



**Town of Pagosa Springs
Budget 2009**

Fiscal Year January 1, 2009 to December 31, 2009

Adopted December 18, 2008

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TOWN OF PAGOSA SPRINGS 2009 BUDGET MESSAGE

**David Mitchem
Town Manager**

PURPOSE/BACKGROUND

The stock market has been reflecting the weakness of the national economy for months. National retailers saw sales plummet in October to the weakest level since 1969. In November, retail sales sank an additional 1.8%. Mounting layoffs are also a reflection of the national financial crisis. New unemployment claims increased to 515,000 in the last week of November and new claims increased to 573,000 in the first week of December.

Given the downturn in the national economy and in order to be prepared to respond quickly should the local economy experience a downturn, the Town Council found it prudent to pass Resolution 2008-33 (attached). This policy statement directs Town expenditures to be reduced in direct proportion to the reduction in revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community.

While Resolution 2008-33 mandates an initial five percent (5%) reduction in the 2009 budget (as compared to the 2008 approved budget), the Town staff has recommended a slightly more conservative approach. Most Town departments propose to reduce expenditures between six percent (6%) and ten percent (10%) beginning January of 2009. However, to be prepared for another harsh winter and in recognition of deferred maintenance on some of the Town’s infrastructure, the department directors believe it is wise to maintain full funding of the Facilities Maintenance Department and allocate increased funding for the Streets Department.

As a percentage of the 2008 budget, the proposed 2009 budget allocates Department funding at the following rates:

Town Manager - Attorney	98%	Building/Planning	85%
Town Clerk /Finance	98%	Community Center	92%
Facilities Maintenance	100%	Service Organizations	90%
Police (including dispatch)	90%	Streets	104%
Recreation	90%	Geothermal Enterprise	61%*
Parks	92.4%	*expenses as a percent of revenue	
Municipal Court	90%		

2009 BUDGET

Excluding capital improvements and the geothermal enterprise, proposed 2009 General Fund Expenditures are 90.4% of the approved 2008 budget. Assuming a 5% reduction in sales tax revenues for 2009, the proposed budget expenditures will create a year-end unrestricted reserve of \$626,123.

October 2008 sales tax revenues (the second month in our tracking to set January’s expenditure rate) for the Town were down 0.36% year-to-date and down 6.07% compared to October of last year. The Town’s Sales tax collected in 2007 totaled \$3,330,493, up from \$3,254,502 in 2006. Through October 2008, sales tax revenues total \$2,733,906.

The Town lodging tax rate of 4.9% resulted in \$334,149 for 2007, up from \$315,941 in 2006. Through October 2008, lodging tax revenues total \$267,480. These revenues are restricted for tourism or tourism related capital improvements and are reflected in the Town Tourism Committee budget which is reviewed and approved by the Town Council annually.

The Dow Jones industrial average losses continue even though retail sales over the Thanksgiving Holiday were better than expected. Leading indicators locally also suggest a slowdown in the Pagosa Springs economy. The Town's department directors are ready to respond in a timely manner to reductions in sales tax revenues. By year-end, staff will be prepared to implement expenditure reduction plans at 10%, 15%, 20%, 25%, and 30%.

This financial stability plan reduces expenditures upon the advent of lower revenues over two consecutive months, or lower revenues over two of three consecutive months. This method will keep expenditures 5% below revenues. For example: In January, the expenditure level will be set based on October and November 2008 revenues (or, September, October and November 2008 revenues). If this formula shows a 5% reduction in sales tax revenues, the staff will automatically reduce expenditures by 10%. Using this method, the Town will not delay its response to changes in the revenue stream.

CAPITAL IMPROVEMENTS

In November of 2008, the voters renewed a measure that allocates 1% local sales tax to the Town of Pagosa Springs for capital improvements and the maintenance thereof. To respect the decision of the voters, the Town has divided its budget into general operations and capital improvement sections. As we consider the allocation of capital improvement revenues for 2009, staff recommends that the maintenance of the Town's current facilities infrastructure and debt service be the Town's highest priority. After these priorities, the Town will use remaining revenues to construct new projects on a priority basis. This approach ensures that the Town does not become overextended in new facility/infrastructure projects without considering the cost of maintenance. Therefore, the structure of the proposed capital improvement budget reflects expenditures in maintenance and debt service first, then new projects.

To balance the capital improvement budget at a 5% reduction, \$33,656 is moved from general fund operations to capital improvements.

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

ASSESSED VALUATION & MILL LEVIES

The Town of Pagosa Springs assessed valuation for 2009 is \$65,714,864 (an increase of \$1,389,206 from 2008). Staff recommends that the Town Mill Levy be set at 1.576 Mills, generating \$102,318, plus an additional .019 mills of refunds/abatements will generate \$1,249.

SPECIAL FUNDS SUMMARY

The format of the budget has changed as separate fund accounts have been created for all of the Town's restricted dollars. These funds include the Capital Improvement Fund, Lodger's Tax Fund, Conservation Trust Fund, and Impact Fee Fund. The General Fund and Geothermal Enterprise Fund previously existed.

General Fund

The General fund has been significantly modified to exclude the addition of the subsequently listed funds. This proposed 2009 Budget shows general fund revenues at \$2,794,008 with expenses equally \$2,084,808 creating a surplus of \$709,200.

Capital Improvement Fund

The construction of this fund is necessitated by sales tax collection language that requires the expenditure of 50% of the town's Sales Tax Revenue to be spent on capital projects and maintenance. This is a new fund for the town and previous line items indicate no revenue, but show actual and budgeted expenditures. For 2009, this fund shows \$2,266,788 in revenue and \$2,266,788 in anticipated expenditures for a zero fund balance.

Conservation Trust Fund

These revenues will remain consistent due to an IGA with the County for the receipt of these Town and County lottery dollars. These funds can be used specifically for capital improvements and maintenance related to parks, recreation and trails. This fund anticipates revenues of \$131,617 and expenditures of \$100,000 for a budgeted fund balance of \$31,617.

Lodger's Tax Fund

The Town Tourism Committee is the entity designated by the town to budget revenues and expenditures of Lodger's Tax dollars. The town budget reflects general income and expenditures and the recommended TTC budget is provided as an attachment to the town budget. A significant change in the 2009 proposed budget is a reduction in staffing for this fund at one ½ time contract employee versus a previous full time person as an employee of the town. Total revenue for this fund is projected at \$379,814 with expenditures planned at \$337,950 thus creating a fund balance of \$41,864.

Impact Fee Fund

This fund has been established to improve the administration of these earmarked funds. The town collects impact fee funds for roads, regional public buildings, regional recreation facilities, Parks and Trails. The town also collects impact fees for the Upper San Juan Fire District (Emergency Service Provider) and the San Juan Water Conservancy District (Water Storage) The 50 JT School District, as an in-lieu dedication, has also been added to this fund, as the dollars are passed through to this taxing district. During the 3rd quarter of 2008, the town initiated collection of a 2% administration fee for the pass-through collections to the Water Conservancy, Emergency Management and School Districts. This budget reflects revenues of \$107,493 and expenditures of \$79,376 for a total fund balance of \$28,118.

Geothermal Enterprise Fund

This fund existed in previous budgets but was included in the overall general operations of the town. This budget proposes creating a separate fund for this Enterprise and includes the full costs of operating this utility, including insurance and administration shown as new line items. This budget shows a fund balance of \$65,629 at year end with revenues of \$168,367 and expenditures of \$102,738.

ORGANIZATIONAL CHANGES

Organizational changes have occurred within the proposed 2009 budget. These include an increased level of detail and separation of multiple line items to improve tracking of expenditures. To improve accountability, a number of line items that were a direct charge against the general fund in prior years have been moved into the department budgets. For example: the cost of legal services has been moved into the Town Manager's budget and the Combined Dispatch Center and Humane Society of Pagosa Springs have been move into the Police Department budget. General copy costs are accumulated within the Town Clerk's budget, however, cell phones were redistributed from the Clerk's Department to each individual

department Amortization schedules for the town's existing debt service have also been included as attachments to the budget.

STAFFING

The town will see a decrease of 3 full time employee positions in 2009, including Assistant Manager, Director of Planning and Assistant Police Chief. In addition, Town staff will receive any cost of living increase (3.7% based on Denver-Boulder-Greeley Consumer Price Index). The last Salary Survey was completed in 2005.

AUDIT OF TOWN EXPENDITURES

Available for public review is an audit of the Town's 2007 expenditures dated February 10, 2008.

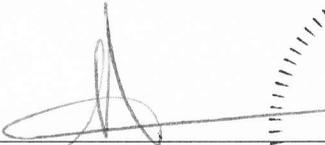


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Phone: 970.264.4151
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ASSESSED VALUATION AND MILL LEVIES

YEAR	2007	2008	2009
ASSESSED VALUATION	46,648,147	64,325,658	65,714,864
MILL LEVY	1.557 Mills	1.557 Mills	1.576 Mills
TOTAL REVENUES	\$72,631	\$100,155	\$103,567

I, April Hessman, certify that the attached is true and accurate copy of the adopted 2009 budget of the Town of Pagosa Springs, CO.



April Hessman, Town Clerk



CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Archuleta County, Colorado.

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

the Town Council
(governing body)^B

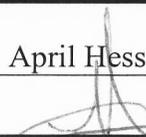
of the Town of Pagosa Springs
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 65,714,864 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

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

Submitted: 12/15/2008 for budget/fiscal year 2009.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	1.557 mills	\$ 102,318
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 102,318
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	.019 mills	\$ 1,249
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.576 mills	\$ 103,567

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 DLG 57 on the County Assessor's final certification of valuation).

CERTIFICATION OF TAX LEVIES, continued

THIS SECTION APPLIES TO TITLE 32, ARTICLE 1 SPECIAL DISTRICTS THAT LEVY TAXES FOR PAYMENT OF GENERAL OBLIGATION DEBT (32-1-1603 C.R.S.). Taxing entities that are

Special Districts or Subdistricts of Special Districts must certify separate mill levies and revenues to the Board of County Commissioners, one each for the funding requirements of each debt (32-1-1603, C.R.S.) Use additional pages as necessary. The Special District's or Subdistrict's total levies for general obligation bonds and total levies for contractual obligations should be recorded on Page 1, Lines 3 and 4 respectively.

CERTIFY A SEPARATE MILL LEVY FOR EACH BOND OR CONTRACT:

BONDS^J:

- 1. Purpose of Issue: _____
Series: _____
Date of Issue: _____
Coupon Rate: _____
Maturity Date: _____
Levy: _____
Revenue: _____

- 2. Purpose of Issue: _____
Series: _____
Date of Issue: _____
Coupon Rate: _____
Maturity Date: _____
Levy: _____
Revenue: _____

CONTRACTS^K:

- 3. Purpose of Contract: _____
Title: _____
Date: _____
Principal Amount: _____
Maturity Date: _____
Levy: _____
Revenue: _____

- 4. Purpose of Contract: _____
Title: _____
Date: _____
Principal Amount: _____
Maturity Date: _____
Levy: _____
Revenue: _____

Use multiple copies of this page as necessary to separately report all bond and contractual obligations per 32-1-1603, C.R.S.

CERTIFICATION OF VALUATION BY COUNTY ASSESSOR

NAME OF TAXING JURISDICTION Town of Pagosa Springs NEW ENTITY YES NO
 IN Archuleta COUNTY, COLORADO on December 1, 2008.

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 DECEMBER 10, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2007:

1.	PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	1.	\$ <u>64,325,658</u>
2.	CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: ‡	2.	\$ <u>65,714,864</u>
3.	LESS TIF DISTRICT INCREMENT, IF ANY:	3.	\$ <u>0</u>
4.	CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	4.	\$ <u>65,714,864</u>
5.	NEW CONSTRUCTION: *	5.	\$ <u>2,056,978</u>
6.	INCREASED PRODUCTION OF PRODUCING MINE: ≈	6.	\$ <u>0</u>
7.	ANNEXATIONS/INCLUSIONS:	7.	\$ <u>291,023</u>
8.	PREVIOUSLY EXEMPT FEDERAL PROPERTY: ≈	8.	\$ <u>0</u>
9.	NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND (29-1-301(1)(b), C.R.S.): Φ	9.	\$ <u>0</u>
10.	TAXES COLLECTED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(a), C.R.S.):	10.	\$ <u>1,059.30</u>
11.	TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) and (39-10-114(1)(a)(I)(B), C.R.S.):	11.	\$ <u>1,267.75</u>

‡ This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec. 20(8)(b), Colo. Constitution
 * New Construction is defined as: Taxable real property structures and the personal property connected with the structure.
 ≈ Jurisdiction must submit to the Division of Local Government respective Certifications of Impact in order for the values to be treated as growth in the limit calculation; use Forms DLG 52 & 52A.
 Φ 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. CONSTUTION AND 39-5-121(2)(b), C.R.S., THE ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2007:

1.	CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: ¶	1.	\$ <u>314,580,081</u>
ADDITIONS TO TAXABLE REAL PROPERTY			
2.	CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: *	2.	\$ <u>12,922,408</u>
3.	ANNEXATIONS/INCLUSIONS:	3.	\$ <u>2,559,145</u>
4.	INCREASED MINING PRODUCTION: §	4.	\$ <u>0</u>
5.	PREVIOUSLY EXEMPT PROPERTY:	5.	\$ <u>0</u>
6.	OIL OR GAS PRODUCTION FROM A NEW WELL:	6.	\$ <u>0</u>
7.	TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT: (If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.)	7.	\$ <u>657,661</u>

DELETIONS FROM TAXABLE REAL PROPERTY

8.	DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	8.	\$ <u>145,441</u>
9.	DISCONNECTIONS/EXCLUSIONS:	9.	\$ <u>0</u>
10.	PREVIOUSLY TAXABLE PROPERTY:	10.	\$ <u>432,827</u>

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

IN ACCORDANCE WITH 39-5-128(1), C.R.S., AND NO LATER THAN DECEMBER 5, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS:

1.	TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY	1.	\$ _____
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NOTE: ALL LEVIES MUST BE CERTIFIED to the COUNTY COMMISSIONERS NO LATER THAN DECEMBER 15.

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
REVENUES				
General Fund	6,792,595	8,696,025	6,544,180	2,794,008
Capital Improvement	0	0	0	2,266,788
Impact Fee Fund	345,502	200,000	324,902	107,493
Lodgers Tax Fund	448,448	373,170	510,311	379,814
Geothermal Enterprise Fund	99,713	50,000	127,694	168,367
Conservation Trust Fund	166,025	45,000	242,746	131,617

	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
EXPENDITURES				
General Fund	4,813,815	7,410,253	5,935,977	2,084,808
Capital Improvement	0	0	0	2,266,788
Impact Fee Fund	81,603	200,000	245,879	79,376
Lodgers Tax Fund	311,307	494,852	485,497	337,950
Geothermal Enterprise Fund	52,270	28,596	21,327	102,738
Conservation Trust Fund	0	45,000	157,629	100,000

Year End Fund Balance	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
General Fund	1,978,780	1,164,072	608,203	626,123
Capital Improvement				0
Impact Fee Fund	263,899	0	79,023	28,118
Lodgers Tax Fund	137,141	-121,682	24,814	41,864
Geothermal Enterprise Fund	47,444	21,404	106,367	65,629
Conservation Trust Fund	166,025	0	85,117	31,617

GENERAL FUND REVENUES

Account	Description	2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
TAXES & ASSESSMENTS						
10-31-100	Property Tax	74,164	71,395	100,155	115,850	103,567
10-31-200	Special Ownership/MVL	17,000	16,132	17,000	15,400	15,400
10-31-310	Sales Tax	3,500,000	3,330,494	3,417,000	3,330,494	1,623,075
10-31-420	Cigarette Tax	22,000	27,989	22,000	25,696	25,696
10-31-500	Lodgers Tax	0	0	0	0	0
10-31-600	Gas Franchise	20,000	12,298	19,000	14,800	15,500
10-31-750	Cable TV Franchise	9,000	2,701	9,000	15,900	10,200
10-31-610	Telephone Franchise	26,000	18,507	18,000	10,965	5,483
10-31-810	Severance Tax	6,887	0	7,000	12,215	7,000
	subtotal	3,675,051	3,479,516	3,609,155	3,541,320	1,805,921
LICENSES & PERMITS						
10-32-110	Liquor License	4,000	3,925	4,000	7,000	5,500
10-32-190	Peddler/Contractor/Bus. License	25,000	7,795	25,000	16,250	12,188
10-32-210	Building Permits/Fees	200,000	107,762	100,000	120,500	90,375
	subtotal	229,000	119,482	129,000	143,750	108,063
INTERGOVERNMENTAL REVENUE						
10-33-400	County Road Mills	74,000	77,109	97,231	74,295	0
10-33-410	Mineral Leasing	0	0	0	2,725	2,725
10-33-480	PSSGID Insurance	15,000	20,000	20,000	20,000	20,000
10-33-490	PSSGID Bookkeeping	25,000	25,000	25,000	25,000	25,000
10-33-xxx	Geothermal Bookkeeping/Insurance	0	0	0	0	6,000
10-33-520	Highway Users Tax Fund	55,491	60,831	59,143	59,000	0
10-33-600	Other County IGA's	0	0	0	19,687	26,250
10-33-610	Other Grants	152,193	3,793	8,000	5,556	0
10-33-700	Historical/Planning Grants	40,000	250	40,000	208	5,000
10-33-720	CDOT Enhancement Grants	320,400	141,075	520,400	3,925	0
10-33-740	LEAF Police Grant	55,630	4,608	10,000	7,620	0
10-33-750	Vale Police Grant	9,135	5,278	0	0	0
10-33-760	GOCO Grants/IGA's (JRCIP)	211,000	107,440	350,000	150,000	0
10-33-770	CDBG Infrastructure/EIA Grants	649,106	471,259	216,500	216,000	0
10-33-780	Courts, State Grants	13,250	8,643	13,170	8,394	16,650
10-33-880	CDOT CMAQ Grant	154,670	0	304,061	130,035	0
	subtotal	1,774,875	925,286	1,663,505	722,445	101,625
CHARGES FOR SERVICES						
10-34-600	Cemetery (County & Sales)	3,000	2,700	3,000	2,300	2,300
10-34-630	Building Rental/Lease	0	2,500	35,700	84,400	35,700
10-34-640	Park User Fees	36,000	33,281	36,000	30,000	30,000
10-34-650	Recreation User Fees	70,000	45,782	45,000	54,000	47,000
	subtotal	109,000	84,263	119,700	170,700	115,000
FINES AND FORFEITS						
10-35-110	Court Fines	30,000	31,300	30,000	19,230	20,000
10-35-120	Narcotic Seizures	0	0	25,000	12,990	0
	subtotal	30,000	31,300	55,000	32,220	20,000
MISCELLANEOUS						
10-36-110	Miscellaneous	25,000	36,421	25,000	22,300	25,000
10-39-990	Interest Earned	35,000	77,822	35,000	43,000	10,000
10-36-xxx	Administration from Impact Fee Fund	0	0	0	129	197
	subtotal	60,000	114,243	60,000	65,429	35,197
	GENERAL FUND REVENUE	5,877,926	4,754,090	5,636,360	4,675,864	2,185,805
	Prior Year End Fund Balance	2,421,363	2,038,505	3,059,665	1,868,316	608,203
	Total General Fund Revenue	8,299,289	6,792,595	8,696,025	6,544,180	2,794,008

GENERAL FUND REVENUES

- a 1/2 narcotics officer salary
- b Geothermal Interpretive Brochure-SHF \$5,000 grant \$2,500 match out of PIng/bldg \$7,500
- c TGYS Grant
- d 95% of 2008 Budget divided with CIP
- e payment from Geo Fund for administrative services & insurance
- f moved to separate fund
- * these items moved to capital improvement fund 2009

GENERAL FUND EXPENDITURES

Account	Description	2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
	GENERAL GOVERNMENT					
10-44	Town Manager/Admin Department	259,659	225,510	268,557	304,729	263,083
10-42	Town Clerk/Town Hall Department	312,021	325,563	349,260	374,164	341,341
10-48	Municipal Court Department	152,559	151,087	160,011	152,516	144,131
10-46	Building/Planning Department	221,633	210,881	220,138	203,555	187,551
10-53	Community Center Department	122,328	114,731	131,445	116,583	120,646
	subtotal	1,068,199	1,027,773	1,129,412	1,151,547	1,056,752
	PUBLIC SAFETY					
10-51	Police Department	657,820	660,983	754,148	761,653	678,733
	subtotal	657,820	660,983	754,148	761,653	678,733
	RECREATION AND HEALTH					
10-56	Recreation Department	204,884	186,238	237,422	215,673	213,645
	subtotal	204,884	186,238	237,422	215,673	213,645
	COMMUNITY SUPPORT SERVICES					
10-75	Service Organizations	104,728	111,705	125,806	118,848	102,022
	Subtotal	104,728	111,705	125,806	118,848	102,022
	General Fund Expenditures	2,035,632	1,986,699	2,246,788	2,247,721	2,051,152
	Capital Fund Expenditures	4,600,342	2,827,116	5,163,465	3,688,256	33,656 ^a
	Total General Fund Expenditures	6,635,974	4,813,815	7,410,253	5,935,977	2,084,808

	TOTAL REVENUES	8,299,289	6,792,595	8,696,025	6,544,180	2,794,008
	TOTAL EXPENDITURES	6,635,974	4,813,815	7,410,253	5,935,977	2,084,808
	Ending Fund Balance	1,663,315	1,978,780	1,285,772	608,203	709,200
	Restricted 3% Tabor Reserve	93,000	0	121,700	0	83,076
	Unrestricted Reserve	1,570,315	1,978,780	1,164,072	608,203	626,123

a Became separate fund in 2009 Budget, transfer in 2009 to Capital Improvement Fund

TOWN MANAGER/ADMINISTRATION DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-42-226	Attorney	60,000	61,955	70,000	80,000	100,000
10-44-110	Town Manager	75,787	75,787	78,818	98,000	100,000
10-44-110	Assistant Manager	0	0	62,000	55,000	0 ^d
10-44-110	Projects Director	50,287	48,011	0	0	25,000 ^a
10-44-110	Affordable Housing Director	25,000	0	0	0	0
10-44-131	FICA	11,557	9,471	14,980	10,000	7,650
10-44-134	Pension	6,304	6,190	9,791	5,800	833
10-44-132	Insurance	16,524	12,190	18,768	7,000	9,500
10-44-133	Travel/Dues/Expenses	7,500	8,249	7,500	1,200	7,500
10-44-137	Auto Allowance	1,200	1,300	1,200	450	1,200
10-44-xxx	Housing Allowance	0	0	0	20,900	6,900 ^c
	Subtotal	254,159	223,152	263,057	278,350	258,583
COMMODITIES						
10-44-402	Telephone	0	0	0	0	500
10-44-202	Office Supplies	500	205	500	250	500
10-44-210	Copy Expense	500	53	500	500	500
	Subtotal	1,000	258	1,000	750	1,000
CONTRACTUAL						
10-44-420	Contingency Fund	2,000	2,100	2,000	23,500	2,000 ^b
10-44-172	Employee Education Program	2,500	0	2,500	2,129	1,500
10-44-xxx	Salary Survey	0	0	0	0	0
	Subtotal	4,500	2,100	4,500	25,629	3,500
	TOTAL MANGER/ADMIN BUDGET	259,659	225,510	268,557	304,729	263,083

241,701	Target of
98%	2008 Budget
-2%	Reduction

a PT Position or DOLA Intern

b 2008 contingency reflected the hiring of the Mercer Group

c new line item 2009 reflects \$1200/mo for Nov & Dec includes relocation expense

d includes est. 2008 payout for assistant manager

TOWN CLERK/TOWN HALL DEPARTMENT

Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-42-110	Town Clerk	49,590	49,590	51,574	45,037	38,500
10-42-110	Deputy Clerk	33,720	33,720	35,069	35,069	35,069
10-42-131	FICA	6,373	7,220	6,628	8,000	5,628
10-42-134	Pension	4,166	4,166	4,332	6,329	3,678
10-42-132	Insurance	10,465	18,493	13,557	19,300	17,126
	subtotal	104,314	113,188	111,160	113,735	100,001
COMMODITIES						
10-42-218	Utilities Gas/Elec/Water	35,500	10,518	18,500	43,000	48,300
10-42-218	Phone System	0	22,000	27,000	27,000	11,400
10-42-242	Postage	1,500	733	1,500	2,100	2,600
10-42-203	Office Supplies	5,000	5,158	5,000	3,500	2,500
10-42-211	Copy Expenses	3,000	5,223	4,500	4,500	4,500
10-42-216	Travel/Training Dues	2,500	2,926	3,500	300	2,200
10-42-230	Printing/Publications/Recordings	4,000	4,849	4,500	5,500	4,500
10-42-248	Elections	1,500	0	1,500	1,233	0
10-42-300	Town Council	3,000	6,969	7,000	2,500	2,500
10-42-524	GASB 34 Implementation	500	0	0	0	0
10-42-264	Codify Code	0	0	0	0	0
	subtotal	56,500	58,376	73,000	89,633	78,500
CONTRACTUAL						
10-42-232	Bonds, Insurance	105,007	111,064	117,000	116,750	118,000
10-42-xxx	Cafeteria Plan Administrator	0	0	0	4,140	3,280
10-42-280	Wellness Benefit	9,900	5,338	11,100	8,000	0
10-42-270	Health Reimbursement Account	25,000	25,000	25,000	25,000	25,000
10-42-xxx	Audit	0	0	0	6,950	6,500
10-42-224	Drug Testing (Previously w/audit)	6,500	6,150	6,500	1,200	600
10-42-246	Caselle Support	4,800	5,760	4,800	6,600	6,660
10-42-xxx	Computer Support	0	0	0	1,400	2,000
10-42-510	Web Site	0	687	700	756	800
	subtotal	151,207	153,999	165,100	170,796	162,840
	TOTAL TOWN CLERK BUDGET	312,021	325,563	349,260	374,164	341,341

314,334	Target of
98%	2008 Budget
-2%	Reduction

- a no election scheduled in 2009
- b \$300 benefit removed
- c Audit Subtracted, random testing to be done biannually
- d Audit added as new line item
- e not a previous line item JCG/Perfect Computing
- f cell phones moved to department budgets

POLICE DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-51-110	Chief	57,453	57,453	59,751	81,408	59,751
10-51-110	Assistant Chief (Vacant)	49,011	49,231	50,971	50,971	0
10-51-110	Narcotics Detective	14,731	29,530	43,000	44,720	44,720
10-51-110	Senior Detective	48,088	51,236	50,012	50,012	50,012
10-51-110	Sergeant	40,657	42,217	44,824	44,824	44,824
10-51-110	Officer	42,211	45,591	43,899	43,899	43,899
10-51-110	Officer (Capistrant)	36,089	40,161	37,533	37,533	37,533
10-51-110	Officer	36,089	36,089	37,533	35,610	35,610
10-51-110	Officer	39,213	40,626	40,782	40,782	40,782
10-51-110	Officer (2 months)	0	0	0	0	5,935
10-51-110	Administrative Assistant	26,989	28,911	28,069	25,730	28,069
10-51-108	Parking Enforcement	11,981	11,981	12,460	12,460	12,460
10-51-111	Part Time Officer/Evidence Tech	5,000	4,997	10,000	5,000	10,000
10-51-105	Animal Control	13,046	13,046	13,568	13,568	13,568
10-51-131	FICA (non officers)	4,362	3,388	4,903	3,700	4,903
10-51-xxx	FPPA (officers)	0	0	0	0	29,045
10-51-134	Pension	43,512	52,592	48,893	54,500	19,557
10-51-132	Insurance	51,615	47,275	55,534	55,534	51,705
10-51-133	Training	5,000	10,187	5,000	4,450	2,000
10-51-122	Leaf Grant	55,630	6,820	10,000	10,000	0
10-51-216	Dues/Subscriptions	350	854	600	500	400
10-51-218	Uniform	3,000	3,107	4,000	4,000	1,000
10-79-500	NRA Grant	3,543	3,543	4,666	5,576	0
	Subtotal	587,570	578,835	605,998	624,777	535,773
COMMODITIES						
10-51-202	Office Supplies	3,500	4,320	4,000	2,850	2,000
10-51-210	Copy Expense	250	20	250	250	0
10-51-204	Postage	500	896	800	600	760
10-51-212	Fuel/Oil	16,000	21,566	17,000	23,000	22,000
10-51-226	Ammunition	1,000	1,302	1,000	1,000	0
	Subtotal	21,250	28,104	23,050	27,700	24,760
CONTRACTUAL						
10-42-410	Dispatch Center	0	0	50,000	50,000	80,000
10-42-402	Humane Society	20,000	15,983	20,600	22,068	10,000
10-51-402	Telephone	6,000	7,281	0	58	3,600
10-51-404	Print/Publishing/Advertising	500	653	500	700	1,000
10-51-408	Vehicle/Maintenance and Repairs	13,000	19,262	17,000	17,000	17,000
10-51-428	Radio/Maintenance and Repairs	1,000	746	1,000	800	0
10-51-430	Radar Certification	1,000	702	1,000	350	1,000
10-51-420	Investigation Contingency	5,000	5,497	5,500	3,300	2,500
10-51-434	Community Support/Victim Assist.	1,000	0	1,000	700	0
10-51-280	Computer Support	1,500	3,876	3,000	3,100	3,100
10-51-808	Misc Equipment	0	44	500	500	0
10-51-422	Narcotics Seizures	0	0	25,000	10,600	0
	Subtotal	49,000	54,044	125,100	109,176	118,200
	TOTAL POLICE BUDGET	657,820	660,983	754,148	761,653	678,733

678,734	Target of
90%	2008 Budget
-10%	Reduction

- a 2008 Payout and severance for Chief \$20407
- b IGA for combined Dispatch
- c Requested additional officer, assigned 2 months of 2009

MUNICIPAL COURT						
Accounts		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-48-110	Judge	20,573	20,573	21,396	21,396	16,047
10-48-110	Youth Advocate/Court Admin.	40,996	40,996	42,636	42,636	42,636
10-48-110	Admin. Assistant/Court Clerk	30,334	30,334	31,547	31,547	31,547
10-48-115	Judge Pro-Tem	1,000	0	500	413	500
10-48-132	Insurance	22,659	22,269	25,773	19,000	18,250
10-48-134	Pension	3,567	3,567	3,709	3,709	3,709
10-48-131	FICA	7,031	7,031	7,350	7,312	6,903
10-48-220	Vehicle Expenses	300	198	200	150	200
10-48-133	Travel/Dues/Education	2,000	1,134	2,000	2,800	500
	Subtotal	128,459	126,101	135,111	128,963	120,292
COMMODITIES						
10-48-108	Juvenile Task Force	500	329	500	1,200	500
10-48-232	Liability Insurance/ Work Comp.	300	908	1,000	357	539
10-48-123	Prisoner Cost	3,500	3,105	3,500	1,400	3,500
10-48-120	Drug Test/Monitoring Dev.	1,500	2,542	1,500	1,750	1,600
10-48-202	Office Supplies	1,000	1,483	1,200	1,500	1,200
	Subtotal	6,800	8,367	7,700	6,207	7,339
CONTRACTUAL						
10-48-204	Court Appointed Counsel	2,000	573	1,500	946	1,500
10-48-206	Counseling	2,000	2,093	2,000	2,200	2,000
10-48-280	Computer Support	2,000	3,000	2,500	1,900	1,800
10-48-210	Translation Services	300	123	200	300	200
10-48-230	Town Prosecutor	10,000	9,697	10,000	11,000	10,000
10-48-234	Misc. Expenses	1,000	1,133	1,000	1,000	1,000
	Subtotal	17,300	16,619	17,200	17,346	16,500
	TOTAL MUNI COURTS BUDGET	152,559	151,087	160,011	152,516	144,131

a

a per contract with Archuleta County

144,010	Target of
90.08%	2008 Budget
-9.92%	Reduction

BUILDING/PLANNING DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-46-110	Building, Official (Scott)	46,762	46,762	48,623	48,623	48,623
10-46-110	Building, Inspector (James)	32,000	24,778	38,349	38,349	38,349
10-46-110	Planner, Director (Vacant)	52,000	52,000	39,160	25,394	0
10-46-110	Planner, Senior (Joe)	37,893	37,893	39,900	42,500	44,720
10-46-131	FICA	12,902	12,350	12,701	11,786	10,074
10-46-134	Pension	8,433	8,072	8,302	7,703	6,585
10-46-132	Insurance	20,643	17,081	20,903	16,000	16,000
10-46-133	School/Travel/Dues	4,500	6,992	6,000	6,000	4,000
	Subtotal	215,133	205,927	213,938	196,355	168,351
COMMODITIES						
10-46-202	Office Supplies	3,900	2,568	3,500	3,000	1,500
10-46-402	Telephone	0	0	0	0	500
10-46-210	Copy Expense	600	100	700	700	700
10-46-204	Postage	1,000	899	1,000	1,000	0
10-46-212	Fuel/Oil/Mileage	1,000	27	1,000	1,000	1,000
10-46-410	Board Training	1,000	81	1,500	500	500
10-46-208	Historic Preservation Board	1,500	1,279	2,500	1,000	8,000
	Subtotal	6,500	4,954	6,200	7,200	12,200
CONTRACTUAL						
10-46-xxx	Regional GIS Services	0	0	0	0	2,000
10-46-xxx	Professional Plan Review	0	0	0	0	5,000
	Subtotal	0	0	0	0	7,000
	TOTAL BUILDING/PLNG BUDGET	221,633	210,881	220,138	203,555	187,551

198,124	Target
85% of 2008 Budget	
-15%	Reduction

- a Contract additional planning services
- b new line item, regional service, no in-house capabilities
- c Engineering Plan Review
- d Geo Historical Brochure \$5,000 grant/\$2,500match plus \$500 training

RECREATION DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-56-110	Director FTE (Tom)	38,044	38,044	50,000	50,000	50,000
10-56-110	Recreation Supervisor FTE (Andy)	25,000	29,018	39,566	39,566	39,566
10-56-110	Recreation Coord PT (Marky)			25,000	22,000	25,000
10-56-112	Park Fun PT	20,000	17,991	18,000	14,000	0 ^a
10-56-111	Refs/Umps/Part time	61,000	50,017	36,000	30,000	34,300
10-56-131	FICA	11,019	6,357	12,895	9,606	8,764
10-56-134	Pension	3,152	2,103	4,478	4,478	4,478
10-56-132	Insurance	4,119	4,038	9,333	9,333	8,736
10-56-133	Travel/Dues	1,000	1,453	1,200	500	500
	Subtotal	163,334	149,021	196,472	179,483	171,345
COMMODITIES						
10-56-202	Office Supplies	500	265	500	710	500
10-56-204	Postage	100	0	100	5	100
10-56-206	Recreation Supplies/Equipment	15,000	10,692	16,000	13,000	16,000
10-56-208	Trophies/Awards	6,000	4,658	6,000	6,000	5,000
10-56-210	Mailers	500	314	500	0	0
	Subtotal	22,100	15,929	23,100	19,715	21,600
CONTRACTUAL						
10-56-420	Fireworks/Events	14,000	17,422	14,000	14,000	17,000
10-56-402	Telephone	1,800	1,408	0	0	1,000
10-56-422	Med Supplies/Maint/Repairs	1,000	1,027	1,200	1,200	1,200
10-56-418	Swimming Pool Fees	1,400	832	1,400	0	0
10-56-406	Vehicle Maintenance	500	40	500	75	500
10-56-824	Special Events	750	559	750	1,200	1,000
	Subtotal	19,450	21,288	17,850	16,475	20,700
	TOTAL RECREATION BUDGET	204,884	186,238	237,422	215,673	213,645

a no longer providing park fun

213,680	Target
90%	of 2008 Budget
-10%	Reduction

COMMUNITY CENTER DEPARTMENT

Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-53-110	Facility Coordinator (Cristin)	40,365	40,365	41,980	41,000	40,000
10-53-110	Event/Program Coordinator (Michelle)	21,923	21,923	22,800	22,800	25,800
10-53-110	Teen Coordinator	15,000	11,624	15,000	0	0
10-53-111	Administrative Assistant (Cheryl)	14,976	10,485	18,720	18,720	18,720
10-53-131	FICA	5,913	6,228	6,103	6,103	6,466
10-53-134	Pension	3,114	3,114	3,239	3,190	3,290
10-53-132	Insurance	8,237	8,511	9,333	12,500	14,100
	subtotal	109,528	102,250	117,175	104,313	108,376
COMMODITIES						
10-53-400	Operation Costs	4,200	4,200	4,830	4,830	4,830
10-53-300	Teen Center	2,000	2,681	2,000	0	0
10-53-238	Janitorial	5,600	5,600	6,440	6,440	6,440
10-53-133	Travel/Training	1,000	0	1,000	1,000	1,000
	subtotal	12,800	12,481	14,270	12,270	12,270
	TOTAL COMM. CENTER BUDGET	122,328	114,731	131,445	116,583	120,646

118,301	Target of
92%	2008 Budget
-8%	Reduction

- a New Job Title
- b Teen Center Not Reopening
- c Part Time 35 hours per week

SERVICES ORGANIZATIONS						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
	County Services					
10-75-399	Nutrition/Seniors	6,000	6,000	8,000	8,000	7,200
10-75-400	Transportation/Seniors	3,000	3,000	4,000	4,000	4,000
10-42-400	Mountain Express	30,000	30,000	30,000	30,000	20,000
	Education/ Economic Dvlpmt					
10-75-412	Arch. Economic Dvlp Assoc.	5,000	5,300	20,000	20,000	15,000
10-75-397	Education/Adult Learning Center	5,000	100	12,500	12,500	12,500
	Health/Safety					
10-75-398	Counsel/Aging	4,057	0	0	0	0
10-75-401	SW CO Mental Health Center	2,000	2,000	2,000	2,000	1,800
10-75-428	Acute Treatment Unit (Crossroads)	15,000	15,000	15,000	15,000	12,000
10-75-410	Southwest Safehouse	700	700	700	700	700
10-75-415	Health Fair	250	250	250	0	0
10-75-417	ACVAP	10,000	10,000	10,000	10,000	10,000
10-75-408	Haz Mat/Emergency Preparedness	0	0	0	0	0
10-75-425	San Juan Basin Health	3,328	2,818	0	2,100	1,890
10-75-423	American Red Cross SW CO	0	0	1,000	0	0
	Housing/Open Space					
10-75-426	Colorado Housing Inc (CHI)	10,000	10,000	5,000	5,000	4,500
10-75-429	Southwest Land Alliance	0	0	3,000	3,000	1,500
10-75-407	Historical Society	0	0	0	150	0
10-75-418	Operation Healthy Communities	0	0	0	0	0
10-75-403	Community Connections	1,750	1,750	2,000	0	1,800
	Cultural/Events					
10-75-421	Pagosa Fiber Festival	500	500	0	0	0
10-75-422	Music in the Mountains	1,000	1,000	0	0	0
10-75-424	Pagosa Springs Arts Alliance	0	0	5,000	0	0
	Other					
10-75-411	Clean Cities Coalition	0	0	0	0	0
10-75-419	Unbudgeted Requests/Donations	2,000	18,144	2,000	1,092	0
10-75-420	San Juan Water Conservancy Dist.	0	0	0	0	0
	DUES					
10-75-404	SW Eco. Dev./Region 9	684	684	721	721	745
1075-xxx	AEDA Dues	0	0	0	0	3,600
10-75-405	Region 9 Trans Planning	350	348	348	348	348
10-75-406	San Juan RC&D	50	50	50	0	50
10-75-409	Club 20	200	200	200	200	200
10-75-414	CML Dues	3,202	3,202	3,362	3,362	3,530
10-75-416	Chamber of Commerce	657	659	675	675	659
	TOTAL SERVICE FUNDS	104,728	111,705	125,806	118,848	102,022

CAPITAL IMPROVEMENT FUND						
Revenue		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
	LOCAL REVENUES					
10-31-310	Sales Tax	0	0	0	0	1,623,075
	Transfer from Conservation Trust Fund	0	0	0	157,629	100,000
	Transfer from Impact Fees	0	0	0	226,023	62,690
	County Road Mill	0	0	0	0	74,295
	Highway Users Tax Fund	0	0	0	0	57,173
	Sidewalks in Lieu Fees	0	0	0	0	6,649
	Geothermal Streets Contract	0	0	0	0	5,000
	PSSGID Streets Contract	0	0	0	0	20,000
	STATE AND FEDERAL GRANTS					
	CDOT Enhancement Grants	0	0	0	0	110,000
	GOCO Grants/IGA's (JRCIP)	0	0	0	0	120,000
	CDBG Infrastructure/EIA Grants	0	0	0	0	54,250
	CDOT CMAQ Grant	0	0	0	0	0
	Transfer from General Fund	4,600,342	2,827,116	5,163,465	3,688,256	33,656
	Total Annual Revenues	4,600,342	2,827,116	5,163,465	4,071,908	2,266,788
	Prior Year Ending Fund Balance	0	0	0	0	0
	Total Revenues	4,600,342	2,827,116	5,163,465	4,071,908	2,266,788

CAPITAL IMPROVEMENT FUND

Capital Maintenance and Debt Expenditures		2007 Budget	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
10-61-	Streets Department	338,942	375,729	390,835	398,131	406,350
10-68-	Parks Department	168,153	174,511	204,657	207,128	188,438
10-70-	Facilities Maintenance Department	115,850	113,409	122,955	120,127	123,271
10-77-425	Community Center Loan	236,694	236,694	236,694	236,694	236,694
Total Maint. and Debt Expenditures		859,638	900,343	955,142	962,080	954,753

Capital Improvement Expenditures		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
Town Manager/Administration						
10-44-110	Construction Manager	55,000	0	55,000	30,000	27,750
10-42-264	Capital Improvement Plan	0	30,864	40,000	0	72,500
10-44-281	Computer/Software	2,500	961	2,500	1,000	2,500
10-79-400	CDBG Infrastructure/EIA Grants	649,106	486,801	216,500	13,199	0
subtotal		706,606	518,626	314,000	44,199	102,750
Town Clerk/Town Hall						
10-77-442	Furnishing Town Hall	1,000	2,631	1,000	100	500
10-77-437	Town Hall Improvements	5,000	8,922	5,000	3,300	6,000
10-42-202	Office Furniture	2,000	1,652	2,000	315	500
10-42-222	Telephone System	0	0	1,500	8,000	2,660
10-42-228	Computer/Printer/Software	5,000	1,420	5,000	8,070	1,500
subtotal		13,000	14,625	14,500	19,785	11,160
Streets/Streetcape						
10-77-424	Street Paving	355,162	144,378	175,000	125,000	163,000
10-77-426	Chip Seal	20,000	0	120,000	60,000	0
10-77-427	Misc Concrete/Sidewalks	75,000	27,494	200,000	170,000	50,000
10-77-453	Street Furniture	10,000	0	10,000	10,000	5,000
10-77-428	Street Lighting Improvements	50,000	0	50,000	50,000	5,000
10-77-429	Lewis Street/Intersection	350,000	9,800	576,500	1,240,000	120,000
10-77-436	Hot Springs Blvd. Improvements	1,000	824	1,000	100	0
10-77-439	8th/Apache	0	795	0	0	0
10-77-447	CDOT Enhancement Project Funds	400,500	300	650,500	0	0
10-77-443	Great West Avenue	0	0	0	144,060	0
10-77-xxx	Majestic Drive Paving (CMAQ)	0	0	0	0	0
10-77-457	CDOT CMAQ Project Funds	187,045	185,670	374,276	15,000	0
10-77-445	N/S Pagosa Blvd.	40,000	38,917	40,000	30,000	10,000
10-77-459	Town Entry's/Medians	25,000	4,528	25,000	20,000	0
10-77-454	New Street Truck/Backhoe	100,000	109,175	0	0	36,000
10-77-456	Other/Skid Steer	0	0	0	0	0
subtotal		1,613,707	521,882	2,222,276	1,864,160	389,000
Parks						
10-77-452	Town Parks Improvements	5,000	1,460	5,000	4,000	5,000
10-77-440	Traffic/CIP Studies (JRCIP)	25,000	0	25,000	0	0
10-77-444	River Restoration Project	50,000	46,255	50,000	24,500	56,000
10-77-446	Sports Complex Design/Trails MP	341,000	325,801	558,919	537,000	0
10-77-461	South 8th Street Park	50,000	20,161	50,000	57,629	7,500
10-77-460	Raw Water Irrigation	30,000	3,301	30,000	60,000	4,000
10-77-450	Parks Equipment	20,000	0	50,000	35,000	20,000
10-77-xxx	Skate Park	0	282	18,500	18,500	0
10-77-xxx	Vehicle - Truck	0	0	0	0	0
10-79-300	GOCO Grant/IGAS	20,000	20,000	151,500	0	0
subtotal		541,000	417,260	938,919	736,629	92,500
Trails						
10-77-431	Pagosa Lakes Trail/Trails	5,000	0	5,000	0	0
10-77-463	Pedestrian Bridge/Trail	606,656	106,747	505,108	214,000	439,000

CAPITAL IMPROVEMENT FUND						
10-77-434	River Walk Improvements	90,000	176,523	100,000	50,000	170,000
10-68-820	Reservoir Hill	2,000	1,530	2,080	2,000	0
10-68-xxx	Harman Park Trail/Sidewalk	0	0	0	0	52,600
10-23-400	Sidewalk in Lieu	0	0	0	0	6,625
	subtotal	703,656	284,800	612,188	266,000	668,225
	Recreation					
10-77-449	Recreation Equipment	2,500	1,375	2,500	2,500	2,500
10-56-281	Technology	1,000	60	1,000	1,000	1,000
	subtotal	3,500	1,435	3,500	3,500	3,500
	Building/Planning					
10-77-441	Annexations	0	9,584	8,000	4,900	3,000
10-46-406	Planning Studies/Grants	0	21	0	0	10,000
10-46-408	Historic Planning Grants	0	0	1,000	0	0
10-46-281	Technology	3,500	1,503	3,500	3,500	1,500
10-77-435	Comprehensive Plan/Planner	25,000	12	25,000	3,000	0
10-77-448	Affordable Housing Land/Appraisals	2,000	8,790	10,000	28,000	5,000
10-77-458	Master Plan/Design Guidelines	40,000	4,857	41,000	500	0
10-77-432	Matching Funds Historical	1,000	0	1,000	0	0
10-77-xxx	Downtown Planning/Improvements	0	0	0	0	15,000
10-77-462	Land Use Development Code	0	21,883	0	127,765	0
	subtotal	71,500	46,650	89,500	167,665	34,500
	Municipal Court					
10-48-238	Misc. Equip.	1,000	915	1,000	500	0
10-48-246	New Computer/Printer	2,000	1,206	1,000	500	1,500
	subtotal	3,000	2,121	2,000	1,000	1,500
	Police/Safety					
10-77-455	Dog Truck/Police Vehicle	65,000	100,378	0	0	0
10-77-451	Police Equipment	2,500	5,465	2,500	0	0
10-51-281	Computer Software	2,500	1,597	2,500	450	2,500
10-51-124	VALE Grant	9,135	6,334	0	0	0
	subtotal	79,135	113,774	5,000	450	2,500
	Community Center					
10-53-450	Capital Improvements	5,600	5,600	6,440	6,440	6,400
	subtotal	5,600	5,600	6,440	6,440	6,400
	Facilities Maintenance					
10-70-xxx	New Vehicle	0	0	0	0	0
	subtotal	0	0	0	0	0
	Total Improvement Expenditures	3,740,704	1,926,773	4,208,323	3,109,828	1,312,035
	Total Maintenance/Debt Expenditures	859,638	900,343	955,142	962,080	954,753
	Total Improvement Expenditures	3,740,704	1,926,773	4,208,323	3,109,828	1,312,035
	Total Capital Expenditures	4,600,342	2,827,116	5,163,465	4,071,908	2,266,788
	TOTAL CAPITAL REVENUES	4,600,342	2,827,116	5,163,465	4,071,908	2,266,788
	TOTAL CAPITAL EXPENDITURES	4,600,342	2,827,116	5,163,465	4,071,908	2,266,788
	Ending Fund Balance	0	0	0	0	0

- a Dumpster Enclosure
- b Lewis Street benches & trash
- c Tot Lot in Town Park at \$22,000 not included
- d Per IGA School/County/Town (project) DISCONTINUED
- e Riverbend consultant work for river improvements 2008 phase 1&2 estimate \$24,500
2009 phase 3 & 4 \$36k plus \$20k davey wave removal construction costs
- f requested \$250K for Phase III (bathrooms, lights, concession)
- g Town Park South

CAPITAL IMPROVEMENT FUND

- h \$180,000 GOCO Match, \$120,000 GOCO Contribution 60/40 split
 - i Reservoir Hill Bathroom construction \$25k
 - k Appraisals, Title work, RFP for Town parcel for affordable housing
 - l DDA research and start-up costs \$10k, \$15k Geo Greenhouse Feasibility Study
 - m new \$15K truck requested, not awarded
 - n \$110,000 Town Park Ped Bridge
 - o Not Included \$120,000 GOCO Skate Park Contribution plus \$11,000 in donations \$60k from private donors, Includes SJ Riverwalk Maint State Trails \$120,000 70/30 Match
 - p DOLA grant Capital Improvement Plan \$36250 and \$18k plow truck
 - q \$116k Majestic 2009, \$238,725 Brookhill 2010 not included in income for 2009
 - r new payment from Sanitation and Geothermal for Streets Dept. contract
 - s Capital Improvement Plan 36K DOLA Match
-
- 1 5th Street and Lewis Street Intersection to be paid Jan 2009, landscaping
 - 2 repaving portion of Lewis Street
 - 3 Repair sidewalk on Hwy 160 from 1st st to 2nd St southside, on Lewis St from 2nd St to 3rd St on northside, 8th St from Hwy 160 to Durango St eastside - homeowners to help pay
 - 4 Main Street light fixtures as necessary
 - 6 Majestic Drive CMAQ 1,000 linear feet \$262k
 - 7 First Street Bridge Gateway \$25k - East side entry monument \$60,000
 - 9 Requested \$36,000 New plow truck and \$83,220.04 for backhoe, ask DOLA for Equip match
 - 10 \$200K SJ Riverwalk Phase II new alignment, \$120K State Trail Grant SJ Riverwalk Maint plus \$50K State Trails town Match 70/30 split
 - 11 Trees and landscaping
 - 12 Term of Loan ends July 1, 2014
 - 14 defer partial construction to Spring 2009
 - 15 need to add impact fee study, exact costs forthcoming
 - 16 seeds of learning 2007

STREETS DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-61-110	Street Superintendent (Chris)	50,145	52,797	52,151	52,151	52,151
10-61-110	Equip Operator/Maint. (Brad)	34,672	34,672	36,059	37,559	37,559
10-61-110	Equip Operator/Maint. (Frank)	34,672	34,672	36,059	36,059	36,059
10-61-110	Streets Crew (Branden)	33,375	32,282	34,710	30,968	30,968
10-61-110	Streets Crew (Shane)	0	0	20,500	20,500	30,968
10-61-111	Part time/Overtime	4,500	2,050	4,500	4,500	2,000
10-61-131	FICA	12,038	11,409	14,074	13,903	14,359
10-61-134	Pension	7,643	7,721	7,949	8,800	9,385
10-61-132	Insurance	22,896	23,519	30,661	30,661	33,500
10-61-133	School/Travel	2,000	1,481	2,000	2,200	1,500
	Subtotal	201,942	200,603	238,663	237,301	248,450
COMMODITIES						
10-61-202	Office Supplies	1,500	601	1,100	800	500
10-61-212	Fuel&Oil	22,000	25,065	22,000	35,000	32,000
10-61-228	Gravel/Asphalt	6,000	47,372	12,000	17,000	17,000
10-61-222	Tires	3,000	2,479	3,000	3,030	3,000
10-61-230	Culverts	1,500	3,032	3,000	0	0
10-42-234	Street Lighting	46,000	55,462	50,000	26,000	35,000
10-70-439	Street Lighting Maintenance	2,000	5,133	2,000	1,000	1,000
	Subtotal	82,000	139,144	93,100	82,830	88,500
CONTRACTUAL						
10-61-434	Utilities/Shop	7,500	13,110	10,000	15,000	15,000
10-61-436	Maintenance-Roads	25,000	13,116	17,000	17,000	16,000
10-61-402	Telephone cellular	0	0	0	0	400
10-61-406	Maintenance-Vehicles	12,000	12,075	12,000	30,000	25,000
10-61-438	Engineering	500	0	1,000	0	0
10-61-444	Sweeper Maintenance	2,500	-5,323	11,072	11,072	10,000
10-61-418	Cemetery	500	12	1,000	200	1,000
10-46-460	Clean-Up Week	1,000	391	1,000	2,028	0
10-46-470	Banners	3,000	0	3,000	0	0
10-61-410	Uniforms	3,000	2,601	3,000	2,700	2,000
	Subtotal	55,000	35,982	59,072	78,000	69,400
TOTAL STREETS BUDGET						
		338,942	375,729	390,835	398,131	406,350

351,752	Target of
104%	2008 Budget
4%	Reduction

PARKS DEPARTMENT						
Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-68-110	Parks Supervisor (Jim)	41,477	44,677	43,136	43,136	43,136
10-68-110	Parks Maintenance (Ty)	28,142	29,869	31,268	31,268	31,268
10-68-110	Parks Maintenance (Robert)	0	0	17,000	19,523	29,268
10-68-111	Parks Maintenance (Elaine)	25,000	24,065	30,000	23,000	15,000
10-68-134	Pension	3,481	3,727	3,620	4,000	5,184
10-68-131	FICA	7,238	6,760	9,287	8,945	9,078
10-68-132	Insurance	10,465	10,265	16,546	16,546	22,504
10-68-133	Travel/Dues	500	0	500	0	0
	Subtotal	116,303	119,363	151,357	146,418	155,438
COMMODITIES						
10-68-216	Park/Field Maintenance	40,000	47,081	41,600	48,000	21,000
10-68-220	Vehicle Maintenance	6,200	3,502	6,448	7,000	1,000
10-68-xxx	Fuel/Oil	0	0	0	0	10,000
10-68-410	Uniforms	1,550	1,581	1,612	1,350	0
10-68-402	Telephone	600	0	0	0	500
10-68-824	Special Events	2,500	2,509	2,600	3,800	0
10-68-816	Town Tree Program	1,000	475	1,040	560	500
	Subtotal	51,850	55,148	53,300	60,710	33,000
	TOTAL PARKS BUDGET	168,153	174,511	204,657	207,128	188,438

184,191	Target of
92.1%	2008 Budget
-7.9%	Reduction

FACILITIES MAINTENANCE DEPARTMENT

Account		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
PERSONNEL						
10-70-110	Maintenance Director (Dennis)	40,992	40,992	42,632	42,632	42,632
10-70-110	Custodian (Ernie)	23,248	23,248	24,178	24,178	24,178
10-70-111	Part Time Help	2,500	2,547	3,500	2,500	1,500
10-70-131	FICA	5,106	4,899	5,379	4,600	5,111
10-70-134	Pension	3,212	3,212	3,341	3,341	3,341
10-70-132	Insurance	12,692	12,106	14,426	14,426	11,660
10-70-410	Uniforms	1,500	1,509	1,700	1,200	1,500
10-70-133	Travel/Training	600	162	600	300	300
	subtotal	89,850	88,675	95,755	93,177	90,221
CONTRACTUAL						
10-70-402	Telephone	300	0	0	0	500
10-70-436	Town Hall Maintenance	9,300	11,196	9,500	8,300	15,600
10-70-440	Elevator Maintenance	0	0	1,300	1,950	1,950
10-70-437	Heating/Cooling Maintenance	2,200	2,069	2,200	2,200	2,000
10-70-438	Building Electric Maintenance	2,200	1,453	2,200	2,200	1,000
10-70-406	Vehicle Fuel/Maintenance	1,500	930	2,000	3,500	3,000
10-70-206	Janitorial Supplies	9,000	7,104	7,000	6,200	6,000
10-70-207	Janitorial Contract Cleanings	1,500	1,982	3,000	2,600	3,000
	subtotal	26,000	24,734	27,200	26,950	33,050
	TOTAL MAINTENANCE BUDGET	115,850	113,409	122,955	120,127	123,271

110,660	Target of
100.26%	2008 Budget
0.26%	Reduction

a heat tape and DHS remote meter

CONSERVATION TRUST FUND

		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
Revenue						
21-37-700	County Lottery	30,000	80,000	30,000	60,000	30,000
21-37-530	Town Lottery	15,000	16,541	15,000	16,000	16,500
21-37-990	Unbudgeted Interest	0	1,799	0	720	0
	Subtotal	45,000	98,340	45,000	76,720	46,500
	Prior Fund Balances	0	67,685		166,026	85,117
	TOTAL REVENUES	45,000	166,025	45,000	242,746	131,617

Expenditures						
21-40-870	Town Lottery	0	0	15,000	0	0
21-40-880	County Lottery	0	0	30,000	0	0
21-40-xxx	Riverwalk Trail Improvements	0	0	0	0	50,000
21-40-xxx	Town Park Ped Bridge	0	0	0	0	50,000
21-40-900	Town Park South	0	0	0	57,629	0
21-40-910	Sports Complex	0	0	0	100,000	0
	Subtotal	0	0	45,000	157,629	100,000
	Total Expenditures to CIF	0	0	45,000	157,629	100,000

	TOTAL REVENUES	45,000	166,025	45,000	242,746	131,617
	TOTAL EXPENDITURES	0	0	45,000	157,629	100,000
	Ending Fund Balance	45,000	166,025	0	85,117	31,617

IMPACT FEE FUND					
		2007 Actual	2008 Budget	2008 Estimated	2009 Budget
Revenue					
10-22-000	Old Pedestrian Harman Park	0	0	0	0
10-22-200	Interim Impact Fees	0	0	0	0
10-22-600	Roads	44,072	45,000	18,476	9,238
10-22-700	Regional Public Buildings	23,787	35,000	7,488	3,744
10-22-800	Regional Recreation Facilities	15,462	20,000	4,295	2,148
10-22-900	Parks	6,624	15,500	1,840	920
10-23-000	Trails	8,352	9,500	2,320	1,160
10-23-100	Emergency Service Provider	30,941	35,000	9,658	4,829
10-23-200	Water Storage	22,580	30,000	8,654	4,327
10-23-300	School Land Dedication	5,094	10,000	1,415	708
10-23-xxx	Interest Earned	0	0	100	1,200
10-23-350	Administration	0	0	132	197
10-23-400	Sidewalk in lieu	0	0	6,625	0
	Subtotal	156,912	200,000	61,003	28,470
	Prior Fund Balances	188,590	0	263,899	79,023
	TOTAL REVENUES	345,502	200,000	324,902	107,493

Expenditures					
	Old Pedestrian Harman Park	0	0	0	52,600
	Interim Impact Fees	0	0	136,482	0
	Roads	22,988	45,000	67,909	10,090
	Regional Public Buildings	0	35,000	0	0
	Regional Recreational Facilities	0	20,000	0	0
	Parks	0	15,500	9,568	0
	Trails	0	9,500	12,064	0
	Emergency Service Provider	30,941	35,000	9,658	4,829
	Water Storage	22,580	30,000	8,654	4,327
	School Land Dedication	5,094	10,000	1,415	708
	Administration	0	0	129	197
	Sidewalk in lieu	0	0	0	6,625
	Total Expenditures	81,603	200,000	245,879	79,376

	TOTAL REVENUES	345,502	200,000	324,902	107,493
	TOTAL EXPENDITURES	81,603	200,000	245,879	79,376
	Ending Fund Balance	263,899	0	79,023	28,118

a Lewis Street

b 2% of fees passed on to districts

LODGER'S TAX FUND						
		2007 Budget	2007 Actual	Revised 2008 Budget	2008 Estimated	2009 Budget
Revenue						
10-31-500	Lodgers Tax	300,000	338,304	340,000	337,000	330,000
	Other Income (grants,etc)	0	0	33,170	36,170	25,000
	Subtotal	300,000	338,304	373,170	373,170	355,000
	Prior Fund Balances		110,144		137,141	24,814
	TOTAL REVENUES to TTC	300,000	448,448	373,170	510,311	379,814

Expenditures						
10-42-200	Lodger's Tax to TTC	300,000	311,307	494,852	485,497	337,950
	Total Expenditures to TTC	300,000	311,307	494,852	485,497	337,950

	TOTAL REVENUES	300,000	448,448	373,170	510,311	379,814
	TOTAL EXPENDITURES	300,000	311,307	494,852	485,497	337,950
	Ending Fund Balance	41,798	137,141	-121,682	24,814	41,864

See Addendum D for Lodger's Tax Complete 2009 Budget

GEOHERMAL ENTERPRISE FUND						
Account						
Revenue		2007 Budget	2007 Actual	2008 Budget	2008 Estimated	2009 Budget
	SERVICE FEES AND FINES					
55-38-100	Geothermal Utility	45,000	39,680	50,000	68,250	50,000
55-38-200	Flow Meter Revenue	0	0	0	0	0
55-38-xxx	Geothermal Leases	0	0	0	12,000	12,000
	Total Revenues	45,000	39,680	50,000	80,250	62,000
	Prior Year Ending Fund Balances	0	60,033	0	47,444	106,367
	Total Revenues	45,000	99,713	50,000	127,694	168,367

Expenditures						
	PERSONNEL					
55-40-110	Salary/Engineer-Director	5,000	5,000	5,500	5,500	8,000
55-40-131	FICA	383	383	421	421	612
55-40-132	Insurance	0	0	0	6	26
55-40-133	School/Travel	0	220	200	0	250
55-40-134	Pension	250	250	275	75	250
	Subtotal	5,633	5,853	6,396	6,002	9,138
	COMMODITIES					
55-40-202	Office Supplies	100	8,608	100	0	100
55-40-204	Postage	100	0	100	0	500
	Subtotal	200	8,608	200	0	600
	CONTRACTUAL					
55-40-444	Utilities/Electric and Water	8,000	2,517	5,000	3,600	6,000
55-40-446	Legal/Attorney	1,000	178	1,000	3,500	2,000
55-40-438	Engineering	4,000	19,813	1,000	225	1,000
55-40-xxx	Bookkeeping (paid to Town GF)	0	0	0	0	5,000
55-40-xxx	Insurance (paid to Town GF)	0	0	0	0	1,000
55-40-xxx	Contractual Services Streets Dept	0	0	0	0	5,000
	Subtotal	13,000	22,508	7,000	7,325	20,000
	CAPITAL IMPROVEMENTS					
55-40-832	Contingency	1,000	9,210	1,000	2,500	1,000
55-40-244	Repair of Leaks	2,000	0	2,000	1,000	62,000
55-40-242	Repair Equipment/Meters	1,000	4,831	2,000	2,500	2,000
55-40-246	New Pump/Meters	1,000	1,260	10,000	2,000	8,000
	Subtotal	5,000	15,301	15,000	8,000	73,000
	Total Geothermal Expenditures	23,833	52,270	28,596	21,327	102,738

	TOTAL REVENUES	45,000	99,713	50,000	127,694	168,367
	TOTAL EXPENDITURES	23,833	52,270	28,596	21,327	102,738
	Ending Fund Balance	21,168	47,444	21,404	106,367	65,629

- a Valve purchase for leak repair
- b cover town staff expenses, monthly billing
- c cover town insurance expenses
- d separate line item

Addendum A

Specific Revenues

PROPERTY TAX REVENUE

Distribution: 100% General Fund

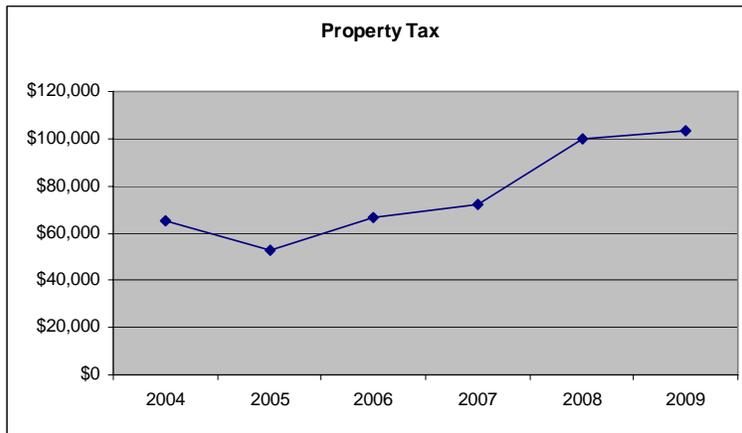
Source: Property owners within the Town of Pagosa Springs corporate boundaries

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

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

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

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2004	\$65,419	
2005	\$52,612	-20%
2006	\$66,455	26%
2007	\$72,294	9%
2008	\$100,155	39%
2009	\$103,567	3%

Forecast: \$103,567, a 3% increase from 2008 collection.

Rationale: Forecast based on the current assessed valuation provide by the Assessor’s Office calculated at the set Mill Levy of 1.557.

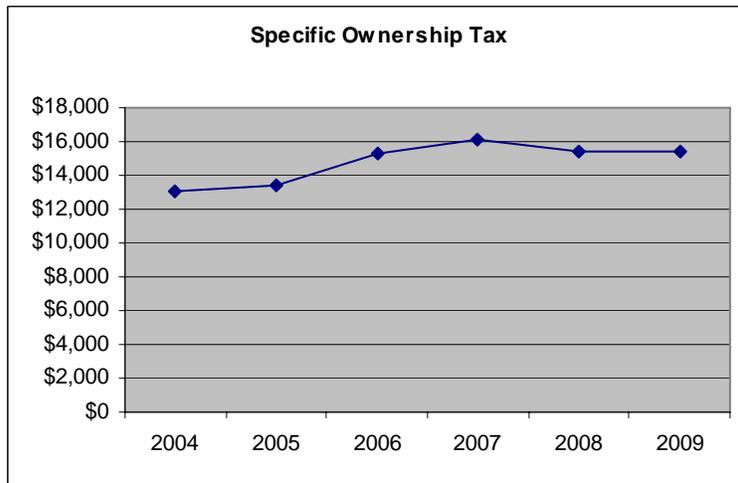
SPECIFIC OWNERSHIP TAX REVENUE

Distribution: 100% General Fund

Source: Residents and Businesses of Archuleta County

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

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2004	\$13,058	
2005	\$13,433	3%
2006	\$15,293	14%
2007	\$16,155	6%
2008	\$15,400	-5%
2009	\$15,400	0%

Forecast: \$15,400, a 0% increase from 2008 collection.

Rationale: Forecast anticipates stable, but flat revenue in 2009 as the economy is expected to decline but fuel prices will remain high.

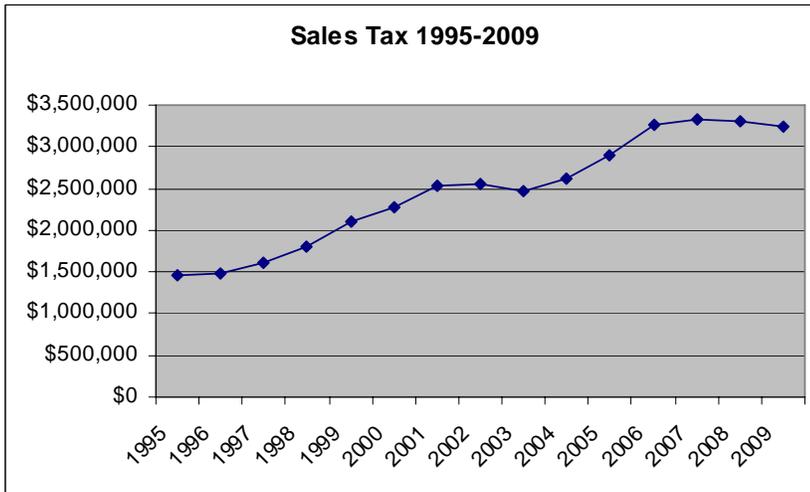
SALES TAX REVENUE

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

Source: Visitors, residents and employees in Archuleta County

Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 for the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven years; with 1% earmarked for County road capital improvements and 1% dedicated for Town capital improvements. In 2001, the citizens again voted to extend the additional 2% sales tax rate for an additional seven years; with 1% earmarked for county road capital improvement and 1% for Town. The Sales Tax Ballot language states the “Town may use these funds to undertake capital improvements and the maintenance of such improvements and other capital projects which may be deemed necessary and appropriate by the residents of Pagosa Springs.” In November 2008, this sales tax arrangement was approved by the voters to be extended in perpetuity. Sales tax is charged on all retail purchases including food. The town collects its sales tax from the County. As a statutory county, Archuleta County’s sales tax is collected and administered by the Colorado Department of Revenue. As a result, there is a two-month lag time between the generation of the sales tax and when it is disbursed to the Town.

Twenty-Four Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
1995	\$1,456,663	
1996	\$1,478,130	1%
1997	\$1,605,028	9%
1998	\$1,812,049	13%
1999	\$2,100,483	16%
2000	\$2,284,148	9%
2001	\$2,536,001	11%
2002	\$2,565,420	1%
2003	\$2,462,119	-4%
2004	\$2,620,922	6%
2005	\$2,894,838	10%
2006	\$3,254,503	12%
2007	\$3,330,494	2%
2008	\$3,315,872	0%
2009	\$3,246,150	-2%

Forecast: \$3,246,150, a 2% reduction from 2008 estimated collection

Rationale: See adopted Resolution 2008-33

FRANCHISE REVENUES

Distribution: 100% General Fund

Source: Sourcegas, Centurytel, Rocky Mountain Cable

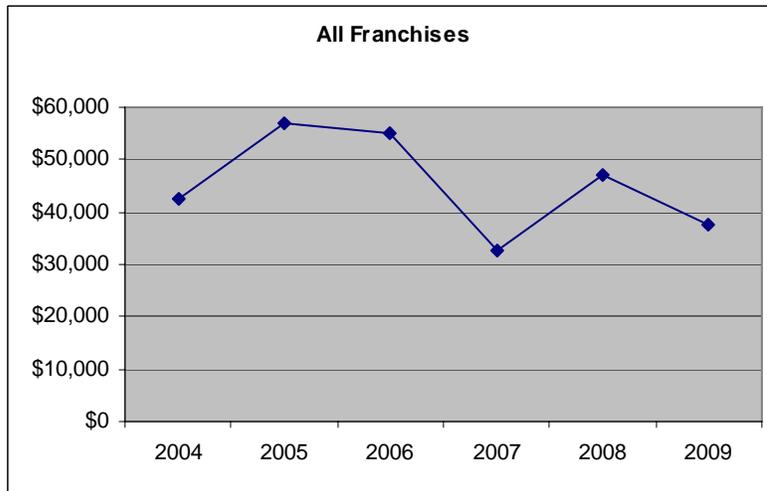
Collection: The Town collects franchise payments for general town services that it does not provide but “franchises” to private companies.

Ordinance No. 521, expires 2009 is the Cable TV Franchise

Ordinance No.298, expires 2015 is the Telephone Franchise

Ordinance No. 670, expires July 3, 2017 is the Natural Gas Franchise with SourceGas Distribution, Inc.

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2004	\$42,571	
2005	\$56,861	34%
2006	\$55,123	-3%
2007	\$32,502	-41%
2008	\$47,005	45%
2009	\$37,777	-20%

Forecast: \$37,777, a 20% reduction from 2008 collection

Rationale: Forecast anticipates a moderate increase in cost per Therm of Natural Gas per notice from Sourcegas, however the forecast also anticipates a continual and significant decline in revenues from the telephone franchise

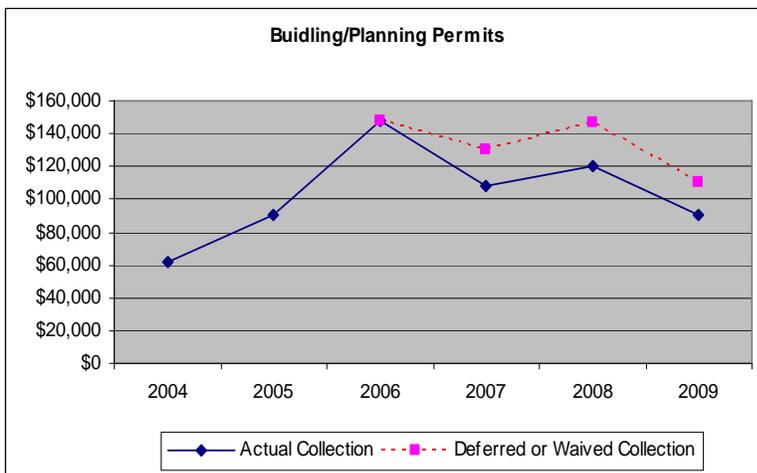
BUILDING AND PLANNING REVENUE

Distribution: 100% General Fund

Source: Developers, Contractors, Builders, Business Owners, Utilities

Collection: Building and Planning Permit Fees include all fees collected for Building Permits, Plan Review Fees, Planning Applications, Annexations, Sign Permits and Road Cut Permits. In regards to building permits, the International Building Code calls for fees to be collected at the time a building permit is issued, however in July 2008, the Town Council directed the Building Department to defer collection of permit fees until the issuance of a Certificate of Occupancy. As of October 15, 2008, \$26,386 of fees has been deferred and will be collected at the time of Certificate of Occupancy for the associated building.

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>%Change</u>
2004	\$61,654	
2005	\$90,995	48%
2006	\$148,217	63%
2007	\$107,762	-27%
2008	\$120,500	12%
2009	\$90,375	-25%

Forecast: \$90,375, a 25% reduction from 2009 permit and plan review collection

Rationale: Due to the downturn in the national and local housing market, revenues are anticipated to decline by 25% during fiscal year 2009.

LOTTERY REVENUE

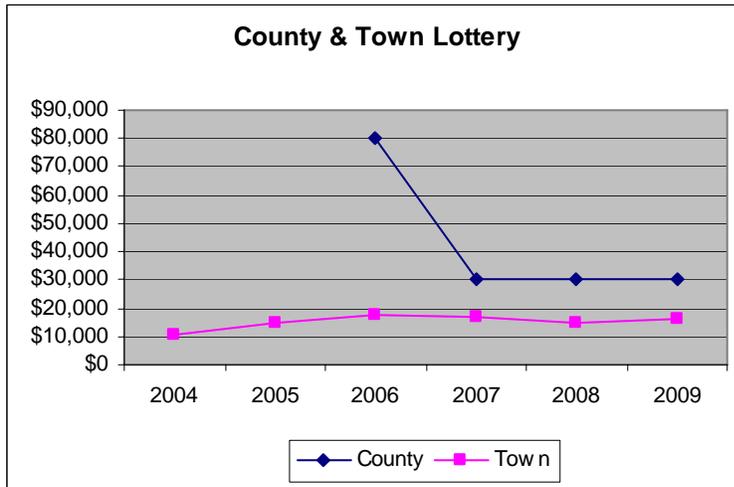
Distribution: Conservation Trust Fund (CTF)

Source: Customers who buy lottery and lotto tickets

Collection: Lottery proceeds are collected from retail merchants selling lottery products by the State of Colorado. Municipal lottery proceeds are distributed to municipalities based upon current population estimates prepared by the State Division of Local Governments. The Town's share is electronically transferred to the Town's CTF account annually on March 1, June 1, September 1, and December 1. The town has received County Lottery dollars upon request and negation from the County administration. An IGA should be executed to ensure the County's contribution into the Town's Conservation Trust Fun.

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

Five Year Trend



<u>Year</u>	<u>County Revenue</u>	<u>Town Revenue</u>	<u>%Change</u>
2004		\$10,541	
2005		\$14,507	38%
2006	\$80,000	\$17,620	21%
2007	\$30,000	\$16,541	-6%
2008	\$30,000	\$15,000	-9%
2009	\$30,000	\$16,500	10%

Forecast: \$46,500, a 10% increase from 2008 collection.

Rationale: Forecast anticipates increasing revenues based on projections provided by the Colorado State Lottery office and the calculation from the Colorado Department of Local Affairs.

Addendum B

Departmental Summaries

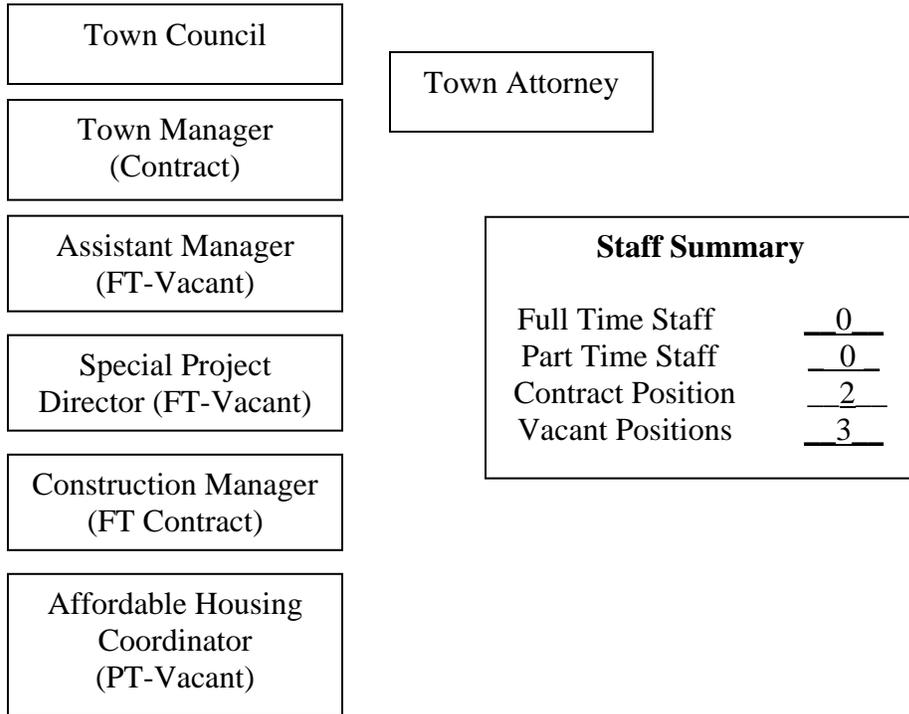
MANAGER/ADMINISTRATION DEPARTMENT

Description:

The Town Manger is the chief administrative officer of the Town.

Core Services:

The Manager supervises the enforcement of laws and ordinances of the town. The Manager appoints, hires, supervises and terminates all employees. The Manager prepares a proposed budget and submits it to the Council and administers the adopted budget. This Department prepares and submits to the Council at the end of each fiscal year a complete report on the finances and administrative activities of the Town; and upon request of the Council, report on the affairs of the Town supervised by the Town Manager. The Manager also advises the Council of the financial condition of the Town and makes recommendations to the Council for future Town needs. The Manager exercises supervision and control over all administrative departments; and recommend to the Council any proposal the Town Manager believes to be advisable in order to establish, alter, consolidate, or abolish administrative departments. The Manager exercises responsibility for the enforcement of all terms and conditions imposed in favor of the Town in any contract or franchise and report violations thereof to the Council. The Manager attends meetings of the Council and participates in discussions with the Council in an advisory capacity. The Manager informs the public concerning approved plans and activities of the Council and of the Town administration; and the Manager performs such other duties as prescribed in this Charter or as prescribed by ordinance or by the Council and that are not in conflict with this Charter.



2008 Accomplishments:

In 2008, this department was engaged in supervising 36 full and part time employees and successfully oversaw the implementation of nearly \$4 million in capital improvement projects. Additional \$1 million in funding was applied for and received for the financing of the new waste water treatment plant. Additional projects that were completed include Lewis Street conceptual design, Town Park Conceptual Design, Hickory Ridge and Socorro Senior Living CDBG funding applications, geothermal greenhouse feasibility grant, a lease for geothermal water from the Rumbaugh Well, a revised personnel policy, a revised compilation of all town job descriptions, initiated the Mayor's Green Panel and Litter Campaign, assisted in introducing over 784 acres for annexation into the town and completed an inclusion of 373 acres into the Sanitation District. As new policy, the town manager facilitated the adoption of a code of ethics and a number of other policy based ordinances including a resolution introducing Budget Fallback policy. In addition, modifications to impact fee collection policy was introduced and implemented. The Manager continues to work on ongoing correspondence with the Springs Resort in regards to geothermal leasing, San Juan River improvements, and pedestrian easements. In 2008, The Manager continued to facilitate and cultivate cooperative relationships between the town, county and other quasi-governmental agencies. In 2008, this department hired one new department head to operate the Community Center and executed a contract for a part-time construction manager.

2009 Goals

To be provided.

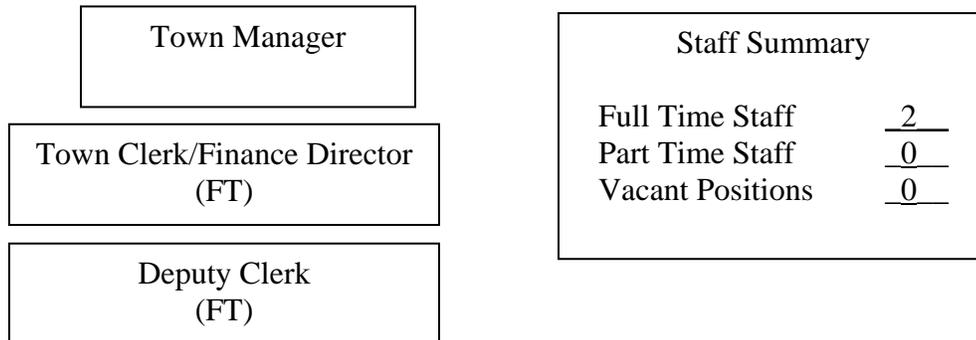
TOWN CLERK/FINANCE DEPARTMENT

Description:

The Pagosa Springs clerk and finance department plans, organizes and carries out duties involved with custody of Town records and Town funds; maintains official Town records including minutes, ordinances and resolutions; serves as repository of notices to the Town and similar documents; has custody of and accounts for Town funds; and invests idle Town funds. The department also maintains the Town’s accounting, payroll, accounts receivable and payables records, and maintains personnel records.

Core Services:

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



2008 Accomplishments:

The new clerk and existing deputy clerk have worked hard to achieve a goal of high quality, professional service and improved function and operation of the Clerk/Finance department. The department has succeeded in cleaning up and correcting many items previously neglected such as rectifying accounts and liabilities, thereby saving the town money. Providing a high quality of service to Town residents and employees continues to be the number one priority for this department and the department strives to treat everyone with respect, kindness and courtesy. The clerk has worked with the interim manager and new manager to reorganize the 2009 budget, creating separate funds and individual fund balances. Additional work has been completed in providing regular updates to both staff and council as to town general fund balances and year to date spending reports.

2009 Goals:

The department goals for 2009 include maintaining a high level of service with quality results. It is a goal to improve skills, knowledge and performance with additional training in all areas related to the Clerk's office. The department is planning on completing digitizing of all town records that will increase the ability of both staff and the public to search for resolutions, ordinances or minutes thus making the department more efficient. In 2009, the department will also use the current management software to its full potential which will increase the department's ability to help other departments with organization and record keeping.

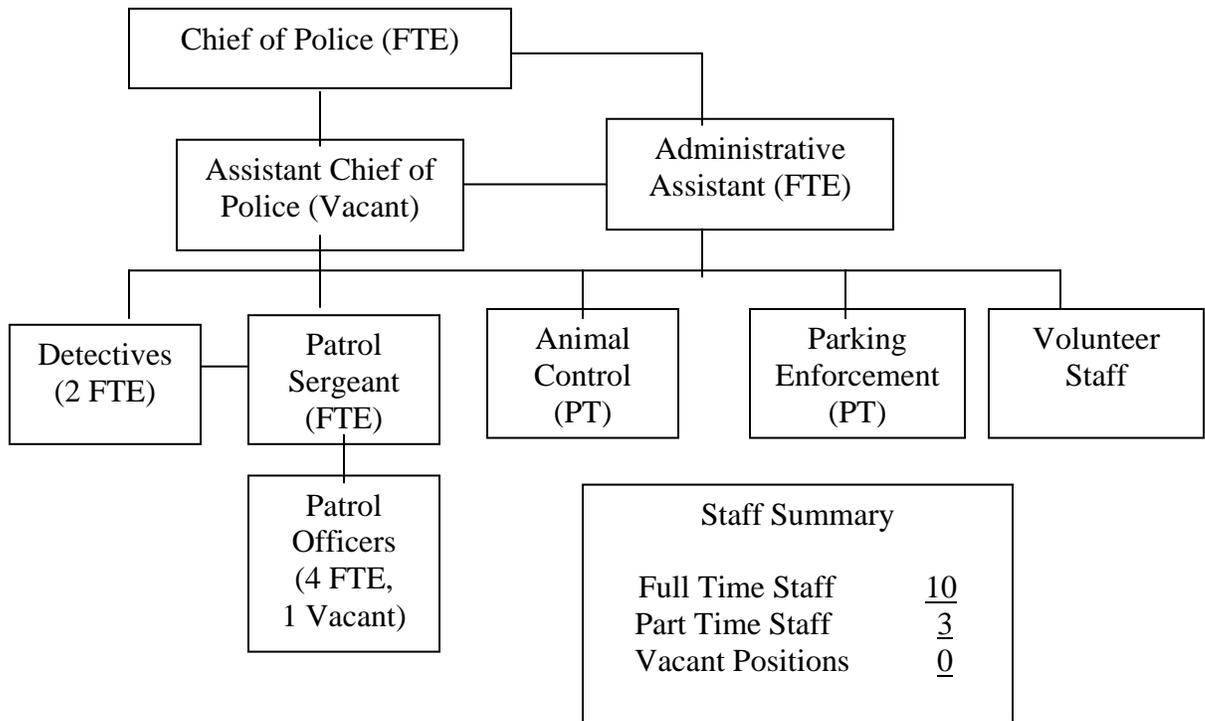
POLICE DEPARTMENT

Description:

The mission of the Pagosa Springs Police Department is to serve and protect the citizens of Pagosa Springs by providing the best law enforcement service 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.



2008 Accomplishments:

The crime rate for Pagosa Springs, as measured by the number of reports generated, is at its lowest point in ten years. In 2007, the department wrote 754 incident/accident reports as compared to an estimate of 613 for this year. For comparison, in 2001 the department logged 993 reports. The department continues to be proactive in addressing and investigating criminal complaints and has therefore been able to increase the rate of case closure. By solving crimes and arresting violators the department has also been successful in decreasing the number of repeat offenses. The department worked to maintain a significant, positive police presence within the community.

The addition of a new Narcotics Detective program has been a hugely successful. In 2008, twelve different suspects were arrested and charged for distribution or cultivation of illegal drugs. Based on these arrest, it is estimated that seizures exceeded \$25,000 in value in which the town is

a recipient of more than \$12,000. This program initiated an outreach component to various civic groups and provided important information about drug abuse in our community.

Detective Scott Maxwell has investigated 57 cases so far this year. He cleared a number of major cases to include the April 1st bank robbery, seven motor vehicle thefts and three burglaries. He was also instrumental in closing down a "head shop" that was selling drug paraphernalia to local youth.

By the end of the year officers will have worked 48 five-hour special DUI enforcement shifts funded by a \$10,000 LEAF grant from the state. Those shifts have already resulted in well over a hundred traffic stops and nine DUI arrests.

Joanne Irons and the Prevention Coalition raised funds for the purchase of eleven new portable breath-testing units (PBT's) that are regularly used by police department and sheriff's department personnel.

The department has improved its tactical response capabilities by increasing training and purchasing specialized equipment with grant funds from the NRA. The police department and sheriff's department jointly conducted four successful missions resulting in six felony arrests and no injuries to suspects, innocent bystanders or officers.

The owner of Piedra Car Care donated a van that has been remodeled and will be used as a tactical/multipurpose response unit. The department's cost was only \$600 for a \$14,000 plus vehicle.

Our tracking dog program is proving to be a useful investment. Besides being a wonderful public relations tool, Detective Maxwell and Bonnie have participated in thirteen successful searches and/or criminal investigations. Even though Bonnie did not actually find the individuals being trailed she contributed by providing additional information and/or locating evidence. Local residents have assisted with training exercises and some of those were able to work off community service hours. Detective Maxwell solicited numerous donations for the program and spends much of his personal time training Bonnie.

We are in the process of installing new 800 mh radios in our patrol cars. The frequency change is a federal mandate and we hope to be operating on the new frequency before the end of the year. The radios, costing over one hundred thousand dollars, were purchased with funds from two federal, regional grants over a three-year period. The new system will greatly enhance our communication capabilities.

We played a major role in establishing the new consolidated emergency communications service. Our intergovernmental agreement outlines terms that will allow user agencies, through an executive management board, to participate in making important decisions related to operation, budget, manager selection, and the establishment of "fair share" user agency contributions. The 2009 budget proposal has been drafted and a new manager has been selected.

The department continues to maintain and improve relations with the local school district by addressing security concerns, assisting with emergency response preparations and responding to other requests for assistance and law enforcement intervention.

By the end of the year officers will have completed well over 551 hours of continuing education and training. Most of the training costs were covered by state funds distributed by POST and managed by a regional board.

We participated in a detailed audit reviewing our policies and practices for domestic violence investigations. As a result, changes were made that will improve our responses. We also adopted a new domestic violence policy the district has been working on for over two years.

We are in the process of rewriting our operations manual that has been in effect since 1993 and amended 49 times. The revision should be completed by the end of the year.

The Department hired a new administrative assistant scheduled to start November 3, 2008. A number of projects were postponed this year because of the existing administrative assistant's time being divided between town clerk and police department duties for the duration of the Town Clerk's maternity leave and then promotion to the position.

The police department, in conjunction with the sheriff's department, the division of wildlife and the national wild turkey federation sponsored and helped teach six hunter education classes, five handgun classes for those wanting to obtain CCW permits, and a women's firearms seminar. Approximately 300 students successfully completed the courses.

2009 Goals:

The primary goal for 2009 is to maintain and hopefully increase our level of service within the parameters of a significantly reduced budget. The department will strive to achieve a smooth transition as a new police chief is appointed and the assistant chief position eliminated. The department is hopeful that it will be able to hire a new entry-level patrol officer midyear. This will enable us to reduce the amount of overtime and personal time on the books because more staff will be available to fill in when officers take extra time off. In addition, the department will be able to provide designated traffic patrol during daylight hours. Now we can schedule only one patrol officer during the day and that officer must respond calls. Responding to calls and other duties limit the amount of time they can devote to specific traffic enforcement.

The department will continue to improve its technology and in 2009 will install 800 mhz radios to be installed concurrently with the dispatch center upgrades. Additionally, the department will continue to pursue grant opportunities for upgrading our records management system to Spillman. The department will review all the archived files and eliminate the ones we are not required to maintain under our records retention policy.

The department will increase training for local citizens who possess Colorado concealed weapons (CCW) permits through a new volunteer organization called the Law Enforcement Support Team (LEST). The department will begin the process of acquiring state accreditation.

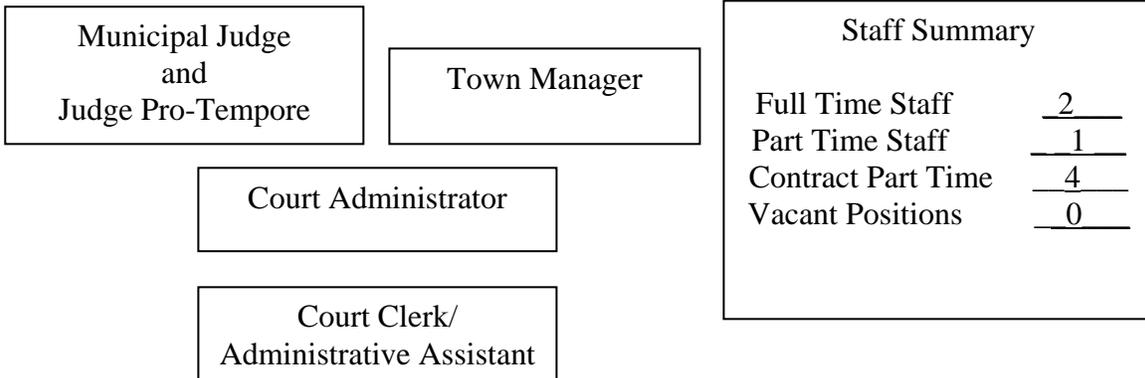
MUNICIPAL COURT DEPARTMENT

Description

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

Core Services

Municipal Court is held one day per week to conduct arraignments, financial hearings, dispositional hearings, trials, sentencing, et.al. The Court/Juvenile Services Administrator provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths' homes. The Juvenile Services Administrator performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court and assigns community service to youth and adults adjudicated by the Court. The Court Administrator and Court Clerk, when required, do pre-sentence investigations by interviewing offenders, researching the Colorado Crime Information Center (CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 20-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for over 20 years. Youth who are found guilty or enter a plea of guilty for their first criminal offense are ordered to appear with their families for this pre-sentence staffing. The Court Clerk serves as the Victim Witness Coordinator who issues subpoenas to victims and witnesses and prepares, sends, and receives Victim Impact Statements. The Court contracts with Josh Bramble MA LPC to offer quarterly drug and alcohol educational programs to youth adjudicated by the Court. The Court participates in a state evaluation process. The Juvenile Services Administrator and Court Clerk administer pre-tests and post-tests to youth adjudicated by the Court. The JSA completes recidivism measures for all youth who have exited the Juvenile Services Program six and twelve months after exit. This data is analyzed, annually, to produce statistical results for Municipal Court as well as aggregate data for the State of Colorado. Municipal Court tracks delinquency, substance abuse, and recidivism with this evaluation.



2008 Accomplishments

- Municipal Court continues to collect data on youth entering the Municipal Court system. The Court received data from the OMNI Institute on October 6, 2008, which indicates the Court's efforts to reduce substance use have been successful. The data indicates that marijuana, alcohol, and tobacco use for youth who participate in the Court's Juvenile Services Program continues to decrease.
- Municipal Court received the Tony Grampas Youth Services (TGYS) Grant for the 2008-2009, 2009-2010, and 2010-2011 State Fiscal Years. These are the 15th through 17th years Municipal Court has received this competitive funding. The Court's 2008-2009 award is \$16,650.
- To date, Municipal Court has adjudicated 42 Adult cases and 45 Juvenile cases. These cases represent an approximate 34%-35% decrease in criminal filings from 2007 totals. In 2008, reports of criminal activity have decreased.
- To date, Municipal Court has received 79 traffic filings which represent a 63% decrease from 2007 total traffic filings.
- Josh Bramble, to date, has conducted three (3) drug and alcohol education sessions which reached 14 program youth. A fourth session is scheduled for December 2008.
- Municipal Court conducted 7 Community Youth Task Force (CYTF) meetings. A total of 54 community volunteers sat in attendance at these 7 meetings. These 7 meetings staffed a total of 24 youth.
- Through the active fundraising efforts of Joanne Irons and the Prevention Coalition, Municipal Court acquired a Preliminary Breath Testing (PBT) device.

2009 Goals

- Municipal Court is aware of the Town's need to reduce budget expenditures in 2009. Municipal Court will maintain the viability and capacity of the department to sustain effective and successful programs given reduced budgets.
- The Juvenile Services Program will continue to collect delinquency, substance abuse, and recidivism data on program youth 6 months and 12 months post program exit. This data will continue to be analyzed by OMNI Institute. The program's evaluation by OMNI is funded by the TGYS grant, so all data will be reported to the State of Colorado.
- Municipal Court will participate in program and financial site visits/audits conducted by the State of Colorado.
- The Court will continue efforts to reduce delinquency, substance use, and recidivism by implementing the Court's probation supervision with fidelity.
- The Court will ask Council to consider adopting, by Ordinance, the State of Colorado's new fine and surcharge schedule for violations of the Model Traffic Code. The pros and cons of this adoption including staffing, revenue, and collections will be disseminated to Council.
- The Court will ask Council to appoint a Judge Pro-Tempore to replace Judge Burke Stancill who resigned in October 2008. Letters of interest for the position will be solicited in 2009 if funding is sustained for the position.

- The Court will continue researching the possibility of acquiring Court security. Providing appropriate match funding for a grant or paying an off-duty Police Officer may not be possible given the reduced budgets expected in 2009.
- The Court will cooperate with all Town efforts to acquire a Staff Attorney/Town Prosecutor. The Court's current contract funding for prosecutorial services does not allow a prosecutor to be available to conduct Court business as often as necessary.
- Continue to partner with new agencies and sustain partnerships with existing organizations and individuals to ensure Court activities and programs continue to operate with efficiency, productivity, and success in a time of reduced budgets.

STREETS DEPARTMENT

Description:

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

Core Services:

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

Town Manager	Staff Summary Full Time Staff <u> 5 </u> Part Time Staff <u> 0 </u> Vacant Positions <u> 0 </u>
Streets Superintendent (1FTE)	
Assistant Superintendent (1 FTE)	
Equipment Operator/Maintenance (2 FTE)	
Streets/Maintenance (2 FTE)	

2008 Accomplishments:

In 2008 the department kept up with and fulfilled all our daily duties, which included frequent plowing during an unusually harsh winter. Special projects included bringing to grade South Pagosa Park field, participating in the removal and replacement of asphalt on 1st Street and a small section on Apache Street, filled and cleared areas for sidewalks at the Sports Complex. In addition the department worked to bury the overhead lines down the 5th Street alley and Hermosa Street, and graded the staging area on reservoir hill for the summer activities. The department also installed 14 new street lights on Lewis Street to help complete this capital project.

2009 Goals:

The department 2009 goals include continuing to maintain a high level of service to the Town for the maintenance and upkeep of the town's roadway system. The department will continue its cooperation with other departments and work to coordinate special projects as needed. The department will work with other town staff and engineering to coordinate capital improvements for 2009 that may include paving of Majestic Drive and Brookhill/Rainbow Drive, along with replacing deteriorating sidewalks in Town. If funds allow, the department will help facilitate the replacement of existing asphalt Riverwalk with concrete throughout downtown.

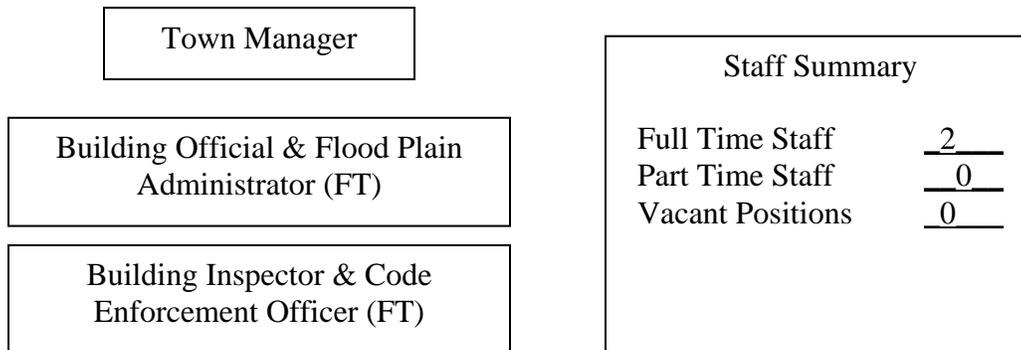
BUILDING DEPARTMENT

Description:

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

Core Services:

The Building Department's primary function is to ensure buildings are safely designed and constructed for the citizens and visitors of Pagosa Springs, This is achieved through providing ongoing building safety education to citizens, designers and contractors through the plan review, permitting and inspection processes for the construction and renovation of residential and commercial buildings. The department also provides Town zoning ordinance, property maintenance and sign code enforcement and permitting as well as flood plain management and business licensing. The department provides co-operational support to the following, but not limited to, entities; PAWSD, Pagosa Springs Fire Protection District, Archuleta County and all other Town of Pagosa Springs Departments.



2008 Accomplishments:

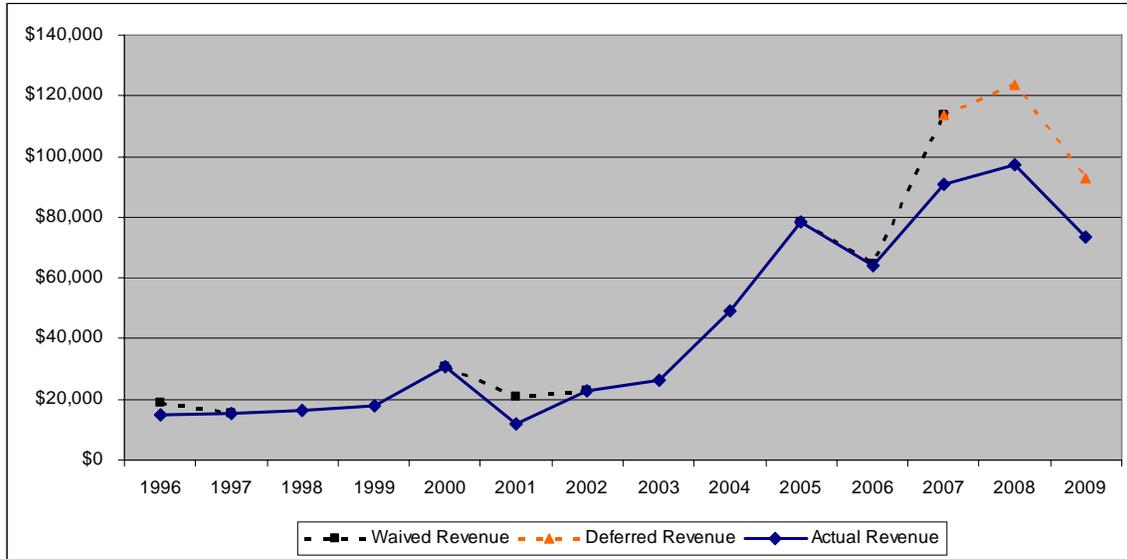
- Scott Pierce-Building Official received nationally recognized certifications from International Code Conference (ICC), the governing body of the model codes adopted throughout the country, to add to his Accessibility and Building Plans Examiner certification for:
 - Commercial Building Inspector
 - Commercial Mechanical Inspector
 - Commercial Plumbing Inspector
 - Residential Building Inspector
 - Residential Mechanical Inspector
 - Residential Plumbing Inspector
- James Dickhoff- Building Inspector/ Code Enforcement Officer received nationally recognized certifications from International Code Conference, the governing body of the model codes adopted throughout the country for:
 - Residential Building Inspector
 - Residential Mechanical Inspector

- The department successfully drafted and received Town Council approval of the adoption of the International Energy Conservation Code as mandated by the State of Colorado. During the adoption process the department “cleaned-up” several building code adoption ordinances and consolidate them into one ordinance to create clarity and ease of use.
- The department began to earnestly implement the Town’s business license program which was adopted by Town Council in 2005. A vigorous campaign was initiated to notify business owners via newspaper notices, direct mailings, notices through the Chamber of Commerce as well as an incentive program which waived the application fee if the business sent in the application by a specific date. To date the Town has issued a license to approximately 400 businesses. The licensing has given the Town the opportunity to ensure that the buildings new businesses are moving into are devoid of major life safety violations, that the appropriate tax revenues are being collected and that the appropriate sewer rates are being applied.
- The department coordinated and oversaw the successful neighborhood clean-up program. This involved sending 110 notices to property owners asking them to address various town ordinance violations and to work cooperatively with the Town to help beautify the town by removing stored items that could be classified as “Junk”. This has been a very successful program with the removal of 12+ inoperable vehicles and countless mounds of “Junk”. The most successful aspect of this program is that it was carried out with relatively little opposition from the property owners considering the contentiousness and enormity of this task.
- The above achievements were all accomplished while the department continued to provide “Next Day” inspection services and complete and thorough plan reviews (which helps ensure that major and costly problems with the building design can be rectified prior to being caught in the field during the inspection process). To date the Building Department has, or is in the process of, issuing permits for over \$16 million dollars in construction projects (second only to 2007) and has performed over 280 inspections.

2009 Goals:

- Continue to provide “Next Day” inspection services to ensure costly construction delays are not attributed to the inspection process once construction has begun.
- Continue to provide “code education and support” to designers and builders so that as their level of understanding of the codes increases, the number of corrections during the plan review and field inspections continue to decrease, as they have recently done each year in the recent past which greatly improves the efficiency of the process.
- Methodically implement the adopted Energy Code with a goal of achieving full demonstrated compliance by builders and designers by the end of the year 2009.
- Continue to provide formal and on the job training to Building Inspector towards achieving an ICC certification as a Residential Plan Reviewer.
- Continue to provide formal and on the job training to Building Inspector to transition this staff into the commercial building code requirements and ultimately to become a Commercial Building & Mechanical Inspector.
- Implement a permitting and inspection process at the request of and in joint cooperation with the Governor’s Energy office for in the installation and repair of Residential Solar Domestic Hot Water systems.
- Explore the possibility of providing plumbing inspections to Town projects.

Building Permit Fees*



<u>Year</u>	<u>Collected Revenue</u>	<u>% Change</u>	<u>Waived</u>	<u>Deferred</u>
1996	\$14,705	21%	\$4,125	
1997	\$15,365	5%		
1998	\$16,247	6%		
1999	\$17,895	10%		
2000	\$30,614	71%		
2001	\$11,717	-38%	\$9,292	
2002	\$22,627	93%	\$352	
2003	\$26,341	16%		
2004	\$49,239	87%		
2005	\$78,263	59%		
2006	\$63,851	-18%	\$644	
2007	\$90,956	42%	\$22,632	
2008	\$97,462	7%		\$26,387
2009	\$73,096	-25%	?	\$19,506?

*It is important to note that the % Change in fees collected does not account for waived fees. It does however, account for changes in deferred fees from year 2008 to the projected 2009 fees since the deferred fees were actually incurred in 2008. It is obviously unknown how many applicants will chose to defer payment of building permit fees in 2009 so for the sake of projection it is taken at the same rate as 2008 which was 21% of total fees incurred in 2008.

PLANNING DEPARTMENT

Description:

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

Core Services:

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

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

2008 Accomplishments:

Long Range Planning

- a) Land Use & Development Code – a public draft will be completed and available for public review by November 7th. Staff anticipates a completed and functional code by January 2009 which establishes procedures and standards that promote investment and economic opportunity.
- b) Wayfinding & Signage Program – adopted by Council at the August 28, 2008 meeting.
- c) Downtown Master Plan – adopted by Council at the January 2, 2008.
- d) Regional Parks, Recreation, Open Space & Trails Master Plan – adopted by Council at the May 6, 2008 meeting. This plan was awarded a 2008 APA Project Award.

Current Planning

- a) Completion of Putnam Annexation (140 acres) – February 2008
- b) To date: processed fourteen (14) Planning Commission applications, thirteen (13) Design Review Board applications and three (3) Board of Adjustment applications; including one (1) Comprehensive Plan Amendment (Blue Sky Village).
- c) Pending Annexations total 1,990 acres:
 - Blue Sky Ranch – 1356 total acres (pre-annexation agmt. approved by Council)
 - Blue Sky Village – 96 total acres

Reservoir River Ranch – 516 total acres (annexation petition submitted)
Goodman Annexations – 22 total acres (annexation petitions submitted)

2009 Goals:

- a) Complete adoption of the Land Use & Development Code & User's Manual;
- b) Complete processing of pending annexations;
- c) Finalize Town to Lakes trail easement negotiations, design/engineering and pursue grant funds for construction in cooperation with Archuleta County;
- d) Complete and adopt modified impact fee study with revised fees;
- e) Provide and coordinate training opportunities for appointed and elected officials in regards to planning techniques and projects.

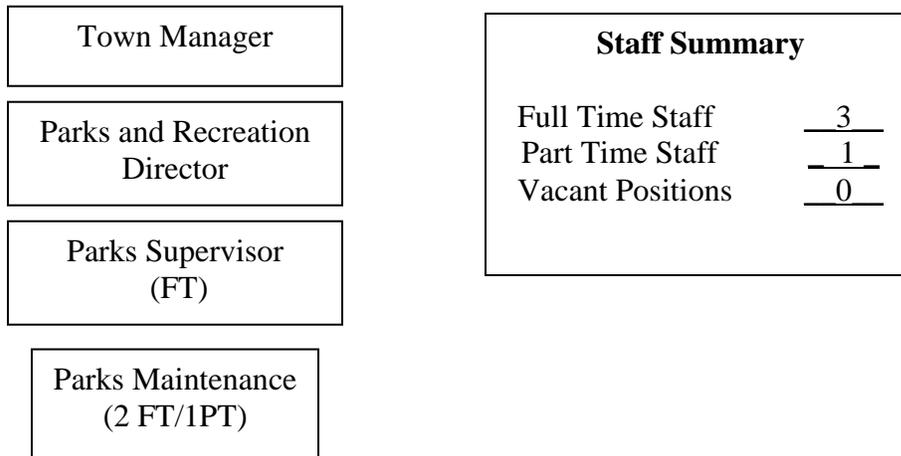
PARKS DEPARTMENT

Description:

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

Core Services:

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



2008 Accomplishments:

The Parks Department oversaw the creation of a new athletic field of one acre at the south end of South Pagosa Park. The department coordinated the completion of phase two of the Sports Complex and prepared for and administered the reservations for over one hundred events that occurred in the Town's parks. Upon the completed construction of Lewis Street, the department planted landscape materials of which planting will continue to be completed in 2009. The department successfully oversaw the trails maintenance work completed by the Southwest Community Corps for the third consecutive summer and brought the Conservation Easement west Town Hall into compliance with the terms specified by the Southwest Land Alliance. Road right-of-way weed control was provided cooperatively with the Streets Department as was snow removal during the winter season. Numerous trees were planted in 2008 under the Town Tree Grant Program. The department also contributed to the improvement of the services available on Reservoir Hill at the direction of the Parks and Recreation Commission. In 2008, irrigation and public building water systems were brought into compliance with federal guidelines for cross-contamination prevention under mandate from PAWSD and raw-water irrigation for Reservoir

Hill was constructed as a project jointly funded by PAWSD. The department mowed, watered, weeded, trimmed, fertilized, and controlled pests on more than 160 acres of beautiful Pagosa Springs public parks.

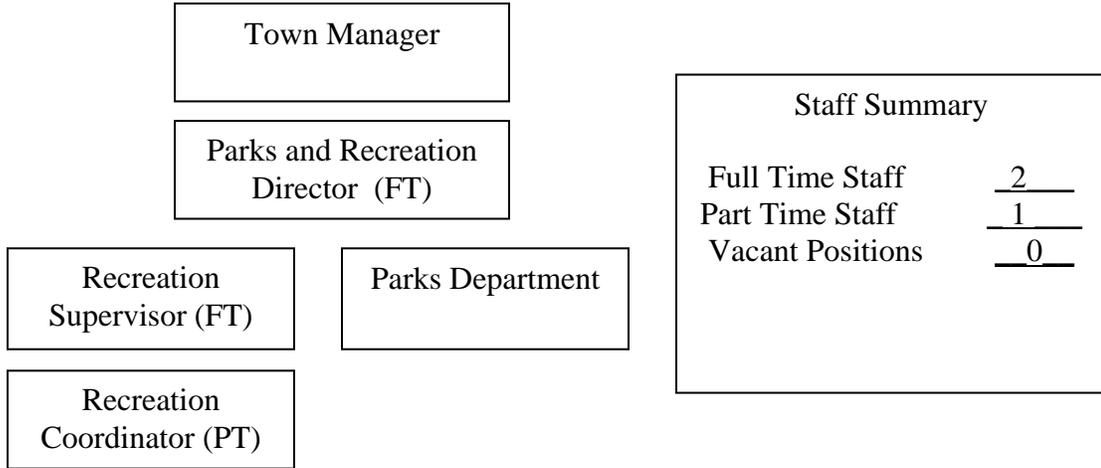
2009 Goals:

In 2009, the department plans on completing landscaping and fencing at South Pagosa Park and working to redevelop Town Park South (seeds of Learning Site) to be usable by the public during summer 2009. Additional work will be completed to landscape the Riverwalk between the Hot Springs Boulevard Bridge and Centennial Park and landscaping will be completed on Lewis Street. The department will monitor the quality and viability of landscape materials and turf at Sports Complex, on Reservoir Hill and at South Park. The department will work to develop a forestry management plan for Reservoir Hill. In sum, the department will continue to improve the quality and efficiency of Parks Department operations and ensure that the community will continue to enjoy the town's public spaces.

RECREATION DEPARTMENT

Description: The recreation department provides and directs comprehensive recreation programs for the youth and adults in the community. The department also coordinates with other government agencies to identify opportunities to provide additional recreation planning and facilities, and reviews programs, policies, equipment, facilities, and events to ensure that the public’s recreation needs are being met. The department reports to the Town Manger and recommends and implements changes when appropriate to improve services and facilities. The department includes 2 full-time employees, 1 part-time (year-round) employee and 15-20 seasonal part-time employees (referees, umpires, instructors, etc.).

Core Services: The department administers 12 programs: youth basketball, adult basketball, baseball, adult softball, tee ball, soccer, youth volleyball, adult volleyball, youth tennis, Park Fun (summer daycare), Hooked on Fishing, and the newly-created “Pick-up Pagosa Country” anti-litter campaign. The administration of these programs includes the provision of equipment, instruction, team uniforms, game officials, awards, first aid, CBI background checks, and weekly news articles and press releases.



2008 Accomplishments: The department expanded program participation by an average of 5 percent during the past year with an average of 11 percent over the past three years. The department continues to manage its budget diligently and will come in under budget for the third consecutive year and will additionally see its highest revenue total in five years. This year the department implemented mandatory background checks for youth coaches, secured a grant from the U. S. Tennis Association, and saw its volunteer base grow by 10 percent. With assistance from the Parks and Recreation Commission, the department is overseeing several capital improvements; the design of a new community skate park, the completion of Phase II of the Sports Complex and the creation of a master plan for Reservoir Hill. The department has also secured facility use agreements with the school district, PLPOA and Wyndham resorts which could allow recreation programming to expand in the future.

2009 Goals: The department will continue to engage the Archuleta County Board of Commissioners regarding financial assistance to offset the costs of the Town being the sole provider of community recreation based on direction from Town Council. The department will continue to efficiently provide and market ample recreation opportunities in a cost-effective manner, and will identify grant opportunities which can be pursued to improve new and existing facilities. To offset higher equipment and maintenance costs, the department will raise the

individual registration fees for its programs from \$25 per participant to \$30. In order to achieve a decreased departmental budget, the Park Fun program for 2009 has been eliminated due to the high costs and liabilities associated with a program. While being a benefit to those who enroll in the program during June and July, the program requires state-mandated staffing levels and continues to be at a high risk for subsidization because enrollment is often unpredictable and often suffices as a government day-care program which does not support the intent of the original programming.

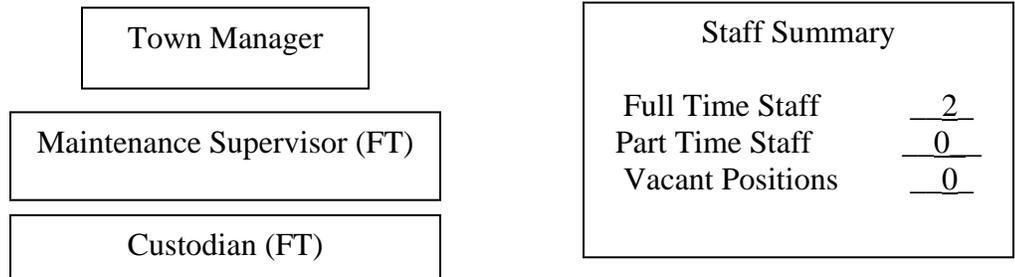
FACILITIES MAINTENANCE DEPARTMENT

Description:

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

Core Services:

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



2008 Accomplishments:

In 2008, this department was successful in providing preventative maintenance and janitorial services to the town facilities and buildings. Several notable projects were the accepted responsibility of providing maintenance to the Town Park gazebo and South Park Buildings. As part of these projects, the staff completed a “face-lift” on the Town Park gazebo replacing railings, repainting and repaired the plumbing in the south park bathroom facility to meet current plumbing codes. Additionally, the department completed necessary work on the steps and ramp in front of Town Hall by pressure washing, sealing and re-staining the previously spalling concrete.

2009 Goals:

In 2009, the department plans to continue its efficient maintenance program for the town facilities and continue to respond to facility emergencies/failures as well conduct preventative maintenance. Two improvement projects the department recommends completing in 2009 is (1) the construction of enclosures for the two dumpsters on town property in order to bring the sites into compliance with the town’s land use code and (2) to repair and restore the spalling concrete sidewalks on the north side of Town Hall.

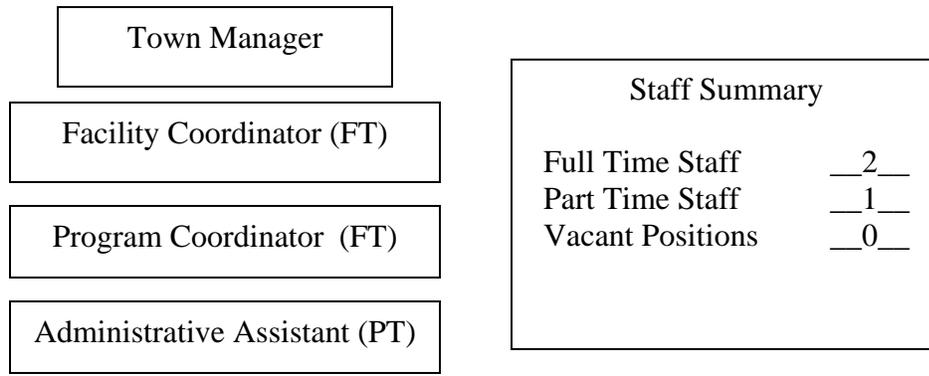
COMMUNITY CENTER DEPARTMENT

Description:

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

Core Services:

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



2008 Accomplishments:

In May 2008, a new Community Center Facility Coordinator was hired. The new coordinator has been successful in restructuring the scheduling of employees to improve efficiency and dramatically cut back on the hours of comp time usage. In 2008, reorganization of the office hard copy and computer files has been completed to be more efficient, user friendly and to follow a more standardized booking and filing system. An updated web site has been completed and the department staff continues to work to develop new programs for the community

Goals 2009:

In 2009, the department will work to research and prepare grant proposals for purchasing a generator for the building to be used during power outages and for the usage of disaster relief center as designated by the Red Cross, replace old heavy tables with new lighter up to date table, and replace convection oven for a newer model. Staff hopes to be successful in finding funding sources for these necessary improvements and upgrades. The department will work to expand profitable programs to generate more income for the Community Center and work to develop new programs and special events of interest to the public to better serve the community and to maximize Community Center usage. Overall, the department will continue to provide quality experience for all users of the Community Center.

GEOTHERMAL ENTERPRISE FUND AND DEPARTMENT

Description:

The Geothermal Department serves a heating utility in which its primary service is to provide uninterrupted heat to its customers during the heating season. The geothermal heating system has been in service since December 1982.

Core Services:

Primary operations entail 24 hour per day, year-round monitoring of flows of raw geothermal water, balancing the heat exchange rates, pressures, customers BTU meters, repair leaks, and other repairs. This department provides

Town Manager	Staff Summary Full Time Staff <u> 0 </u> Part Time Staff <u> 2 </u> Vacant Positions <u> 0 </u>
Geothermal Supervisor (1 PT)	
Geothermal Maintenance (1 PT)	

2008 Accomplishments:

The department was successful in providing seasonal heat to its customers with high quality customer service. In 2008, the department maintained continuous heating without downtown times in service and as a result received very few complaints about service through out the heating season. As a part of the town’s geothermal service, the department staff worked with the Interim Town Manager to customize a now executed lease for the Rumbaugh Well and a draft lease for effluent from town wells PS-3 and PS-5. In addition, staff worked to beautify the grounds surrounding several highly visible geothermal outflows that are adjacent to the Riverwalk.

2009 Goals:

The department will continue to provide a high level of service and continual heat to its customers during the 2009 heating season. In addition, the department would like to move forward to create an advisory committee to help guide the geothermal department for the development of the Rules and Regulations. The committee would also help in setting the goals and seeking alternative beneficial uses for the town’s geothermal resources.

Addendum C Debt Service

SCHEDULE I-A

to
LEASE AND PURCHASE OPTION AGREEMENT

between

WELLS FARGO BROKERAGE SERVICES, LLC
as Lessor

and

TOWN OF PAGOSA SPRINGS, COLORADO
AND
PAGOSA SPRINGS FACILITIES COALITION, INC.
as Lessee

Pmt	Total Payment Due	Interest Payment Due	Principal Payment Due	After Payment Principal Balance	After Payment Termination Value	Payment Due Date	Annual Interest Amounts
	\$0.00			\$2,145,184.30		Aug 30, 2002	\$0.00
1	\$118,346.77	\$35,329.99	\$83,016.78	\$2,062,167.52	\$2,078,780.25	Jan 1, 2003	\$0.00
2	\$118,346.77	\$50,523.10	\$67,823.67	\$1,994,343.85	\$2,009,804.51	Jul 1, 2003	\$85,853.10
3	\$118,346.77	\$48,861.42	\$69,485.35	\$1,924,858.51	\$1,939,190.59	Jan 1, 2004	\$0.00
4	\$118,346.77	\$47,159.03	\$71,187.74	\$1,853,670.77	\$1,866,899.60	Jul 1, 2004	\$96,020.46
5	\$118,346.77	\$45,414.93	\$72,931.84	\$1,780,738.93	\$1,792,891.69	Jan 1, 2005	\$0.00
6	\$118,346.77	\$43,628.10	\$74,718.67	\$1,706,020.26	\$1,717,126.10	Jul 1, 2005	\$89,043.04
7	\$118,346.77	\$41,797.50	\$76,549.28	\$1,629,470.98	\$1,639,561.07	Jan 1, 2006	\$0.00
8	\$118,346.77	\$39,922.04	\$78,424.73	\$1,551,046.25	\$1,560,153.87	Jul 1, 2006	\$81,719.54
9	\$118,346.77	\$38,000.63	\$80,346.14	\$1,470,700.11	\$1,478,860.75	Jan 1, 2007	\$0.00
10	\$118,346.77	\$36,032.15	\$82,314.62	\$1,388,385.49	\$1,395,636.92	Jul 1, 2007	\$74,032.79
11	\$118,346.77	\$34,015.44	\$84,331.33	\$1,304,054.16	\$1,310,436.53	Jan 1, 2008	\$0.00
12	\$118,346.77	\$31,949.33	\$86,397.45	\$1,217,656.71	\$1,223,212.62	Jul 1, 2008	\$65,964.77
13	\$118,346.77	\$29,832.59	\$88,514.18	\$1,129,142.53	\$1,133,917.15	Jan 1, 2009	\$0.00
14	\$118,346.77	\$27,663.99	\$90,682.78	\$1,038,459.75	\$1,042,500.91	Jul 1, 2009	\$57,496.58
15	\$118,346.77	\$25,442.26	\$92,904.51	\$945,555.24	\$948,913.53	Jan 1, 2010	\$0.00
16	\$118,346.77	\$23,166.10	\$95,180.67	\$850,374.57	\$853,103.45	Jul 1, 2010	\$48,608.37
17	\$118,346.77	\$20,834.18	\$97,512.60	\$752,861.97	\$755,017.89	Jan 1, 2011	\$0.00
18	\$118,346.77	\$18,445.12	\$99,901.65	\$652,960.32	\$654,602.79	Jul 1, 2011	\$39,279.30
19	\$118,346.77	\$15,997.53	\$102,349.25	\$550,611.07	\$551,802.83	Jan 1, 2012	\$0.00
20	\$118,346.77	\$13,489.97	\$104,856.80	\$445,754.27	\$446,561.38	Jul 1, 2012	\$29,487.50
21	\$118,346.77	\$10,920.98	\$107,425.79	\$338,328.48	\$338,820.44	Jan 1, 2013	\$0.00
22	\$118,346.77	\$8,289.05	\$110,057.73	\$228,270.76	\$228,520.65	Jul 1, 2013	\$19,210.03
23	\$118,346.77	\$5,592.63	\$112,754.14	\$115,516.62	\$115,601.24	Jan 1, 2014	\$0.00
24	\$118,346.77	\$2,830.16	\$115,516.62	\$0.00	\$1.00	Jul 1, 2014	\$8,422.79

**Addendum D
Lodger's Tax Fund
2009 Budget**

TOWN TOURISM COMMITTEE 2009 BUDGET						
BUDGET SUMMARY	2007 Actual	2008 Actual	2008 Revised	2009 Budget	10% Reduction	15% Reduction
TOTAL INCOME	\$420,000	\$1,150	\$373,170	\$355,000		
TOTAL EXPENSE	\$478,202	\$592,350	\$494,852	\$337,950		
NET ANNUAL CASH FLOW	-\$58,202	-\$591,200	-\$121,682	\$17,050		
TRANSFER FROM RESERVES	\$57,550	\$138,153	\$137,140	\$15,458		
RESERVE BALANCE	\$42,450	-\$453,047	\$15,458	\$32,508		
INCOME	2007 Actual	2008 Actual	2008 Revised	2009 Budget	10% Reduction	15% Reduction
Lodging Tax Income	\$400,000	\$0	\$337,000	\$330,000		
Other Income		\$1,150	\$1,300			
Co-Op Advertising	\$20,000	\$0	\$34,870	\$25,000		
Total Income	\$420,000	\$1,150	\$373,170	\$355,000		
Prior Year End Balance	\$100,000		\$137,140	\$15,458		
EXPENSES	2007 Actual	2008 Actual	2008 Revised	2009 Budget	10% Reduction	15% Reduction
EXTERNAL MARKETING						
Branding/General Consulting/PR						
Brand/Mktg Consulting	\$0	\$0	\$50,000			
Communications Plan	\$2,000	\$0				
Public Relations	\$20,000	\$43,000	\$25,000	\$25,000	\$22,000	\$21,000
Agency Management (ad placement)	\$24,000	\$33,650	\$3,550	\$17,650	\$17,650	\$16,000
Travel	\$3,000	\$0				
Total		\$76,650	\$78,550	\$42,650	\$39,650	\$37,000
Website						
Web Site Design	\$30,000	\$2,000	\$10,200	\$3,000	\$1,000	\$1,000
Web Site Maintenance		\$900	\$6,600	\$900	\$450	\$450
Internet marketing plan/analytics		\$1,000	\$1,600	\$1,500	\$500	\$500
Internet Hosting				\$2,100	\$2,100	\$2,100
Total		\$3,900	\$18,400	\$7,500	\$4,050	\$4,050
Advertising						
Print (Visitor's Guide)	\$15,000	\$0				
Newspapers/Mag	\$0	\$0				
Phone (866/877 #s)		\$200	\$125	\$200	\$200	
Total		\$200	\$125	\$200	\$200	\$200
Media Placement						
REGIONAL MEDIA						
Grand Circle Travel Planner	\$3,000	\$0				
AAA Tourbook	\$6,520	\$0	\$6,845			
Woodalls	\$2,725	\$0	\$2,770			
Travel Host	\$3,600	\$0	\$3,600			
Inside / Outside		\$0	\$3,675			
Mountain Gazette		\$0	\$7,480			
Ski Country		\$0	\$610			
IN-STATE						
COSVG	\$8,003	\$0	\$17,830	\$10,323		
AAA Encompass	\$4,290	\$0	\$15,465			
Summer Colorado Vacation Planner				\$2,441		
Colorado Directory	\$449	\$0				
CO Activity Center	\$2,500	\$0	\$3,545			
All Aboard	\$995	\$0	\$1,045			
67	5280	\$0	\$7,890	\$9,900		

<i>Fearn's Traveler Map</i>		\$0	\$1,000				
<i>Fearn's Colorado Activity Guide</i>		\$0	\$4,400				
NEW MEXICO							
<i>NM Journey</i>	\$770	\$0					
<i>NM Magazine</i>	\$4,905	\$0	\$10,897	\$12,600			
<i>Around 505</i>	\$3,780	\$0	\$4,974	\$6,500			
<i>Taos News Summer Guide</i>		\$0	\$1,986				
LOCAL							
<i>Pagosa Sun (discretionary)</i>	\$900	\$0	\$175				
<i>Creede Repertory Theater Program</i>	\$695	\$0	\$2,275				
NEWSPAPER							
<i>Denver Post</i>	\$5,000	\$0					
<i>Colorado Springs Gazette</i>	\$2,500	\$0					
<i>Albuquerque Journal</i>	\$2,500	\$0					
<i>Madden Media Newspaper Insert</i>		\$0	\$4,000	\$14,227			
<i>DRO Herald Winter and Summer Guide</i>		\$0	\$1,075	\$2,260			
ON-LINE							
<i>Colorado.com</i>	\$825	\$0	\$5,000	\$19,000			
<i>Colorado-Directory.com</i>		\$0	\$2,800				
<i>Gocolorado.com</i>	\$895	\$0					
<i>TripAdviser.com</i>	\$5,000	\$0	\$50				
<i>Go-CO, TX, AZ.com</i>		\$0					
<i>Coloradoski.com</i>		\$0	\$400				
<i>All Aboard</i>		\$0	\$500				
<i>Pay per click</i>		\$0	\$6,000				
<i>On-line Discretionary</i>		\$0	\$1,000				
		\$0					
OUTDOOR							
<i>Billboards (CO Sprgs.)</i>	\$20,800	\$0	\$13,500	\$13,000			
<i>Billboards (Dallas, Houston)</i>		\$0					
<i>Music in the Mountains (trade out)</i>		\$0	\$250				
<i>Ad Reserve</i>				\$9,749			
<i>Total Media</i>		\$0	\$131,037	\$100,000	\$93,000	\$85,000	
Creative Production	\$25,000	\$57,000	\$14,000	\$30,000	\$30,000	\$27,000	
Radio	\$0	\$0					
<i>Total</i>		\$57,000	\$14,000	\$30,000	\$30,000	\$27,000	
Collateral							
Photography	\$20,000	\$0	\$5,000				
Print Collateral (lure brochure)	\$30,000	\$14,000	\$10,245	\$10,500	\$7,000	\$7,000	
Misc Printing	\$0	\$500	\$500	\$500	\$250	\$250	
VC Sales Material		\$0					
<i>Total</i>		\$14,500	\$15,745	\$11,000	\$7,250	\$7,250	
Research							
OVS Study	\$19,000	\$0					
Conversion/ADR		\$0	\$15,000	\$0			
<i>Total</i>		\$0	\$15,000	\$0			
Trade Shows							
Trade Shows	\$5,000	\$6,000	\$4,500	\$6,000	\$3,000	\$3,000	
Trade Show Discretionary (lodging, etc.)		\$5,000	\$8,100	\$5,000	\$2,500	\$2,500	
<i>Total</i>		\$11,000	\$12,600	\$11,000	\$5,500	\$5,500	
Memberships	\$0	\$3,200	\$1,525	\$1,600	\$1,600	\$1,600	
SWCTR	\$0	\$8,000	\$4,000	\$4,000	\$4,000	\$4,000	
Conferences	\$0	\$1,500	\$210	\$750	\$750	\$750	
<i>Total</i>		\$12,700	\$5,735	\$6,350	\$6,350	\$6,350	
TOTAL EXTERNAL MARKETING	\$273,652	\$175,950	\$291,192	\$208,700	\$186,000	\$172,350	

SPECIAL EVENTS						
Grant Program						
Cross Country Groom	\$500	\$0	\$1,000			
Fiber Fest	\$500	\$0	\$500			
SJ Historical (\$1500.00 for signage)	\$500	\$0	\$1,300			
Fishing Project	\$1,000	\$0				
Chimney Rock Inter.	\$1,250	\$0				
FolkWest	\$4,000	\$0	\$3,500			
Balloon Rally	\$1,500	\$0	\$1,500			
ACVAP Duathlon	\$0	\$0	\$1,700			
Free Friday & IndieFest	\$0	\$0	\$4,000			
Mountain Chile Cha Cha	\$0	\$0	\$2,500			
Cruise-a-thon	\$0	\$0	\$850			
Music Boosters	\$0	\$0	\$1,500			
Square Top Reperatory Theatre			\$2,305			
Farmer's Market			\$900			
		\$0				
Pagosa Quality Fishing Project	\$20,000	\$0	\$25,000			
Unknown		\$30,000		\$20,000	\$15,000	\$15,000
TOTAL SPECIAL EVENTS	\$29,250	\$0	\$46,555	\$20,000	\$15,000	\$15,000
CAPITAL PROJECTS						
Gateway/Signage Plan	\$20,000	\$20,000	\$20,000	\$0		
Signage		\$0				
Capital Discretionary	\$10,000	\$0				
TOTAL CAPITAL PROJECTS	\$30,000	\$20,000	\$20,000	\$0		
VISITOR CENTER						
Operations/Maintenance	\$115,000	\$0	\$83,000	\$80,000		
Seminars	\$2,000	\$0				
Telephone	\$500	\$0				
Association Dues	\$800	\$0				
Sub-Total Operations/Maintenance	\$118,300	\$0				
		\$0				
VC Office Supply		\$0				
Postage	\$1,000	\$0	\$2,500			
Supplies	\$1,000	\$0	\$25			
Sub-Total Office Supply	\$2,000	\$0				
TOTAL VISITOR CENTER	\$120,300	\$0	\$85,525	\$80,000	\$80,000	\$80,000
EXECUTIVE DIRECTOR/PAYROLL						
Bonuses						
Payroll	\$20,000	\$43,000	\$45,000	\$26,000	\$23,000	\$20,000
Taxes	\$5,000	\$0				
Auto Reimburse		\$0				
Office Supply		\$1,000	\$3,000	\$1,000	\$500	\$500
Promotional/Giveaways		\$0	\$200	\$500	\$0	
Retreat Expenses		\$0	\$3,030	\$1,500	\$0	
Entertainment/Luncheons		\$0	\$350	\$250	\$0	
TOTAL EXECUTIVE DIRECTOR/PAYROLL	\$25,000	\$44,000	\$51,580	\$29,250	\$23,500	\$20,500
TOTAL LODGER'S TAX EXPENSES	\$478,202	\$592,350	\$494,852	\$337,950	\$304,500	\$287,850