



Town of Pagosa Springs Proposed Budget 2020

Fiscal Year January 1, 2020 to December 31, 2020

Presented December 3, 2019

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Town Council

Donald Volger

Mayor

David Schanzenbaker

At Large – Mayor Pro-tem

Matt DeGuise

District 1

Madeline Bergon

At Large

Tracy Bunning

At Large

Nicole DeMarco

At Large

Mat deGraaf

At Large

Management Staff

Andrea Phillips

Town Manager

April Hessman

Town Clerk and Finance

Jennifer Green

Tourism Director

Martin Schmidt

Public Works Director

Darren Lewis

Parks and Recreation Director

Bill Rockensock

Chief of Police

Margaret Gallegos

Building and Fire Official

James Dickhoff

Planning Director

Candace Dzielak

Municipal Court Administrator



TOWN OF PAGOSA SPRINGS 2020 BUDGET MESSAGE

Andrea K. Phillips
Town Manager

INTRODUCTION

The 2020 Budget reflects the spending priorities of Town Council and the Pagosa Springs community. Goals and objectives for the remainder of 2019 and 2020 are included within the document for reference. Revenues are anticipated to remain stable in 2020, with moderate growth in some areas, compared to 2019 figures. As of September 2019, the local economy continues to show steady growth and 2020 is anticipated to be healthy as well.

Primary measures of economic activity for the Town of Pagosa Springs (Town) are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. All items are on track to be record amounts, or at least equal to or better than numbers from prior years. As of this writing, the unemployment rate in Colorado is 2.8% and in Archuleta County the rate is 2.8%,¹ which is essentially full employment. Building permits for 2020 are expected to be similar to recent prior years. School district enrollment for the 2019/2020 school year is up again compared to previous years. Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and in the specific budget pages. Population continues to grow in both town limits and in the unincorporated areas of Archuleta County.

While economic indicators continue to be strong, in order to be fiscally prudent should the local economy experience another downturn as it did following the recent recession, Town Council has continued its policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community. This policy has been in place for several years and was continued by the Town Council on January 8, 2019 in the form of Town Resolution 2019-01.

SUMMARY

The Town has a total of six separate funds and each is accounted for separately. The governmental funds are reported using an accounting method called the modified accrual accounting method. For all six funds, the total expected revenue for 2020 is \$16.54 million, including prior year carryover, and the total expenditures for the six funds are \$12.96 million. While the Town is utilizing significant reserves for capital projects in 2020,



¹ Bureau of Labor Statistics, July/August 2019

the total projected year end cash reserves for all six funds are \$3.58 million. Overall, the Town continues to be in a healthy financial position.

GENERAL FUND

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



Revenues

As indicated above, the main sources of revenue for the General Fund is sales tax. The sales tax rate in Archuleta County is 6.9%, and of that 6.9%, 2.9% is allocated to the State of Colorado and the remaining 4% of sales tax proceeds is split equally between the Town and Archuleta County. Of the 2% that goes to the Town, the revenues are evenly divided between the General Fund and the Capital Improvement Fund. The total projected annual revenue in the General Fund in 2020 is estimated to be \$3.75 million, not including the carryover cash from the prior year. Of that amount, 77.5% or \$2.9 million is anticipated to come from sales tax. For 2020, sales tax is projected to increase 2.75% above the year end estimate for 2019. At this time, staff is projecting that the Town will end the year approximately 6.0% higher at the end of 2019 compared to the original budget.

The next largest revenue category for the General Fund is property tax, which amounts to \$97,077 or 2.6% of annual revenues into this fund. Therefore, sales tax completely dwarfs all other revenue categories by a significant margin. The other revenue categories are: Licenses and Permits, Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous. Including the projected year end fund balance and cash reserve of \$1.85 million, total revenues are expected to equal \$5.6 million in 2020.

As stated above, two critical economic factors for our community are the sales tax and the lodger's tax and both continue to trend slightly upward. To date, sales tax revenue in 2019 continues to show moderate growth. Other General Fund revenue sources such as property tax, charges for services, licensing and permit fees and mineral and severance taxes are expected to remain similar to 2019 levels.

Expenditures



Expenditures within the General Fund in 2020 are expected to total approximately \$3.71 million and are encompassed in five major categories. The categories are: General Government, Public Safety, Recreation, Community Support Services, and Other. The majority of expenses is in the General Government category and includes administrative costs such as the Administration Department, Recreation (including the Ross Aragon Community Center), Municipal Court, Building



Department and the Planning Department. Of the \$3.71 million in planned expenditures, \$1.81 million is in General Government which represents a 7.4% increase over the 2019 budget. In Public Safety, \$1.16 million is budgeted for 2020-a 3.9% increase over the 2019 budget. The budget is \$532,285 in the Recreation category, which includes spending on the Ross Aragon Community Center operations. Community Support Services includes funding for Service Organizations and Economic Development/Town Council Initiatives, and is budgeted for \$212,144 in 2020.

With planned expenditures of \$3,714,565 and anticipated revenues of \$3,749,983, the General Fund is projected to have a minor surplus of \$35,418 in the annual budget. The General Fund will remain with an ending fund balance of \$1,889,625 with three percent of planned expenditures restricted as TABOR reserves. The restricted TABOR reserve is \$111,437. The Council has adopted a policy of maintaining a minimum of a three-month operating reserve in addition to the TABOR restricted reserve. That amount is \$927,641; the estimated year end unrestricted reserves are \$850,547 in excess of this amount.

Some additional specific notes about General Fund expenses for 2020 are as follows:

1. Each year, the Town Council allocates funding in the form of grants to area non-profit organizations for the delivery of specific community services. The proposed 2020 budget for Service Organizations is a total of \$87,144 to be awarded to organizations selected by Town Council in two funding cycles. An additional \$15,000 is budgeted in the Police Department for the Axis Health Acute Treatment Unit and \$10,000 for animal care services provided by the Humane Society.
2. Funds for Economic Development are budgeted at \$125,000. The allotment and procedure for distribution of \$100,000 earmarked for Council initiatives will be determined at a later date. These initiatives include Broadband Development and Expansion, Early Childcare and Education and Housing Choices. There is also \$25,000 budgeted for an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation, as in prior years. The Town is also budgeting \$12,000 for the ADA retrofit initiative for local businesses to participate in the Town's matching program and for accessibility assessments of town parks and facilities.
3. Human Resources software will continue in 2020 to assist with employee recruitment and onboarding and employee performance evaluations. Technology upgrades such as new computers and server upgrades are budgeted for all departments within the Administration department.



4. A contract with the Archuleta School District #50 JT has been executed to share in the cost of hiring a School Resource Officer from the Police Department. For 2020, this position will be filled with an existing town employee, who will work for the school district during the school year and for the police department in the summer. A revenue assumption of \$33,000 is assumed from the school district for part of his salary.

CAPITAL IMPROVEMENT FUND



Revenues

The Capital Improvement Fund is the other large fund operated by the Town. As mentioned above, this fund is primarily supported by sales tax revenues. However, the Capital Improvement Fund may also receive significant funding from other sources, primarily in the form of grants from the state or federal government. This can vary widely from year to year depending on the availability of grant funding from different sources. For 2020, it is anticipated that approximately \$1,763,000 will be received from various grant sources for projects in the areas of Town Maintenance Facility, Streets, Trails, and Historic Preservation.

For 2020, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$7.34 million, with the largest non-grant or lease source (87% or \$2.9 million) deriving from sales tax. Grant funding and proceeds from the Town Maintenance Facility lease purchase financing makes up the largest source of all revenues into the Fund. Grants are anticipated to assist with projects from the Department of Local Affairs, CDOT (through CMAQ and Transportation Alternative Program funds), Colorado Parks and Wildlife and the State Historical Fund. Lease purchase proceeds for the Town Maintenance Facility, which is currently in the design phase, are anticipated at \$2.25 million in 2020 with the remainder of the \$3 million total financing being received in 2021 as the construction phase concludes. In 2020, impact funds for specific infrastructure items will be coupled with Capital Improvement Funds to complete some capital projects. Including the estimated 2019 year end cash reserves of \$1,199,932, available funding in 2020 equals \$8.54 million.

Expenditures

In the Capital Improvement Fund, expenditures for 2020 are expected to total \$7.76 million and includes a multitude of projects. Due to restricted funds and the reduction in road and bridge distribution from Archuleta County, the Town will not be able to accomplish every project in 2020 that staff and the community or Council would like to fund. Trade-offs for projects are necessary, and in some cases, the projects will be delayed until 2021 or later. As in the past, in 2020 there will be a continued focus on maintenance activities throughout



town. Staff will be working with engineers to further the design and specifications for several projects that will be constructed in 2020 and beyond.



This fund pays for capital projects for almost all departments of the Town and includes general government, police, parks, courts, community center, streets, recreation, sidewalks, trails, geothermal, and the visitor center. In addition, the Capital Improvement Fund also helps to pay the operational costs for those departments that service the capital expenses and provide ongoing maintenance of these assets. The operational departments include the Public Works Department (Streets Division and Facilities Maintenance) and the Parks and Recreation Department (Parks Maintenance Division). Payments on debt that the

Town has incurred for major capital projects or facilities are also paid from this fund, which include lease purchases for the S. 8th Street reconstruction, the Visitor Center building purchase, a front end loader, and a vacuum truck. Payments on the 15-year lease purchase financing agreement for construction of the Town Maintenance Facility began in 2019 and are estimated at \$249,578 in 2020.

For 2020, the total revenue from all sources is estimated to be \$7.34 million and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$7.76 million. This means that the Town is projecting to spend significantly into Capital Fund Reserves by \$411,502 to complete projects, leaving a projected ending fund balance of \$788,430. Unrestricted reserves, not including the three percent TABOR restricted amount, which is \$232,673, are projected to be \$555,757 at the end of 2020. This is only \$76,126 above the Town's minimum three month reserve of \$479,631.

Notable capital projects for 2020 include, but are not limited to:

- Continued street maintenance projects, including seal coating and crack sealing on multiple streets per the Pavement Assessment Plan;
- Milling and reconstruction of a section of S. Pagosa Blvd from the traffic light at Hwy 160 to the Pagosa Springs Medical Center;
- Construction on a portion of road to connect Eagle Drive to Pike Drive, which serves as an important component of the Town's secondary road network;
- Construction of the Hermosa Street River Walk trail connector project, which will link Town Park with the 1st St. Bridge through Cotton Hole Park via a multi-use path;
- Continued restoration of the historic Rumbaugh Creek Bridge;
- Increased parks maintenance, including attention to irrigation, trees, and trails;
- Continued design and engineering for the "Harman Hill Phase" of Town to Pagosa Lakes Trail with construction planned in 2021;
- Construction of a new Town Maintenance Facility to accommodate streets maintenance, facilities



- maintenance, and parks maintenance;
- Sidewalk program replacement and repairs; and
- Drainage maintenance and new culverts in several areas of Town.

A ten year Capital Improvement Plan is also proposed for Town Council’s consideration, which provides a ten year prospective of the various projects that the Town would like to address over the next several years as budget allows. The Plan will be presented for adoption with the 2020 Budget and serves as a guiding document to be updated each year.

LODGER’S TAX FUND



The Lodger’s Tax Fund is completely funded by a tax collected from visitors staying at local lodging establishments. Revenues derive from the Town and County lodging taxes, rates for which are 4.9% and 1.9%, respectively. Archuleta County has been a consistent participant with the Pagosa Area Tourism Board and the partnership has been working well to date. The Town has been fortunate to see continued growth in lodger’s tax proceeds over the past several years. Lodger’s tax receipts are projected to increase 11% from the 2019 budget to 2020. Visitation continues to be strong, with an estimated 80,000

visitors to the Town’s Visitor Center in 2019.

Revenues

For 2020, the Town’s portion of the lodger’s tax is expected to reach approximately \$665,000. This represents a 1.5% increase over 2019 estimated year end. The County’s portion of the lodger’s tax is estimated to be about \$273,500 in 2020, a 10.1% increase over the 2019 estimated year end amount. Increased regulation and monitoring of vacation rentals in both the Town limits and in Archuleta County, as well as hotels undergoing renovations, should result in additional lodging tax proceeds. Including a grant from the Colorado Tourism Office for the marketing of the Colorado Historic Hot Springs Loop and a small amount of miscellaneous revenue, the total revenue for the Lodger’s Tax Fund is projected to be \$985,000 in 2020. Including the prior year end cash reserve of \$588,734, the available funding for 2020 is \$1,573,734.

Expenditures

Expenditures for the Lodger’s Tax Fund are categorized as Personnel, Commodities, Capital Projects, Visitor Information and Contractual. Personnel costs include the Tourism Director and staff for the visitor center operations and marketing. The vast majority of the expenses for Commodities are for external marketing, event funding and event marketing, travel, and visitor center maintenance.



Capital Projects includes assistance wayfinding and signage, beautification efforts and holiday decorations. Data analytics will help inform visitor spending and assist with planning for marketing campaigns. The Contractual expense is for the annual Fourth of July community fireworks display. Total expenses for 2020 are expected to be \$989,288 which includes spending into reserves by \$4,288, leaving a fund balance of approximately \$584,446, which is \$337,124 over the minimum recommended three month reserve.

CONSERVATION TRUST FUND



Conservation Trust Funds come from the State of Colorado and originate from lottery funds. The money is to be used for parks and recreation purposes. The Town receives two allocations-one from the State and another from Archuleta County. In 2019, the Town and County entered into an agreement whereby the County would increase its annual allocation from \$30,000 to \$60,000.

Revenues

The Town receives a Conservation Trust allocation annually and has averaged around \$17,000 each year. The anticipated total revenue in 2020 is \$17,000 for the Town’s allocation and \$60,000 from Archuleta County’s allocation. Including the prior year fund balance of \$66,996, the total revenue anticipated in 2020 is \$143,996.

Expenditures

Conservation Trust Funds are proposed to be spent for several projects in 2020. Total expenditures for 2020 are estimated at \$103,427, which includes utilizing \$26,427 from reserves. A new multi-purpose trail will be installed through Cotton Hole Park and \$50,000 is budgeted towards the project in 2020. Parks maintenance projects such as irrigation systems and landscaping are also planned for 2020, leaving an end of year balance of \$40,569.

GEOHERMAL ENTERPRISE FUND

The Town operates a geothermal heating system that provides heat to 32 customers (residences, businesses, churches, and heating for sidewalks) as well as leasing geothermal water to two private businesses. The system is an enterprise fund and is expected to be self-supporting.

Revenues

The Town collects utility fees from users of the geothermal system, which is primarily utilized in the late fall and winter. The estimated user fees to be collected in 2020 are \$41,000. The lease of geothermal water from the Town’s well to a private business is assessed



annually and for 2020 it is estimated to be \$1,197 for a total of \$42,197 in annual revenues. A transfer from the Town's General Fund of \$4,000 will be spent towards an assessment of the system. Including the prior year end cash reserves of \$119,000, the available funds in 2020 are approximately \$165,197.

Expenditures

The expenditures are consistent with other departments with the majority of expenses in the Capital Improvements category. Expenses are primarily for equipment purchases or capital repairs. In 2020, a total of \$20,000 is budgeted for an engineering assessment of the system and \$25,000 is budgeted to replace sections of distribution pipe. Total expenses for all categories are anticipated to total \$87,490, which anticipates spending into reserves by \$41,293. When subtracted from the projected revenues of \$46,197, the projected year end carryover is estimated to be about \$77,707, well over the minimum operating reserve of \$14,582. However, it should be noted that continued spending into reserves represents a structural imbalance in the fund.

IMPACT FEE / TRUST FUND



The Town, for many reasons, holds a variety of funds in trust and, in the past, collected impact fees for new developments. The funding is restricted for a specific purpose such as road improvements, public facilities, parks and trails. The Town has 20 different trust/impact fee accounts that total \$638,224 estimated at year end of 2019. In addition to the Town accounts, the Town collected impact fees on behalf of local emergency service providers such as the Archuleta School District #50 JT and the Pagosa Fire Protection District. Funds collected on new developments are passed on to these local agencies. In 2019, after analyzing

the impact fee program, the Town Council decided to terminate the program and no longer collect impact fees on development. Therefore, the Town proposes to spend down the balances for the impact fee accounts on permissible projects in 2020 and beyond. In the Trust accounts, \$95,700 is anticipated to be spent on workforce housing development (with funds derived from the surcharge or vacation rental registrations), cemetery maintenance, community center expenses, improvements to Reservoir Hill (from the ticket fee), and the annual Festival of Trees event.

In 2020, expenditures out of the trust/impact fees accounts are estimated to total \$307,923, spending into the reserves by \$265,793. Capital projects planned for 2020 are supplemented by funds from these specific accounts. A year end 2020 fund balance of \$202,999 is estimated at this time.

2020 EQUIPMENT/VEHICLE PURCHASES

In 2020 there are several vehicles/pieces of heavy equipment to be acquired/leased as follows:

- Purchase of a Skid Steer



- Lease purchase agreement will continue in 2020 for a vacuum truck, costs for which are split between the Sanitation District Fund, Geothermal Fund and the Capital Fund. Lease purchase agreement will continue in 2020 for a front-end loader
- Purchase of a police patrol vehicle
- Smaller equipment purchases planned for 2020 include police department radio equipment, radar units, a utility vehicle for parks maintenance, and streets division equipment for welding, plowing and road maintenance

ASSESSED VALUATION AND MILL LEVIES

The Town of Pagosa Springs’ preliminary assessed valuation for 2020 is \$62,030,223 (an increase of 13.1% from 2019). The Town Council set the Town Mill Levy at 1.565 Mills, which will generate a proposed \$97,077 in property taxes for the Town in 2020.



STAFFING AND COMPENSATION

In 2020, the Town will employ 48.5 full time equivalent employees, which equates to 46 full time employees, five part time employees and approximately 32 seasonal employees. For 2020, the following staffing adjustments are anticipated:

1. In the Parks and Recreation Department, two additional seasonal parks maintenance employees are requested. As the Town adds more parks, planters, flower beds, street trees, and trails to maintain, the assistance of seasonal maintenance employees will be necessary. The fiscal impact of the additional employees is approximately \$15,000 in the Capital Fund.
2. In 2018, the Town engaged a consultant to assist with an update to the 2012 compensation survey. Results from the market comparison revealed that 44% of staff were below the minimum for their pay range based on the market. Town Council directed staff to budget for a pay adjustment based on the Denver-Aurora-Lakewood consumer price index (a measure of inflation) of 3.386% for all employees beginning January 1, 2019 and to budget to bring employees who were below the minimum of the salary after this CPI adjustment up to the minimum salary, adjusting for time in position. To continue the compensation plan adjustments in 2020, staff recommends a flat salary adjustment for each employee based on employment status, time of service in 2019 and a successful annual evaluation. The adjustment breaks out to an increase of 2.0% to 5.5% depending on the salary of the employee.



3. As insurance premiums continue to rise, the Town is asking employees to increase their contribution towards premiums in 2020. Primary health insurance renewal rates are

expected to increase 8% in 2020. The Town will retain the coverage percentage towards employee and employee’s family or spouse coverage; the Town and the employees will each contribute more proportionally to this increase. There will be no change to the contribution for vision or dental coverage.



6: Partner with Organizations

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

- 6A: Encourage development of affordable housing
- 6B: Allocate service organizations funding in clear manner
- 6C: Engage in economic development attraction efforts
- 6D: Encourage community-wide early childhood care
- 6E: Support community broadband expansion
- 6F: Explore the town role in providing sanitation collection services
- 6G: Monitor success of community development corporation
- 6H: Explore ways to increase recycling and consumption reduction
- 6I: Set joint priorities with county and work together to complete them
- 6J: Explore alternative energy sources for community self-sufficiency
- 6K: Implement DUST2 trail network
- 6L: Continue to preserve our historic resources
- 6M: Develop greater understanding of our historic resources through public education
- 6N: Partner with Rotary for 4th of July parade
- 6O: Partner with Pagosa Peak Open School for Building Purchase
- 6P: Partner with Pagosa Springs Arts Council to create more public art
- 6Q: Senior Center plans to expand-more meal preparation and organizational support

5: Enhance Organizational Capacity

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

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

TOWN COUNCIL

GOALS

2019-2020

In order of priority



1: Focus on Maintenance

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

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

2: Connectivity & Walkability

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

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

3: Prepare by Planning Now

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

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

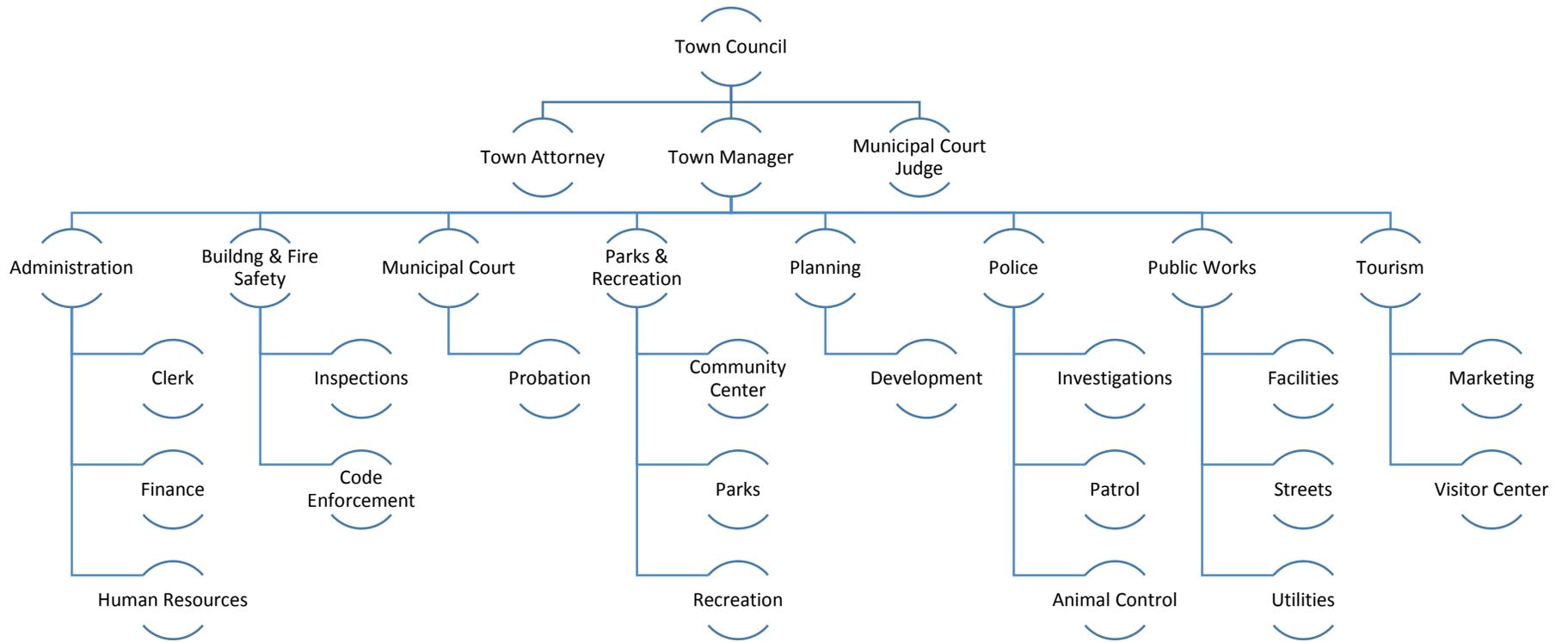
4: Engage our Community

Find ways of truly engaging our community in local government

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

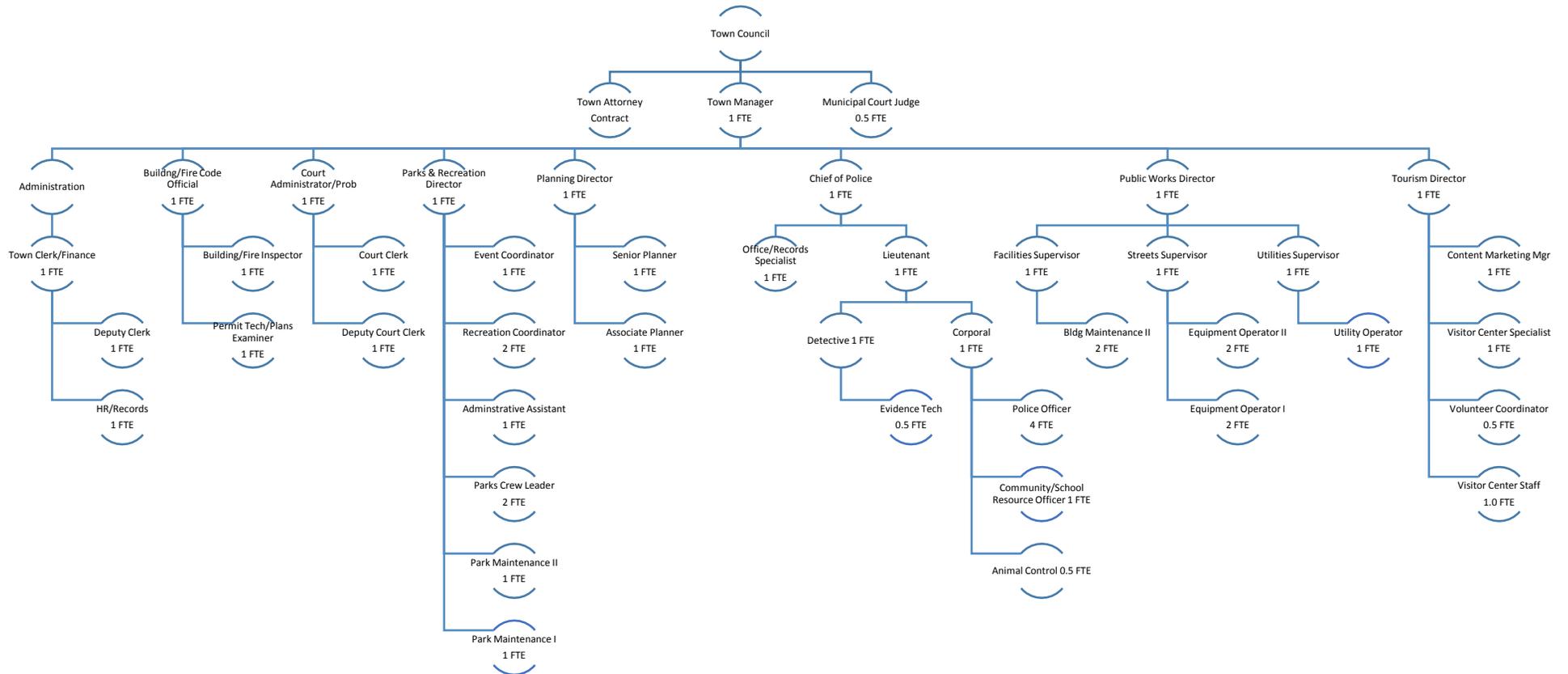


Functional Organization Chart





Staff Organization Chart



Overview:

The Town started 2019 with 46 regular full time positions and five (5) regular part time positions. Administration elected to not backfill the Special Projects Manager position when it became vacated. In August, Town Council approved the addition of an Associate Planner for the fourth quarter of 2019 and 1.0 FTE for 2020.

Department Personnel Summary

	Position	2018 Actual	2019 Actual	Add	Delete	2020 Budget
Admin	Town Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Town Clerk/Finance Director	1.0 FTE	1.0 FTE			1.0 FTE
	Human Resource/Records Administrator	1.0 FTE	1.0 FTE			1.0 FTE
	Special Projects Manager	1.0 FTE	1.0 FTE		1.0 FTE	0.0 FTE
	Deputy Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Bldg/Fire	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector	1.0 FTE	1.0 FTE			1.0 FTE
	Permit Tech/Plans Examiner	1.0 FTE	1.0 FTE			1.0 FTE
Court	Municipal Court Judge	0.5 FTE	0.5 FTE			0.5 FTE
	Court Administrator/Probation Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
	Deputy Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Parks & Rec	Parks & Recreation Director	1.0 FTE	1.0 FTE			1.0 FTE
	Event Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Coordinator	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Crew Leader	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Maintenance II	1.0 FTE	1.0 FTE			1.0 FTE
	Parks Maintenance I		1.0 FTE			1.0 FTE
Planning	Planning Director	1.0 FTE	1.0 FTE			1.0 FTE
	Associate Planner	1.0 FTE	0.25 FTE	1.0 FTE		1.0 FTE
	Senior Planner		1.0 FTE			1.0 FTE
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Lieutenant	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Corporal	1.0 FTE	1.0 FTE			1.0 FTE
	Police Officer	4.0 FTE	4.0 FTE			4.0 FTE
	Community/School Resource Officer		1.0 FTE			1.0 FTE
	Office/Records Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE

	Position	2018 Actual	2019 Actual	Add	Delete	2020 Budget
	Evidence Technician		0.5 FTE			0.5 FTE
Public Works	Public Works Director	1.0 FTE	1.0 FTE			1.0 FTE
	Streets Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Equipment Operator II	1.0 FTE	2.0 FTE			2.0 FTE
	Equipment Operator I	2.0 FTE	2.0 FTE			2.0 FTE
	Utility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Utility Operator		1.0 FTE			1.0 FTE
	Facility Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Building Maintenance II	2.0 FTE	2.0 FTE			2.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Content Marketing Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Visitor Center Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Volunteer Coordinator	0.5 FTE	0.5 FTE			0.5 FTE
	Visitor Center Staff	0.5 FTE	0.5 FTE			0.5 FTE
	TOTALS	44.0 FTE	48.75 FTE	1.0 FTE	1.0 FTE	48.5 FTE

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
REVENUES						
GENERAL FUND	5,128,867	5,416,750	5,077,716	5,077,716	5,262,865	5,604,190
CAPITAL IMPROVEMENT FUND	7,471,051	6,132,540	5,304,921	5,304,921	5,902,685	8,544,204
IMPACT FEE FUND	729,513	676,721	743,366	743,366	638,224	510,922
LODGERS TAX FUND	1,171,009	1,279,522	1,250,828	1,250,828	1,486,115	1,573,734
GEOHERMAL ENTERPRISE FUND	146,536	163,237	159,220	159,220	162,092	165,197
CONSERVATION TRUST FUND	137,051	117,441	87,600	117,600	123,642	143,996

EXPENDITURES						
GENERAL FUND	3,117,197	3,848,231	3,545,240	3,566,840	3,408,658	3,714,565
CAPITAL IMPROVEMENT FUND	5,201,709	4,722,841	4,607,801	4,746,801	4,702,753	7,755,773
IMPACT FEE FUND	178,231	136,211	178,412	178,412	169,432	307,923
LODGERS TAX FUND	800,244	751,647	892,929	892,929	897,381	989,288
GEOHERMAL ENTERPRISE FUND	30,660	43,341	69,590	69,590	43,092	87,490
CONSERVATION TRUST FUND	93,677	84,798	62,927	62,927	56,646	103,427

YEAR END CASH RESERVES						
GENERAL FUND	2,011,670	1,568,519	1,532,476	1,510,876	1,854,207	1,889,625
CAPITAL IMPROVEMENT FUND	2,269,341	1,409,699	697,120	558,120	1,199,932	788,430
IMPACT FEE FUND	551,282	540,511	564,954	564,954	468,792	202,999
LODGERS TAX FUND	370,765	527,875	357,899	357,899	588,734	584,446
GEOHERMAL ENTERPRISE FUND	115,876	119,896	89,630	89,630	119,000	77,707
CONSERVATION TRUST FUND	43,375	32,643	24,673	54,673	66,996	40,569

** Amended budget to be ratified December 2019



SPECIFIC REVENUES

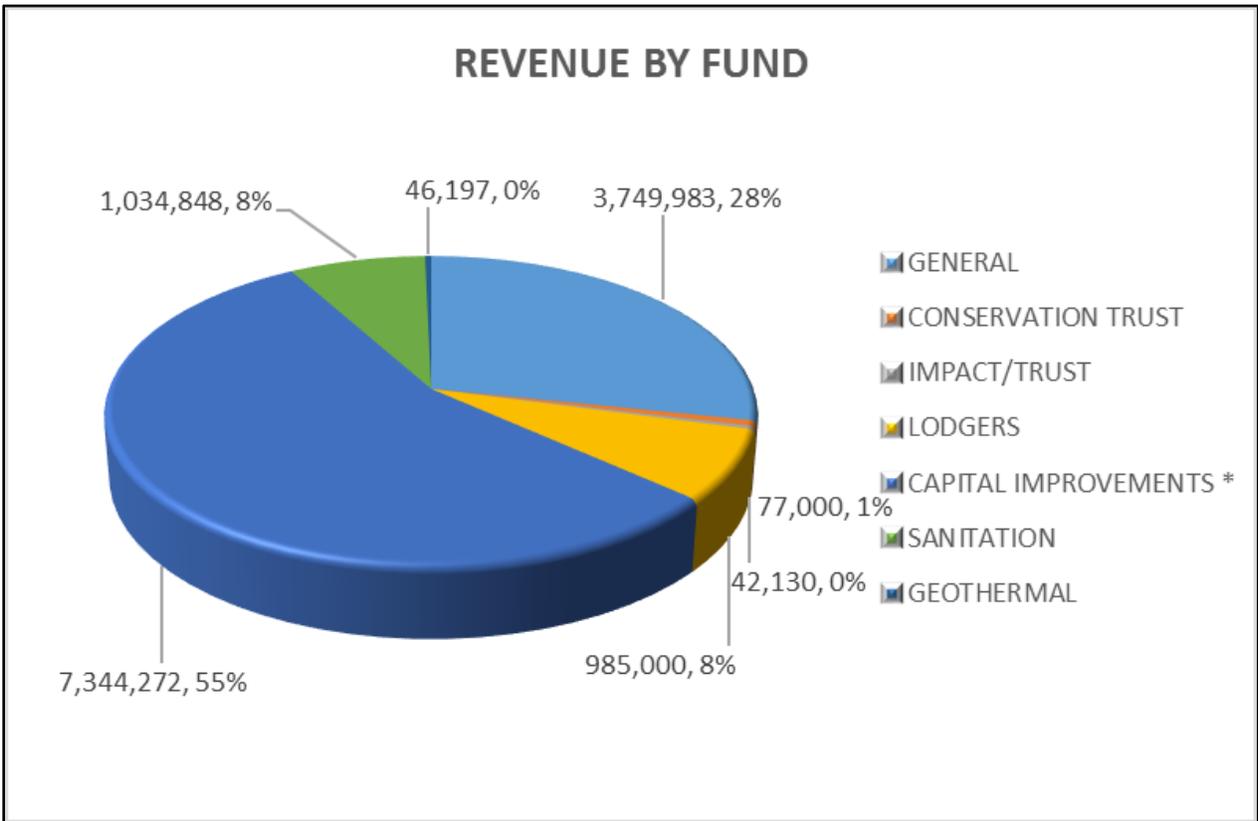


Young Hiker at Four Mile Falls

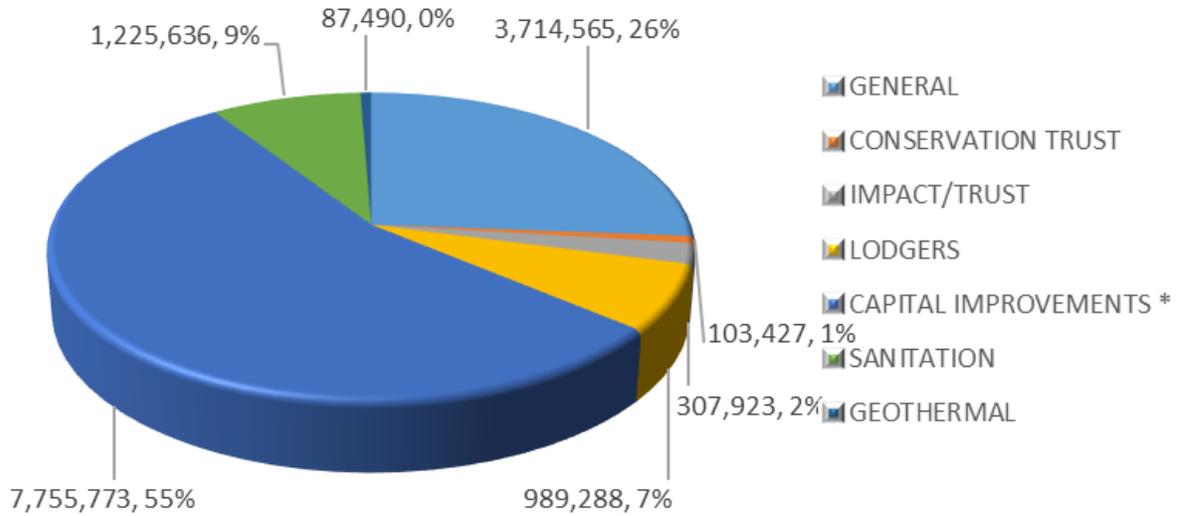
SUMMARY OF FUNDS

FUND NUMBER	FUND TITLE	2020 REVENUE	2020 EXPENDITURE
10	GENERAL *	3,749,983	3,714,565
21	CONSERVATION TRUST *	77,000	103,427
31	IMPACT/TRUST *	42,130	307,923
41	LODGERS	985,000	989,288
51	CAPITAL IMPROVEMENTS *	7,344,272	7,755,773
53	SANITATION *	1,034,848	1,225,636
55	GEOTHERMAL *	46,197	87,490
TOTAL ALL FUNDS		13,279,429	\$14,184,102

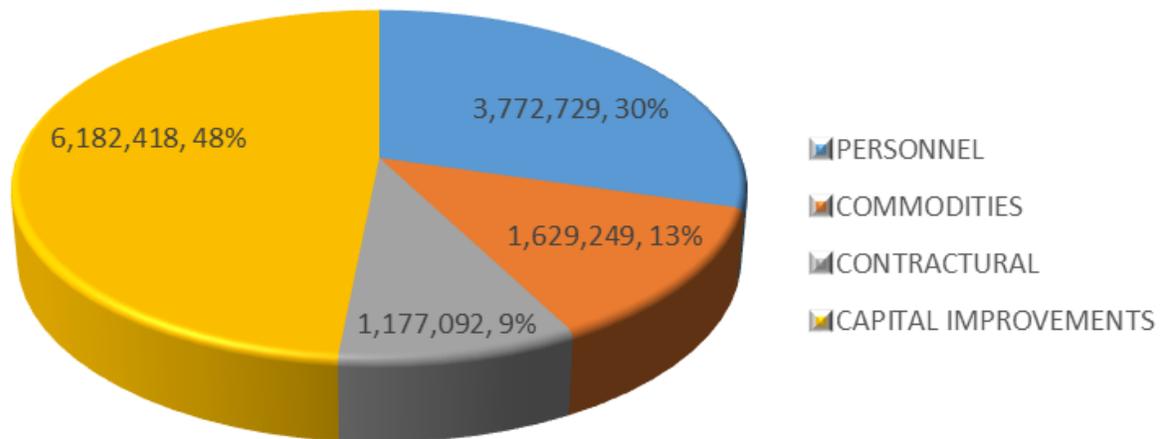
* Revenues for these funds are shown as expenses in other funds. In some instances this will over represent revenues to the Town.



EXPENDITURE BY FUND



EXPENDITURE BY TYPE All Funds

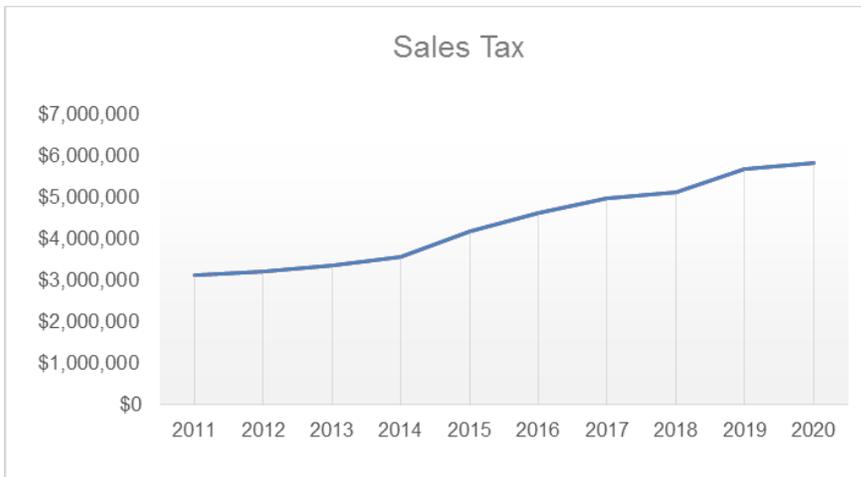


SALES TAX REVENUE

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

Source: Visitors, residents and employees in Archuleta County

Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 between the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven years, with 1% earmarked for County road capital improvements and 1% dedicated for town capital improvements. In 2001, the citizens again voted to extend the additional 2% sales tax rate for an additional seven years; with 1% earmarked for county road capital improvement and 1% for the Town. The sales tax ballot language states the “Town may use these funds to undertake capital improvements and the maintenance of such improvements and other capital projects which may be deemed necessary and appropriate by the residents of Pagosa Springs.” In November 2008, this sales tax arrangement was approved by the voters to be extended in perpetuity. Sales tax is charged on all retail purchases including food. The Town collects its sales tax from the County. As a statutory county, Archuleta County’s sales tax is collected and administered by the Colorado Department of Revenue. As a result, there is a two-month lag time between the generation of the sales tax and when it is disbursed to the Town. At the end of 2008, the Council passed a resolution initiating a policy to respond to the volatility in the national economy. This resolution was revised every year to compare the monthly revenue to the previous two years average during the same month and if necessary, adjusts for a reduction in increments.

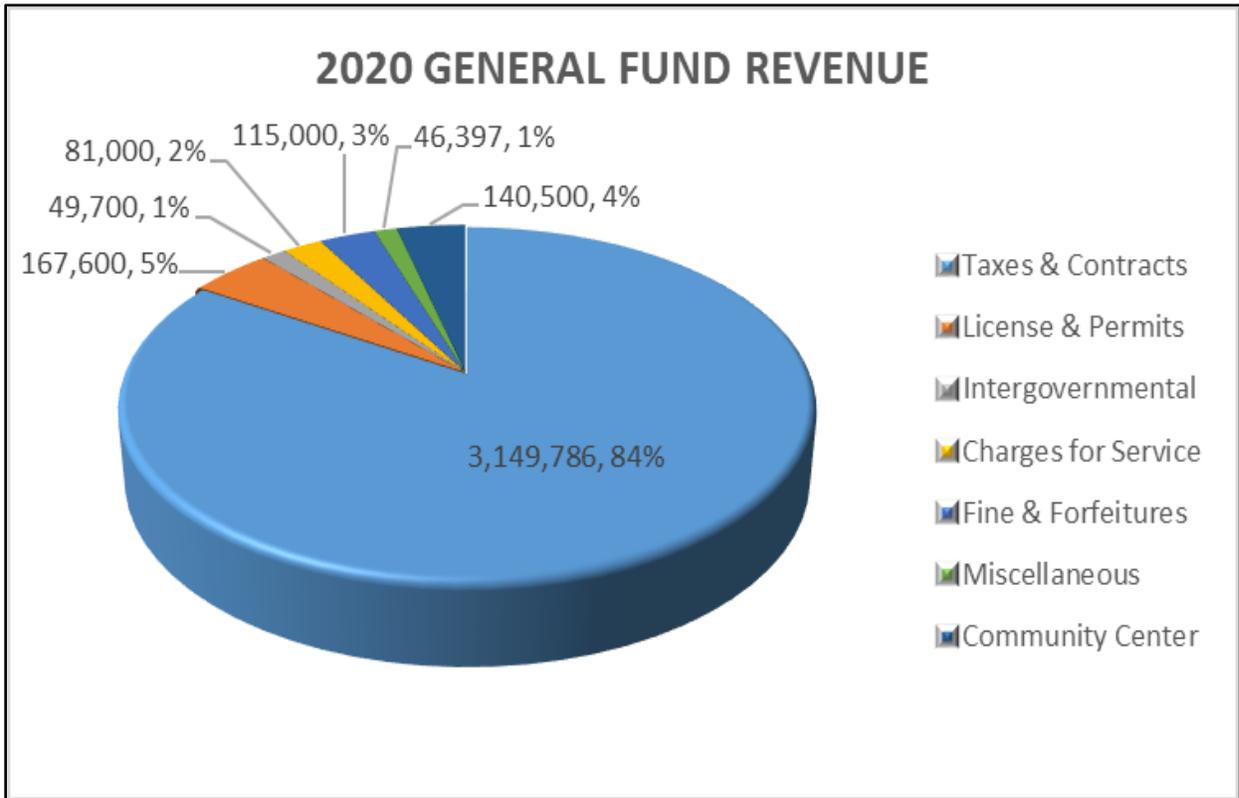


Ten Year Trend

Year	Revenue	<u>% Change</u>
2011	\$3,117,180	5%
2012	\$3,197,567	3%
2013	\$3,341,364	4%
2014	\$3,539,863	6%
2015	\$4,159,413	18%
2016	\$4,623,014	11%
2017	\$4,953,512	7%
2018	\$5,103,806	3%
2019	\$5,654,130	11%
2020	\$5,809,618	3%

Forecast: \$5,809,618 is an estimate at 2.75% above 2019 estimated collections of \$5,654,130, which are projected to be 6% over 2019 budgeted amount.

Rationale: It is projected that the sales tax will increase this year by approximately 2.75% from the 2019 year end estimate as the economy continues to be strong locally. The Town has implemented a policy to have the ability to quickly reduce expenditures should sales tax revenues decline. The Town relies heavily on sales tax, as approximately 77% of general fund revenue for 2020 comes from this source. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets and capital debt service.



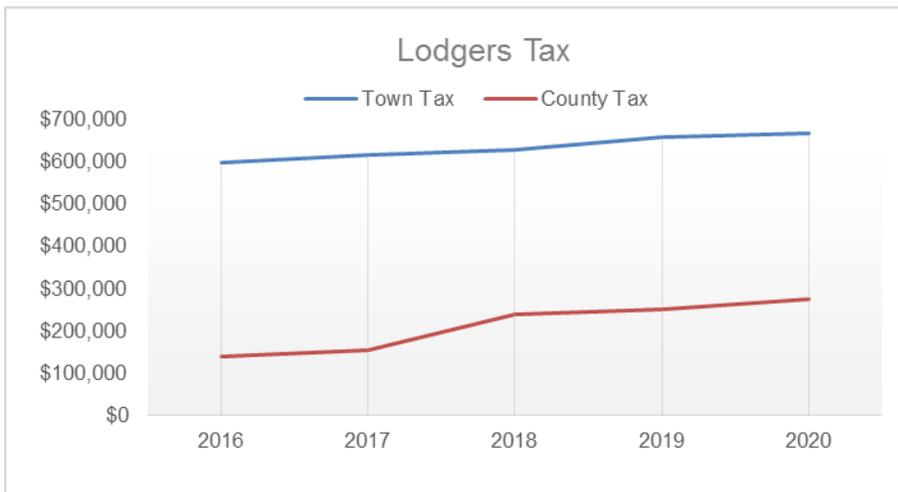
LODGING TAX REVENUE

Distribution: 100% Lodgers Fund

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

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

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



Five Year Trend

Year	Revenue	% Change
2016	\$594,406	11%
2017	\$613,089	3%
2018	\$624,892	2%
2019	\$655,000	5%
2020	\$665,000	2%

Forecast: \$665,000 for 2020 is estimated to be up 2% compared to estimated 2019 year end revenues. County lodging tax was higher than expected in 2018 and 2019. It is estimated to be up 10% in 2020.

Rationale: The number of hotels and motels in the town has not increased in many years. One of the larger hotels in town that had been closed for the last few years opened in 2019. During the busy tourist seasons, these hotels reach their capacity. Vacation rentals have increased in town and in the unincorporated areas of the county to help supplement the tourist visits. It is believed vacation rentals provide a larger segment of the lodging tax collections in the county.

PROPERTY TAX REVENUE

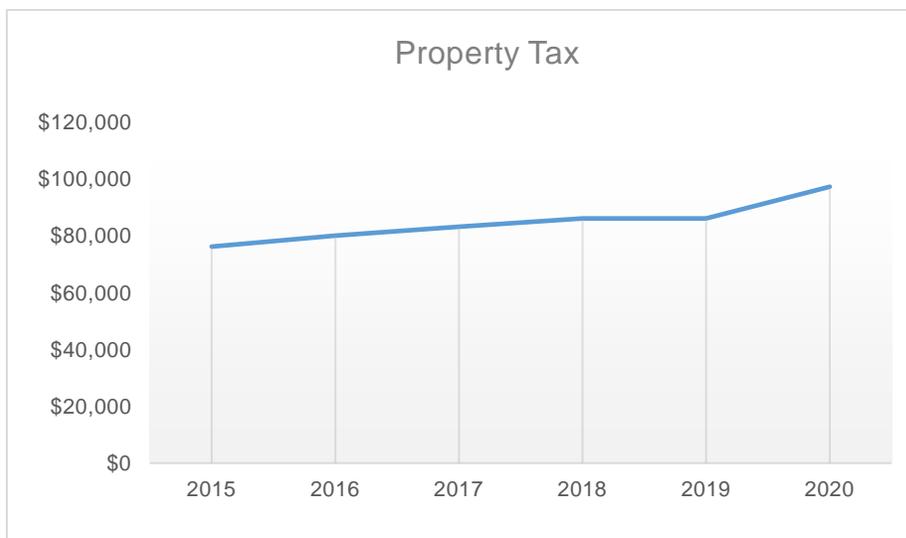
Distribution: 100% General Fund

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

Collection: The Taxpayer Bill of Rights (TABOR), which amended the Colorado Constitution, limits property tax revenue growth to the amount collected in the previous year with an increase by the Denver-Aurora-Lakewood Consumer Price Index and a local growth factor. In addition, there is a statutory limitation which prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction. However, in 1994 the Town of Pagosa Springs voted to exempt (or “De-Bruced”) the Town from these provisions and reduced the mill levy for the Town, currently at 1.557. The tax a property owner pays on a property is based on the following formulas:

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

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



Five Year Trend

<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2015	\$76,221	0%
2016	\$80,057	5%
2017	\$83,261	4%
2018	\$86,107	3%
2019	\$86,097	0%
2020	\$97,077	13%

Forecast: \$97,077 is a 13% increase from 2019 revenue receipts

Rationale: Based on the assessed valuation provided by the County Assessor’s Office the mill levy was set at 1.565

FRANCHISE REVENUE

Distribution: 100% General Fund

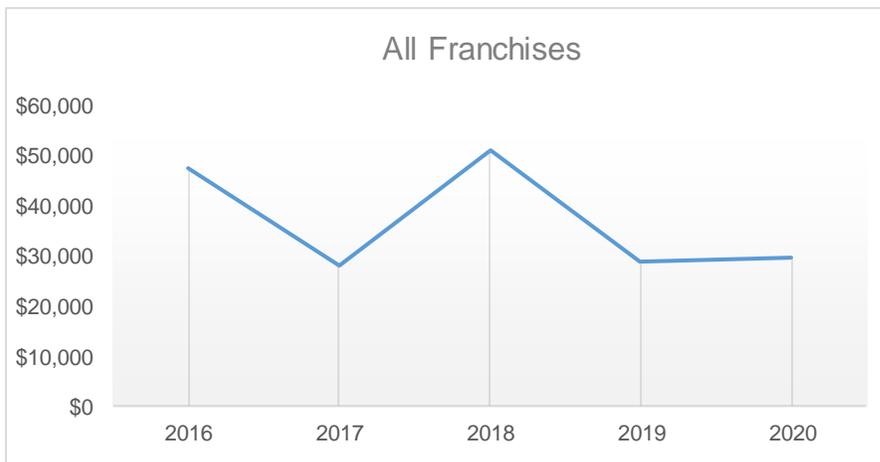
Source: Black Hills Energy, Centurytel, Zito West Holding LLC

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

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

Ordinance No. 298, no expiration is the Telephone Franchise (flat amount of \$2,200 per year)

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



Five Year Trend

<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2016	\$47,356	50%
2017	\$28,197	-40%
2018	\$51,225	82%
2019	\$28,200	-45%
2020	\$22,900	-19%

Forecast: \$22,900 represents a decrease of 19% from 2019 estimated collections for all franchise fees

Rationale: Anticipated revenues for the telephone franchise with CenturyLink are expected to decrease in 2020 based on the franchise agreement. Black Hills Energy completed a review of the premises and found customers within the boundaries of the town that were not properly billed for the franchise fee. A one-time lump sum was paid from the past three years, and increases in revenues for future years is budgeted.

DEPARTMENTAL SUMMARIES



Downtown Pagosa Springs at sunset

Administration

Andrea Phillips, Town Manager

April Hessman, Town Clerk/Finance Director

Overview:

The Pagosa Springs Administration Department includes the town manager’s office, clerk and finance office. The administration department is the hub of the organization, providing support to all departments, accounting, licensing, contract administration, grant administration, human resources, financial management, records management, policy implementation and general oversight for town functions.

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$726,988	\$783,685	\$823,605	\$881,067	\$896,876
	Capital Fund	\$178,877	\$101,789	\$135,316	\$50,383	\$4,100
	Trust Fund	\$42,909	\$10,843	\$75,800	\$75,800	\$18,200

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$419,117	\$408,642	\$456,136	\$407,040	\$381,632
	Commodities	\$84,943	\$93,779	\$94,280	\$100,635	\$127,150
	Contractual	\$359,296	\$363,566	\$377,555	\$407,684	\$388,094

* 2019 amended budget includes funding for fireworks and parade payroll

Personnel:

The following table displays total personnel in the Department. No new positions are anticipated in 2020. The Special Projects Manager position was not backfilled in 2019.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Town Manager	1	1	1	1	1
Town Clerk/Finance	1	1	1	1	1	
Human Resources/Records	1	1	1	1	1	
Deputy Clerk	1	1	1	1	1	
Special Projects Manager	1	1	1	0	0	
Total Personnel	5	5	5	4	4	

2019 Accomplishments:

- Implementation of business licensing for vacation rentals through Citizenseve, monitoring of vacation rentals with Bear Cloud/Host Compliance software, and assist the public in conforming with regulations in order to ensure compliance.
- Successful completion of clean audit of the 2018 financials and use of electronic invoices by audit personnel.
- Paperless processing of accounts payable was implemented using iCompass in 2017. Staff continues to digitize and upload records to the Record Management System.
- Implementation of online recruitment and employment application process provides better ways of engaging our community, Town Council goal 4B.
- Adoption of revised Employee Handbook and roll out of new administrative policies.
- Utilization of iCompass portal for public to access meetings and agendas online presence, Town Council goal 4B.
- Improvement of signage and maps for the Hilltop Cemetery and prioritizing cemetery improvements.
- Successful grant award from Colorado Parks and Wildlife through the Colorado State Recreational Trails Grant Program for the Hermosa Riverwalk trail design and construction.
- Completion of North 8th Street Sidewalk project (a partnership with CDOT for use of Safe Routes to School funds). – Into Public works
- Successful \$1 million grant award from Colorado Department of Local Affairs, completion of lease purchase financing and award for design and engineering of new Town Maintenance Facility.
- Staff addressed customer complaints and worked to address resident concerns as they arose.
- Completion of Town Council annual strategic planning retreat and adoption of Council Goals and Objectives for 2019 and 2020.
- Hired and onboarded staff in several key positions, including Public Works Director.
- Completed impact fee study with Economic and Planning Systems Inc. and brought policy options to Council.
- Worked with Archuleta County to bring joint Economic Development Incentives Policy to Council for adoption.
- Implemented quarterly employee “check-ins” for regular feedback on goals and objectives and professional development within departments.
- Led Core Values team to celebrate the organization’s Core Values through breakfasts and activities.
- Continued to represent the Town through boards and committees (Southwest Colorado Council of Governments, Archuleta County Combined Emergency Dispatch, etc.).
- Improved the culture of safety within the organization by establishing a cross-departmental safety team, conducting trainings on fire extinguishers and CPR, and developed emergency response plan for town facilities.
- Assisted external stakeholders in organizing and putting on July 4th parade and fireworks display.
- Earned Master Municipal Clerk designation (April Hessman) and Municipal Clerk designation (Kathy Harker) through International Institute of Municipal Clerks.
- Obtained a \$600,000 CDBG grant to pass on to the Pagosa Peak Open School and assisted in administration of the grant requirements.

- Assisted Town Council in evaluating policy issues such as vacation rentals, urban renewal authorities and tax increment financing, sidewalk repair and maintenance, investment policies, purchasing guidelines, sound measurement, and others.
- With the Planning Department and Pagosa Housing Partners, assisted in workforce housing initiatives such as development of housing incentives package, Opportunity Zone prospectus, support for LIHTC project, and Trujillo Road project.

2020 Goals and Objectives:

- Provide a successful municipal election in April 2020 with potential question regarding Council goal 5K: Explore how council members are appointed to fill vacancies.
- Hold additional department clean-up days to provide better records management throughout all departments.
- Develop a dedicated online recruitment page for boards and commissions, and schedule open house for public in order to enhance community outreach methods.
- Collect and upload burial data for Hilltop Cemetery into the Legacy Mark Cemetery Program and complete survey of cemetery plots and boundaries.
- Continue to evaluate and improve the Town's online presence
- If awarded GOCO planning grant, assist Parks and Recreation and stakeholders in master planning for Yamaguchi South.
- Ensure that 2019-2020 Council Goals and Objectives are addressed. The Town Manager is responsible for ensuring that progress is made on all objectives. Specifically, the Administration Department will manage many of these in cooperation with other departments, including but not limited to the following:
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance.
- Council Objective 1C: Increase Beautification of Downtown Core: Develop and implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 1I: Enhance East Side Gateway
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2B: Complete River Walk Project
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 2E: Increase Bicycle Mobility
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3C: Explore and Expand Downtown Parking Capacity
- Council Objective 3D: Consider Acquisitions of Key Property Locations
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Council Objective 3G: Emergency Preparedness Planning
- Council Objective 3H: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Fund

- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5A: Adopt Financial Policies for the Town for Procurement and Contracting, Savings, and Debt Strategies
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5C: Review Public Warning Signage
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas
- Council Objective 5E: Explore Bringing Attorney on Staff vs. Contracting
- Council Objective 5F: Explore Bringing Engineering on Staff vs. Contracting
- Council Objective 5G: Ensure Appropriate Employee Compensation Package
- Council Objective 5H: Reevaluate and Restructure Town Project Bidding Procedure
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding
- Council Objective 5K: Council Structure
- Council Objective 6A: Encourage Development of Affordable Housing
- Council Objective 6C: Engage in Economic Development Attraction Efforts
- Council Objective 6N: Partner with Rotary for 4th of July Parade
- Council Objective 6O: Partner with Pagosa Peak Open School for Building Purchase



Hot Air Balloon During Color Fest

Building and Fire Safety

Margaret Gallegos, Building and Fire Code Official

Overview:

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

Core Services:

The primary function of the Department is to ensure buildings are safely designed and constructed for use by visitors and citizens of Pagosa Springs, achieved through providing ongoing building safety education to citizens, designers, and contractors, through the plan review, permitting, and inspection processes for the construction and renovation of residential and commercial buildings. The Department also provides support to the Public Works Department with processing and issuing road cut permits. Cooperation and support is provided by the Building Department to: Pagosa Area Water and Sanitation District (PAWSD), Pagosa Fire Protection District, Archuleta County, all Town of Pagosa Springs departments, and other public and private entities. The Building Official fulfills the following functions: Department Director, Building Official and Fire Code Official. As Fire Code Official, the Building Official also responds to property hazards, such as fires, to assess health hazards, investigate and make a final determination about the structural integrity of the building or residence. Other Department code certifications and trainings include, but are not limited to, areas of building, residential, energy, existing buildings, fuel gas, fire, mechanical, property maintenance, swimming pool and spas.

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$211,136	\$188,501	\$249,112	\$230,821	\$252,373
	Capital Fund	\$1,105	\$1,971	\$0	\$0	\$0

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$185,278	\$168,236	\$225,712	\$211,021	\$229,793
	Commodities	\$10,266	\$9,148	\$10,500	\$9,900	\$9,680
	Contractual	\$15,632	\$11,117	\$12,900	\$9,900	\$12,900

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2020.

Personnel	Position Title	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
	Building and Fire Code Official	1	1	1	1	1
	Permit Tech/Plans Examiner	1	1	1	1	1
	Building and Fire Inspector	1	1	1	1	1
	Total Personnel	3	3	3	3	3

2019 Accomplishments:

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

2020 Goals and Objectives:

- Code Enforcement: Establish and administer procedures for processing and approval of notices and orders, right of entry, abatement and legal due process. Implement Code Enforcement tracking and reporting procedures utilizing the new CitizenServe software.
- Department Handouts: Update outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public.
- Outreach/Programs: Develop and implement a building and fire safety program, outreach tool for code enforcement, inspection outreach with contractors and educate contractors on new code changes. Build a win-win relationship with business owners through fire safety inspections to be able to obtain a common goal of protecting the public and property.
- Professional Development: Continue efforts to train Building Department staff and receive pertinent certifications.

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



Pedestrian Bridge at 6th Street

Municipal Court

Candace Dzielak, Court Administrator

Overview:

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

Core Services:

Municipal Court is conducted four days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencing, and accountability hearings. The Court Administrator/Probation Officer provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths’ homes. The Probation Officer performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court. The Court Administrator and Court Clerk, when required, do pre-sentence investigations by interviewing offenders, researching the National and Colorado Crime Information Centers (NCIC/CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 21-member, volunteer Community Youth Task Force (CYTF) has been staffing the youth of our community for more than 38 years. Youth who are found guilty or enter a plea of guilty, for their first criminal offense, are ordered to appear with their families for this pre-sentence staffing. The Court Clerk and Deputy Court Clerk serve as Victim/Witness Coordinators who issue subpoenas to parties in a case and prepare, send, and receive Victim Impact Statements. The Court Clerk performs as Collections Investigator to assign delinquent accounts to debt recovery. The Deputy Court Clerk performs the duties of Community Service Coordinator to assign adjudicated adults and juveniles to volunteer opportunities within the community.

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$322,845	\$316,899	\$351,066	\$342,872	\$366,489
	Capital Fund	\$1,770	\$3,827	\$0	\$0	\$0

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$244,814	\$245,833	\$268,926	\$265,342	\$287,629
	Commodities	\$11,656	\$9,840	\$13,650	\$13,550	\$11,950
	Contractual	\$66,375	\$61,226	\$68,490	\$63,980	\$66,910

Personnel:

The following table displays total personnel in division. No new positions are anticipated in 2020.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Municipal Court Judge	.5	.5	.5	.5	.5
	Court Administrator / Probation Officer	1	1	1	1	1
	Court Clerk	1	1	1	1	1
	Deputy Court Clerk	1	1	1	1	1
	Total Personnel	3.5	3.5	3.5	3.5	3.5

2019 Accomplishments:

- Hired and appointed presiding judge and two assistant judges in January 2019.
- Contracted and appointed Town Prosecutor in January 2019.
- Implemented a diversion program for youth opting to participate in the Community Youth Task Force.
- The contracting and hiring process for court-appointed defense counsel was perpetual.
- Contracted with the Office of Alternate Defense Counsel (OADC) to evaluate court-appointed defense counsel to ensure compliance with SB18-203.
- Provided extensive in-office, online, and off-site training for new staff. This training continues and is time-intensive as the court attempts to introduce and familiarize new employees with the accountability court model and problem solving/conflict resolution practices. Existing staff has accompanied new staff to off-site trainings.
- The Municipal Court calendar was expanded to five, or six, days per month, as needed, to accommodate client volume and ensure the fidelity of court services.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming to management control agreements and training staff on CJIS security requirements.
- The Court Clerk began the process of referring delinquent accounts to debt recovery. Implementing and administering a collection process, through a debt recovery service, is a significant procedural change for Pagosa Springs Municipal Court.
- The Court Administrator continues the process of reviewing legislative actions to determine the required changes to the Municipal Code. Modifying ordinances will be brought before Council.

2020 Goals and Objectives:

- The hiring process for Deputy Court Clerk began in September 2019, and the onboarding and training of the newly hired Deputy Court Clerk will be a priority in 2020.
- The Court Administrator and Chief of Police, in conjunction with the Town Attorney, will review the new edition of the Model Traffic Code, after final review by the Attorney General, to determine if adoption by the Town is reasonable.
- The hiring process for prosecutor pro-tem began in 2019, and Municipal Court intends to have a prosecutor pro-tem under contract and appointed in January 2020.

- Court staff will continue updating the Court's webpage to enhance the information provided. Updated information will include the names and positions of newly hired and appointed staff, an updated court calendar, and revised procedures, if any, implemented by the judge.
- Enhance the Court's community service program. Increase outreach to community agencies to expand useful public service opportunities for adults and youth adjudicated by Municipal Court.
- Court staff will continue compliance with SB18-203. Court-appointed defense counsel will be hired through a transparent process and will be hired upon merit-based criteria.
- Municipal Court will consider, permanently, expanding the court calendar to five (5) days per month.
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5E: Explore Bringing Attorney on Staff vs. Contracting



Cake for Employee Core Values Training

Parks & Recreation – Parks Maintenance Division

Darren Lewis, Parks & Recreation Director

Overview:

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

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Capital Fund	\$374,325	\$353,314	\$419,162	\$405,739	\$451,751
	Conservation Trust Fund	\$93,677	\$84,798	\$62,927	\$56,646	\$103,427
	Impact/Trust Fund	\$5,657	\$30,152	\$20,000	\$18,000	\$59,658

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$257,349	\$255,752	\$316,702	\$303,323	\$344,791
	Commodities	\$116,976	\$97,563	\$102,460	\$102,416	\$106,960
	Property Acquisition	\$0	\$409,869	\$0	\$0	\$0

Personnel:

The following table displays total personnel in the Division. One new position was added in 2019. Seasonal personnel for 2020 total seven positions. Seasonals assist the Parks Maintenance Division in the summer months with weeding, cleanup, mowing, flower bed maintenance and trash removal. These are not included in the personnel numbers below.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Parks Crew Leader	2	2	2	2	2
	Parks Maintenance II	1	1	1	1	1
	Parks Maintenance I	0	0	1	1	1
	Total Personnel	3	3	4	4	4

2019 Accomplishments:

- Reservoir Hill: One mile of trail was added through a partnership with DUST2. Fire mitigation continued to keep the several forested acres healthy.
- River Center Ponds: New picnic tables were added to the park. Bathroom was stripped and painted.
- Centennial Park: New picnic tables were added to the park.
- Town Park: New landscaping was installed around the parking lots. Three loads of dirt were brought in to fill holes at the athletic field.
- South Pagosa Park: 200 feet of sidewalk was added to compliment ADA access. New picnic tables were added to the park.
- Yamaguchi Park: Three new shade structures were installed. A new irrigation pump was installed. New clay was installed on the baseball field. Trees were added to the park.

2020 Goals and Objectives:

- Staff will continue to maintain and groom the town’s parks.
- Staff will perform maintenance along trails.
- Staff will assist with maintenance of planters and town-planted right of way areas.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continue to thin where needed.
- Centennial Park: Strengthen turf through increased maintenance.
- Town Park: Strengthen turf through increased maintenance. New options for irrigation at Dr. Mary Fisher Park and Town Park will be explored.
- South Pagosa Park: Continue to improve the landscaping.
- Yamaguchi Park: Strengthen turf and focus on maintenance.
- Cotton Hole: Complete the Hermosa River Walk trail connector.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1E: Increase Beautification of the Downtown Core
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 1G: Ensure Proper Fire Mitigation/Resource Management on Public Properties
- Council Objective 1H: Increase Parks, Trails, Trees and Turf Maintenance
- Council Objective 1I: Enhance East Side Gateway
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly

- Council Objective 2B: Complete River Walk Project
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective: 2F: Enhance Wayfinding throughout Town
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Council Objective 3I: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 5C: Review Public Warning Signage
- Council Objective 6L: Implement DUST2 Trail Network
- Council Objective 6N: Partner with Rotary for 4th of July Parade



Hot Springs Flowing Along Overlook in Downtown Pagosa Springs

Parks & Recreation – Recreation Division

Darren Lewis, Parks & Recreation Director

Overview:

This Recreation Division, which includes the Community Center, works to provide affordable services and spaces for all ages and diverse groups to gather for social, sports, civic, art and culture, educational, business and faith-based activities. This Division creates and coordinates activities for the benefit of the entire community. The Division also coordinates with other governmental agencies to identify opportunities to provide additional recreation planning and facilities, and reviews programs, policies, equipment, facilities, and events to ensure that the public’s recreation needs are being met. Staff also identifies and authors appropriate grants when feasible. The Division reports to the Parks and Recreation Director and recommends and implements changes when appropriate to improve services and facilities. The Division includes five full-time employees and 15-20 seasonal, part-time employees (referees, umpires, instructors, etc.).

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$440,575	\$479,150	\$528,652	\$517,442	\$532,285
	Capital Fund	\$5,273	\$5,487	\$0	\$0	\$0
	Impact/Trust Fund	\$0	\$25,000	\$0	\$7,050	\$7,804

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$326,826	\$364,916	\$393,602	\$390,609	\$401,830
	Commodities	\$107,553	\$106,703	\$127,550	\$120,962	\$125,655
	Contractual	\$6,196	\$7,531	\$7,500	\$5,871	\$4,800

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2020.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Parks & Recreation Director	1	1	1	1	1
	Event Coordinator	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Recreation Coordinator	2	2	2	2	2
	Total Personnel	5	5	5	5	5

2019 Accomplishments:

- Staff made improvements to and promoted the community center exercise room.
- Another successful K.I.D.S. camp was held. Numbers increased from 50 children a day to 75 children a day.
- Increased building usage with targeted agencies and organizations for trainings, conferences, meetings, and special functions such as weddings and holiday parties.
- Offered more times for free programs.
- Continued to strive to improve current events and brainstorm for new events to offer and reached out to club sports to offer space for their programs.
- Replaced screen in multi-purpose room.
- In 2019, the Division continued to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- Recreation programs continued to be popular and served hundreds of area youth and adults. Overall program participation this year remained the same over last year in the youth category and adult category. Staff anticipates this level to remain the same each year, as most programs are approaching maximum capacity due to restraints imposed by a lack of expanding infrastructure/facilities.
- Positive feedback was heard from the community for many programs.
- New chairs were installed at the senior center as well as a new refrigerator and freezer.
- Staff coordinated the organization’s employee wellness program “Moving and Grooving throughout the Year.”

2020 Goals and Objectives:

- Install new roof extension/overhang on the north side of the building to address snowmelt.
- Replace old tables in conference rooms.
- In 2020, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- Offer the KIDS camp again in 2020.
- The Division will continue to engage the school district and Archuleta County regarding opportunities to offset the town’s cost of providing most of the community’s organized recreation programs.
- Continue to improve special events approval and review process by involving partner agencies and emergency responders.

- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 2D: Ensure Appropriate ADA Compliance to Be Accessible for All
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 6N: Partner with Rotary for 4th of July Parade
- Council Objective 6Q: Senior Center Plans to Expand-More Meal Preparation and Organizational Support



Yamaguchi Park Playground

Planning

James Dickhoff, Planning Director

Overview:

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

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

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$165,707	\$234,705	\$261,576	\$221,525	\$293,832

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$126,641	\$155,840	\$178,996	\$175,195	\$237,452
	Commodities	\$11,520	\$12,227	\$14,480	\$15,730	\$15,780
	Contractual	\$27,546	\$66,639	\$68,100	\$30,600	\$40,600

* 2019 amended budget includes personnel position of associated planner during 4th quarter

Personnel:

The following table displays total personnel in the Department. One new position was added in late 2019, an Associate Planner.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Planning Director	1	1	1	1	1
	Senior Planner	0	0	1	1	1
	Associate Planner	1	1	0	.25	1
	Total Personnel	2	2	2	2.25	3

2019 Accomplishments:

- Competition of phase one of the restoration of the Historic Water Works Facility. Administered the State Historic Fund (SHF) grant reporting and closeout requirements. Worked with SHF staff for approvals, prepared RFP for construction services, conducted bidding and selection process, monitored construction activities and closed out phase one SHF documentation.
- Completed a Historic Survey Plan utilizing a no cash match Certified Local Government grant totaling \$15,000. Completed in August 2019, the plan sets the stage for initiating future neighborhood historic surveys.
- Initiated phase two of the Historic Rumbaugh Creek Bridge restoration project. Conducted geotechnical analysis and initiated engineering services for structural retaining wall design work. Staff had previously secured a \$200,000 SHF grant for the proposed \$300,000 phase two project.
- Assisted the Special Projects Manager, Public Works Director and Parks and Recreation Director in the coordination of the following projects: Harman Hill Phase of the Town to Lakes Trail design, Safe Routes to School (SRTS) sidewalk project, Hermosa Street River Walk connector, Crestview Drive CMAQ project, alley paving, and easements for drainage projects.
- Assisted in initial conversation regarding the formation of an Urban Renewal Authority.
- Continued to work with CDOT and the WOOD Group consultants to complete the Hwy 160 Corridor Vision Plan. Assisted in the identified additional community wide transportation projects for CDOT's consideration.
- Conducted Hermosa Street neighborhood meeting regarding upcoming changes to the neighborhood.
- River Center neighborhood meeting conducted to share future improvements and discuss the functionality of the neighborhood and desired improvements.
- Coordinated efforts for town purchase of Trujillo Road San Juan River public take out.
- Continued to identify incorrect property addressing and initiated a correction process with property owners to ensure emergency response efficiency, shipping deliveries, etc. Will facilitate a discussion with EMS and other addressing stakeholders to develop a town policy for addressing. This includes correcting identified errors on Google Maps/Google Earth.
- Assisted Archuleta County with the facilitation of discussions for N. Pagosa Boulevard multi-modal improvement design options through stakeholder identification and engagement, in preparation for transportation improvements.
- Prepared final report for the awarded Smart Growth America technical assistance grant for the resulting Smart Growth America recommendations report.
- Continued to work on housing related matters. Introduced the Regional Housing Collaborative as a means to help address local housing challenges with regional housing organizations. Worked closely with developers interested in providing work force housing. Attended a number of training sessions on affordable housing.

- Developed an RFP for design and construction services for a workforce housing development on town owned property located at 873 Trujillo Road.
- Successfully coordinated the first phase efforts of the Growing Water Smart work group, resulting in five local entities adopting a locally generated population growth projection to help guide future planning efforts for area governmental and quasi-governmental organizations, including the Town, San Juan Water Conservancy District, Archuleta County, Pagosa Lakes Property Owners Association, Pagosa Fire Protection District and the Pagosa Area Water and Sanitation District.
- The Planning Director is participating in the Upper San Juan River Watershed Enhancement Partnership workgroup for phase one of a stream management plan consistent with the direction from the state’s water plan.
- The Planning Director is participating in the initial stages of an effort to coordinate a community resiliency planning effort, titled “Resilient Archuleta.”
- Continued to perfect the CitizenServe permitting program for the planning department application processes, ensuring all applications are entered into the system and ensuring user friendly functionality.
- Coordinated a number of public engagement and educational opportunities regarding the repurposing of the historic water works site.
- Researched and participated in URA discussions and provided conditions survey and information.
- Serves as the town’s liaison with the Pagosa Springs Arts Council.
- Served on the Opportunity Zone work group and participated in drafting of the community wide OZ Prospectus to help encourage economic development.
- Coordinate monthly meetings and participated on the Joint Utility Committee, a committee that contains representation from all area public utility providers and governmental agencies, meeting monthly to share information, coordinate efforts and educate the community on safe digging practices.
- Attended trainings on the Colorado Main Street Program and Downtown Colorado, Inc. in an effort to seek Main Street designation and to utilize resources to assist with downtown beautification, historic preservation and economic development efforts.

2020 Goals and Objectives:

- Update the Land Use Development Code to ensure that standards support the goals as set forth in the 2018 updated Comprehensive Plan. Assistance of consultant services are anticipated to assist with this process moving forward.
- Work with the local Safe Routes to School coalition and other local entities to complete a bike and walking routes map.
- Research, propose and implement beneficial community engagement processes as a means to ensure inclusion of all demographics and cultures. This may include topic specific public input sessions, neighborhood specific meetings, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Continue to improve the CitizenServe permitting program for the planning department application processes, ensuring a user-friendly system is maintained and collected data is useful.
- Assist the Public Works Department and the Parks and Recreation Department in the coordination of the following projects: TTPL Trail Harman Hill Phase, Hermosa Street River Walk connector, Crestview Drive CMAQ project, alley paving CMAQ projects, Town Shop,

San Juan River access, etc. Staff will also assist with coordinating Federal Uniform Act requirements for the acquisition of property, if needed, for easements.

- Develop recommendations for updates and inclusions into the 10-year capital improvement plan and present recommendations to the Town Manager.
- Continue to work with CDOT for project coordination, identifying future improvements, and quarterly staff meetings.
- Coordinate additional public engagement and educational events regarding the repurposing of the historic water works site.
- Work with river user groups to finalize the River Corridor master plan.
- Continue to work with the Arts Council by identifying potential community art projects and researching the potential to create a Public Arts program and Arts advisory board.
- Pursue Certified Local Government grant funding to develop a neighborhood Historic Survey for Hermosa Street.
- Assist in the coordination of pedestrian crosswalk safety improvements throughout downtown.
- Oversee phase two of the Rumbaugh Creek Bridge restoration project and administer the awarded SHF \$200,000 grant.
- Assist and participate in the master planning public process for Yamaguchi South.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1I: Develop Better Planter Area Between First Street Bridge and Conoco
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2B: Complete River Walk Project
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 2E: Increase Bicycle Mobility
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 2G: Complete Town to Lakes Trail
- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3C: Explore and Expand Downtown Parking Capacity
- Council Objective 3D: Consider Acquisitions of Key Property Locations
- Council Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan
- Council Objective 3G: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Fund
- Council Objective 3H: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals
- Council Objective 5J: Nuisance Code Enforcement
- Council Objective 6A: Encourage Development of Affordable Housing
- Council Objective 6C: Engage in Economic Development Attraction Efforts
- Council Objective 6L: Continue to Preserve our Historic Resources
- Council Objective 6M: Develop Greater Understanding of Our Historic Resources through Public Education

Police

William Rockensock, Police Chief

Overview:

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

Core Services:

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

As of November 15, 2019, the Police Department has one vacant police officer positions. Being fully staffed will make it easier to manage overtime and leave, and will allow for more consistent community interaction at special events.

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	General Fund	\$847,126	\$921,006	\$1,113,112	\$992,840	\$1,156,565
	Capital Fund	\$51,812	\$95,315	\$35,000	\$29,127	\$71,200

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$587,981	\$632,767	\$795,835	\$679,182	\$799,277
	Commodities	\$39,085	\$41,964	\$47,500	\$46,970	\$47,000
	Contractual	\$220,060	\$246,276	\$269,777	\$266,688	\$310,288

Personnel:

The following table displays total personnel in the Department.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Chief of Police	1	1	1	1	1
	Lieutenant	1	1	1	1	1
	Detective	1	1	1	1	1
	Corporal	1	1	1	1	1

Police Officer	4	4	4	4	4
Community/School Resource Officer	0	0	1	1	1
Office/Records Specialist	1	1	1	1	1
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	0	0	.5	.5	.5
Total Personnel	9.5	9.5	11	11	11

2019 Accomplishments:

- As of September 6, 2019, 500 incident reports have been generated
- The department has investigated and completed 114 accident reports.
- Calls for service through September 6, 2019, were over 3500, an increase over 2018
- Officers, to date, have completed training in compliance with the Peace Officers Standards Training Board, including Arrest Control, Emergency Vehicle Operations, Firearms, verbal de-escalation, ethical decision making, Interview and Interrogation, CPR and first aid.
- Officers have received over \$18,000 in scholarship funding for advanced training. This included Active Threat Instructor Training, Field Training Officer Certification, Sexual Assault Investigations, Evidence Collection and Processing, and Domestic Violence Predominate Aggressor training.
- The current police department operations policy is compliant with all state and federal law and best practices nationally within the law enforcement community. Officers are required to test daily on current policy provided by electronic Daily Training Bulletins (DTBs) which are tracked and managed to reduce the Town's liability.
- The department received a Colorado POST grant for in-service training in the amount of \$8,200 for the 2019/2020 state fiscal year.
- The department received a Colorado Department of Transportation grant for DUI enforcement for the 2019/2020 state fiscal year.
- The department has continued the responsibility of managing Sex Offenders Registrations for sex offenders living within the Town limits.
- The department continues the police mountain bike patrol program.
- Completed active threat instructor training for the region.
- Hired and trained a new evidence technician, new position for 2019.
- Hired the community resource/ school resource officer position to work in the local schools, a new position for 2019.
- Hired and trained a new animal control officer.
- Hired a new police officer recruit and established an agreement to hire them as they proceed through the police training academy.
- Hired a new detective.

2020 Goals and Objectives:

- Fill the remaining open police officer position and maintain current staffing levels.
- Provide continuing education and advanced training for officers.
- Obtain POST in-service grant funding for 2020/2021.
- Increase traffic safety and reduce impaired driving offenses.
- Continue and increase bicycle patrol program.

- Increase public education and outreach programs, utilizing the community resource officer.
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment
- Council Objective 2C: Ensure Appropriate Traffic Signage throughout Town
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 5J: Nuisance Code Enforcement
- Council Objective 6N: Partner with Rotary for 4th of July Parade



**Police Chief Rockensock, his Daughter Emily and Corporal Gholson
Attend the Mental Health Walk in Town Park**

Public Works – Streets Division

Martin Schmidt, Public Works Director
 Branden Lattin, Streets Supervisor

Overview:

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

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Capital Fund	\$563,229	\$566,157	\$684,898	\$651,934	\$701,305
	Impact Fund	\$0	\$0	\$0	\$0	\$147,547

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$311,236	\$322,525	\$423,913	\$395,552	\$445,715
	Commodities	\$155,129	\$190,180	\$206,985	\$208,436	\$205,590
	Contractual	\$96,864	\$53,453	\$54,000	\$47,946	\$50,000
	Equipment	\$2,802	\$10,923	\$100,270	\$378,000	\$68,500

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2020.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Public Works Director	1	1	1	1	1
	Streets Supervisor	0	1	1	1	1
	Equipment Operator III	1	0	0	0	0
	Equipment Operator II	1	1	2	2	2
	Equipment Operator I	2	2	2	2	2
	Total Personnel	5	5	6	6	6

2019 Accomplishments:

- Seal-coated roads throughout downtown
- Began maintenance projects per the Pavement Assessment for all town roads
- Continued maintenance of department vehicles
- Application of gravel to most town alleys
- Finished work on Aspen Village lights
- Changed and improved striping on town streets
- Improved the parking situation in town with striping and off-street parking
- Put up seasonal banners
- Crack sealed an annual record number of roads
- Worked on drainage issues throughout town
- Replaced broken sidewalks in town

2020 Goals and Objectives:

- Enhance regular, ongoing road maintenance and improvements.
- Implement plan for ongoing upkeep of sidewalks, curbs and gutters.
- Ensure appropriate traffic signage throughout town.
- Work with CDOT on Hwy 160 projects.
- Continue providing enhanced maintenance at the Hill Top Cemetery.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1B: Enhance Regular, Ongoing Road Maintenance and Improvements
- Council Objective 1C: Develop and Implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 1I: Enhance East Side Gateway
- Council Objective 2A: Make Pagosa More Foot-Traffic Friendly
- Council Objective 2C: Ensure Appropriate Traffic Signage Throughout Town
- Council Objective 2D: Ensure Appropriate ADA Compliance to Be Accessible for All
- Council Objective 2F: Enhance Wayfinding throughout Town

- Council Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT
- Council Objective 3C: Explore and Expand Downtown Parking Capacity
- Council Objective 3I: Review Reservoir Hill Future Possibilities
- Council Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate
- Council Objective 5C: Review Public Warning Signage
- Council Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas
- Council Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding
- Council Objective 6N: Partner with Rotary for 4th of July Parade



**Streets Employees Frank Mestas and Blair Crook Paint
New Parking Stall Lines**

Public Works – Facilities Division

Martin Schmidt, Public Works Director
Dennis Ford, Facilities Supervisor

Overview:

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

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Capital Fund	\$270,002	\$234,637	\$238,030	\$238,208	\$236,288
	Impact Fund	\$25,000	\$0	\$0	\$0	\$8,817

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$179,263	\$186,218	\$201,550	\$197,728	\$204,308
	Commodities	\$21,941	\$17,007	\$27,480	\$31,480	\$22,980
	Contractual	\$68,798	\$31,412	\$9,000	\$9,000	\$9,000
	Building Lease/Purchase	\$18,147	\$18,147	\$18,147	\$18,147	\$18,147

Personnel:

The following table displays total personnel in the division. No new positions are anticipated in 2020.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	2	2	2	2
	Total Personnel	3	3	3	3	3

2019 Accomplishments:

- The Division continued its cooperation with other departments to provide a high level of service throughout the town.
- Staff continued to work on road and sidewalk maintenance projects as needed to provide safe streets and walkways.
- Staff worked closely with the Utilities Division on projects as needed.
- As with every holiday, the Facilities Department will also work with other departments on holiday lighting.
- Staff coordinated capital projects such as the installation of a new air conditioning unit at Town Hall and a new walk-in freezer at the Community Center.
- Staff painted the Visitor Center.
- Staff repointed the brick pavers at the entrance to Town Hall and repainted the parking lot railings.

2020 Goals and Objectives:

- Staff will continue to maintain town facilities in good condition.
- Work with engineers to survey the condition of existing geothermal distribution lines and replace sections of aging lines as funds allow.
- Staff will work with engineers and contractors to mitigate flooding issues at the community center through the installation of a roof extension/overhang on the north side of the building.
- Staff will document work flows and maintenance procedures with the goal of transitioning this information into the iWorQ system.
- Council Objective 1A: Build a New Maintenance Facility for Public Works Department (Streets, Utilities and Facilities Maintenance Divisions) and the Parks and Recreation Department (Parks Maintenance Division).
- Council Objective 1F: Create Long-Term Maintenance Plans for Town Facilities
- Council Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment

Public Works – Utilities Division

Martin Schmidt, Public Works Director
Eugene Tautges, Utility Supervisor

Overview:

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

Core Services:

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

All Funds Expense Summary

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Sanitation Fund	\$1,532,665	\$974,668	\$1,199,213	\$1,044,545	\$1,225,636
	Geothermal Fund	\$30,660	\$43,341	\$69,590	\$43,092	\$87,490

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$75,703	\$79,388	\$151,873	\$126,368	\$148,013
	Commodities	\$169,389	\$177,688	\$198,562	\$204,562	\$383,254
	Contractual	\$318,252	\$355,750	\$321,010	\$347,847	\$284,500
	Capital Improvements	\$712,324	\$117,527	\$241,740	\$53,242	\$141,740
	Debt Service	\$287,657	\$287,657	\$355,618	\$355,618	\$355,618

* 2019 amended budget includes engineering for sewer line assessment

Personnel:

The following table displays total personnel in the division.

Personnel	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
	Utility Supervisor	1	1	1	1	1
	Utility Operator	0	0	1	1	1
	Total Personnel	1	1	2	2	2

2019 Accomplishments:

- Continued to work on odor control options through pilot project at pump stations 1 and 2.
- Second full time employee has made a positive impact on repairs and response by the GID and the tasks accomplished in the Geothermal system.
- All collection lines, manholes, and lift stations have been imported into iWorQ in order to track location, repairs, damage and associated costs.
- New GID Rules and Regulations and rates were adopted by the GID board.
- A major property inclusion was assessed and accepted by the GID board into the service area boundaries.
- Awarded a contract for design and engineering for the 1st street lift station.
- Received and began using the new vacuum truck to better maintain the collections system
- Awarded a contract for a phased replacement plan for the existing infrastructure in the GID.

2020 Goals and Objectives:

- Create training redundancy with the Supervisor and Operator positions in order to be prepared for any situation.
- Implement an odor control program that meets the needs and expectations of the GID and the public.
- Utilize the digitization of district data and iWorQ to manage and track GID workflow.
- Continue work on the capital improvement plan, specifically the 2020 scheduled projects that may include the 1st Street bridge lift station and collection line replacement projects through a phased approach.
- Continue to improve processes with other town departments for review of sanitation usage and capacity within the development review process.
- Council Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, Utilities and Parks Maintenance
- Council Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment
- Council Objective 3B: Develop Plan for Decommissioned Sewer Lagoon Property with Community
- Council Objective 3E: Develop a Geothermal Heating Plan/Assessment
- Council Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public
- Council Objective 6F: Explore the Town’s Role in Providing Sanitation Collection Services

Tourism

Jennifer Green, Tourism Director

Overview:

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

Core Services:

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

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

All Funds Expense Summary:

All Funds	Fund	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Tourism Fund	\$800,244	\$751,647	\$892,929	\$897,381	\$989,288

All Funds	Use of Funds	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	2020 Budget
	Personnel	\$186,080	\$234,986	\$267,929	\$263,589	\$292,288
	Commodities	\$396,882	\$375,430	\$455,000	\$455,000	\$519,000
	Contractual	\$10,000	\$0	\$10,000	\$10,000	\$10,000
	Visitor Information	\$80,587	\$51,706	\$60,000	\$68,792	\$68,000
	Capital Project	\$126,695	\$89,525	\$100,000	\$100,000	\$100,000

Personnel:

The following table displays total personnel in the department. No new positions are anticipated in 2020.

	Position Title	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personnel	Tourism Director	1	1	1	1	1
	Visitor Center Specialist	1	1	1	1	1
	Content Marketing Manager	0	1	1	1	1
	Visitor Center Staff	.5	.5	.5	.5	.5
	Volunteer Coordinator	.5	.5	.5	.5	.5
	Visitor Center Coordinator	.5	0	0	0	0
	Total Personnel	3.5	4	4	4	4

2019 Accomplishments:

- Led effort to create a cohesive, well-branded signage plan for the community.
- Continued to build video content leveraging extensive high definition video library
- Purchase of drone to add new aerial footage as needed
- Continued to partner with four other destinations (Ouray, Glenwood Springs, Chaffee County and Steamboat Springs) to develop and promote the Historic Hot Springs Loop- a product that has now been adopted by the Colorado Tourism Office
- Created collaboration with SW Region to promote nine destinations using itineraries featuring various activities, seasons, etc., supported by the Colorado Tourism Office
- Continued efforts to reach international travel markets
- Continued beautification efforts throughout town, including bike planters adopted by 30 businesses, development of a bike planter scavenger hunt and the addition of flower baskets on downtown bridges and at the visitor center
- Completed Destination Master Plan
- Enhanced social media strategy
- Made enhancements to website, including integration with Customer Relationship Management (CRM) system.
- Continued to see growth in lodgers tax and overall leads through marketing efforts
- Began tracking data on advertising effectiveness for in-market visitation

2019 Measurements:

- Through July 2019, lodgers tax is up approximately 5.13% over 2018
- Growth in visitor center traffic continued in 2018, exceeding 80,000 by the end of the calendar year
- Pagosa Area Tourism Board continues to be engaged in various membership organizations, such as DMAI, DMA West, CADMO, CAST, TIAC, as well as working closely with the Colorado Tourism Office

2020 Goals and Objectives:

- Continue to see growth in lodgers tax and overall leads through continued marketing efforts
- Continue to focus on shoulder and winter season growth
- Help grow and expand area events by providing marketing support to reach an external audience, as well as attract outside event organizers to host new events in Pagosa Springs.
- Further develop partnerships with the Colorado Tourism Office and regional destinations

- Continue to monitor and track all marketing efforts and overall performance metrics to maximize effectiveness
- Council Objective 1E: Increase Beautification of Downtown Core
- Council Objective 2F: Enhance Wayfinding throughout Town
- Council Objective 3G: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism Funds

2020 Measurements:

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



View of the San Juan River in Summer

FUNDS DETAILS



Tubing the San Juan River downtown

GENERAL FUND REVENUES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
TAXES & CONTRACTS							
10-31-100	PROPERTY TAX	83,757	86,107	86,097	86,097	86,097	97,077
10-31-200	SPECIFIC OWNERSHIP/MVL	16,724	17,339	17,000	17,000	17,000	17,000
10-31-310	SALES TAX	2,476,756	2,551,903	2,667,042	2,667,042	2,827,065	2,904,809
10-31-420	CIGARETTE TAX	18,113	16,108	17,000	17,000	16,000	16,000
10-31-600	GAS FRANCHISE	15,220	39,308	20,000	20,000	22,000	17,000
10-31-610	TELEPHONE FRANCHISE	9,251	6,591	9,000	9,000	2,200	2,200
10-31-750	CABLE TV FRANCHISE	3,726	5,326	4,500	4,500	4,000	3,700
10-31-770	GROUND LEASE	79,790	82,325	84,000	84,000	84,000	85,000
10-31-810	SEVERANCE TAX	4,623	2,765	2,600	2,600	11,172	7,000
	SUBTOTAL	2,707,959	2,807,772	2,907,239	2,907,239	3,069,533	3,149,786
LICENSES & PERMITS							
10-32-110	LIQUOR LICENSE	10,584	15,697	12,000	12,000	16,000	12,000
10-32-120	MARIJUANA LICENSING	22,830	16,500	16,000	16,000	13,000	12,000
10-32-190	PEDDLERS/BUSINESS LICENSE	6,818	13,465	13,000	13,000	30,000	30,000
10-32-180	VACATION RENTAL LICENSE FEE	0	5,600	7,500	7,500	11,600	8,000
10-32-210	BUILDING PERMITS/FEES	91,009	71,882	62,500	62,500	70,000	81,000
10-32-211	PLANNING FEES	8,239	14,033	12,000	12,000	18,000	16,000
10-32-220	CONTRACTORS LICENSE	8,400	8,785	8,500	8,500	12,000	8,600
	SUBTOTAL	147,880	145,962	131,500	131,500	170,600	167,600
INTERGOVERNMENTAL REVENUE							
10-33-410	MINERAL LEASING	4,477	1,172	1,100	1,100	1,203	1,200
10-33-480	SANITATION INSURANCE	17,500	17,500	17,500	17,500	17,500	17,500
10-33-490	SANITATION BOOKKEEPING	25,000	25,000	25,000	25,000	25,000	25,000
10-33-500	GEOTHERMAL BOOKKEEP/ INSURANCE	6,000	6,000	6,000	6,000	6,000	6,000
	SUBTOTAL	52,977	49,672	49,600	49,600	49,703	49,700
CHARGES FOR SERVICES							
10-34-630	DHS BUILDING RENTAL/LEASE	31,000	31,000	31,000	31,000	31,000	31,000
10-34-650	RECREATION USER FEES	48,458	46,474	48,000	48,000	40,000	48,000
10-34-680	DEVELOPER REIMBURSEMENT FEES	23,200	16,595	18,000	18,000	2,000	2,000
	SUBTOTAL	102,658	94,068	97,000	97,000	73,000	81,000
FINES & FORFEITURES							
10-35-110	COURT FINES	47,703	49,391	45,000	45,000	45,000	46,000
10-35-115	TRAFFIC SURCHARGES	5,435	6,522	5,500	5,500	5,500	6,000
10-35-125	POLICE FEES & MISC	5,359	5,470	4,500	4,500	4,500	5,000
10-35-740	POLICE GRANT/TRAINING	19,154	20,656	18,000	18,000	19,000	25,000
10-35-750	POLICE CONTRACTED SERVICES	3,540	2,025	45,500	45,500	14,666	33,000
	SUBTOTAL	81,190	84,064	118,500	118,500	88,666	115,000
MISCELLANEOUS							
10-36-110	MISCELLANEOUS	18,267	37,619	51,600	51,600	53,000	20,000
10-39-990	UNBUDGETED INTEREST	55,520	32,806	36,000	36,000	25,000	25,000
10-36-115	ADMINISTRATION IMPACT FEES	1,000	500	0	0	0	1,397
	SUBTOTAL	74,787	70,925	87,600	87,600	78,000	46,397
COMMUNITY CENTER							
10-37-110	CENTER RENTALS	19,757	24,445	22,000	22,000	22,000	22,000
10-37-115	EVENT/PROGRAMMING	63,317	12,854	4,000	4,000	4,000	5,000
10-37-130	KIDS SUMMER YOUTH PROGRAM	0	62,095	52,000	52,000	52,832	50,000
10-37-120	CENTER LEASES	55,933	49,708	55,500	55,500	55,500	55,500
10-37-125	CENTER MISCELLANEOUS	8,234	9,690	8,000	8,000	8,000	8,000
	SUBTOTAL	147,240	158,792	141,500	141,500	142,332	140,500
	GENERAL FUND REVENUE	3,314,691	3,411,255	3,532,939	3,532,939	3,671,834	3,749,983
	PRIOR YEAR END CASH RESERVES	1,814,176	2,005,495	1,544,777	1,544,777	1,591,031	1,854,207
	TOTAL GENERAL FUND REVENUE	5,128,867	5,416,750	5,077,716	5,077,716	5,262,865	5,604,190

a Reflects a 2.75% increase from 2019 estimated end of year (6% over budget)

b School Resource Officer contract

GENERAL FUND EXPENDITURES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
GENERAL GOVERNMENT							
10-44-42	ADMINISTRATION DEPARTMENT	726,988	783,685	816,105	823,605	881,067	896,876
10-45	BUILDING DEPARTMENT	211,136	188,501	249,112	249,112	230,821	252,373
10-46	PLANNING DEPARTMENT	165,707	234,705	247,476	261,576	221,525	293,832
10-48	MUNICIPAL COURT DEPARTMENT	322,845	316,899	351,066	351,066	342,872	366,489
	SUBTOTAL	1,426,676	1,523,790	1,663,759	1,685,359	1,676,285	1,809,570
PUBLIC SAFETY							
10-51	POLICE DEPARTMENT	847,126	921,006	1,113,112	1,113,112	992,840	1,156,565
	SUBTOTAL	847,126	921,006	1,113,112	1,113,112	992,840	1,156,565
RECREATION/COMMUNITY CENTER							
10-56-53	RECREATION/COMMUNITY CENTER DEPT	440,575	479,150	528,652	528,652	517,442	532,285
	SUBTOTAL	440,575	479,150	528,652	528,652	517,442	532,285
COMMUNITY SUPPORT SERVICES							
10-75	SERVICE ORGANIZATIONS	66,871	62,900	87,217	87,217	84,000	87,144
10-77	ECONOMIC DEV/COUNCIL INCENTIVES	100,494	245,475	152,500	152,500	138,091	125,000
	SUBTOTAL	167,365	308,375	239,717	239,717	222,091	212,144
OTHER EXPENDITURE							
10-76-100	OTHER EXPENDITURES	235,455	615,909	0	0	0	4,000 ^a
	GENERAL FUND EXPENDITURES	3,117,197	3,848,231	3,545,240	3,566,840	3,408,658	3,714,565
	TOTAL GENERAL FUND EXPENDITURES	3,117,197	3,848,231	3,545,240	3,566,840	3,408,658	3,714,565
	ANNUAL REVENUES	3,314,691	3,411,255	3,532,939	3,532,939	3,671,834	3,749,983
	ANNUAL EXPENDITURES	3,117,197	3,848,231	3,545,240	3,566,840	3,408,658	3,714,565
	DIFFERENCE	197,494	-436,976	-12,301	-33,901	263,176	35,418
	PRIOR YEAR END CASH RESERVES	1,814,176	2,005,495	1,544,777	1,544,777	1,591,031	1,854,207
	ENDING FUND BALANCE	2,011,670	1,568,519	1,532,476	1,510,876	1,854,207	1,889,625
	RESTRICTED 3% TABOR RESERVE	93,516	115,447	106,357	107,005	102,260	111,437
	UNRESTRICTED RESERVES	1,918,154	1,453,072	1,426,119	1,403,871	1,751,947	1,778,189

a Transfer to geothermal fund for study

ADMINISTRATION DEPARTMENT							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 BUDGET AMENDED	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-44-110	SALARIES	108,807	92,673	0	0	0	0
10-42-110	SALARIES	140,808	151,553	262,561	262,561	262,561	270,561 *
10-44-131	FICA	8,046	7,048	0	0	0	0
10-42-131	FICA	10,225	10,304	20,086	20,086	18,917	20,698 *
10-44-132	INSURANCE	14,240	10,026	0	0	0	0
10-42-132	INSURANCE	35,575	42,597	72,125	72,125	71,977	68,075 *
10-42-134	PENSION	7,040	7,394	13,128	13,128	13,128	13,528 *
10-44-134	PENSION	12,647	4,625	0	0	0	0
10-44-133	TRAVEL/DUES/EXPENSES	4,727	3,213	0	0	0	0
10-42-216	TRAVEL/MEETINGS/DUES	5,802	5,188	10,550	10,550	12,000	8,770 *
	SUBTOTAL	347,915	334,620	378,450	378,450	378,583	381,632
COMMODITIES							
10-44-202	OFFICE SUPPLIES	199	112	0	0	0	0
10-42-203	OFFICE SUPPLIES	6,984	7,269	7,150	7,150	7,150	8,500
10-42-205	EMPLOYEE TRAINING SUPPLIES	812	1,424	6,000	6,000	11,000	16,300 a
10-42-211	COPIER EXPENSE	4,296	3,084	4,200	4,200	4,200	4,200
10-42-217	RECYCLING/SHREDDING SERVICE	333	547	1,000	1,000	500	1,000
10-42-218	UTILITIES-GAS/ELEC/WATER/SEWER	26,630	28,272	30,000	30,000	30,000	30,000
10-44-402	TELEPHONE	514	607	0	0	0	0
10-42-222	TELEPHONE	13,971	13,022	12,100	12,100	13,800	13,800
10-42-230	PRINTING/PUBLICATIONS	573	1,234	1,000	1,000	2,000	1,500
10-42-231	MARIJUANA LICENSING	172	300	250	250	250	350
10-42-242	POSTAGE	1,760	1,385	2,000	2,000	2,000	2,500
10-42-248	ELECTION	0	3,249	0	0	0	3,500
10-42-300	TOWN COUNCIL	20,988	27,791	24,400	24,400	24,400	26,000 b
10-42-172	EMPLOYEE EDUCATION PROGRAM	0	0	4,500	4,500	4,500	4,500
10-44-172	EMPLOYEE EDUCATION PROGRAM	1,372	1,500	0	0	0	0
10-44-	EMPLOYEE MERIT BONUS	0	0	0	0	0	15,000 c
10-44-420	CONTINGENCY	2,392	2,584	0	0	0	0
	SUBTOTAL	80,996	92,381	92,600	92,600	99,800	127,150
CONTRACTUAL							
10-42-226	ATTORNEY	0	0	100,000	100,000	145,000	115,000 d
10-44-226	ATTORNEY/LEGAL	110,681	144,155	0	0	0	0
10-44-281	COMPUTER/SOFTWARE	0	397	0	0	0	0
10-42-228	COMPUTER SUPPORT	3,659	25,995	50,350	50,350	48,500	47,250 e
10-44-250	FIREWORKS	10,000	10,000	0	7,500	11,498	10,000 **
10-42-	PARADE	0	0	0	0	0	10,000 f
10-42-221	TREASURER ABATEMENT FEE	281	329	250	250	275	250
10-42-223	TREASURER COLLECTION FEE	1,672	1,706	1,700	1,700	1,700	1,700
10-42-224	DRUG TESTING CDL/RANDOM	992	312	1,000	1,000	700	1,000
10-42-229	RECRUITING AND PRE-EMPLOYMENT	4,603	4,798	2,500	2,500	2,000	5,000
10-42-233	COMPENSATION SURVEY 2018	0	5,479	0	0	0	0
10-42-227	AUDITOR	12,280	11,250	11,500	11,500	11,000	11,500
10-42-232	BONDS/INSURANCE	107,875	96,411	108,000	108,000	112,500	116,600 g
10-42-245	STR BUSINES LICENSE COMPLIANCE	0	7,500	7,500	7,500	7,500	7,500
10-42-246	CASELLE SUPPORT	20,263	21,101	27,550	27,550	25,783	23,175
10-42-247	RECORDS AND AGENDA MGMT	7,400	7,770	7,770	7,770	7,625	10,200
10-42-249	HR MANAGEMENT SOFTWARE	0	0	8,900	8,900	9,685	10,168
10-42-264	CODIFY CODE	1,297	3,560	1,500	1,500	2,627	1,500
10-42-269	CAFETERIA PLAN ADMINISTRATOR	3,015	1,523	1,000	1,000	1,200	1,000
10-42-510	WEB SITE	3,133	2,986	3,000	3,000	3,450	3,600
	SUBTOTAL	287,151	345,270	332,520	340,020	391,043	375,443
DUES							
10-44-404	SW ECO DEV./REGION 9	991	991	991	991	991	991
10-44-405	REGION 9 TRANS PLANNING	0	347	347	347	347	347
10-44-406	SAN JUAN RC&D	0	0	50	50	50	50
10-44-409	CLUB 20	200	200	200	200	200	200
10-44-414	CML DUES	3,626	3,734	3,846	3,846	3,846	3,962
10-44-416	CHAMBER OF COM	550	550	600	600	550	600
10-44-417	SMALL BUSINESS DEVELOPMENT	0	513	513	513	513	513
10-44-433	SW COUNCIL OF GOVT	5,558	5,079	5,988	5,988	5,144	5,988
	SUBTOTAL	10,925	11,414	12,535	12,535	11,641	12,651
	ADMINISTRATION BUDGET	726,988	783,685	816,105	823,605	881,067	896,876

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

a Additional leadership training and employee core values training

b Salary, reasonable expense reimbursement, retreat & CML attendance

c Funding for employee bonus' based on performance

d Increase for attorney based on previous expenses

e Contracted IT services, computer replacement program

f Town responsible for 4th of July parade, staffing and supplies

g Additional assets in liability insurance

** Amended budget - \$7,500 fireworks in 2019

BUILDING & FIRE SAFETY DEPARTMENT							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-45-110	SALARIES	128,414	114,515	158,419	158,419	140,625	154,140
10-45-131	FICA	9,124	8,128	12,119	12,119	10,053	11,792
10-45-132	INSURANCE	32,065	25,566	32,253	32,253	38,357	41,154
10-45-134	PENSION	6,421	5,683	7,921	7,921	6,986	7,707
10-45-133	TRAVEL/DUES/EXPENSES	9,255	14,345	15,000	15,000	15,000	15,000
	SUBTOTAL	185,278	168,236	225,712	225,712	211,021	229,793
COMMODITIES							
10-45-202	OFFICE SUPPLIES	2,214	2,150	2,000	2,000	2,000	2,000
10-45-210	COPY EXPENSE	337	186	1,000	1,000	1,000	1,000
10-45-212	FUEL/OIL	5,067	3,773	4,500	4,500	4,000	4,500
10-45-402	TELEPHONE	1,065	1,787	2,000	2,000	1,900	1,680
10-45-213	SAFETY EQUIPMENT	783	1,010	1,000	1,000	1,000	500
10-45-281	TECHNOLOGY	760	242	0	0	0	0
	SUBTOTAL	10,226	9,148	10,500	10,500	9,900	9,680
CONTRACTUAL							
10-45-215	CONSULTANT EXPENSES	2,268	2,276	3,500	3,500	1,500	3,500
10-45-220	CODE DEFENSE/LEGAL FEES	6,763	1,694	4,000	4,000	3,000	4,000
10-45-280	CITIZENSERVE PERMIT	6,600	5,400	5,400	5,400	5,400	5,400
10-45-221	VOCATIONAL TRADES PROGRAM	0	1,747	0	0	0	0
	SUBTOTAL	15,632	11,117	12,900	12,900	9,900	12,900
TOTAL BUILDING/FIRE BUDGET							
		211,136	188,501	249,112	249,112	230,821	252,373

PLANNING DEPARTMENT							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-46-110	SALARIES	94,522	116,793	123,731	133,154	129,653	165,924**
10-46-131	FICA	7,109	8,831	9,465	10,218	9,856	12,693**
10-46-132	INSURANCE	16,535	19,845	21,013	24,466	23,204	41,539**
10-46-134	PENSION	4,673	5,840	6,187	6,658	6,482	8,296**
10-46-133	TRAVEL/SCHOOL/DUES	3,802	4,531	4,500	4,500	6,000	9,000
	SUBTOTAL	126,641	155,840	164,896	178,996	175,195	237,452
COMMODITIES							
10-46-202	OFFICE SUPPLIES	4,746	3,894	3,500	3,500	3,500	4,500
10-46-208	PLANNING COMM/HISTORIC PRES	3,630	3,660	7,000	7,000	7,000	7,000 ^a
10-46-210	COPY EXPENSE	755	1,691	1,000	1,000	1,000	500
10-46-212	FUEL	161	607	500	500	250	300
10-46-402	TELEPHONE	480	480	480	480	480	480
10-46-281	TECHNOLOGY	748	310	2,000	2,000	1,000	0
10-46-405	ROW/EASEMENT PROCESSING	0	130	0	0	0	0
10-46-225	ANNEXATIONS	1,000	1,454	0	0	0	0
10-46-230	APPLICATION POSTAGE/NOTICE	0	0	0	0	2,500	3,000
	SUBTOTAL	11,520	12,227	14,480	14,480	15,730	15,780
CONTRACTUAL							
10-46-215	CONSULTANT EXPENSES	2,028	1,606	6,500	6,500	5,000	15,000 ^b
10-46-280	CITIZENSERVE PERMIT	4,200	3,600	3,600	3,600	3,600	3,600
10-46-403	LAND USE DEVELOPMENT UPDATE	0	40,510	40,000	40,000	20,000	20,000
10-46-450	DEVELOPER REIMBURSABLE ITEMS	21,318	20,923	18,000	18,000	2,000	2,000 ^c
	SUBTOTAL	27,546	66,639	68,100	68,100	30,600	40,600
TOTAL PLANNING BUDGET							
		165,707	234,705	247,476	261,576	221,525	293,832

a Expenses for board training/HPB projects/community presentations

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

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

** Amended budget - \$14,100 Associate Planner in 2019

MUNICIPAL COURT							
ACCOUNTS	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-48-110	SALARIES	174,707	170,254	186,912	186,912	174,359	196,908
10-48-115	JUDGE PRO TEM	2,711	10,294	4,500	4,500	12,500	5,000
10-48-131	FICA	12,289	12,084	14,299	14,299	14,299	15,063
10-48-132	INSURANCE	43,726	39,790	46,885	46,885	43,070	48,612
10-48-134	PENSION	6,367	6,483	7,330	7,330	7,114	7,545
10-48-133	TRAVEL/DUES/EDUCATION	5,014	6,928	9,000	9,000	14,000	14,500
	SUBTOTAL	244,814	245,833	268,926	268,926	265,342	287,629
COMMODITIES							
10-48-108	JUVENILE TASK FORCE	236	462	1,000	1,000	800	1,000
10-48-120	DRUG TEST/MONITORING DEV	1,202	820	2,000	2,000	1,000	1,500
10-48-202	OFFICE SUPPLIES	6,050	5,304	6,000	6,000	6,000	6,000
10-48-220	VEHICLE FUEL/MILEAGE	78	154	250	250	150	250
10-48-242	POSTAGE	936	786	900	900	900	900
10-48-234	MISC. EXPENSES	1,631	970	1,500	1,500	2,700	1,500
10-48-280	COMPUTER SUPPORT	1,522	1,343	2,000	2,000	2,000	800
	SUBTOTAL	11,656	9,840	13,650	13,650	13,550	11,950
CONTRACTUAL							
10-48-123	PRISONER COST	1,843	555	4,000	4,000	1,000	2,000
10-48-204	COURT APPOINTED COUNSEL	10,277	12,530	13,000	13,000	13,000	13,000
10-48-206	COUNSELING	113	115	500	500	500	500
10-48-210	TRANSLATION SERVICES	675	2,184	1,000	1,000	1,000	1,000
10-48-230	TOWN PROSECUTOR	38,615	30,823	32,000	32,000	32,000	32,000
10-48-215	ALARM MONITORING	407	345	450	450	444	450
10-48-216	RECORDS MANAGEMENT SYSTEM	2,013	2,124	2,190	2,190	2,186	2,310
10-48-221	LEGAL RESEARCH SOLUTION	9,366	10,507	10,850	10,850	10,850	11,150
10-48-225	COURT SECURITY	3,067	2,045	4,500	4,500	3,000	4,500
	SUBTOTAL	66,375	61,226	68,490	68,490	63,980	66,910
	TOTAL MUNI COURT BUDGET	322,845	316,899	351,066	351,066	342,872	366,489

a Assumes approx 40 hours at \$125/hr

b Volunteer recognition

c Cost of printer cartridges

d JCG annual contract for court recording equipment, Toner Mountain maintenance

e 2016 IGA with Archuleta County, \$55/day and \$85 round-trip transport

f HB 16-1309 required court appointed defense counsel

g Appointed/contract attorney to prosecute all criminal and traffic matters

h E-Force annual license, support, and hosting

POLICE DEPARTMENT							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-51-110	SALARIES	404,600	458,659	511,013	511,013	450,659	521,941
10-51-105	PART TIME SALARIES	11,835	6,910	39,707	39,707	39,707	40,541
10-51-112	OFFICER RECRUITMENT	0	0	8,000	8,000	7,954	8,000
10-51-122	GRANT OVERTIME/TRAINING	10,945	5,600	0	0	0	5,000
10-51-125	CONTRACTED SECURITY	3,540	2,190	12,500	12,500	0	0
10-51-130	FPPA (OFFICERS)	27,285	25,472	37,642	37,642	29,432	38,664
10-51-131	FICA (NON OFFICERS)	9,229	10,309	13,506	13,506	12,513	13,066
10-51-132	INSURANCE	83,879	70,883	120,416	120,416	79,512	110,369
10-51-134	PENSION	19,212	18,484	25,551	25,551	21,050	26,097
10-51-133	TRAINING	12,405	25,878	20,000	20,000	30,000	25,000
10-51-216	DUES/SUBSCRIPTIONS	3,700	4,750	3,000	3,000	3,855	6,100
10-51-218	UNIFORMS	1,352	3,631	4,500	4,500	4,500	4,500
	SUBTOTAL	587,981	632,767	795,835	795,835	679,182	799,277
COMMODITIES							
10-51-202	OFFICE SUPPLIES	3,234	3,675	4,500	4,500	4,500	4,500
10-51-204	POSTAGE	410	484	600	600	600	500
10-51-212	FUEL/OIL	16,728	16,912	18,000	18,000	18,000	18,000
10-51-226	AMMUNITION	2,459	2,225	2,500	2,500	2,500	3,500
10-51-402	TELEPHONE	3,714	4,657	5,200	5,200	5,200	7,300
10-51-404	PRINTING/PUBLISHING/ADVERTISIN	1,047	1,107	1,200	1,200	1,470	1,200
10-51-435	COMPUTER SUPPORT	721	1,915	2,500	2,500	1,200	2,500
10-51-808	MISC POLICE EQUIPMENT	8,293	10,195	10,500	10,500	11,000	7,000
10-51-420	INVESTIGATION CONT.	2,479	794	2,500	2,500	2,500	2,500
	SUBTOTAL	39,085	41,964	47,500	47,500	46,970	47,000
CONTRACTUAL							
10-51-410	DISPATCH CENTER	189,026	208,719	222,777	222,777	222,777	265,288
10-51-412	HUMANE SOCIETY	10,000	10,000	10,000	10,000	10,000	10,000
10-51-413	AXIS HEALTH ACUTE TREAT CNTR	15,000	15,000	15,000	15,000	15,000	15,000
10-51-428	RADIO MTC & REPAIRS	0	804	9,000	9,000	8,584	9,000
10-51-430	RADAR CERTIFICATION	418	1,914	1,000	1,000	1,327	1,000
10-51-434	CASE MEDICAL EXPENSES	5,616	9,839	12,000	12,000	9,000	10,000
	SUBTOTAL	220,060	246,276	269,777	269,777	266,688	310,288
	TOTAL POLICE BUDGET	847,126	921,006	1,113,112	1,113,112	992,840	1,156,565

a Lexipol/Cellebrite/Fast Redaction subscription

b Toner and general expenses

c Printer, fax, copier support

d Purchase two new mobile radar units

e Increase in dispatch funding and capital improvements; estimated based on calls for service formula plus additional

f Replace four pack set personal radios

g Jail contract requiring medical clearance of all arrested persons

RECREATION DIVISION							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
10-56-110	SALARIES	137,433	144,683	236,050	236,050	229,219	234,762 *
10-53-110	SALARIES	78,991	73,821	0	0	0	0
10-56-111	REFS/UMPS/PART TIME	16,131	16,764	73,000	73,000	67,000	73,000 *
10-53-111	PART-TIME HELP	36,654	56,232	0	0	0	0
10-56-131	FICA	12,346	12,628	23,642	23,642	21,428	17,959 *
10-53-131	FICA	8,894	9,542	0	0	0	0
10-56-132	INSURANCE	10,491	16,038	47,107	47,107	59,147	61,371 *
10-53-132	INSURANCE	13,576	23,582	0	0	0	0
10-56-134	PENSION	6,872	7,234	11,803	11,803	11,315	11,738 *
10-53-134	PENSION	3,949	3,633	0	0	0	0
10-56-133	TRAVEL/DUES	458	237	2,000	2,000	2,500	3,000 *
10-53-133	TRAVEL/TRAINING	1,033	522	0	0	0	0
	SUBTOTAL	326,826	364,916	393,602	393,602	390,609	401,830
COMMODITIES							
10-56-202	OFFICE SUPPLIES	1,088	970	2,500	2,500	2,500	2,500 *
10-53-202	OFFICE SUPPLIES	1,328	1,000	0	0	0	0
10-56-211	COPY EXPENSE	0	0	1,000	1,000	1,300	3,000 *
10-53-211	COPY EXPENSE	482	528	0	0	0	0
10-56-206	REC SUPPLIES/EQUIPMENT	26,245	21,839	30,000	30,000	29,000	25,000
10-56-208	TROPHIES/AWARDS	4,781	5,973	6,000	6,000	6,000	6,500 *
10-56-402	TELEPHONE	480	480	3,850	3,850	3,850	4,255 *
10-53-402	TELEPHONE	3,499	3,473	0	0	0	0
10-56-406	VEHICLE FUEL/MAINTENANCE	751	836	1,200	1,200	1,100	2,400
10-56-218	UTILITIES GAS/ELECTRIC	0	0	44,000	44,000	44,000	43,000
10-53-218	UTILITIES GAS/ELECTRIC	36,751	37,390	0	0	0	0
10-56-238	JANITORIAL	0	0	6,000	6,000	6,000	6,000 *
10-53-238	JANITORIAL	5,433	4,641	0	0	0	0
10-56-230	ADVERTISING	0	0	1,500	1,500	1,500	1,500
10-53-230	ADVERTISING	2,166	1,423	0	0	0	0
10-56-250	FURNISHINGS	0	0	3,500	3,500	3,224	3,500
10-53-250	FURNISHINGS	3,548	3,462	0	0	0	0
10-56-255	EVENT/PROGRAMMING	0	0	10,000	10,000	8,500	10,000
10-53-255	EVENT/PROGRAMMING	18,714	8,191	0	0	0	0
10-56-256	KIDS SUMMER YOUTH PROGRAM	0	0	16,000	16,000	11,988	16,000
10-53-256	KIDS SUMMER YOUTH PROGRAM	0	14,396	0	0	0	0
10-56-257	SCHEDULING PROGRAM	0	0	2,000	2,000	2,000	2,000
10-53-410	COMPUTER PROGRAM/SUPPORT	1,919	1,544	0	0	0	0
10-53-270	MISCELLANEOUS	368	558	0	0	0	0
	SUBTOTAL	107,553	106,703	127,550	127,550	120,962	125,655
CONTRACTUAL							
10-56-422	MAINTENANCE/SUPPLIES/REPAIRS	1,183	656	1,000	1,000	700	800
10-56-405	CONTRACTED SERVICES/CLEANING	0	0	4,000	4,000	3,000	4,000
10-53-405	CONTRACTED SERVICES/CLEANING	2,753	4,755	0	0	0	0
10-56-824	SPECIAL EVENTS	2,259	2,120	2,500	2,500	2,171	0 ^a
	SUBTOTAL	6,196	7,531	7,500	7,500	5,871	4,800
	TOTAL RECREATION-CC	440,575	479,150	528,652	528,652	517,442	532,285

* Recreation and Community Center combined into Recreation Division

a Carnival ponies contribution eliminated

SERVICE ORGANIZATIONS

ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
10-75-399	ARCHULETA SENIORS PROGRAMS	12,500	10,000	10,000	10,000	10,000	7,764
10-75-400	TRANSPORTATION	4,500	0	0	0	0	0
10-75-401	AXIS/PAGOSA COUNSELING CENTER	1,000	1,000	1,000	1,000	1,000	857
10-75-417	ACVAP	7,280	8,000	8,000	8,000	8,000	7,571
10-75-410	SOUTHWEST SAFEHOUSE	600	0	0	0	0	0
10-75-437	SCHOOL CROSSING GUARD	2,000	0	0	0	0	0
10-75-438	NEW PROGRAMS/SENIORS	3,000	0	0	0	0	0
10-75-430	MOUNTAIN EXPRESS	20,000	10,000	10,000	10,000	10,000	6,071
10-75-398	AREA AGENCY ON AGING	1,500	3,900	10,000	10,000	10,000	4,714
10-75-432	PS CENTER FOR THE ARTS	5,000	10,000	10,000	10,000	10,000	3,643
10-75-439	SAN JUAN MUSEUM	4,491	0	0	0	0	0
10-75-440	RUBY SISSON LIBRARY	5,000	0	7,500	7,500	7,500	4,786
10-75-441	ARCHULETA SCHOOL SCHOLARSHIP	0	10,000	10,000	10,000	10,000	7,643
10-75-442	CHIMNEY ROCK INTERPRETIVE	0	10,000	0	3,500	3,500	-
10-75-403	COMMUNITY CONNECTIONS	0	0	1,000	1,000	1,000	-
10-75-443	BUILD PAGOSA INC	0	0	0	10,000	10,000	6,929
10-75-444	PAGOSA FARMERS MARKET	0	0	0	3,000	3,000	2,786
10-75-	ASPIRE - PAGOSA PREGNANCY CENTER	0	0	0	0	0	4,643
10-75-	PAGOSA ARTS COUNCIL	0	0	0	0	0	6,286
10-75-419	SECOND CYCLE FUNDING	0	0	19,717	3,217	0	23,451
	TOTAL SERVICE FUNDS	66,871	62,900	87,217	87,217	84,000	87,144

a Second cycle funding applications due in March 2020

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
ECONOMIC DEVELOPMENT							
10-77-515	ECONOMIC DEV INCENTIVES	20,429	18,487	20,000	20,000	5,591	0
10-77-525	ECONOMIC DEV ORGANIZATION	30,000	26,989	25,000	25,000	25,000	25,000
TOWN INITIATIVES							
10-77-508	HOUSING CHOICES	0	50,000	27,500	27,500	27,500	0 ^a
10-77-509	BROADBAND DEVELOPMENT	0	50,000	50,000	50,000	50,000	0 ^a
10-77-510	EARLY CHILDHOOD EDUCATION	50,066	100,000	30,000	30,000	30,000	0 ^a
	TOTAL ECONOMIC DEVELOPMENT	100,494	245,475	152,500	152,500	138,091	125,000

a \$100,000 budgeted for Housing, Broadband, and Early Childhood Education - appropriation to be determined

CAPITAL IMPROVEMENT FUND							
REVENUE							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
TAXES & FEES							
51-31-100	HIGHWAY USERS TAX	74,421	92,681	78,040	78,040	78,040	74,071
51-31-310	SALES TAX	2,476,756	2,551,903	2,667,042	2,667,042	2,827,065	2,904,809
51-31-640	PARK USER FEES	22,673	26,340	22,000	22,000	24,000	15,000
51-31-650	CEMETERY	9,013	8,640	5,050	5,050	5,050	5,050
51-31-660	VISITOR CENTER LEASE	11,654	11,654	11,655	11,655	11,655	11,655
	SUBTOTAL	2,594,517	2,691,218	2,783,787	2,783,787	2,945,810	3,010,585
INTERGOVERNMENTAL/DEPARTMENT REV							
51-33-400	COUNTY ROAD MILLS	120,426	122,644	121,000	121,000	124,944	25,000
51-33-490	GEO THERMAL STREETS CONTRACT	14,000	14,000	4,500	4,500	4,500	4,500
51-33-620	TRANSFER GENERAL FUND	235,455	615,909	0	0	0	0
51-33-610	TRANSFER IMPACT FEES	45,000	50,000	0	0	0	202,987
51-33-611	TRANSFER TOURISM FUNDS	107,000	0	0	0	0	0
51-33-600	TRANSFER CONSERVATION TRUST	1,000	10,000	0	0	0	50,000
51-33-630	DHS JANITORIAL CONTRACT	8,200	8,200	8,200	8,200	8,200	8,200
	SUBTOTAL	531,081	820,753	133,700	133,700	137,644	290,687
FINANCING PROCEEDS							
51-33-631	LEASE/PURCHASE PROCEEDS	0	0	0	0	0	2,250,000
	SUBTOTAL	0	0	0	0	0	2,250,000
GRANTS FOR STREETS							
51-33-880	CDOT CMAQ GRANT MAJESTIC	0	0	0	0	0	0
51-33-815	CDOT/CMAQ GRANT CRESTVIEW	0	0	93,000	93,000	0	90,000
51-33-820	CDOT/CMAQ GRANT SWEEPER	0	0	231,812	231,812	231,812	0
51-33-771	DOLA GRANT TOWN SHOP	0	0	325,000	325,000	125,000	875,000
51-33-	CDOT CMAQ GRANT ALLEYS	0	0	0	0	0	20,000
GRANTS FOR TRAILS							
51-33-640	PLPOA TTPL TRAIL CONSTRUCTION	45,000	0	0	0	0	0
51-33-790	STATE TRAILS GRANT TTPL TRAIL	200,000	0	0	0	0	400,000
51-33-720	CDOT ENHANCE GRANT 8TH ST SWK	117,263	0	0	0	0	0
51-33-764	TAP TTPL TRAIL HARMAN HILL	0	0	120,000	120,000	18,500	133,000
51-33-765	SAFE ROUTES TO SCHOOL N 8TH ST	47,254	8,299	291,098	291,098	291,098	0
GRANTS FOR OTHER							
51-33-810	RESERVOIR HILL FUNDING	0	7,500	0	0	0	0
51-33-811	HISTORIC PRES RUMBAUGH BRIDGE	0	160,801	200,000	200,000	16,000	200,000
51-33-812	HISTORIC PRES WATER WORKS BLDG	0	145,000	0	0	0	0
51-33-814	HISTORIC SURVEY PLAN	0	1,650	9,625	9,625	14,895	20,000
51-33-	DOLA CDBG GRANT PAGOSA OPEN SCHOOL	0	0	0	0	600,000	0
51-33-	SOUTH YAMAGUCHI PARK GRANT	0	0	0	0	0	25,000
	SUBTOTAL GRANT REVENUES	409,517	323,250	1,270,535	1,270,535	1,297,305	1,763,000
MISCELLANEOUS							
51-36-110	MISCELLANEOUS	30,418	30,268	70,000	70,000	87,000	30,000
	SUBTOTAL	30,418	30,268	70,000	70,000	87,000	30,000
	CAPITAL REVENUES	3,156,016	3,542,239	2,987,487	2,987,487	3,170,454	5,581,272
	GRANT REVENUES	409,517	323,250	1,270,535	1,270,535	1,297,305	1,763,000
	TOTAL ANNUAL REVENUES	3,565,533	3,865,489	4,258,022	4,258,022	4,467,759	7,344,272
	PRIOR YEAR END CASH RESERVES	3,905,518	2,267,051	1,046,899	1,046,899	1,434,926	1,199,932
	TOTAL CAPITAL FUND REVENUES	7,471,051	6,132,540	5,304,921	5,304,921	5,902,685	8,544,204

- a Reflects a 2.75% increase from 2019 estimated end of year (6% over budget)
- b Transfers from Impact Fee roads, trails, and parks and Conservation Trust Fund for Hermosa Street Trail project
- c Engineering for Crestview possible 2021 construction
- d DOLA tier II grant for construction of Town maintenance facility is \$1 million split over 2019 and 2020
- e Restoration Phase II stone arch bridge at 1st Street
- f \$75k project for master planning and design; \$25k DoLA Planning Grant match to \$50k Town

CAPITAL IMPROVEMENT FUND

EXPENDITURES

ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
MAINTENANCE & DEBT							
51-57-400	VISITOR CENTER LEASE/PURCHASE	18,147	18,147	18,147	18,147	18,147	18,147
51-77-437	8TH STREET LEASE/PURCHASE PMT	185,226	198,007	192,563	192,563	195,563	192,062
51-77-454	NEW STREET TRUCK/BACKHOE	35,357	35,357	35,357	35,357	35,357	35,357
51-77-476	VACUUM TRUCK LEASE/PURCHASE	0	0	34,035	34,035	34,035	34,035
51-57-401	TOWN SHOP LEASE/PURCHASE PMT	0	0	0	0	248,878	249,578
51-77-457	PROPERTY ACQUISITION	0	409,869	0	0	0	0
51-46	SPECIAL PROJECTS - ADMINISTRATION	136,370	82,302	104,366	104,366	34,292	0
51-61	STREETS DIVISION	563,229	566,157	684,898	684,898	651,934	701,305
51-68	PARKS MAINTENANCE DIVISION	374,325	353,314	419,162	419,162	405,739	451,751
51-70	FACILITIES MAINTENANCE DIVISION	270,002	234,637	238,030	238,030	238,208	236,288
	TOTAL MAINTENANCE & DEBT EXPENSE	1,582,655	1,897,790	1,726,558	1,726,558	1,862,153	1,918,522

ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
ADMINISTRATION							
51-42-281	TECHNOLOGY	20,960	1,000	10,950	10,950	10,500	4,100
51-44-281	TECHNOLOGY	1,118	0	0	0	0	0
51-44-415	ECONOMIC INCENTIVES	20,429	18,487	20,000	20,000	5,591	0
	SUBTOTAL	42,507	19,487	30,950	30,950	16,091	4,100
BUILDING/PLANNING							
51-45-281	TECHNOLOGY	1,105	1,971	0	0	0	0
	SUBTOTAL	1,105	1,971	0	0	0	0
MUNICIPAL COURT							
51-48-281	TECHNOLOGY	1,770	3,827	0	0	0	0
	SUBTOTAL	1,770	3,827	0	0	0	0
POLICE/SAFETY							
51-51-281	TECHNOLOGY	2,846	1,317	0	0	0	0
51-51-409	PUBLIC SAFETY/TRAFFIC ENFORCE	655	0	1,000	1,000	600	1,000
51-51-410	POLICE EQUIPMENT	867	0	22,000	22,000	12,527	18,000
51-51-408	VEHICLE/MAINTENANCE REPAIRS	13,828	10,822	12,000	12,000	16,000	12,000
51-51-806	POLICE CAR	33,617	83,176	0	0	0	40,200
	SUBTOTAL	51,812	95,315	35,000	35,000	29,127	71,200
RECREATION/COMMUNITY CENTER							
51-53-281	TECHNOLOGY	3,273	2,054	0	0	0	0
51-56-281	TECHNOLOGY	0	1,763	0	0	0	0
51-56-449	RECREATION EQUIPMENT	2,000	1,670	0	0	0	0
	SUBTOTAL	5,273	5,487	0	0	0	0
STREETS							
51-77-432	STREET MAINTENANCE PLAN	185,428	91,698	403,242	403,242	403,242	319,750
51-77-434	CRESTVIEW PAVING CMAQ	7,639	2,667	109,050	109,050	2,147	81,000
51-77-423	8TH STREET RECONSTRUCTION	1,291,726	381,364	0	0	0	0
51-77-440	S 5TH ST - APACHE TO SCHOOL	0	434,764	0	0	0	0
51-77-435	DRAINAGE MAINTENANCE	0	345	60,000	60,000	60,000	40,000
51-77-442	HOT SPGS BLVD/TOWN PARK PAVING	191,420	523,236	0	0	0	0
51-77-446	STREET ASSESSMENT	0	94,273	0	0	0	0
51-77-467	STREETS EQUIPMENT	2,802	10,923	100,270	100,270	378,000	68,500
51-77-448	EAGLE DRIVE TO PIKE DRIVE	0	7,375	75,000	75,000	30,000	325,000
51-77-449	SPEED READER SIGNS	0	10,480	0	0	0	0
51-77-450	STREET LIGHT POLE REPLACEMENT	0	60,199	0	0	18,000	10,000
51-77-	DARK SKY COMPLIANCE LIGHTING RETROFITS	0	0	0	0	0	10,000
51-77-	HERMOSA STREET/COTTON HOLE CONNECTION	0	0	0	0	0	50,000
51-77-	ALLEY PAVING	0	0	0	0	0	25,000
	SUBTOTAL	1,679,014	1,617,323	747,562	747,562	891,389	929,250
SIDEWALK IMPROVEMENT							
51-77-427	REPAIR/REPLACE SIDEWALKS	26,811	19,513	40,000	40,000	40,000	40,000
51-77-472	NEW SIDEWALK IMPROVEMENTS	456	0	0	0	0	10,000
51-77-451	HWY 160 CROSSWALK IMPROVEMENTS	0	16,205	0	0	20,715	30,000
51-77-438	SAFE ROUTE-N 8TH STREET SDWLK	74,193	14,370	450,000	539,000	539,000	0
51-77-477	PLANTER - RIGHT OF WAY MAINTENANCE	0	0	10,000	10,000	1,000	4,000
	SUBTOTAL	101,460	50,087	500,000	589,000	600,715	84,000
PARKS							
51-77-452	TOWN PARK IMPROVEMENTS	165,596	154,341	30,000	30,000	22,000	0
51-77-546	YAMAGUCHI PARK NORTH	0	0	60,000	60,000	60,000	0
51-77-561	SOUTH PAGOSA PARK	0	0	20,000	20,000	20,000	0
51-77-570	SKATE PARK	0	0	5,000	5,000	5,000	0
51-77-571	PARKS VEHICLE	30,168	0	0	0	0	0
51-77-544	RIVER RESTORATION PROJECT	0	38,237	0	0	0	0
51-77-553	TRUJILLO ROAD RIVER TAKE OUT	0	0	0	0	10,000	2,000
51-77-550	PARKS EQUIPMENT	31,564	12,907	17,500	17,500	17,000	31,000
51-77-555	RESOURCE MGMT - TREE MAINTAIN	12,355	21,760	18,100	18,100	18,100	20,100
51-77-575	RIVER CENTER RIVERWALK PAVING	21,000	0	0	0	0	0
51-77-541	PARKS ELECTRICAL UPGRADE	0	4,913	0	0	0	0
51-77-542	PARKS PICNIC TABLES AND BENCH	0	30,005	12,000	12,000	12,000	8,000

CAPITAL IMPROVEMENT FUND							
51-77-543	RIVER FEATURE MAINTENANCE	0	0	10,000	10,000	10,800	7,000
51-77-548	TOWN PARK IRRIGATION	0	215	45,000	45,000	45,000	0
51-77-549	SECURITY CAMERAS	0	6,689	1,500	1,500	1,800	1,600
51-77-547	YAMAGUCHI SIDEWALK ADA	11,970	14,146	0	0	0	0
51-77-545	YAMAGUCHI PARK SOUTH	0	0	25,000	25,000	7,965	75,000
51-77-551	COTTON HOLE PARK	0	0	5,000	5,000	5,000	5,000
51-77-552	RECYCLING PILOT -YAMAGUCHI	0	0	5,000	5,000	1,958	0
	SUBTOTAL	272,653	283,213	254,100	254,100	236,623	149,700
TRAILS							
51-77-631	TOWN TO LAKES TRAIL WEST	536,833	64,097	0	0	0	0
51-77-465	8TH STREET SIDEWALK/EAST TRAIL	216,038	4,060	0	0	0	0
51-77-632	TOWN TO LAKES HARMAN PARK	7,219	28,498	187,000	187,000	10,000	167,000
51-77-633	TOWN TO LAKES MIDDLE TRAIL	0	0	0	50,000	10,000	10,000
51-77-634	RIVERWALK TRL TO 1ST ST CONSTR	0	0	10,000	10,000	10,000	870,000
51-77-635	TRAIL MAINTENANCE	0	0	0	0	6,500	5,000
51-77-	TRAIL PLANNING	0	0	0	0	0	5,000
51-77-663	6th ST PEDESTRIAN BRIDGE	4,011	0	0	0	0	0
51-77-664	RIVERWALK TRAIL ENGINEERING	30,909	20,793	106,000	106,000	22,000	84,000
51-77-665	DUST 2 URBAN TRAIL	45,161	3,309	35,000	35,000	26,259	0
51-77-666	OVERLOOK DECK HWY 160	346,999	9,640	12,000	12,000	0	3,500
	SUBTOTAL	1,187,169	130,398	350,000	400,000	84,759	1,144,500
GEO THERMAL EXPLORATION							
51-77-700	GEO POWER PLANT PROJECT	1,250	0	0	0	0	0
	SUBTOTAL	1,250	0	0	0	0	0
FACILITIES							
51-57-450	VISITOR CENTER MAINTENANCE	0	530	2,500	2,500	2,500	2,500
51-77-410	TOWN HALL IMPROVEMENTS	0	0	113,005	113,005	104,000	2,500
51-53-410	BUILDING/EQUIPMENT MAINTENANCE	18,349	14,434	16,000	16,000	16,000	17,500
51-53-450	CAPITAL IMPROVEMENTS	44,525	5,249	0	0	0	0
51-77-444	TOWN SHOP	0	57,074	432,500	432,500	137,500	3,125,000
	SUBTOTAL	62,874	77,287	564,005	564,005	260,000	3,147,500
MISCELLANEOUS							
51-77-459	WAYFINDING PLAN/MEDIANS	19,510	16,787	25,000	25,000	25,000	5,000
51-77-460	MURAL ON MAIN STREET	9,347	0	1	1	1	1
51-77-468	STREETS TRUCK W/SANDER & TANKS	155,638	0	0	0	0	0
51-77-461	HIST PRES-RUMBAUGH CREEK BRDG	6,273	263,921	300,000	300,000	20,000	270,000
51-77-462	HISTORIC PRES WATER WORKS BLDG	15	246,430	0	0	0	0
51-77-473	HISTORIC SURVEY PLAN	0	1,650	9,625	9,625	14,895	20,000
51-77-469	MUSEUM WATER TAP	6,265	0	0	0	0	0
51-77-466	ADA PROGRAM	15,120	11,870	15,000	15,000	12,000	12,000
51-77-509	BROADBAND CAPITAL	0	0	50,000	50,000	50,000	0
51-77-	DOLA CDBG PAGOSA OPEN SCHOOL BLDG	0	0	0	0	600,000	0
	SUBTOTAL	212,167	540,658	399,626	399,626	721,896	307,001
CAPITAL PROJECTS EXPENSES							
		2,791,991	2,308,990	1,287,068	1,346,693	1,109,205	1,145,251
GRANT PROJECTS EXPENSES							
		827,063	516,061	1,594,175	1,673,550	1,731,395	4,692,000
	TOTAL IMPROVEMENT EXPENDITURES	3,619,055	2,825,051	2,881,243	3,020,243	2,840,600	5,837,251
TOTAL MAINTENANCE/DEBT EXPENDITURES							
		1,582,655	1,897,790	1,726,558	1,726,558	1,862,153	1,918,522
TOTAL IMPROVEMENT EXPENDITURES							
		3,619,055	2,825,051	2,881,243	3,020,243	2,840,600	5,837,251
	TOTAL CAPITAL EXPENDITURES	5,201,709	4,722,841	4,607,801	4,746,801	4,702,753	7,755,773
ANNUAL REVENUE							
		3,565,533	3,865,489	4,258,022	4,258,022	4,467,759	7,344,272
ANNUAL EXPENDITURES							
		5,201,709	4,722,841	4,607,801	4,746,801	4,702,753	7,755,773
	DIFFERENCE	-1,636,177	-857,352	-349,779	-488,779	-234,994	-411,502
PRIOR YEAR CASH RESERVES							
		3,905,518	2,267,051	1,046,899	1,046,899	1,434,926	1,199,932
	ENDING FUND BALANCE	2,269,341	1,409,699	697,120	558,120	1,199,932	788,430
RESTRICTED 3% TABOR							
		156,051	141,685	138,234	142,404	141,083	232,673
	UNRESTRICTED RESERVE	2,113,290	1,268,014	558,886	415,716	1,058,849	555,757

- a one new policepatrol vehicle plus upfitting
- b Maintenance - high density seal coat (\$56,893), fog seal, seal cracks (\$13,559) and South Pagosa Blvd reconstruction (\$249,299)
- c Engineering for Crestview possible 2021 construction
- d Aspen Village Dr., Dog Alley, Rumbaugh Creek inlet
- e New bobcat and loader plow and oil storage tank
- f Connect Pike Drive to Eagle Drive
- g Engineering for new sidewalk plan
- h \$75k project assumed for master planning and some design; \$25k DoLA Planning Grant match to \$50k Town
- i Complete engineering and design work for Harman Hill trail section
- j Beginning planning for middle phases
- k Hermosa Street to Hwy 160 construction through Cotton Hole Park; funds from Impact Fees and CTF
- l Funds for trails maintenance and designing of new trails
- m DOLA tier II grant for construction of Town maintenance facility is \$1 million split over 2019 and 2020
- n Restoration Phase II stone arch bridge at 1st Street
- ** Projects subsidized with grant funds

ADMINISTRATION SPECIAL PROJECTS							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
51-46-110	SALARIES	53,096	55,481	57,861	57,861	20,765	0
51-46-131	FICA	4,040	4,101	4,426	4,426	1,515	0
51-46-132	INSURANCE	9,917	9,910	10,506	10,506	4,437	0
51-46-134	PENSION	2,655	2,774	2,893	2,893	1,038	0
51-46-133	TRAVEL/TRAINING/DUES	1,495	1,756	2,000	2,000	702	0
	SUBTOTAL	71,202	74,022	77,686	77,686	28,457	0
COMMODITIES							
51-46-202	OFFICE SUPPLIES	606	230	750	750	540	0
51-46-212	FUEL/VEHICLE MAINTENANCE	92	209	200	200	76	0
51-46-402	TELEPHONE	480	480	480	480	59	0
51-46-281	TECHNOLOGY - PROJECTS	2,769	479	250	250	160	0
	SUBTOTAL	3,947	1,398	1,680	1,680	835	0
CONTRACTUAL							
51-46-406	PLANNING STUDIES/GRANTS	61,220	0	0	0	0	0
51-46-451	PROFESSIONAL SERVICES	0	6,882	25,000	25,000	5,000	0
	SUBTOTAL	61,220	6,882	25,000	25,000	5,000	0
	TOTAL PROJECTS BUDGET	136,370	82,302	104,366	104,366	34,292	0

a Position not filled for remainder of 2019 or 2020

PUBLIC WORKS STREETS DIVISION							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
51-61-110	SALARIES	222,809	237,337	294,682	294,682	286,266	307,863
51-61-131	FICA	17,005	17,429	22,543	22,543	21,287	23,552
51-61-132	INSURANCE	52,063	47,852	81,754	81,754	64,936	89,907
51-61-134	PENSION	11,057	10,840	14,734	14,734	14,313	15,393
51-61-133	TRAVEL/SCHOOL	1,498	2,862	4,500	4,500	4,500	5,500
51-61-410	UNIFORMS	6,804	6,204	5,700	5,700	4,250	3,500
	SUBTOTAL	311,236	322,525	423,913	423,913	395,552	445,715
COMMODITIES							
51-61-202	OFFICE SUPPLIES	44	111	500	500	200	500
51-61-212	FUEL/OIL	15,621	14,153	18,000	18,000	20,000	20,000
51-61-222	TIRES	11,052	7,970	8,000	8,000	8,000	6,000
51-61-228	GRAVEL/ASPHALT	27,189	33,088	35,000	35,000	30,000	35,000
51-61-230	CULVERTS	0	759	0	0	0	0
51-61-234	STREET LIGHT ELECTRICITY	42,480	45,545	48,000	48,000	48,000	47,000
51-61-436	ROAD SUPPLIES	36,388	52,558	42,000	42,000	51,000	50,000
51-61-402	TELEPHONE	1,254	1,225	1,340	1,340	1,340	1,340
51-61-439	STREET LIGHTING MAINTENANCE	364	2,829	3,000	3,000	3,000	1,500
51-61-418	CEMETERY	1,752	12,124	17,000	17,000	17,000	18,000
51-61-434	UTILITIES-SHOP	17,620	19,243	8,520	8,520	8,520	12,000
51-61-435	TOOLS AND EQUIPMENT	0	0	12,000	12,000	12,000	9,000
51-61-281	TECHNOLOGY	1,365	575	13,625	13,625	9,376	5,250
	SUBTOTAL	155,129	190,180	206,985	206,985	208,436	205,590
CONTRACTUAL							
51-61-406	MAINTENANCE - VEHICLE	61,644	51,333	43,000	43,000	38,000	43,000
51-61-444	SWEEPER MAINT	29,643	298	5,000	5,000	5,000	1,000
51-61-460	CLEAN UP WEEK	5,457	211	5,000	5,000	3,946	5,000
51-61-470	BANNERS	120	1,611	1,000	1,000	1,000	1,000
	SUBTOTAL	96,864	53,453	54,000	54,000	47,946	50,000
TOTAL STREETS BUDGET							
		563,229	566,157	684,898	684,898	651,934	701,305

- a Town alleys, mag chloride, ice melt sand, gravel for culverts
- b Town signs and posts, patchwork and road painting/stripping
- c Tool box and battery tool set
- d Maintenance of heavy duty vehicles and passenger vehicles

PUBLIC WORKS FACILITIES DIVISION							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
51-70-110	SALARIES	58,435	60,609	136,594	136,594	136,594	142,594
51-70-112	CUSTODIAN	67,613	69,558	0	0	0	0
51-70-131	FICA	9,323	9,099	10,449	10,449	9,721	10,908
51-70-132	INSURANCE	35,828	38,412	45,377	45,377	42,286	41,376
51-70-134	PENSION	6,302	6,509	6,830	6,830	6,790	7,130
51-70-133	TRAVEL/TRAINING	0	0	500	500	500	500
51-70-410	UNIFORMS	1,762	2,030	1,800	1,800	1,837	1,800
	SUBTOTAL	179,263	186,218	201,550	201,550	197,728	204,308
COMMODITIES							
51-70-206	JANITORIAL SUPPLIES	3,029	2,693	4,000	4,000	4,000	4,000
51-70-402	TELEPHONE	480	480	480	480	480	480
51-70-406	VEHICLE FUEL/MAINT	2,260	3,724	6,000	6,000	6,000	5,500
51-70-436	TOWN HALL MAINTENANCE	15,124	7,184	7,000	7,000	7,000	10,000
51-70-442	FURNISHING TOWN HALL	1,048	2,926	10,000	10,000	14,000	3,000
	SUBTOTAL	21,941	17,007	27,480	27,480	31,480	22,980
CONTRACTUAL							
51-70-435	TOWN HALL IMPROVEMENTS	64,950	2,170	0	0	0	0
51-70-437	HEATING/COOLING MAINT	1,329	15,668	5,000	5,000	5,000	5,000
51-70-438	BUILDING ELECTRIC MAINT	389	613	1,000	1,000	1,000	1,000
51-70-440	ELEVATOR MAINTENANCE	2,131	2,961	3,000	3,000	3,000	3,000
51-70-443	COURTROOM UPDATE	0	10,000	0	0	0	0
	SUBTOTAL	68,798	31,412	9,000	9,000	9,000	9,000
	TOTAL MAINTENANCE BUDGET	270,002	234,637	238,030	238,030	238,208	236,288

a new snow stops for roof at Town Hall

PARKS AND RECREATION PARKS MAINTENANCE DIVISION							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
51-68-110	SALARIES	124,355	130,444	162,735	162,735	161,366	178,638
51-68-111	PART-TIME HELP	62,273	54,823	55,000	55,000	55,000	70,000
51-68-131	FICA	13,189	12,916	16,657	16,657	14,381	13,666
51-68-132	INSURANCE	49,505	49,456	71,173	71,173	61,507	69,555
51-68-134	PENSION	6,218	6,515	8,137	8,137	8,069	8,932
51-68-135	TRAINING/TRAVEL/DUES	240	482	1,000	1,000	1,000	2,000
51-68-222	UNIFORMS	1,570	1,116	2,000	2,000	2,000	2,000
	SUBTOTAL	257,349	255,752	316,702	316,702	303,323	344,791
COMMODITIES							
51-68-212	FUEL/OIL	6,163	5,682	6,500	6,500	7,500	7,000
51-68-402	TELEPHONE	960	960	960	960	960	960
51-68-216	PARK/FIELD MAINTENANCE	52,423	32,483	35,000	35,000	35,000	37,000
51-68-218	PARK UTILITIES	41,327	45,565	41,500	41,500	41,500	43,000
51-68-220	VEHICLE MAINTENANCE	4,820	4,034	5,000	5,000	3,000	5,000
51-68-221	EQUIPMENT MAINTENANCE	4,881	2,322	5,000	5,000	5,980	6,500
51-68-219	PARK SUPPLIES/AMENITIES	6,402	6,517	8,500	8,500	8,476	6,500
51-68-	TECHNOLOGY	0	0	0	0	0	1,000
	SUBTOTAL	116,976	97,563	102,460	102,460	102,416	106,960
	TOTAL PARKS BUDGET	374,325	353,314	419,162	419,162	405,739	451,751

a Summer seasonal workers-assumes two additional in 2020

b Installation of bear resistant trash cans

CONSERVATION TRUST FUND							
		2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
REVENUES							
21-37-530	TOWN LOTTERY	17,877	19,066	17,000	17,000	21,000	17,000
21-37-700	COUNTY LOTTERY	30,000	30,000	40,000	70,000	70,000	60,000
21-37-750	ALPHA ROCKRIDGE METRO DIST CTF	25,000	25,000	0	0	0	0
	SUBTOTAL	72,877	74,066	57,000	87,000	91,000	77,000
	PRIOR FUND BALANCE	64,174	43,375	30,600	30,600	32,642	66,996
	TOTAL REVENUES	137,051	117,441	87,600	117,600	123,642	143,996
EXPENDITURES							
21-40-800	PARKS MAINTENANCE	6,496	5,935	6,000	6,000	5,657	35,000 ^a
21-40-910	YAMAGUCHI SPORTS COMPLEX	37,780	44,835	35,000	35,000	33,940	15,000 ^b
21-40-950	SOUTH PAGOSA PARK	1,927	10,000	2,000	2,000	680	1,000
21-40-960	RIVER CENTER PARK TRAIL	19,751	2,671	1,500	1,500	500	0
21-40-	COTTON HOLE PARK TRAIL	0	0	0	0	0	50,000 ^c
21-40-970	COMMUNITY CENTER EXERCISE ROOM	3,600	1,419	2,500	2,500	1,869	500
21-40-980	ALPHA ROCKRIDGE - YAMAGUCHI	24,123	19,939	5,927	5,927	4,000	1,927
21-40-990	DUST2-COUNTY FUNDS	0	0	10,000	10,000	10,000	0
	Subtotal	93,677	84,798	62,927	62,927	56,646	103,427
	Total Expenditures to CIF	93,677	84,798	62,927	62,927	56,646	103,427
	Annual Revenues	72,877	74,066	57,000	87,000	91,000	77,000
	Annual Expenditures	93,677	84,798	62,927	62,927	56,646	103,427
	Difference	-20,799	-10,732	-5,927	24,073	34,354	-26,427
	Prior Year Cash Reserves	64,174	43,375	30,600	30,600	32,642	66,996
	Ending Fund Balance	43,375	32,643	24,673	54,673	66,996	40,569

a Parks irrigation and maintenance

b Landscape, sod and dirt

c Trail through Cotton Hole park

TRUST/IMPACT FUND							
REVENUES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
IMPACT FEES							
31-34-600	IMPACT FEES - ROADS REVENUE	32,756	13,116	14,625	14,625	6,300	936
31-34-700	IMPACT FEES - PUBLIC BUILDINGS	1,978	64	0	0	0	0
31-34-710	IMPACT FEES - TOWN BUILDINGS	2,833	3,352	1,905	1,905	700	34
31-34-800	IMPACT FEES - REC FACILITY	94	46	0	0	30	0
31-34-810	IMPACT FEES - TOWN RECREATION	7,128	5,934	5,445	5,445	1,840	0
31-34-900	IMPACT FEES - PARKS REVENUE	7,255	6,073	5,520	5,520	1,870	0
31-34-910	IMPACT FEES - TRAILS REVENUE	12,753	10,592	9,780	9,780	3,395	0
	SUBTOTAL	64,797	39,177	37,275	37,275	14,135	970
IMPACT FEES - OTHERS							
31-34-100	IMPACT FEES - EMERGENCY SERVIC	15,738	14,820	8,610	8,610	3,035	157
31-34-200	IMPACT FEES - WATER STORAGE	1,603	0	0	0	0	0
31-34-300	IMPACT FEES - SCHOOL FEES	5,269	4,437	4,245	4,245	1,415	0
31-34-350	IMPACT FEES - ADMINISTRATION	0	0	257	257	92	3
	SUBTOTAL	22,611	19,257	13,112	13,112	4,542	160
TRUST ACCOUNTS							
31-36-450	PINON LAKE FOUNTAIN REVENUE	1,525	0	0	0	0	0
31-36-520	HEALTH ACCOUNT REVENUE	56,474	58,602	30,000	30,000	32,650	0
31-36-581	FESTIVAL OF TREES REVENUE	23,389	36,268	20,000	20,000	20,000	20,000
31-36-590	RESERVOIR HILL TICKET TAX	10,633	10,230	10,000	10,000	10,194	10,000
31-36-600	YAMAGUCHI PARK IMPROVEMENTS	1,000	0	0	0	0	0
31-36-700	CEMETERY MAINTENANCE FEE	0	7,200	3,000	3,000	4,200	3,000
31-36-750	VACATION RENTAL SURCHARGE	0	5,600	7,500	7,500	11,600	8,000
	SUBTOTAL	93,020	117,900	70,500	70,500	78,644	41,000
	TOTAL REVENUES	180,428	176,334	120,887	120,887	97,321	42,130
	PRIOR FUND BALANCE	549,085	500,387	622,479	622,479	540,903	468,792
	TOTAL REVENUES	729,513	676,721	743,366	743,366	638,224	510,922

- a Impact fees repealed, one deferred payment
- b Estimated Cigna rebate amount for healthy group
- c Assumes 10 fees paid
- d Assumes 80 STR renewals

TRUST/IMPACT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
IMPACT FEES							
31-77-600	IMPACT FEES - ROADS EXPENSE	0	0	0	0	0	147,547 ^e
31-46-700	IMPACT FEES - REGIONAL BLDGS	0	12,804	0	0	0	0
31-46-710	IMPACT FEES - TOWN BUILDINGS	25,000	0	0	0	0	8,817 ^f
31-56-	IMPACT FEES - REC FACILITY	0	0	0	0	0	7,804 ^g
31-56-810	IMPACT FEES - TOWN RECREATION	0	25,000	0	0	7,050	0
31-68-900	IMPACT FEES - PARKS EXPENSE	0	25,000	0	0	0	8,452 ^h
31-68-910	IMPACT FEES - TRAILS EXPENSE	11,080	0	0	0	0	38,206 ^h
	SUBTOTAL	36,080	62,804	0	0	7,050	210,826
IMPACT FEES - OTHERS							
31-51-100	IMPACT FEES - EMERGENCY SERVIC	15,738	14,820	8,610	8,610	3,035	0
31-76-200	IMPACT FEES - WATER STORAGE	1,603	0	0	0	0	0
31-76-300	IMPACT FEES - SCHOOL FEES	5,269	4,437	4,245	4,245	1,415	0
31-76-310	IMPACT FEES - ADMIN FEES	1,000	500	257	257	92	1,397
	SUBTOTAL	23,611	19,757	13,112	13,112	4,542	1,397
TRUST ACCOUNTS							
31-76-415	WALMART WEST TRAIL DONATION	45,000	0	0	0	0	0
31-76-450	PINON LAKE FOUNTAIN EXPENSE	585	0	0	0	0	0
31-76-520	HEALTH ACCOUNT EXPENSE	42,909	10,843	75,800	75,800	75,800	18,200 ⁱ
31-53-530	COMMUNITY CENTER EXPENSE	0	0	27,000	27,000	26,620	27,000 ^j
31-76-550	WHITewater EXPENSE	0	320	0	0	0	0
31-76-560	JIM GUYTON MEMORIAL EXPENSE	0	556	0	0	0	0
31-76-580	MARKY EGAN MEMORIAL EXPENSE	0	510	0	0	0	0
31-76-581	FESTIVAL OF TREES EXPENSE	23,389	36,268	20,000	20,000	20,000	20,000
31-76-590	RESERVOIR HILL TAX EXPENSE	5,657	5,152	20,000	20,000	18,000	13,000 ^k
31-76-610	YAMAGUCHI PARK IMPROVEMENTS	1,000	0	0	0	0	0
31-76-700	PERPETUAL MAINTENANCE	0	0	0	0	2,700	9,500 ^l
31-76-750	VACATION RENTAL-HOUSING CHOICE	0	0	22,500	22,500	14,720	8,000 ^m
	SUBTOTAL	118,540	53,650	165,300	165,300	157,840	95,700
	TOTAL EXPENDITURES	178,231	136,211	178,412	178,412	169,432	307,923
	ANNUAL REVENUES	180,428	176,334	120,887	120,887	97,321	42,130
	ANNUAL EXPENDITURES	178,231	136,211	178,412	178,412	169,432	307,923
	DIFFERENCE	2,197	40,124	-57,525	-57,525	-72,111	-265,793
	PRIOR YEAR CASH RESERVES	549,085	500,387	622,479	622,479	540,903	468,792
	ENDING FUND BALANCE	551,282	540,511	564,954	564,954	468,792	202,999

e Pike Drive reconstruction in capital fund

f Town maintenance facility in capital fund

g Yamaguchi Park south - fill in lagoons and even out

h Cotton hole park in capital fund

i EAP, employee wellness programs and short term disability

j New roof extension on north side

k Grading meadow, concrete pad, and metal stairs

l Gravel, maps, surveying

m Affordable housing

TRUST/IMPACT FUND				
END OF YEAR BALANCES				
ACCOUNT	BALANCE	2018 ACTUALS	2019 ESTIMATE	2020 BUDGET
31-22-600	IMPACT FEES - ROADS	133,496	146,611	0
31-22-700	IMPACT FEES - REG PUB BLDG	12,740	0	0
31-22-710	IMPACT FEES - TOWN BLDGS 2013	5,430	8,782	0
31-22-800	IMPACT FEE - REG REC FAC	7,758	7,804	0
31-22-810	IMPACT FEE - RECREATION 2013	7,050	0	0
31-22-900	IMPACT FEE - PARKS	27,379	8,452	0
31-23-000	IMPACT FEES - TRAILS	27,613	38,206	0
31-23-350	IMPACT FEES - ADMIN FEES	1,501	1,394	0
	SUBTOTAL	222,967	211,249	0
31-23-410	EAST END TRAIL DONATIONS	5,000	5,000	5,000
31-23-450	PINON LAKE FOUNTAIN	1,944	1,944	1,944
31-23-460	FIREWORKS FUND	706	706	706
31-23-520	HEALTH ACCOUNT	140,732	188,491	170,291
31-23-530	COMMUNITY CENTER	77,029	77,029	50,029
31-23-550	WHITewater FUND	320	0	0
31-23-560	JIM GUYTON MEMORIAL	556	0	0
31-23-580	MARKY EGAN SCHOLARSHIP FUND	510	0	0
31-23-585	CEMETERY MAINTENANCE FEE	7,200	8,700	2,200
31-23-586	VACATION RENTAL SURCHARGE	5,600	2,480	2,480
31-23-590	RESERVOIR HILL TICKET TAX	26,429	18,623	15,623
31-23-600	PARKS USER ADMISSION FEE	1,197	1,197	1,197
31-23-620	RIVERWALK CONDO DIA PHASE 1	6,000	0	0
31-23-621	RIVERWALK CONDO TRAIL PHASE 1	4,036	0	0
31-24-621	RIVERWALK CONDO TRAIL PHASE 1	24,149	0	0
	SUBTOTAL	301,409	304,170	249,470
	ENDING FUND BALANCE	524,376	515,419	249,470

LODGER'S TAX FUND							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
REVENUE							
41-31-500	LODGER'S TAX	613,089	624,892	650,000	650,000	655,000	665,000
41-31-505	INTERGOVERNMENTAL REVENUE	152,032	237,427	150,000	150,000	248,500	273,500
41-31-510	VISITOR CENTER REVENUE	1,187	1,247	1,500	1,500	1,500	1,500
41-31-600	OTHER INCOME	45,000	45,000	45,000	45,000	45,000	45,000
41-31-650	MISC REVENUE	117	192	8,000	8,000	8,240	0
	ANNUAL REVENUES	811,425	908,758	854,500	854,500	958,240	985,000
	PRIOR YEAR CARRY OVER	359,584	370,764	396,328	396,328	527,875	588,734
	TOTAL REVENUES	1,171,009	1,279,522	1,250,828	1,250,828	1,486,115	1,573,734
LODGER'S TAX FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
PERSONNEL							
41-42-110	SALARIES	150,997	177,466	191,035	191,035	188,264	171,314
41-42-	PART TIME SALARIES	0	0	0	0	0	40,000
41-42-131	FICA	11,524	12,954	14,614	14,614	13,828	16,166
41-42-132	INSURANCE	18,009	37,080	52,728	52,728	53,231	56,243
41-42-134	PENSION	5,550	7,486	9,552	9,552	8,266	8,566
	SUBTOTAL	186,080	234,986	267,929	267,929	263,589	292,288
COMMODITIES							
41-42-205	EXTERNAL MARKETING	346,710	350,918	400,000	400,000	400,000	450,000
41-42-133	TRAVEL/TRAINING	8,763	14,052	15,000	15,000	15,000	19,000
41-42-210	EVENT FUNDING	39,760	8,386	40,000	40,000	40,000	50,000
41-42-402	TELEPHONE	1,085	1,663	0	0	0	0
41-42-230	ADMINISTRATION	563	411	0	0	0	0
	SUBTOTAL	396,882	375,430	455,000	455,000	455,000	519,000
CAPITAL PROJECTS							
41-42-221	FISH STOCKING	7,474	5,000	5,000	5,000	5,000	5,000
41-42-222	INFRASTRUCTURE	107,000	21,500	30,000	30,000	30,000	30,000
41-42-223	WAYFINDING/SIGNAGE	12,222	13,025	25,000	25,000	25,000	25,000
41-42-224	MASTER PLAN/DATA ANALYTICS	0	40,000	40,000	40,000	40,000	40,000
41-42-226	ONE-TIME CHAMBER DONATION	0	10,000	0	0	0	0
	SUBTOTAL	126,695	89,525	100,000	100,000	100,000	100,000
VISITOR INFORMATION							
41-42-326	VISITOR CENTER UTILITIES	5,131	5,389	5,500	5,500	5,500	5,500
41-42-327	VISITOR CENTER JANITORIAL	2,711	3,939	5,000	5,000	5,000	5,000
41-42-328	VC PRINTING AND PUBLICATION	38,953	20,041	17,500	17,500	17,500	20,000
41-42-329	VISITOR CENTER TECHNOLOGY	1,164	1,241	1,000	1,000	1,000	1,000
41-42-330	VC VOLUNTEER APPRECIATION	2,722	1,282	3,000	3,000	3,000	3,000
41-42-331	OFFICE EXPENSES/TELEPHONE	4,380	4,003	3,000	3,000	5,000	6,000
41-42-235	FULFILLMENT	25,526	15,811	25,000	25,000	31,792	27,500
	SUBTOTAL	80,587	51,706	60,000	60,000	68,792	68,000
CONTRACTUAL							
41-42-255	FIREWORKS	10,000	0	10,000	10,000	10,000	10,000
	SUBTOTAL	10,000	0	10,000	10,000	10,000	10,000
	ANNUAL REVENUES	811,425	908,758	854,500	854,500	958,240	985,000
	ANNUAL EXPENDITURES	800,244	751,647	892,929	892,929	897,381	989,288
	DIFFERENCE	11,181	157,111	-38,429	-38,429	60,859	-4,288
	PRIOR YEAR CASH RESERVES	359,584	370,764	396,328	396,328	527,875	588,734
	ENDING FUND BALANCE	370,765	527,875	357,899	357,899	588,734	584,446

a split out part-time employees

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

GEOTHERMAL ENTERPRISE FUND							
REVENUES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
SERVICE FEES AND FINES							
55-38-100	GEOTHERMAL BILLINGS	41,996	40,567	41,500	41,500	41,000	41,000
55-38-300	GEOTHERMAL LEASES-CONNECTIONS	1,197	4,197	1,197	1,197	1,197	1,197
55-38-400	OTHER REVENUE	0	2,597	0	0	0	4,000
TOTAL ANNUAL REVENUES							
		43,193	47,361	42,697	42,697	42,197	46,197
	PRIOR YEAR CARRY OVER	103,343	115,876	116,523	116,523	119,895	119,000
	TOTAL REVENUES	146,536	163,237	159,220	159,220	162,092	165,197
GEOTHERMAL ENTERPRISE FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 AMENDED BUDGET	2019 ESTIMATE	2020 BUDGET
COMMODITIES							
55-40-202	OFFICE SUPPLIES	0	0	100	100	100	100
55-40-204	POSTAGE	-29	0	250	250	250	250
55-40-444	UTILITIES - ELEC & WATER	5,319	8,715	9,000	9,000	9,000	7,500
55-40-242	REPAIR EQUIPMENT/METERS	3,023	832	2,000	2,000	2,000	2,000
55-40-244	REPAIR LEAKS	460	3,701	1,500	1,500	1,500	3,000
55-40-246	NEW PUMP/METERS	1,657	5,037	1,500	1,500	1,500	900
	SUBTOTAL	10,429	18,285	14,350	14,350	14,350	13,750
CONTRACTUAL							
55-40-446	LEGAL/ATTORNEY	231	5,057	2,000	2,000	500	2,000
55-40-438	ENGINEERING	0	0	1,500	1,500	0	20,000
55-40-448	BOOKKEEPING	5,000	5,000	5,000	5,000	5,000	5,000
55-40-450	PROJECT BONDING AND INSURANCE	1,000	1,000	1,000	1,000	1,000	1,000
55-40-452	CONTRACTUAL SERVICE STREETS	9,500	9,500	9,500	9,500	9,500	9,500
55-40-456	CONTRACT SERVICES MAINTENANCE	4,500	4,500	4,500	4,500	4,500	4,500
	SUBTOTAL	20,231	25,057	23,500	23,500	20,500	42,000
CAPITAL IMPROVEMENTS							
55-40-248	LINE REPLACEMENT AND UPGRADES	0	0	25,000	25,000	1,500	25,000
55-40-249	VACUUM TRUCK LEASE/PURCHASE	0	0	6,740	6,740	6,742	6,740
	SUBTOTAL	0	0	31,740	31,740	8,242	31,740
	TOTAL GEOTHERMAL EXPENDITURES	30,660	43,341	69,590	69,590	43,092	87,490
	ANNUAL REVENUES	43,193	47,361	42,697	42,697	42,197	46,197
	ANNUAL EXPENDITURES	30,660	43,341	69,590	69,590	43,092	87,490
	DIFFERENCE	12,533	4,020	-26,893	-26,893	-895	-41,293
	PRIOR YEAR CASH RESERVES	103,343	115,876	116,523	116,523	119,895	119,000
	ENDING FUND BALANCE	115,876	119,896	89,630	89,630	119,000	77,707

a Transfer from general fund for engineering consultant for assessment/study

b Engineering consultant for replacement schedule and upgrades



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

ASSESSED VALUATION AND MILL LEVIES

YEAR	2018	2019	2020
ASSESSED VALUATION	54,956,526	54,839,058	62,030,223
MILL LEVY	1.557 Mills	1.57 Mills	1.565 Mills
TOTAL REVENUES	\$85,567	\$86,097	\$97,077

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2020 budget of the Town of Pagosa Springs, Colorado.

April Hessman, Town Clerk/Finance

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Archuleta County, Colorado.

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

the Town Council
(governing body)^B

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

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 62,030,223 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: 12/03/2019 for budget/fiscal year 2020.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	<u>1.557</u> mills	\$ <u>96,581</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 96,581
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.008</u> mills	\$ <u>496</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.565 mills	\$ 97,077

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

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

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

CERTIFICATION OF VALUES

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

New District:

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

In accordance with 39-5-121(2)(a) and 39-5-128(1), C.R.S. The total Assessed Valuations for taxable year 2019
In Archuleta County, CO On 11/13/2019 Are:

Previous Year's Net Total Assessed Valuation:	\$54,839,058
Current Year's Gross Total Assessed Valuation:	\$62,030,223
(-) Less TIF district increment, if any:	\$0
Current Year's Net Total Assessed Valuation:	\$62,030,223
New Construction*:	\$637,330
Increased Production of Producing Mines**:	\$0
ANNEXATIONS/INCLUSIONS:	\$84,870
Previously Exempt Federal Property**:	\$0
New Primary Oil or Gas production from any Oil and Gas leasehold or land (29-1-301(1)(b) C.R.S.)***:	\$0
Taxes collected last year on omitted property as of August 1 (29-1-301(1)(a) C.R.S.):	\$0.00
Taxes Abated or Refunded as of August 1 (39-10-114(1)(a)(I)(B) C.R.S.):	\$524.61

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

- * New Construction is defined as: Taxable real property structures and the personal property connected with the structure.
- ** Jurisdiction must submit a certification to the Division of Local Government in order for a value to be accrued (DLG52 & 52A)
- *** Jurisdiction must submit an application to the Division of Local Government in order for a value to be accrued. (DLG 52B)

USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY

In accordance with the Art. X, Sec. 20, Colorado Constitution and 39-5-121(2)(b), C.R.S. The Actual Valuations for the taxable year 2019
In Archuleta County, CO On 11/13/2019 Are:

Current Year's Total Actual Value of All Real Property*:	\$380,876,034
ADDITIONS TO TAXABLE REAL PROPERTY:	
Construction of taxable real property improvements**:	\$7,292,530
ANNEXATIONS/INCLUSIONS:	\$464,100
Increased Mining Production***:	\$0
Previously exempt property:	\$0
Oil or Gas production from a new well:	\$0
Taxable real property omitted from the previous year's tax warrant. (Only the most current year value can be reported):	\$52,980
DELETIONS FROM TAXABLE REAL PROPERTY IMPROVEMENTS:	
Destruction of taxable property improvements:	\$77,181
Disconnections/Exclusions:	\$0
Previously Taxable Property:	\$891,290

- * This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.
- ** Construction is defined as newly constructed taxable real property structures.
- *** Includes production from a new mine and increase in production of a producing mine.

NOTE: All levies must be certified to the Board of County Commissioners no later than December 15, 2019

DEBT SERVICE



Fall Foliage along River



Debt Service List

<u>Name</u>	<u>2020 Payment</u>	<u>Year End Balance</u>
Visitor Center Lease/Purchase	\$ 18,146.92	\$ 138,604.81
UMB 8 th Street Lease/Purchase	\$189,562.50	\$3,122,950.00
John Deere Lease/Purchase	\$ 35,356.69	\$ 0.00
Zion's Bank Lease/Purchase	\$248,077.50	\$3,222,041.10
Kois Bros Vacuum Truck Lease/Purchase	\$ 40,775.00	\$ 115,479.95
Xerox Copier Lease (Administration)	\$ 2,420.28	\$ 3,630.00
AltaLink Copier Lease (Parks & Rec)	\$ 2,081.04	\$ 8,324.42



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 24 of 24 LAG RS\$126.00 DS0.00

June Madrid
 Archuleta County

EXHIBIT B
RENT SCHEDULE

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

Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

Final Pricing - November 29, 2016 1135AM MTN

Debt Service Schedule

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



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June Madrid
Archuleta County

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**JOHN DEERE
FINANCIAL**

Amortization Schedule

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

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

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

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

By: *Gregory J. Schulte*
 GREGORY J SCHULTE, TOWN
 MANAGER

Date: 6-7-16

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

By: *John Ferrell*

Date: 6-27-16



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 14 of 14 ODC RS\$76.00 D\$0.00 Archuleta County

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EXHIBIT D

BASE RENTAL PAYMENT SCHEDULE

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

**Schedule No. 01
EXHIBIT B**

SCHEDULE OF PAYMENTS

Rate: 3.78%

Payment Number	Payment Date	Payment	Interest	Principal	Purchase Option Price*
1	8/15/2019	\$ 108,736 29	\$ 18,411 66	\$ 90,324 63	\$ 408,659 06
2	8/15/2020	\$ 108,736 29	\$ 14,997 39	\$ 93,738 90	\$ 312,107 99
3	8/15/2021	\$ 108,736 29	\$ 11,454 06	\$ 97,282 23	\$ 211,907 30
4	8/15/2022	\$ 108,736 29	\$ 7,776 79	\$ 100,959 50	\$ 107,919 01
5	8/15/2023	\$ 108,736 29	\$ 3,960 55	\$ 104,775 74	\$ -
Totals		\$ 543,681.45	\$ 56,600.45	\$ 487,081.00	

**Assumes that all rental payments and additional rentals due on and prior to that date have been paid*

Lessee: Town of Pagosa Springs



 Signature
 Don Volger, Mayor

 Printed Name and Title
 9/5/18

 Date

PAGECONNECT AGREEMENT



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

AGREEMENT NO.: 1492298

CUSTOMER ("YOU" OR "YOUR")

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

ADDRESS: **PO Box 1859**

Pagosa Springs CO 81147-1859

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

Toner Mountain

Pagosa Springs, CO

EQUIPMENT AND PAYMENT TERMS

SEE ATTACHED SCHEDULE

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

EQUIPMENT LOCATION: **As Stated Above**

METER FREQUENCY: **Monthly**

TERM IN MONTHS: **63**

MONTHLY BASE PAYMENT AMOUNT: **\$173.42** (*PLUS TAX)

PURCHASE OPTION: **Fair Market Value**

CONTRACT

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

CUSTOMER'S AUTHORIZED SIGNATURE

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

(As Stated Above) *[Signature]* DARREN LEWIS DIRECTOR 8/16/19
CUSTOMER SIGNATURE PRINT NAME & TITLE DATE

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

GreatAmerica Financial Services Corporation *[Signature]* 9/11/19
OWNER SIGNATURE PRINT NAME & TITLE DATE

UNCONDITIONAL GUARANTY

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

SIGNATURE: **X** INDIVIDUAL: _____ DATE: _____

SIGNATURE: **X** INDIVIDUAL: _____ DATE: _____

ORIGINAL