of July community fireworks display. A large infrastructure support line item of \$650,000 is included. This funding is used for community support projects that benefit visitors and the local community as well. Total expenses for 2022 are expected to be \$1,632,468, which means the board will be spending into a deficit of \$275,968. This will leave a healthy fund balance of approximately \$653,036, which includes \$408,117 as the minimum recommended three-month reserve.

CONSERVATION TRUST FUND

Conservation Trust Funds derive from the State of Colorado's 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. In 2019, the Town and County entered into an agreement whereby the County would increase its annual allocation from \$30,000 to \$60,000 to assist with the cost of county residents utilizing town parks and trails. This is expected to continue in 2022.

Revenues

The Town receives a Conservation Trust allocation annually and has averaged around \$20,000 each year. The anticipated total revenue in 2022 is \$20,000 for the Town's allocation and \$160,000 from Archuleta County's allocation, which includes \$100,000 toward the new pickleball courts in Yamaguchi Park slated to begin in the spring of 2022. Including the prior year fund balance of \$54,624, the total revenue anticipated in 2022 is \$234,624.

Expenditures

Conservation Trust Funds are proposed to be spent for several projects in 2022. Total expenditures for 2022 are estimated at \$165,500, which will leave an annual surplus of \$14,500.

Parks improvement projects such as installation of a new irrigation system in Centennial Park and upgrades to the Yamaguchi Skate Park are budgeted for 2022.

GEOTHERMAL ENTERPRISE FUND

The Town operates a geothermal heating system that provides heat to 33 customers (residences, businesses, churches, 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 2022 are \$43,000. The lease of geothermal water from the Town's well to a private business is assessed annually and for 2022 it is estimated to be \$1,197. New taps are anticipated in the amount of \$15,000 for a new development near the town's geothermal building. The Town estimates that \$62,032 in American Rescue Plan funds are to be utilized for geothermal utility infrastructure for 2021 and 2022. Anticipated resources in this fund in 2022 total \$121,229 in annual revenues. Including the estimated prior year end cash reserves of \$62,550, the available funds in 2022 are approximately \$183,779.

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, as well as general maintenance of the system. In 2020, an engineering assessment of the system was conducted, which revealed that attention should be paid to replacement of aging geothermal lines. In 2021, \$25,000 was budgeted to replace sections of distribution pipe. With the beginning of the CDOT McCabe Creek Culvert Replacement Project in late 2021, the Town was prompted to replace the entire section of line at a cost of \$83,256. In 2022, \$10,000 is budgeted for continued line replacements. Total expenses for all categories are anticipated to total \$55,575, which anticipates an annual surplus of \$65,654. When subtracted from the projected revenues of \$55,575, the projected year end carryover is estimated to be about \$114,310, which includes the minimum three-month operating reserve of \$13,894.

IMPACT FEE / TRUST FUND

The Town, for many reasons, holds a variety of funds in trust and, in the past, collected impact fees for new developments. The funding is restricted for a specific purpose such as road improvements, public facilities, parks and trails. The Town has 18 different trust/impact fee accounts. In addition to the Town accounts, the Town collected 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. In 2019, after analyzing the impact fee program, the Town Council decided to terminate the program and no longer collect impact fees on development moving forward. The last of the impact fee deferral agreements paid the balance of their impact fees in 2021. Annual revenues are expected to total \$98,000 in 2022. The Town has been spending down the balances for the impact fee accounts on permissible projects. In the Trust accounts, \$116,165 is anticipated to be spent on workforce housing

development (with funds derived from the surcharge or vacation rental registrations), cemetery maintenance, community center expenses, improvements to Reservoir Hill (from the ticket fee), and the annual Festival of Trees event.

In 2022, expenditures out of the trust/impact fees accounts are estimated to total \$127,559 spending into the reserves by \$29,559. Capital projects planned for 2022 are supplemented by funds from these specific accounts. A year end 2022 fund balance of \$250,450 is estimated at this time.

2022 EQUIPMENT/VEHICLE PURCHASES

In 2022 there are several vehicles and pieces of heavy equipment to be acquired/leased as follows:

- Purchase of a police patrol vehicle in line with the Town’s vehicle replacement policy;
- Purchase of a one-ton truck with utility bed for use in the Public Works Department-Streets Division. The truck will be upfitted to include a sander box, plow, emergency lights, and flat bed;
- Purchase of two fleet pool vehicles (Chevy Blazers).
- Purchase of one facilities maintenance van; and
- Smaller equipment purchases planned for 2022 include police department mobile data terminals and a skid steer for parks maintenance.

ASSESSED VALUATION AND MILL LEVIES

The Town of Pagosa Springs’ assessed valuation for 2022 is \$68,488,910 (an increase from 2021). The Town Mill Levy at 1.571 Mills, which will generate a proposed \$107,596 in property taxes for the Town in 2022.

STAFFING AND COMPENSATION

In 2022, the Town will employ 54.5 full time equivalent (FTE) employees, which equates to 51 full time employees, ten part time employees and approximately 20 seasonal employees. For 2022, the following staffing adjustments are anticipated:

1. In the Police Department, an additional Police Officer has been added to assist with patrol functions, bringing the total to 5.0 FTEs for police officers. In addition to the patrol officers, a Detective, Sergeant, School Resource Officer/Community Resources Officer and Police Chief and Assistant Chief are budgeted. A part-time Animal Control/Code Enforcement Officer, part-time Digital Records Clerk, part-time Evidence Technician and an Administrative Assistant are also budgeted to staff the department. In 2021, the Town engaged a consultant to assist with an update to the sworn officers and police department leadership compensation. Council adopted a new pay plan in first quarter of 2021, which made changes to the salaries in the 2021 and into 2022 and beyond. Due to recent changes at the state level, the Town’s contribution to retirement for sworn officers in the Fire and Police Pension Association fund will increase by 0.5% per year to match the employees’ increasing contributions. To keep pace with these changes and to be in line with other local government employers the Town proposes to offer a voluntary contribution increase from a 5.0% mandatory match to 7.0% match for non-FPPA member employees.

2. In 2022, the Planning Department and the Building/Fire Safety Department are proposed to be combined into one Community Development Department. A position of Community Development Director has been added to oversee the expanded department. A Housing Coordinator position has been added to help steer the Town's workforce housing programs. A part time Main Street Coordinator position has also been added in the Planning Division in order to move this initiative forward.
3. In the Administration Department, an Administrative Analyst is proposed to assist with overall town functions. A reclassification of the current Human Resources/Records Administrator position to a more inclusive Administrative Services Manager is also proposed.
4. In 2022, health insurance premiums will rise approximately 2.5%. In 2020, staff began contributing more towards these premiums. The increase anticipated in 2022 will be offset by the anticipated savings in the plan provided by lesser claims reimbursement and funds in the restricted health account. The Town will continue to offer both a traditional PPO plan and higher deductible HSA plan. There will be no change to the contribution for vision, dental, voluntary life insurance, and employee assistance program coverage.



Overlook on the Way to Wolf Creek Pass

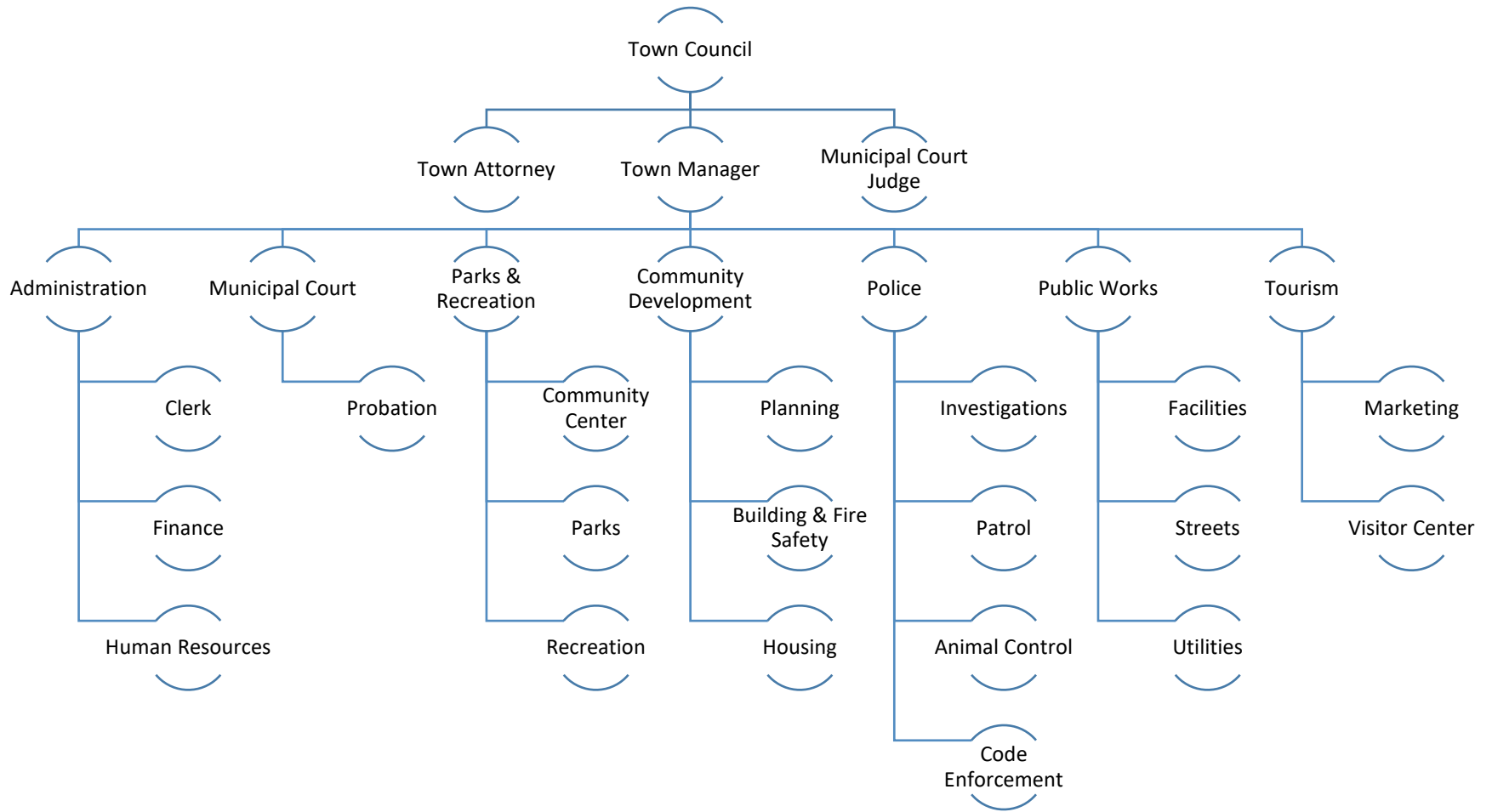
TOWN COUNCIL GOALS & OBJECTIVES 2021-2022



1. Workforce Housing
2. Land Use Development Code
3. Traffic Management, Parking and Road Maintenance
4. Short-Term Rentals
5. Lodging Tax
6. Economic Development
7. Sanitation
8. Staffing
9. Trails and Sidewalk Development and Maintenance
10. Urban Renewal Authority (URA)
11. Parks and River Access
12. Eastside Gateway
13. Public Arts
14. Advisory Boards
15. Land Acquisition Strategy
16. Historic Preservation
17. Broadband

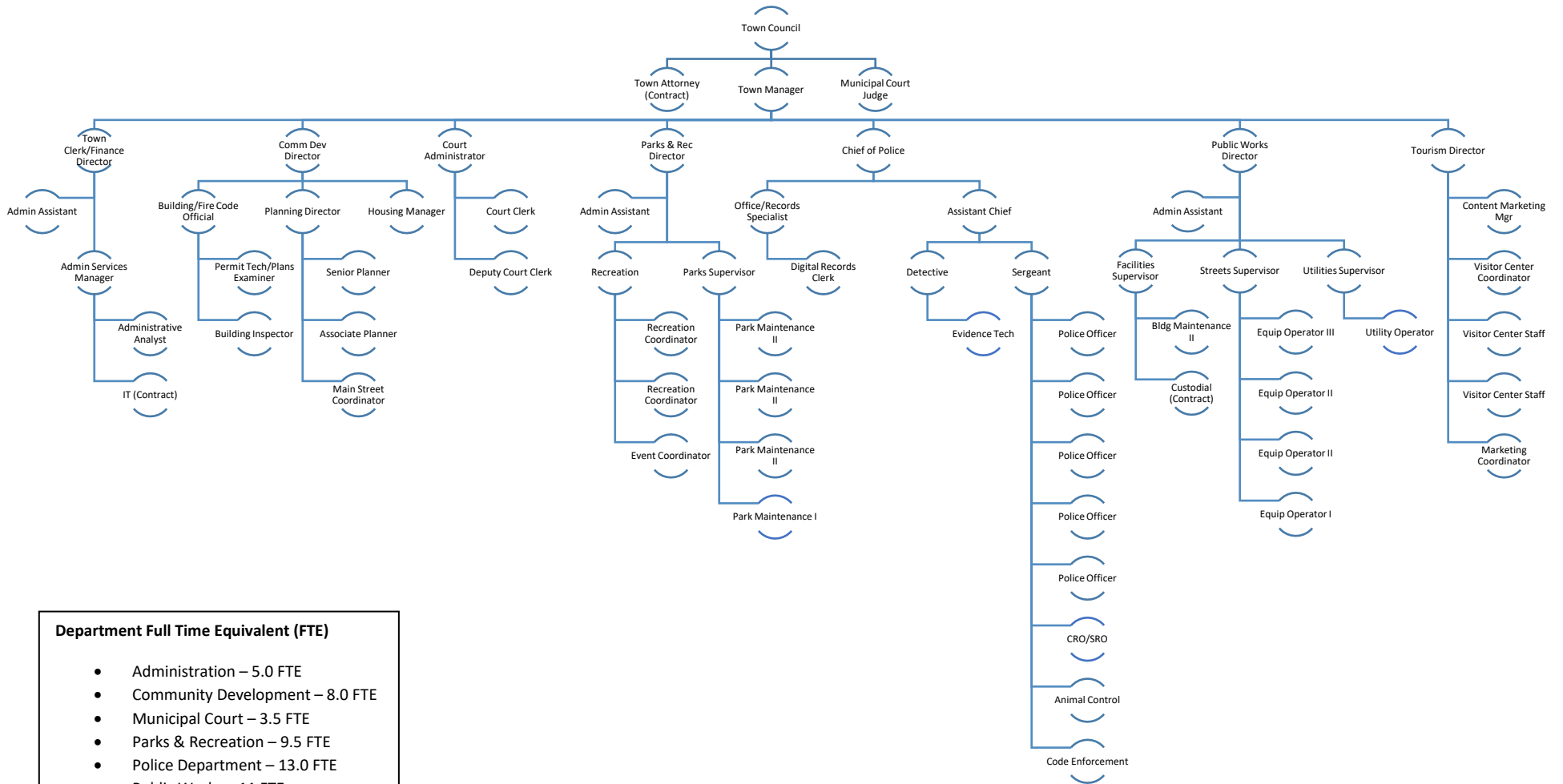


Functional Organization Chart





Staff Organization Chart



Department Full Time Equivalent (FTE)	
•	Administration – 5.0 FTE
•	Community Development – 8.0 FTE
•	Municipal Court – 3.5 FTE
•	Parks & Recreation – 9.5 FTE
•	Police Department – 13.0 FTE
•	Public Works – 11 FTE
•	Tourism – 4.5 FTE

Overview:

The Town started 2021 with 47 regular full-time positions and six (6) regular part-time positions. The Town’s employee turnover rate is tracking around 13% for 2021 with employees primarily leaving due to a new job opportunity or retirement. Competitiveness in the labor market, both locally and statewide, has increased the turnaround time for filling positions. Consequently, the Town continues to evaluate positions and re-work them to better suit the Town’s business needs to include re-organization, contracting, and flexibility in work schedules.

Department Personnel Summary

	Position	2020 Actual	2021 Actual	Add	Delete	2022 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
	Administrative Services Manager <i>(Position reclass HR/Rec)</i>	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Analyst			1.0 FTE		1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
Community Development	Community Development Director			1.0 FTE		1.0 FTE
	Planning Director	1.0 FTE	1.0 FTE			1.0 FTE
	Senior Planner	1.0 FTE	1.0 FTE			1.0 FTE
	Associate Planner	1.0 FTE	1.0 FTE			1.0 FTE
	Housing Coordinator			1.0 FTE		1.0 FTE
	Main Street Coordinator			0.5 FTE		0.5 FTE
	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector <i>(Transfer 0.5 Code Enforcement)</i>	1.0 FTE	1.0 FTE		0.5 FTE	0.5 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 & Recreation	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 Supervisor <i>(Position change from Parks Crew Leader)</i>	1.75 FTE	1.0 FTE			1.0 FTE
	Parks Maintenance II	1.0 FTE	1.0 FTE	2.0 FTE		3.0 FTE
	Parks Maintenance I <i>(Added Crew Leader FTE to Position)</i>	1.25 FTE	2.0 FTE	0.5 FTE	2.0 FTE	0.5 FTE
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Assistant Chief <i>(Position change from Lieutenant)</i>	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Sergeant <i>(Position change from Corporal)</i>	1.0 FTE	1.0 FTE			1.0 FTE

	Position	2020 Actual	2021 Actual	Add	Delete	2022 Budget
Police	Police Officer	4.0 FTE	4.0 FTE	1.0 FTE		5.0 FTE
	Community/School Resource Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Office/Records Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Evidence Technician	0.5 FTE	0.5 FTE			0.5 FTE
	Code Enforcement (<i>transfer from Building Inspector</i>)			0.5 FTE		0.5 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE
	Digital Records Clerk		0.5 FTE			0.5 FTE
Public Works	Public Works Director	1.0 FTE	1.0 FTE			1.0 FTE
	Streets Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Equipment Operator III			1.0 FTE		1.0 FTE
	Equipment Operator II	1.0 FTE	3.0 FTE	1.0 FTE	1.0 FTE	2.0 FTE
	Equipment Operator I	3.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Utility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Utility Operator	1.0 FTE	1.0 FTE			1.0 FTE
	Facility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Building Maintenance II (<i>Contract Custodial</i>)	2.0 FTE	2.0 FTE		1.0 FTE	1.0 FTE
	Administrative Assistant		1.0 FTE			1.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Content Marketing Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Visitor Center Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Marketing Coordinator (<i>Position change from Volunteer Coordinator</i>)	0.5 FTE	0.5 FTE			0.5 FTE
	Visitor Center Staff	0.5 FTE	0.5 FTE			0.5 FTE
	TOTALS	48.5 FTE	50.0 FTE	10.0 FTE	5.5 FTE	54.5 FTE

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
REVENUES*						
GENERAL FUND	5,458,659	6,880,134	6,596,649	6,230,411	8,205,773	9,098,599
CAPITAL IMPROVEMENT FUND	5,263,640	10,284,287	6,223,291	6,023,400	6,840,414	7,850,508
IMPACT FEE FUND	672,580	517,456	308,251	308,251	395,339	378,009
LODGERS TAX FUND	1,548,093	1,844,194	1,773,804	1,773,804	2,324,185	2,693,621
GEOHERMAL ENTERPRISE FUND	161,992	171,907	136,263	217,254	203,915	183,779
CONSERVATION TRUST FUND	124,833	149,216	125,746	125,746	127,524	234,624

EXPENDITURES						
GENERAL FUND	3,372,684	4,044,069	4,266,684	4,661,023	4,405,666	5,174,272
CAPITAL IMPROVEMENT FUND	3,675,857	8,347,521	5,422,338	5,799,962	5,060,748	6,308,423
IMPACT FEE FUND	187,974	236,336	138,145	138,145	115,330	127,559
LODGERS TAX FUND	883,054	969,889	986,668	986,668	987,064	1,632,468
GEOHERMAL ENTERPRISE FUND	36,053	93,179	69,500	146,715	141,365	55,575
CONSERVATION TRUST FUND	56,725	101,031	107,000	82,000	72,900	165,500

YEAR END CASH RESERVES						
GENERAL FUND	2,085,975	2,836,065	2,329,965	1,569,388	3,800,107	3,924,328
CAPITAL IMPROVEMENT FUND	1,587,783	1,936,767	800,953	223,438	1,779,666	1,542,085
IMPACT FEE FUND	484,606	281,120	170,106	170,106	280,009	250,450
LODGERS TAX FUND	665,039	874,305	787,136	787,136	1,337,121	1,061,153
GEOHERMAL ENTERPRISE FUND	125,938	78,728	66,763	70,539	62,550	128,204
CONSERVATION TRUST FUND	68,108	48,185	18,746	43,746	54,624	69,124

*includes prior year carryover



Town Hall in the Summer

SPECIFIC REVENUES

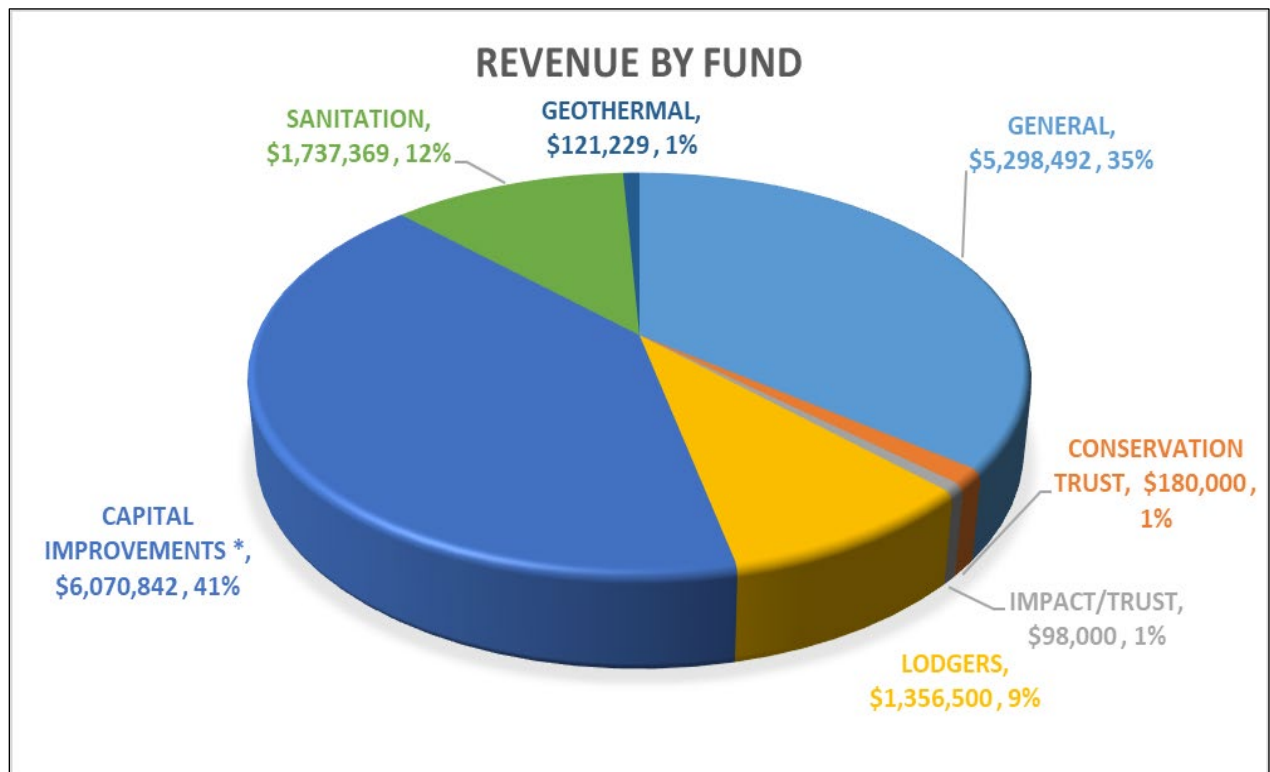


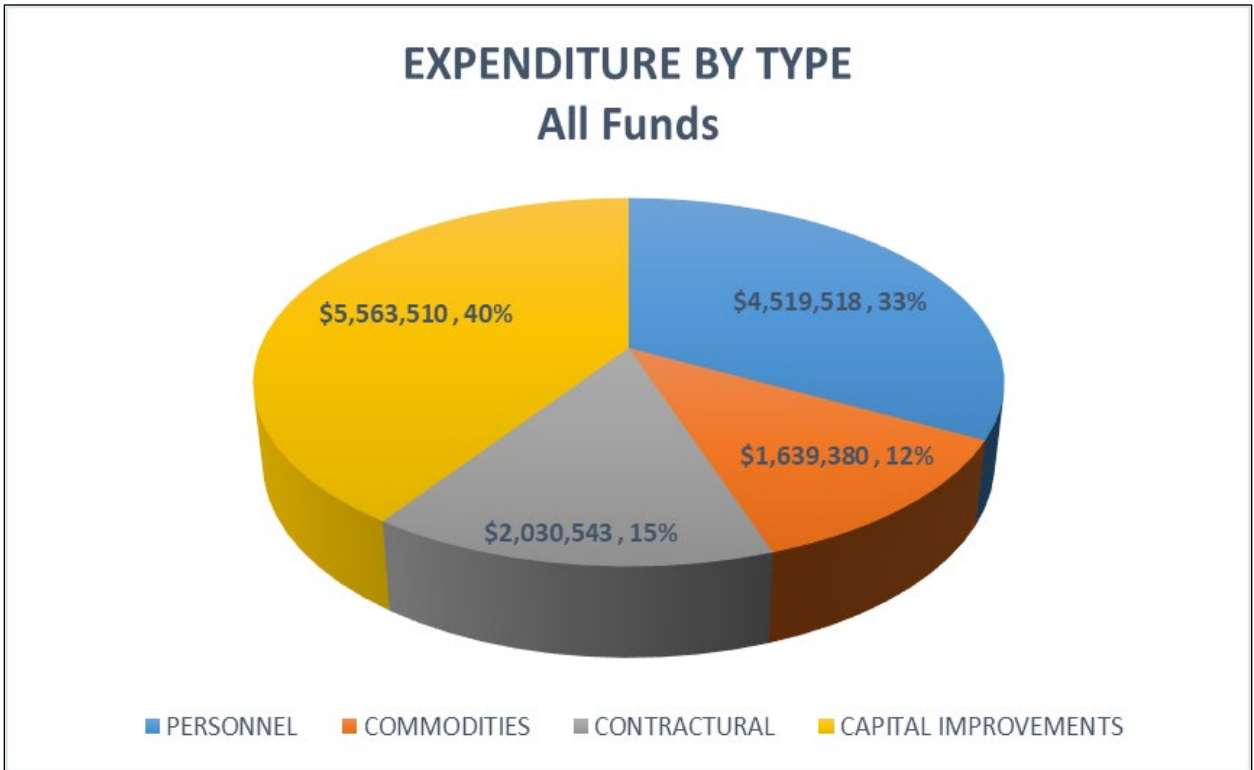
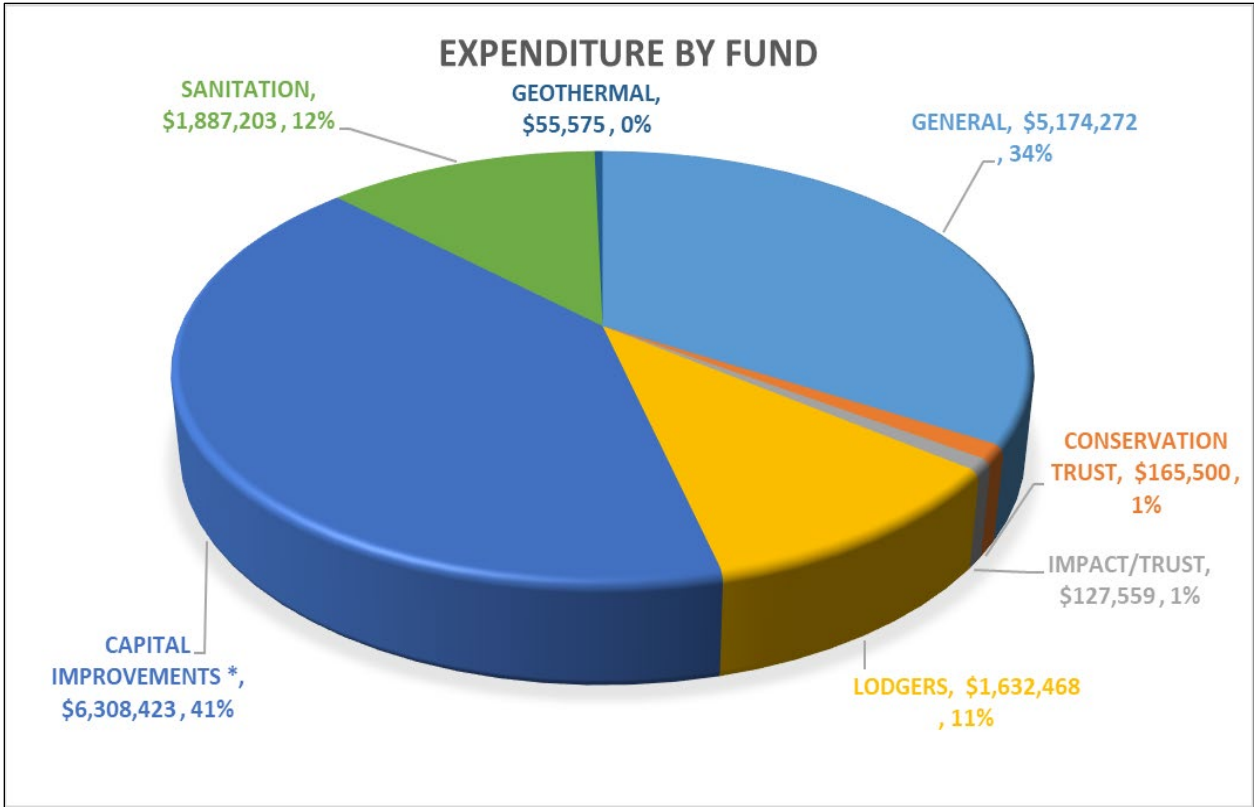
Terrazzo at Yamaguchi North Park

SUMMARY OF FUNDS

FUND NUMBER	FUND TITLE	2022 REVENUE	2022 EXPENDITURE
10	GENERAL *	5,298,492	5,174,272
21	CONSERVATION TRUST *	180,000	165,500
31	IMPACT/TRUST *	98,000	127,559
41	LODGERS	1,356,500	1,632,468
51	CAPITAL IMPROVEMENTS *	6,070,842	6,308,423
53	SANITATION *	1,737,369	1,887,203
55	GEOHERMAL *	121,229	55,575
TOTAL ALL FUNDS		\$14,862,432	\$15,351,000

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





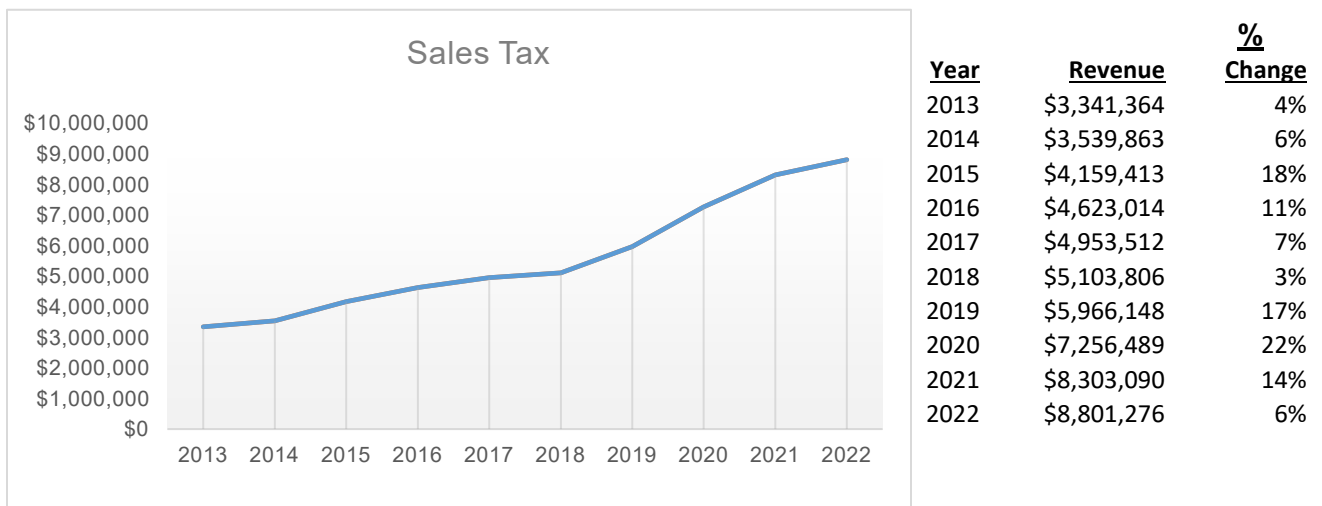
SALES TAX REVENUE

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

Source: Visitors, residents, and employees in Archuleta County

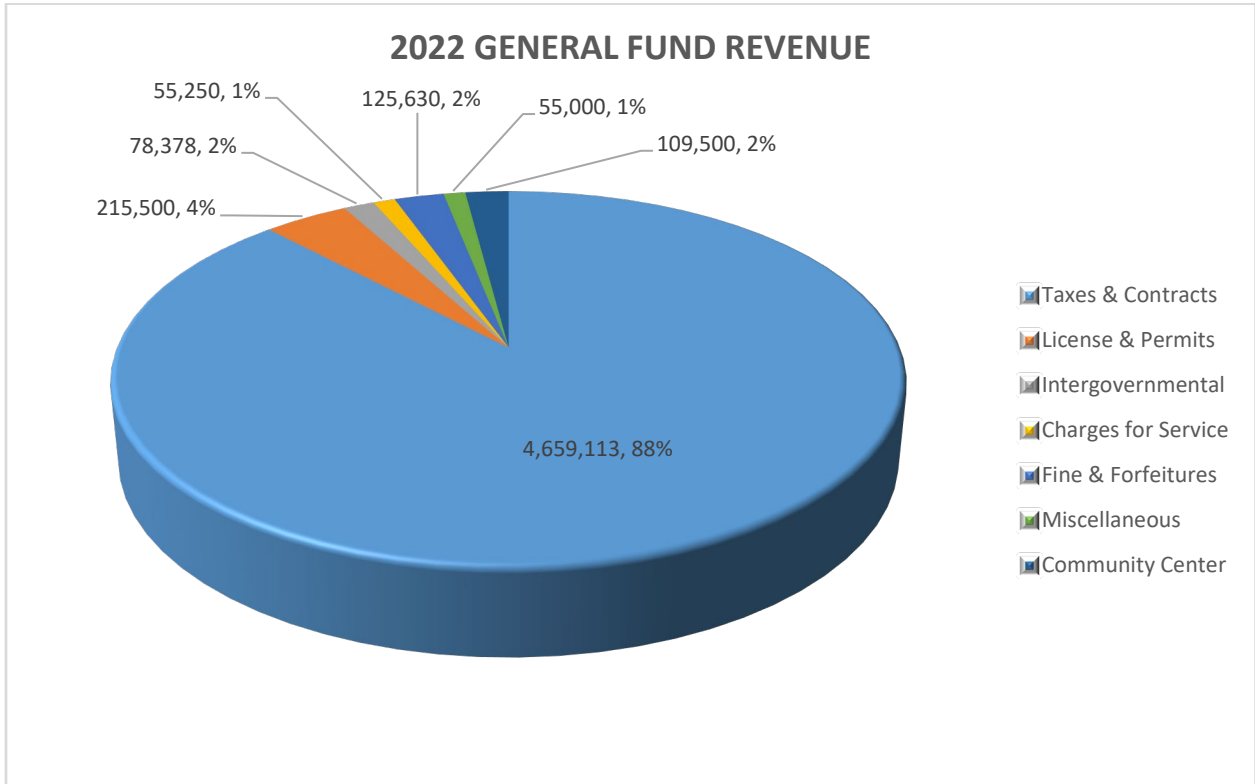
Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 between the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven 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 the 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 receives its sales tax from the Colorado Department of Revenue through an IGA with 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 to compare the monthly revenue to the previous two years average during the same month and if necessary, adjusts for a reduction in increments.

Ten Year Trend



Forecast: For 2022, the estimate of \$8,801,276 is 6% above the 2021 projected sales tax collections of \$8,303,090. The 2021 year end estimate is projected to be 22% over the 2021 budgeted amount.

Rationale: It is projected that the sales tax will increase this year by approximately 6% from the 2021 year end estimate as the economy continues to be strong locally. The Town has implemented a policy to have the ability to quickly reduce expenditures should sales tax revenues decline. The Town relies heavily on sales tax, as approximately 83% of general fund revenue for 2022 comes from this source. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets and capital debt service.



LODGING TAX REVENUE

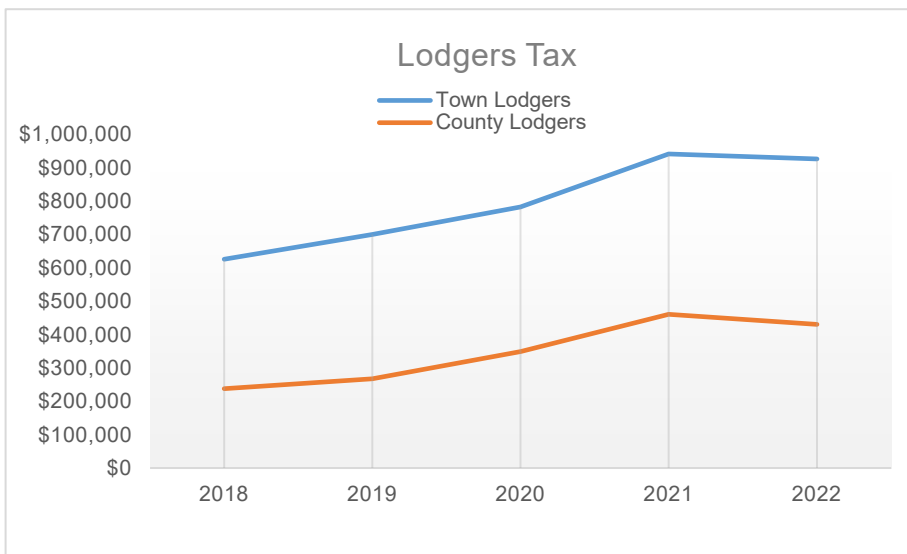
Distribution: 100% Lodgers Fund

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

Collection: In November 2005, the county residents approved the imposition of a lodging tax of 1.9% on the sales of every short-term lodging facility in the County. At the April 2006 election, 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. In 2021 the Town Council restricted licenses for vacation rentals in zoning districts requiring a conditional use permit and placed conditions on short term rentals.

Five Year Trend



Year	Revenue	% Change
2018	\$624,892	2%
2019	\$699,103	12%
2020	\$781,749	12%
2021	\$940,000	20%
2022	\$925,000	-2%

Forecast: The estimate for 2022 of \$925,000 assumes that lodging tax revenues will stabilize and even out after a record year in 2021 compared to budget. County lodging tax is estimated to also even out for 2022 compared to 2021 estimates.

Rationale: The COVID-19 pandemic had a great impact during the first and second quarter of 2020; however, tourists continued to flock to Pagosa Springs when Colorado opened travel in June 2020. The impact of tourism did not slow until August of 2022 when schools were back in session. Inventory of area hotel and motel rooms has not increased in many years and has instead decreased as several

rooms have been modified into long term housing. Vacation rentals have increased in town and in the unincorporated areas of the 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

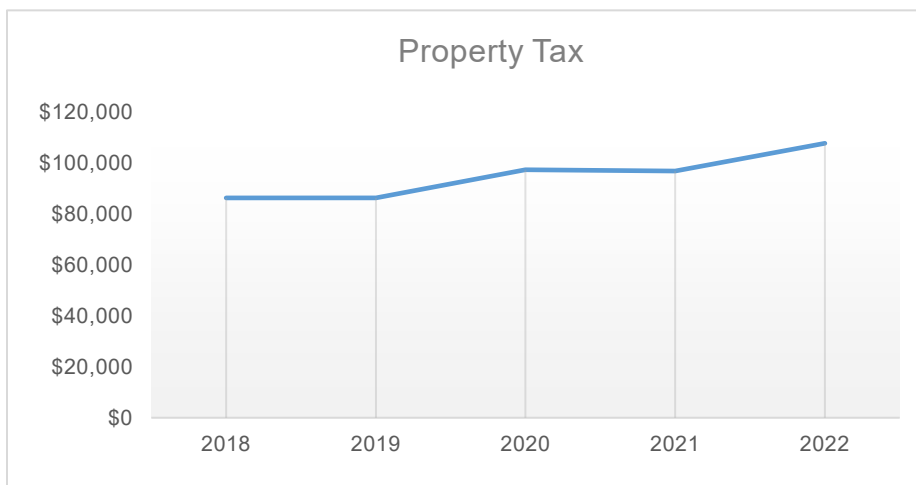
Source: Property owners within the Town of Pagosa Springs corporate boundaries

Collection: The Taxpayer Bill of Rights (TABOR), which amended the Colorado Constitution, limits property tax revenue growth to the amount collected in the previous year with an increase by the Denver-Aurora-Lakewood 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-Bruce”) the Town from these provisions and reduced 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>
2018	\$86,107	3%
2019	\$86,097	0%
2020	\$97,077	13%
2021	\$96,611	0%
2022	\$107,475	11%

Forecast: The budget for 2022 of \$107,475 is an 11% increase from 2021 revenue receipts based on the County Assessor’s property assessment.

Rationale: Based on the assessed valuation provided by the County Assessor’s Office, the mill levy is set at 1.571 for 2022, which takes into account anticipated refunds/abatements.

FRANCHISE REVENUE

Distribution: 100% General Fund

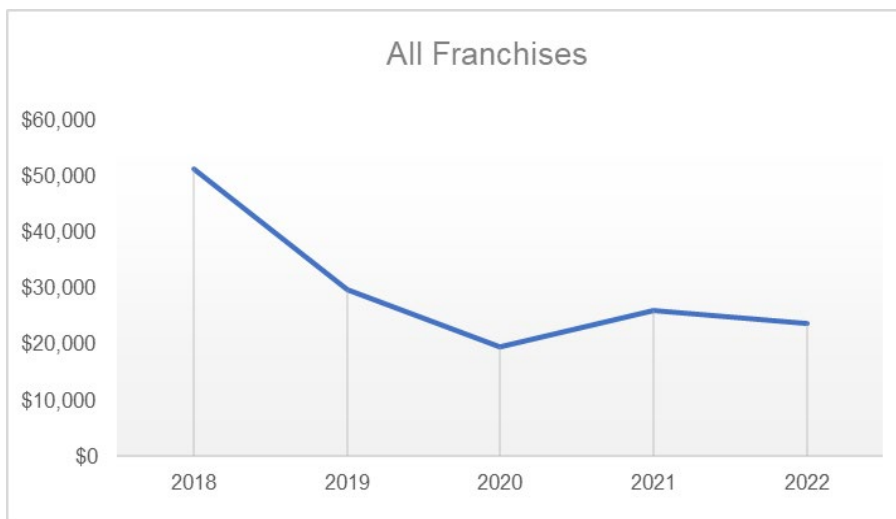
Source: Black Hills Energy, Zito West Holding LLC

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

Ordinance No. 903, expires 2020 is the Cable TV Franchise (5% of yearly gross revenues)

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

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2018	\$51,225	82%
2019	\$29,610	-42%
2020	\$19,491	-34%
2021	\$26,000	33%
2022	\$23,500	-10%

Forecast: \$23,500 represents a decrease of 10% from 2021 estimated collections for all franchise fees.

Rationale: Telephone franchise fees with CenturyLink were waived in 2022 and forward due to telecommunication requirements. Black Hills Energy completed a review of the 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 in 2018 from previous three years and increases in revenues for future years is budgeted. The Town initiated a franchise with La Plata Electric Association but did not implement a franchise fee at this time.

DEPARTMENTAL SUMMARIES



Canoe on Pagosa Lakes

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 human resources. The administration department is the hub of the organization, providing support to all departments, accounting, licensing, contract administration, grant administration, human resources, financial management, records management, policy implementation and general oversight for town functions. The Administration Department budget includes technology services for the General Fund departments, dues and subscriptions for town council and staff, legal services, council salaries, and programs that do not fit in other departments but serve the entire staff.

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 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	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$897,265	\$850,255	\$1,055,252	\$1,009,910	\$1,235,860
	Capital Fund	\$45,457	\$2,909	\$16,500	\$16,500	\$14,500
	Trust Fund	\$77,666	\$15,500	\$20,000	\$20,000	\$17,200

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$407,817	\$358,382	\$408,610	\$408,609	\$519,136
	Commodities	\$97,122	\$110,449	\$108,300	\$108,300	\$120,900
	Contractual/ Dues	\$421,618	\$381,424	\$538,342	\$493,001	\$595,822

Personnel:

The following table displays total personnel in the Department. One new position, an analyst, is anticipated in 2022 and will fall under the Administrative Services Manager’s direction. A reorganization of duties will include reclassification of the Human Resources/Records Administrator position to an Administrative Services Manager.

Personne	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Town Manager	1	1	1	1	1
	Town Clerk/Finance	1	1	1	1	1

Administrative Services Manager	0	0	0	0	1
Human Resources/Records Analyst	1	1	1	1	0
Deputy Clerk	0	0	0	0	1
Administrative Assistant	1	1	0	0	0
Special Projects Manager	0	0	1	1	1
Special Projects Manager	1	0	0	0	0
Total Personnel	5	4	4	4	5

2021 Accomplishments:

- Implemented business licensing for vacation rentals through Citizenserve, monitored vacation rentals with Host Compliance software, and assisted the public in conforming with regulations in order to ensure compliance.
- Presented and received approval for short term rental restrictions to be implemented in 2021 (Town Council goal #4).
- Successfully completed clean audit of the 2020 financials and use of electronic invoices by audit personnel.
- Completed and successfully submitted a federal single audit report required by federal regulations for acceptance of Pagosa Peak Open School funds and Coronavirus Relief Funds.
- Paperless processing of accounts payable was implemented using iCompass in 2017. Staff continues to digitize and upload records to the Record Management System.
- Implemented online recruitment and employment application process, which provides better ways of engaging our community and increases productivity in the recruitment process.
- Presented policies based on upcoming regulations for personnel requirements and rolled out new administrative policies.
- Presented staffing recommendations including compensation and outsourcing opportunities to Town Council (Town Council goal #8).
- Re-engaged workforce housing RFP and repackaged with other sites including Apache/5th Street, Apache/Hot Springs Blvd and Apache/8th Street (Town Council goal #1).
- Developed a job description and budgeted for housing coordinator position on Town staff (Town Council goal #1).
- Budgeted for a housing assistance fund in 2022 (Town Council goal #1).
- Prioritize budgeting for maintenance of Town roads (Town Council goal #3).
- Utilized iCompass portal for public to access meetings and agendas through an online presence.
- Contracted with a new communications manager to implement monthly e-newsletter and social media updates to provide information to the community.
- Completed Hermosa Riverwalk and Cotton Hole Park trail using grant award from Colorado Parks and Wildlife through the Colorado State Recreational Trails Grant Program award (Town Council goal #9).
- Completed a new \$5.2 million Town Maintenance Facility using \$3 million in lease purchase financing and a \$1 million grant award from Colorado Department of Local Affairs.
- Staff addressed customer complaints and worked to address resident concerns as they arose.
- Completed Town Council annual strategic planning retreat and adoption of Council Goals and Objectives for the remainder of 2021 and 2022.

- Hired and onboarded staff in several key positions, including Utility Supervisor.
- Implemented employee “check-ins” for regular feedback on employee goals and objectives and professional development within departments.
- Led Core Values team to celebrate the organization’s Core Values through community service activities.
- Continued to represent the Town through boards and committees (Southwest Colorado Council of Governments, Archuleta County Combined Emergency Dispatch, etc.).
- Worked as a team to implement COVID-19 public health orders and initiate remote work protocols. Created and managed Economic Recovery Team for town and county stakeholders.
- Provided updated information to the public on the COVID-19 public health orders.
- Developed programs for community assistance due to COVID-19 impacts for individuals, businesses, and non-profits. Managed distribution of Coronavirus Relief Funds and sought reimbursement.
- Assisted Town Council in evaluating policy issues such as vacation rentals, urban renewal authority and tax increment financing, investment policies, purchasing guidelines, and others.
- Worked closely with new town realtor to identify potential properties for public benefit of workforce housing, trails, and river access (Town Council goals #1 & #11).
- Purchased parcel at Apache and Hot Springs Blvd as an option for a public-private workforce housing project (Town Council goal #15).
- Awarded an Archaeological Assessment Grant for mapping and assessment of the Pagosa Springs/Pioneer Cemetery on S. 10th Street. Staff assisted with archival research, surface recording of historic grave markers and clearing vegetation in preparation for gradiometer and ground-penetrating radar survey.
- Assisted stakeholders in master planning for Yamaguchi South with awarded DoLA planning grant.
- Adopted investment policy and purchasing policy to ensure sound fiscal management.
- Worked with consultants and the public on the Land Use Development Code updates for adoption in 2022 (Town Council goal #2).
- Budgeted for north side crosswalk at 1st Street and Hwy 160 in 2022 budget (Town Council goal #3).
- Successfully adopted the Yamaguchi South master park plan that includes river access (Town Council goal #11).
- Budgeted for a part time Main Street Coordinator to address historic preservation and downtown reinvestment opportunities (Town Council goal #16).
- Supported the Broadband Services Management Office through budgeted funding in 2021 and 2022 (Town Council goal #17).
- Updated the Town’s website to produce a more cohesive platform for the public to navigate.

2022 Goals and Objectives:

- Work with departments to implement Council projects and priorities. Ensure that 2021-2022 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 manage all of these in cooperation with other departments.
- Work with new staff in the Community Development department to further the Town’s workforce housing programs and Main Street program.

- Implement training for Town Council and advisory boards on standards of conduct and ethics.
- Work with new contracted staff (Communications Manager, Town Realtor, Town Attorney) and others to address Council objectives.
- Hold additional department records clean-up days to provide better records management throughout all departments.
- Develop a dedicated online recruitment page for boards and commissions and schedule open house for the public in order to enhance community outreach methods.
- Continue to evaluate and improve the Town's online presence and communication on town issues.
- Successfully hold the 2022 election for three at-large council member seats and the mayor's seat.
- Ensure proper expenditure of American Rescue Plan funds per Council direction.
- Complete and launch new Town web site.
- Produce a records policy for each department and the organization overall.
- Implement licensing software for businesses, liquor and marijuana type business that is efficient for town staff and the public user.
- Implement software to monitor compliance, licensing, and complaints of short-term rental units and allow for all lodging facilities the ability to submit lodgers tax payments online (Town Council goal #4).
- Evaluate processes and leverage technology tools to move toward working smarter and more efficiently.



San Juan River Riverwalk

Community Development – Building and Fire Safety Division

Margaret Gallegos, Building and Fire Code Official

Overview:

The Division 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 Division conducts plans examinations and inspections of new construction and interior improvements. The Division 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 Division 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 Division also provides support to the Public Works Department with processing and issuing road cut permits. Cooperation and support is provided by the Building Division 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. As Fire Code Official, the Building Official also responds to property hazards, such as fires, to assess health hazards, investigate and make a final determination about the structural integrity of the building or residence. Other Division’s 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 spas.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$222,435	\$234,833	\$259,655	\$221,516	\$234,000
	Capital Fund	\$0	\$0	\$0	\$0	\$0

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$207,942	\$224,956	\$239,075	\$206,336	\$215,920
	Commodities	\$7,873	\$4,461	\$7,680	\$8,180	\$9,180
	Contractual	\$6,620	\$5,416	\$12,900	\$7,000	\$8,900

Personnel:

The following table displays total personnel in division. No new positions are not anticipated in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 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	0.5	0.5
	Total Personnel	3	3	3	2.5	2.5

2021 Accomplishments:

- Division Handouts: Updated outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public.
- Professional Development: Continued efforts to train building division staff and receive pertinent certifications for inspections and plan review.
- Time Management Efficiency: Establish and administer policies and goals for departmental personnel in time management and work flow efficiency.
- Developed better online presence to provide clear and up-to-date information to the public through the Division website and handouts.
- Ensured timely review and inspections for compliance and monitoring of short term rentals.

2022 Goals and Objectives:

- Building and Fire Code Enforcement: Establish and administer procedures for processing and approval of notices and orders, right of entry, abatement and legal due process.
- Foster an approachable Division for residents, builders, designers, architects, engineers and developers to encourage safe, positive community growth.
- Provide continued education and cross training for staff members in aspects of building, fire, building, residential and maintenance codes, inspections and plan review.
- Update and provide informational handouts and maintain Division website with current building and fire code information.
- Continue to streamline Division record management into an electronic database for access to encompass all components of building and fire safety files, plans and reports.

Community Development – Housing Division

Vacant, Housing Coordinator

Overview:

The Division of Housing is assigned with the implementation of workforce housing programs in the Town of Pagosa Springs. This is a new division under the Community Development Department in 2022.

Core Services:

The primary function of the Division is to encourage more development of workforce housing units to serve the community. The new Housing Coordinator will work with the private sector, local housing providers, and key stakeholders to facilitate development of new units. The Division will serve as the key point of contact for the Town’s housing initiatives.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$0	\$0	\$0	\$0	553,275
	Capital Fund	\$0	\$0	\$0	\$0	\$0

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$0	\$0	\$0	\$0	\$97,055
	Commodities	\$0	\$0	\$0	\$0	\$1,220
	Contractual	\$0	\$0	\$0	\$0	\$455,000

Personnel:

The following table displays total personnel in division. One new position, a Housing Coordinator, is anticipated in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Housing Coordinator	0	0	0	0	1
	Total Personnel	0	0	0	0	1

2021 Accomplishments:

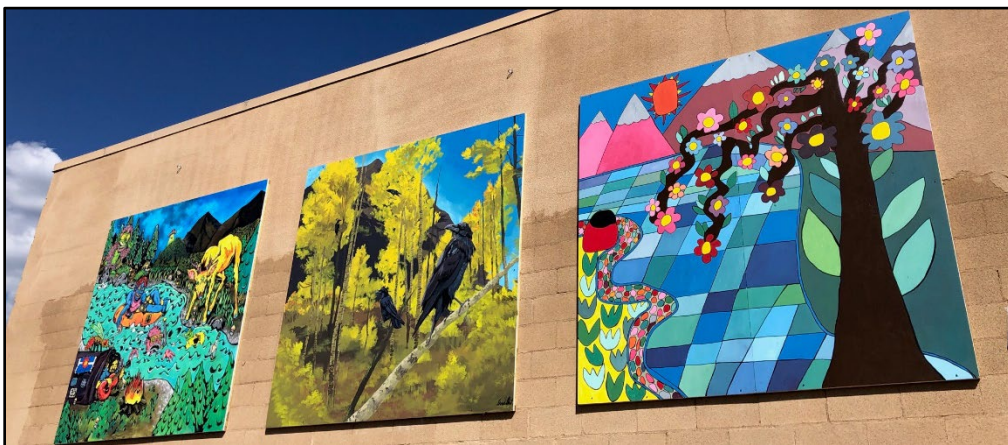
- This is a new division proposed for 2022 under the Community Development Department.
- The Town Council adopted a Density Bonus Policy, allowing for greater density of housing units that provide deed-restricted workforce housing in the community.
- Archuleta County Housing Authority constructed 34 townhome-style deed restricted low income housing units on Hot Springs Boulevard. The first units are scheduled to open in

fall of 2021. This project was made possible by the donation of land by Archuleta County and tap and fee waivers by the Town of Pagosa Springs.

- In 2021, the Town worked with the Springs Resort to waive building permit and plan review fees and sanitation tap fees and approved a density bonus for an additional two workforce housing units in a converted office building that now houses 10 units serving the local workforce.
- In 2021, the Town waived tap fees and building permit fees for a single family home being constructed by Habitat for Humanity.
- The Town purchased a parcel south of town hall for possible development of workforce housing.
- An RFP for development of up to 60 workforce housing units through a public-private partnership on three town-owned parcels has been issued in the fall of 2021.
- Staff worked with area stakeholders such as the school district, Pagosa Springs Medical Center, Pagosa Area Water and Sanitation District and Archuleta County to discuss policy options and incentives for workforce housing.
- Participated in regional housing needs assessment with Southwest Colorado Council of Government.

2022 Goals and Objectives:

- Select a developer and negotiate agreements to develop up to 60 workforce housing units on town-owned parcels.
- Develop a gap financing program for first time home buyers in collaboration with appropriate management agency.
- Continue to seek parcels for acquisition and development of new units.
- Continue to explore opportunities for Pagosa Springs Urban Renewal Authority to facilitate housing development through a URA project.
- Utilize town budgeted funds in 2022 to facilitate housing programs.
- Continue to explore workforce housing program options for implementation in Pagosa Springs, considering national and statewide best practices.
- Continue to work with developers to negotiate deed restrictions on private developments for creation of, or conversion to, workforce housing units.
- Continue focus on workforce housing development requirements and policy in the Land Use and Development Code update (to be adopted in spring of 2022).



Murals on Courthouse Building

Community Development – Planning Division

James Dickhoff, Planning Director

Overview:

The Planning Division’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 Division also: provides technical assistance to other departments; implements the adopted Land Use Development Code, 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 Division also administers the FEMA Flood Plain and Storm Water containment regulations on behalf of the town. Staff works with CDOT regarding highway maintenance issues, roadway and trail projects, grant administration, coordination of projects along the highway corridors and future infrastructure improvements. The Town's Planning Division works closely with the Building and Fire Safety Division and other town departments on all development issues and is involved in most all Town infrastructure improvement projects from design through to construction completion.

Core Services:

The primary responsibility of this division 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 division provides staffing assistance to the Town Council, Planning Commission, Board of Adjustments, Design Review Board and the Historic Preservation Board.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$199,040	\$257,111	\$406,035	\$371,370	\$491,217

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$167,303	\$215,401	\$245,855	\$245,854	\$404,437
	Commodities	\$10,965	\$10,402	\$12,280	\$9,809	\$17,080
	Contractual	\$20,773	\$31,308	\$147,900	\$115,707	\$69,700

Personnel:

The following table displays total personnel in the Department. One new position was added in late 2019, an Associate Planner. In 2022, The Division will add a Community Development Director to oversee the three Community Development Divisions (Building/Fire Safety, Planning, Housing) a Housing Coordinator, and a part time Main Street Coordinator to manage the Town’s Main Street program.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Community Development Director	0	0	0	0	1
	Planning Director	1	1	1	1	1
	Senior Planner	0	1	1	1	1
	Associate Planner	1	1	1	1	1
	Housing Coordinator	0	0	0	0	1
	Main Street Coordinator	0	0	0	0	.5
	Total Personnel	2	3	3	3	5.5

2021 Accomplishments:

- Continued to work with the engineering consultants for the Historic Rumbaugh Creek Bridge retaining wall restoration project for advertisement of RFP and construction in 2022.
- Continued to work with the Parks and Recreation Dept, engineer consultants and property owners on the Harman Hill trail project.
- Worked closely with Parks and Recreation Director and Public Works Director during final design and construction of Hermosa Street trail project, including inclusion of 1st Street crosswalk facilities.
- Guided and worked very closely with consultant and LUDC Steering Committee during the Land Use and Development Code update project, which has included extensive public engagement, stakeholder meetings and public input.
- Successfully worked with the Pagosa Arts Initiative as the Town’s liaison (ongoing) for the adoption of a Community Public Arts Plan, the solicitation and awarding of Town funds for four public arts installations.
- Worked collaboratively with partners and Town staff for construction of Trujillo Road San Juan River access improvements.
- Fully participated in the Yamaguchi South master concept plan creation, including coordination of public engagement efforts for the plan.
- Created the MyPagosa.org public engagement platform with much success in public use and input on many surveys.
- Coordinated the flags and signage for crosswalk improvements and worked with the Public Works Department for implementation of improvements.
- Maintained the Town’s ARC GIS online platform and incorporated a short-term rental mapping layer and have started populating ownership and management contacts and allowable occupancy information. This STR layer will be available for public access.
- Coordinated selection of consultants for the East End Multi Modal planning project.

- Worked with Archuleta County staff on the design considerations for the N. Pagosa Blvd reconstruction project. Continued to work with property owners in the Country Center Shopping Center to address access concerns and encouraging the formation of an association to jointly work on access improvements and the future N. Pagosa Blvd road improvements.
- Continued to attend a number of training sessions on affordable housing strategies, facilitated Housing Coalition meetings, worked with developers on density bonus opportunities and stayed abreast of funding opportunities and state policy changes.
- Continued participation on the Upper San Juan River Watershed Enhancement Partnership workgroup for phase two of a stream management plan consistent with the direction from the state's water plan and the identification of projects for grant funding opportunities.
- Continued participation on the Archuleta Joint Utility Committee, a committee that contains representation from all area public utility providers and governmental agencies, meeting monthly to share information, coordinate efforts and educate the community on safe digging practices.

2022 Goals and Objectives:

- Coordinate the completion and adoption of the Land Use and Development Code update/rewrite to ensure that standards support the goals as set forth in the 2018 updated Comprehensive Plan and Smart Growth America Report and developing streamlined application processes and collaboration with county LUDC if possible.
- Continue to work with the Parks and Recreation Department Director on the final design for the Harman Hill Town to Pagosa Lakes Trail phase and staging the project for construction in 2022-23. Complete process of securing easements for the trail segments between 10th and Harman Park Drive.
- Through Main Street Coordinator, align town initiatives with state and national programming, moving towards full Colorado Main Street "Graduate" status.
- Facilitate the East End Multi Modal planning project with consultants, town departments and public engagement with anticipated completion and adoption by the end of 2022.
- Work with the Town Manager, Archuleta County and CDOT in the consideration of a master planning effort for local road network connectivity which will help inform an update to the Access Control Plan
- Work with local, regional and state partners in identifying work force housing solutions and funding opportunities. Continue working with local and regional housing organizations and the planning commission to identify opportunities for workforce housing and to develop policy code amendment recommendations to encourage development of workforce housing.
- Continue to identify and implement best practices for effective community engagement processes as a means to ensure inclusion of all demographics and cultures. This may include topic specific public input sessions, neighborhood specific meetings, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Continue involvement in planning and coordinating to secure river access with PAWSD, SJWCD, CPW and the Friends of the Upper San Juan.
- Continue to identify opportunities to improve trail and sidewalk network connectivity and improvements.
- Continue to find solutions for providing a consolidated community development services office to offer a one stop shop physical and digital location for all development services.

- Consider options for the Historic Preservation Board for restructuring and reorganizing or permanent incorporation into planning commission duties or as part of a main street program function.
- Work closely with CDOT on planning for main street reconstruction project, including future improvements.
- Coordinate a downtown parking study and policy, pending funding approval, to better inform how the town should manage and develop public parking needs.
- Continue to work with the Pagosa Arts Initiative as the town's liaison, soliciting public art project funding proposals and coordinating the installations of such.
- Continue to advocate for and assist in the coordination of pedestrian safety improvements throughout downtown and uptown.
- Oversee phase two of the Rumbaugh Creek Bridge restoration project and administer the awarded SHF \$200,000 grant.

The Planning Division is involved with most all of Town Councils Goals and Objectives in some fashion. The Division's Goals for 2022 are most aligned with the following Town Council's Goals and Objectives:

- Workforce Housing
- Land Use Development Code adoption.
- Traffic Management, Parking and Road Maintenance
- Short Term Rentals
- Economic Development
- Trails, Sidewalks and Maintenance
- Urban Renewal Authority
- Parks and River Access
- Parks & River Access
- East Side Gateway- East End Multi Modal Planning Project
- Public Arts
- Advisory Boards
- Land Acquisition Strategy
- Historic Preservation/Downtown Main Street Program



Town Bell Tower Park

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 conferences, creative sentencing, and by taking the time necessary to make a positive difference in their lives.

Core Services:

Municipal Court is conducted five days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencings, 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, when required, does 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 23-member, volunteer Juvenile Assessment Board (JAB) has been staffing the youth of our community for more than 40 years. Youth, for their first criminal offense, may choose to enter into a Pretrial Diversion Agreement. The JAB meets to assess youth and recommend diversion conditions to the Town Prosecutor. The Town Prosecutor serves as the Victim/Witness Coordinator who prepares, sends, and receives 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	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$350,008	\$319,564	\$386,760	\$380,719	\$399,964
	Capital Fund	\$0	\$0	\$0	\$0	\$0

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$271,968	\$250,102	\$298,624	\$292,584	\$301,010
	Commodities	\$12,154	\$10,247	\$15,250	\$15,250	\$18,050
	Contractual	\$65,886	\$59,215	\$72,886	\$72,885	\$80,904

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 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
	Total Personnel	3.5	3.5	3.5	3.5	3.5

2021 Accomplishments:

- The Town Prosecutor maintained regular office hours and attended court sessions. This is the first year Municipal Court had a prosecutor available during court sessions to immediately resolve prosecutorial issues.
- Court matters were expedited by having the town prosecutor at court sessions. The need for additional court hearings was reduced significantly.
- Transferred responsibility for victim notification (VNOT) to the appropriate department. The Town Prosecutor has been successful at implementing VNOT standards.
- The Town Prosecutor, Presiding Judge, and Court Administrator modified Chapter 10 of the Municipal Code to incorporate required legislative changes. The Town Council adopted the revising ordinance.
- The Community Youth Task Force (CYTF) was reimagined and became the Juvenile Assessment Board (JAB) to facilitate the Court’s new Pretrial Diversion Program.
- The Court Administrator/Probation Officer gained an additional role as Diversion Coordinator.
- Implemented video court hearings through Zoom.
- The Court Clerk, newly appointed to the Colorado Association of Municipal Court Administration (CAMCA) board, was selected to the Training Committee of CAMCA. The Court Clerk participated, as a trainer, for three CAMCA training conferences.
- The community service program was enhanced. With cooperative funding from the Juvenile Services Planning Committee (JSPC), an innovative community service opportunity was designed and implemented. Youth participated in a bench building project. Learning skills from a local contractor, the youth completed a beautiful bench. The bench will be placed on the new campus of the San Juan Mountain School.
- Completed the Annual Probation Survey for the Bureau of Justice Statistics.
- Presiding Judge, Court Administrator, and Court Clerk modified court forms as required to ensure compliance with legislative changes.
- Continued the contract with the Office of Alternate Defense Counsel (OADC) to evaluate court-appointed defense counsel to ensure compliance with SB18-203.
- Provided in-office and online trainings for staff. These trainings emphasized diversity, equity, inclusion, records sealing, records expungement, collections, interpreters, creating ad-hoc reports, and Department of Revenue procedures.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming management control agreements and training staff on Criminal Justice Information Services (CJIS) security requirements.
- Continued the contract with Integral Recoveries for debt recovery of delinquent accounts.

- The Court Administrator and Municipal Judge continue the process of reviewing legislative actions to determine the required changes to the Municipal Code.

2022 Goals and Objectives:

- In collaboration with the Town Prosecutor and Police Chief, finalize review and revision of the 2020 Model Traffic Code. Bring revising ordinance to Town Council.
- In collaboration with the Town Prosecutor and Police Chief, review, and revise Chapter 12 of the Municipal Code. Bring revising ordinance to Town Council.
- Transfer the responsibility for researching the National and Colorado Crime Information Centers (NCIC/CCIC), for case discovery purposes, to the Town Prosecutor. The court administrator will train the town prosecutor on NCIC/CCIC security, usage, and dissemination rules.
- Enhance the Court’s community service program. Through collaboration with the Juvenile Services Planning Committee (JSPC) and local contractors the court will continue innovative community service assignments for adjudicated youth.
- 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.
- The hiring process for an additional Judge Pro-Tempore will begin.
- The hiring process for a Prosecutor Pro-Tempore will begin.
- Court staff will participate on the Town’s committee to update the Town’s and Court’s webpages to enhance the information provided.
- Court staff will participate on the Town’s committee to complete a comprehensive needs and space assessment of the town hall.
- 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.
- Council Priority Objective 8—Staffing Recommendations



Pickleball Club in 4th of July Parade

Parks & Recreation – Parks Maintenance Division

Darren Lewis, Parks & Recreation Director
 Richard McNeill, Parks Maintenance Supervisor

Overview:

The Parks Maintenance Division of the Parks and Recreation Department maintains all existing parks, trails and open space 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, trails 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 park facilities and improves existing park 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. The Division manages tree plantings, trimming and removals, trail maintenance, noxious weed control and removal, and beautification projects within the Town.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Capital Fund	\$402,276	\$367,935	\$429,553	\$425,125	\$507,232
	Conservation Trust Fund	\$56,725	\$101,031	\$82,000	\$72,900	\$165,500
	Impact/Trust Fund	\$10,715	\$11,435	\$13,000	\$0	\$5,000

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$296,729	\$252,751	\$311,073	\$300,389	\$361,752
	Commodities	\$105,547	\$115,184	\$118,480	\$124,736	\$145,480
	Property Acquisition	\$0	\$0	\$0	\$0	\$20,000

Personnel:

The following table displays total personnel in the Division. In late 2020, the division was restructured, and a Parks Supervisor position was added. Seasonal personnel for 2020 was limited to three positions instead of seven for budgetary reasons related to COVID-19. Seasonal employees assist the Parks Maintenance Division in the summer months with weeding, cleanup, mowing, flower bed maintenance and trash removal. These are not included in the personnel numbers below.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Parks Supervisor	0	.25	1	1	1
	Parks Crew Leader	2	1.75	0	0	0
	Parks Maintenance II	1	1	1	1	3
	Parks Maintenance I	1	1	1	2	0
	Part-Time Year Round	0	0	0	0	.5
	Total Personnel	4	4	3	4	4.5

2021 Accomplishments:

- Dr. Mary Fisher Park: Irrigation was added to the meadow as well as new sod. Nine trees were planted as well.
- River Center Ponds: Continued Maintenance
- Centennial Park: Continued maintenance
- Town Park/Athletic Field: Trees and planters were installed
- South Pagosa Park: Continued maintenance
- Yamaguchi Park: Planters were installed along 5th St. Continued maintenance
- Trails: Weed control and continued maintenance. Riverwalk West trail completed to 6th St.
- Cotton Hole Park: A new trail has been completed from Town Park through Cotton Hole Park.
- Town Shop: Irrigation, sod and trees were installed.
- Reservoir Hill: Benches were replaced on trails and on disc golf tee boxes.
- Yamaguchi South master plan design completed and adopted
- Bell Tower Park: 28 planters, lighting, picnic tables and benches were installed
- Improvements to Mesa Canyon on Trujillo Road for boater takeout and parking completed.
- A total of 54 planters were installed throughout town to help beautify the community.
- For the first time, the town sponsored three free music events (Community Fest) located at the athletic field.

2022 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.
- Contract for tree trimming and removal as needed.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continuing to thin trees and brush where needed for fire mitigation.

- Centennial Park: Strengthen turf through increased maintenance. Replace irrigation system.
- Town Park: Strengthen turf through increased maintenance.
- South Pagosa Park: Continue to improve the landscaping.
- Yamaguchi Park: Strengthen turf and focus on maintenance. Build eight pickleball courts
- Cotton Hole Park: Add signage and other amenities as needed
- Yamaguchi South: Pursue grant opportunities for work on Phase One.
- Town Council Goals and Objectives: Trails and Sidewalk Development and Maintenance
- Town Council Goals and Objectives: Parks and River Access



Town Park Playground and Trail Sign

Parks & Recreation – Recreation Division

Darren Lewis, Parks & Recreation Director

Overview:

This Recreation Division, which includes the Community Center, works to provide affordable services and spaces 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 15-20 seasonal, part-time employees (referees, umpires, instructors, KIDS Camp counselors, 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 as 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 administers the summer youth program (Kickin’ It During Summer-KIDS). 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	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$509,588	\$401,443	\$554,831	\$552,091	\$584,621
	Capital Fund	\$0	\$0	\$0	\$0	\$0
	Impact/Trust Fund	\$26,620	\$26,444	\$5,000	\$5,000	\$18,965

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$389,870	\$328,371	\$427,031	\$418,424	\$443,721
	Commodities	\$115,178	\$72,120	\$123,000	\$129,067	\$136,300
	Contractual	\$4,540	\$952	\$4,800	\$4,600	\$4,600

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 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
	Total Personnel	5	5	5	5	5

2021 Accomplishments:

- Recreation staff was able to offer the recreational programs to the community in 2021.
- Staff made improvements to and promoted the community center exercise room.
- The Division continued to strive to improve current community events and brainstorm for new events to offer, including reaching out to club sports to offer space for their programs.
- Coordinated three successful community events (CommFest) for free music in Town Park, with proceeds dedicated to a different non-profit each month.
- Recreation programs continued to be popular and served hundreds of area youth and adults. Staff has noticed an increase in participation in youth sports in 2021.
- KIDS Camp was very successful this year, averaging 60-65 kids per day.
- Staff again coordinated the organization’s employee wellness program “Moving and Grooving.”
- Tables have been replaced in most conference rooms at the Ross Aragon Community Center.
- Yamaguchi South Master Plan completed and adopted, which includes improvements for recreational programming in the future.

2022 Goals and Objectives:

- Replace outdated recreation equipment.
- In 2022, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- Work within any COVID-19 guidelines to offer the KIDS camp in 2022 in some manner.
- Work within any COVID-19 guidelines to offer recreational programs for adults and children in 2022.
- The Division will continue to engage Archuleta County regarding opportunities to offset the town’s cost of providing most of the community’s organized recreation programs.
- Hold four successful community festivals (free music events), as well as holiday events.
- Council Objective: Parks and River Access
- Council Objective: Trails and Sidewalk Development and Maintenance

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 25, 2021, the Police Department has one vacant police officer position and one vacant Sergeant 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	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	General Fund	\$972,869	\$1,047,999	\$1,302,601	\$1,245,346	\$1,458,316
	Capital Fund	\$28,780	\$67,356	\$83,500	\$85,500	\$81,966

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$666,639	\$694,601	\$898,001	\$841,854	\$1,024,316
	Commodities	\$43,840	\$45,940	\$53,700	\$53,592	\$68,000
	Contractual	\$262,391	\$307,459	\$350,900	\$349,900	\$366,000

Personnel:

The following table displays total personnel in the Department.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Chief of Police	1	1	1	1	1
	Assistant Chief	0	0	0	1	1
	Lieutenant	1	1	1	0	0
	Detective	1	1	1	1	1
	Sergeant	0	0	0	1	1
	Corporal	1	1	1	0	0
	Police Officer	4	4	4	4	5

Community/School Resource Officer	0	1	1	1	1
Office/Records Specialist	1	1	1	1	1
Digital Records Clerk	0	0	1	0	.5
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	0	.5	.5	.5	.5
Code Enforcement Officer	0	0	0	0	.5
Total Personnel	9.5	11	12	11	13

2020 Accomplishments:

- As of August 25, 2021, 470 incident reports have been generated.
- The department has investigated and completed 107 accident reports.
- Calls for service through August 25, 2020 were over 4,600.
- Officers have completed training in compliance with the Peace Officers Standards Training (POST) Board, including Arrest Control, Emergency Vehicle Operations, Firearms, verbal de-escalation, ethics, and use of force.
- Officers have received over \$12,000 in scholarship funding for advanced training.
- 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 (DTBs) 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 \$4,100 for the 2021/2022 state fiscal year.
- The department received a Colorado Department of Transportation grant in the amount of \$19,000 for DUI enforcement for the 2021/2022 state fiscal year.
- The department has continued the responsibility of managing Sex Offenders Registrations for sex offenders living within the Town limits.
- The department continues the police mountain bike patrol program.
- Continued the community resource/ school resource officer position to work in the local schools.
- The department held two community events this year-family friendly movie nights in the park.
- Hired a new police officer recruit and established an agreement to hire them as they proceed through the police training academy.
- The department went live with a new mobile CAD system for four patrol vehicles. This system allows officers to be more productive, reduces redundancy with dispatch, provides quicker access to more complete information, and increases officer safety. Once fully implemented, the mobile CAD system will reduce the dependency on dispatch.
- Conducted compensation survey of the department and made adjustments to current pay plan.

2022 Goals and Objectives:

- Fill the remaining open police officer position and increase current staffing levels.
- Provide continuing education and advanced training for officers.
- Continue the Community Resource Officer/School Resource Officer position in the schools.
- Obtain new equipment for community outreach events and offer events again in 2022.

- Continue code enforcement, which is now within the Police Department. This includes nuisance violations and animal control.
- Increase traffic safety and reduce impaired driving offenses.
- Continue and increase bicycle patrol program.
- Increase public education and public outreach programs, utilizing the community resource officer and equipment.
- Complete the implementation of the mobile CAD system for the remainder of patrol officers.
- Participate in the Community Drug takeback program
- Council Objective 3: Assist in the overall traffic management and parking analysis
- Council Objective 4: Short term rental enforcement
- Council Objective 8: Staffing Recommendations



Big Screen for Family Movie Night in the Park

Public Works – Facilities Division

Martin Schmidt, Public Works Director

Dennis Ford, Facilities Supervisor

Overview:

The Facilities Maintenance Division performs a variety of facility and building maintenance and preventive maintenance duties for the following town owned buildings: Town Hall, Community Center, Visitor Center, Maintenance Facility, and the town’s geothermal utility. Work performed includes skilled and semi-skilled carpentry, heavy 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 oversees and assists with custodial services in the Town Hall, Community Center, Maintenance Facility, and Visitor Center.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Capital Fund	\$236,751	\$232,061	\$256,657	\$255,572	\$289,002
	Impact Fund	\$26,620	\$26,444	\$5,000	\$5,000	\$18,965

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$198,424	\$198,302	\$216,677	\$192,742	\$152,522
	Commodities	\$30,712	\$25,782	\$30,980	\$30,980	\$42,480
	Contractual	\$7,615	\$7,977	\$9,000	\$31,750	\$94,000
	Building Lease/Purchase	\$267,035	\$336,902	\$249,785	\$249,785	\$424,849

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2022. Beginning in third quarter of 2021, custodial services will be contracted out. A Building Maintenance II position will not be filled in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	2	2	1	1
	Total Personnel	3	3	3	2	2

2021 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, bridge, and sidewalk maintenance projects as needed to provide safe streets and walkways.
- Staff worked closely with the Utilities Division on projects as needed.
- As with every holiday, the Facilities Division will work with other departments on holiday lighting.
- Staff painted all ADA parking spots throughout Town.
- Staff built and deployed new crowd control measures for the 4th of July.
- Staff has been instrumental in moving into and upfitting the new maintenance facility.
- Staff worked on and completed an audio video update to the Council chambers.
- Staff contracted out with a custodial services company to assist with daily cleaning duties.
- Selected and began work with the space needs consultant for Town Hall possible remodeling.
- Assisted with geothermal line replacement at McCabe Creek project.

2022 Goals and Objectives:

- Staff will continue to maintain town facilities in good condition.
- Work with the contract cleaners to ensure that the buildings remain clean to a high standard.
- Staff will work with engineers and architects to assist with the needs assessment and preliminary design implementation for a Town Hall update.
- Staff will publish work flows and maintenance procedures and transition this information into the iWorQ system.
- Continue to have a high standard of snow removal with less staff to perform the same removal.
- Assess and complete repairs on infrastructure throughout Town.
- Complete visitor center roof replacement project.

Public Works – Streets Division

Martin Schmidt, Public Works Director

Branden Lattin, Streets Supervisor

Overview:

The Streets Division of the Public Works Department provides year-round service and maintenance to all town streets, signs, and lighting. The Division also provides service to the cemetery, parks, trail preservation, maintenance of drainage systems and sidewalks. The Streets Division also assists other staff with the town’s 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.
- Responsible for organization and participation of town-wide clean up week.
- Provides general cemetery administration, care, and road maintenance.
- Assists with geothermal system leaks, temperature control, and proper function.
- Provides 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	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Capital Fund	\$654,218	\$703,107	\$853,452	\$850,880	\$880,544
	Impact Fund	\$0	\$162,400	\$0	\$0	\$1,025

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$402,071	\$418,974	\$528,832	\$497,595	\$529,004
	Commodities	\$200,639	\$232,614	\$272,420	\$298,785	\$281,340
	Contractual	\$51,508	\$51,519	\$52,200	\$54,500	\$70,200
	Equipment	\$374,716	\$66,142	\$26,000	\$21,000	\$0

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2022.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Public Works Director	1	1	1	1	1
	Streets Supervisor	1	1	1	1	1
	Equipment Operator III	0	0	0	0	1
	Equipment Operator II	1	1	3	3	2
	Equipment Operator I	3	3	1	1	1
	Administrative Assistant	0	0	1	1	1
	Total Personnel	6	6	7	7	7

2021 Accomplishments:

- Seal-coated roads throughout Town.
- Continued major road maintenance projects per the Pavement Assessment for all town roads.
- Hired an administrative assistant to increase service and efficiency.
- Continued maintenance of department vehicles.
- Improved and implemented a new Right of Way permit and process.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Received a grant and awarded a contract for East-End Multi Modal planning and worked with other departments to select a consultant.
- Changed and improved striping on town streets and Highway 160.
- Put up seasonal banners and holiday décor.
- Crack sealed another annual record number of roads.
- Worked on drainage issues throughout town.
- Trimmed problem trees throughout Town.

2022 Goals and Objectives:

- Continue to enhance regular, ongoing road maintenance and improvements.
- Implement plan for ongoing upkeep of sidewalks, curbs and gutters.
- Work with CDOT on Hwy 160 projects.
- Continue to address maintenance at the Hill Top Cemetery.
- Council Goal: Traffic Management, Parking and Road Maintenance.
- Council Goal: Trails and Sidewalk Development and Maintenance.
- Council Goal: Eastside Gateway.

Public Works – Utilities Division

Martin Schmidt, Public Works Director
Charles Fujimoto, Utility Supervisor

Overview:

The Pagosa Springs Sanitation General Improvement District (PSSGID)’s mission is to protect the environment and public health 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 and the Public Works Director, 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 three lift stations, and the pumping stations that transport the town’s wastewater to Pagosa Area Water and Sanitation District (PAWSD) for treatment. There are approximately 835 customers using approximately 1425 equivalent units that make up the collection system. The Utilities Division manages the Geothermal Heating System in partnership with the Facilities Division and the Streets Division. This system provides heat to 39 customers in the downtown area by using the Town’s geothermal water rights to pump heated water through three miles of piping. This system is operational from October through April.

Core Services:

The division’s primary duty is to provide the rate payers with a quality utility service that includes operating and maintaining the lift stations and inspecting, cleaning, 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 the geothermal system, the division makes new taps, repairs leaks, interfaces with customers, and monitors the geothermal wells.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Sanitation Fund	\$1,055,260	\$1,234,422	\$1,400,541	\$1,158,283	\$1,887,203
	Geothermal Fund	\$36,053	\$93,179	\$146,715	\$141,365	\$55,575

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$131,124	\$137,163	\$165,971	\$154,958	\$170,678
	Commodities	\$219,768	\$405,974	\$418,378	\$293,028	\$231,650
	Contractual	\$355,912	\$255,719	\$255,900	\$289,155	\$269,415
	Capital Improvements	\$22,150	\$205,309	\$233,256	\$88,756	\$955,500
	Debt Service	\$362,360	\$362,360	\$473,751	\$473,751	\$315,535

Personnel:

The following table displays total personnel in the division.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Utility Supervisor	1	1	1	1	1
	Utility Operator	0	1	1	1	1
	Total Personnel	1	2	2	2	2

2021 Accomplishments:

- Developed and implemented a better Connection Permit and clarified the GID role in the process.
- Brought updated GID Rules and Regulations to the Board for approval.
- Tracked down several properties that were not paying for sewer and remedied the situation.
- With the assistance of forensic engineering assistance, the District has awarded a contract to a new pump manufacturer that has a great chance of solving our pump station issues, with installation of all new pumps at Pump Station One and Two to be completed in 2022.
- District was awarded a \$400,000 grant for the pump replacement project.
- Continued tracking work on collection lines, manholes, and lift stations in iWorQ to track location, repairs, damage and associated costs and staff have been trained on its use.
- The SCADA grant update project will be complete this calendar year.
- Continue using the new vacuum truck to better maintain the collections system.
- Utilized phased replacement plan to prioritize replacements and budget for major upgrades to the collection system.

2022 Goals and Objectives:

- Create training redundancy with the Utilities Supervisor and Utility Operator positions to be prepared for any situation.
- Complete full pump replacement project in spring of 2022 on Pump Stations One and Two.
- Utilize the digitization of district data and iWorQ system to manage and track GID workflow.
- Continue work on the capital improvement plan, specifically the collection line replacement projects through a phased approach.
- Prepare a plan for sewer line rehab under Highway 160, in preparation for the Main Street Reconstruction project.
- Continue to improve processes with other town departments for review of sanitation usage and capacity within the development review process.
- Council Goal: Sanitation

Tourism

Jennifer Green, Tourism Director

Overview:

The Pagosa Springs Tourism Department handles tasks related to managing tourism in Pagosa Springs and Archuleta County. Additionally, the Tourism Department manages, staffs and operates the visitor center, which assists a significant number of visitors annually. The Tourism Department reports to a volunteer 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, as well as works with many local entities to educate visitors regarding responsible tourism, such as Leave no Trace and fire restrictions. 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 visitors.

Core Services:

The primary goal is to promote Pagosa Springs as a tourism destination while educating visitors about responsible recreation through the following:

- Shoulder season advertising, mostly online, video, press and media relations and social media efforts.
- Work closely with area land managers to educate visitors and locals about timely information and best recreational practices.
- 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 visitors to Pagosa Springs and also provide more things to do while in town.
- Work with the Town and County to implement various signage plans and other capital improvements and beautification projects as needed.

All Funds Expense Summary

All Funds	Fund	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Lodgers Fund	\$883,054	\$969,889	\$986,668	\$987,064	\$1,632,468

All Funds	Use of Funds	2019 Actual	2020 Actual	2021 Amended Budget	2021 Estimate	2022 Budget
	Personnel	\$272,353	\$268,789	\$284,168	\$282,564	\$299,968
	Commodities	\$451,304	\$436,787	\$519,000	\$519,000	\$515,000
	Contractual	\$10,000	\$9,294	\$16,000	\$16,000	\$16,000
	Visitor Information	\$66,533	\$53,220	\$60,000	\$61,500	\$66,500
	Capital Projects	\$82,864	\$201,799	\$107,500	\$108,000	\$735,000

Personnel:

The following table displays total personnel in the department. One possible position is anticipated mid-year 2022. In late 2021, some shifting of position duties occurred due to staff vacancies based on business needs.

Personnel	Position Title	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
	Tourism Director	1	1	1	1	1
	Content Marketing Manager	1	1	1	1	1
	Visitor Center Coordinator	1	1	1	1	1
	Marketing Coordinator	0	0	.5	.5	.5
	Volunteer Coordinator	.5	.5	0	0	0
	Visitor Center Staff	.5	.5	.5	.5	.5

2021 Accomplishments:

- Continued effort to create a cohesive, well-branded signage plan for the community.
- Established video content leveraging extensive high-definition video library, including adding substantial drone footage.
- 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 been embraced by the Colorado Tourism Office.
- Continued beautification efforts throughout town, including bike planters adopted by area businesses, development of a digital bike planter scavenger hunt and the continuation of flower baskets on downtown bridges and at the visitor center.
- Advanced education efforts to reach locals and visitors to advocate responsible tourism and recreation.
- Ongoing enhancements to website, including upgrading integrations with Customer Relationship Management (CRM) system, booking engine, app, and more.
- Continued to focus on shoulder season growth to minimize peaks and valleys of local tourism economy
- Recognized strong growth in website traffic and social media across all channels.
- Continued tracking data on advertising effectiveness for in-market visitation.
- Began to develop role of tourism with future economic development efforts.

2021 Measurements:

- Through July 2021, with COVID-19 impacts continuing to send increased visitation to rural mountain destinations, lodgers tax is up 57% over 2020.
- Flexibility and expansion of visitor center operations to assist many visitors.
- Pagosa Area 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.

2022 Goals and Objectives:

- Continue to focus on shoulder seasons, including winter, to minimize peaks and valleys during the year.
- Continue to identify infrastructure projects that benefit tourists and locals alike.
- Help grow and expand area events by providing marketing support to reach an external audience, as well as attract new event organizers to host events in Pagosa Springs.
- Further develop partnerships with the Colorado Tourism Office and regional destinations.
- Continue to monitor and track all marketing and educational efforts and overall performance metrics to maximize effectiveness.
- Council Objective #9: Streets, Sidewalks, Trails - support Town Council with trail development
- Council Objective #11: Parks & River Access - support Town Council with efforts to increase river access

- Council Objective #6: Economic Development - further define role of tourism to support efforts to diversify local economy

2022 Measurements:

- Continue to monitor and adjust to COVID-19 related tourism impacts.
- Continue to stay abreast of industry trends, work closely with Colorado Tourism Office and continue to develop partnerships around the State and Region.
- Continue to Increase ways to provide visitor information in a variety of formats.
- Continue to find new ways to educate visitors about responsible recreation.



Pagosa Springs Visitor Center

FUNDS DETAILS



Snow Drift Isla Puppy

GENERAL FUND REVENUES

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
TAXES & CONTRACTS							
10-31-100	PROPERTY TAX	85,450	99,544	96,611	96,611	96,611	107,596
10-31-200	SPECIFIC OWNERSHIP/MVL	17,772	17,888	17,000	17,000	17,000	17,000
10-31-310	SALES TAX	2,983,074	3,628,243	3,413,025	3,413,025	4,151,545	4,400,638
10-31-420	CIGARETTE TAX	14,035	12,998	16,000	16,000	16,000	15,000
10-31-600	GAS FRANCHISE	23,289	14,636	20,000	20,000	20,000	20,000
10-31-610	TELEPHONE FRANCHISE	2,200	2,200	2,200	2,200	2,200	0
10-31-750	CABLE TV FRANCHISE	4,121	2,655	3,800	3,800	3,800	3,500
10-31-770	GROUND LEASE	85,241	88,008	85,000	85,000	85,000	88,000
10-31-810	SEVERANCE TAX	11,172	10,834	10,000	10,000	437	7,500
	SUBTOTAL	3,226,353	3,877,007	3,663,636	3,663,636	4,392,593	4,659,234
LICENSES & PERMITS							
10-32-110	LIQUOR LICENSE	17,866	7,506	13,000	13,000	13,000	10,000
10-32-120	MARIJUANA LICENSING	13,000	19,500	12,000	12,000	18,000	18,000
10-32-190	PEDDLERS/BUSINESS LICENSE	35,565	31,465	28,000	28,000	32,000	40,000
10-32-180	VACATION RENTAL LICENSE FEE	18,000	15,350	10,700	10,700	23,500	30,000
10-32-210	BUILDING PERMITS/FEES	107,376	77,890	75,000	75,000	143,000	100,000
10-32-211	PLANNING FEES	21,957	13,030	14,000	14,000	10,000	14,000
10-32-220	CONTRACTORS LICENSE	14,070	13,575	9,000	9,000	15,000	0
10-32-	CREDIT CARD SERVICE FEE	0	0	0	0	0	3,500
	SUBTOTAL	227,833	178,316	161,700	161,700	254,500	215,500
INTERGOVERNMENTAL REVENUE							
10-33-410	MINERAL LEASING	1,203	1,914	1,500	1,500	12,510	1,500
10-33-480	SANITATION INSURANCE	17,500	17,500	17,500	17,500	17,500	18,000
10-33-490	SANITATION BOOKKEEPING	25,000	25,000	25,000	25,000	25,000	25,000
10-33-500	GEOTHERMAL BOOKKEEP/ INSURANCE	6,000	6,000	6,000	6,000	6,000	6,000
10-33-501	SANITATION VAC TRUCK LOAN	0	0	0	21,351	21,351	21,103
10-33-502	GEOTHERMAL VAC TRUCK LOAN	0	0	0	6,750	6,750	6,775
	SUBTOTAL	49,703	50,414	50,000	78,101	89,111	78,378
CHARGES FOR SERVICES							
10-34-630	DHS BUILDING RENTAL/LEASE	31,000	31,000	23,250	23,250	31,000	7,750
10-34-650	RECREATION USER FEES	40,824	13,790	40,000	40,000	35,300	45,000
10-34-680	DEVELOPER REIMBURSEMENT FEES	1,154	976	2,500	2,500	300	2,500
	SUBTOTAL	72,978	45,766	65,750	65,750	66,600	55,250
FINES & FORFEITURES							
10-35-110	COURT FINES	44,526	51,843	46,000	46,000	46,000	46,000
10-35-115	TRAFFIC SURCHARGES	4,805	4,859	6,000	6,000	6,000	6,000
10-35-125	POLICE FEES & MISC	6,324	4,091	3,500	3,500	5,000	4,500
10-35-740	POLICE GRANT/TRAINING	20,144	22,851	25,000	25,000	34,500	28,000
10-35-750	POLICE CONTRACTED SERVICES	14,832	21,933	33,000	33,000	33,000	41,130
	SUBTOTAL	90,630	105,577	113,500	113,500	124,500	125,630
MISCELLANEOUS							
10-36-110	MISCELLANEOUS	33,204	23,135	20,000	20,000	26,500	20,000
10-36-125	COVID RELIEF FUNDS - DOLA	0	503,413	0	0	50,000	0
10-39-990	INTEREST	27,039	27,855	28,000	28,000	51,000	35,000
10-36-115	ADMINISTRATION IMPACT FEES	0	1,397	248	248	248	0
	SUBTOTAL	60,243	555,800	48,248	48,248	127,748	55,000
COMMUNITY CENTER							
10-37-110	CENTER RENTALS	17,842	10,443	20,000	20,000	7,700	4,000
10-37-115	EVENT/PROGRAMMING	7,790	65	5,000	5,000	12,000	12,000
10-37-130	KIDS SUMMER YOUTH PROGRAM	52,832	0	50,000	50,000	52,110	50,000
10-37-120	CENTER LEASES	53,005	42,421	50,000	50,000	35,000	35,000
10-37-125	CENTER MISCELLANEOUS	8,418	5,052	8,500	8,500	8,500	8,500
	SUBTOTAL	139,887	57,981	133,500	133,500	115,310	109,500
	GENERAL FUND REVENUE	3,867,628	4,870,862	4,236,334	4,264,435	5,170,362	5,298,492
	Prior Year End Cash Reserve	1,591,031	2,009,272	2,360,315	1,965,976	3,035,411	3,800,107
	TOTAL GENERAL FUND REVENUE	5,458,659	6,880,134	6,596,649	6,230,411	8,205,773	9,098,599

a Reflects a 6% increase from 2021 estimated end of year; 2021 estimate is 22% over original budget

b No longer collecting due to the franchise ending

c Per DoLA, 2022 distributions will be reduced 25% for severance tax and mineral leasing

d Assumes 150 licenses at \$200 renewal and \$250 first time application; half of new applications and renewals is in vacation rental surcharge for housing

e Assumes contractor licensing included in business licensing starting 2022

f Assumes new 3% credit card fee in 2022 for non-utility payments

g Assumes DHS move out to new facility end of first quarter 2022

h School Resource Officer contract with school district

i Reduced due to church no longer using on Sundays

GENERAL FUND EXPENDITURES							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
GENERAL GOVERNMENT							
10-42-44	ADMINISTRATION DEPARTMENT	897,265	850,255	1,023,377	1,055,252	1,009,910	1,235,860
10-45	BUILDING & FIRE SAFETY DIVISION	222,435	234,833	259,655	259,655	221,516	234,000
10-46	PLANNING DIVISION	199,040	257,111	406,035	406,035	371,370	491,217
10-47	HOUSING DIVISION	0	0	0	0	0	553,275
10-48	MUNICIPAL COURT DEPARTMENT	350,008	319,564	386,760	386,760	380,719	399,964
	SUBTOTAL	1,668,748	1,661,763	2,075,827	2,107,702	1,983,515	2,914,316
PUBLIC SAFETY							
10-51	POLICE DEPARTMENT	972,869	1,047,999	1,276,601	1,302,601	1,245,346	1,458,316
	SUBTOTAL	972,869	1,047,999	1,276,601	1,302,601	1,245,346	1,458,316
RECREATION/COMMUNITY CENTER							
10-56	RECREATION/COMMUNITY CENTER DIVISION	509,588	401,443	554,831	554,831	552,091	584,621
	SUBTOTAL	509,588	401,443	554,831	554,831	552,091	584,621
COMMUNITY SUPPORT SERVICES							
10-75	SERVICE ORGANIZATIONS	84,000	70,467	100,750	92,397	92,397	132,019
10-77	ECONOMIC DEV/COUNCIL INCENTIVES	137,478	340,226	258,675	441,175	370,000	85,000
	SUBTOTAL	221,478	410,693	359,425	533,572	462,397	217,019
OTHER EXPENDITURE							
10-76-100	TRANSFER TO CAPITAL IMP FUND	0	4,000	0	0	0	0
10-76-110	TRANSFER TO SANITATION FUND	0	0	0	143,358	143,358	0
10-76-120	TRANSFER TO GEOTHERMAL FUND	0	0	0	18,959	18,959	0
10-76-911	COVID-19 COMMUNITY ASSISTANCE	0	518,171	0	0	0	0
	GENERAL FUND EXPENDITURES	3,372,684	4,044,069	4,266,684	4,661,023	4,405,666	5,174,272
	TOTAL GENERAL FUND EXPENDITURES	3,372,684	4,044,069	4,266,684	4,661,023	4,405,666	5,174,272

	ANNUAL REVENUES	3,867,628	4,870,862	4,236,334	4,264,435	5,170,362	5,298,492
	ANNUAL EXPENDITURES	3,372,684	4,044,069	4,266,684	4,661,023	4,405,666	5,174,272
	DIFFERENCE	494,944	826,793	-30,350	-396,588	764,696	124,220
	PRIOR YEAR END CASH RESERVES	1,591,031	2,009,272	2,360,315	1,965,976	3,035,411	3,800,107
	ENDING FUND BALANCE	2,085,975	2,836,065	2,329,965	1,569,388	3,800,107	3,924,328
	RESTRICTED 3% TABOR RESERVE	101,181	121,322	128,001	139,831	132,170	409,894 ^a
	RESTRICTED FOR OPERATING RESERVE	0	0	0	0	0	1,293,568 ^b
	UNRESTRICTED RESERVES	1,984,795	2,714,742	2,201,964	1,429,557	3,667,937	2,220,866

a 3% TABOR restriction total of all Town fund revenues

b Restricted 3 months expenditure reserve

ADMINISTRATION DEPARTMENT

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-42-110	SALARIES	262,560	255,184	275,721	275,721	275,720	340,177
10-42-131	FICA	19,181	18,592	21,093	21,093	21,093	26,024
10-42-132	INSURANCE	72,203	67,282	81,496	81,496	81,496	114,203
10-42-134	PENSION	13,128	12,732	19,300	19,300	19,300	23,812
10-42-216	TRAVEL/MEETINGS/DUES	12,288	4,591	11,000	11,000	11,000	14,920
	SUBTOTAL	379,360	358,382	408,610	408,610	408,609	519,136
COMMODITIES							
10-42-203	OFFICE SUPPLIES	7,844	5,789	8,500	8,500	8,500	8,500
10-42-205	EMPLOYEE TRAINING SUPPLIES	11,940	3,724	14,200	14,200	14,200	15,700
10-42-211	COPIER EXPENSE	2,987	2,778	4,200	4,200	4,200	4,200
10-42-217	RECYCLING/SHREDDING SERVICE	478	495	1,000	1,000	1,000	1,000
10-42-218	UTILITIES-GAS/ELEC/WATER/SEWER	28,141	24,872	31,000	31,000	31,000	31,000
10-42-222	TELEPHONE	13,816	13,986	14,000	14,000	14,000	14,500
10-42-230	PRINTING/PUBLICATIONS	1,944	6,579	5,000	5,000	5,000	5,000
10-42-231	MARIJUANA LICENSING	158	26	0	0	0	0
10-42-242	POSTAGE	1,460	1,390	2,500	2,500	2,500	2,500
10-42-248	ELECTION	0	13,057	0	0	0	10,000
10-42-300	TOWN COUNCIL	23,020	23,353	26,400	26,400	26,400	27,000
10-42-172	EMPLOYEE EDUCATION PROGRAM	4,500	0	1,500	1,500	1,500	1,500
10-42-299	EMPLOYEE MERIT BONUS	0	14,400	0	0	0	0
	SUBTOTAL	96,287	110,449	108,300	108,300	108,300	120,900
CONTRACTUAL							
10-42-226	ATTORNEY	165,297	109,796	155,200	155,200	95,000	125,000
10-42-228	COMPUTER SUPPORT	47,016	66,332	76,000	107,875	107,875	127,300
10-44-250	FIREWORKS	11,498	10,000	16,000	16,000	16,600	16,000
10-44-251	PARADE - JULY 4TH	0	7,566	10,000	10,000	13,510	15,000
10-42-221	TREASURER ABATEMENT FEE	293	263	250	250	450	300
10-42-223	TREASURER COLLECTION FEE	1,637	1,945	2,000	2,000	2,000	2,152
10-42-224	DRUG TESTING CDL/RANDOM	767	895	1,000	1,000	1,000	1,000
10-42-229	RECRUITING AND PRE-EMPLOYMENT	2,114	1,592	2,500	2,500	2,500	2,500
10-42-227	AUDITOR	11,000	12,250	12,000	12,000	21,805	14,515
10-42-232	BONDS/INSURANCE	112,547	107,692	123,000	123,000	123,000	151,000
10-42-245	STR BUSINESS LICENSE COMPLIANCE	7,500	0	7,800	7,800	8,352	22,200
10-42-246	CASELLE SUPPORT	25,783	21,887	23,175	23,175	22,662	22,662
10-42-247	RECORDS AND AGENDA MGMT	7,625	10,242	10,350	10,350	10,480	10,500
10-42-249	HR MANAGEMENT SOFTWARE	9,684	10,168	10,000	10,000	10,575	34,508
10-42-264	CODIFY CODE	2,627	3,783	2,500	2,500	2,500	2,500
10-42-269	CAFETERIA PLAN ADMINISTRATOR	1,210	1,108	1,100	1,100	1,100	1,100
10-42-	CREDIT CARD SERVICE FEE	0	0	0	0	0	3,500
10-42-510	WEB SITE	3,429	3,974	15,000	15,000	15,000	5,500
10-42-515	COMMUNICATIONS MANAGER	0	0	25,000	25,000	25,000	25,000
	SUBTOTAL	410,027	369,492	492,875	524,750	479,409	582,237
DUES							
10-44-404	SW ECO DEV./REGION 9	991	1,132	1,132	1,132	1,132	1,132
10-44-405	REGION 9 TRANS PLANNING	347	347	347	347	347	348
10-44-409	CLUB 20	200	200	200	200	200	200
10-44-414	CML DUES	3,846	3,962	3,962	3,962	3,962	3,962
10-44-416	CHAMBER OF COM	550	550	550	550	550	550
10-44-417	SMALL BUSINESS DEVELOPMENT	513	513	513	513	513	513
10-44-433	SW COUNCIL OF GOVT	5,144	5,228	6,888	6,888	6,888	6,882
	SUBTOTAL	11,591	11,932	13,592	13,592	13,592	13,587
	ADMINISTRATION BUDGET	897,265	850,255	1,023,377	1,055,252	1,009,910	1,235,860

a Assumes addition of Administrative Analyst, reclassification of HR/Records Administrator to Administrative Services Manager

b Municipal election in April 2022, including fees for legal review

c Councilmembers compensation, CML conference, annual retreat, food and expenses

d Contracted IT services, computer replacement program for all departments

e Includes MuniRevs for online payment of lodging taxes in 2022

f Human resources, recruiting, applications, and performance management program

g Credit card service fee for processing building permits and lodgers tax payments

h New web site to be completed by end of year 2021; ongoing cost for hosting plus email accounts in 2022

**COMMUNITY DEVELOPMENT
BUILDING AND FIRE SAFETY DIVISION**

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-45-110	SALARIES	140,625	154,190	160,328	160,328	141,632	148,962 ^a
10-45-131	FICA	9,875	10,944	12,265	12,265	10,835	11,396
10-45-132	INSURANCE	36,878	41,767	43,259	43,259	26,955	24,135
10-45-134	PENSION	6,986	7,707	11,223	11,223	9,914	10,427
10-45-133	TRAVEL/DUES/EXPENSES	13,579	10,348	12,000	12,000	17,000	21,000
	SUBTOTAL	207,942	224,956	239,075	239,075	206,336	215,920
COMMODITIES							
10-45-202	OFFICE SUPPLIES	2,175	1,178	2,000	2,000	2,000	3,000
10-45-210	COPY EXPENSE	871	0	1,000	1,000	1,000	1,000
10-45-212	FUEL/OIL	2,089	1,334	2,500	2,500	2,500	2,500
10-45-402	TELEPHONE	1,702	1,433	1,680	1,680	1,680	1,680
10-45-213	SAFETY EQUIPMENT	1,035	515	500	500	1,000	1,000
	SUBTOTAL	7,873	4,461	7,680	7,680	8,180	9,180
CONTRACTUAL							
10-45-215	CONSULTANT EXPENSES	0	0	3,500	3,500	1,500	3,500 ^b
10-45-220	CODE DEFENSE/LEGAL FEES	1,220	16	4,000	4,000	100	0
10-45-280	CITIZENSERVE PERMIT	5,400	5,400	5,400	5,400	5,400	5,400
	SUBTOTAL	6,620	5,416	12,900	12,900	7,000	8,900
	TOTAL PLANNING BUDGET	222,435	234,833	259,655	259,655	221,516	234,000

a New division under Community Development in 2022

b Professional consultant services expenses as needed. Title work, surveying, research, etc.

COMMUNITY DEVELOPMENT HOUSING DIVISION							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-47-110	SALARIES	0	0	0	0	0	64,843 ^a
10-47-131	FICA	0	0	0	0	0	4,960
10-47-132	INSURANCE	0	0	0	0	0	21,713
10-47-134	PENSION	0	0	0	0	0	4,539
10-47-133	TRAVEL/TRAINING/DUES	0	0	0	0	0	1,000
	SUBTOTAL	0	0	0	0	0	97,055
COMMODITIES							
10-47-202	OFFICE SUPPLIES	0	0	0	0	0	250
10-47-212	FUEL	0	0	0	0	0	250
10-47-402	TELEPHONE	0	0	0	0	0	720
	SUBTOTAL	0	0	0	0	0	1,220
CONTRACTUAL							
10-47-	HOUSING CHOICES	0	0	0	0	0	455,000 ^b
	SUBTOTAL	0	0	0	0	0	455,000
	TOTAL PROJECTS BUDGET	0	0	0	0	0	553,275

a New division under Community Development in 2022

b Total of \$500k budgeted in 2022; assumes funds for property acquisitions, funding of housing agencies, payment of tap fees for projects, etc. Remainder of budgeted funds is in Trust Account from Vacation Rental Surcharges. Prior to 2022, was budgeted in Council Initiatives/Economic Development

COMMUNITY DEVELOPMENT
PLANNING DIVISION

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-46-110	SALARIES	123,730	158,876	171,563	171,563	171,562	290,157 ^a
10-46-131	FICA	9,387	12,012	13,125	13,125	13,124	22,197
10-46-132	INSURANCE	21,679	33,067	43,158	43,158	43,159	65,772
10-46-134	PENSION	6,187	7,941	12,009	12,009	12,009	20,311
10-46-133	TRAVEL/SCHOOL/DUES	6,320	3,505	6,000	6,000	6,000	6,000
	SUBTOTAL	167,303	215,401	245,855	245,855	245,854	404,437
COMMODITIES							
10-46-202	OFFICE SUPPLIES	1,847	4,310	4,500	4,500	4,500	4,500
10-46-208	BOARD TRAINING	5,335	2,722	4,000	4,000	529	4,000
10-46-210	COPY EXPENSE	49	95	500	500	500	500
10-46-212	FUEL	115	0	300	300	300	3,000
10-46-402	TELEPHONE	480	480	480	480	480	1,080
10-46-281	TECHNOLOGY	700	0	0	0	0	0
10-46-230	APPLICATION POSTAGE/NOTICE	2,439	2,794	2,500	2,500	3,500	4,000
	SUBTOTAL	10,965	10,402	12,280	12,280	9,809	17,080
CONTRACTUAL							
10-46-215	CONSULTANT EXPENSES	2,864	3,946	10,000	10,000	10,000	10,000 ^b
10-46-280	CITIZENSERVE PERMIT	3,600	5,400	5,400	5,400	5,400	7,200
10-46-400	PUBLIC ART SUPPORT	0	0	20,000	20,000	20,000	20,000 ^c
10-46-403	LAND USE DEVELOPMENT UPDATE	12,805	20,542	110,000	110,000	80,000	30,000 ^d
10-46-450	DEVELOPER REIMBURSABLE ITEMS	1,504	1,419	2,500	2,500	307	2,500 ^e
	SUBTOTAL	20,773	31,308	147,900	147,900	115,707	69,700
	TOTAL PLANNING BUDGET	199,040	257,111	406,035	406,035	371,370	491,217

a New division under Community Development in 2022; includes new Community Dev Director and PT Main Street Coordinator

b Professional consultant services expenses as needed. Title work, surveying, research, etc.

c Support for artists and public art works

d Update to the Land Use Development Code expected to be completed by end of first quarter 2022

e Pass through account for reimbursable expenses associated with processing development applications

MUNICIPAL COURT

ACCOUNTS	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-48-110	SALARIES	183,253	187,580	204,531	204,531	202,380	212,994
10-48-115	JUDGE PRO TEM	11,772	2,800	5,000	5,000	5,000	5,000
10-48-131	FICA	13,016	13,368	15,647	15,647	15,482	16,294
10-48-132	INSURANCE	43,207	38,319	47,884	47,884	44,300	41,654
10-48-134	PENSION	6,953	7,278	11,062	11,062	10,922	11,568
10-48-133	TRAVEL/DUES/EDUCATION	13,769	757	14,500	14,500	14,500	13,500
	SUBTOTAL	271,968	250,102	298,624	298,624	292,584	301,010
COMMODITIES							
10-48-108	JUVENILE TASK FORCE	831	448	1,000	1,000	1,000	1,000
10-48-120	DRUG TEST/MONITORING DEV	1,311	1,085	1,500	1,500	1,500	1,500
10-48-202	OFFICE SUPPLIES	5,841	5,834	6,000	6,000	6,000	6,000
10-48-220	VEHICLE FUEL/MILEAGE	22	10	250	250	250	250
10-48-242	POSTAGE	929	836	1,000	1,000	1,000	1,000
10-48-234	MISC. EXPENSES	2,672	1,149	1,500	1,500	1,500	3,700
10-48-280	COMPUTER SUPPORT	548	885	4,000	4,000	4,000	4,000
10-48-	TELEPHONE	0	0	0	0	0	600
	SUBTOTAL	12,154	10,247	15,250	15,250	15,250	18,050
CONTRACTUAL							
10-48-123	PRISONER COST	775	55	4,000	4,000	4,000	4,000
10-48-204	COURT APPOINTED COUNSEL	16,020	9,837	13,000	13,000	13,000	15,000
10-48-206	COUNSELING	533	471	1,000	1,000	1,000	1,000
10-48-	COMMUNITY SERVICE PROJECTS	0	0	0	0	0	2,500
10-48-210	TRANSLATION SERVICES	1,138	2,005	1,500	1,500	1,500	1,500
10-48-230	TOWN PROSECUTOR	31,474	31,101	32,000	32,000	32,000	35,000
10-48-215	ALARM MONITORING	444	444	450	450	450	480
10-48-216	RECORDS MANAGEMENT SYSTEM	2,186	2,309	2,375	2,375	2,374	2,441
10-48-221	LEGAL RESEARCH SOLUTION	10,822	11,571	14,061	14,061	14,061	14,483
10-48-225	COURT SECURITY	2,494	1,421	4,500	4,500	4,500	4,500
	SUBTOTAL	65,886	59,215	72,886	72,886	72,885	80,904
	TOTAL MUNI COURT BUDGET	350,008	319,564	386,760	386,760	380,719	399,964

- a Judge Pro-Tempore four total docket days estimated
- b Hearing system (\$2,200)
- c Per 2020 IGA with Archuleta County; cost is \$65/day
- d Supplies for community service projects

POLICE DEPARTMENT							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-51-110	SALARIES	446,587	468,962	533,763	556,390	526,535	619,374
10-51-105	PART TIME SALARIES	30,962	16,978	67,041	67,041	67,041	95,480
10-51-112	OFFICER RECRUITMENT	7,954	7,954	8,000	8,000	8,126	9,000
10-51-122	GRANT OVERTIME/TRAINING	4,300	11,900	7,500	7,500	10,000	15,000
10-51-130	FPPA (OFFICERS)	28,862	31,889	37,850	39,768	39,039	51,885
10-51-131	FICA (NON OFFICERS)	12,218	10,973	15,400	15,727	12,581	10,584
10-51-132	INSURANCE	77,228	98,438	138,446	138,446	114,995	154,824
10-51-134	PENSION	20,754	22,501	27,501	28,629	27,037	30,969
10-51-133	TRAINING	29,804	15,867	25,000	25,000	25,000	25,000
10-51-216	DUES/SUBSCRIPTIONS	3,898	4,680	7,000	7,000	7,000	7,700
10-51-218	UNIFORMS	4,072	4,459	4,500	4,500	4,500	4,500
	SUBTOTAL	666,639	694,601	872,001	898,001	841,854	1,024,316
COMMODITIES							
10-51-202	OFFICE SUPPLIES	2,536	4,976	4,500	4,500	4,500	5,000
10-51-204	POSTAGE	569	538	500	500	500	500
10-51-212	FUEL/OIL	17,862	16,183	18,000	18,000	18,000	20,000
10-51-226	AMMUNITION	2,475	3,478	3,500	3,500	3,392	3,500
10-51-402	TELEPHONE	5,322	7,790	11,000	11,000	11,000	14,500
10-51-404	PRINTING/PUBLISHING/ADVERTISING	1,470	692	1,200	1,200	1,200	1,200
10-51-435	COMPUTER SUPPORT	0	0	2,500	2,500	2,500	4,300
10-51-808	MISC POLICE EQUIPMENT	11,049	10,826	10,000	10,000	10,000	12,000
10-51-	COMMUNITY EVENTS/ENGAGEMENT	0	0	0	0	0	4,500
10-51-420	INVESTIGATION CONT.	2,558	1,458	2,500	2,500	2,500	2,500
	SUBTOTAL	43,840	45,940	53,700	53,700	53,592	68,000
CONTRACTUAL							
10-51-410	DISPATCH CENTER	222,777	268,061	307,900	307,900	307,900	318,500
10-51-412	HUMANE SOCIETY	10,000	10,000	10,000	10,000	10,000	10,000
10-51-413	AXIS HEALTH ACUTE TREAT CNTR	15,000	15,000	15,000	15,000	15,000	15,000
10-51-	ACVAP	0	0	0	0	0	10,000
10-51-428	RADIO MTC & REPAIRS	8,584	8,126	9,000	9,000	9,000	3,000
10-51-430	RADAR CERTIFICATION	1,327	414	1,000	1,000	1,000	1,500
10-51-434	CASE MEDICAL EXPENSES	4,703	5,858	8,000	8,000	7,000	8,000
	SUBTOTAL	262,391	307,459	350,900	350,900	349,900	366,000
		972,869	1,047,999	1,276,601	1,302,601	1,245,346	1,458,316

- a Reduced open patrol positions/sergeant by 10% vacancy credit due to limited staffing trend
- b Purchase 3 new taser units
- c Community outreach programs such as free park movie nights, Halloween and Shop with Cop
- d Based on proposed Dispatch Board 2022 budget; not yet approved by County Commissioners
- e Moved from service org to annual allocation
- f Jail contract requiring medical clearance of all arrested persons

PARKS AND RECREATION RECREATION DIVISION							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
10-56-110	SALARIES	230,385	234,345	242,549	242,549	242,540	255,733
10-56-111	REFS/UMPS/PART TIME	65,935	1,263	73,000	73,000	65,000	73,000
10-56-131	FICA	21,684	17,081	18,555	18,555	20,957	19,564
10-56-132	INSURANCE	57,983	63,968	72,949	72,949	72,949	74,523
10-56-134	PENSION	11,374	11,713	16,978	16,978	16,978	17,901
10-56-133	TRAVEL/DUES	2,510	0	3,000	3,000	0	3,000
	SUBTOTAL	389,870	328,371	427,031	427,031	418,424	443,721
COMMODITIES							
10-56-202	OFFICE SUPPLIES	2,432	2,404	2,500	2,500	2,500	2,500
10-56-211	COPY EXPENSE	2,148	2,816	3,000	3,000	4,000	4,500
10-56-206	REC SUPPLIES/EQUIPMENT	28,706	10,885	25,000	25,000	25,000	35,000
10-56-208	TROPHIES/AWARDS	5,924	3,607	6,500	6,500	6,500	7,500
10-56-402	TELEPHONE	4,231	4,117	4,100	4,100	4,100	4,100
10-56-406	VEHICLE FUEL/MAINTENANCE	798	1,927	1,200	1,200	900	1,000
10-56-218	UTILITIES GAS/ELECTRIC	41,259	34,540	42,000	42,000	42,000	42,000
10-56-238	JANITORIAL	4,026	2,750	6,000	6,000	6,000	0
10-56-230	ADVERTISING	1,457	380	1,500	1,500	2,500	2,500
10-56-250	FURNISHINGS	3,224	3,010	3,500	3,500	3,500	3,500
10-56-255	EVENT/PROGRAMMING	7,441	1,764	10,000	10,000	20,000	20,000
10-56-256	KIDS SUMMER YOUTH PROGRAM	11,988	2,299	16,000	16,000	10,445	12,000
10-56-257	SCHEDULING PROGRAM	1,544	1,622	1,700	1,700	1,622	1,700
	SUBTOTAL	115,178	72,120	123,000	123,000	129,067	136,300
CONTRACTUAL							
10-56-422	MAINTENANCE/SUPPLIES/REPAIRS	113	752	800	800	600	600
10-56-405	CONTRACTED SERVICES/CLEANING	2,256	200	4,000	4,000	4,000	4,000
10-56-824	SPECIAL EVENTS	2,171	0	0	0	0	0
	SUBTOTAL	4,540	952	4,800	4,800	4,600	4,600
	TOTAL RECREATION-CC	509,588	401,443	554,831	554,831	552,091	584,621

- a Includes KIDS Camp counselors, assumes 14 for 9 week program
b Need to purchase more sports equipment, uniforms, field chalk, etc.
c Assumes four Community Festival monthly concerts in 2022

SERVICE ORGANIZATIONS

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
10-75-399	ARCHULETA SENIORS PROGRAMS	10,000	7,764	0	5,200	5,200	-
10-75-401	AXIS/PAGOSA COUNSELING CENTER	1,000	857	0	0	0	-
10-75-417	ACVAP	8,000	7,571	0	9,000	9,000	-
10-75-430	MOUNTAIN EXPRESS	10,000	6,071	0	5,400	5,400	-
10-75-398	AREA AGENCY ON AGING	10,000	4,714	0	6,943	6,943	-
10-75-432	PS CENTER FOR THE ARTS	10,000	3,643	0	4,800	4,800	-
10-75-440	RUBY SISSON LIBRARY	7,500	4,786	0	3,386	3,386	-
10-75-441	ARCHULETA SCHOOL SCHOLARSHIP	10,000	7,643	0	8,321	8,321	-
10-75-442	CHIMNEY ROCK INTERPRETIVE	3,500	559	0	1,595	1,595	-
10-75-403	COMMUNITY CONNECTIONS	1,000	843	0	7,229	7,229	-
10-75-443	BUILD PAGOSA INC	10,000	6,929	0	8,114	8,114	-
10-75-444	PAGOSA FARMERS MARKET	3,000	2,786	0	5,053	5,053	-
10-75-445	ASPIRE-PAGOSA PREGNANCY CENTER	0	4,643	0	4,000	4,000	-
10-75-446	PAGOSA ARTS COUNCIL	0	6,286	0	0	0	-
10-75-447	ASPEN HOUSE	0	1,893	0	8,400	8,400	-
10-75-448	DUST 2	0	1,368	0	7,429	7,429	-
10-75-449	MOUNTAIN INSTITUTE	0	1,182	0	7,527	7,527	-
10-75-450	VETERANS MEMORIAL PARK	0	929	0	0	0	-
Oct-75	SECOND CYCLE FUNDING	0	0	0	0	0	-
	TOTAL SERVICE FUNDS	84,000	70,467	100,750	92,397	92,397	132,019

a Moved to police annual appropriation

b Moved to council initiatives

c One funding cycle in 2022; estimate is 3% of budgeted 2022 sales tax in General Fund

* Early childcare & education applicants moved to service organization

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
ECONOMIC DEVELOPMENT							
10-77-515	ECONOMIC DEV INCENTIVES	5,591	0	0	0	0	-
10-77-525	ECONOMIC DEV ORGANIZATION	24,388	22,953	25,000	25,000	25,000	25,000
TOWN AND COUNTY INITIATIVES							
10-77-508	HOUSING CHOICES	27,500	249,487	108,675	291,175	220,000	-
10-77-509	BROADBAND DEVELOPMENT	50,000	66,429	100,000	100,000	100,000	50,000
10-77-510	EARLY CHILDHOOD EDUCATION	30,000	1,357	25,000	25,000	25,000	-
10-77-	ARCHULETA SCHOOL SCHOLARSHIPS	0	0	0	0	0	10,000
TOTAL ECONOMIC DEVELOPMENT		137,478	340,226	258,675	441,175	370,000	85,000

a Annual support for Pagosa Springs Community Development Corporation

b Moved to new Community Development Housing Division

c Support for ECE in 2022 in Service Organizations

d Support for scholarships moved from service org. (council member on sub-committee)

CAPITAL IMPROVEMENT FUND							
REVENUE							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
TAXES & FEES							
51-31-100	HIGHWAY USERS TAX	90,995	67,975	68,786	68,786	68,786	75,383
51-31-310	SALES TAX	2,983,074	3,628,243	3,413,025	3,413,025	4,151,545	4,400,638
51-31-640	PARK USER FEES	25,000	2,108	15,000	15,000	16,470	8,000
51-31-	STAGE RENTAL	0	0	0	0	0	7,000
51-31-650	CEMETERY	4,990	6,870	5,050	5,050	26,260	5,000
51-31-660	VISITOR CENTER LEASE	11,654	11,654	11,655	11,655	11,655	11,655
51-31-670	ELECTRIC VEHICLE STATION	0	477	0	0	5,210	2,000
	SUBTOTAL	3,115,714	3,717,327	3,513,516	3,513,516	4,279,926	4,509,676
INTERGOVERNMENTAL/DEPARTMENT REV							
51-33-400	COUNTY ROAD MILLS	122,356	29,415	0	0	282	0
51-33-490	GEO THERMAL STREETS CONTRACT	4,500	4,500	4,500	4,500	4,500	4,500
51-33-620	TRANSFER GENERAL FUND	0	0	0	0	0	0
51-33-610	TRANSFER IMPACT FEES	0	173,400	59,538	59,538	60,431	2,216
51-33-611	TRANSFER TOURISM FUNDS	0	0	0	0	25,000	330,000
51-33-600	TRANSFER CONSERVATION TRUST	0	50,000	67,000	67,000	42,000	100,000
51-33-630	DHS JANITORIAL CONTRACT	8,200	8,200	6,150	6,150	8,200	2,050
	SUBTOTAL	135,056	265,515	137,188	137,188	140,413	438,766
FINANCING PROCEEDS							
51-33-631	LEASE/PURCHASE PROCEEDS	0	3,000,000	0	0	0	0
	SUBTOTAL	0	3,000,000	0	0	0	0
GRANTS FOR STREETS							
51-33-815	CDOT/CMAQ GRANT CRESTVIEW	8,279	0	0	0	0	0
51-33-820	CDOT/CMAQ GRANT SWEEPER	231,812	0	0	0	0	0
51-33-771	DOLA GRANT TOWN SHOP	0	936,084	0	0	63,915	0
51-33-772	DOLA CMAQ GRANT ALLEYS	0	0	0	0	15,000	0
51-33-773	CDOT EAST END GATEWAY MULTI-MODAL	0	0	156,850	156,850	0	156,850
51-33-	HWY 160 CROSSWALK IMPROVEMENTS	0	0	0	0	0	150,000
GRANTS FOR TRAILS							
51-33-790	STATE TRAILS GRANT HERMOSA ST	0	0	400,000	400,000	350,000	0
51-33-764	TAP TTPL TRAIL HARMAN HILL	14,807	31,692	83,900	83,900	60,200	500,000
51-33-765	SAFE ROUTES TO SCHOOL N 8TH ST	217,879	70,418	0	0	2,800	0
GRANTS FOR OTHER							
51-33-811	HISTORIC PRES RUMBAUGH BRIDGE	0	0	180,550	180,550	71,150	180,550
51-33-814	HISTORIC SURVEY PLAN	11,185	0	0	0	0	0
51-33-816	DOLA CDBG PAGOSA OPEN SCHOOL	0	600,000	0	0	0	0
51-33-817	DOLA SOUTH YAMAGUCHI PARK GRNT	0	0	0	0	25,000	0
51-33-818	MESA CANYON TAKEOUT GRANT	0	0	0	0	26,323	0
51-33-819	CDOT MAIN ST GRANT -BELL TOWER	0	0	0	0	46,756	0
51-33-	PICKLEBALL COURTS IN PARK	0	0	0	0	0	100,000
MISCELLANEOUS							
51-36-110	MISCELLANEOUS	93,982	23,381	15,000	15,000	40,000	35,000
51-36-125	COVID RELIEF FUNDS	0	54,250	0	0	0	0
51-39-990	UNBUDGETED INTEREST	0	1,990	5,000	5,000	0	0
	SUBTOTAL	577,944	1,717,815	841,300	841,300	701,144	1,122,400
	TOTAL ANNUAL REVENUES	3,828,714	8,700,657	4,492,004	4,492,004	5,121,483	6,070,842
	PRIOR YEAR END CASH RESERVES	1,434,926	1,583,630	1,731,287	1,531,396	1,718,931	1,779,666
	TOTAL REVENUES	5,263,640	10,284,287	6,223,291	6,023,400	6,840,414	7,850,508

- a Reflects a 6% increase from 2021 estimated end of year; 2021 estimate is 22% over original budget
- b Tracking starting in 2022 for mobile event stage rentals separately
- c Contribution from Lodger's Tax Fund for pickleball courts project, Mary Fisher restrooms, and visitor center roof in 2022
- d Assumes transfer from Conservation Trust Fund from County CTF support of pickleball courts project
- e Project will be done by summer 2022
- f First Street/160 crosswalk and pedestrian improvements through CDOT Main Street Revitalization Grant
- g Piedra Road intersection and sidewalk to courthouse
- h Historic Preservation Phase II stone arch bridge at 1st Street
- i Pledge from Pickleball Group of \$100k towards new pickleball courts
- j Assumes sale of Parks Maintenance Division skid steer

CAPITAL IMPROVEMENT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
MAINTENANCE & DEBT							
51-57-400	VISITOR CENTER LEASE/PURCHASE	18,147	87,449	0	0	0	0
51-77-437	8TH STREET LEASE/PURCHASE PMT	194,647	191,918	188,063	188,063	188,063	189,062
51-77-454	NEW STREET TRUCK/BACKHOE	35,357	35,357	0	0	0	0
51-77-476	VACUUM TRUCK LEASE/PURCHASE	34,034	34,034	34,035	157,993	157,993	0
51-57-401	MAINTENANCE FAC LEASE/PURCHASE	248,888	249,453	249,785	249,785	249,785	424,849
51-77-457	PROPERTY ACQUISITION	0	0	0	0	0	20,000
51-46	SPECIAL PROJECTS - ADMINISTRATION	29,292	0	0	0	0	0
51-61	STREETS DIVISION	654,218	703,107	833,622	887,397	850,880	880,544
51-68	PARKS MAINTENANCE DIVISION	402,276	367,935	429,553	429,553	425,125	507,232
51-70	FACILITIES MAINTENANCE DIVISION	236,751	232,061	256,657	256,657	255,572	289,002
	TOTAL MAINTENANCE & DEBT EXPENSE	1,853,611	1,901,314	1,991,715	2,169,448	2,127,418	2,310,688

a \$2,660,000 lease pmt 3.6% - 10 year call date 2026
b \$3,045,000 lease pmt 2.87% - double principal payment in 2022
c Right of way, property acquisitions for capital projects

CAPITAL IMPROVEMENT FUND							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
ADMINISTRATION							
51-42-281	TECHNOLOGY	10,574	2,909	16,500	16,500	16,500	14,500
51-44-415	ECONOMIC INCENTIVES	5,591	0	0	0	0	0
	SUBTOTAL	16,165	2,909	16,500	16,500	16,500	14,500
POLICE/SAFETY							
51-51-409	PUBLIC SAFETY/TRAFFIC ENFORCEMENT	0	0	500	500	500	100
51-51-410	POLICE EQUIPMENT	12,528	19,452	31,000	31,000	31,000	23,000
51-51-408	VEHICLE/MAINTENANCE REPAIRS	16,253	8,255	10,000	10,000	12,000	12,000
51-51-806	POLICE CAR	0	39,649	42,000	42,000	42,000	46,866
	SUBTOTAL	28,780	67,356	83,500	83,500	85,500	81,966
STREETS							
51-77-432	STREET MAINTENANCE PLAN	362,506	314,561	469,000	572,891	453,900	740,846
51-77-434	CRESTVIEW PAVING CMAQ	2,147	27	0	0	0	0
51-77-435	DRAINAGE MAINTENANCE	9,839	3,628	18,000	18,000	5,000	30,000
51-77-467	STREETS EQUIPMENT	374,716	66,142	26,000	26,000	21,000	0
51-77-448	EAGLE DRIVE TO PIKE DRIVE	10,071	294,930	0	0	0	0
51-77-449	SPEED READER SIGNS	0	0	11,000	11,000	3,000	8,000
51-77-450	STREET LIGHT POLE PLACEMENT	1,026	31,053	12,000	12,000	7,000	60,000
51-77-456	STREET VEHICLES/TRUCKS	0	0	52,000	52,000	61,751	70,000
51-77-478	DARK SKY COMPLIANCE	0	3,559	10,000	10,000	3,000	10,000
51-77-479	HERMOSA ST/COTTON HOLE CONNECT	0	0	50,000	50,000	0	0
51-77-458	ALLEY SURFACING	3,740	737	0	0	0	20,000
51-77-481	EAST END GATEWAY - MULTI-MODAL	0	0	178,000	178,000	37,400	150,000
51-77-	MAIN STREET RECONSTRUCTION	0	0	0	0	0	50,000
51-77-	UTILITY LINE BURIAL/RETROFIT	0	0	0	0	0	195,000
	SUBTOTAL	764,045	714,637	826,000	929,891	592,051	1,333,846
SIDEWALK IMPROVEMENT							
51-77-427	REPAIR/REPLACE SIDEWALKS	31,154	231	20,000	20,000	5,000	20,000
51-77-472	NEW SIDEWALK IMPROVEMENTS	0	0	25,000	25,000	25,000	120,000
51-77-451	HWY 160 CROSSWALK IMPROVEMENTS	20,714	12,532	20,000	20,000	20,000	252,000
51-77-438	SAFE ROUTE-N 8TH STREET SIDEWALK	387,372	139,405	0	0	0	0
51-77-477	PLANTER MAINTENANCE	4,020	311	3,000	3,000	3,000	0
	SUBTOTAL	443,259	152,480	68,000	68,000	53,000	392,000
PARKS							
51-77-452	TOWN PARK IMPROVEMENTS	18,407	0	0	0	0	0
51-77-546	YAMAGUCHI PARK NORTH	58,745	0	0	0	0	450,000
51-77-561	SOUTH PAGOSA PARK	14,737	0	0	0	0	0
51-77-571	PARKS VEHICLE	0	0	50,000	50,000	50,000	0
51-77-553	MESA CANYON RIVER TAKE OUT	1,304	590	6,000	6,000	56,323	0
51-77-550	PARKS EQUIPMENT	13,141	30,637	28,000	28,000	28,250	61,400
51-77-555	RESOURCE MGMT - TREE MAINTENANCE	14,500	17,955	7,800	7,800	7,800	7,800
51-77-542	PARKS PICNIC TABLES AND BENCH	11,982	6,828	8,000	8,000	5,000	8,000
51-77-543	RIVER FEATURE MAINTENANCE	10,800	5,750	5,000	5,000	5,000	12,000
51-77-544	RIVER RESTORATION PROJECTS	0	0	0	96,000	0	96,000
51-77-548	TOWN PARK IRRIGATION	39,575	0	0	0	0	0
51-77-549	SECURITY CAMERAS	1,747	1,493	5,600	5,600	5,600	2,500
51-77-545	YAMAGUCHI PARK SOUTH	5,252	32,146	25,000	25,000	46,100	0
51-77-551	COTTON HOLE PARK	688	0	10,000	10,000	10,000	5,000
51-77-552	RECYCLING PILOT -YAMAGUCHI	1,958	0	0	0	0	0
51-77-556	TREE TRIMMING AND REMOVAL	0	0	12,000	12,000	15,000	15,000
51-77-557	BELL TOWER PARK UPGRADES/MAINT	0	0	0	0	51,431	20,000
51-77-575	RIVER CENTER RIVERWALK PAVING	0	0	20,000	20,000	20,000	0
51-77-	MARY FISHER PARK IMPROVEMENTS	0	0	0	0	0	150,000
	SUBTOTAL	192,835	95,400	177,400	273,400	300,504	827,700

- a One new patrol vehicle plus upfitting in 2022; over 100k miles
- b Street assessment plan update, sealcoating, chip seal and mill and overlay for several streets-see capital plan for details
- c Culvert replacements at Dog Alley and Trinity Lane
- d New streetlights for McCabe Creek project area and two replacement poles
- e New plow truck and plow
- f Replacement of light fixtures and community fixture rebate program
- g Alley surfacing-aprons
- h Project will be completed in summer of 2022
- i Utility and communication burying of overhead power along 6/7 alley
- j Curb/ADA ramp on S. 5th St. by Yamaguchi Park and new Town Maintenance Facility
- k Sidewalk installation along Village Drive, Engineering for N 5th St and S 5th at Hwy 160 (*Village Drive portion associated with work force housing)
- l First Street Crosswalk at 160; Revitalizing Main Street grant through CDOT
- m Pickleball courts at Yamaguchi Park
- n New parks skid steer
- o San Juan River Water Enhancement Projects grant match
- p Phase I improvements to Yamaguchi South pending grant approval
- q Electrical and water upgrades for food truck vendors/stalls
- r New bathrooms at Mary Fisher Park

CAPITAL IMPROVEMENT FUND								
TRAILS								
51-77-632	TOWN TO LAKES HARMAN PARK	0	51,490	85,000	85,000	115,000	620,000	a
51-77-633	TOWN TO LAKES MIDDLE TRAIL	5,391	0	20,000	20,000	20,000	40,000	b
51-77-634	RIVERWALK TRL TO 1ST ST CONSTR	0	0	870,000	870,000	740,000	0	
51-77-635	TRAIL MAINTENANCE	2,163	6,608	5,000	5,000	5,000	81,800	c
51-77-636	TRAIL PLANNING	0	7,433	5,000	5,000	5,000	5,000	
51-77-664	RIVERWALK TRAIL	12,862	91,660	17,000	17,000	42,000	0	
51-77-665	DUST 2 URBAN TRAIL	26,259	0	0	0	0	0	
51-77-666	OVERLOOK DECK MAINTENANCE	0	2,700	1,500	1,500	0	3,000	
51-77-667	CONNECTOR TRAILS	0	0	15,000	15,000	0	15,000	
	SUBTOTAL	46,675	159,890	1,018,500	1,018,500	927,000	764,800	
FACILITIES								
51-57-450	VISITOR CENTER MAINTENANCE	2,290	1,474	60,000	60,000	60,000	60,000	d
51-77-	FLEET VEHICLE PURCHASE	0	0	0	0	0	92,400	e
51-77-410	TOWN HALL IMPROVEMENTS	102,111	24,414	30,000	30,000	30,000	50,000	f
51-53-410	BUILDING/EQUIPMENT MAINTENANCE	14,777	20,003	30,000	30,000	30,000	90,000	g
51-77-444	TOWN SHOP	118,394	4,573,660	831,000	831,000	825,500	0	
	SUBTOTAL	237,571	4,619,552	951,000	951,000	945,500	292,400	
MISCELLANEOUS								
51-77-459	WAYFINDING PLAN/MEDIANS	15,813	765	0	0	0	0	
51-77-460	MURAL ON MAIN STREET	0	0	0	0	0	0	
51-77-461	HIST PRES-RUMBAUGH CREEK BRDG	5,930	12,663	277,523	277,523	0	277,523	h
51-77-462	HISTORIC PRES WATER WORKS BLDG	0	2,148	3,000	3,000	3,000	3,000	
51-77-473	HISTORIC SURVEY PLAN	11,185	0	0	0	0	0	
51-77-466	ADA PROGRAM	9,987	594	8,000	8,000	0	8,000	
51-77-509	BROADBAND CAPITAL	50,000	0	0	0	0	0	
51-77-510	DOLA CDBG PAGOSA OPEN SCHOOL	0	600,000	0	0	0	0	
51-77-480	ELECTRIC VEHICLE STATION	0	17,815	1,200	1,200	10,275	2,000	
	SUBTOTAL	92,915	633,984	289,723	289,723	13,275	290,523	
	TOTAL IMPROVEMENT EXPENDITURES	1,822,246	6,446,207	3,430,623	3,630,514	2,933,330	3,997,735	
	TOTAL MAINTENANCE/DEBT EXPENDITURES	1,853,611	1,901,314	1,991,715	2,169,448	2,127,418	2,310,688	
	TOTAL IMPROVEMENT EXPENDITURES	1,822,246	6,446,207	3,430,623	3,630,514	2,933,330	3,997,735	
	TOTAL CAPITAL EXPENDITURES	3,675,857	8,347,521	5,422,338	5,799,962	5,060,748	6,308,423	
	ANNUAL REVENUE	3,828,714	8,700,657	4,492,004	4,492,004	5,121,483	6,070,842	
	ANNUAL EXPENDITURES	3,675,857	8,347,521	5,422,338	5,799,962	5,060,748	6,308,423	
	DIFFERENCE	152,857	353,137	-930,334	-1,307,958	60,735	-237,581	
	PRIOR YEAR CASH RESERVES	1,434,926	1,583,630	1,731,287	1,531,396	1,718,931	1,779,666	
	ENDING FUND BALANCE	1,587,783	1,936,767	800,953	223,438	1,779,666	1,542,085	
	RESTRICTED FOR OPERATING RESERVE	0	0	0	0	0	577,672	i
	UNRESTRICTED RESERVES	1,587,783	1,936,767	800,953	223,438	1,779,666	964,413	

- a Piedra Road intersection and sidewalk to courthouse
- b Rustic town to lakes trail connection on north side of Hwy 160
- c Mill and pave on Eaton, Overlook trail and pedestrian bridge decking replacement
- d Roof replacement on Visitor Center delayed to 2022 due to contractor availability
- e Includes one maintenance van and two town pool vehicles
- f Funds for phase one of town hall renovations based on pending space needs assessment recommendations
- g Replace fire panel and upgrades to the seniors kitchen and dumpster enclosure
- h Historic Preservation Phase II stone arch bridge at 1st Street
- i Restricted 3 months expenditure reserve

ADMINISTRATION SPECIAL PROJECTS							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
51-46-110	SALARIES	20,765	0	0	0	0	0
51-46-131	FICA	1,515	0	0	0	0	0
51-46-132	INSURANCE	4,437	0	0	0	0	0
51-46-134	PENSION	1,038	0	0	0	0	0
51-46-133	TRAVEL/TRAINING/DUES	702	0	0	0	0	0
	SUBTOTAL	28,457	0	0	0	0	0
COMMODITIES							
51-46-202	OFFICE SUPPLIES	540	0	0	0	0	0
51-46-212	FUEL/VEHICLE MAINTENANCE	76	0	0	0	0	0
51-46-402	TELEPHONE	160	0	0	0	0	0
51-46-281	TECHNOLOGY - PROJECTS	59	0	0	0	0	0
	SUBTOTAL	835	0	0	0	0	0
	TOTAL PROJECTS BUDGET	29,292	0	0	0	0	0

a This position was eliminated in mid 2019 and replaced with a Planner position in the Planning Department (now Community Development Department)

PARKS AND RECREATION PARKS MAINTENANCE DIVISION							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
51-68-110	SALARIES	161,366	153,145	175,098	175,098	171,640	210,693
51-68-111	PART-TIME HELP	47,967	25,037	62,000	62,000	50,000	40,000
51-68-131	FICA	14,749	12,869	13,395	13,395	14,700	16,118
51-68-132	INSURANCE	62,368	52,316	44,323	44,323	49,034	76,192
51-68-134	PENSION	8,068	7,647	12,257	12,257	12,015	14,749
51-68-135	TRAINING/TRAVEL/DUES	530	708	2,000	2,000	1,000	2,000
51-68-222	UNIFORMS	1,680	1,028	2,000	2,000	2,000	2,000
	SUBTOTAL	296,729	252,751	311,073	311,073	300,389	361,752
COMMODITIES							
51-68-212	FUEL/OIL	7,822	5,566	7,000	7,000	7,000	7,000
51-68-402	TELEPHONE	960	600	480	480	480	480
51-68-216	PARK/FIELD MAINTENANCE	34,068	39,184	37,000	37,000	37,000	65,000
51-68-218	PARK UTILITIES	47,305	58,038	55,000	55,000	55,000	55,000
51-68-220	VEHICLE MAINTENANCE	587	5,518	5,000	5,000	5,000	5,000
51-68-221	EQUIPMENT MAINTENANCE	6,329	5,529	6,500	6,500	6,500	6,500
51-68-219	PARK SUPPLIES/AMENITIES	8,476	0	6,500	6,500	12,756	6,500
51-68-281	TECHNOLOGY	0	750	1,000	1,000	1,000	0
	SUBTOTAL	105,547	115,184	118,480	118,480	124,736	145,480
	TOTAL PARKS BUDGET	402,276	367,935	429,553	429,553	425,125	507,232

- a Includes additional full time parks maintenance employee
- b Assumes two summer seasonals and one regular part-time employee
- c Supplies such as seed mix, fertilizer, trees, shrubs, signage, janitorial supplies, planters, Town Shop landscaping
- d Purchased additional bear safe trash cans in 2021

PUBLIC WORKS FACILITIES DIVISION							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
51-70-110	SALARIES	137,235	137,850	147,464	147,464	134,941	109,864
51-70-131	FICA	9,658	9,912	11,281	11,281	10,323	8,405
51-70-132	INSURANCE	42,394	42,422	45,210	45,210	36,132	24,963
51-70-134	PENSION	6,790	6,890	10,322	10,322	9,446	7,690
51-70-133	TRAVEL/TRAINING	510	127	600	600	200	600
51-70-410	UNIFORMS	1,837	1,102	1,800	1,800	1,800	1,000
	SUBTOTAL	198,424	198,302	216,677	216,677	192,842	152,522
COMMODITIES							
51-70-206	JANITORIAL SUPPLIES	3,427	8,376	10,000	10,000	10,000	18,000
51-70-402	TELEPHONE	480	480	480	480	480	480
51-70-406	VEHICLE FUEL/MAINT	5,019	5,295	5,500	5,500	5,500	5,500
51-70-436	TOWN HALL MAINTENANCE	7,114	10,066	12,000	12,000	12,000	10,000
51-70-442	FURNISHING TOWN HALL	14,672	1,565	3,000	3,000	3,000	8,500
	SUBTOTAL	30,712	25,782	30,980	30,980	30,980	42,480
CONTRACTUAL							
51-70-437	HEATING/COOLING MAINT	4,819	4,043	5,000	5,000	5,000	5,000
51-70-438	BUILDING ELECTRIC MAINT	339	1,405	1,000	1,000	1,000	1,000
51-70-440	ELEVATOR MAINTENANCE	2,457	2,528	3,000	3,000	3,000	3,500
51-70-270	CLEANING SERVICES	0	0	0	0	22,750	84,500
	SUBTOTAL	7,615	7,977	9,000	9,000	31,750	94,000
TOTAL MAINTENANCE BUDGET		236,751	232,061	256,657	256,657	255,572	289,002

a Assumes two employees, including Facilities Supervisor; contract out for cleaning in 4th quarter 2021 and into 2022

b Supplies for all buildings

c display case for court room; office chairs

d Contracted cleaning firm

PUBLIC WORKS STREETS DIVISION							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
51-61-110	SALARIES	291,407	294,624	350,855	350,855	344,970	367,649
51-61-111	PART-TIME	0	0	15,000	15,000	15,000	15,000
51-61-131	FICA	21,379	21,514	27,988	27,988	26,390	28,125
51-61-132	INSURANCE	66,619	83,017	100,429	100,429	77,087	80,994
51-61-134	PENSION	14,313	14,661	24,560	24,560	24,148	25,735
51-61-133	TRAVEL/SCHOOL	4,274	1,907	6,500	6,500	6,500	8,000
51-61-410	UNIFORMS	4,080	3,250	3,500	3,500	3,500	3,500
	SUBTOTAL	402,071	418,974	528,832	528,832	497,595	529,004
COMMODITIES							
51-61-202	OFFICE SUPPLIES	442	404	500	500	500	3,000
51-61-206	JANITORIAL SUPPLIES	0	0	5,000	5,000	4,000	0
51-61-212	FUEL/OIL	23,588	18,649	20,000	20,000	20,000	20,000
51-61-222	TIRES	7,918	5,193	6,000	6,000	6,000	2,000
51-61-228	GRAVEL/ASPHALT	30,712	34,469	35,000	35,000	35,000	35,000
51-61-230	CULVERTS	0	0	5,000	5,000	0	5,000
51-61-234	STREET LIGHT ELECTRICITY	40,282	43,028	47,000	47,000	47,000	47,000
51-61-436	ROAD SUPPLIES	49,186	56,592	50,000	83,945	83,945	50,000
51-61-402	TELEPHONE	1,212	677	1,340	1,340	1,340	1,340
51-61-439	STREET LIGHTING MAINTENANCE	2,634	662	1,500	1,500	2,000	2,000
51-61-418	CEMETERY	11,856	23,619	10,000	29,830	20,000	30,000
51-61-434	UTILITIES-SHOP	10,988	8,883	16,000	16,000	24,000	24,000
51-61-435	TOOLS AND EQUIPMENT	12,444	34,773	50,000	50,000	50,000	50,000
51-61-281	TECHNOLOGY	9,376	5,664	5,250	5,250	5,000	12,000
	SUBTOTAL	200,639	232,614	252,590	306,365	298,785	281,340
CONTRACTUAL							
51-61-406	MAINTENANCE - VEHICLE	43,546	34,541	43,000	43,000	43,000	43,000
51-61-444	SWEEPER MAINT	3,967	11,830	1,200	1,200	4,500	1,200
51-61-	ENGINEERING	0	0	0	0	0	20,000
51-61-460	CLEAN UP WEEK	3,946	4,186	5,000	5,000	4,000	5,000
51-61-470	BANNERS	50	962	3,000	3,000	3,000	1,000
	SUBTOTAL	51,508	51,519	52,200	52,200	54,500	70,200
	TOTAL STREETS BUDGET	654,218	703,107	833,622	887,397	850,880	880,544

- a Supplies moved to Facilities Maintenance Division for all buildings
- b Town alleys, mag chloride, ice melt sand, gravel for culverts
- c Deferred projects to 2022 due to materials costs in 2021
- d Town signs and posts, patchwork and road painting/stripping
- e Old Pagosa Springs Cemetery gate, fencing and signage
- f Air tools, floor jacks, and shop cameras
- g iWorq program and 5 handheld short-wave radios
- h Engineering for potential upcoming projects

CONSERVATION TRUST FUND							
		2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
REVENUES							
21-37-530	TOWN LOTTERY	22,191	20,871	19,000	19,000	19,000	20,000
21-37-700	COUNTY LOTTERY	70,000	60,000	60,000	60,000	60,000	160,000
	SUBTOTAL	92,191	80,871	79,000	79,000	79,000	180,000
	PRIOR FUND BALANCE	32,642	68,345	46,746	46,746	48,524	54,624
	TOTAL REVENUES	124,833	149,216	125,746	125,746	127,524	234,624
EXPENDITURES							
21-40-800	PARKS MAINTENANCE	5,942	48,436	5,000	5,000	5,000	8,000
21-40-905	MARY FISHER PARK	0	0	35,000	35,000	25,900	0
21-40-910	YAMAGUCHI SPORTS COMPLEX	33,940	0	0	0	0	150,000
21-40-920	RIVERWALK WEST TRAIL	0	50,000	17,000	42,000	42,000	0
21-40-950	SOUTH PAGOSA PARK	680	67	0	0	0	0
21-40-960	RIVER CENTER PARK	147	0	0	0	0	0
21-40-965	COTTON HOLE PARK TRAIL	0	0	50,000	0	0	0
21-40-970	COMMUNITY CENTER EXERCISE ROOM	2,109	496	0	0	0	7,500
21-40-980	ALPHA ROCKRIDGE - YAMAGUCHI	3,906	2,032	0	0	0	0
21-40-990	DUST2-COUNTY FUNDS	10,000	0	0	0	0	0
	SUBTOTAL	56,725	101,031	107,000	82,000	72,900	165,500
	TOTAL EXPENDITURES	56,725	101,031	107,000	82,000	72,900	165,500
	ANNUAL REVENUES	92,191	80,871	79,000	79,000	79,000	180,000
	ANNUAL EXPENDITURES	56,725	101,031	107,000	82,000	72,900	165,500
	Difference	35,466	-20,160	-28,000	-3,000	6,100	14,500
	PRIOR YEAR CASH RESERVES	32,642	68,345	46,746	46,746	48,524	54,624
	ENDING FUND BALANCE	68,108	48,185	18,746	43,746	54,624	69,124

a County funding from Conservation Trust for contribution towards pickleball courts; remainder of project costs and revenues in Capital Fund

b Pickleball courts, Skate Park addition

c Replace older exercise equipment

TRUST/IMPACT FUND

REVENUES

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
IMPACT FEES							
31-34-600	IMPACT FEES - ROADS REVENUE	6,488	9,420	936	936	906	0 ^a
31-34-710	IMPACT FEES - TOWN BUILDINGS	2,379	65	34	34	34	0
31-34-800	IMPACT FEES - REC FACILITY	34	30	0	0	4	0
31-34-810	IMPACT FEES - TOWN RECREATION	1,846	25	0	0	6	0
31-34-900	IMPACT FEES - PARKS REVENUE	1,877	33	0	0	32	0
31-34-910	IMPACT FEES - TRAILS REVENUE	3,428	148	0	0	148	0
	SUBTOTAL	16,053	9,721	970	970	1,130	0
IMPACT FEES - OTHERS							
31-34-100	IMPACT FEES - EMERGENCY SERVIC	10,599	160	159	159	155	0
31-34-300	IMPACT FEES - SCHOOL FEES	1,387	0	0	0	0	0
31-34-350	IMPACT FEES - ADMINISTRATION	245	3	3	3	3	0
	SUBTOTAL	12,231	163	162	162	158	0
TRUST ACCOUNTS							
31-36-440	DARK FIBER LEASE REVENUES	0	413	1,000	1,000	0	0
31-36-520	HEALTH ACCOUNT REVENUE	32,649	0	0	0	52,860	35,000 ^b
31-36-581	FESTIVAL OF TREES REVENUE	37,151	0	20,000	20,000	20,000	20,000
31-36-590	RESERVOIR HILL TICKET FEE	10,194	0	10,000	10,000	9,704	10,000 ^c
31-36-700	CEMETERY MAINTENANCE FEE	5,400	7,800	3,000	3,000	10,200	3,000 ^d
31-36-750	VACATION RENTAL SURCHARGE	18,000	15,350	10,700	10,700	23,500	30,000 ^e
	SUBTOTAL	103,394	23,563	44,700	44,700	116,264	98,000
	TOTAL REVENUES	131,677	33,447	45,832	45,832	117,552	98,000
	PRIOR FUND BALANCE	540,903	484,009	262,419	262,419	277,787	280,009
	TOTAL REVENUES	672,580	517,456	308,251	308,251	395,339	378,009

a Town Council eliminated collection of impact fees for all categories in 2019

b Assumes estimated amount for CIGNA rebate for healthy group

c One concert held in 2021 due to COVID-19; assumes two concerts to be held in 2022

d Perpetual maintenance fee is \$300 one time cost at time of burial; used for ongoing maintenance at Hilltop Cemetery

e Funds for workforce housing initiatives; surcharge is half of first time vacation rental application and half of annual renewal fee

TRUST/IMPACT FUND

EXPENDITURES

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
IMPACT FEES							
31-77-600	IMPACT FEES - ROADS EXPENSE	0	162,400	0	0	0	1,025
31-46-700	IMPACT FEES - REGIONAL BLDGS	0	0	0	0	0	0
31-46-710	IMPACT FEES - TOWN BUILDINGS	0	11,000	0	0	260	0
31-56-720	IMPACT FEES - REC FACILITY	0	0	7,838	7,838	7,873	0
31-56-810	IMPACT FEES - TOWN RECREATION	7,050	0	0	0	0	10,369
31-68-900	IMPACT FEES - PARKS EXPENSE	0	0	10,200	10,200	10,392	0
31-68-910	IMPACT FEES - TRAILS EXPENSE	0	0	41,500	41,500	41,905	0
	SUBTOTAL	7,050	173,400	59,538	59,538	60,430	11,394
IMPACT FEES - OTHERS							
31-51-100	IMPACT FEES - EMERGENCY SERVIC	10,599	160	159	159	152	0
31-76-300	IMPACT FEES - SCHOOL FEES	1,387	0	0	0	0	0
31-76-310	IMPACT FEES - ADMIN FEES	0	1,397	248	248	248	0
	SUBTOTAL	11,986	1,557	407	407	400	0
TRUST ACCOUNTS							
31-76-520	HEALTH ACCOUNT EXPENSE	77,666	15,500	20,000	20,000	20,000	17,200 ^a
31-53-530	COMMUNITY CENTER EXPENSE	26,620	26,444	5,000	5,000	5,000	18,965 ^b
31-76-581	FESTIVAL OF TREES EXPENSE	37,151	0	20,000	20,000	20,000	20,000
31-76-590	RESERVOIR HILL FEE EXPENSE	10,715	11,435	13,000	13,000	0	5,000
31-76-700	PERPETUAL MAINTENANCE	0	0	9,500	9,500	9,500	10,000 ^c
31-76-750	VACATION RENTAL-HOUSING CHOICE	16,786	8,000	10,700	10,700	0	45,000 ^d
	SUBTOTAL	168,938	61,379	78,200	78,200	54,500	116,165
	TOTAL EXPENDITURES	187,974	236,336	138,145	138,145	115,330	127,559

	ANNUAL REVENUES	131,677	33,447	45,832	45,832	117,552	98,000
	ANNUAL EXPENDITURES	187,974	236,336	138,145	138,145	115,330	127,559
	DIFFERENCE	-56,297	-202,889	-92,313	-92,313	2,222	-29,559
	PRIOR YEAR CASH RESERVES	540,903	484,009	262,419	262,419	277,787	280,009
	ENDING FUND BALANCE	484,606	281,120	170,106	170,106	280,009	250,450

- a Employee Assistance Program, wellness incentives
- b Audio and Video system at Community Center
- c Hilltop Cemetery maintenance costs
- d Surcharges used for affordable/workforce housing initiatives

TRUST/IMPACT FUND

END OF YEAR BALANCES

ACCOUNT BALANCE		2020 Actual	2021 Estimate	2022 Budget
31-22-600	IMPACT FEES - ROADS	119	1,025	0
31-22-710	IMPACT FEES - TOWN BLDGS 2013	226	0	0
31-22-800	IMPACT FEE - REG REC FAC	7,868	0	0
31-22-810	IMPACT FEE - RECREATION 2013	1,871	10,369	0
31-22-900	IMPACT FEE - PARKS	10,362	0	0
31-23-000	IMPACT FEES - TRAILS	41,782	0	0
31-23-350	IMPACT FEES - ADMIN FEES	245	0	0
	SUBTOTAL	62,473	11,394	0
31-23-410	EAST END TRAIL DONATIONS	5,000	5,000	5,000
31-23-440	DARK FIBER LEASE	413	413	413
31-23-450	PINON LAKE FOUNTAIN	1,944	1,944	1,944
31-23-460	FIREWORKS FUND	706	0	0
31-23-520	HEALTH ACCOUNT	127,973	160,833	178,633
31-23-530	COMMUNITY CENTER	23,965	18,965	0
31-23-585	CEMETERY MAINTENANCE FEE	20,400	21,100	14,100
31-23-586	VACATION RENTAL SURCHARGE	14,165	37,665	22,665
31-23-590	RESERVOIR HILL TICKET FEE	19,551	19,551	24,551
31-23-600	PARKS USER ADMISSION FEE	1,197	1,197	1,197
31-23-623	ALLEY HOUSE PARKING IMPROVEMNT	38,500	0	0
	SUBTOTAL	215,315	266,669	248,503
	ENDING FUND BALANCE	277,788	278,063	248,503

LODGER'S TAX FUND

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
REVENUE							
41-31-500	LODGER'S TAX	699,103	781,749	699,103	699,103	940,000	925,000
41-31-505	INTERGOVERNMENTAL REVENUE	266,697	348,885	273,500	273,500	460,000	430,000
41-31-510	VISITOR CENTER REVENUE	1,178	891	1,500	1,500	1,500	1,500
41-31-600	OTHER INCOME	45,000	45,000	25,000	25,000	0	0
41-31-650	MISC REVENUE	8,240	600	0	0	0	0
	ANNUAL REVENUES	1,020,218	1,177,125	999,103	999,103	1,401,500	1,356,500
	PRIOR YEAR CARRY OVER	527,875	667,069	774,701	774,701	922,685	1,337,121
	TOTAL REVENUES	1,548,093	1,844,194	1,773,804	1,773,804	2,324,185	2,693,621
EXPENDITURES							
ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
PERSONNEL							
41-42-110	SALARIES	196,476	171,364	176,822	176,822	176,823	177,441
41-42-111	PART-TIME SALARIES	0	19,626	30,000	30,000	30,000	40,000
41-42-131	FICA	14,220	13,693	15,822	15,822	14,213	16,634
41-42-132	INSURANCE	53,391	55,540	49,150	49,150	49,150	53,472
41-42-134	PENSION	8,266	8,566	12,374	12,374	12,378	12,421
	SUBTOTAL	272,353	268,789	284,168	284,168	282,564	299,968
COMMODITIES							
41-42-205	EXTERNAL MARKETING	397,134	424,799	450,000	450,000	450,000	400,000
41-42-133	TRAVEL/TRAINING	14,195	4,239	5,000	5,000	5,000	15,000
41-42-210	EVENT FUNDING	39,975	7,749	64,000	64,000	64,000	100,000
	SUBTOTAL	451,304	436,787	519,000	519,000	519,000	515,000
CAPITAL PROJECTS							
41-42-221	FISH STOCKING	0	3,500	2,500	2,500	3,000	5,000
41-42-222	INFRASTRUCTURE	27,558	154,782	90,000	90,000	90,000	650,000
41-42-223	WAYFINDING/SIGNAGE	17,256	12,767	15,000	15,000	15,000	15,000
41-42-224	DATA ANALYTICS	38,050	30,750	0	0	0	65,000
	SUBTOTAL	82,864	201,799	107,500	107,500	108,000	735,000
VISITOR INFORMATION							
41-42-326	VISITOR CENTER UTILITIES	5,026	3,911	5,500	5,500	5,500	5,500
41-42-327	VISITOR CENTER JANITORIAL	3,145	7,047	5,000	5,000	5,000	0
41-42-328	VC PRINTING AND PUBLICATION	18,244	18,176	20,000	20,000	20,000	12,500
41-42-329	VISITOR CENTER TECHNOLOGY	587	631	2,500	2,500	2,500	2,500
41-42-330	VC VOLUNTEER APPRECIATION	2,151	142	1,000	1,000	1,000	1,000
41-42-331	OFFICE EXPENSES/TELEPHONE	5,545	10,587	6,000	6,000	7,500	7,500
41-42-235	FULFILLMENT	31,835	12,726	20,000	20,000	20,000	7,500
41-42-	VISITOR CENTER CAPITAL	0	0	0	0	0	30,000
	SUBTOTAL	66,533	53,220	60,000	60,000	61,500	66,500
CONTRACTUAL							
41-42-255	FIREWORKS	10,000	9,294	16,000	16,000	16,000	16,000
	SUBTOTAL	10,000	9,294	16,000	16,000	16,000	16,000
	ANNUAL REVENUES	1,020,218	1,177,125	999,103	999,103	1,401,500	1,356,500
	ANNUAL EXPENDITURES	883,054	969,889	986,668	986,668	987,064	1,632,468
	DIFFERENCE	137,164	207,236	12,435	12,435	414,436	-275,968
	PRIOR YEAR CASH RESERVES	527,875	667,069	774,701	774,701	922,685	1,337,121
	ENDING FUND BALANCE	665,039	874,305	787,136	787,136	1,337,121	1,061,153
	RESTRICTED FOR OPERATING RESERVE	0	0	0	0	0	408,117
	UNRESTRICTED RESERVES	665,039	874,305	787,136	787,136	1,337,121	653,036

- a Assumes 32% increase over 2021 original budget
- b Assumes 57% increase over 2021 original budget
- c Town is no longer administrator of Hot Springs Loop statewide marketing effort, which included grant revenues to manage
- d Assumes in person training/conferences plus IEDC credentialing
- e Increased in 2022 to support more organizations and events
- f Infrastructure items to be approved by PATB, includes \$150k to pickleball courts and other items
- g Data analytics tools, includes MuniRevs lodging tax collection software
- h Moved to capital fund
- i Visitor Center roof replacement 50% to CIP
- j Restricted 3 months expenditure reserve

GEOHERMAL ENTERPRISE FUND

REVENUES

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
SERVICE FEES AND FINES							
55-38-100	GEOHERMAL BILLINGS	40,900	40,770	43,000	43,000	43,000	43,000
55-38-300	GEOHERMAL LEASES	1,197	1,197	1,197	1,197	1,197	1,197
55-38-350	ARP FUNDS	0	0	0	62,032	62,032	62,032
55-38-360	TRANSFER FROM GENERAL FUND	0	0	0	18,959	18,959	0
55-38-400	OTHER REVENUE	0	4,000	15,000	15,000	0	15,000
TOTAL ANNUAL REVENUES		42,097	45,967	59,197	140,188	125,188	121,229
PRIOR YEAR CARRY OVER		119,895	125,940	77,066	77,066	78,727	62,550
TOTAL REVENUES		161,992	171,907	136,263	217,254	203,915	183,779

GEOHERMAL ENTERPRISE FUND

EXPENDITURES

ACCOUNT	DESCRIPTION	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2021 AMENDED BUDGET	2021 ESTIMATE	2022 BUDGET
COMMODITIES							
55-40-202	OFFICE SUPPLIES	0	0	100	100	0	50
55-40-204	POSTAGE	110	150	250	250	0	250
55-40-444	UTILITIES - ELEC & WATER	6,627	7,208	7,500	7,500	9,500	7,500
55-40-242	REPAIR EQUIPMENT/METERS	1,014	1,412	2,000	2,000	0	2,000
55-40-244	REPAIR LEAKS	125	3,184	3,000	3,000	2,000	3,000
55-40-246	NEW PUMP/METERS	1,389	0	900	900	900	1,000
SUBTOTAL		9,265	11,954	13,750	13,750	12,400	13,800
CONTRACTUAL							
55-40-446	LEGAL/ATTORNEY	46	3,231	2,000	2,000	0	2,000
55-40-438	ENGINEERING	0	27,646	2,000	2,000	0	3,000
55-40-448	BOOKKEEPING	5,000	5,000	5,000	5,000	5,000	5,000
55-40-450	PROJECT BONDING AND INSURANCE	1,000	1,000	1,000	1,000	1,000	1,000
55-40-452	CONTRACTUAL SERVICE SANITATION	9,500	9,500	9,500	9,500	9,500	9,500
55-40-456	CONTRACT SERVICES STREETS	4,500	4,500	4,500	4,500	4,500	4,500
SUBTOTAL		20,046	50,877	24,000	24,000	20,000	25,000
CAPITAL IMPROVEMENTS							
55-40-248	LINE REPLACEMENT AND UPGRADES	0	23,606	25,000	83,256	83,256	10,000
55-40-249	VACUUM TRUCK LEASE/PURCHASE	6,742	6,742	6,750	25,709	25,709	6,775
SUBTOTAL		6,742	30,348	31,750	108,965	108,965	16,775
TOTAL GEOHERMAL EXPENDITURES		36,053	93,179	69,500	146,715	141,365	55,575
ANNUAL REVENUES		42,097	45,967	59,197	140,188	125,188	121,229
ANNUAL EXPENDITURES		36,053	93,179	69,500	146,715	141,365	55,575
DIFFERENCE		6,043	-47,212	-10,303	-6,527	-16,177	65,654
PRIOR YEAR CASH RESERVES		119,895	125,940	77,066	77,066	78,727	62,550
ENDING FUND BALANCE		125,938	78,728	66,763	70,539	62,550	128,204
RESTRICTED FOR OPERATING RESERVE		0	0	0	0	0	13,894
UNRESTRICTED RESERVES		125,938	78,728	66,763	70,539	62,550	114,310

- a Assumes seven months of billing at \$5790 per month
- b American Rescue Plan funds for utility infrastructure in 2021 and 2022
- c McCabe Creek line replacement in 2021; planning/engineering for line replacement under Hwy 160 Corridor in 2022 and beyond
- d Lease paid off in 2021; ongoing payment from Geothermal Fund to General Fund
- e Restricted 3 months expenditure reserve



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	2020	2021	2022
ASSESSED VALUATION	62,030,223	61,969,820	68,488,910
MILL LEVY	1.565 Mills	1.559 Mills	1.571 Mills
TOTAL REVENUES	\$97,077	\$96,611	\$107,596

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2022 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 \$ 68,488,910 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: 12/07/2021 for budget/fiscal year 2022 (not later than Dec. 15) (mm/dd/yyyy) (yyyy)

Table with 3 columns: PURPOSE (see end notes for definitions and examples), LEVY², and REVENUE². Rows include General Operating Expenses, Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction, General Obligation Bonds and Interest, Contractual Obligations, Capital Expenditures, Refunds/Abatements, and Other. Total: 1.571 mills, \$ 107,596.

Contact person: (print) April Hessman Daytime phone: (970) 264-4151 ext 237 Signed: [Signature] 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).

New Tax Entity? YES NO

Archuleta County **COUNTY ASSESSOR**

Date 11/17/2021

NAME OF TAX ENTITY: TOWN OF PAGOSA SPRINGS

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

IN ACCORDANCE WITH 39-5-121(2)(a) and 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2021:

1.	PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	1.	\$ <u>61,969,820</u>
2.	CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: ‡	2.	\$ <u>68,488,910</u>
3.	LESS TOTAL TIF AREA INCREMENTS, IF ANY:	3.	\$ <u>0</u>
4.	CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	4.	\$ <u>68,488,910</u>
5.	NEW CONSTRUCTION: *	5.	\$ <u>725,320</u>
6.	INCREASED PRODUCTION OF PRODUCING MINE: ≈	6.	\$ <u>0</u>
7.	ANNEXATIONS/INCLUSIONS:	7.	\$ <u>14,630</u>
8.	PREVIOUSLY EXEMPT FEDERAL PROPERTY: ≈	8.	\$ <u>0</u>
9.	NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND (29-1-301(1)(b), C.R.S.): ◊	9.	\$ <u>0</u>
10.	TAXES RECEIVED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(a), C.R.S.). Includes all revenue collected on valuation not previously certified:	10.	\$ <u>\$0.65</u>
11.	TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) and (39-10-114(1)(a)(I)(B), C.R.S.):	11.	\$ <u>\$960.58</u>

- ‡ 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 to the Division of Local Government respective Certifications of Impact in order for the values to be treated as growth in the limit calculation; use Forms DLG 52 & 52A.
- ◊ Jurisdiction must apply to the Division of Local Government before the value can be treated as growth in the limit calculation; use Form DLG 52B.

USE FOR TABOR "LOCAL GROWTH" CALCULATION ONLY

IN ACCORDANCE WITH ART. X, SEC. 20, COLO. CONSTITUTION AND 39-5-121(2)(b), C.R.S., THE Archuleta County County ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2021:

1.	CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: ¶	1.	\$ <u>445,211,327</u>
ADDITIONS TO TAXABLE REAL PROPERTY			
2.	CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: *	2.	\$ <u>8,948,071</u>
3.	ANNEXATIONS/INCLUSIONS:	3.	\$ <u>50,380</u>
4.	INCREASED MINING PRODUCTION: §	4.	\$ <u>0</u>
5.	PREVIOUSLY EXEMPT PROPERTY:	5.	\$ <u>452,670</u>
6.	OIL OR GAS PRODUCTION FROM A NEW WELL:	6.	\$ <u>0</u>
7.	TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT: (If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.):	7.	\$ <u>0</u>

DELETIONS FROM TAXABLE REAL PROPERTY

8.	DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	8.	\$ <u>58,110</u>
9.	DISCONNECTIONS/EXCLUSIONS:	9.	\$ <u>0</u>
10.	PREVIOUSLY TAXABLE PROPERTY:	10.	\$ <u>4,274,110</u>

- ¶ This includes the actual value of all taxable real property plus the actual value of religious, private school, and charitable real property.
- * Construction is defined as newly constructed taxable real property structures.
- § Includes production from new mines and increases in production of existing producing mines.

IN ACCORDANCE WITH 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS:
 TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY **\$433,576,290**

IN ACCORDANCE WITH 39-5-128(1.5), C.R.S., THE ASSESSOR PROVIDES:
 HB21-1312 ASSESSED VALUE OF EXEMPT BUSINESS PERSONAL PROPERTY (ESTIMATED): ** **\$514,530**

*** The tax revenue lost due to this exempted value will be reimbursed to the tax entity by the County Treasurer in accordance with 39-3-119.5(3), C.R.S.

NOTE: ALL LEVIES MUST BE CERTIFIED to the COUNTY COMMISSIONERS NO LATER THAN DECEMBER 15.

DEBT SERVICE



Town Maintenance Facility



Debt Service List

<u>Name</u>	<u>2022 Payment</u>	<u>Year End Balance</u>
UMB 8 th Street Lease/Purchase	\$188,062.50	\$2,922,950.00
Zion's Bank Lease/Purchase	\$248,848.20	\$2,874,041.00
Canon Copier Lease (Administration)	\$ 993.00	\$ 2,482.50
AltaLink Copier Lease (Parks & Rec)	\$ 2,081.04	\$ 4,162.34
Xerox Copier Lease (Courts)	\$ 1,380.36	\$ 5,522.00

Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

UMB 8th Street Lease/Purchase

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

EXHIBIT D**BASE RENTAL PAYMENT SCHEDULE**

<u>Base Rental Payment Date</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Total</u>
11/15/2019	\$220,000.00	\$28,887.75	\$248,877.75
05/15/2020	--	40,538.75	40,538.75
11/15/2020	167,000.00	40,538.75	207,538.75
05/15/2021	--	38,142.30	38,142.30
11/15/2021	172,000.00	38,142.30	210,142.30
05/15/2022	--	35,674.10	35,674.10
11/15/2022	176,000.00	35,674.10	211,674.10
05/15/2023	--	33,148.50	33,148.50
11/15/2023	182,000.00	33,148.50	215,148.50
05/15/2024	--	30,536.80	30,536.80
11/15/2024	187,000.00	30,536.80	217,536.80
05/15/2025	--	27,853.35	27,853.35
11/15/2025	192,000.00	27,853.35	219,853.35
05/15/2026	--	25,098.15	25,098.15
11/15/2026	198,000.00	25,098.15	223,098.15
05/15/2027	--	22,256.85	22,256.85
11/15/2027	203,000.00	22,256.85	225,256.85
05/15/2028	--	19,343.80	19,343.80
11/15/2028	209,000.00	19,343.80	228,343.80
05/15/2029	--	16,344.65	16,344.65
11/15/2029	215,000.00	16,344.65	231,344.65
05/15/2030	--	13,259.40	13,259.40
11/15/2030	221,000.00	13,259.40	234,259.40
05/15/2031	--	10,088.05	10,088.05
11/15/2031	228,000.00	10,088.05	238,088.05
05/15/2032	--	6,816.25	6,816.25
11/15/2032	234,000.00	6,816.25	240,816.25
05/15/2033	--	3,458.35	3,458.35
11/15/2033	241,000.00	3,458.35	244,458.35



**SCHEDULE TO MASTER AGREEMENT
(Imaging Equipment)**

MASTER AGREEMENT NO.
1660295-000

APPLICATION NO.
1660295

AGREEMENT/SCHEDULE NO.
1660295-001

CUSTOMER ("YOU" or "YOUR")

FULL LEGAL NAME: Town of Pagosa Springs
ADDRESS: 551 HOT SPRINGS BLVD, PAGOSA SPRINGS, CO 81147

MASTER AGREEMENT

REFERS TO THE AGREEMENT BETWEEN CUSTOMER AND OWNER IDENTIFIED IN OWNER'S RECORDS BY THE MASTER AGREEMENT NO. ABOVE.

DESCRIPTION OF EQUIPMENT, IMAGE ALLOWANCE AND EXCESS CHARGES

QTY	TYPE, MAKE, MODEL NUMBER, AND INCLUDED ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	BEGINNING METER READING		MONTHLY IMAGE ALLOWANCE		EXCESS PER IMAGE CHARGE (PLUS TAX)	
			B&W	COLOR	B&W	COLOR	B&W	COLOR
1	Canon imageRUNNER ADVANCE DX C5735i				4,500	0	\$0.0035	\$0.035
1	Canon Cassette Feeding Unit-AM1							
1	Canon Inner Finisher-H1							
TOTAL CONSOLIDATED MONTHLY IMAGE ALLOWANCE AND EXCESS PER IMAGE CHARGES (IF CONSOLIDATED)								

EQUIPMENT LOCATION:

METER FREQUENCY: Quarterly

SEE ATTACHED EQUIPMENT OR GROUP BILLING SCHEDULE

* THE CONSOLIDATED IMAGE ALLOWANCE AND EXCESS PER IMAGE AMOUNTS SHOWN ABOVE (OR ON THE ATTACHED EQUIPMENT OR GROUP BILLING SCHEDULE), IF ANY, APPLIES TO (CHECK ONE): EQUIPMENT INSTALLED UNDER THIS SCHEDULE ONLY, OR EQUIPMENT INSTALLED UNDER THIS SCHEDULE, TOGETHER WITH EQUIPMENT LISTED ON ANY OTHER APPLICABLE SCHEDULES TO MASTER AGREEMENT (FOR IMAGING EQUIPMENT) (I.E., AN AGGREGATE CONSOLIDATION). IF NO IMAGE ALLOWANCE OR EXCESS PER IMAGE AMOUNTS ARE SHOWN ABOVE (OR ON THE ATTACHED EQUIPMENT OR GROUP BILLING SCHEDULE), IMAGES MADE ON THE EQUIPMENT UNDER THIS SCHEDULE WILL BE INCLUDED IN DETERMINING YOUR IMAGE AND OVERAGE CHARGES UNDER THE APPLICABLE PRIOR SCHEDULE TO MASTER AGREEMENT.

TERM (CHECK ONE TERM OPTION)

TERM: THE END OF THE TERM OF THIS SCHEDULE IS THE END OF THE TERM OF THE SCHEDULE TO MASTER AGREEMENT IDENTIFIED AS SCHEDULE NO. _____

TERM IN MONTHS: 48 (APPLIES TO THIS SCHEDULE ONLY)

PAYMENT (CHECK ONE TERM OPTION)

MONTHLY BASE PAYMENT AMOUNT: \$3275 (PLUS TAX) (INCLUDES AMOUNTS DUE UNDER THIS SCHEDULE ONLY)

TOTAL CONSOLIDATED MONTHLY BASE PAYMENT AMOUNT: \$ _____ (PLUS TAX) (INCLUDES AMOUNTS DUE UNDER THIS SCHEDULE AND ANY OTHER APPLICABLE SCHEDULES TO THE MASTER AGREEMENT (FOR IMAGING EQUIPMENT) DURING THE TERM THEREOF)

ADDITIONAL TERMS AND CONDITIONS

IMAGE ALLOWANCE CHARGES AND OVERAGES. You are entitled to make the total number of images shown under Image Allowance Per Machine (or Total Consolidated Image Allowance, if applicable) each period during the term of this Agreement. If you make more than the allowed images in any period, you will pay us an additional amount equal to the number of the excess images made during such period multiplied by the applicable Excess Per Image Charge. Regardless of the number of images made in any period, you will never pay less than the Base Payment Amount. You agree to provide us with the actual meter readings on any business day as designated by us; we may estimate the number of images used if such meter readings are not received within five days after being requested. We will adjust the estimate charge for excess images upon receipt of actual meter readings. You agree that the Base Payment Amount and the Excess Per Image Charges may be proportionately increased at any time if our estimated average page coverage is exceeded. After the end of the first year of this Schedule and not more than once each successive twelve-month period thereafter, the Base Payment Amount and the Excess Per Image Charges (and, at our election, the Base Payment Amount and Excess Per Image Charges under any other schedules for imaging equipment between you and us that incorporate the terms of the Master Agreement) may be increased by a maximum of 15% of the then existing payment or charge. Images made on equipment marked as not financed under this Agreement will be included in determining your image and overage charges.

APPLICABLE TO GOVERNMENTAL ENTITIES ONLY

You hereby represent and warrant to us that as of the date of the Agreement: (a) the individual who executed the Agreement had full power and authority to execute the Agreement on your behalf; (b) all required procedures necessary to make the Agreement a legal and binding obligation against you have been followed; (c) the Equipment will be operated and controlled by you and will be used for essential government purposes for the entire term of the Agreement; (d) that all payments due and payable for the current fiscal year are within the current budget and are within an available, unexpended, and unencumbered appropriation; (e) you intend to pay all amounts payable under the terms of the Agreement when due, if funds are legally available to do so; (f) your obligations to remit amounts under the Agreement constitute a current expense and not a debt; under applicable state law; (g) no provision of the Agreement constitutes a pledge of your tax or general revenues; and (h) you will comply with any applicable information reporting requirements of the tax code, which may include 8038-G or 8038-GC Information Returns. If funds are not appropriated to pay amounts due under the Agreement for any future fiscal period, you shall have the right to return the Equipment and terminate the Agreement on the last day of the fiscal period for which funds were not appropriated, without penalty or additional expense to you (other than the expense of returning the Equipment to the location designated by us), provided that at least thirty (30) days prior to the start of the fiscal period for which funds were not appropriated, your Chief Executive Officer (or Legal Counsel) delivers to us a certificate (or opinion) certifying that (a) you are a state or a fully constituted political subdivision or agency of the state in which you are located; (b) funds have not been appropriated for the applicable fiscal period to pay amounts due under the Agreement; (c) such non-appropriation did not result from any act or failure to act by you; and (d) you have exhausted all funds legally available for the payment of amounts due under the Agreement. You agree that this paragraph shall only apply if, and to the extent that, state law precludes you from entering into the Agreement if the Agreement constitutes a multi-year unconditional payment obligation.

AGREEMENT

This Schedule to Master Agreement ("Schedule"), together with the preprinted terms of the Master Agreement (as amended), constitutes an agreement between Customer and Owner with respect to the equipment referenced herein (or on the attached Equipment or Group Billing Schedule) (excluding equipment marked as not financed under this Schedule), separate and distinct from any other Schedule to Master Agreement entered into between Customer and Owner pursuant to the Master Agreement. Customer agrees to be bound by the terms of this Schedule, which includes the preprinted terms of the Master Agreement (as amended), and agrees this Schedule shall constitute an "Agreement" as such term is used in the Master Agreement. The original of this Schedule shall be that copy which: (A) bears (i) the original or a facsimile of your manually applied signature, or (ii) evidence of a stamped or electronically applied replica of your signature or other indication of your intent to enter into this Schedule; and (B) bears the original of our manually applied signature. If any provision in this Schedule conflicts with a provision in the Master Agreement, the provision in this Schedule shall control. This Schedule shall commence on the date of our acceptance.

CUSTOMER'S AUTHORIZED SIGNATURE

ONCE YOU SIGN THIS SCHEDULE AND OWNER ACCEPTS IT, THIS SCHEDULE WILL BE NON-CANCELABLE FOR THE FULL TERM.

Town of Pagosa Springs

CUSTOMER

[Signature]
SIGNATURE

Andrea Phillips, Town Manager
PRINT NAME & TITLE

4/8/12
DATE

OWNER ("WE", "US", "OUR")

Capital Business Systems Inc.

OWNER

[Signature]
SIGNATURE

Docs. Spec.
PRINT NAME & TITLE

DATE

7052 Commerce Cir Ste 120, Cheyenne, WY 82007-1858

CERTIFICATE OF DELIVERY AND ACCEPTANCE

The Customer hereby certifies that all the Equipment: 1) has been received, installed, and inspected, and 2) is fully operational and unconditionally accepted.

SIGNATURE: X

NAME AND TITLE:

DATE:

PAGECONNECT AGREEMENT

GREATAMERICA FINANCIAL SERVICES CORPORATION
 625 FIRST STREET SE, CEDAR RAPIDS IA 52401
 PO BOX 609, CEDAR RAPIDS IA 52406-0609



AGREEMENT NO.: 1492298

CUSTOMER ("YOU" OR "YOUR")

FULL LEGAL NAME: Pagosa Springs, Town of

ADDRESS: PO Box 1859 Pagosa Springs CO 81147-1859

VENDOR (VENDOR IS NOT OUR AGENT AND IS NOT AUTHORIZED BY US TO ACT ON OUR BEHALF OR TO WAIVE OR ALTER ANY PROVISION OF THIS AGREEMENT)

Toner Mountain Pagosa Springs, CO

EQUIPMENT AND PAYMENT TERMS SEE ATTACHED SCHEDULE

TYPE, MAKE, MODEL NUMBER, SERIAL NUMBER, AND INCLUDED ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	BEGINNING METER READING		MONTHLY IMAGE ALLOWANCE		EXCESS PER IMAGE CHARGE (PLUS TAX)	
		B&W	COLOR	B&W	COLOR	B&W	COLOR
1 Xerox AltaLink C8030/T2 with four-tray module System	<input type="checkbox"/>					.0119	.0799
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						
TOTAL CONSOLIDATED MONTHLY IMAGE ALLOWANCE AND EXCESS PER IMAGE CHARGES (IF CONSOLIDATED)							

EQUIPMENT LOCATION: As Stated Above METER FREQUENCY: Monthly

TERM IN MONTHS: 63 MONTHLY BASE PAYMENT AMOUNT*: \$173.42 (*PLUS TAX) PURCHASE OPTION*: Fair Market Value

CONTRACT

THIS AGREEMENT IS NON-CANCELABLE AND IRREVOCABLE. IT CANNOT BE TERMINATED. PLEASE READ CAREFULLY BEFORE SIGNING. THIS AGREEMENT AND ANY CLAIM RELATED TO THIS AGREEMENT SHALL BE GOVERNED BY THE LAWS OF THE STATE OF IOWA. ANY DISPUTE WILL BE ADJUDICATED IN A FEDERAL OR STATE COURT IN LINN COUNTY, IOWA. YOU HEREBY CONSENT TO PERSONAL JURISDICTION AND VENUE IN SUCH COURTS AND WAIVE TRANSFER OF VENUE. EACH PARTY WAIVES ANY RIGHT TO A JURY TRIAL.

CUSTOMER'S AUTHORIZED SIGNATURE

BY SIGNING THIS PAGE, YOU REPRESENT TO US THAT YOU HAVE RECEIVED AND READ THE ADDITIONAL TERMS AND CONDITIONS APPEARING ON THE SECOND PAGE OF THIS TWO-PAGE AGREEMENT. THIS AGREEMENT IS BINDING WHEN WE EXECUTE THIS AGREEMENT AND PAY FOR THE EQUIPMENT.

(As Stated Above) X [Signature] DANIELS & REC DIRECTOR 09/19
 CUSTOMER SIGNATURE PRINT NAME & TITLE DATE

OWNER ("WE", "US", "OUR")

GreatAmerica Financial Services Corporation
 OWNER SIGNATURE PRINT NAME & TITLE DATE

UNCONDITIONAL GUARANTY

The undersigned, jointly and severally if more than one, unconditionally guarantee(s) that the Customer will timely perform all obligations under the Agreement. The undersigned also waive(s) any notification if the Customer is in default and consent(s) to any extensions or modifications granted to the Customer. In the event of default, the undersigned will immediately pay all sums due under the terms of the Agreement without requiring us to proceed against Customer or any other party or exercise any rights in the Equipment. The undersigned, as to this guaranty, agree(s) to the designated forum and consent(s) to personal jurisdiction, venue, and choice of law as stated in the Agreement, agree(s) to pay all costs and expenses, including attorney fees, incurred by us related to this guaranty and the Agreement, waive(s) a jury trial and transfer of venue, and authorize(s) obtaining credit reports.

SIGNATURE: X INDIVIDUAL: _____ DATE: _____

SIGNATURE: X INDIVIDUAL: _____ DATE: _____

PAGECONNECT AGREEMENT



GREATAMERICA FINANCIAL SERVICES CORPORATION
625 FIRST STREET SE, CEDAR RAPIDS IA 52401
PO BOX 609, CEDAR RAPIDS IA 52406-0609

AGREEMENT NO: **1633175**

CUSTOMER ("YOU" OR "YOUR")

FULL LEGAL NAME: **Pagosa Springs, Town of**

ADDRESS: **PO Box 1859 Pagosa Springs CO 81147-1859**

VENDOR (VENDOR IS NOT OUR AGENT AND IS NOT AUTHORIZED BY US TO ACT ON OUR BEHALF OR TO WAIVE OR ALTER ANY PROVISION OF THIS AGREEMENT)

Toner Mountain Pagosa Springs, CO

EQUIPMENT AND PAYMENT TERMS SEE ATTACHED SCHEDULE

TYPE, MAKE, MODEL NUMBER, SERIAL NUMBER, AND INCLUDED ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	BEGINNING METER READING		MONTHLY IMAGE ALLOWANCE		EXCESS PER IMAGE CHARGE (PLUS TAX)	
		B&W	COLOR	B&W	COLOR	B&W	COLOR
1 Xerox VersaLink C7020/SM2 Xerox VersaLink C7020	<input type="checkbox"/>					.015	.089
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TOTAL CONSOLIDATED MONTHLY IMAGE ALLOWANCE AND EXCESS PER IMAGE CHARGES (IF CONSOLIDATED)							

EQUIPMENT LOCATION: **As Stated Above** METER FREQUENCY: **Monthly**

TERM IN MONTHS: **63** MONTHLY BASE PAYMENT AMOUNT: **\$115.03** (*PLUS TAX) PURCHASE OPTION*: **Fair Market Value**

CONTRACT

THIS AGREEMENT IS NON-CANCELABLE AND IRREVOCABLE. IT CANNOT BE TERMINATED. PLEASE READ CAREFULLY BEFORE SIGNING. THIS AGREEMENT AND ANY CLAIM RELATED TO THIS AGREEMENT SHALL BE GOVERNED BY THE LAWS OF THE STATE OF IOWA. ANY DISPUTE WILL BE ADJUDICATED IN A FEDERAL OR STATE COURT IN LINN COUNTY, IOWA. YOU HEREBY CONSENT TO PERSONAL JURISDICTION AND VENUE IN SUCH COURTS AND WAIVE TRANSFER OF VENUE. EACH PARTY WAIVES ANY RIGHT TO A JURY TRIAL.

CUSTOMER'S AUTHORIZED SIGNATURE

BY SIGNING THIS PAGE, YOU REPRESENT TO US THAT YOU HAVE RECEIVED AND READ THE ADDITIONAL TERMS AND CONDITIONS APPEARING ON THE SECOND PAGE OF THIS TWO-PAGE AGREEMENT. THIS AGREEMENT IS BINDING WHEN WE EXECUTE THIS AGREEMENT AND PAY FOR THE EQUIPMENT.

(As Stated Above) X *Andrea Phillips* Andrea Phillips, Town Manager 1/19/21
CUSTOMER SIGNATURE PRINT NAME & TITLE DATE

OWNER ("WE", "US", "OUR")

GreatAmerica Financial Services Corporation
OWNER SIGNATURE PRINT NAME & TITLE DATE