



Town of Pagosa Springs Adopted Budget 2024

Fiscal Year January 1, 2024 to December 31, 2024

Adopted December 5, 2023

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Snowy Mountains



Town Council

Shari Pierce

Mayor

Madeline Bergon

At Large

Mat deGraaf

At Large

Matt DeGuise

At Large – Mayor Pro-tem

Brooks Lindner

At Large

J Leonard Martinez

At Large

Gary Williams

At Large

Management Staff

Gregory J. Schulte

Interim Town Manager

April Hessman

Town Clerk/Finance Director

Jennifer Green

Tourism Director

Karl Johnson

Public Works Director

Darren Lewis

Parks and Recreation Director

William Rockensock

Chief of Police

James Dickhoff

Community Development
Director

Candace Dzielak

Municipal Court Administrator

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TOWN OF PAGOSA SPRINGS 2024 BUDGET MESSAGE

Gregory J. Schulte
Interim Town Manager

INTRODUCTION

The 2024 Budget reflects the spending priorities of the Town Council and the Pagosa Springs community. Goals and objectives for the Council and the Departments for 2024 are included within the document for reference.

In a significant development, the revenue outlook for the Town of Pagosa Springs (Town) is changing. At the time of this writing, sales tax is expected to not meet the budgeted revenue for 2023 and is projected to **decrease** by approximately 6% compared to budget. For 2024 sales tax is expected to plateau and remain at the same level compared to year end 2023. Sales tax is, by far, the most important revenue for the Town. Indeed, for the General Fund sales tax represents about 80% of total revenue and for the Capital Fund, it represents about 74% of the funding.

For about a decade, the Town has enjoyed consistent year-over-year increases in the growth of sales tax. A decade ago, the total sales tax for the Town was \$4.1 million. For 2024, total sales tax is projected to be about \$8.8 million, or more than double. While a decade is a significant time period, it only illustrates the point that things are now different for the Town.

Further, Pagosa Springs has experienced the effects of inflation, increasing housing prices, and decreased housing availability. This has resulted in the Town struggling to attract and retain employees to carry out the work entrusted to them by the community. A stable and vibrant workforce is absolutely essential to providing all Town services and maintaining all the Town infrastructure. The Town provides a very robust and quality number of services and amenities for its constituency, but without the proper staff levels, the Town will not be able to fully achieve the greatness the community deserves. For the 2024 Budget, changes to staff compensation are being included to help address this very important issue.

Primary measures of economic activity for the Town are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. As mentioned, sales tax is plateauing, but lodger's tax is also decreasing. Unfortunately, the unemployment rate has increased to 6.1% while it was 3% at the same time last year. Building permits remain relatively stable. The population continues to grow in both Town limits and in the unincorporated areas of Archuleta County but at lower rates than in years prior. The overall picture appears to show that the economy for the community is stable but cooling a bit.

Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and on the specific budget pages.

For many years, at the beginning of the fiscal year Council has adopted a policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and expenditure reductions that should take into account the relative value of specific programs or services provided to the community. In 2023, the Town engaged consultants from the Government Finance Officers Association (GFOA) to assess Town fiscal policies and make recommendations going forward. As a result, GFOA and staff are recommending the Town Council consider a different approach regarding reserve policies that would take the place of the prior adopted policy. In addition, the Council will see a slightly different formatting to the budget pages in the document that reflects the GFOA recommendations.

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 2024 is \$12,208,013 and the total expenditures for the six funds are \$12,423,791. The total projected year-end capital reserves for five funds (not including the trust account) are \$6,851,953. Overall, the Town continues to be in a healthy financial position.

General Fund

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

Revenues

As indicated above, the main source 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 2024 is estimated to be \$5.5 million not including the carryover cash from the prior year. Of that amount, 80% or \$4.4 million is anticipated to come from sales tax. For 2024, sales tax is projected to be the same as the year-end estimate for 2023.

The staff is projecting the Town taxes will end the year approximately 6% **lower** at the end of 2023 compared to the original budget. Revenues in 2021 and 2022 were at record amounts due to high visitation during the height of the pandemic and recovery period. While 2023 was expected to not be at the levels of 2021 and 2022, it was thought that there would be at least a modest increase compared to 2022. The amount projected was a 3.5 increase in 2023 compared to 2022.

The next largest revenue category for the General Fund is Charges for Services and is budgeted at \$203,264. A very close third largest stream is Licenses & Permits, which is budgeted to be \$193,000. Property tax amounts to \$134,959 or a 25% increase compared to 2023 due to the increase in property valuations. The other revenue categories are Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Leases and Rents, and Miscellaneous. The projected 2023 year-end fund balance is \$5.1 million in the general fund. Due to the recommended changes in approach to reserves and formatting, reserves will be portrayed in a different way.

Expenditures

Expenditures within the General Fund in 2024 are expected to total approximately \$5.7 million and are encompassed in five major categories. The categories are: General Government, Public Safety, Recreation, Initiatives & Economic Development, and Other. The majority of expenses are in the General Government category and include administrative costs such as the Administration Department, Municipal Court, and the Community Development Department which includes the Building/Fire Safety Division, Planning Division, Projects and Housing Division. Of the \$5.7 million in planned expenditures, \$2.7 million is in General Government, which represents a decrease of 16% from the 2023 budget. In Public Safety, \$2 million is budgeted for 2024, which is a 27% increase over the 2023 budget. The 2024 budget is \$816,002 in the Recreation category, which includes spending on the Ross Aragon Community Center operations. Initiatives & Economic Development includes funding for Service Organizations and Economic Development/Town Council Initiatives and is budgeted for \$188,000 in 2024.

With planned expenditures of \$5,720,570 and anticipated revenues of \$5,544,853, the General Fund is projected to need to spend into reserves by \$175,716. The General Fund will remain with a total ending fund balance of \$4,989,193 at the end of 2024. The almost \$5.0 million consists of two Reserve components as recommended by the GFOA recommendations:

- Operating Reserve. This Reserve contains up to three months of cash reserve as recommended by the GFOA for budgetary purposes, the amounts are all more than the three percent TABOR expenditure reserve. The 2024 budgeted amount is \$1.4 million and is intended for emergency circumstances or declines in the economy, particularly a reduction in sales tax. To be clear, this reserve would serve to solve declines rather than implementing the prior adopted Resolutions that specify current-year cuts. The belief is that it is better and more stable for the organization to correct a current year problem with reserves, and to cure the structural deficit in the following fiscal year.
- The second element is the newly recommended General Fund Capital Reserve in a budgeted amount of \$3.5 million. As recommended by GFOA the intent of these funds are restricted to one-time expenditures that would only be expended for one-time opportunities or, more importantly, for future planned but extraordinary capital projects – such as wastewater treatment upgrades.

Some additional specific notes about General Fund expenses for 2024 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 2024 budget for Community Engagement/Service Organizations has been removed to assist in addressing Town Council goals and objectives. An additional \$416,000 is budgeted in the Police Department for Combined Dispatch, the Axis Health Acute Treatment Unit, the Humane Society, and Archuleta County Victims Assistance (Rise Above Violence).

2. Funds for Economic Development/ Town Council Initiatives include support for economic development management, early childcare and education, and college scholarships for high school students. The 2024 Budget includes a total of \$188,000 for these initiatives. Funding for Early Childhood Education is budgeted at \$88,000, with allocations to be determined by the Town Council in April 2024. The \$88,000 is a reduction from \$100,000 in 2023 but represents a return to the funding formula used in prior years of 2% of sales tax revenue. College scholarships for local students continue to be budgeted at \$10,000 for 2024. In addition, \$40,000 is budgeted for supporting an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation (CDC), as in prior years. This includes annual support to the CDC for \$25,000 and \$15,000 towards the Community Resources Grant Writer, which is housed under the CDC. Finally, the Main Street Program funds are budgeted under the CDC at a total of \$50,000 for a portion of the Main Street Coordinator as well as program support.

3. For the third successive year, and consistent with Council action on September 21, 2023, 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 2024, this position continues to 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.

4. Funds continue to be included for a contracted Communications Manager to assist the Town in sharing information with the public and providing public engagement opportunities on community issues. For 2024, \$25,000 is included in the Administration budget.

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 2024, it is anticipated that approximately \$119,202 will be received from CDOT and the State of Colorado Department of Parks & Wildlife.

For 2024, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$5,129,370, with the largest non-grant or lease source (86% or \$4.4 million) deriving from sales tax. For 2024, the Operating Reserve is estimated to be \$922,552 and the Capital Fund Capital Reserves are \$2,486,060.

Expenditures

Beginning for the 2024 Fiscal Year, the planning approach for the Capital Improvement Plan (CIP) will shift to a 5-year planning horizon. Going forward, the CIP will be for the 2024 – 2028 planning period. After careful review and with the advice of the Town’s fiscal consultants from GFOA, the prior 10-year planning horizon was deemed to be too speculative given the dynamics of the local, state, and national economy and, in the end, not helpful when trying to use the document as a financial planning document. Indeed, projects and estimated expenses in the prior 10-year plan were either not provided or largely uninformed guesses beyond the 5-year point. The CIP Plan will continue to be updated on an annual basis and further refined to include better and more precise budget estimates.

The CIP is subject to change each year with amendments in Council priorities and availability of funding sources. As in the past, in 2024 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 2024 and beyond.

This fund pays for capital projects for almost all departments of the Town and includes general government, police, community development, parks, streets, sidewalks, trails, and town facilities. In addition, the Capital Improvement Fund encompasses 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 Fleet/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 includes 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 the construction of the Town Maintenance Facility began in 2019 and are estimated at \$248,074 in 2024, while the 8th Street reconstruction payment is \$185,263. The 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 Funds based on the new debt schedule.

For 2024, the total annual revenue from all sources is estimated to be \$5,129,370 and the projected expenditures out of the Capital Improvement Fund are anticipated to also total \$5,267,864. This means that the Town is projecting to spend into reserves by \$138,494.

Notable capital projects for 2024 that are not currently budgeted include but are not limited to the following:

- Continued street maintenance projects on multiple streets per the Pavement Assessment Plan.
- The Town’s share of funding (\$800,000) for the Main Street Reconstruction Project headed up by CDOT that will reconstruct the roadway and streetscape on Highway 160 from 8th Street to 1st Street. As a multi-year project, the Town will need to program additional funding for each year the project is under construction. At the time of this writing, the project is anticipated to be let for bid in December 2023 with bids due in early 2024, with the project anticipated to take two construction seasons.
- Carried over from 2023 due to CDOT delays, the construction of the Piedra Road intersection improvements at Hwy 160 as part of the “Harman Hill Phase” of the Town to Pagosa Lakes Trail as part of the CDOT Main Street Reconstruction Project.
- River restoration projects, including the Yamaguchi South and Gateway access improvements.

- Sidewalk program replacement and repairs, including new sections.
- Drainage maintenance and new culverts in areas of Town such as “Dog Alley” and Trinity Lane.

Lodger’s Tax Fund

The Lodger’s Tax Fund is completely funded by taxes collected from visitors staying at local lodging establishments. Revenues are derived from the Town and County lodging taxes, rates for which are 4.9% and 2%, respectively. Archuleta County has been a participant with the Pagosa Area Tourism Board and effective November 7, 2023, a new IGA between the Town and County was successfully negotiated designating board seats, and expenditure specifications.

Despite a temporary downturn during the COVID-19 pandemic, the Town was fortunate to see growth in lodger’s tax proceeds in the past several years. However, in 2023, lodger’s tax revenues are expected to be \$1,199,376 instead of the budgeted amount of \$1,376,500. This results in a decrease of approximately \$177,000, or 13% for 2023.

Revenues

For 2024, the Town’s portion of the lodger’s tax is expected to be \$700,000. This represents a 7.0% decrease over the 2023 estimated year-end of \$750,000. The County’s portion of the lodger’s tax is estimated to be about \$400,000 in 2024, a 6% decrease over the 2023 estimated year-end amount of \$425,000. In 2020 and 2021 visitation trends around the state were skewed high in many mountain towns and destination areas due to the pandemic. Also, in September 2023 \$500,000 in Lodgers Tax Fund Balance was transferred to the Trust / Impact Fund to reserve for a future Event Venue.

The trends appear to be slowing in rates of growth, with visitation still reasonably strong, but slightly decreasing. Including a small amount of interest, grants, and transfer revenue, the total revenue for the Lodger’s Tax Fund is projected to be \$1,192,092 in 2024. For fiscal year 2024, the Lodgers Tax Fund is projected to have \$333,786 in Operating Reserves and \$668,248 in Capital Reserves.

Expenditures

Expenditures for the Lodger’s Tax Fund are categorized as Personnel, Commodities, Property Services, and Purchased Services. Personnel costs include the Tourism Director and administration, staff for the visitor center operations, and marketing manager. Most of the expenses for Purchased Services are for external marketing, event funding and event marketing, travel, and visitor center maintenance. Property Services are largely for the Visitor Center. Total expenses for 2024 are expected to be \$1,192,092, which means the Lodger’s Tax is limiting expenditures to match the revenue received in 2024, and no change in fund balance.

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 2024.

Revenues

The Town receives a Conservation Trust allocation annually which has averaged around \$20,000 each year. The anticipated total revenue in 2024 is \$20,000 for the Town’s allocation and \$60,000 from Archuleta County for a total of \$80,000. Including the 2023 estimated year-end surplus of \$58,419, the total funding available is \$138,419.

Expenditures

Conservation Trust Funds are budgeted to be spent for several projects in 2024. Total expenditures for 2024 are estimated at \$92,100, which means spending into reserves by \$12,100. The expenditures are slated for park improvement and maintenance projects in Centennial, Reservoir Hill, and Dr. Mary Fisher Parks. The estimated ending operating reserves for 2024 are \$46,319.

Geothermal Enterprise Fund

The Town operates a geothermal heating system that provides heat to 36 customers (residences, businesses, churches, and heating for sidewalks) as well as leasing raw 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. Fees are anticipated to increase in 2023 and in the following years. The estimated user fees to be collected in 2024 are \$50,000. The Town leases raw geothermal water from its wells to two private users and both Agreements will expire at the end of 2023. Negotiations are presently underway and the budgeted annual revenue of \$63,197 includes \$13,197 of raw geothermal lease revenue. The anticipated total revenue in this Fund in 2024 is \$63,197. For 2024, the Geothermal Fund is estimated to have \$8,340 in Operating Reserves and \$92,275 in Capital Reserves.

Expenditures

The expenditures are consistent with other departments with most expenses in the Property Services category. Expenses are primarily for repairs and general maintenance of the system. In 2020, an engineering assessment of the system was conducted, which revealed that attention should be paid to the replacement of aging geothermal lines. In 2021, \$25,000 was budgeted to replace sections of the 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 \$80,527. Future year's capital expenditure includes the purchase of a fusing machine at \$9,000 to assist staff with making line upgrades. Total expenses for all categories are anticipated to total \$50,000.

Trust / Impact Fees 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 specific purposes such as road improvements, public facilities, parks, and trails. The Town has 13 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 were 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.

Revenues in 2024 are expected in the health account, reservoir hill ticket fee, cemetery perpetual maintenance, vacation rental surcharges, and workforce housing fees. The Town has spent down the balances for the impact fee accounts on permissible projects in 2022. In the Trust accounts, \$177,524 is anticipated to be spent on the Town's Health Account, improvements to Reservoir Hill (from the ticket fee), parks, and the annual Festival of Trees event.

At the September 21st, 2023, Council Meeting it was approved to create a new Trust Account line item for a future Event Venue, and \$500,000 in funding was transferred to that line item from the Lodgers Tax Fund.

In 2024, expenditures out of the trust/impact fees accounts are estimated to total \$177,524, which leaves a balance within all accounts of approximately \$984,203 million for the year.

Assessed Valuation and Mill Levies

The Town of Pagosa Springs' preliminary assessed valuation for 2023 is \$86,456,960 (a 26% increase compared to 2022). The Town Mill Levy at 1.561 Mills, will generate \$134,959 in property taxes for the Town in 2024.

Staffing and Compensation

In 2024, the Town will employ 62 full-time equivalents (FTE) employees, which equates to 58 full-time employees, 8 part-time employees, and approximately 25 seasonal employees. For 2024, the following staffing adjustments are included:

1. In the Public Works Department, an additional 1.0 FTE for a full-time Right-of-Way Technician in Administration is being added to replace a previously budgeted seasonal position. The scope of work for this role is:
 - Manage the ROW permitting process, which is required for anyone doing work within the Town ROW. This includes cuts to sidewalks, streets, alleys, trails, etc.
 - Accept, review, and approve ROW permits. Inspect work during the job and inspect and accept backfill, compaction, and asphalt paving patch/concrete patches according to town standards.
 - Enforce Town ROW permit requirements for work in all areas. Ensure that appropriate traffic control is provided by the contractor. Discover and communicate requirements to individuals and firms doing work without a permit.
 - Work with utility companies to ensure that utilities are properly marked. Interface with contractors and utility companies doing work in the ROW.
 - Work with other town staff on marking town utilities (geothermal and sanitation lines), and notifying other town departments of necessary work in the ROW (e.g., grading on alleys, old or misplaced signage, etc.)
 - Assist in "ground-truthing" town utilities when excavation or new utilities are installed. Utilize the new GPS unit to get coordinates and upload them into GIS for town information/mapping.

2. Also in the Public Works Department, it is included to re-classify the existing Administrative Assistant position to an Office Manager Position to better reflect the full spectrum of duties the current person is performing.

3. In the Parks and Recreation Department, two additional full-time Park Maintenance Workers are budgeted to be added. These two positions will add a more robust capability for providing an enhanced level of maintenance for the Town parks system. In addition, the Parks staff assist with Town special events and with snow removal and maintenance. Further, by adding additional career positions with benefits, it is believed it will be more attractive to recruit staff, as opposed to non-benefit qualified seasonal workers.

4. Also, in the Parks & Recreation Department, and like the re-class in the Public Works Department, it is budgeted to re-classify an existing Events Coordinator position to an Events/Office Manager position to better reflect the body of work performed by the incumbent in the position.

5. In the Housing Division of the Community Development Department, there exists 1.0 FTE for a Housing Coordinator. For various reasons, the position remains vacant. After conversations with the CDC and Community Development Department staff (who both have a need), it is believed that sharing a contractor is a preferred option for 2024. Therefore, funding \$25,000 will be budgeted for Contracted services.

6. In 2023 and 2024, health insurance premiums will rise by approximately 2.8% and 4.5% respectively. The increases will be offset by the anticipated savings in the plan provided by fewer claims. These savings are held in the Health Account in the Town's Trust/Impact Fund. The two-year 7.3% increase will

be offset by a transfer from the Health Account to the associated Town Funds, resulting in no increase to the employees or the Town funds. There were no increases for vision, dental, voluntary life insurance, and employee assistance program coverage. The Town will continue to offer both a traditional PPO plan and a higher deductible HSA plan, the contributions by the employees will not be adjusted at this time.

7. Town Council directed that staff salaries be increased by a 7.5% cost of living adjustment (COLA) in August of 2022. At that time, the pay scale was not adjusted the 7.5%, and a COLA was not budgeted for 2023. For 2024, a significant salary adjustment is budgeted for existing and prospective employees of the Town of Pagosa Springs. It's been extremely difficult to recruit people for almost all Town positions, and the Town has experienced a high turnover rate due to pay and benefits. The Town competes in a marketplace for all staffing positions and many of those positions are unique and require specialized training, certifications, and /or experience.

To make the Town more competitive in the marketplace, the following adjustments are included for 2024:

- A 7.5% adjustment to the current pay scale to reflect salaries in a competitive marketplace.
- A COLA of 4.7% for all staff, with the same adjustment to the pay scale. The COLA is based on the Denver – Aurora - Lakewood Consumer Price Index (CPI).
- Adjustment, per Town Council, of currently filled positions to 105% of median or 5% over current salary.



Morning steam along the river

Town Council Goals and Objectives 2023-2024

*Highest Priorities

- 1. Sanitation District***

Develop a long-term strategy to provide essential sanitation collection and treatment services that are financially viable, and future-oriented, and maximize the existing assets and partnerships in a community of our size with limited resources.
- 2. Staffing***

Ensure adequate staffing levels and appropriate employee benefits packages to carry out core services and desired programs for the community.
- 3. Workforce Housing***

Support private sector and community organizations' efforts to provide housing of all types to ensure housing choices for residents.
- 4. Traffic Management, Parking, and Road Maintenance***

Ensure safe and efficient roadways that are well-maintained; explore opportunities for additional road networks; and understand parking needs to support a robust economy.
- 5. Parks & Trails Maintenance***

Enhance community pride and town culture through the upkeep of current parks, trails, open spaces, and rights of way through proper staffing levels, provision of equipment, and community partnerships. Focus on upkeep before adding new projects to maintain.
- 6. Public Arts**

Provide public art and special event opportunities that add interest and vitality to public spaces and honor the creative economy.
- 7. Continued Support of Community Priorities**

Without taking on a coordinating role, support community priorities through funding and letters of support, provision of facilities (e.g., Senior Center, leased space at South Pagosa Park for Seeds of Learning, SCAN fiber, Carrier Neutral Facility at Town Hall), and grants, where applicable.
- 8. Historic Preservation & Culture**

Support and enhance multi-culturalism, honoring the community's past, present, and future through the protection of historic assets, festivals, and learning opportunities.
- 9. Recreation District**

Form a county-wide recreation district with governance and financial support to build and manage a recreation center and expanded recreational amenities.
- 10. East End Project**

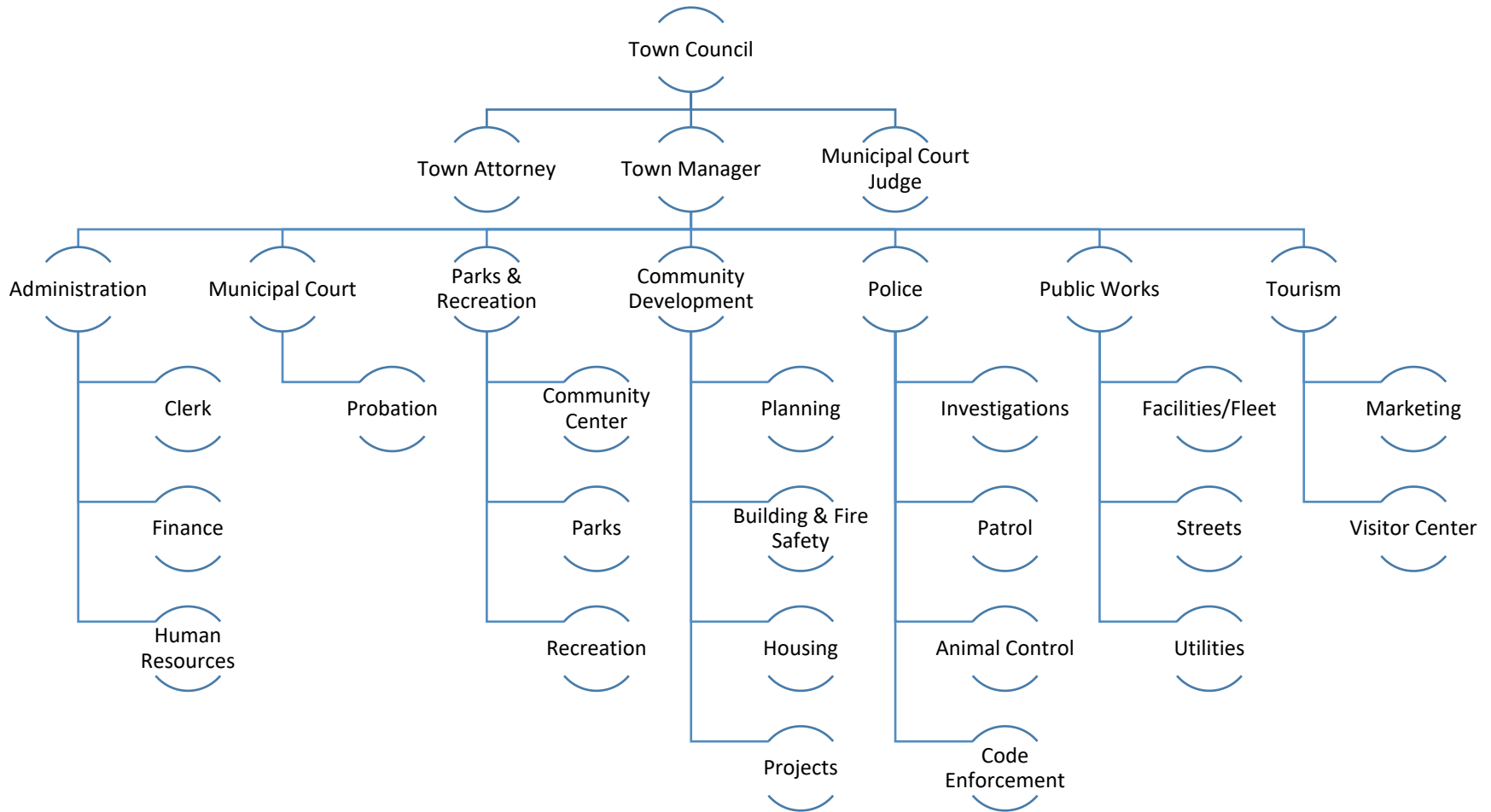
Implement the East End Multi-Modal Plan to improve traffic management, parking, pedestrian access, and beautification for a well-functioning, connected, and welcoming east-side gateway.
- 11. Geothermal System**

Ensure a well-functioning, updated geothermal heating utility that is financially solvent and a source of community pride.
- 12. Land Acquisition Strategy**

Seek opportunities for strategic land investments to ensure public access into the future for preserving open space and the development of community assets.

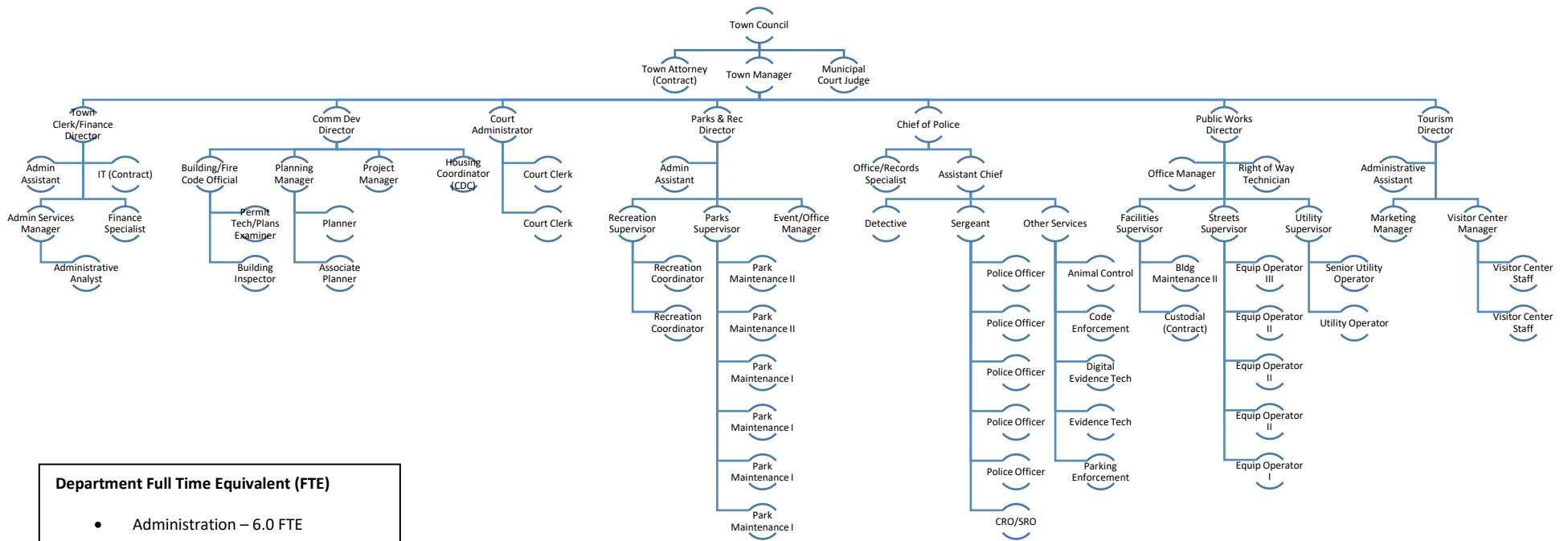


Functional Organization Chart





Staff Organization Chart



Department Full Time Equivalent (FTE)	
•	Administration – 6.0 FTE
•	Community Development – 7.5 FTE
•	Municipal Court – 3.5 FTE
•	Parks & Recreation – 12.5 FTE
•	Police Department – 13.5 FTE
•	Public Works – 14 FTE
•	Tourism – 5 FTE

Personnel

Greg Schulte, Interim Town Manager

OVERVIEW

The Town started 2023 with 55 regular full-time positions and ten (10) regular part-time positions. The Town has experienced a higher-than-normal turnover rate due to inflation and affordable/available housing with employees moving on primarily due to salary and job promotions. 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 including re-organization, contracting, and flexibility in work schedules.

For 2024, the Town proposes to add 3.0 Full-time Equivalent (FTE) to assist with Town functions. A total of 58 regular full-time positions and eight (8) regular part-time positions are proposed in the 2024 budget.

The chart below reflects a 2023 mid-year adjustment in the Tourism Department electing to not fill the Marketing Coordinator position and increasing an additional 0.5 FTE to create a full-time Administrative Assistant position, 1.0 FTE. The Housing Coordinator position, as an approved position, will be an FTE within the Community Development Corporation (CDC).

DEPARTMENT PERSONNEL SUMMARY

	Position	2022 Actual	2023 Actual	Add	Delete	2024 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	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Analyst	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Finance Specialist		1.0 FTE			1.0 FTE
Community Development	Community Development Director	1.0 FTE	1.0 FTE			1.0 FTE
	Planning Manager	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 (CDC FTE)	1.0 FTE	1.0 FTE			1.0 FTE
	Main Street Coordinator (CDC FTE)	0.5 FTE				0.0 FTE
	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector	0.5 FTE	0.5 FTE			0.5 FTE
	Permit Tech/Plans Examiner	1.0 FTE	1.0 FTE			1.0 FTE
	Project Manager	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		2.0 FTE
	Deputy Court Clerk (reclass to Court Clerk)	1.0 FTE	1.0 FTE		1.0 FTE	0.0 FTE

	Position	2022 Actual	2023 Actual	Add	Delete	2024 Budget
Parks & Recreation	Parks & Recreation Director	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Supervisor		1.0 FTE			1.0 FTE
	Event/Office Manager (<i>reclass</i>)	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	1.0 FTE	1.0 FTE			1.0 FTE
	Parks Maintenance (I or II)	3.5 FTE	3.5 FTE	2.0 FTE		5.5 FTE
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Assistant Chief	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Sergeant	1.0 FTE	1.0 FTE			1.0 FTE
	Police Officer	5.0 FTE	5.0 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	0.5 FTE	0.5 FTE			0.5 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE
	Digital Evidence Technician	0.5 FTE	0.5 FTE			0.5 FTE
	Parking Enforcement		0.5 FTE			0.5 FTE
	Public Works	Public Works Director	1.0 FTE	1.0 FTE		
Streets Supervisor		1.0 FTE	1.0 FTE			1.0 FTE
Equipment Operator (I, II or III)		4.0 FTE	5.0 FTE			5.0 FTE
Utility Supervisor		1.0 FTE	1.0 FTE			1.0 FTE
Senior Utility Operator		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		1.0 FTE	1.0 FTE			1.0 FTE
Right of Way Technician				1.0 FTE		1.0 FTE
Office Manager (<i>reclass</i>)		1.0 FTE	1.0 FTE			1.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Marketing Manager (<i>change in title</i>)	1.0 FTE	1.0 FTE			1.0 FTE
	Visitor Center Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant (<i>added in August</i>)*		0.5 FTE	0.5 FTE		1.0 FTE
	Marketing Coordinator	0.5 FTE	0.5 FTE		0.5 FTE	0.0 FTE
	Visitor Center Staff (<i>2 regular part-time staff</i>)	0.5 FTE	1.0 FTE			1.0 FTE
	TOTALS	56.0 FTE	60.0 FTE	4.5 FTE	1.5 FTE	63.0 FTE

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
REVENUES						
GENERAL FUND	5,399,548	5,976,611	5,581,047	5,581,047	5,514,238	5,544,853
CAPITAL IMPROVEMENT FUND	5,337,032	5,366,734	6,757,544	6,757,544	5,232,901	5,129,370
TRUST/IMPACT FUND	131,281	327,905	118,000	618,000	698,021	198,500
LODGERS TAX FUND	1,532,077	1,470,345	1,376,500	1,376,500	1,199,376	1,192,092
GEOHERMAL ENTERPRISE FUND	142,910	49,347	67,197	67,197	64,697	63,197
CONSERVATION TRUST FUND	85,165	180,169	80,000	80,000	80,000	80,000

EXPENDITURES						
GENERAL FUND	4,116,821	4,909,585	5,953,795	5,951,753	5,712,263	5,718,070
CAPITAL IMPROVEMENT FUND	4,288,397	4,203,249	7,395,755	7,395,755	5,418,850	5,267,864
TRUST/IMPACT FUND	108,848	132,524	108,180	108,180	229,690	177,524
LODGERS TAX FUND	858,089	1,577,497	1,382,595	1,882,595	1,681,207	1,192,092
GEOHERMAL ENTERPRISE FUND	141,907	65,185	62,388	62,388	53,638	50,038
CONSERVATION TRUST FUND	74,463	179,925	85,000	85,000	82,000	92,100

CAPITAL RESERVES						
GENERAL FUND	3,229,057	4,141,878	2,822,163	2,824,205	3,736,933	3,562,265
CAPITAL IMPROVEMENT FUND	1,956,460	3,101,665	2,188,649	2,188,649	2,919,329	2,486,060
TRUST/IMPACT FUND	299,515	494,896	523,575	1,023,575	963,227	984,203
LODGERS TAX FUND	1,382,151	1,089,491	1,063,583	438,583	581,732	668,248
GEOHERMAL ENTERPRISE FUND	68,583	65,533	67,423	67,423	78,516	92,275
CONSERVATION TRUST FUND	59,226	59,985	45,241	45,241	58,419	46,319



SPECIFIC REVENUES

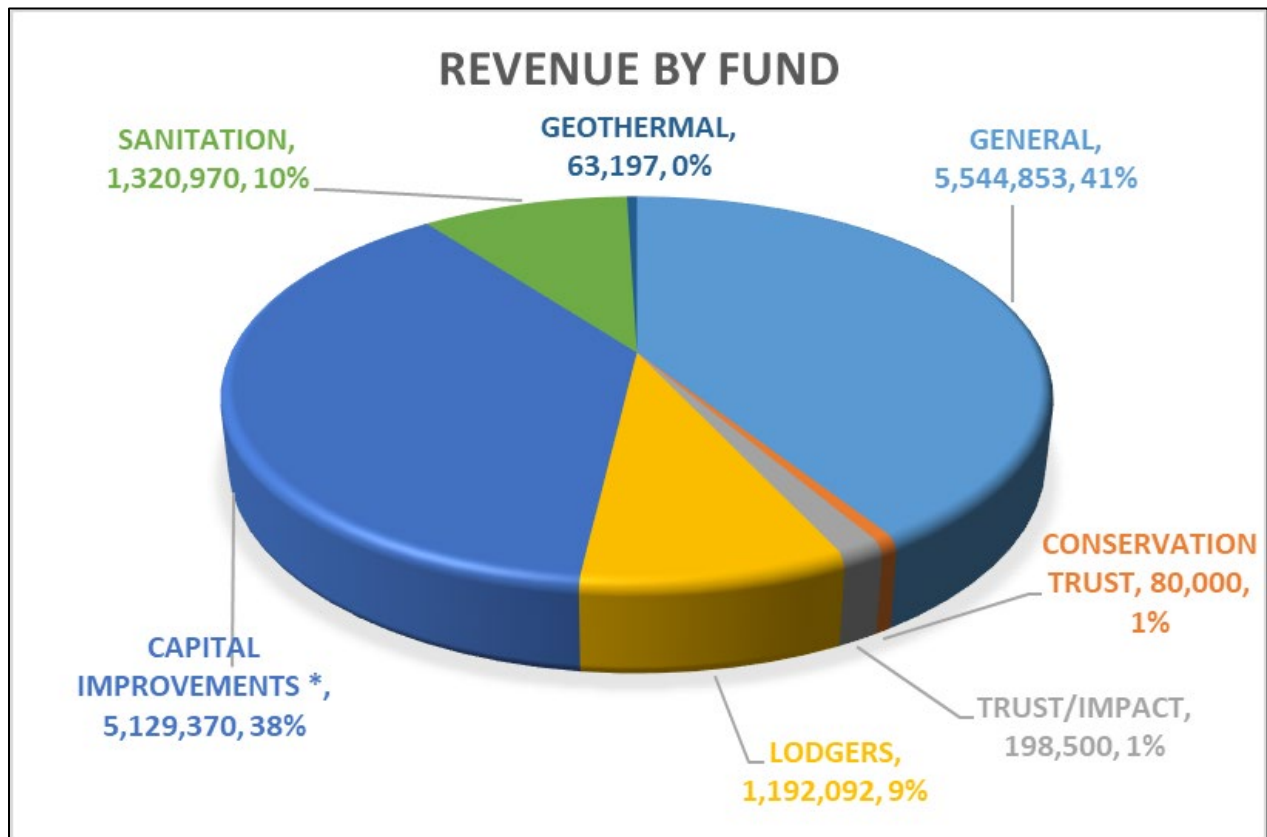


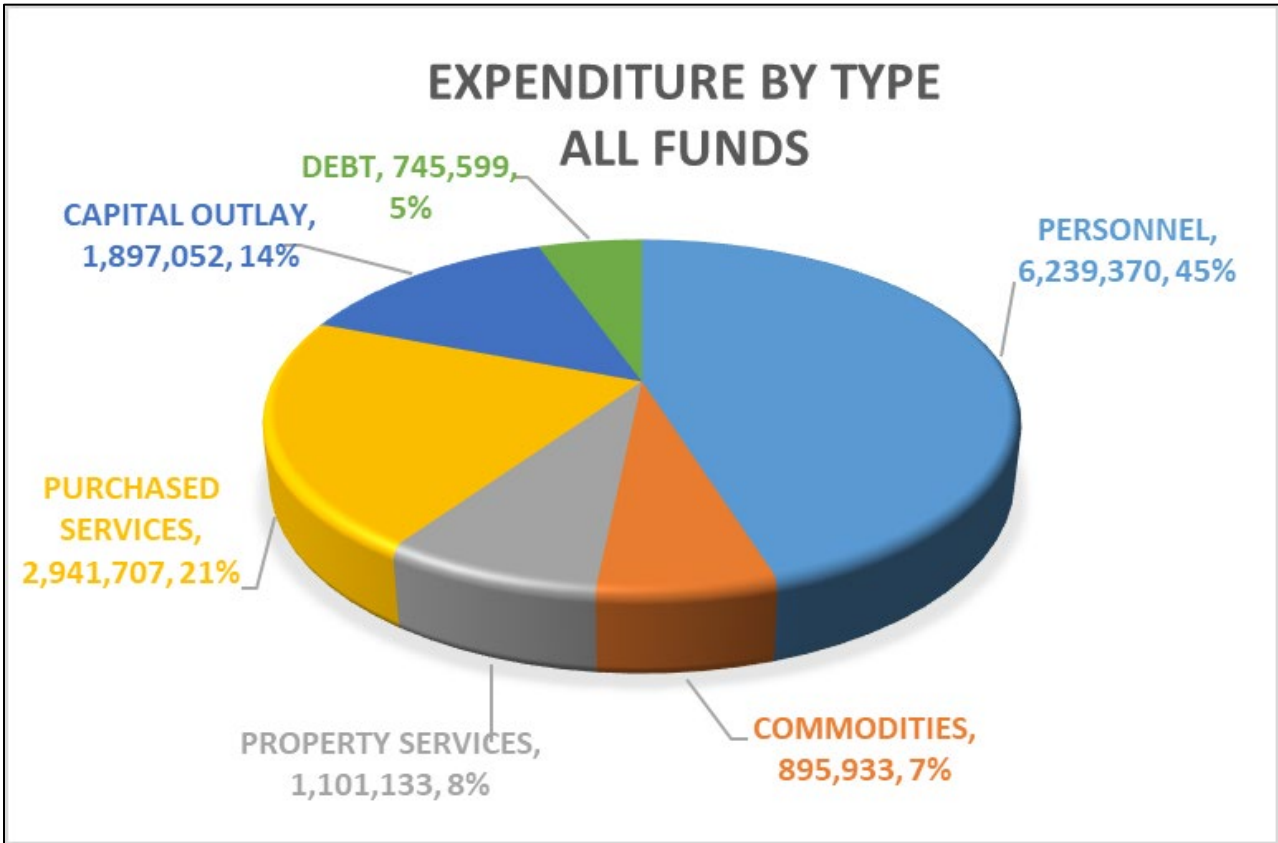
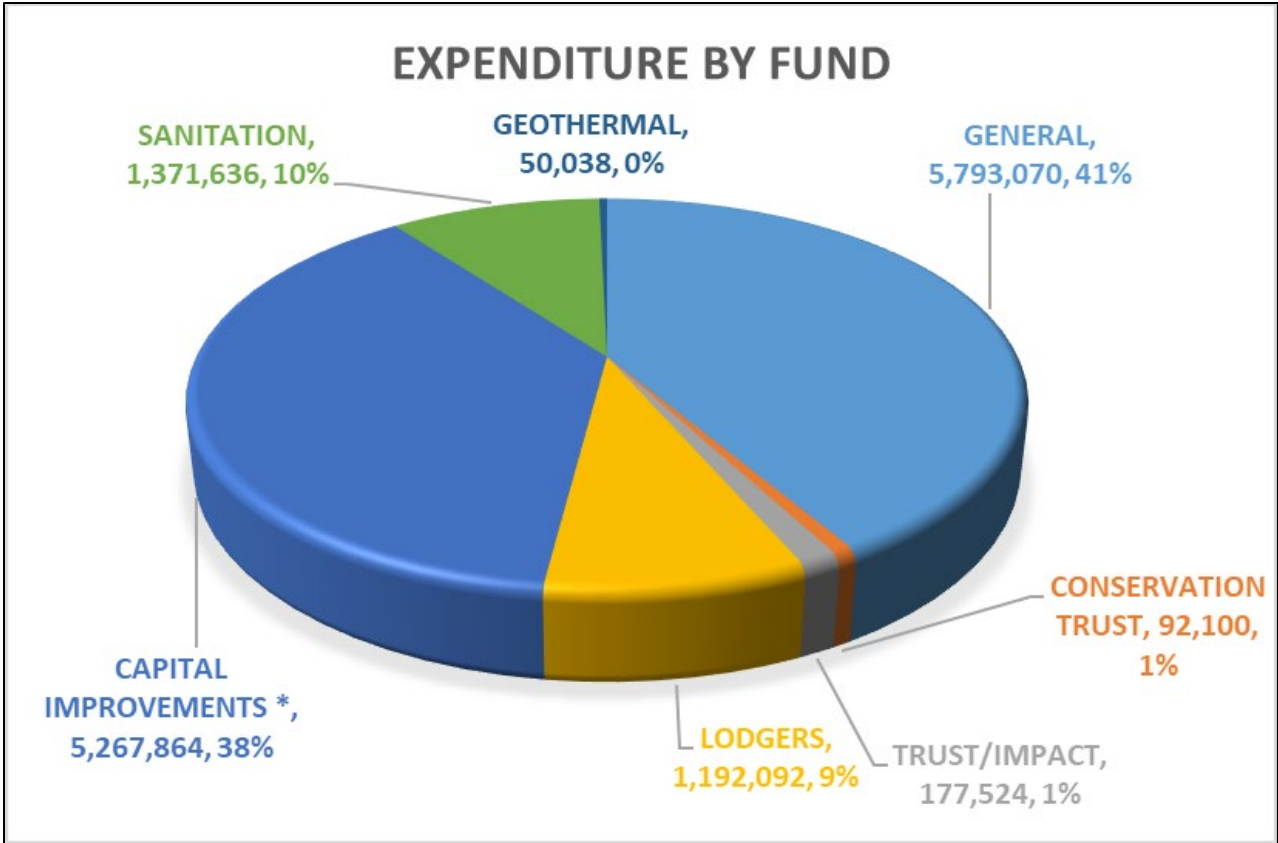
Summer Flowers at Springs Resort

SUMMARY OF FUNDS

FUND TITLE	2024 REVENUE	2024 EXPENDITURE
GENERAL *	5,544,853	5,793,070
CONSERVATION TRUST *	80,000	92,100
TRUST/IMPACT *	198,500	177,524
LODGERS *	1,192,092	1,192,092
CAPITAL IMPROVEMENTS *	5,129,370	5,267,864
SANITATION *	1,320,970	1,371,636
GEOHERMAL *	63,197	50,038
TOTAL ALL FUNDS	\$13,528,983	\$13,944,324

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





* The following expenditures do not fall within the Expense Types in the graph: Trust/Impact Funds

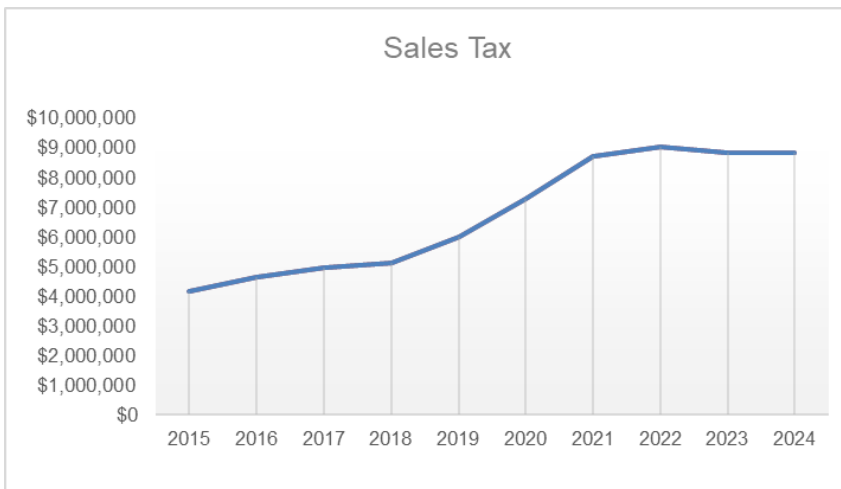
SALES TAX REVENUE

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

Source: Visitors, residents, and employees in Archuleta County

Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 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.

Ten Year Trend

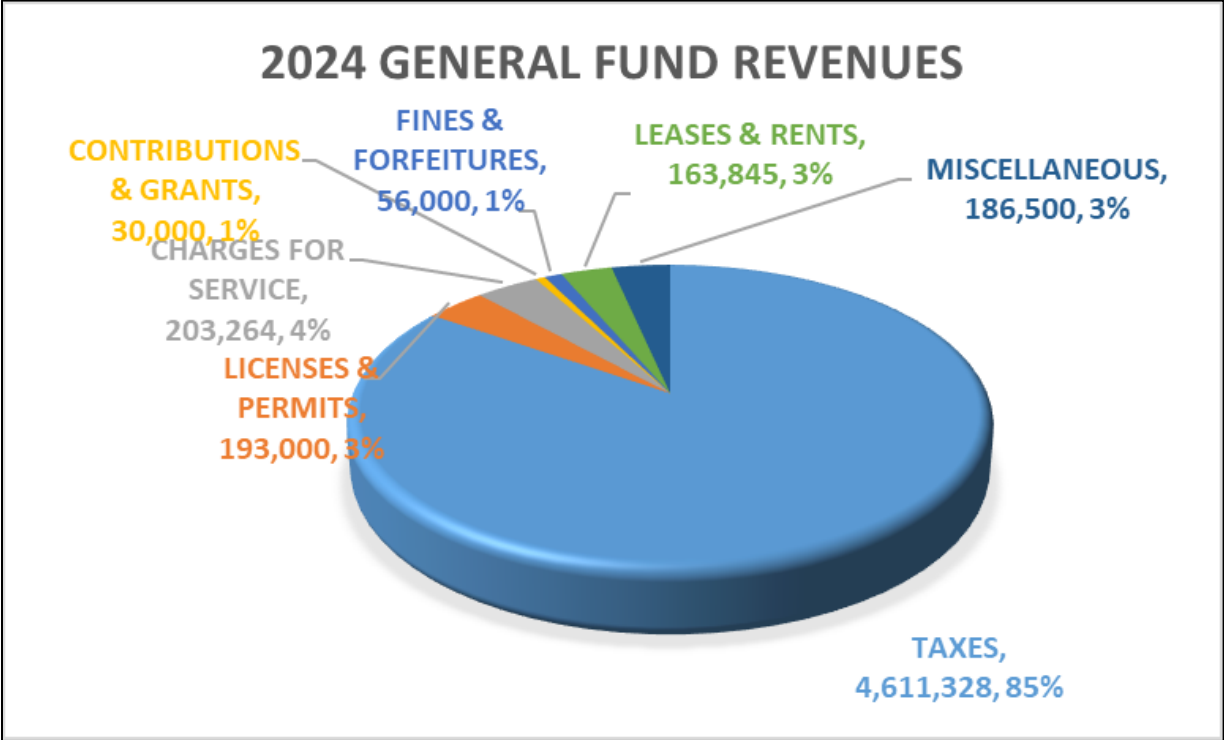


<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2015	\$4,159,413	18%
2016	\$4,623,014	11%
2017	\$4,953,512	7%
2018	\$5,103,806	3%
2019	\$5,966,148	17%
2020	\$7,256,489	22%
2021	\$8,684,370	20%
2022	\$9,001,178	3.6%
2023	\$8,823,738	-2%
2024	\$8,823,738	0%

Forecast: For 2024, the estimate of \$8,823,738 is flat compared to the 2023 projected sales tax collections. The 2023 year-end estimate is projected to be below the 2023 budgeted amount.

Rationale: It is projected that the sales tax will be flat due to raised interest rates as well as the end of the pandemic restrictions and the opening of travel destinations abroad. The Town relies heavily on sales tax, as approximately 80% of general

fund revenue for 2024 comes from this source. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets, and capital debt service. In 2024 an operating capital reserve has been created to allow for continued operation in case of an unexpected sales tax reduction.



LODGING TAX REVENUE

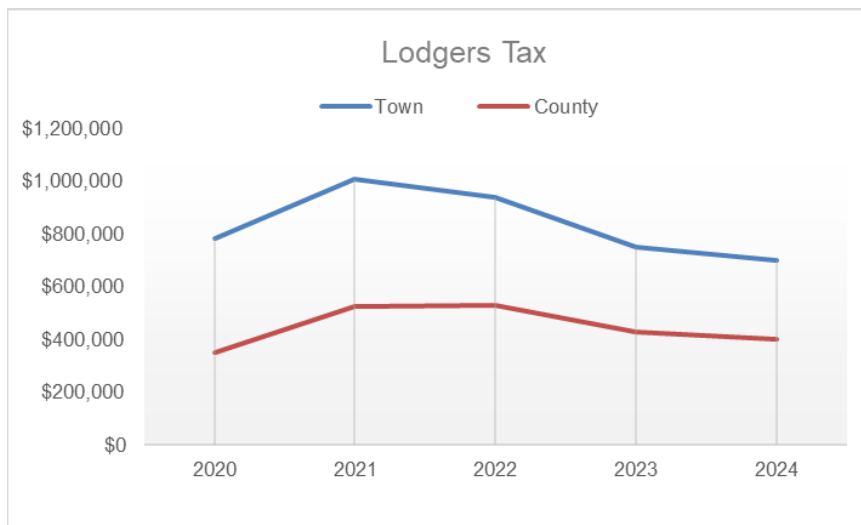
Distribution: 100% Lodgers Fund

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 its lodging tax funds to the Chamber of Commerce which provided for the operations of the Pagosa Springs Visitor Center. In 2014 the Town, and specifically the Tourism staff, began the 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 rental units to register with the Town 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



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2020	\$781,749	12%
2021	\$1,007,711	29%
2022	\$939,144	-7%
2023	\$750,000	-20%
2024	\$700,000	-7%

Forecast: The estimate for 2024 of \$700,000 assumes that lodging tax revenues will continue to decrease following a record year in 2021. County lodging tax is estimated to also be down compared to 2023 estimates.

Rationale: The COVID-19 pandemic had a great impact during the first and second quarters of 2020; however, tourists flocked to Pagosa Springs when Colorado opened to travel in June 2020. The impact of tourism did not slow until August of 2021 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. The opening of destinations abroad is believed to have caused less stays in the town compared to the influx had during the pandemic.



Geothermal Greenhouses in Centennial Park

PROPERTY TAX REVENUE

Distribution: 100% General Fund

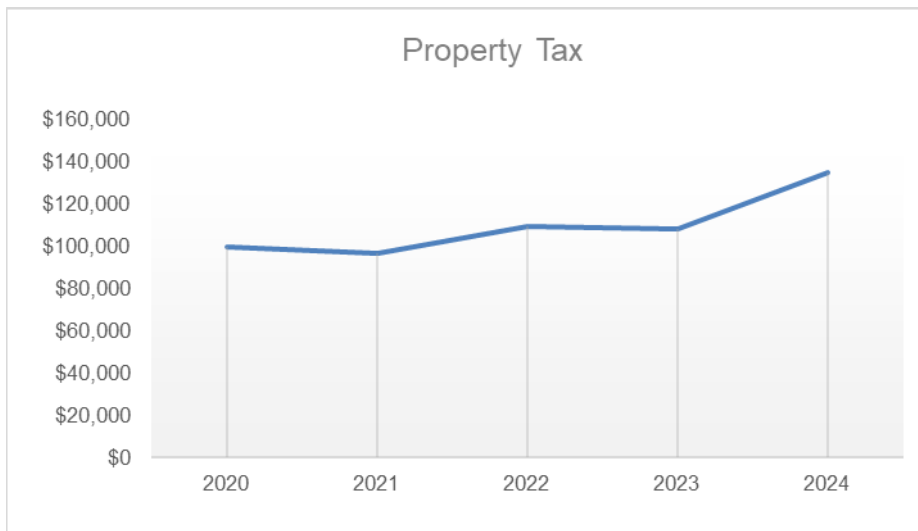
Source: Property owners within the Town of Pagosa Springs corporate boundaries

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. 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>
2020	\$99,544	16%
2021	\$96,490	-3%
2022	\$109,066	13%
2023	\$107,862	-1%
2024	\$134,959	25%

Forecast: The budget for 2024 of \$134,959 is a 25% increase in revenues compared to 2023 revenue receipts based on the County Assessor’s property assessment.

Rationale: Based on the assessed valuation of \$86,456,960 provided by the County Assessor’s Office, the mill levy is set at 1.561 for 2023, which considers anticipated refunds/abatements. Part of the increase could be due to the assessment being completed in June 2023 when the housing prices were at an all time high.

DEPARTMENTAL SUMMARIES



Snowy River & Mountains

Administration Department

Gregory J. Schulte, Interim 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 including 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, liability and workers compensation insurance, and programs that do not fit in other departments but serve the entire organization.

CORE SERVICES

The core services provided by the Administration Department include but are not limited to: custodian 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$935,999	\$1,171,124	\$1,360,131	\$1,407,525	\$1,284,826
	Capital Fund	\$15,803	\$12,119	\$6,500	\$6,500	\$85,991
	Trust Fund	\$16,414	\$23,612	\$20,000	\$24,700	\$99,212

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$379,864	\$511,311	\$621,256	\$576,730	\$716,441
	Commodities	\$90,529	\$101,644	\$103,525	\$104,749	\$165,509
	Property Services	\$41,863	\$45,135	\$47,000	\$45,500	\$35,426
	Purchased Services	\$439,546	\$525,153	\$594,850	\$687,046	\$453,441

PERSONNEL

The following table displays the total number of personnel in the Department.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Town Manager	1	1	1	1	1
	Town Clerk/Finance	1	1	1	1	1
	Administrative Services Manager	0	1	1	1	1
	Human Resources/Records	1	0	0	0	0
	Administrative Analyst	0	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Finance Specialist	0	0	1	1	1
	Total Personnel	4	5	6	6	6

2023 ACCOMPLISHMENTS

- Implemented software to monitor compliance, licensing, and complaints of short-term rental units and provided all lodging facilities the ability to submit lodger's tax payments online.
- Successfully completed a clean audit of the 2022 financials and use of electronic invoices by audit personnel.
- Paperless processing of accounts payable was implemented using Caselle in 2023. 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.
- Purchased a site at Aspen Village to combine with sites at Apache/5th Street and Apache/Hot Springs Blvd for an increased quantity of housing to encourage workforce housing development (Town Council Goal #3).
- Developed a job description and budget for housing coordinator position on Town staff (Town Council Goal #3).
- Prioritized budgeting for maintenance of Town roads (Town Council Goal #4).
- Utilized iCompass portal for public to access meetings and agendas through an online presence.
- Continued to work with the communications manager to implement monthly e-newsletters and social media updates to provide information to the community.
- 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 2023 and 2024.
- Implemented employee "check-ins" through the NeoGov software platform 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 leadership activities.
- Continued to represent the Town through boards and committees (Southwest Colorado Council of Governments, Southwest Colorado Transportation Planning Region, Southwest Opioid Response District, Archuleta County Combined Emergency Dispatch, etc.).
- Assisted Town Council in evaluating policy issues such as vacation rentals and geothermal rates.
- Worked with Community Development Department to facilitate the planning and adoption of the Land Use Development Code updates in 2023.
- Worked with the Pagosa Springs CDC to hire a part-time Main Street Coordinator to address historic preservation and downtown reinvestment opportunities (Town Council Goal #7 and #8).
- Continued to support the Broadband Services Management Office through budgeted funding in 2023 (Town Council goal #7).
- Continued updates to the Town website to produce a more cohesive platform for the public to navigate.
- Continued support of the Pagosa Springs CDC community resources grant writer.
- Implemented training for the Town Council and advisory boards on standards of conduct and ethics.
- Worked to develop financial policies, reserve policies, and best financial practices based on GFOA recommendations.
- Based on direction from GFOA, updated the Town's chart of accounts.
- Utilize the Town's current accounts payables platform to streamline the AP process.

2024 GOALS AND OBJECTIVES

- Work with departments to implement Council projects and priorities. Ensure that 2023-2024 Council Goals & Objectives are addressed. The Town Manager is responsible for ensuring that progress is made on identified objectives. In the 2023 - 2024 Goals & Objectives outline 12 Items with the following 5 Items listed as “High Priority.” The 5 Items include:

- Sanitation District
- Staffing
- Workforce Housing
- Traffic Management, Parking and Road Maintenance

The remaining 7 Goals & Objectives are: Public Art, Continued Support of Community Priorities, Historic Preservation & Culture, Recreation District, East End Project, Geothermal System, and Land Acquisition Strategy. For details of each Goal & Objective, please see document posted on the Town’s website.

- Work with staff in the Community Development Department to further the Town’s workforce housing programs and Main Street program (Town Council Goal #3 and #8).
- Continue to work with contracted staff (Communications Manager, Town Realtor, Town Attorney) and others to address Council objectives.
- Continue to hold additional department records clean-up days to provide better records management throughout all departments.
- Implement rate increases to Sanitation and Geothermal system, as determined by Town Council/PSSGID board.
- Update contracts throughout the organization as needed.
- Continue to evaluate and improve the Town’s online presence and communication on Town issues while meeting the State of Colorado transparency and accessibility requirements.
- Produce a records policy for each department and the organization overall.
- Implement licensing and permitting software for businesses that is efficient for town staff and the public user.
- Evaluate processes and leverage technology tools to move toward working smarter and more efficiently.
- Adjust to ensure adequate staffing levels and benefits for enhanced retention and recruitment (Town Council Goal #2).
- Implement to current Caselle Accounts Payable software the Purchase Order module for a clear guarantee to vendors the Town’s intent to purchase products.

Community Development Department

James Dickhoff, Community Development Director

Overview:

The Community Development Department was a new Department as of April 2022 which contains the Planning Division, Building and Fire Safety Division, and the new Housing and Projects Divisions.

The intent of the Community Development Department is to streamline the development application processes and to increase collaboration, efficiency, and effectiveness of our Planning and Building Divisions. In addition, the creation of the new Housing Division is intended to increase the Town’s capacity for effectively working with our community partners and developers to advance the community’s workforce housing needs. The new Projects Division is intended to bring back a position vacated in 2018 to assist with managing and advancing planned and budgeted projects and purchases.

Core Services:

The primary responsibility of the Community Development Director is to oversee the combined Building, Planning, Housing, and Projects divisions to ensure a one-stop shop and seamless process for better customer service regarding development consultations, project application and plan review, permitting, inspections, and code enforcement. In addition, the Director oversees the Housing Division efforts for effectively advancing workforce housing options in the community and the Projects Division for assisting other Department Heads with their lack of capacity to stage, prepare and manage projects. The Community Development Director will coordinate efforts within the Building, Planning, Projects, and Housing divisions to advance Town Council adopted Goals and Objectives including Workforce Housing; Land Acquisition; Traffic Management, Parking, Road Maintenance; Advisory Boards; Public Arts; and Parks, Trails, River Access and Capital Improvement Projects. The Director will work with all Town Departments and advisory boards on long-range planning efforts.

All Funds Expense Summary

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$0	\$0	\$0	\$0	\$167,025

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$0	\$0	\$0	\$0	\$130,634
	Commodities	\$0	\$0	\$0	\$0	\$9,478
	Property Services	\$0	\$0	\$0	\$0	\$3,274
	Purchased Services	\$0	\$0	\$0	\$0	\$23,639

Personnel:

The following table displays the total personnel in the Department.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Community Development Director	0	1	1	1	1
Total Personnel		0	1	1	1	1

2023 Accomplishments:

- Cross-trained Planning and Building staff to handle various commercial, residential and vacation rental inspections and data tracking.
- Completed Phase Two of the Historic Rumbaugh Creek Bridge restoration project.
- Managed the S. 6th – 5th Street Utility Undergrounding, due to the vacancy of the Public Works Director.
- Managed the S. 6th Street parking and road improvements due to the vacancy of the Public Works Director.
- Managed the completion of the 1st Street crosswalk improvement project and awarded grant funding.
- Managed the design phase of the 1st Street pedestrian bridge project.
- Moved into new offices and coordinated the consolidation of the Building, Planning, Housing, and Projects divisions under the Community Development Department.
- Led Town efforts to ensure the Town’s needs were incorporated into the CDOT Main Street reconstruction project construction plans.
- Continued to work with the Parks and Recreation Department Director, engineer consultants, and property owners on the Harman/Piedra Road crosswalk facilities.
- Coordinated efforts with CDOT on numerous Town and CDOT projects.
- Guide and worked closely with Planning Division during the completion of the LUDC update project.
- Worked closely with the Watershed Enhancement Partnership (WEP) for completing, revising, and submitting awarded grant applications for two river improvement projects.
- Continued participation on the Archuleta Joint Utility Committee, a committee that contains representation from all areas of public utility providers and governmental agencies, meeting monthly to share information, coordinate efforts, and educate the community on safe digging practices.
- Continued to stay abreast of funding opportunities for workforce housing and working with private developers for considerations for inclusion of deed-restricted units through the density bonus policy.

2024 Goals and Objectives:

- Provide revisions to the LUDC user manual and application forms following the adoption of the revised LUDC.
- Continue to work with the Building and Planning Divisions to ensure that a seamless and user-friendly development application process is established.
- Continue to work with all Town Departments to ensure all internal projects have a thorough review process for budgeting preparation, as well as planning and building applications.
- Participate in relative portions of all capital improvement projects.

- 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 and contemplate Local Road Network considerations.
- In conjunction with other Town Departments, develop recommendations for updates and inclusions into the 5-year capital improvement plan and present recommendations to the Town Manager.
- Research downtown parking study and policy options, update available parking data, and seek grant funding for a parking plan/study, to better inform how the town should manage and develop public parking needs.
- Work with the Housing Division Manager or contracted staff, and local, regional, and state partners in advancing workforce 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 the development of workforce housing.
- Continue to work with CDOT for the main street reconstruction project construction project expected to start in 2024.
- Supervise the Projects Manager to ensure all required purchasing processes are followed, grant management is timely, communication with contractors and consultants is conducted, and projects are managed and closed out appropriately.
- Continue to identify opportunities to improve trail and sidewalk network connectivity and advocate for and assist in the coordination of pedestrian safety improvements throughout downtown and uptown.
- Continue 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.



Community Development Department - Building Division

James Dickhoff, Community Development Director
Margaret Gallegos, Building Code Official

Overview:

The Building Division of the Community Development Department is assigned with the implementation of building and residential 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 commercial and residential plans examinations and inspections for new construction and interior improvements. The Division also conducts business and vacation rental inspections, to verify that structures are maintained in such a manner to provide safety to life and property.

Core Services:

The primary function 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 Building Division provides support to Pagosa Area Water and Sanitation District, Pagosa Fire Protection District, Archuleta County, all Town of Pagosa Springs departments, and other public and private entities. The Building Official fulfills the function for building codes and responds to property hazards, such as unsafe structures, to assess hazards, investigate and make a final determination about the structural integrity of the building and/or residence. Building staff members are code certified and trained in areas, but are not limited to, residential and commercial building, energy, existing buildings, fuel gas, mechanical, property maintenance, swimming pool and spas.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$196,680	\$226,498	\$264,080	\$227,096	\$261,358

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$167,320	\$202,441	\$227,800	\$199,666	\$236,714
	Commodities	\$9,824	\$10,818	\$15,400	\$11,250	\$8,675
	Property Services	\$1,788	\$1,778	\$1,680	\$1,680	\$1,680
	Purchased Services	\$17,748	\$11,461	\$19,200	\$14,500	\$14,289

PERSONNEL

The following table displays the total personnel in the Division. No new positions are anticipated in 2024.

	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Personnel	Building Code Official	1	1	1	1	1
	Permit Tech/Plans Examiner	1	1	1	1	1
	Building Inspector	1	.5	.5	.5	.5
	Total Personnel	3	2.5	2.5	2.5	2.5

2023 Accomplishments:

- Division Handouts: Updated outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public. Forms and handouts during the year included: building fees and valuations, contractor directory, building contacts list, residential plan review checklist, residential application, electrical and plumbing codes.
- Professional Development: Continued efforts to encourage building staff to receive pertinent certifications for inspections and plan review. All staff members met their respective continued education certification requirements as follows: Permit Tech attended the annual ICC conference, Building Inspector received certification in mechanical inspections and Building Official participated in building webinars.
- Time Management Efficiency: Established goals for Division personnel in time management, work flow and follow-up. Staff continues to meet weekly to discuss projects and tasks. Google calendars are utilized for inter-division time management and scheduling inspections and meetings.
- Public Relations: Developed greater online presence to provide clear and up-to-date Information to the public through the Division website and handouts – all handout material was uploaded to the Town website as noted above. Organized and published Commercial Plan Submission packet and attachments on the Town’s website along with hyper-links for outside organization websites/contacts. Provided staff, architects, builders, electricians and plumbers with information about the State’s adopted 2023 Electrical and 2021 Plumbing Codes. Assisted applicants with proper references for respective plan submittals.
- Short Term Rental Software: Ensured timely review and inspections for compliance and monitoring of short term rentals. Staff worked with the new lodging software program, MuniRevs, for assignments and reporting inspections. Worked with provider to implement inspection form and processes to email to property owner/management company for compliance. Worked with the Administration staff to ensure that all code infractions were corrected prior to issuance of the vacation rental license.
- Community Development Merger: Assisted with Departmental merger, seeking opportunities for efficiency and greater effectiveness. Promoted cross-division collaboration and learning. Development environment for improved customer service, permitting and inspection efficiency. Staff has become familiar with site plan requirements and is providing initial review upon submittal of an application. Building

staff member is available during business hours to provide Department front office coverage and to assist with walk-in clients.

2024 Goals and Objectives:

- Create master filing system within the Town's database (J:Drive) to house all active and closed building records contained currently in Citizenserve and MuniRevs. Download inspection forms/records and written correspondence to and the Building Division. Maintain records throughout the year.
- Study ICC codes for plan review and inspection. Utilize building and residential codes and study companions to those codes. Participate in continued education classes. The goal is to improve plan review skills and provide ongoing customer support. Consider adoption of the Property Maintenance Code, Wildland Urban Interface Code and other codes that will benefit the sustainability of our community.
- Combine aspects from the Land Use Development Code (LUDC) into the on-site building inspections, specifically site drainage, roadway, pedestrian facilities, ADA and exterior lighting. Study the LUDC and exterior lighting fixture information sheet. Ensure that site drainage is directed to a Town approved drainage facility or that snow anchors are installed to prevent potential impacts to neighboring properties.
- Utilize the system to track and coordinate information for projects within the Town of Pagosa Springs. In order to achieve this goal, review the videos provided and e-mail any questions to their support team.
- Continue to assist with Community Development Departmental merger while seeking opportunities for efficiency and greater effectiveness. Promote cross-division collaboration and learning. Develop an environment for improved customer service, permitting, and inspection efficiency.
- Update outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public.
- Continue efforts to encourage Building staff to receive pertinent certifications and continued education credits for building administration, inspections and plan review. Study the code books and attend seminars.
- Develop greater online presence to provide clear and up-to-date Information to the public through the Division website and handouts.
- Research and provide a residential plan review checklist specific to plan review within the Town. Begin utilizing the residential plan review checklist for plans review. Complete plan review within a timely manner to ensure compliance with building code regulations.
- Ensure annual review and inspections for compliance and monitoring of short-term rentals including violation notices and follow-up.
- Assist division personnel with task time management, permit and inspection workflow and follow-up procedures and general office duties.

Community Development Department

Housing Division

James Dickhoff, Community Development Director
 Open Position, Housing Coordinator

OVERVIEW

The Housing Division is within the Community Development Department and was a new division created in 2022. The Housing Division interfaces with the Planning Division, Building Division, Town Manager, and other Town departments when needed, as well as regional housing organizations and developers to advance the Town Council’s goal for Workforce Housing.

CORE SERVICES

The primary responsibility of this Division is the advancement of workforce housing options to help meet the growing need within the community. The Housing Coordinator will work closely with the Community Development Director, regional housing providers, and developers to identify private sector and public sector opportunities to add workforce housing unit inventory. The Housing Division is most involved with the Town Council’s goal of Workforce Housing, with participation in Land Acquisition Strategies.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$0	\$573,625	\$598,483	\$535,790	\$34,525

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$0	\$9,012	\$96,313	\$0	\$0
	Commodities	\$0	\$47	\$450	\$0	\$0
	Property Services	\$0	\$0	\$720	\$0	\$9,525
	Purchased Services	\$0	\$564,566	\$501,000	\$535,790	\$25,000

PERSONNEL

The following table displays the total personnel in the Division. There is one budgeted position, Housing Coordinator, that is currently unfilled.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Housing Coordinator	0	1	1	1	0
	Total Personnel	0	1	1	1	0

2023 ACCOMPLISHMENTS

- Due to the Housing Division Coordinator position being vacant, accomplishments thus far have been achieved through the continuing joint efforts of the Community Development Department Director and the Town Manager.

- Stayed abreast of evolving state funding opportunities and submitted Base Line housing data for Proposition 123 funding eligibility.
- Continued to work with Servitas for identifying funding opportunities and strategies alternatives for funding the Enclave project.
- Worked with community members on providing education on workforce housing needs.
- Worked closely with selected developers to advance the Town’s Workforce Housing Project.
- Facilitated housing discussions with the private sector to develop projects utilizing town incentives, where applicable.
- Continued strong relationships with local and regional housing providers.

2024 GOALS AND OBJECTIVES

- Fill the vacant Housing Coordinator position, or contract housing staff assistance in partnership with the Community Development Corporation (CDC).
- Work closely with the Community Development Director to advance Town Council’s workforce housing goals and objectives. The Housing Coordinator will coordinate the Town’s Workforce Housing Project and serve as the project manager for the anticipated Enclave 98 units.
- Continue the current momentum towards workforce housing solutions. Work with local, regional and state partners in identifying workforce housing solutions and funding opportunities.
- Continue to identify opportunities for workforce housing and suggest and develop policy recommendations to encourage the development of workforce housing.
- Work closely with the private sector and development community to increase inventory.
- Interface with Planning and Building Divisions to identify opportunities to effectively support and encourage the development of workforce housing units.
- Implement a robust workforce housing program that includes:
 - Implementation of an incentive program in a more holistic and deliberate way.
 - Work with developers to negotiate deals to secure deed-restricted units.
 - Implement new programs such as rent buy-down, purchase of deed restrictions, etc.
 - Identify and recommend land to secure for future housing development, if needed, and/or buildings to convert.
 - Provide management of housing funds (whether town or new sources).
 - Identify and seek grant funds and manage implementation of grant funds.
 - Provide community updates on progress.
 - Advise on new policies and land use issues to assist with housing development and preservation of long-term housing units.
 - Identify and coordinate efforts for getting more units built or converted in collaboration with the private sector and other organizations.
 - Maintain the Town’s Workforce Housing Dashboard.
 - Stay informed of growing advancements in workforce housing solutions.

Community Development Department

Planning Division

James Dickhoff, Community Development Director

Cindy Schultz, Planning Manager

OVERVIEW

The Planning Division formulates policies, plans, and regulations with guidance from appointed and elected boards, to further Town Council’s adopted Goals and Objectives. The Planning Division applies the Land Use and Development Code to all current planning proposals, in consideration of adopted long-range planning policies and documents and best planning practices.

CORE SERVICES

The Planning Division provides land use consultations to developers and landowners, assisting in the land use application process, development review, and staff’s decision-making bodies (Planning Commission, Design Review Board, Town Council, and Historic Preservation Board). 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, Access Control Plan, and other adopted long-range planning documents and initiatives as directed by Town boards and Town Council. The Town’s Planning Division works closely with the Building and Fire Safety and Housing Divisions and other town departments on all development issues and is involved in almost all Town infrastructure improvement projects from design through construction and completion.

Planning also administers the FEMA Flood Plain and Storm Water containment regulations on behalf of the Town. Planning staff represents the Town on various boards including the Colorado Main Street Board and the Pagosa Springs Arts Council (formerly the Pagosa Arts Initiative). The Planning Division will assist in advancing the following Town Council 2024 Goals and Objectives:

- Historic Preservation and Main Street Program
- Traffic Management, Parking, and Road Maintenance
- Public Arts
- Early Childhood Care and Education (processing applications for the expansions of existing space and permitting of new centers and homes)
- Advisory Boards

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$348,870	\$386,422	\$579,834	\$535,274	\$350,925

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$243,103	\$290,370	\$483,354	\$425,942	\$296,647
	Commodities	\$12,297	\$12,248	\$16,900	\$16,800	\$14,565
	Property Services	\$480	\$480	\$1,080	\$600	\$0
	Purchased Services	\$101,989	\$83,324	\$78,500	\$91,932	\$39,713

PERSONNEL

The following table displays the total number of personnel in the Department. In 2023, Planning added a Planner position, and filled that at the Senior level.

	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Personnel	Planning Manager	1	1	1	1	1
	Senior Planner	1	1	1	1	1
	Associate Planner	1	1	1	1	1
	Total Personnel	3	3	3	3	3

2023 ACCOMPLISHMENTS

- Restarted the LUDC update project, utilizing internal staff. The slowdown in development applications, which has included public engagement, stakeholder meetings and public input, has allowed for the overhaul of the LUDC has been a significant undertaking that has occupied a substantial portion of staff resources.
- Executed the contract to start construction for the 2023/2024 public arts installment. This project will be the result of a collaboration between Town Planning, Tourism, and Pagosa Springs Arts Council.
- Updated the Public Arts Plan Action Plan for 2022-2027 and outlined 2 primary arts proposals for 2024, pending budget allocation.
- Drafted a public arts maintenance plan in cooperation with Parks and Recreation, and Public Works.
- Worked with Pagosa Springs Main Street on preliminary ideas for a community event for Lewis Street that will celebrate Preservation Month (May 2024) and bring the community together.
- Extended subscription with MyPagosa.org public engagement platform to continue utilizing periodic newsletters and communicate public and private development projects, and gathering public input on surveys, such as the LUDC update.
- Updated the short term/vacation rental dwelling unit counts by zoning district.
- Planning Division staff continue to be engaged with the Pagosa Springs Main Street advisory board to represent the Town's interests regarding historic preservation, public arts, walkability, tourism, and planned and ongoing improvements in the downtown corridor. Encouraged Pagosa Springs Main Street board member engagement and attendance at business owner meeting to consider various improvements that the Town may consider as part of the CDOT Main Street Reconstruction.
- Completed a first round of Main Street façade improvement grant (FIG) reviews.
- Improved collaboration across Building and Planning Divisions through improved communications and cross-training with the co-locating Building and Planning Divisions in a consolidated Community Development Department.

2024 GOALS AND OBJECTIVES

- Maintain full staffing in the Planning Division.
- Update the Development Application packets including the application checklists and outlining the processes to be consistent with the updated LUDC.
- Create a series of one-page flyers to describe some common processes and requirements within the updated LUDC.
- Coordinate closely with the Building and Fire Safety Division to be fully cross-trained and ensure all phases of development projects and permit review are collaborative and proactive inspections communicate any concerns promptly between staff.

- Build advisory capacity in natural resources through map layering depicting additional considerations such as wetlands constraints, wildlife corridors, steep slopes, and similar features, to provide additional guidance to potential developers.
- Increase funding and collaboration of public arts with artwork directed by the public to add to the collection in 2024. The 2023 artwork will be completed in 2024.
- Seek a mural-type narrative piece for the Town’s geothermal building in 5th Street. This piece is intended to be equally as informative as it is attractive.
- Evaluate the dumpster painting pilot program and seek a champion to oversee this project as an alternative for out-of-compliance dumpsters.
- Continue to identify and implement best practices for effective community engagement processes to ensure the 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 exploring options for re-establishing the Historic Preservation Board including reorganizing, rebranding, or as a hybrid function of the Pagosa Springs Main Street program.
- Work closely with CDOT on the Main Street Reconstruction project planning as well as coordinating and identifying future improvements and participating in quarterly staff meetings.
- Continue to serve as the liaison to the Pagosa Springs Arts Council, soliciting public art project funding proposals and coordinating the installation of public artworks.
- 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 and contemplate local road network considerations.
- Coordinate a downtown parking study and policy, pending funding approval, to better inform how the Town should manage and develop public parking needs.



Community Development Department

Project Division

James Dickhoff, Community Development Director
David Hilborn, Project Manager

OVERVIEW

The Project Division is within the Community Development Department and was a new division created in 2023. The Project Manager interfaces with the Public Works Department and Parks and Recreation Department and Planning Division, and other Town departments when needed, to assist with Town purchases and capital project oversight for advancing the Town Council’s goal for Workforce Housing.

CORE SERVICES

The primary responsibility of the Projects Division is to assist other departments with initial research, drafting and advertising “Request for Proposals”, tracking and coordinating bid awards, maintaining grant awards, and overseeing capital improvement projects. The Project Manager will work closely with the Community Development Director, Public Works Director, Parks and Recreation Director and other Department heads as needed to advance scheduled and budgeted purchases and projects on behalf of the Town.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$0	\$0	\$0	\$0	\$119,751

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$0	\$0	\$0	\$0	\$116,705
	Commodities	\$0	\$0	\$0	\$0	\$500
	Property Services	\$0	\$0	\$0	\$0	\$650
	Purchased Services	\$0	\$0	\$0	\$0	\$1,496
	Capital Outlay	\$0	\$0	\$0	\$0	\$400

PERSONNEL

The following table displays the total personnel in the Division. There is one budgeted position, Project Manager, that is currently unfilled.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Housing Coordinator	0	0	1	1	1
	Total Personnel	0	0	1	1	1

2023 ACCOMPLISHMENTS

- Due to the Project Manager position being vacant most of 2023, accomplishments thus far have been achieved through the continuing joint efforts of the Community Development Department Director, Public Works Director and Parks and Recreation Director.
- The Community Development Director has worked closely with the Parks and Recreation Director and the Public Works Director to ensure 2022 and 2023 projects have kept progressing through 2023.
- Continued grant tracking and reimbursement requests in a timely fashion.
- Identified additional projects to pursue in 2024.
- Facilitated discussions with engineers and consultants to ensure active projects are on schedule and for input into 2024 proposed projects.
- Continued strong relationships with local and regional contractors and consultants.

2024 GOALS AND OBJECTIVES

- Fill the vacant Project Manager position.
- Work closely with the Community Development Director, Public Works Director and Parks and Recreation Director to advance Town Council's budgeted 2024 projects.
- Work closely with area contractors and consultants to ensure projects are on schedule, within budget and meet contractual obligations.
- Maintain the Town's presence on Rocky Mountain Bid Net, to ensure broad invitations to bid are advertised for each applicable project.
- Develop relationships with local and regional contractors and consultants to ensure the Town has multiple contractors who are comfortable working with and bidding on Town projects.
- Maintain project tracking for each project, ensuring purchasing policies are followed and documented, grant awards are tracked and managed, contractual obligations are in good standing, and projects closeouts are thorough.
- Conduct research to ensure product selection is based on a comparative analysis.



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 a pre-trial diversion program, 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 the 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$343,580	\$378,428	\$451,065	\$379,274	\$506,012

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$266,818	\$288,598	\$322,705	\$268,495	\$367,299
	Commodities	\$28,734	\$31,454	\$32,880	\$32,679	\$38,405
	Property Services	\$444	\$803	\$1,080	\$600	\$3,498
	Purchased Services	\$47,584	\$57,574	\$84,400	\$77,500	\$96,811

Personnel

The following table displays total personnel in the department.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 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

2023 Accomplishments

- The court experienced staff deficits in the Court Clerk and Deputy Court Clerk positions in 2023.
- Executed a contract with a regional attorney to serve as court-appointed defense counsel increasing court-appointed attorney capacity to three (3) contracted attorneys.
- The court clerks can accept all forms of payments, which has increased efficiency.
- The town prosecutor attended court sessions. This continued to expedite court matters, and the need for additional court hearings has been reduced significantly.
- The volunteer Juvenile Assessment Board (JAB) was extensively utilized to facilitate the Court's Pretrial Diversion Program and assist the Town Prosecutor with recommendations as he drafted diversion agreements for an increasing juvenile caseload.
- Court staff has successfully transformed the court's webpage to offer clients timely and educational information about court operations.
- The Presiding Judge, Court Administrator, and Court Clerk continued to modify court forms and procedures, as required, to ensure compliance with legislative changes.
- The Court Administrator submitted the required court documentation and statistics to continue the contract with the Office of Alternate Defense Counsel (OADC). The OADC evaluated court-appointed defense counsel to ensure compliance with SB18-203. Evaluation services are secured through the state fiscal year 2024-2025.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming to management control agreements, updating user agreements, and training staff on CJIS security requirements.
- Continued the contract with Integral Recoveries for debt recovery of delinquent accounts.
- The Court Administrator and Municipal Judge continued the process of reviewing legislative actions to determine the required changes to the Municipal Code.

2024 Goals and Objectives

- The recruitment process for a court clerk will be completed. The implementation of regular staff meetings will be important to a successful transition. Training, both in the office and with organizations statewide, will be vital to onboarding new staff.
- In collaboration with the town attorney and police chief, review and revise the 2020 Model Traffic Code. Bring revising ordinance to the Town Council.
- In collaboration with the town attorney and police chief, review, and revise Chapter 12 of the Municipal Code. Bring revising ordinance to the 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.
- 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.



Parks and Recreation Department

Darren Lewis, Parks & Recreation Director

OVERVIEW

The Parks and Recreation Department, 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 within budget constraints. Staff also identifies and authors appropriate grants when feasible.

CORE SERVICES

Core services for the Administration Division of the Parks and Recreation Department Division include:

- Ensuring the efficient and timely operation of the two Divisions within the overall Department.
- Oversight of all personnel items for the Department.
- Planning and monitoring of all fiscal matters for the Department.
- Interfacing with all other Town Departments, particularly Administration and Public Works.
- Coordinating and assisting the administration of the Combined Parks & Recreation Advisory Board.
- Ensuring the resident of the community and visitors have a positive experience

ALL FUNDS EXPENSE SUMMARY

All Fun	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$57,145	\$57,661	\$56,100	\$63,700	\$294,926

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$0	\$0	\$0	\$0	\$215,352
	Commodities	\$5,775	\$6,155	\$7,000	\$6,000	\$2,389
	Property Services	\$46,828	\$50,209	\$46,100	\$53,500	\$53,336
	Purchased Services	\$2,387	\$0	\$0	\$1,200	\$20,849
	Capital Outlay	\$2,156	\$1,297	\$3,000	\$3,000	\$3,000

PERSONNEL

The following table displays the total personnel in the Parks and Recreation Department.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Parks & Recreation Director	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Total Personnel	2	2	2	2	2

2023 ACCOMPLISHMENTS

- 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 four successful community events (Community Festival, or ComFest) 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 soccer youth sports in 2023.
- KIDS Camp was very successful this year, averaging 65 kids per day.
- Managed the security camera installation in our parks and town facilities.
- Managed the Veterans Bridge wood plank replacement.
- Managed completion of eight pickleball courts. The parking lot was completed as well as electrical was installed.
- Trained three new recreation staff members over the summer.
- Completed the 5th St. Trail with mulch.
- Managed the reconstruct of the 6th St. Trail
- Held monthly Combined Parks and Recreation Advisory Board meetings as well as quarterly Tree Board meetings.

2024 GOALS AND OBJECTIVES

- Continue ongoing training with the three new recreation staff members.
- The Division will continue to engage Archuleta County regarding opportunities to offset the Town's cost of providing the community's organized recreation programs.
- Hold four successful community festivals (free music events), as well as holiday events.
- Assist the Town Manager and Town Council in exploring the possibility of a Recreation District to include more than the Town of Pagosa Springs (Council Goal #9).
- The Recreation Division will try and implement programming with the use of volunteers and contracted instructors to offer more options in recreation for 2024.
- Manage and complete the following projects: Dog Park, Reservoir Hill Thinning, Reservoir Hill concrete tee pads installation, Security cameras for the Community Center and Yamaguchi Park, design and construct the McCabe Creek Pocket Park

Parks and Recreation Department

Parks Division

Darren Lewis, Parks & Recreation Director

Nick Printz, Parks Supervisor

OVERVIEW

The Parks 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 both visitors and residents. The Division administers park reservations for special events and acts as Town liaison with parks users. Staff coordinates with the Recreation Division on field maintenance and scheduling, develops and plans new park facilities and improves existing park spaces. Parks staff also serve 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 park 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Capital Fund	\$522,442	\$647,634	\$735,538	\$742,230	\$826,067
	Conservation Trust Fund	\$74,463	\$34,330	\$18,500	\$14,640	\$41,100
	Impact/Trust Fund	\$0	\$6,242	\$5,000	\$5,000	\$5,000

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$291,538	\$376,432	\$375,648	\$355,883	\$594,673
	Commodities	\$51,719	\$82,594	\$139,410	\$139,183	\$76,758
	Property Services	\$234,044	\$216,664	\$223,980	\$246,804	\$167,431
	Purchased Services	\$19,604	\$12,516	\$20,000	\$20,000	\$34,305

PERSONNEL

The following table displays the total number of personnel in the Department. Two additional full-time park maintenance staff members are budgeted for 2024.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Parks Supervisor	1	1	1	1	1
	Parks Maintenance I or II	2	3	3	3	5
	Part-Time Year Round	.5	.5	.5	.5	.5
	Total Personnel	3.5	4.5	4.5	4.5	6.5

2023 ACCOMPLISHMENTS

- River Center Park: Landscape was improved with planters as well and maintenance continued with the ponds.
- Centennial Park: Continued maintenance.
- Town Park/Athletic Field: Electrical was improved.
- South Pagosa Park: Continued maintenance.
- Yamaguchi Park: Planters were installed along S. 5th St. Continued maintenance. Electrical installed.
- Trails: Weed control and continued maintenance. New asphalt on trail behind the Overlook Deck.
- Cotton Hole Park: Landscaping, picnic tables and benches were installed. Signage was added. Parking was improved.
- Town Maintenance Facility: Further landscaping installed. Curb and gutter installed on 5th St.
- Reservoir Hill: Disc golf tee boxes were adjusted. Culverts were installed.
- Bell Tower Park: Food trucks were implemented this year.
- A total of 54 planters were installed throughout the Town to help beautify the community.
- The Town sponsored four free music events (Community Fest) located at the athletic field. Parks Maintenance staff assisted with the set up of event fencing, event stage set up and take down and clean up.

2024 GOALS AND OBJECTIVES

- Staff will continue to maintain and groom the Town's parks.
- Staff will perform maintenance along trails.
- Staff will assist with maintenance of planters and town-planted right-of-way areas.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continuing to thin trees and brush where needed for fire mitigation. Install concrete tee boxes for disc golf.
- 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. Further expand camera system.
- Yamaguchi South: Install a dog park. Pursue possibility of multi-purpose/ice rink facility. Explore river access.
- Staff will assist with implementing Town Council Goals and Objectives such as: Parks and Trail Maintenance (Town Council Goal #5).
- Complete all budgeted projects and focus on maintenance.

Parks and Recreation Department

Recreation Division

Darren Lewis, Parks & Recreation Director

Amanda Gadomski, Recreation Division Supervisor

OVERVIEW

The 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 within budget constraints. 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 KIDS summer youth program (Kickin’ It During Summer camp). 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$483,095	\$522,445	\$667,783	\$608,467	\$521,077
	Trust Fund	\$0	\$14,533	\$5,000	\$9,432	\$0

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$409,287	\$424,485	\$555,783	\$494,740	\$401,841
	Commodities	\$61,248	\$81,048	\$92,000	\$94,700	\$91,560
	Property Services	\$1,517	\$16,478	\$9,000	\$13,432	\$4,876
	Purchased Services	\$11,043	\$14,967	\$16,000	\$15,027	\$22,800

PERSONNEL

The following table displays the total personnel in the division. A reclassification of Event Coordinator to Office Manager of the Community Center is proposed for 2024. Seasonal KIDS Camp counselors and umpires are not included in the personnel counts below.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Recreation Supervisor	0	1	1	1	1
	Recreation Coordinator	2	2	2	2	2
	Events/Office Manager	1	1	1	1	1
	Total Personnel	3	4	4	4	4

2023 ACCOMPLISHMENTS

- Recreation staff were able to offer 20 recreational programs to the community in 2023.
- 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 four successful community events (Community Festival, or ComFest) 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 soccer youth sports in 2023.
- KIDS Camp was very successful this year, averaging 65 kids per day.
- Tables have been replaced in most conference rooms at the Ross Aragon Community Center.
- Outdated recreation equipment was replaced.

2024 GOALS AND OBJECTIVES

- In 2024, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- The Division will continue to engage Archuleta County regarding opportunities to offset the Town's cost of providing the community's organized recreation programs.
- Hold four successful community festivals (free music events), as well as holiday events.
- The Recreation Division will try and implement programming with the use of volunteers and contracted instructors to offer more options in recreation for 2024.

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.

All Funds Expense Summary

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	General Fund	\$1,121,075	\$1,325,338	\$1,558,060	\$1,473,258	\$1,992,145
	Capital Fund	\$73,123	\$30,534	\$173,202	\$176,652	\$107,465

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$698,591	\$853,108	\$1,058,459	\$971,125	\$1,296,578
	Commodities	\$62,160	\$82,038	\$95,500	\$94,532	\$102,487
	Property Services	\$24,337	\$28,458	\$81,600	\$29,050	\$35,078
	Purchased Services	\$369,367	\$392,257	\$413,601	\$417,101	\$586,295
	Capital Outlay	\$39,744	\$12	\$138,102	\$138,102	\$79,172

Personnel:

The following table displays total personnel in the Department.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Chief of Police	1	1	1	1	1
	Assistant Chief	1	1	1	1	1
	Detective	1	1	1	1	1
	Sergeant	1	1	1	1	1
	Police Officer	4	5	5	5	5
	Community/School Resource Officer	1	1	1	1	1
	Office/Records Specialist	1	1	1	1	1

Digital Evidence Tech	.5	.5	.5	.5	.5
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	.5	.5	.5	.5	.5
Code Enforcement Officer	0	.5	.5	.5	.5
Parking Enforcement Officer	0	0	.5	.5	.5
Total Personnel	11.5	13	13.5	13.5	13.5

2023 Accomplishments:

- As of August 15, 2023, 544 incident reports have been generated.
- The department has investigated and completed 90 accident reports.
- Calls for service through August 15, 2023, were over 4,750.
- Officers, to date, have completed training in compliance with the Peace Officers Standards Training Board, including Arrest Control, Emergency Vehicle Operations, Firearms, verbal de-escalation, ethics, use of force.
- Officers have received over \$10,000 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 \$5,765 for the 2023/2024 state fiscal year.
- The department received a Colorado Department of Transportation grant in the amount over \$10,000 for DUI enforcement for the 2023/2024 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 is working with Oracle to provide a new CAD / RMS system.
- The department held two community events this year family friendly movie nights in the park and participates in multiple other community events.
- The department has completed mobile CAD system for all patrol vehicles and upgraded to allow for the new CAD/ RMS system from Oracle. This system allows officers to be more productive, reduces redundancy with dispatch, provides quicker access to more complete information, and increases officer safety.

2024 Goals and Objectives:

- Fill the remaining open police officer position(s). As of August 15, 2023, the Police Department has 2 vacant police officer position(s). Being fully staffed will make it easier to manage overtime, leave, training and will allow for more consistent community interaction at special events.
- Hire a part-time parking enforcement officer.
- Provide continuing education and advanced training for officers.

- Obtain new equipment for community outreach events.
- Increase traffic safety and reduce impaired driving offenses.
- Continue and increase the bicycle patrol program.
- Increase public education and public outreach programs, utilizing the community resource officer and equipment.
- Work on implementation of new CAD and RMS system.
- Community Drug takeback program,
- Council Objective 5: Assist traffic management and parking analysis.



Public Works Department

Karl Johnson, Public Works Director

OVERVIEW

The Public Works Department oversees the Town's Streets Division, the Facilities & Fleet Division, and the Utilities Division which include the Town's sanitation and geothermal utilities.

The Department provides oversight to ensure safe and efficient roadways, well-maintained Town infrastructure, and continued functionality of the Town's geothermal system and the needs of the Sanitation District.

CORE SERVICES

The primary responsibility is to oversee the Divisions to ensure cooperation and functionality of the Town's assets and services.

The Core Services for the Divisions within Public Works are:

Facilities & Fleet Division

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.

Streets Division

The Streets Division maintains all Town streets and associated infrastructure and includes the following services:

- Grading and applying an additional base to gravel roads or chemicals 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 Town vehicles, equipment, and shop property.
- Installation of banners, flags, and signs for special events in the Town.

Utilities Division

The Division's primary duty is to provide the ratepayers 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 Fund	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Capital Fund	\$55,148	\$49,376	\$76,500	\$74,446	\$411,641

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$0	\$0	\$0	\$0	\$302,023
	Commodities	\$32,633	\$14,382	\$46,500	\$35,446	\$42,086
	Property Services	\$22,515	\$34,994	\$30,000	\$39,000	\$43,424
	Purchased Services	\$0	\$0	\$0	\$0	\$24,108

PERSONNEL

The following table displays the total personnel in the division. A new position, Right-of-way Technician, is budgeted for 2024.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Public Works Director	1	1	1	1	1
	Office Manager	1	1	1	1	1
	Right-of-way Technician	0	0	0	0	1
	Total Personnel	2	2	2	2	3

2023 ACCOMPLISHMENTS

- Provided oversight for the upgrades to the Apache and Visitor Center/Chamber lift station.
- Worked with the Town Manager to get geothermal rates for leased waters.

2024 GOALS AND OBJECTIVES

- Implement a plan for the ongoing upkeep of sidewalks, curbs, and gutters.
- Work with CDOT and other stakeholders on planning for Hwy 160 projects (resurfacing in 2023 and Main Street Corridor Reconstruction in 2024/25).
- Continue to address maintenance at the Hill Top Cemetery and expand efforts with new staff.
- Continue to work with the Town Manager, Town Council, and other stakeholders on Council Goals and Objectives (Traffic Management, Parking, and Road Maintenance -Goal #4).
- Address the future of the sanitation district with direction from the Sanitation Board.
- Complete upgrade to KOA lift station.
- Identify and secure grant opportunities for Geothermal and Sanitation Districts.
- Identify and secure grant opportunities for the Streets Department for road and right-of-way upgrades.

Public Works Department

Facilities and Fleet Division

Karl Johnson, Public Works Director
 Corey Eisenbarth, 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 the 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, setting up rooms and meeting spaces, and assisting 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Capital Fund	\$634,169	\$458,860	\$424,287	\$435,769	\$493,036

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$184,690	\$160,679	\$161,187	\$148,269	\$204,260
	Commodities	\$9,000	\$20,115	\$24,000	\$24,000	\$30,463
	Property Services	\$415,958	\$183,456	\$107,500	\$131,400	\$81,786
	Purchased Services	\$24,521	\$94,610	\$131,600	\$132,100	\$176,526

PERSONNEL

The following table displays the total personnel in the Division. No new positions are anticipated in 2024. Daily custodial services are contracted out.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	1	1	1	1
	Total Personnel	3	2	2	2	2

2023 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 worked with other departments on holiday lighting.
- Staff painted all ADA parking spots throughout Town.
- Staff worked with the contracted custodial services company to assist with daily cleaning duties, expanding their services from Town facilities to Town Park bathrooms.
- Completed work on remodeling and deep cleaning the north wing of the Town Hall in preparation for the Community Development Department.
- Assisted with installation of AC unit at Visitor’s Center Project.
- Staff worked with the selected contractor to complete the Visitor Center Roof Replacement Project.
- Staff worked with contractors with yearly maintenance of elevator and HVAC systems at all Town owned facilities.

2024 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 workflows 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 of infrastructure throughout Town.
- Work with contractors on multiple upgrades to exterior decks at Visitor’s Center.
- Work on Fleet Maintenance guidelines and establish equipment and vehicle acquisition and disposal plan.
- Continue developing asset maintenance plans for all Town owned facilities to include structure and critical system upgrades or end of service replacements.

Public Works Department

Streets Division

Karl Johnson, 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 an additional base to gravel roads or chemicals 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.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Capital Fund	\$693,348	\$753,281	\$869,792	\$822,956	\$906,603
	Impact Fund	\$0	\$1,030	\$0	\$0	\$0

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$452,277	\$515,884	\$623,642	\$527,459	\$573,825
	Commodities	\$121,124	\$90,262	\$84,000	\$110,240	\$141,647
	Property Services	\$113,289	\$127,475	\$134,150	\$157,257	\$159,681
	Purchased Services	\$6,658	\$20,690	\$28,000	\$28,000	\$31,451

PERSONNEL

The following table displays the total personnel in the division. No changes are budgeted for 2024.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Streets Supervisor	1	1	1	1	1
	Equipment Operator III, II, I	4	4	5	5	5
	Total Personnel	5	5	6	6	6

2023 ACCOMPLISHMENTS

- Worked with the selected contractor to handle traffic control and apply seal coat product to several road sections throughout the Town, thus lengthening the life of the pavement.
- Continued major road maintenance projects per the Pavement Assessment for all Town roads, including mill and overlay on several sections of road.
- Continued maintenance of department vehicles.
- Put up seasonal banners and holiday décor.
- Worked on drainage issues throughout town.
- Held annual cemetery and townwide cleanup in May.
- Trimmed problem trees and shrubs throughout town limits, cutting back limbs and overgrown vegetation to increase vehicular and pedestrian safety.

2024 GOALS AND OBJECTIVES

- Continue to enhance regular, ongoing road maintenance and improvements.
- Address culverts and drainage issues at Dog Alley.
- Find consensus for the installation of new signage, fencing, and gateway signage at Old Pagosa Cemetery.



Public Works Department

Utilities Division

Karl Johnson, Public Works Director

Lucian Brewster, 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 are 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 952 customers using approximately 1,597 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 36 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 ratepayers 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Sanitation Fund	\$1,061,800	\$1,844,877	\$1,735,564	\$1,669,053	\$1,371,636
	Geothermal Fund	\$141,907	\$65,185	\$62,388	\$53,638	\$50,038

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$126,913	\$204,420	\$255,525	\$236,755	\$330,063
	Commodities	\$23,600	\$34,871	\$22,100	\$25,548	\$28,485
	Property Services	\$226,303	\$1,015,836	\$702,600	\$563,375	\$434,842
	Purchased Services	\$223,415	\$249,887	\$328,377	\$366,363	\$284,521
	Capital Outlay	\$67,226	\$26,524	\$121,000	\$162,300	\$0
	Debt Service	\$287,657	\$287,657	\$287,657	\$287,657	\$287,657

PERSONNEL

The following table displays the total personnel in the division. There are no new positions added in 2024.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Utility Supervisor	1	1	1	1	1
	Utility Operator	1	2	2	2	2
	Total Personnel	2	3	3	3	3

2023 ACCOMPLISHMENTS

- Worked with contractors to install and program new pump packages at Chambers and Apache Lift Stations during the Spring and Summer of 2023.
- Continued working with stakeholders on emergency planning and preparedness in case of total pump failure and spill prevention.
- District staff continued to seek out training and educational opportunities to increase industry knowledge and proficiency.
- Continued tracking work on collection lines, manholes, and lift stations in iWorQ to track location, repairs, damage, associated costs, and staff.
- The SCADA grant update project will be complete by Fall of 2023.
- Continue using the Vacuum Truck to better maintain the collections system.
- Utilized a phased replacement plan to prioritize replacements and budget for major upgrades to the collection system.
- Despite staff turnover in 2021, 2022, and 2023 new staff hired are working quickly to address emergency issues, assist with the pump replacement projects, and maintain collection lines and lift stations.
- Worked with Roaring Fork Engineering to perform a whole system analysis to determine current and future PSSGID needs.
- Install new media in the odor control scrubber system per replacement schedule.
- Purchased a camera system to better assess the lines of effluent and geothermal water transport.

2024 GOALS AND OBJECTIVES

- Create training redundancy with the Utilities Supervisor and Utility Operator positions to be prepared for any situation. Continue efforts to cross-train.
- Continue efforts to educate the community on what not to flush down the drain or toilet to protect the system.
- Continue efforts to inspect grease traps for FOG (Fats, Oils, and Grease).
- Continue to utilize the digitization of district data and iWorQ system to manage and track GID workflow.
- Continue work on the development of a 10-year Capital Improvement plan to identify and engineer system upgrades, specifically collection line replacement and maintenance projects through a phased approach as funds permit.
- Continue to seek additional funding for capital projects.
- Prepare a plan for sewer line rehab under Highway 160, in preparation for the Main Street Reconstruction project in 2024/2025.
- Continue to improve processes with other Town departments for review of sanitation usage and capacity within the development review process.

Tourism Department

Jennifer Green, Tourism Director

OVERVIEW

The Pagosa Springs Tourism Department handles tasks related to managing and promoting responsible 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 (and businesses) 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 working 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 Town and County Departments to improve local amenities and infrastructure 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 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	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Lodgers Fund	\$858,089	\$1,577,497	\$2,382,595	\$2,181,207	\$1,192,092

All Funds	Use of Funds	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Personnel	\$246,890	\$296,632	\$346,095	\$339,418	\$453,115
	Commodities	\$17,942	\$18,900	\$22,500	\$22,612	\$22,992
	Property Services	\$107,031	\$722,212	\$968,000	\$766,785	\$71,626
	Purchased Services	\$486,226	\$539,753	\$546,000	\$552,392	\$644,359

PERSONNEL

The following table displays the total number of personnel in the department. No additional positions are anticipated in the 2024 budget.

Personnel	Position Title	2021 Actual	2022 Actual	2023 Amended	2023 Estimate	2024 Budget
	Tourism Director	1	1	1	1	1
	Marketing Manager	1	1	1	1	1
	Visitor Center Manager	1	1	1	1	1
	Administrative Assistant	0	0	1	1	1
	Volunteer Coordinator	.5	.5	0	0	0
	Visitor Center Staff	.5	.5	.5	1	1
	Total Personnel	4	4	4.5	5	5

2023 ACCOMPLISHMENTS

- Continued effort to create a cohesive, well-branded signage plan for the community.
- Continued development of video content leveraging extensive high-definition video library, including adding substantial drone footage.
- Continued to partner with other destinations to develop and promote the Historic Hot Springs Loop.
- Continued beautification efforts throughout Town, including the now annual community-wide Big Spring Cleanup, planters adopted by area businesses, and development of a digital bike planter scavenger hunt.
- Advanced education efforts to reach locals and visitors to advocate responsible tourism and recreation.
- Ongoing enhancements to website and app.
- Continued to focus on shoulder season growth to minimize peaks and valleys of local tourism economy.
- Continued tracking data on advertising effectiveness for in-market visitation.
- Provided tourism funds for several event organizers to hold new and reoccurring community events.
- Planned events for Old Fashioned Christmas, Big Spring Cleanup, and Halloween Hootenanny and Lighting Contest.
- Provided tourism funds to assist with various infrastructure projects.

2023 MEASUREMENTS

- Strong educational mechanisms in place for all possible situations.
- 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.

2024 GOALS AND OBJECTIVES

- Continue to focus on shoulder seasons, including winter, to minimize peaks and valleys during year.
- Re-encourage international audiences to visit post-pandemic.
- 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.
- Expand data analytics to benefit broader aspects of local economy.

2024 MEASUREMENTS

- Continue to monitor and adjust to various 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.



FUNDS DETAILS



Town Hall in Spring

GENERAL FUND REVENUES

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
TAXES						
PROPERTY TAX	96,490	109,096	107,862	107,862	107,862	134,959
SALES TAX	4,342,185	4,500,589	4,693,478	4,693,478	4,411,869	4,411,869
CABLE TV FRANCHISE	2,600	1,661	2,500	2,500	1,500	1,500
GAS FRANCHISE	23,100	24,349	22,000	22,000	24,500	22,000
TELEPHONE FRANCHISE	2,200	0	0	0	0	0
SEVERANCE TAX	437	7,634	6,500	6,500	8,452	8,000
SPECIFIC OWNERSHIP/MVL	19,528	17,900	18,000	18,000	19,000	18,000
CIGARETTE TAX	19,927	13,900	15,000	15,000	15,000	15,000
SUBTOTAL	4,506,467	4,675,129	4,865,340	4,865,340	4,588,183	4,611,328
LICENSES & PERMITS						
LIQUOR LICENSING	13,611	11,550	10,000	10,000	14,100	12,000
MARIJUANA LICENSING	20,000	14,500	14,000	14,000	14,000	14,000
BUILDING PERMITS	144,524	133,082	100,000	100,000	120,000	95,000
COMMUNITY DEVELOPMENT PERMITS						2,000
VACATION RENTAL LICENSE FEES	23,450	58,350	30,000	30,000	30,000	30,000
BUSINESS LICENSING	35,285	51,935	35,000	35,000	41,850	40,000
CONTRACTORS LICENSING	15,795	0	0	0	0	0
SUBTOTAL	252,665	269,417	189,000	189,000	219,950	193,000
CHARGES FOR SERVICES						
RECREATION PROGRAM FEES						106,000
<i>RECREATION USER FEES</i>	37,944	35,591	40,000	40,000	35,000	
<i>KIDS SUMMER YOUTH PROGRAM</i>	52,210	36,820	40,000	40,000	55,640	
EVENT/PROGRAMMING	18,901	25,908	12,000	12,000	20,000	20,000
CONVENIENCE FEES						9,000
<i>CREDIT CARD FEE/CONVENIENCE FEES</i>	0	5,139	6,500	6,500	6,000	
<i>PARKS & REC CONVENIENCE FEES</i>	0	0	0	0	1,200	
PLANNING FEES	9,985	23,130	20,000	20,000	17,000	20,000
DEVELOPER REIMBURSEMENT FEES	286	0	0	0	0	0
POLICE CONTRACTED SERVICES	34,780	15,308	43,764	43,764	30,000	43,764
POLICE FEES	5,180	6,440	4,500	4,500	2,500	4,500
SUBTOTAL	159,285	148,336	166,764	166,764	167,340	203,264
INTERGOVERNMENTAL						
SCHOLARSHIP REVENUES						2,000
POLICE GRANT / OVERTIME	40,610	43,651	28,000	28,000	28,000	28,000
COVID RELIEF FUNDS-DOLA	50,000	0	0	0	0	0
SUBTOTAL	90,610	43,651	28,000	28,000	28,000	30,000
INTERFUND TRANSFERS						
SANITATION INSURANCE	17,500	18,000	18,000	18,000	18,000	18,000
SANITATION BOOKKEEPING	25,000	25,000	20,000	20,000	20,000	20,000
GEOHERMAL BOOKKEEP/INSURANCE	6,000	6,000	2,000	2,000	2,000	2,000
SANITATION LOAN PAYMENT	21,351	21,103	20,855	20,855	20,855	20,606
GEOHERMAL LOAN PAYMENT	6,750	6,775	5,838	5,838	5,838	0
TRANSFER TOURISM FUND	0	343,000	0	0	20,000	0
TRANSFER TRUST FUND	0	45,000	0	0	0	40,310
ADMINISTRATION IMPACT FEES	248	0	0	0	0	0
SUBTOTAL	76,849	464,878	66,693	66,693	86,693	100,916
FINES & FORFEITURES						
TRAFFIC SURCHARGES	4,674	4,921	8,000	8,000	8,000	8,000
COURT FINES	43,567	49,296	48,000	48,000	48,000	48,000
SUBTOTAL	48,241	54,217	56,000	56,000	56,000	56,000
LEASES AND RENTS						
GROUND LEASES	90,509	91,597	94,250	94,250	94,250	98,365
CENTER LEASES	37,048	38,753	20,000	20,000	5,052	36,480
MINERAL LEASING	12,510	9,955	10,000	10,000	19,008	15,000
DHS BUILDING RENTAL/LEASE	31,000	23,250	0	0	0	0
CENTER RENTALS	8,053	12,013	6,500	6,500	16,262	14,000
SUBTOTAL	179,121	175,567	130,750	130,750	134,572	163,845
MISCELLANEOUS REVENUES						
MISCELLANEOUS	27,205	26,834	20,000	20,000	15,000	18,000
CENTER MISCELLANEOUS	7,984	10,702	8,500	8,500	8,500	8,500
INTEREST	51,122	107,881	50,000	50,000	210,000	160,000
SUBTOTAL	86,310	145,417	78,500	78,500	233,500	186,500
GENERAL FUND REVENUE						
GENERAL FUND REVENUE	5,399,548	5,976,611	5,581,047	5,581,047	5,514,238	5,544,853
<i>PRIOR YEAR RESERVES</i>	3,035,411	4,258,262	4,683,358	4,683,358	5,363,024	
TOTAL GENERAL FUND REVENUE	8,434,959	10,234,873	10,264,405	10,264,405	10,877,262	5,544,853

GENERAL FUND EXPENDITURES SUMMARY

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
GENERAL GOVERNMENT						
ADMINISTRATION DEPARTMENT	935,999	1,171,124	1,360,131	1,360,131	1,407,525	1,284,826
ADMIN ADMINISTRATIVE SERVICES	784,658	980,879	1,139,474	1,139,474	1,174,446	350,054
TOWN CLERK/FINANCE	74,265	100,710	128,657	128,657	132,087	414,106
HUMAN RESOURCES	27,755	39,564	40,000	40,000	51,492	262,191
TOWN MANAGER	26,210	25,008	25,000	25,000	25,000	231,460
TOWN COUNCIL	23,110	24,963	27,000	27,000	24,500	27,015
COMMUNITY DEVELOPMENT DEPARTMENT	545,550	1,211,545	1,442,397	1,442,397	1,298,070	933,584
CD-ADMINISTRATIVE SERVICES	0	0	0	0	0	167,025
CD-BUILDING DIVISION	196,680	226,498	264,080	264,080	227,096	261,358
CD-HOUSING DIVISION	0	598,625	598,483	598,483	535,700	34,525
CD-PLANNING DIVISION	348,870	386,422	579,834	579,834	535,274	350,925
CD-PROJECTS DIVISION	0	0	0	0	0	119,751
MUNICIPAL COURT DEPARTMENT	343,580	378,428	451,065	451,065	379,274	506,012
PUBLIC SAFETY						
POLICE DEPARTMENT	1,121,075	1,325,338	1,558,060	1,558,060	1,473,258	1,989,645
PARKS AND RECREATION						
PARKS AND RECREATION DEPARTMENT	540,240	580,105	723,883	723,883	672,167	816,002
P&R-ADMINISTRATIVE SERVICES	57,145	57,661	56,100	56,100	63,700	294,926
RECREATION DIVISION	443,782	470,327	621,783	621,783	556,440	326,711
RECREATION-EVENTS	39,313	52,118	46,000	46,000	52,027	194,366
INITIATIVES & ECONOMIC DEVELOPMENT						
INITIATIVES & ECONOMIC DEVELOPMENT	468,060	243,044	418,259	416,217	481,969	188,000
OTHER EXPENDITURE						
TRANSFER TO CAPITAL IMP FUND	0	0	0	0	0	0
TRANSFER TO SANITATION FUND	143,358	0	0	0	0	0
TRANSFER TO GEOTHERMAL FUND	18,959	0	0	0	0	0
TOTAL TRANSFERS	162,317	0	0	0	0	0
GENERAL FUND EXPENDITURES						
GENERAL FUND EXPENDITURES	4,116,821	4,909,585	5,953,795	5,951,753	5,712,263	5,718,070
TOTAL GENERAL FUND EXPENDITURES	4,116,821	4,909,585	5,953,795	5,951,753	5,712,263	5,718,070
ANNUAL REVENUES						
ANNUAL REVENUES	5,399,548	5,976,611	5,581,047	5,581,047	5,514,238	5,544,853
ANNUAL EXPENDITURES						
ANNUAL EXPENDITURES	4,116,821	4,909,585	5,953,795	5,951,753	5,712,263	5,718,070
DIFFERENCE	1,282,727	1,067,027	-372,748	-370,706	-198,025	-173,216
OPERATING RESERVE						
OPERATING RESERVE	1,029,205	1,227,396	1,488,448	1,488,448	1,428,066	1,429,517
GENERAL FUND CAPITAL RESERVE						
GENERAL FUND CAPITAL RESERVE	3,229,057	4,141,878	2,822,163	2,824,205	3,736,933	3,562,265

ADMINISTRATION DEPARTMENT						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
OVERALL DEPARTMENT WAGES						
SALARIES	261,647	354,415	424,902	424,902	411,940	521,475
FICA	19,432	25,500	32,505	32,505	32,416	39,893
INSURANCE	80,313	106,343	134,106	134,106	105,388	119,755
PENSION	18,472	25,053	29,743	29,743	26,986	35,318
SUBTOTAL	379,864	511,311	621,256	621,256	576,730	716,441
ADMINISTRATIVE SERVICES						
COMMODITIES						
OFFICE SUPPLIES	7,511	11,043	10,000	10,000	10,000	2,650
POSTAGE/SHIPPING	1,445	1,751	2,500	2,500	2,500	2,500
COPY/PRINTING						2,800
DEPARTMENT MATERIALS						3,300
COMPUTER/ IT EQUIPMENT						25,100
SOFTWARE SUBSCRIPTION						49,542
<i>WEB SITE</i>	13,700	6,011	6,625	6,625	6,927	
SUBTOTAL	22,656	18,805	19,125	19,125	19,427	85,892
PROPERTY SERVICES						
<i>UTILITIES-GAS/ELEC/WATER/SEWER</i>	27,061	29,618	31,000	31,000	31,000	
GAS						9,000
ELECTRIC						17,000
WATER						2,075
SEWER						2,745
TELEPHONE SERVICE	14,417	14,163	15,000	15,000	13,500	3,156
RECYCLING/SHREDDING SERVICE	385	1,354	1,000	1,000	1,000	850
SUBTOTAL	41,863	45,135	47,000	47,000	45,500	34,826
PURCHASED SERVICES						
COPY/PRINTING						1,250
<i>COPIER EXPENSE</i>	2,008	1,672	3,000	3,000	2,500	
IT SERVICES	98,867	134,811	132,080	132,080	140,130	14,460
ATTORNEY	77,717	84,459	90,000	90,000	143,000	120,000
EVENT SERVICES						41,250
<i>FIREWORKS</i>	16,600	16,000	16,000	16,000	16,000	
<i>PARADE - JULY 4TH</i>	13,509	13,747	15,000	15,000	24,488	
RENTAL-MISCELLANEOUS						350
CONVENIENCE FEES						6,000
<i>CREDIT CARD SERVICE FEE</i>	0	4,457	6,500	6,500	6,000	
RECORDING FEES						1,200
BONDS/INSURANCE	116,518	135,677	178,000	178,000	189,000	32,867
ADVERTISING/PUBLIC NOTIFICATION	1,464	960	2,500	2,500	2,500	150
DUES & MEMBERSHIPS						11,809
<i>SW ECO DEV./REGION 9</i>	1,132	1,132	3,223	3,223	3,223	
<i>REGION 9 TRANS PLANNING</i>	347	348	342	342	342	
<i>CLUB 20</i>	200	200	200	200	200	
<i>CML DUES</i>	3,962	4,197	4,160	4,160	4,285	
<i>CHAMBER OF COM</i>	550	575	575	575	608	
<i>SMALL BUSINESS DEVELOPMENT</i>	513	513	513	513	513	
<i>SW COUNCIL OF GOVT</i>	6,888	6,882				
<i>COLORADO ASSOCIATION OF SKI TOWNS</i>						
SUBTOTAL	340,275	405,629	452,093	452,093	532,789	229,336
ADMINISTRATION SERVICES BUDGET	404,794	469,568	518,218	518,218	597,716	350,054
TOWN CLERK AND FINANCE						
COMMODITIES						
SOFTWARE SUBSCRIPTION						55,350
<i>CASELLE SUPPORT</i>	22,662	21,074	28,000	28,000	26,852	
<i>RECORDS AND AGENDA MGMT</i>	10,480	11,281	11,000	11,000	14,878	
<i>STR BUSINESS LICENSE COMPLIANCE</i>	8,352	21,673	22,200	22,200	20,400	
SUBTOTAL	41,495	54,028	61,200	61,200	62,130	55,350
PURCHASED SERVICES						
AUDITOR	21,805	23,079	27,000	27,000	35,500	32,150
CONTRACTED SERVICES						5,000
<i>FINANCIAL CONSULTING</i>	0	0	15,000	15,000	22,500	
<i>CODIFY CODE</i>	2,437	2,115	10,000	10,000	2,000	
<i>TRAVEL & TRAINING</i>	5,144	8,041	13,000	13,000	7,500	
TRANSPORTATION						700
MEALS						1,300
LODGING		68				3,200

ADMINISTRATION DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
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TOWN CLERK AND FINANCE - CONTINUED

PURCHASED SERVICES - CONTINUED

MEETING REGISTRATION FEES						2,350
<i>TREASURER ABATEMENT FEE</i>	432	319	300	300	300	2,500
<i>TREASURER COLLECTION FEE</i>	2,952	2,131	2,157	2,157	2,157	
DUES & MEMBERSHIP						435
TRAINING AND SCHOOLS						1,100
ELECTION	0	10,997	0	0	0	6,550
SUBTOTAL	32,770	46,681	67,457	67,457	69,957	55,285

TOWN CLERK & FINANCE BUDGET	74,265	100,710	128,657	128,657	132,087	414,106
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HUMAN RESOURCES

COMMODITIES

SOFTWARE SUBSCRIPTION						13,276
<i>HR MANAGEMENT SOFTWARE</i>	10,575	16,692	16,700	16,700	16,692	
SUBTOTAL	10,575	16,692	16,700	16,700	16,692	13,276

PURCHASED SERVICES

CONTRACTED SERVICES						3,050
<i>DRUG TESTING CDL/RANDOM</i>	494	692	1,000	1,000	1,000	
<i>CAFETERIA PLAN ADMINISTRATOR</i>	375	562	1,100	1,100	800	
<i>TRAVEL & TRAINING</i>						
TRANSPORTATION						500
MEALS						1,000
LODGING						2,350
MEETING REGISTRATION						2,400
FEES						250
DUES & MEMBERSHIP						380
TRAINING AND SCHOOLS						6,100
<i>EMPLOYEE EDUCATION PROGRAM</i>	1,359	0	1,500	1,500	3,000	
ADVERTISING/ PUBLIC NOTIFICATION						3,500
<i>RECRUITING AND PRE-EMPLOYMENT</i>	2,807	5,232	4,000	4,000	12,500	
TEAM BUILDING						17,500
<i>EMPLOYEE TRAINING SUPPLIES</i>	12,145	16,386	15,700	15,700	17,500	
CLOTHING/UNIFORMS						
SUBTOTAL	17,180	22,872	23,300	23,300	34,800	37,030

HUMAN RESOURCES BUDGET	27,755	39,564	40,000	40,000	51,492	262,191
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TOWN MANAGER

PROPERTY SERVICES

TELEPHONE-CELL PHONE						600
SUBTOTAL	0	0	0	0	0	600

PURCHASED SERVICES

<i>TRAVEL & TRAINING</i>						
TRANSPORTATION						200
MEALS						400
LODGING						1,100
MEETING & TRAINING SUPPLIES						500
MEETING REGISTRATION						900
DUES & MEMBERSHIP						675
TRAINING AND SCHOOLS						1,000
CONTRACTED SERVICES						25,000
<i>COMMUNICATIONS MANAGER</i>	26,210	25,008	25,000	25,000	25,000	
SUBTOTAL	26,210	25,008	25,000	25,000	25,000	29,775

TOWN MANAGER BUDGET	26,210	25,008	25,000	25,000	25,000	231,460
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TOWN COUNCIL

PURCHASED SERVICES

BOARD EXPENSES / VOLUNTEER APPRECIATION						27,000
<i>TOWN COUNCIL</i>	23,110	24,963	27,000	27,000	24,500	
BONDS/INSURANCE						15
SUBTOTAL	23,110	24,963	27,000	27,000	24,500	27,015

TOWN COUNCIL BUDGET	23,110	24,963	27,000	27,000	24,500	27,015
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TOTAL ADMINISTRATION BUDGET	935,999	1,171,124	1,360,131	1,360,131	1,407,525	1,284,826
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INITIATIVES & ECONOMIC DEVELOPMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
COMMODITIES						
COMMUNITY ENGAGEMENT						-
ACVAP	9,000	0	0	0	0	
ARCHULETA HOUSING FOR ELDERLY	0	0	0	6,975	6,975	
ARCHULETA SCHOOL SCHOLARSHIP	8,321	0	0	0	0	
ARCHULETA SENIORS PROGRAMS	5,200	6,940	0	3,500	3,500	
AREA AGENCY ON AGING	5,207	8,336	0	0	0	
ASPEN HOUSE	8,400	8,040	0	6,175	6,175	
ASPIRE-PAGOSA PREGNANCY CENTER	4,000	2,400	0	3,750	3,750	
BUILD PAGOSA INC	8,114	8,400	0	4,250	4,250	
CHIMNEY ROCK INTERPRETIVE	1,595	4,200	0	1,750	1,750	
COMMUNITY CONNECTIONS	7,229	6,800	0	4,750	4,750	
COMMUNITY UNITED METHODIST CH	0	2,744	0	1,025	1,025	
DUST 2	7,429	0	0	3,000	3,000	
FOUR CORNERS FLYERS	0	0	0	2,625	2,625	
GEOTHERMAL GREENHOUSE PARTNERS	0	0	0	3,125	3,125	
HABITAT FOR HUMANITY	0	8,425	0	9,333	9,333	
HEALTHY ARCHULETA FSFE	0	6,800	0	3,750	3,750	
MOUNTAIN EXPRESS	5,400	7,740	0	7,250	7,250	
MOUNTAIN INSTITUTE	7,527	0	0	0	0	
PAGOSA ARTS COUNCIL	0	7,200	0	0	0	
PAGOSA COMMUNITY INITIATIVE	0	0	0	3,000	3,000	
PAGOSA FARMERS MARKET	5,053	5,925	0	3,500	3,500	
PAGOSA WEATHER	0	0	0	1,250	1,250	
PS CENTER FOR THE ARTS	4,800	5,400	0	4,750	4,750	
RUBY SISSON LIBRARY	3,386	4,740	0	2,500	2,500	
SAN JUAN MUSEUM	0	6,600	0	5,500	5,500	
SEEDS OF LEARNING	0	5,800	0	0	0	
SHONDA MARTINEZ DAYCARE	0	2,450	0	0	0	
SOUTHWEST RURAL PHILAN DAYS	0	0	0	2,075	2,075	
SOUTHWEST SAFEHOUSE	0	3,900	0	6,500	6,500	
TERESA MAEL DAYCARE	0	2,450	0	0	0	
TIFFANY WILKINS DAYCARE	0	2,450	0	0	0	
TRI COUNTY HEAD START	0	7,040	0	0	0	
VETERANS MEMORIAL PARK	0	0	0	2,500	2,500	
WILDFIRE ADAPTED PARTNERSHIP	9,000	7,000	0	5,125	5,125	
SUBTOTAL COMMUNITY ENGAGEMENT	99,661	131,780	100,000	97,958	97,958	0
PURCHASED SERVICES						
INITIATIVES & ECONOMIC DEVELOPMENT						
ECONOMIC DEV ORGANIZATION	25,516	24,765	40,000	40,000	40,000	40,000
MAIN STREET PROGRAM	0	26,500	43,259	43,259	43,259	50,000
HOUSING CHOICES	219,418					
BROADBAND DEVELOPMENT	97,000	50,000	75,000	75,000	141,085	-
EARLY CHILDHOOD EDUCATION	26,464		150,000	150,000	149,667	88,000
ARCHULETA SCHOOL SCHOLARSHIPS	0	10,000	10,000	10,000	10,000	10,000
SUBTOTAL ECONOMIC DEVELOPMENT	368,399	111,265	318,259	318,259	384,011	188,000
TOTAL INITIATIVES & ECON. DEV.	468,060	243,044	418,259	416,217	481,969	188,000

COMMUNITY DEVELOPMENT DEPARTMENT							
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET	
OVERALL DEPARTMENT WAGES							
SALARIES	289,489	375,407	542,198	542,198	420,389	536,711	
PART-TIME SALARIES	0	0	48,046	48,046	21,000	34,300	
FICA	22,505	27,810	43,021	43,021	32,341	43,682	
INSURANCE	69,578	74,433	134,837	134,837	118,421	128,437	
PENSION	19,851	24,172	39,365	39,365	29,457	37,570	
SUBTOTAL	401,423	501,822	807,467	807,467	621,608	780,700	
ADMINISTRATION SERVICES							
COMMODITIES							
OFFICE SUPPLIES						500	
POSTAGE / SHIPPING							
COPY/PRINTING						0	
FUEL & OIL						1,700	
COMMUNITY ENGAGEMENT							
SOFTWARE SUBSCRIPTION						7,278	
SUBTOTAL	0	0	0	0	0	9,478	
PROPERTY SERVICES							
TELEPHONE - CELL PHONES						480	
TELEPHONE SERVICE						2,794	
SUBTOTAL	0	0	0	0	0	3,274	
PURCHASED SERVICES							
CONTRACTED SERVICES						0	
IT SERVICES						18,075	
TRAVEL&TRAINING							
TRANSPORTATION						300	
MEALS						420	
LODGING						1,800	
MEETING & TRAINING SUPPLIES						0	
MEETING REGISTRATION						1,800	
ADVERTISING / PUBLIC NOTIFICATION						0	
DUES & MEMBERSHIP						870	
TRAINING AND SCHOOLS						0	
BONDS/INSURANCE						374	
SUBTOTAL	0	0	0	0	0	23,639	
TOTAL COMM DEV ADMIN BUDGET	0	0	0	0	0	167,025	
BUILDING DIVISION							
COMMODITIES							
OFFICE SUPPLIES	2,015	3,533	4,000	4,000	2,000	1,075	
COPY/PRINTING						700	
COPY EXPENSE	1,007	690	1,500	1,500	1,200		
CLOTHING / UNIFORMS						450	
FUEL & OIL	891	963	2,000	2,000	750	0	
PERSONAL PROTECTIVE EQUIPMENT						150	
SAFETY EQUIPMENT	512	233	1,000	1,000	1,000		
SOFTWARE SUBSCRIPTION						6,300	
SOFTWARE LICENSE	5,400	5,400	6,900	6,900	6,300		
SUBTOTAL	9,824	10,818	15,400	15,400	11,250	8,675	
PROPERTY SERVICES							
TELEPHONE - CELL PHONE	1,788	1,778	1,680	1,680	1,680	1,680	
SUBTOTAL	1,788	1,778	1,680	1,680	1,680	1,680	
PURCHASED SERVICES							
ATTORNEY						1,000	
CODE ENFORCE & BLDG CODE VIOLATIONS	39	0	0	0	0	-	
CONTRACTED SERVICES						3,500	
CONSULTANT EXPENSES	0	600	3,500	3,500	2,000		
TRAVEL & TRAINING	17,709	10,861	15,700	15,700	12,500		
TRANSPORTATION						300	
MEALS						720	
LODGING						1,800	
MEETING & TRAINING SUPPLIES						500	
MEETING REGISTRATION						1,800	
DUES & MEMBERSHIP						0	
TRAINING AND SCHOOLS						1,700	
BONDS/INSURANCE						2,969	
SUBTOTAL	17,748	11,461	19,200	19,200	14,500	14,289	
TOTAL BUILDING DIVISION BUDGET	196,680	226,498	264,080	264,080	227,096	261,358	
HOUSING DIVISION							
COMMODITIES							
OFFICE SUPPLIES	0	47	250	250	0	0	
FUEL & OIL	0	0	200	200	0	0	
SUBTOTAL	0	47	450	450	0	0	

COMMUNITY DEVELOPMENT DEPARTMENT CONTINUED

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
HOUSING DIVISION - CONTINUED						
PROPERTY SERVICES						
GAS						
ELECTRIC						
WATER						4,025
SEWER						5,500
TELEPHONE - CELL PHONE	0	0	720	720	0	0
SUBTOTAL	0	0	720	720	0	9,525
PURCHASED SERVICES						
<i>HOUSING CHOICES</i>	0	105,730	500,000	500,000	535,700	-
ENGINEERING						
CONTRACTED SERVICES						25,000
<i>WORKFORCE HOUSING DESIGN PROJECT</i>		458,836				
<i>TRAVEL & TRAINING</i>	0	0	1,000	1,000	0	
TRANSPORTATION						0
MEALS						0
LODGING						0
MEETING & TRAINING SUPPLIES						0
MEETING REGISTRATION						0
INITIATIVES & ECONOMIC DEVELOPMENT						0
DUES & MEMBERSHIP						0
TRAINING AND SCHOOLS						0
SUBTOTAL	0	589,566	501,000	501,000	535,700	25,000
TOTAL HOUSING DIVISION BUDGET	0	598,625	598,483	598,483	535,700	34,525
PLANNING DIVISION						
COMMODITIES						
OFFICE SUPPLIES	3,828	2,928	5,000	5,000	5,000	1,200
POSTAGE						2,000
COPY EXPENSE	287	332	0	0	0	650
FUEL & OIL	52	0	0	0	0	0
DEPARTMENTAL MATERIALS						
<i>APPLICATION POSTAGE/NOTICE</i>	2,730	3,588	3,500	3,500	3,500	-
COMMUNITY ENGAGEMENT/COMMUNITY EVENTS SUPPLIES						400
SOFTWARE SUBSCRIPTIONS						10,315
<i>SOFTWARE LICENSE</i>	5,400	5,400	8,400	8,400	8,300	
SUBTOTAL	12,297	12,248	16,900	16,900	16,800	14,565
PROPERTY SERVICES						
TELEPHONE - CELL PHONE	480	480	1,080	1,080	600	0
SUBTOTAL	480	480	1,080	1,080	600	0
PURCHASED SERVICES						
CONTRACTED SERVICES						1,000
<i>CONSULTANT EXPENSES</i>	8,682	15,619	15,000	15,000	15,000	
<i>LAND USE DEVELOPMENT UPDATE</i>	69,198	33,026	20,000	20,000	20,000	-
<i>ROW/EASEMENT PROCESSING</i>	0	12,857	6,000	6,000	6,000	-
<i>DEVELOPER REIMBURSABLE ITEMS</i>	324	0	0	0	0	-
<i>TRAVEL & TRAINING</i>	2,933	4,218	8,500	8,500	8,500	
TRANSPORTATION						600
MEALS						480
LODGING						1,300
MEETING & TRAINING SUPPLIES						0
MEETING REGISTRATION						1,200
RECORDING FEES						1,000
BOOKS & SUBSCRIPTIONS						1,550
INITIATIVES & ECONOMIC DEVELOPMENT						20,000
<i>PUBLIC ART PLANNING</i>	19,884	16,670	25,000	25,000	42,332	
ADVERTISING/ PUBLIC NOTIFICATION						1,500
DUES & MEMBERSHIP						1,200
TRAINING AND SCHOOLS						4,500
BOARD EXPENSES/VOLUNTEER APPRECIATION						5,150
<i>PLANNING COMM/HISTORIC PRES</i>	969	934	4,000	4,000	100	
BONDS/INSURANCE						233
SUBTOTAL	101,989	83,324	78,500	78,500	91,932	39,713
TOTAL PLANNING DIVISION BUDGET	348,870	386,422	579,834	579,834	535,274	350,925
PROJECTS DIVISION						
COMMODITIES						
OFFICE SUPPLIES	0	0	0	0	0	200
POSTAGE / SHIPPING						100
COPY / PRINTING	0	0	0	0	0	200
SUBTOTAL	0	0	0	0	0	500
PROPERTY SERVICES						
TELEPHONE- CELL PHONES	0	0	0	0	0	650
SUBTOTAL	0	0	0	0	0	650

COMMUNITY DEVELOPMENT DEPARTMENT CONTINUED

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PROJECTS DIVISION - CONTINUED						
PURCHASED SERVICES						
CONTRACTED SERVICES	0	0	0	0	0	0
<i>TRAVEL & TRAINING</i>	0	0	0	0	0	-
TRANSPORTATION						100
MEALS						140
LODGING						600
MEETING & TRAINING SUPPLIES						0
MEETING REGISTRATION						600
BOOKS & SUBSCRIPTIONS						
ADVERTISING/PUBLIC NOTIFICATION						0
DUES & MEMBERSHIP						
TRAINING AND SCHOOLS						
BONDS/INSURANCE						56
SUBTOTAL	0	0	0	0	0	1,496
CAPITAL OUTLAY						
FURNITURE & FIXTURES						400
SUBTOTAL	0	0	0	0	0	400
TOTAL PROJECTS DIVISION BUDGET	0	0	0	0	0	119,751
TOTAL COMM DEVELOPMENT BUDGET	545,550	1,211,545	1,442,397	1,442,397	1,298,070	933,584

MUNICIPAL COURT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PERSONNEL						
SALARIES	197,037	218,184	228,969	228,969	202,851	263,565
JUDGE PRO TEM	406	2,168	5,000	5,000	3,000	3,000
FICA	14,600	15,959	17,516	17,516	15,116	20,163
INSURANCE	44,908	41,667	65,192	65,192	36,968	66,109
PENSION	9,866	10,619	16,028	16,028	10,560	14,462
SUBTOTAL	266,818	288,598	332,705	332,705	268,495	367,299
COMMODITIES						
OFFICE SUPPLIES	5,482	5,366	6,000	6,000	6,000	2,150
OPERATING SUPPLIES						-
MAINTENANCE & CLEANING SUPPLIES						150
POSTAGE	735	1,509	1,200	1,200	1,200	1,200
COPY/PRINTING						3,400
CLOTHING/UNIFORMS						200
FUEL & OIL	9	33	250	250	250	250
DEPARTMENT MATERIALS						800
<i>MISC. EXPENSES</i>	<i>1,715</i>	<i>3,719</i>	<i>2,500</i>	<i>2,500</i>	<i>2,500</i>	
SMALL EQUIPMENT						150
COMPUTER SUPPORT	4,394	3,610	4,000	4,000	5,000	-
SOFTWARE SUBSCRIPTIONS						30,105
<i>RECORDS MANAGEMENT SYSTEM</i>	<i>2,374</i>	<i>2,441</i>	<i>2,510</i>	<i>2,510</i>	<i>2,509</i>	
<i>LEGAL RESEARCH SOLUTION</i>	<i>14,025</i>	<i>14,471</i>	<i>14,920</i>	<i>14,920</i>	<i>14,920</i>	
COMMUNITY ENGAGEMENT						-
<i>COMMUNITY SERVICE PROJECTS</i>	<i>0</i>	<i>304</i>	<i>1,500</i>	<i>1,500</i>	<i>300</i>	<i>-</i>
SUBTOTAL	28,734	31,454	32,880	32,880	32,679	38,405
PROPERTY SERVICES						
TELEPHONE - CELL PHONE	0	359	600	600	600	600
TELEPHONE SERVICE						2,308
<i>ALARM MONITORING</i>	<i>444</i>	<i>444</i>	<i>480</i>	<i>480</i>	<i>0</i>	<i>-</i>
DISPOSAL RECYCLING/SHREDDING						520
REPAIR & MAINT.-OTHER						70
SUBTOTAL	444	803	1,080	1,080	600	3,498
PURCHASED SERVICES						
ATTORNEY - TOWN PROSECUTOR	31,995	33,265	39,900	39,900	40,000	39,900
CONTRACTED SERVICES						23,220
<i>PRISONER COST</i>	<i>1,180</i>	<i>290</i>	<i>4,000</i>	<i>4,000</i>	<i>3,000</i>	
<i>COURT APPOINTED COUNSEL</i>	<i>5,924</i>	<i>8,262</i>	<i>15,000</i>	<i>15,000</i>	<i>12,000</i>	
<i>COUNSELING</i>	<i>183</i>	<i>630</i>	<i>2,000</i>	<i>2,000</i>	<i>1,200</i>	
<i>DRUG TEST/MONITORING DEV</i>	<i>1,031</i>	<i>3,343</i>	<i>2,000</i>	<i>2,000</i>	<i>2,000</i>	
IT SERVICES						10,845
SECURITY	1,044	3,550	4,500	4,500	3,000	4,500
TRANSLATION SERVICES	1,143	585	1,500	1,500	800	1,500
<i>TRAVEL & TRAINING</i>	<i>4,477</i>	<i>6,041</i>	<i>13,500</i>	<i>13,500</i>	<i>13,500</i>	
TRANSPORTATION						2,551
MEALS						2,745
LODGING						5,403
MEETING REGISTRATION						2,200
BOOKS & SUBSCRIPTIONS						800
ADVERTISING/PUBLIC NOTIFICATION						-
DUES AND MEMBERSHIP						581
TRAINING AND SCHOOLS						
TEAM BUILDING						350
BOARD EXP/VOLUNTEER APPRECIATION						2,000
<i>JUVENILE TASK FORCE</i>	<i>606</i>	<i>1,609</i>	<i>2,000</i>	<i>2,000</i>	<i>2,000</i>	
BONDS/INSURANCE						216
SUBTOTAL	47,584	57,574	84,400	84,400	77,500	96,811
TOTAL COURT BUDGET	343,580	378,428	451,065	451,065	379,274	506,012

POLICE DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PERSONNEL						
SALARIES	483,712	572,235	643,266	643,266	628,900	787,576
PART TIME SALARIES	10,491	24,945	124,870	124,870	47,200	143,168
GRANT / OVERTIME SHIFTS	21,160	25,380	18,000	18,000	18,000	18,000
OFFICER RECRUITMENT	8,126	0	9,000	9,000	8,642	12,000
FICA (NON OFFICERS)	13,280	13,476	21,666	21,666	18,140	25,442
INSURANCE	104,798	143,908	151,756	151,756	168,265	196,223
PENSION	23,526	28,289	33,062	33,062	31,103	40,369
FPPA (OFFICERS)	33,498	44,875	56,839	56,839	50,875	73,800
SUBTOTAL	698,591	853,108	1,058,459	1,058,459	971,125	1,296,578
COMMODITIES						
OFFICE SUPPLIES	3,316	5,957	5,000	5,000	6,800	1,420
OPERATING SUPPLIES						6,903
<i>AMMUNITION</i>	3,392	3,468	4,000	4,000	3,932	
<i>INVESTIGATION CONT.</i>	1,802	2,021	2,500	2,500	2,500	
MAINTENANCE & CLEANING SUPPLIES						125
POSTAGE	481	559	500	500	800	1,035
COPY/PRINTING						6,425
<i>PRINTING/PUBLISHING/ADVERTISING</i>	1,423	2,124	1,200	1,200	1,200	
UNIFORMS	3,042	6,087	5,500	5,500	5,500	5,500
FUEL & OIL	20,264	32,230	30,000	30,000	30,000	35,000
COMMUNITY ENGAGE/EVENT SUPPLIES						4,048
<i>COMMUNITY EVENTS/ENGAGEMENT</i>	0	4,069	4,500	4,500	4,500	
EQUIPMENT	9,404	6,649	12,000	12,000	12,000	11,151
COMPUTER SUPPORT	0	986	4,300	4,300	4,300	7,954
SOFTWARE SUBSCRIPTION						14,386
SUBTOTAL	43,125	64,149	69,500	69,500	71,532	93,947
PROPERTY SERVICES						
TELEPHONE - CELL PHONES	8,968	11,274	12,000	12,000	12,000	12,000
TELEPHONE SERVICE						3,478
REPAIR & MAINT. - EQUIPMENT						3,000
<i>RADIO MTC & REPAIRS</i>	685	3,358	3,000	3,000		
<i>RADAR CERTIFICATION</i>	340	1,193	1,500	1,500	1,500	
DISPOSAL RECYCLING/SHREDDING						500
SUBTOTAL	9,993	15,825	16,500	16,500	13,500	18,978
PURCHASED SERVICES						
CONTRACTED SERVICES						416,000
<i>DISPATCH CENTER</i>	307,900	318,356	332,101	332,101	332,101	
<i>HUMANE SOCIETY</i>	10,000	10,000	12,500	12,500	13,000	
<i>AXIS HEALTH ACUTE TREAT UNIT</i>	15,000	15,000	15,000	15,000	15,000	
<i>ACVAP SUPPORT</i>	0	10,000	10,000	10,000	10,000	
COPY/PRINTING						1,250
IT SERVICES						28,920
CASE MEDICAL EXPENSES	9,338	3,626	8,000	8,000	8,000	8,000
TRANSLATION SERVICES						342
<i>TRAVEL & TRAINING</i>	21,919	28,645	25,000	25,000	25,000	
TRANSPORTATION						5,600
MEALS						6,200
LODGING						5,000
MEETING & TRAINING SUPPLIES						1,500
MEETING REGISTRATION						
BOOKS & SUBSCRIPTIONS						2,244
ADVERTISING / PUBLIC NOTIFICATION						
DUES & MEMBERSHIPS	5,210	6,630	11,000	11,000	14,000	1,135
TRAINING & SCHOOLS						12,000
TEAM BUILDING						830
BONDS/INSURANCE						91,121
SUBTOTAL	369,367	392,257	413,601	413,601	417,101	580,142
TOTAL POLICE BUDGET	1,121,075	1,325,338	1,558,060	1,558,060	1,473,258	1,989,645

PARKS AND RECREATION DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
OVERALL DEPARTMENT WAGES						
SALARIES	234,227	255,983	329,072	329,072	300,774	381,505
REFS/UMPS/PART TIME	64,137	58,821	73,000	73,000	73,000	80,000
FICA	22,631	23,353	25,174	25,174	28,022	35,305
INSURANCE	73,927	70,863	105,502	105,502	73,490	93,677
PENSION	14,365	15,466	23,035	23,035	19,454	26,705
SUBTOTAL	409,287	424,485	555,783	555,783	494,740	617,192
ADMINISTRATIVE SERVICES						
COMMODITIES						
OFFICE SUPPLIES	2,372	2,848	2,500	2,500	2,500	500
OPERATING SUPPLIES						
MAINTENANCE/SUPPLIES/REPAIRS	259	0	0	0	0	0
COPY / PRINTING	3,145	3,307	4,500	4,500	3,500	500
SOFTWARE SUBSCRIPTION						1,389
SUBTOTAL	5,775	6,155	7,000	7,000	6,000	2,389
PROPERTY SERVICES						
<i>UTILITIES GAS/ELECTRIC</i>	38,643	45,885	42,000	42,000	48,700	
GAS						17,500
ELECTRIC						21,680
WATER						4,565
SEWER						6,875
TELEPHONE SERVICE	4,297	4,324	4,100	4,100	4,800	2,236
TELEPHONE - CELL PHONE						480
<i>JANITORIAL SERVICES</i>	3,887	0	0	0	0	-
SUBTOTAL	46,828	50,209	46,100	46,100	53,500	53,336
PURCHASED SERVICES						
IT SERVICES						10,845
COPY/PRINTING						1,500
RENTAL-MISCELLANEOUS FEES						350
PARKS & REC CONVENIENCE FEES	0	0	0	0	1,200	
ADVERTISING	2,387	0	0	0	0	0
BONDS/INSURANCE						5,154
SUBTOTAL	2,387	0	0	0	1,200	20,849
CAPITAL OUTLAY / ASSETS						
FURNITURE & FIXTURES	2,156	1,297	3,000	3,000	3,000	3,000
SUBTOTAL	2,156	1,297	3,000	3,000	3,000	3,000
PARKS & REC ADMIN BUDGET	57,145	57,661	56,100	56,100	63,700	294,926
RECREATION						
COMMODITIES						
FUEL & OIL	740	1,065	1,500	1,500	1,500	1,200
OPERATING SUPPLIES						36,500
<i>REC SUPPLIES/EQUIPMENT</i>	26,202	32,943	35,000	35,000	35,000	
<i>TROPHIES/AWARDS</i>	5,932	6,992	7,500	7,500	7,500	
UNIFORMS						1,200
SMALL EQUIPMENT						2,500
SOFTWARE SUBSCRIPTION						6,360
<i>SCHEDULING PROGRAM</i>	1,622	1,622	18,000	18,000	15,700	
SUBTOTAL	34,496	42,622	62,000	62,000	59,700	47,760
PROPERTY SERVICES						
TELEPHONE SERVICE						396
TELEPHONE - CELL PHONE						480
SUBTOTAL	0	0	0	0	0	876

PARKS AND RECREATION DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
RECREATION - CONTINUED						
PURCHASED SERVICES						
EVENT SERVICES						3,500
TRAVEL & TRAINING	0	3,220	4,000	4,000	2,000	
TRANSPORTATION						500
MEALS						600
LODGING						1,800
MEETING & TRAINING SUPPLIES						500
MEETING REGISTRATION						600
BOOKS & SUBSCRIPTIONS						
ADVERTISING/PUBLIC NOTIFICATION						
DUES & MEMBERSHIP						
TRAINING AND SCHOOLS						
TEAM BUILDING						1,000
SUBTOTAL	0	3,220	4,000	4,000	2,000	8,500
TOTAL RECREATION DIVISION	443,782	470,327	621,783	621,783	556,440	326,711
RECREATION-EVENTS						
COMMODITIES						
OFFICE SUPPLIES						1,000
OPERATING SUPPLIES						
COPY / PRINTING						2,500
COMMUNITY ENGAGEMENT / COMMUNITY EVENT SUPPLIES						40,300
EVENT/PROGRAMMING	26,752	38,426	30,000	30,000	35,000	
SUBTOTAL	26,752	38,426	30,000	30,000	35,000	43,800
PROPERTY SERVICES						
CONTRACTED SERVICES/CLEANING	1,517	1,945	4,000	4,000	4,000	4,000
SUBTOTAL	1,517	1,945	4,000	4,000	4,000	4,000
PURCHASED SERVICES						
KIDS SUMMER YOUTH PROGRAM	11,043	11,747	12,000	12,000	13,027	
TRAINING/CERTIFICATIONS/LICENSES						2,200
UNIFORMS						900
SUPPLIES & SNACKS						7,500
CONTRACTED ACTIVITIES						3,000
ADVERTISING						700
SUBTOTAL	11,043	11,747	12,000	12,000	13,027	14,300
RECREATION-EVENTS	39,313	52,118	46,000	46,000	52,027	194,366
TOTAL P&R-REC DIVISION BUDGET	540,240	580,105	723,883	723,883	672,167	816,002

CAPITAL IMPROVEMENT FUND REVENUES

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
TAXES						
SALES TAX	4,342,185	4,500,589	4,693,478	4,693,478	4,411,869	4,411,869
HIGHWAY USERS TAX	82,220	77,574	75,653	75,653	75,653	77,946
SUBTOTAL	4,424,405	4,578,163	4,769,131	4,769,131	4,487,522	4,489,815
INTERGOVERNMENTAL						
ARCHULETA COUNTY						
COUNTY ROAD MILLS	282	0	0	0	0	0
DHS JANITORIAL CONTRACT	8,200	6,150	0	0	0	0
DOLA						
SOUTH YAMAGUCHI PARK	25,000	0	0	0	0	0
MAINTENANCE FACILITY BLDG	63,916	0	0	0	0	0
CDOT						104,202
1st Street Pedestrian Bridge Design						
Trail 10th St to Greatwest Ave Design						
EAST END GATEWAY MULTI-MODAL	-	57,257	0	0	99,560	0
HWY 160 CROSSWALK	-	0	150,000	150,000	150,000	0
TAP TTPL TRAIL HARMAN HILL	60,229	0	968,948	968,948	0	0
1ST ST PEDESTRIAN BRIDGE	-	0	96,900	96,900	71,708	0
CMAQ GRANT ALLEYS	14,924	14,664	10,000	10,000	10,000	0
BELL TOWER PARK	46,756	0	0	0	0	0
SAFE ROUTES TO SCHOOL N 8TH ST	2,800	0	0	0	0	0
COLORADO WATER CONSERVATION (CWCB)						
YAMAGUCHI SOUTH RIVER IMPROVE	-	0	395,680	395,680	0	0
COLORADO PARKS & WILDLIFE						15,000
WILDLIFE ADAPTED PARTNERSHIP						
STATE TRAILS GRANT HERMOSA ST	344,066	0	0	0	0	0
STATE HISTORIC PRESERVATION (SHPB)						
RUMBAUGH BRIDGE	71,149	0	180,550	180,550	129,000	0
PRIVATE / NON-PROFIT COLLABORATION						221,250
MESA CANYON TAKEOUT GRANT	26,323	0	0	0	0	0
PICKLEBALL COURTS IN PARK	-	100,000	0	0	0	0
SUBTOTAL	663,644	178,071	1,802,078	1,802,078	460,268	340,452
CHARGES FOR SERVICE						
PARK USER FEES	16,037	16,168	12,000	12,000	17,656	18,000
STAGE RENTAL	0	4,800	7,000	7,000	4,300	0
CEMETERY	27,730	8,232	5,000	5,000	4,000	7,000
ELECTRIC VEHICLE STATION	6,155	12,466	8,000	8,000	14,500	13,000
SUBTOTAL	49,922	41,666	32,000	32,000	40,456	38,000
INTERFUND TRANSFERS						
TRANSFER FROM GENERAL FUND	0	0	0	0	0	0
TRANSFER FROM TOURISM FUND	25,000	330,000	0	0	0	0
TRANSFER FROM GEOTHERMAL FUND	4,500	4,500	4,500	4,500	4,500	4,500
TRANSFER FROM CONSERVATION TRUST FUND	42,000	155,418	60,000	60,000	60,000	50,000
TRANSFER FROM TRUST FUND	60,431	1,900	33,180	33,180	0	52,948
SUBTOTAL	131,931	491,818	97,680	97,680	64,500	107,448
LEASES & RENTS						
VISITOR CENTER LEASE	11,654	11,654	11,655	11,655	11,655	11,655
SUBTOTAL	11,654	11,654	11,655	11,655	11,655	11,655
MISCELLANEOUS						
MISCELLANEOUS	55,476	39,695	35,000	35,000	28,500	22,000
INTEREST	0	25,667	10,000	10,000	140,000	120,000
SUBTOTAL	55,476	65,362	45,000	45,000	168,500	142,000
CAPITAL FUND REVENUE						
CAPITAL FUND REVENUE	5,337,032	5,366,734	6,757,544	6,757,544	5,232,901	5,129,370
PRIOR YEAR RESERVES	1,548,857	2,581,689	3,408,340	3,408,340	3,733,055	0
TOTAL CAPITAL FUND REVENUE	6,885,889	7,948,423	10,165,884	10,165,884	8,965,956	5,129,370

CAPITAL IMPROVEMENT FUND EXPENDITURES						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
ESSENTIAL SERVICES & DEBT SERVICE EXPENDITURES						
DEBT SERVICE						
8TH STREET LEASE/PURCHASE PMT	188,030	191,563	185,913	185,913	185,913	
DEBT SERVICE - PRINCIPAL						110,000
DEBT SERVICE - INTEREST						75,263
DEBT SERVICE - FEES						2,500
VACUUM TRUCK LEASE/PURCHASE	157,993					
MAINTENANCE FAC LEASE/PURCHASE	249,785	424,848	249,797	249,797	249,797	
DEBT SERVICE - PRINCIPAL						187,000
DEBT SERVICE - INTEREST						61,074
DEBT SERVICE - FEES						1,500
SUBTOTAL	595,808	616,411	435,710	435,710	435,710	437,336
ESSENTIAL SERVICES						
PUBLIC WORKS DEPARTMENT	1,382,664	1,261,517	1,370,579	1,370,579	1,333,171	1,811,280
PUBLIC WORKS ADMINISTRATION	55,148	49,376	76,500	76,500	74,446	411,641
FACILITIES AND FLEET DIVISION	634,169	458,860	424,287	424,287	435,769	493,036
STREETS DIVISION	693,348	753,281	869,792	869,792	822,956	906,603
PARKS AND RECREATION DEPARTMENT	522,442	647,634	735,538	735,538	742,230	826,067
PARKS DIVISION	522,442	647,634	735,538	735,538	742,230	826,067
SUBTOTAL	1,905,106	1,909,151	2,106,117	2,106,117	2,075,401	2,637,347
TOTAL ESSENTIAL SERVICES & DEBT	2,500,914	2,525,561	2,541,827	2,541,827	2,511,111	3,074,683
CAPITAL PROJECTS EXPENDITURES						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
ADMINISTRATION						
COMMODITIES						
COMPUTER / IT EQUIPMENT	15,803	12,119	6,500	6,500	6,500	10,691
SOFTWARE SUBSCRIPTIONS						300
SUBTOTAL	15,803	12,119	6,500	6,500	6,500	10,991
PURCHASED SERVICES						
INITIATIVES & ECONOMIC DEVELOPMENT						75,000
SUBTOTAL	0	0	0	0	0	75,000
COMMUNITY DEVELOPMENT						
COMMODITIES						
COMMUNITY ENGAGEMENT / EVENTS						
DARK SKY COMPLIANCE	840	3,647	10,000	10,000		10,000
ADA PROGRAM	0	0	10,000	10,000		10,000
SUBTOTAL	0	0	0	0	0	20,000
PURCHASED SERVICES						
ENGINEERING AND MODELING						251,421
SUBTOTAL	840	3,647	20,000	20,000	0	251,421
POLICE						
COMMODITIES						
EQUIPMENT	19,035	17,889	23,000	23,000	23,000	8,540
SUBTOTAL	19,035	17,889	23,000	23,000	23,000	8,540
PROPERTY SERVICES						
REPAIR & MAINT.-VEHICLES	14,344	12,633	12,000	12,000	15,500	16,000
REPAIR & MAINT. - EQUIPMENT						100
PUBLIC SAFETY/TRAFFIC ENFORCEMENT			100	100	50	
SUBTOTAL	14,344	12,633	12,100	12,100	15,550	16,100
PURCHASED SERVICES						
IT SERVICES						3,653
SUBTOTAL						3,653
CAPITAL OUTLAY/ASSETS						
FURNITURE & FIXTURES						7,139
VEHICLES	39,744	12	138,102	138,102	138,102	72,033
SUBTOTAL	39,744	12	138,102	138,102	138,102	79,172
PUBLIC WORKS						
PURCHASED SERVICES						
ENGINEERING AND MODELING						0
RIVERWALK TRAIL ENGINEERING	42,637					
HWY 160 CROSSWALK IMPROVEMENTS	3,849	3,297	280,000	280,000	280,000	
SUBTOTAL	46,486	3,297	280,000	280,000	280,000	0
PARKS						
PROPERTY SERVICES						
REPAIR & MAINT- RESERVOIR HILL PARK						20,000
REPAIR & MAINT- ASPHALT TRAILS						
RIVER CENTER RIVERWALK PAVING	15,554					
REPAIR & MAINT-PEDESTRIAN BRIDGES						
VETERANS PEDESTRIAN BRIDGE			40,000	40,000	34,000	
SUBTOTAL	15,554	0	40,000	40,000	34,000	20,000
PURCHASED SERVICES						
ENGINEERING AND MODELING						26,602
FIRST STREET PEDESTRIAN BRIDGE			96,900	96,900	71,708	
SUBTOTAL	0	0	96,900	96,900	71,708	26,602

CAPITAL IMPROVEMENT FUND EXPENDITURES						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PARKS CAPITAL - CONTINUED						
CAPITAL OUTLAY						
IMPROVEMENTS OTHER THAN BUILDING						40,350
BUILDING CONSTRUCTION						
<i>MARY FISHER PARK BATHROOMS</i>		222,151			615	
IMPROVEMENTS OTHER THAN BLDGS						90,000
<i>RIVER RESTORATION PROJECTS</i>			524,860	524,860	0	
<i>YAMAGUCHI PARK NORTH</i>		329,971				
<i>MESA CANYON RIVER TAKE OUT</i>	52,200					
<i>YAMAGUCHI PARK SOUTH</i>	46,078		151,225	151,225	184,650	
<i>6TH STREET POCKET PARK</i>			30,000	30,000		
EQUIPMENT						9,000
VEHICLES	49,274					69,000
SUBTOTAL	147,552	552,121	706,085	706,085	185,265	208,350
FACILITIES						
PROPERTY SERVICES						
REPAIR & MAINT-OTHER						70,000
REPAIR & MAINT-BUILDING						117,000
SUBTOTAL	0	0	0	0	0	187,000
CAPITAL OUTLAY						
IMPROVEMENTS OTHER THAN BLDG						
<i>TOWN FACILITIES SECURITY</i>			15,000	15,000	15,000	
VEHICLE		68,600			54,317	42,000
SUBTOTAL	0	68,600	15,000	15,000	69,317	42,000
STREET						
PROPERTY SERVICES						
REPAIRS & MAINT -STREETS						290,000
<i>STREET MAINTENANCE PLAN</i>	462,592	510,547	1,130,000	1,130,000	1,065,000	
REPAIRS & MAINT.-DRAINAGE	4,497		30,000	30,000	30,000	0
REPAIRS & MAINT.-ALLEYS		18,884	20,000	20,000	21,999	20,000
SUBTOTAL	467,089	529,432	1,180,000	1,180,000	1,116,999	310,000
PURCHASED SERVICES						
ENGINEERING						198,000
EQUIPMENT	43,324	51,772	50,000	50,000	50,000	18,000
<i>SPEED READER SIGNS</i>	2,820	6,846	6,500	6,500	7,336	
SUBTOTAL	46,144	58,618	56,500	56,500	57,336	216,000
CAPITAL OUTLAY						
FURNITURE & FIXTURES						0
<i>STREET LIGHT POLE PLACEMENT</i>	6,925		7,000	7,000	57,000	0
EQUIPMENT						102,000
<i>STREETS EQUIPMENT</i>	17,023		42,000	42,000	42,000	
VEHICLES						60,000
<i>STREET VEHICLES/TRUCKS</i>	61,751	72,093				
ROAD CONSTRUCTION - NEW OR REPLACE						459,352
SUBTOTAL	85,699	72,093	49,000	49,000	99,000	621,352
STREETSCAPES						
PROPERTY SERVICES						
REPAIR & MAINT - OTHER						
<i>OVERLOOK DECK HWY 160</i>			3,500	3,500	3,150	
<i>HISTORIC PRES WATER WORKS BLDG</i>			3,000	3,000	1,500	
REPAIR & MAINT.- CONCRETE TRAILS			80,000	80,000	17,700	
REPAIR & MAINT.- ASPHALT TRAILS		6,468	113,218	113,218	113,218	
REPAIR & MAINT - INFRASTRUCTURE						
<i>UTILITY LINE BURIAL/RETROFIT</i>		165,014			82,300	
SUBTOTAL	0	171,481	199,718	199,718	217,868	0
PURCHASED SERVICES						
ENGINEERING AND MODELING						97,000
<i>MAIN STREET RECONSTRUCTION</i>			50,000	50,000	40,000	
<i>ACCESS CONTROL PLAN</i>			200,000	200,000		
<i>TRAIL PLANNING</i>		602	5,000	5,000	5,000	
SUBTOTAL	0	602	255,000	255,000	45,000	97,000

CAPITAL IMPROVEMENT FUND EXPENDITURES						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
STREETSCAPES CAPITAL - CONTINUED						
CAPITAL OUTLAY						
SIDEWALK CONSTRUCTION - NEW OR REPLACE						0
<i>EAST END GATEWAY - MULTI-MODAL</i>	49,997	131,904				
<i>NEW SIDEWALK IMPROVEMENTS</i>		693	250,000	250,000	166,000	
<i>SAFE ROUTE-N 8TH STREET SDWLK</i>		500				
BRIDGE CONSTRUCTION - NEW OR REPLACE						
<i>HIST PRES-RUMBAUGH CREEK BRDG</i>		165	277,523	277,523	314,272	
TRAILS CONSTRUCTION - NEW OR REPLACE						
<i>TOWN TO LAKES HARMAN PARK</i>	113,866	54,002	1,200,000	1,200,000	59,322	
<i>TOWN TO LAKES MIDDLE TRAIL</i>			40,000	40,000		
<i>RIVERWALK TRL TO 1ST ST CONSTR</i>	741,133					
<i>CONNECTOR TRAILS</i>			15,000	15,000	15,000	
SUBTOTAL	904,996	187,263	1,782,523	1,782,523	554,594	0
TOTAL CAPITAL PROJECTS	1,787,482	1,677,688	4,853,928	4,853,928	2,907,739	2,193,181
TOTAL ESSENTIAL SERVICES & DEBT	2,500,914	2,525,561	2,541,827	2,541,827	2,511,111	3,074,683
TOTAL IMPROVEMENT EXPENDITURES	1,787,482	1,677,688	4,853,928	4,853,928	2,907,739	2,193,181
TOTAL CAPITAL EXPENDITURES	4,288,397	4,203,249	7,395,755	7,395,755	5,418,850	5,267,864
ANNUAL REVENUE	5,337,032	5,366,734	6,757,544	6,757,544	5,232,901	5,129,370
ANNUAL EXPENDITURES	4,288,397	4,203,249	7,395,755	7,395,755	5,418,850	5,267,864
DIFFERENCE	1,048,635	1,163,485	-638,211	-638,211	-185,949	-138,494
OPERATING RESERVE	625,229	631,390	574,979	574,979	627,778	922,552
CAPITAL FUND CAPITAL RESERVE	1,956,460	3,101,665	2,188,649	2,188,649	2,919,329	2,486,060

PARKS AND RECREATION DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PARKS DIVISION						
PERSONNEL						
SALARIES	163,635	211,517	194,025	194,025	187,593	363,038
PART-TIME HELP	47,020	58,308	60,683	60,683	79,000	54,905
FICA	15,819	19,380	19,495	19,495	16,950	31,973
INSURANCE	54,615	75,375	87,864	87,864	61,840	118,725
PENSION	10,449	11,852	13,581	13,581	10,500	23,432
UNIFORM STIPEND						2,600
SUBTOTAL	291,538	376,432	375,648	375,648	355,883	594,673
COMMODITIES						
OPERATING SUPPLIES						25,000
UNIFORMS	2,463	2,146	2,500	2,500	2,500	1,950
FUEL & OIL	6,899	12,297	12,000	12,000	12,000	12,000
DEPARTMENT MATERIALS						0
<i>PLANTER MAINTENANCE</i>	1,358	0	0	0	0	0
TOOLS						10,000
FURNISHINGS & FIXTURES						5,000
<i>PARKS PICNIC TABLES & BENCH</i>	0	6,668	5,000	5,000	5,000	
SMALL EQUIPMENT						21,500
<i>PARK SUPPLIES/AMENITIES</i>	12,756	6,824	6,500	6,500	6,273	
EQUIPMENT	28,244	54,658	113,410	113,410	113,410	0
SOFTWARE SUBSCRIPTION						308
SUBTOTAL	51,719	82,594	139,410	139,410	139,183	75,758
PROPERTY SERVICES						
<i>PARK UTILITIES</i>	60,614	70,782	55,000	55,000	69,230	
GAS						1,470
ELECTRIC						20,265
WATER						49,170
SEWER						4,120
TELEPHONE-CELL PHONE	480	480	480	480	480	1,200
TELEPHONE SERVICE						306
INTERNET SERVICES						2,800
<i>SECURITY CAMERAS</i>	2,765	1,850	65,000	65,000	64,454	
<i>VEHICLE MAINTENANCE</i>	4,578	1,913	5,000	5,000	5,000	
REPAIR & MAINT.-EQUIPMENT	3,555	6,624	6,500	6,500	6,500	6,500
REPAIR & MAINT.-PARKS & TRAILS	36,470	72,651	60,000	60,000	73,000	27,000
REPAIR & MAINT.-BELL TOWER PARK	44,346	0	0	0	0	0
REPAIR & MAINT.-COTTON HOLE PARK	6,773	13,291	0	0	0	0
REPAIR & MAINT- RESERVOIR HILL PARK						8,500
<i>RESOURCE TREE MGMT</i>	0	8,500	8,500	8,500	8,500	
SUBTOTAL	159,581	176,092	200,480	200,480	227,164	121,331
PURCHASED SERVICES						
CONTRACTED SERVICES						11,000
<i>RIVER FEATURE MAINTENANCE</i>	4,960	8,600	6,000	6,000	6,000	
<i>TREE TRIMMING AND REMOVAL</i>	14,525	1,900	10,000	10,000	10,000	
IT SERVICES						1,807
<i>TRAVEL & TRAINING</i>	119	2,016	4,000	4,000	4,000	
TRANSPORTATION						1,000
MEALS						250
LODGING						2,000
MEETING REGISTRATION						750
BONDS/INSURANCE						17,498
SUBTOTAL	19,604	12,516	20,000	20,000	20,000	34,305
TOTAL P&R-PARKS DIVISION BUDGET	522,442	647,634	735,538	735,538	742,230	826,067

PUBLIC WORKS DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
OVERALL DEPARTMENT WAGES						
PERSONNEL OVERALL						
SALARIES	435,984	495,525	560,368	560,368	486,067	772,675
PART-TIME	21,365	0	0	0	0	0
FICA	35,079	37,075	42,868	42,868	36,807	59,110
INSURANCE	115,043	112,377	142,367	142,367	122,227	194,654
PENSION	29,497	31,585	39,226	39,226	30,627	50,470
UNIFORM STIPEND	0	0	0	0	0	3,200
SUBTOTAL	636,967	676,563	784,829	784,829	675,728	1,080,108
ADMINISTRATIVE SERVICES						
COMMODITIES						
OFFICE SUPPLIES						1,000
COPY/PRINTING						1,900
FUEL & OIL						2,500
COMMUNITY ENGAGEMENT/SUPPLIES						13,700
CLEAN UP WEEK	3,988	7,184	7,500	7,500	4,200	
BANNERS	2,294	1,024	3,000	3,000	3,000	
COMPUTER / IT EQUIPMENT	5,000	5,025	6,000	6,000	5,000	750
SOFTWARE SUBSCRIPTION						22,236
CEMETERY	21,351	1,148	30,000	30,000	23,246	
SUBTOTAL	32,633	14,382	46,500	46,500	35,446	42,086
PROPERTY SERVICES						
MAINT FACILITY UTILITIES	22,515	34,994	30,000	30,000	39,000	
GAS						22,050
ELECTRIC						7,875
WATER						11,000
SEWER						687
TELEPHONE-CELL PHONE						1,200
TELEPHONE SERVICE						612
SUBTOTAL	22,515	34,994	30,000	30,000	39,000	43,424
PURCHASED SERVICES						
CONTRACTED SERVICES						5,000
TRAVEL-TRANSPORTATION						275
TRAVEL-MEALS						75
TRAVEL-LODGING						50
MEETING-REGISTRATION						275
RENTAL-MISCELLANEOUS						350
ADVERTISING / PUBLIC NOTIFICATION						1,000
DUES & MEMBERSHIPS						500
TEAM BUILDING						1,740
BONDS/INSURANCE						11,228
SUBTOTAL	0	0	0	0	0	24,108
TOTAL PUBLIC WORKS ADMIN	55,148	49,376	76,500	76,500	74,446	411,641
FACILITIES & FLEET DIVISION						
COMMODITIES						
OFFICE SUPPLIES						100
CLEANING SUPPLIES						19,000
JANITORIAL SUPPLIES	6,414	15,459	18,000	18,000	18,000	
OPERATING SUPPLIES						2,000
UNIFORMS	879	1,312	1,000	1,000	1,000	600
FUEL & OIL						3,500
EQUIPMENT						3,700
FURNITURE & FIXTURES						1,000
FURNISHING TOWN HALL	1,707	3,344	5,000	5,000	5,000	
SOFTWARE SUBSCRIPTION						2,563
SUBTOTAL	9,000	20,115	24,000	24,000	24,000	30,463
PROPERTY SERVICES						
TELEPHONE-CELL PHONE	480	480	1,000	1,000	1,000	960
TELEPHONE SERVICE						306
REPAIR & MAINT.-VEHICLES	5,383	4,851	6,500	6,500	6,500	15,000
REPAIR & MAINT-BUILDING						51,700
TOWN HALL MAINTENANCE	10,463	4,536	10,000	10,000	10,000	
TOWN HALL IMPROVEMENTS	20,580	41,318	50,000	50,000	50,000	
COMM. CENTER MAINTENANCE	28,459	54,201	0	0	15,000	
VISITOR CENTER MAINTENANCE	9,936	66,931	24,000	24,000	29,500	
HEATING/COOLING MAINT	2,426	3,225	5,000	5,000	5,000	
BUILDING ELECTRIC MAINT	0	785	1,000	1,000	1,000	

PUBLIC WORKS DEPARTMENT

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
FACILITIES & FLEET DIVISION - CONTINUED						
REPAIR & MAINTENANCE - ART						2,500
REPAIR & MAINT-OTHER						11,320
TOWN SHOP	327,613	0	5,000	5,000	5,000	
ELECTRIC VEHICLE STATION	10,619	7,129	5,000	5,000	8,400	
SUBTOTAL	415,958	183,456	107,500	107,500	131,400	81,786
PURCHASED SERVICES						
CONTRACTED SERVICES						140,300
ELEVATOR MAINTENANCE	2,572	2,728	3,500	3,500	4,000	
CONTRACT CLEANINGS	21,840	91,882	127,500	127,500	127,500	
IT SERVICES						1,807
TRAVEL & TRAINING	109	0	600	600	600	
TRANSPORTATION						
MEALS						
LODGING						
MEETING-REGISTRATION						
BONDS/INSURANCE						34,419
SUBTOTAL	24,521	94,610	131,600	131,600	132,100	176,526
TOTAL FACILITIES/FLEET DIVISION	634,169	458,860	424,287	424,287	435,769	493,036
STREETS DIVISION						
COMMODITIES						
OFFICE SUPPLIES	441	4,370	3,500	3,500	3,740	500
OPERATING SUPPLIES						46,000
JANITORIAL SUPPLIES	3,589	0	0	0	0	0
UNIFORMS	3,073	3,780	3,500	3,500	3,500	1,800
PERSONAL PROTECTIVE EQUIPMENT						800
FUEL & OIL	23,793	32,305	25,000	25,000	28,000	30,000
DEPARTMENT MATERIALS						50,000
ROAD SUPPLIES	85,511	47,779	50,000	50,000	50,000	
VEHICLE PARTS						4,000
TIRES	4,715	2,028	2,000	2,000	2,000	
TOOLS						3,500
COMPUTER/ IT EQUIPMENT						2,100
SOFTWARE SUBSCRIPTIONS						1,047
SUBTOTAL	121,124	90,262	84,000	84,000	110,240	141,647
PROPERTY SERVICES						
ELECTRIC						43,575
STREET LIGHT ELECTRIC	41,788	40,102	47,000	47,000	41,500	
TELEPHONE- CELL PHONE	2,075	2,477	2,150	2,150	2,150	2,800
TELEPHONE SERVICE						306
REPAIR & MAINT - EQUIPMENT	41,350	45,347	43,000	43,000	50,000	58,000
SWEEPER MAINT	3,528	7,320				
REPAIR & MAINT -OTHER						10,000
STREET LIGHTING	1,382	2,927	2,000	2,000	2,000	
REPAIR & MAINT - PROPERTY						0
REPAIRS & MAINT - INFRASTRUCTURE						45,000
GRAVEL/ASPHALT	23,167	24,301	35,000	35,000	56,107	
CULVERTS	0	5,000	5,000	5,000	5,500	
SUBTOTAL	113,289	127,475	134,150	134,150	157,257	159,681
PURCHASED SERVICES						
ENGINEERING	0	10,560	20,000	20,000	20,000	0
CONTRACTED SERVICES						600
IT SERVICES						1,807
TRAVEL/SCHOOL	6,658	9,099	8,000	8,000	8,000	
TRANSPORTATION						425
MEALS						875
LODGING						1,900
MEETING & TRAINING - SUPPLIES						1,900
MEETING & TRAINING - MEALS						500
MEETING-REGISTRATION						4,625
DUES & MEMBERSHIP						225
BONDS/INSURANCE						18,594
SUBTOTAL	6,658	19,660	28,000	28,000	28,000	31,451
TOTAL STREETS DIVISION	693,348	753,281	869,792	869,792	822,956	906,603
TOTAL PUBLIC WORKS BUDGET	1,382,664	1,261,517	1,370,579	1,370,579	1,333,171	1,811,280

GEOHERMAL ENTERPRISE FUND						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
REVENUES						
INTERGOVERNMENTAL						
ARP FUNDS	80,525	0	0	0	0	0
CHARGES FOR SERVICE						
GEOHERMAL MONTHLY COLLECTIONS	42,230	46,651	52,500	52,500	50,000	50,000
CAPITAL INVESTMENT FEE						
OTHER REVENUE	0	1,500	13,500	13,500	13,500	0
INTERFUND TRANSFERS						
TRANSFER FROM GENERAL FUND	18,959	0	0	0	0	0
LEASES AND RENTS						
GEOHERMAL LEASES	1,197	1,197	1,197	1,197	1,197	13,197
TOTAL REVENUES	142,910	49,347	67,197	67,197	64,697	63,197
PRIOR YEAR RESERVES	91,231	92,234	73,012	73,012	76,397	
TOTAL GEOHERMAL REVENUES	234,141	141,581	140,209	140,209	141,094	63,197

GEOHERMAL ENTERPRISE FUND						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
EXPENDITURES						
COMMODITIES						
POSTAGE	0	0	50	50	0	50
NEW PUMP/METERS	375	0	2,000	2,000	0	3,000
SUBTOTAL	375	0	2,050	2,050	0	3,050
PROPERTY SERVICES						
UTILITIES - ELEC & WATER	11,601	21,865	8,500	8,500	13,500	
WATER					10,000	10,000
ELECTRIC					3,500	3,500
REPAIR & MAINT - EQUIPMENT	1,812	1,891	3,000	3,000	3,000	3,000
REPAIR & MAINT- INFRASTRUCTURE	1,882	14,578	3,000	3,000	7,500	7,000
LINE REPLACEMENT AND UPGRADES	80,527	76	10,000	10,000	6,500	
SUBTOTAL	95,823	38,410	24,500	24,500	30,500	23,500
PURCHASED SERVICES						
LEGAL/ATTORNEY	0	0	2,000	2,000	1,000	2,000
ENGINEERING	0	0	3,000	3,000	0	4,950
BONDS/INSURANCE						1,038
SUBTOTAL	0	0	5,000	5,000	1,000	7,988
INTERFUND TRANSFERS						
TRANSFER TO GENERAL FUND	5,000	5,000	1,000	1,000	1,000	1,000
PROJECT BONDING AND INSURANCE	1,000	1,000	1,000	1,000	1,000	
TRANSFER TO CAPITAL FUND	4,500	4,500	4,500	4,500	4,500	5,000
TRANSFER TO SANITATION FUND	9,500	9,500	9,500	9,500	9,500	9,500
VACUUM TRUCK LEASE/PURCHASE	25,709	6,775	5,838	5,838	5,838	0
SUBTOTAL	45,709	26,775	21,838	21,838	21,838	15,500
CAPITAL OUTLAY/ASSETS						
EQUIPMENT	0	0	9,000	9,000	300	0
SUBTOTAL	0	0	9,000	9,000	300	0
TOTAL EXPENDITURES	141,907	65,185	62,388	62,388	53,638	50,038
ANNUAL REVENUES	142,910	49,347	67,197	67,197	64,697	63,197
ANNUAL EXPENDITURES	141,907	65,185	62,388	62,388	53,638	50,038
DIFFERENCE	1,003	-15,837	4,809	4,809	11,059	13,159
OPERATING RESERVE	23,651	10,864	10,398	10,398	8,940	8,340
GEOHERMAL FUND CAPITAL RESERVE	68,583	65,533	67,423	67,423	78,516	92,275

LODGER'S TAX FUND						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
REVENUES						
TAXES						
LODGER'S TAX	1,007,711	939,144	875,000	875,000	750,000	700,000
INTERGOVERNMENTAL						
ARCHULETA COUNTY	523,353	527,602	500,000	500,000	425,000	405,250
COLORADO TOURISM OFFICE						40,000
INTERFUND TRANSFERS						
TRANSFER FROM TRUST FUND	0	0	0	0	0	5,342
MISCELLANEOUS						
MISC REVENUE	0	2,164	0	0	2,876	0
INTEREST					20,000	40,000
VISITOR CENTER REVENUE	1,013	1,436	1,500	1,500	1,500	1,500
LODGERS TAX FUND REVENUES	1,532,077	1,470,345	1,376,500	1,376,500	1,199,376	1,192,092
<i>PRIOR YEAR RESERVES</i>	922,685	1,598,910	1,415,327	1,415,327	1,483,865	0
TOTAL LODGERS FUND REVENUE	2,454,762	3,069,255	2,791,827	2,791,827	2,683,241	1,192,092

EXPENDITURES						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
OVERALL DEPARTMENT WAGES						
SALARIES	158,414	181,731	203,099	203,099	212,677	283,765
PART-TIME SALARIES	22,857	37,242	47,000	47,000	38,000	52,674
FICA	13,902	16,100	19,133	19,133	18,080	25,738
INSURANCE	43,649	51,664	62,646	62,646	59,291	71,075
PENSION	8,069	9,894	14,217	14,217	11,370	19,864
SUBTOTAL	246,890	296,632	346,095	346,095	339,418	453,115
ADMINISTRATIVE SERVICES						
COMMODITIES						
SOFTWARE SUBSCRIPTION						315
SUBTOTAL	0	0	0	0	0	315
PROPERTY SERVICES						
PHONES - CELL PHONES						1,200
SUBTOTAL	0	0	0	0	0	1,200
PURCHASED SERVICES						
IT SERVICES						1,807
<i>TRAVEL & TRAINING</i>	4,782	6,720	12,000	12,000	10,000	
TRANSPORTATION						1,400
MEALS						
LODGING						5,700
MEETING REGISTRATION						1,200
DUES & MEMBERSHIPS						2,000
TRAINING AND SCHOOLS						
BOARD EXPENSES / VOLUNTEER APPRECIATION						1,700
BONDS/INSURANCE						429
SUBTOTAL	4,782	6,720	12,000	12,000	10,000	14,236
TOTAL TOURISM ADMIN BUDGET	4,782	6,720	12,000	12,000	10,000	231,257
TOURISM						
PROPERTY SERVICES						
REPAIR & MAINTENANCE INFRASTRUCTURE						61,665
<i>INFRASTRUCTURE</i>	88,318	673,671	437,500	437,500	240,405	
<i>WAYFINDING/SIGNAGE</i>	9,817	12,590	10,000	10,000	5,000	
PHONES - CELL PHONES						600
SUBTOTAL	98,136	686,261	447,500	447,500	245,405	62,265

LODGER'S TAX FUND						
DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
TOURISM - CONTINUES						
PURCHASED SERVICES						
CONTRACTED SERVICES						36,200
DATA ANALYTICS	0	38,766	32,000	32,000	15,392	
EVENT SERVICES						146,250
EVENT FUNDING	61,630	98,949	100,000	100,000	100,000	
FIREWORKS	16,000	16,000	16,000	16,000	41,000	
TRAVEL & TRAINING						
TRANSPORTATION						
MEALS						
LODGING						
MEETING REGISTRATION						
ADVERTISING/PUBLIC NOTIFICATION						440,000
EXTERNAL MARKETING	390,354	369,594	375,000	375,000	375,000	
TRAINING & SCHOOLS						450
FISH STOCKING	3,000	2,500				
SUBTOTAL	470,984	525,808	523,000	523,000	531,392	622,900
TRANSFERS						
TRANSFER TO TRUST FUND				500,000	500,000	
SUBTOTAL	0	0	0	500,000	500,000	0
TOTAL TOURISM BUDGET	569,120	1,212,069	970,500	1,470,500	1,276,797	766,505
VISITOR CENTER						
COMMODITIES						
POSTAGE/SHIPPING						4,000
COPY/PRINTING						12,500
VC PRINTING AND PUBLICATION	10,705	12,138	12,500	12,500	12,500	
VISITOR CENTER TECHNOLOGY	530	62	2,500	2,500	2,612	2,500
OFFICE SUPPLIES	6,707	6,700	7,500	7,500	7,500	3,900
SUBTOTAL	17,942	18,900	22,500	22,500	22,612	22,900
PROPERTY SERVICES						
VISITOR CENTER UTILITIES	4,365	5,952	5,500	5,500	6,380	
GAS						1,650
ELECTRIC						1,470
WATER						2,959
SEWER						690
TELEPHONE SERVICE						792
PHONES - CELL PHONES						600
REPAIR AND MAINTENANCE-VC						0
VISITOR CENTER JANITORIAL	4,531					
VC CAPITAL EXPENSE	0	30,000	15,000	15,000	15,000	
SUBTOTAL	8,896	35,952	20,500	20,500	21,380	8,161
PURCHASED SERVICES						
CONTRACTED SERVICES						6,000
FULFILLMENT	9,540	6,263	10,000	10,000	10,000	
TRAVEL & TRAINING						
TRANSPORTATION						
MEALS						
LODGING						
MEETING REGISTRATION						
TRAINING AND SCHOOLS						
BOARD EXPENSES/VOLUNTEER APP	919	962	1,000	1,000	1,000	1,000
SUBTOTAL	10,459	7,225	11,000	11,000	11,000	7,000
TOTAL VISITOR CENTER BUDGET	37,297	62,076	54,000	54,000	54,992	194,330
TOTAL LODGERS EXPENDITURES	858,089	1,577,497	1,382,595	1,882,595	1,681,207	1,192,092
ANNUAL REVENUES	1,532,077	1,470,345	1,376,500	1,376,500	1,199,376	1,192,092
ANNUAL EXPENDITURES	858,089	1,577,497	1,382,595	1,882,595	1,681,207	1,192,092
DIFFERENCE	673,988	-107,152	-6,095	-506,095	-481,831	0
OPERATING RESERVE	214,522	394,374	345,649	470,649	420,302	333,786
LODGER'S FUND CAPITAL RESERVE	1,382,151	1,089,491	1,063,583	438,583	581,732	668,248

CONSERVATION TRUST FUND						
	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
REVENUES						
INTERGOVERNMENTAL						
ARCHULETA COUNTY	60,000	160,000	60,000	60,000	60,000	60,000
STATE LOTTERY PROCEEDS	25,165	20,169	20,000	20,000	20,000	20,000
SUBTOTAL	85,165	180,169	80,000	80,000	80,000	80,000
<i>PRIOR YEAR RESERVES</i>	48,524	59,741	50,241	50,241	60,419	0
TOTAL CTF REVENUES	133,689	239,910	130,241	130,241	140,419	80,000

CONSERVATION TRUST FUND						
	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
EXPENDITURES						
COMMODITIES						
EQUIPMENT	0	4,277	6,500	6,500	7,360	1,000
SUBTOTAL	0	4,277	6,500	6,500	7,360	1,000
PROPERTY SERVICES						
REPAIR & MAINT-PARKS & TRAILS						12,000
<i>PARKS MAINTENANCE</i>	6,640	10,330	12,500	12,500	11,640	
R&M-CENTENNIAL PARK	0	0	6,000	6,000	3,000	9,100
R&M-RESERVOIR HILL PARK	0	0	0	0	0	18,000
R&M-MARY FISHER PARK						2,000
<i>MARY FISHER PARK</i>	25,823	24,000	0	0	0	
<i>RIVERWALK WEST TRAIL</i>	42,000	0	0	0	0	
SUBTOTAL	74,463	34,330	18,500	18,500	14,640	41,100
INTERFUND TRANSFERS						
TRANSFER TO CAPITAL FUND						50,000
<i>YAMAGUCHI SPORTS COMPLEX</i>	0	141,318	60,000	60,000	60,000	
SUBTOTAL	0	141,318	60,000	60,000	60,000	50,000
TOTAL CTF EXPENDITURES	74,463	179,925	85,000	85,000	82,000	92,100
ANNUAL REVENUES	85,165	180,169	80,000	80,000	80,000	80,000
ANNUAL EXPENDITURES	74,463	179,925	85,000	85,000	82,000	92,100
DIFFERENCE	10,702	244	-5,000	-5,000	-2,000	-12,100
OPERATING RESERVES	59,226	59,985	45,241	45,241	58,419	46,319

TRUST ACCOUNTS & PASS THROUGH

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
HEALTH ACCOUNT						
REVENUES	52,860	47,907	40,000	40,000	55,265	60,000
EXPENSES	16,414	23,612	20,000	20,000	24,700	22,815
HEALTH - INTERFUND TRANSFERS						76,397
TRANSFER TO GENERAL FUND						40,310
TRANSFER TO CAPITAL FUND						22,777
TRANSFER TO TOURISM FUND						5,342
TRANSFER TO SANITATION FUND						7,968
YEAR END CARRY OVER	127,973	164,418	215,126	215,126	188,714	219,279
HEALTH FUND ACCOUNT	164,418	188,714	235,126	235,126	219,279	180,067

RESERVOIR HILL TICKET FEE						
REVENUES	9,704	15,212	10,000	10,000	12,191	10,000
EXPENSES	0	6,242	5,000	5,000	5,000	5,000
YEAR END CARRY OVER	19,551	29,255	40,013	40,013	38,225	45,416
RESERVOIR HILL TICKET FEE ACCOUNT	29,255	38,225	45,013	45,013	45,416	50,416

YAMAGUCHI SOUTH RIVER IMPROVEMENTS						
REVENUES	0	33,180	0	0	2,500	0
EXPENSES	0	0	33,180	33,180	0	30,171
YEAR END CARRY OVER	0	0	33,180	33,180	33,180	35,680
YAMAGUCHI SOUTH RIVER IMP ACCOUNT	0	33,180	0	0	35,680	5,509

CEMETERY PERPETUAL MAINTENANCE						
REVENUES	13,200	4,500	3,000	3,000	3,450	3,000
EXPENSES	800	10,008	10,000	10,000	10,000	0
YEAR END CARRY OVER	20,400	32,800	18,800	18,800	27,292	20,742
CEMETERY MAINTENANCE ACCOUNT	32,800	27,292	11,800	11,800	20,742	23,742

VACATION RENTAL SURCHARGE						
REVENUES	23,450	30,850	30,000	30,000	30,000	28,000
EXPENSES	0	45,000	0	0	0	0
YEAR END CARRY OVER	14,164	37,614	22,615	22,615	23,464	53,464
VACATION RENTAL ACCOUNT	37,614	23,464	52,615	52,615	53,464	81,464

WORKFORCE HOUSING FEE						
REVENUES	0	0	0	0	56,000	57,500
EXPENSES	0	0	0	0	0	0
YEAR END CARRY OVER	0	0	0	0	0	56,000
WORKFORCE HOUSING FEE ACCOUNT	0	0	0	0	56,000	113,500

FESTIVAL OF TREES PASS THROUGH						
REVENUES	30,800	30,200	35,000	35,000	35,000	40,000
EXPENSES	30,800	30,200	35,000	35,000	35,000	40,000
YEAR END CARRY OVER	0	0	0	0	0	0
FESTIVAL OF TREES PASS THROUGH	0	0	0	0	0	0

EAST END TRAIL DONATION						
REVENUES	0	0	0	0	0	0
EXPENSES	0	0	0	0	0	0
YEAR END CARRY OVER	5,000	5,000	5,000	5,000	5,000	5,000
EAST END TRAIL DONATION ACCOUNT	5,000	5,000	5,000	5,000	5,000	5,000

EVENT VENUE						
REVENUES	0	0	0	500,000	500,000	0
EXPENSES	0	0	0	0	0	0
YEAR END CARRY OVER	0	0	0	0	0	500,000
EVENT VENUE ACCOUNT	0	0	0	500,000	500,000	500,000

TRUST ACCOUNTS & PASS THROUGH - CONTINUED

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
PINON LAKE FOUNTAIN DONATIONS						
REVENUES	0	0	0	0	0	0
EXPENSES	0	0	0	0		1,944
YEAR END CARRY OVER	1,944	1,944	1,944	1,944	1,944	1,944
PINON LAKE FOUNTAIN ACCOUNT	1,944	1,944	1,944	1,944	1,944	0

PARK USER ADMISSION FEE						
REVENUES	0	0	0	0	0	0
EXPENSES	0	0	0	0		1,197
YEAR END CARRY OVER	1,197	1,197	1,197	1,197	1,197	1,197
PARK USER FEE ACCOUNT	1,197	1,197	1,197	1,197	1,197	0

SUNRIDGE OF PAGOSA TOWNHOME BOND						
REVENUES	0	166,035	0	0	0	0
EXPENSES	0	0	0	0	141,530	0
YEAR END CARRY OVER	0	0	166,035	166,035	166,035	24,505
PARK USER FEE ACCOUNT	0	166,035	166,035	166,035	24,505	24,505

DARK FIBER LEASE						
REVENUES	0	0	0	0	3,615	0
EXPENSES	0	0	0	0	4,028	0
YEAR END CARRY OVER	413	413	413	413	413	0
TOTAL DARK FIBER ACCOUNT	413	413	413	413	0	0

COMMUNITY CENTER CAPITAL						
REVENUES	0	0	0	0	0	0
EXPENSES	0	14,533	5,000	5,000	9,432	0
YEAR END CARRY OVER	23,965	23,965	9,432	9,432	9,432	0
COMMUNITY CENTER CAPITAL ACCOUNT	23,965	9,432	4,432	4,432	0	0

IMPACT FUND

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
IMPACT FEES REVENUES						
IMPACT FEES - ROADS REVENUE	908	3	0	0	0	0
IMPACT FEES - TOWN BUILDINGS	34	0	0	0	0	0
IMPACT FEES - REC FACILITY	4	0	0	0	0	0
IMPACT FEES - TOWN RECREATION	10	18	0	0	0	0
IMPACT FEES - PARKS REVENUE	30	0	0	0	0	0
IMPACT FEES - TRAILS REVENUE	123	0	0	0	0	0
IMPACT FEES - ADMINISTRATION	3	0	0	0	0	0
REVENUES	1,113	21	0	0	0	0

IMPACT FEE EXPENDITURES						
IMPACT FEES - TOWN BUILDINGS	260	0	0	0	0	0
IMPACT FEES - REC FACILITY	7,873	0	0	0	0	0
IMPACT FEES - ROADS EXPENSE	0	1,030	0	0	0	0
IMPACT FEES - TOWN RECREATION	0	1,900	0	0	0	0
IMPACT FEES - PARKS EXPENSE	10,393	0	0	0	0	0
IMPACT FEES - TRAILS EXPENSE	41,905	0	0	0	0	0
IMPACT FEES - ADMIN FEES	248	0	0	0	0	0
EXPENDITURES	60,679	2,929	0	0	0	0
YEAR END CARRY OVER	62,474	2,908	0	0	0	0
TOTAL IMPACT FEE ACCOUNT	2,908	0	0	0	0	0

TRUST ACCOUNTS & IMPACT FUND

DESCRIPTION	2021 ACTUAL	2022 ACTUAL	2023 BUDGET	2023 AMENDED BUDGET	2023 ESTIMATE	2024 BUDGET
IMPACT FEES DISTRICT PASS THROUGH						
REVENUES	155	0	0	0	0	0
EXPENSES	155	0	0	0	0	0
YEAR END CARRY OVER	0	0	0	0	0	0
DISTRICT PASS THROUGH FUND	0	0	0	0	0	0

TOTAL REVENUES	131,281	327,905	118,000	618,000	698,021	198,500
TOTAL EXPENSES	108,848	132,524	108,180	108,180	229,690	177,524
BALANCE TRUST/IMPACT FUND						
	299,515	494,896	523,575	1,023,575	963,227	984,203



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ASSESSED VALUATION AND MILL LEVIES

YEAR	2022	2023	2024
ASSESSED VALUATION	68,488,910	68,396,910	86,456,960
MILL LEVY	1.571 Mills	1.577 Mills	1.561 Mills
TOTAL REVENUES	\$107,596	\$107,862	\$134,959

I, April Hessman, certify that the attached is a true and accurate copy of the proposed 2024 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 \$ 86,456,960 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: 10/03/2023 for budget/fiscal year 2024.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	<u>1.557</u> mills	\$ <u>134,613</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 134,613
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.004</u> mills	\$ <u>346</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.561 mills	\$ 134,959

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

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

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.
² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

New Tax Entity? YES NO

Archuleta County COUNTY ASSESSOR

Date 08/18/2023

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 2023:

Table with 11 rows of valuation items and amounts. Items include: PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION, CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION, LESS TOTAL TIF AREA INCREMENTS, IF ANY, CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION, NEW CONSTRUCTION, INCREASED PRODUCTION OF PRODUCING MINE, ANNEXATIONS/INCLUSIONS, PREVIOUSLY EXEMPT FEDERAL PROPERTY, NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND, TAXES RECEIVED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1, TAXES ABATED AND REFUNDED AS OF AUG. 1.

† 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 2023:

Table with 7 rows of valuation items and amounts. Items include: CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY, CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS, ANNEXATIONS/INCLUSIONS, INCREASED MINING PRODUCTION, PREVIOUSLY EXEMPT PROPERTY, OIL OR GAS PRODUCTION FROM A NEW WELL, TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT.

DELETIONS FROM TAXABLE REAL PROPERTY

Table with 3 rows of valuation items and amounts. Items include: DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS, DISCONNECTIONS/EXCLUSIONS, PREVIOUSLY TAXABLE PROPERTY.

† 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 \$643,200,584

IN ACCORDANCE WITH 39-5-128(1.5), C.R.S., THE ASSESSOR PROVIDES:

HB21-1312 ASSESSED VALUE OF EXEMPT BUSINESS PERSONAL PROPERTY (ESTIMATED): ** \$496,610
*** 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



Streets Staff Plowing the Town Hall and Community Center



Debt Service List

<u>Name</u>	<u>2024 Payment</u>	<u>Year End Balance</u>
UMB 8 th Street Lease/Purchase	\$185,262.50	\$2,382,150.00
Zion's Bank Lease/Purchase	\$248,073.60	\$2,054,047.70
Canon Copier Lease (Administration)	\$ 993.00	\$ 496.50
AltaLink Copier Lease (Parks & Rec)	\$ 2,081.04	\$ 0.00
Xerox Copier Lease (Courts)	\$ 1,380.36	\$ 2,761.28

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**

Base Rental Payment Date	Principal Component	Interest Component	Total
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] Andrea Phillips, Town Manager 4/18/12
 SIGNATURE PRINT NAME & TITLE DATE

Capital Business Systems Inc.
 OWNER [Signature] Docs. Spec.
 SIGNATURE 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: _____

ORIGINAL

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 DANIEL LEWIS 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
	<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*: \$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