



Town of Pagosa Springs Budget 2023

Fiscal Year January 1, 2023 to December 31, 2023

Adopted December 6, 2022

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View of Square Top Mountain from Downtown



Town Council

Shari Pierce

Mayor

Jeff Posey

At Large – Mayor Pro-tem

Madeline Bergon

At Large

Mat deGraaf

At Large

Matt DeGuise

At Large

Brooks Lindner

At Large

Gary Williams

At Large

Management Staff

Andrea Phillips

Town Manager

April Hessman

Town Clerk/Finance Director

Jennifer Green

Tourism Director

Open

Public Works Director

Darren Lewis

Parks and Recreation Director

William Rockensock

Chief of Police

James Dickhoff

Community Development
Director

Candace Dzielak

Municipal Court Administrator

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TOWN OF PAGOSA SPRINGS 2023 BUDGET MESSAGE

Andrea K. Phillips
Town Manager

INTRODUCTION

The 2023 Budget reflects the spending priorities of the Town Council and the Pagosa Springs community. Goals and objectives for the remainder of 2022 and 2023 are included within the document for reference. Revenues are anticipated to remain stable in 2023, with moderate growth in some areas, compared to 2022 figures. As of September 2022, the local economy continues to show steady growth and 2023 is anticipated to be healthy as well.

Primary measures of economic activity for the Town of Pagosa Springs (Town) are sales tax, lodger's tax, the unemployment rate, and the number of building permits issued. All items are on track to be record amounts, or at least equal to or better than numbers from prior years. As of July 2022, the unemployment rate per the Bureau of Labor Statistics in Archuleta County was 3%, below the Colorado rate of 3.3% and the national rate of 3.5%. Building permits for 2023 are expected to be similar to 2022 numbers and staff is aware of new development projects in the planning stages. Sales tax, lodger's tax, and visitation numbers will be covered in separate areas of this Budget Message and in the specific budget pages. Population continues to grow in both town limits and in the unincorporated areas of Archuleta County.

While economic indicators continue to be strong, in order to be fiscally prudent should the local economy experience fluctuations, Council has continued its policy requiring Town expenditures to be reduced in direct proportion to the reduction in sales tax revenues and that expenditure reductions should take into account the relative value of specific programs or services provided to the community. This policy has been in place for several years and was continued by the Town Council on January 4, 2022, in the form of Town Resolution 2022-01.

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 2023 is \$23,916,346, including prior year carryover, and the total expenditures for the six funds are \$14,994,210. While the Town is utilizing some reserves for capital projects in 2023, the total projected year-end cash reserves for all six funds are \$8,560,890. 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 majority of their resources from sales tax. Projected revenues for the General Fund are as follows:

Revenues

As indicated above, the main source of revenue for the General Fund is sales tax. The sales tax rate in Archuleta County is 6.9%, and of that 6.9%, 2.9% is allocated to the State of Colorado and the remaining 4% of sales tax proceeds is split equally between the Town and Archuleta County. Of the 2% that goes to the Town, the revenues are evenly divided between the General Fund and the Capital Improvement Fund. The total

projected annual revenue in the General Fund in 2023 is estimated to be \$5,581,047, not including the carryover cash from the prior year. Of that amount, 84.1% or \$4.7 million is anticipated to come from sales tax. For 2023, sales tax is projected to increase 3.5% above the year-end estimate for 2022. At this time, staff is projecting that the Town will end the year approximately 3.05% higher at the end of 2022 compared to the original budget. Revenues in 2020 and 2021 were above expectations due to high visitation during the height of the pandemic and recovery period. However, rates of sales tax growth appear to be slowing in 2022 with nine months of data so far as of this writing. Visitation was steady in Pagosa Springs in 2022 and the Town anticipates that revenues will remain stable in 2023. Additionally, since 2019, the Town has been receiving sales tax from items purchased online from out of state and shipped to Pagosa Springs. This has had a positive impact on revenues.

The next largest revenue category for the General Fund is Licenses and Permits, which is estimated to be \$209,000 in 2023. Property tax amounts to \$107,862 or 1.9% of annual revenues into this fund in 2023. The other revenue categories are: Intergovernmental Revenue (which includes grants), Charges for Services, Fines and Forfeitures, Community Center, and Miscellaneous. Including the projected year-end fund balance and cash reserve of \$4,683,358, total revenues are expected to equal \$10,264,405 in 2023. This represents a 1.6% increase over 2022 estimated revenues.

As stated above, two critical economic factors for our community are the sales tax and the lodger's tax and both continue to trend slightly upward despite the initial impacts from COVID-19 in the second quarter of 2020. With a little over half of the year's estimated revenues from sales tax in so far in 2022, this source appears to be steady but beginning to level off in rates of growth compared to the latter part of 2020 and 2021. To date, sales tax revenue in 2022 is three percent above estimates. 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 2022 levels.

Expenditures

Expenditures within the General Fund in 2023 are expected to total approximately \$5.9 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 are in the General Government category and include administrative costs such as the Administration Department, Municipal Court, and the Community Development Department which includes the Building/Fire Safety Division, Planning Division, and Housing Division. Of the \$5.9 million in planned expenditures, \$3.25 million is in General Government, which represents a decrease of 6.5% over the 2022 budget. In Public Safety, \$1.6 million is budgeted for 2023, which is a 6.8% increase over the 2022 budget. The 2023 budget is \$723,883 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 \$418,259 in 2023.

With planned expenditures of \$5,953,793 and anticipated revenues of \$5,581,047, the General Fund is projected to need to spend into reserves by \$372,747. The General Fund will remain with an ending fund balance of \$4,310,611 at the end of 2023, which includes three percent of planned expenditures restricted as TABOR reserves and a three-month cash reserve recommended by the Government Finance Officers Association for budgetary purposes. The restricted TABOR reserve is calculated at \$444,709 which includes all Town fund expenditures. The Town Council has adopted a policy of maintaining a minimum of a three-month operating reserve in addition to the TABOR restricted reserve. That amount is \$1,488,448 and the estimated year-end unrestricted reserves are \$2,377,454 in excess of this amount. Due to pending large capital projects in 2024 and beyond, such as the Town's workforce housing project and the Main Street Reconstruction project, staff advises that funds be allowed to accumulate in anticipation of these major expenditures.

Some additional specific notes about General Fund expenses for 2023 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 2023 budget for Service

Organizations is a total of \$100,000 to be awarded to organizations selected by Town Council. An additional \$15,000 is budgeted in the Police Department for the Axis Health Acute Treatment Unit, \$12,500 for animal care services provided by the Humane Society, and \$10,000 to Archuleta County Victims Assistance (Rise Above Violence).

2. Funds for Economic Development/Town Council Initiatives include support for economic development management, broadband development, early childcare and education, and college scholarships for high school students. The budget includes a total of \$235,000 for these economic development initiatives. Funding for Early Childcare and Education is proposed at \$150,000, with allocations to be determined by Town Council. At this time, \$75,000 is included for broadband development, which includes support of the Broadband Services Management Office, matches to grants and maintenance or new installations. College scholarships for local students is budgeted at \$10,000 for 2023. In addition, \$40,000 is budgeted for supporting an economic development organization, which has been allocated to the Pagosa Springs Community Development Corporation (CDC), as in prior years. This includes annual support to the CDC for \$25,000 and \$15,000 towards the Community Resources Grant Writer, which is housed under the CDC. Finally, the Main Street Program coordination and \$15,000 in program funds are proposed under the CDC at a total of \$43,259.

3. The Council priority for Housing Choices has been assigned to the Community Development Housing Division to expend according to Council's direction. This Workforce Housing support is \$500,000 in the General Fund and up to \$50,000 in the trust/impact fund from the vacation rental fee allocation. These funds could be utilized to support organizations providing workforce housing programs in the community, payment of tap fees for new units being constructed, property purchases for development of new units, or movement towards other objectives within this goal. So far in 2022, the Town has spent \$1,008,836 in support of this goal, which includes payment of pre-development costs and purchase of a Town lot for development of missing middle workforce housing through a public/private partnership. A Housing Coordinator is also funded in the General Fund for 2023 to help lead the Town's housing efforts.

4. The Town is also budgeting \$10,000 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.

5. Human resources software will continue in 2023 to assist with employee recruitment and onboarding and employee performance evaluations. Technology upgrades such as new computers and server upgrades are budgeted for all departments, as well as desktop support, within the Administration Department.

6. For the third successive year, a contract with the Archuleta School District #50 JT has been executed to share in the cost of hiring a School Resource Officer from the Police Department. For 2023, this position will be filled with an existing town employee, who will work for the school district during the school year and for the Police Department as a Community Resource Officer in the summer. A revenue assumption of \$43,764 is assumed from the school district for part of the salary.

7. Funds are included for a contracted Communications Manager to assist the Town in sharing information with the public and providing for public engagement opportunities on community issues. For 2023, \$25,000 is included in the budget, along with \$2,500 in website/graphics and printing costs to assist with production of these tools.

Capital Improvement Fund

Revenues

The Capital Improvement Fund is the other large fund operated by the Town. As mentioned above, this fund is primarily supported by sales tax revenues. However, the Capital Improvement Fund may also receive significant funding from other sources, primarily in the form of grants from the state or federal government. This can vary widely from year to year depending on the availability of grant funding from

different sources. For 2023, it is anticipated that approximately \$1,802,078 will be received from various grant sources for projects in the areas of Crosswalk Improvements, Trails, and Historic Preservation.

For 2023, the overall revenue in the Capital Improvement Fund from all sources is expected to total \$10,165,883, with the largest non-grant or lease source (69.5% or \$4.7 million) deriving from sales tax. Including the estimated 2022 year-end cash reserves of \$3,408,340 and the annual projected revenues into the fund of \$6,757,544, available funding in 2023 equals \$10,165,883.

Expenditures

In the Capital Improvement Fund, expenditures for 2023 are expected to total \$7,402,255 and includes multiple projects. The ten-year Capital Improvement Plan 2023-2032 provides a framework for how and when projects will be addressed in later budget years. This plan is subject to change each year with amendments in Council priorities and availability of funding sources. As in the past, in 2023 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 2023 and beyond.

This fund pays for capital projects for almost all departments of the Town and includes general government, police, parks, community center, streets, sidewalks, trails, geothermal, and the visitor center. In addition, the Capital Improvement Fund also helps to pay the operational costs for those departments that service the capital expenses and provide ongoing maintenance of these assets. The operational departments include the Public Works Department (Streets Division and Facilities Maintenance) and the Parks and Recreation Department (Parks Maintenance Division). Payments on debt that the Town has incurred for major capital projects or facilities are also paid from this fund, which includes lease purchases for the S. 8th Street reconstruction and payment for the lease purchase of the Town Maintenance Facility. Payments on the lease purchase financing agreement for construction of the Town Maintenance Facility began in 2019 and are estimated at \$249,797 in 2023, while the 8th Street reconstruction payment is \$185,913. Town Council paid off the lease purchase agreement for the Visitor Center in 2020. Debt was retired for the vacuum truck lease purchase agreement in mid-2021 using Capital Fund reserves of \$157,993 and General Fund reserves. This intergovernmental cost share for the equipment will be paid back to the General Fund from the Sanitation and Geothermal Funds based on the new debt schedule.

For 2023, the total annual revenue from all sources is estimated to be \$6,757,544 and the projected expenditures out of the Capital Improvement Fund are anticipated to total \$7,402,255. This means that the Town is projecting to spend into Capital Fund Reserves by \$644,712 to complete projects, leaving a projected ending fund balance at the end of 2023 of \$2,763,628. Unrestricted reserves are projected to be \$2,188,649 at the end of 2023 which does not include the Town's recommended minimum three-month reserve of \$574,979.

Notable capital projects for 2023 include but are not limited to the following.

- Continued street maintenance projects, including patching and crack sealing on multiple streets per the Pavement Assessment Plan.
- Milling and overlay multiple street sections to include some that were not able to be finished in 2022: N. 2nd from Lewis St. to Mesa Dr., Florida from 8th St. to 6th St., the Visitor Center Parking Lot, and asphalt trails located west of Hot Springs Bridge and uptown from Pinon to Eaton Dr.). In 2023, additional sections are proposed for mill and overlay treatment: N. 1st St. from Hwy 160 to the end of the street, Pike Dr. from Hwy 160 to town limits, Trinity Lane, S. 5th St. from Pirate Dr. to the lagoon property/Yamaguchi South (including the parking area), Hermosa St., and Aspen Village Dr.
- Streets scheduled for chipseal treatment in 2023 include Lewis St.; Durango St.; Eaton Dr. and S. 6th St.
- Continued restoration of the historic Rumbaugh Creek Bridge (Phase II), with the assistance of a grant from the State Historic Fund.

- River restoration projects, including access improvements.
- Crosswalk improvement at First Street and Hwy 160.
- Increased parks maintenance, including attention to irrigation, trees, and trails.
- Construction of the Piedra Road intersection improvements at Hwy 160 as part of the “Harman Hill Phase” of the Town to Pagosa Lakes Trail.
- Sidewalk program replacement and repairs, including new sections.
- Drainage maintenance and new culverts in areas of Town such as “dog alley”.

A ten-year Capital Improvement Plan is also proposed for the 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 the budget allows. The Plan will be presented for adoption with the 2023 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 are derived from the Town and County lodging taxes, rates for which are 4.9% and 1.9%, respectively. Archuleta County has been a consistent participant with the Pagosa Area Tourism Board and the partnership has been working well to date. Despite a temporary downturn during the COVID-19 pandemic, the Town has been fortunate to see continued growth in lodger’s tax proceeds over the past several years. In 2022, lodger’s tax revenues are anticipated to be slightly higher than budgeted at \$1,438,900. For 2023, Lodger’s tax receipts are projected to be a bit lower (4.3%) than 2022 end-of-year estimates.

Revenues

For 2023, the Town’s portion of the lodger’s tax is expected to reach approximately \$875,000. This represents a 5.4% decrease over the 2022 budget. At least one hotel property is being converted to rental housing, taking inventory out of the market. The County’s portion of the lodger’s tax is estimated to be about \$500,000 in 2023, a 2% decrease over the 2022 estimated year-end amount and the 2022 budget. In 2020 and 2021 visitation trends around the state were skewed high in many mountain towns and destination areas due to the pandemic. These trends appear to be slowing in rates of growth, with visitorship still strong, but leveling off somewhat. Including a small amount of miscellaneous revenue, the total revenue for the Lodger’s Tax Fund is projected to be \$1,376,500 in 2023. Including the prior year-end cash reserve of \$1,415,327, the available funding for 2023 is \$2,791,827.

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 majority of the expenses for Commodities are for external marketing, event funding and event marketing, travel, and visitor center maintenance. Capital Projects include infrastructure, wayfinding and signage, data analytics, and visitor center expenses. The Contractual expense is for the annual Fourth of July community fireworks display. A large infrastructure support line item of \$437,500 is included. This funding is used for community support projects that benefit both visitors and the local community. In 2022, infrastructure funding assisted the Town in purchasing a 3.1-acre property on which to build workforce housing, which supports local businesses, including those involved in the tourism industry. Total expenses for 2023 are expected to be \$1,382,594, which means spending into reserves by \$6,094 in 2023. This will leave a healthy fund balance of approximately \$1,409,233, which includes \$345,648 as the minimum recommended three-month reserve and \$1,063,585 in unrestricted reserves in this fund.

Conservation Trust Fund

Conservation Trust Funds derive from the State of Colorado's lottery funds. The money is to be used for parks and recreation purposes. The Town receives two allocations-one from the State and another from Archuleta County. In 2019, the Town and County entered into an agreement whereby the County would increase its annual allocation from \$30,000 to \$60,000 to assist with the cost of county residents utilizing town parks and trails. This is expected to continue in 2023.

Revenues

The Town receives a Conservation Trust allocation annually and has averaged around \$20,000 each year. The anticipated total revenue in 2023 is \$20,000 for the Town's allocation and \$60,000 from Archuleta County's allocation. Including the prior year's fund balance of \$50,241, the total revenue anticipated in 2023 is \$130,241.

Expenditures

Conservation Trust Funds are proposed to be spent for several projects in 2023. Total expenditures for 2023 are estimated at \$85,000, which means spending into reserves by \$5,000. Parks improvement projects such as the installation of a new irrigation system in Centennial Park and upgrades to Yamaguchi South for the dog park and fencing are budgeted for 2023. The estimated ending fund balance for 2023 is \$45,241.

Geothermal Enterprise Fund

The Town operates a geothermal heating system that provides heat to 36 customers (residences, businesses, churches, and heating for sidewalks) as well as leasing geothermal water to two private businesses. The system is an enterprise fund and is expected to be self-supporting.

Revenues

The Town collects utility fees from users of the geothermal system, which is primarily utilized in the late fall and winter. Fees are anticipated to increase in 2023 and in the following years. The estimated user fees to be collected in 2023 are \$52,500. The lease of geothermal water from the Town's well to a private business is assessed annually and for 2022 it is estimated to be \$1,197. New connection fees are anticipated in 2023 at \$13,500. Anticipated resources in this fund in 2023 total \$67,197 in annual revenues. Including the estimated prior year-end cash reserves of \$73,012, the available funds in 2023 are approximately \$140,209.

Expenditures

The expenditures are consistent with other departments with the majority of expenses in the Capital Improvements category. Expenses are primarily for equipment purchases or capital repairs, as well as general maintenance of the system. In 2020, an engineering assessment of the system was conducted, which revealed that attention should be paid to the replacement of aging geothermal lines. In 2021, \$25,000 was budgeted to replace sections of the distribution pipe. With the beginning of the CDOT McCabe Creek Culvert Replacement Project in late 2021, the Town was prompted to replace the entire section of line at a cost of \$80,527. In 2023, \$10,000 is budgeted for continued line replacements. The purchase of new pipe and a fusing machine are budgeted to assist staff with making line upgrades. Total expenses for all categories are anticipated to total \$62,388, which anticipates a small surplus of \$4,809. The projected year-end carryover is estimated to be about \$73,012, which includes the recommended minimum three-month operating reserve of \$15,597 and \$62,224 in unrestricted reserves.

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 specific purposes such as road improvements, public facilities, parks, and trails. The Town has 14 different trust/impact fee accounts. In addition to the Town accounts, the

Town collected impact fees on behalf of local emergency service providers such as the Archuleta School District #50 JT and the Pagosa Fire Protection District. Funds collected on new developments were passed on to these local agencies. In 2019, after analyzing the impact fee program, the Town Council decided to terminate the program and no longer collect impact fees on development moving forward. The last of the impact fee deferral agreements paid the balance of their impact fees in 2021. Annual revenues are expected to total \$118,000 in 2023. The Town has been spending down the balances for the impact fee accounts on permissible projects. In the Trust accounts, \$108,180 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), Yamaguchi Park South, and the annual Festival of Trees event.

In 2023, expenditures out of the trust/impact fees accounts are estimated to total \$108,180, which leaves a minor annual surplus of \$9,820. Capital projects planned for 2023 are supplemented by funds from these specific accounts. A year-end 2023 fund balance of \$315,601 is estimated at this time, which includes the prior year's carryover of \$305,781.

2023 Equipment/Vehicle Purchases

In 2023 there are vehicles and pieces of equipment to be acquired/leased as follows:

- Purchase of two police patrol vehicles in line with the Town's vehicle replacement policy.
- Smaller equipment purchases planned for 2023 include a woodchipper to be shared by the Parks Maintenance Crew and the Streets Division, a sander for the Streets Division plow truck, a lift for the Town Maintenance Facility, a cargo trailer in the Police Department, a large irrigation pump for the parks Department, and other small items.

Assessed Valuation and Mill Levies

The Town of Pagosa Springs' assessed valuation for 2023 is \$68,396,910 (a slight decrease from 2022). The Town Mill Levy at 1.577 Mills, which will generate a proposed \$107,862 in property taxes for the Town in 2023.

Staffing and Compensation

In 2023, the Town will employ 59 full-time equivalents (FTE) employees, which equates to 54 full-time employees, ten part-time employees, and approximately 25 seasonal employees. For 2023, the following staffing adjustments are anticipated:

1. In the Police Department, a part-time Parking Enforcement Officer is proposed to assist with managing parking, especially in the downtown area. In addition to the five patrol officers, a Detective, Sergeant, School Resource Officer/Community Resources Officer, and Police Chief and Assistant Chief are budgeted. A part-time Animal Control Officer, part-time Code Enforcement Officer, part-time Digital Records Clerk, part-time Evidence Technician, and an Office/Records Specialist are also budgeted to staff the department. In 2021, the Town engaged a consultant to assist with an update to the sworn officers and police department leadership compensation. Council adopted a new pay plan in the first quarter of 2021, which made changes to the salaries in 2021 and into 2022 and beyond. Due to recent changes at the state level, the Town's contribution to retirement for sworn officers in the Fire and Police Pension Association fund will increase by 0.5% per year to match the employees' increasing contributions.

2. In 2022, the Planning Department and the Building/Fire Safety Department were combined into one Community Development Department with the addition of a new Housing Division overseen by a Housing Coordinator. A Special Projects Manager to support the Department was hired in November 2022. A part-time Main Street Coordinator position is proposed to continue under the Pagosa Springs Community Development Corporation.

3. In the Administration Department, a Finance Specialist is proposed to assist with financial processes and functions. In addition, a financial consultant is proposed on an as-needed basis to assist the Town with special projects, including support for the annual audit and development of sound financial policies and practices.

4. In the Public Works Department, an additional full time Equipment Operator in the Streets Division is proposed to replace a previously budgeted seasonal position.

5. In the Parks and Recreation Department, a new position of Recreation Supervisor is proposed. This position will oversee the entire Recreation Division, which includes the operation of the Community Center, special events, and sports and leisure programs for kids and adults.

6. In 2023, health insurance premiums will rise by approximately 2.5%. In 2020, staff began contributing more towards these premiums. The increase anticipated in 2023 will be offset by the anticipated savings in the plan provided by lesser claims. The Town will continue to offer both a traditional PPO plan and a higher deductible HSA plan. There will be no change to the contribution for vision, dental, voluntary life insurance, and employee assistance program coverage.

7. Council directed that staff salaries be increased by a seven and a half percent Cost of Living Increase in August of 2022. These salary impacts are budgeted to carry over into 2023, with no additional compensation adjustments.



Staff and Volunteers Helping with the Annual Town Clean Up

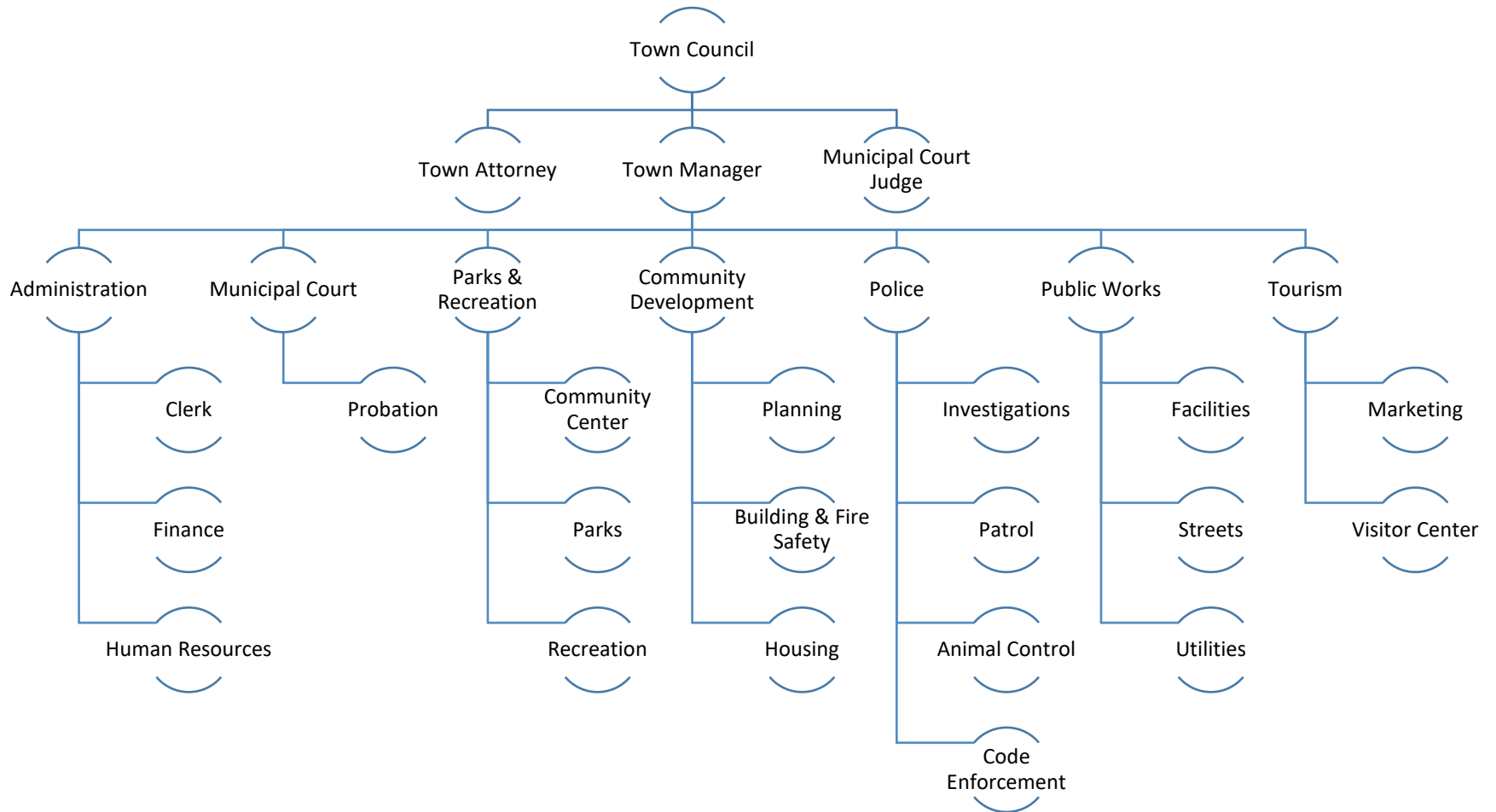
Town Council Goals and Objectives 2022-2023

*Highest Priority

- 1. Sanitation District***
Stabilize the pumping system, continue maintenance, and upgrade efforts and explore long-term community solutions with the goal of the Town getting out of the Sanitation business.
- 2. Workforce Housing***
Address current and projected needs by supporting efforts to add more deed-restricted units to local inventory through the public and private sectors.
- 3. Explore Recreation District***
Engage the support of the wider community beyond the town in providing and managing parks, trails, open spaces, and recreational amenities in a coordinated and thoughtful way.
- 4. Land Acquisition Strategy**
Establish opportunities for strategic investment to address community needs.
- 5. Traffic Management, Parking, and Road Maintenance**
Provide ongoing funding and planning to manage traffic and parking in the community and maintain current infrastructure.
- 6. Early Childhood Care and Education**
Support efforts to maintain and grow opportunities for early childhood care and education.
- 7. Advisory Boards**
Work collaboratively with advisory boards to plan strategically for the future and address common concerns.
- 8. Historic Preservation and Main Street**
Support efforts to preserve and protect key structures, enhance understanding of the community's past, and encourage Main Street program focus on history, art, beautification, and community development.
- 9. Broadband**
Support efforts to expand and improve reliability, coverage, and speed of broadband services in Archuleta County/Pagosa Springs.
- 10. Public Arts**
Continue support of public arts and culture initiatives to add interest to public spaces, enhance the experience for locals and visitors, and "activate" areas.
- 11. Parks, Trails, and River Access**
As funding allows, seek opportunities to expand park, trail, and river access opportunities.

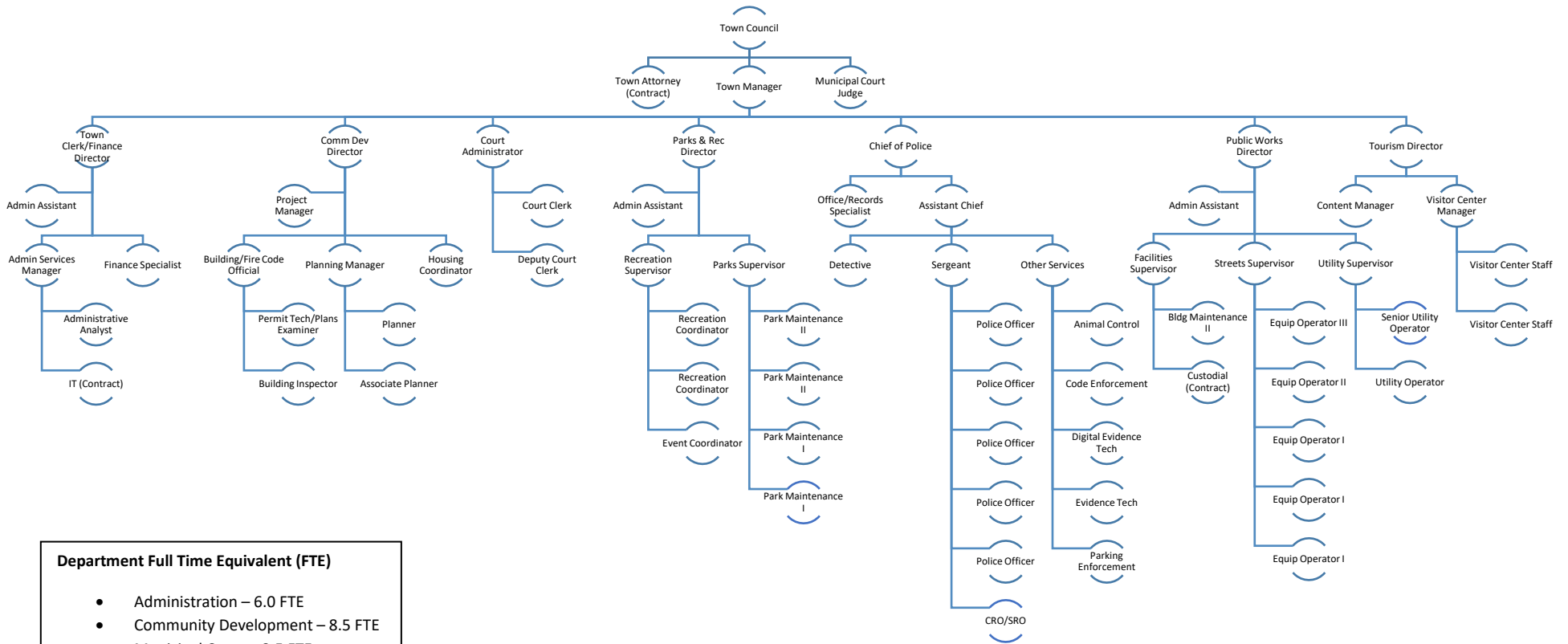


Functional Organization Chart





Staff Organization Chart



- Department Full Time Equivalent (FTE)**
- Administration – 6.0 FTE
 - Community Development – 8.5 FTE
 - Municipal Court – 3.5 FTE
 - Parks & Recreation – 10.5 FTE
 - Police Department – 13.5 FTE
 - Public Works – 13 FTE
 - Tourism – 4 FTE

Personnel

Andrea Phillips, Town Manager

OVERVIEW

The Town started 2022 with 50 regular full-time positions and eleven (11) regular part-time positions. The Town has experienced a higher-than-normal turnover rate due to inflation and affordable/available housing with employees moving on primarily due to salary and job promotions. Competitiveness in the labor market, both locally and statewide, has increased the turnaround time for filling positions. Consequently, the Town continues to evaluate positions and re-work them to better suit the Town’s business needs including re-organization, contracting, and flexibility in work schedules. For 2023, the Town proposes to add 4.0 FTE and remove one FTE for a net gain of 3.0 FTE to assist with town functions. A total of 54 regular full-time positions and ten (10) regular part-time positions are proposed in the 2023 budget.

DEPARTMENT PERSONNEL SUMMARY

	Position	2021 Actual	2022 Actual	Add	Delete	2023 Budget
Admin	Town Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Town Clerk/Finance Director	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Services Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Analyst		1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Finance Specialist			1.0 FTE		1.0 FTE
Community Development	Community Development Director		1.0 FTE			1.0 FTE
	Planning Manager (<i>previously director</i>)	1.0 FTE	1.0 FTE			1.0 FTE
	Senior Planner	1.0 FTE	1.0 FTE			1.0 FTE
	Associate Planner	1.0 FTE	1.0 FTE			1.0 FTE
	Housing Coordinator		1.0 FTE			1.0 FTE
	Main Street Coordinator (<i>CDC FTE</i>)		0.5 FTE		0.5 FTE	0.0 FTE
	Building/Fire Code Official	1.0 FTE	1.0 FTE			1.0 FTE
	Building/Fire Inspector	1.0 FTE	0.5 FTE			0.5 FTE
	Permit Tech/Plans Examiner	1.0 FTE	1.0 FTE			1.0 FTE
	Project Manager		1.0 FTE			1.0 FTE
Court	Municipal Court Judge	0.5 FTE	0.5 FTE			0.5 FTE
	Court Administrator/Probation Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
	Deputy Court Clerk	1.0 FTE	1.0 FTE			1.0 FTE
Parks & Recreation	Parks & Recreation Director	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Supervisor			1.0 FTE		1.0 FTE
	Event Coordinator	1.0 FTE	1.0 FTE			1.0 FTE
	Administrative Assistant	1.0 FTE	1.0 FTE			1.0 FTE
	Recreation Coordinator	2.0 FTE	2.0 FTE			2.0 FTE
	Parks Supervisor	1.0 FTE	1.0 FTE			1.0 FTE
	Parks Maintenance II	1.0 FTE	2.0 FTE			2.0 FTE
	Parks Maintenance I	1.5 FTE	1.5 FTE			1.5 FTE

	Position	2021 Actual	2022 Actual	Add	Delete	2023 Budget
Police	Chief of Police	1.0 FTE	1.0 FTE			1.0 FTE
	Assistant Chief	1.0 FTE	1.0 FTE			1.0 FTE
	Detective	1.0 FTE	1.0 FTE			1.0 FTE
	Sergeant	1.0 FTE	1.0 FTE			1.0 FTE
	Police Officer	4.0 FTE	5.0 FTE			5.0 FTE
	Community/School Resource Officer	1.0 FTE	1.0 FTE			1.0 FTE
	Office/Records Specialist	1.0 FTE	1.0 FTE			1.0 FTE
	Evidence Technician	0.5 FTE	0.5 FTE			0.5 FTE
	Code Enforcement		0.5 FTE			0.5 FTE
	Animal Control Officer	0.5 FTE	0.5 FTE			0.5 FTE
	Digital Records Clerk	0.5 FTE	0.5 FTE			0.5 FTE
	Parking Enforcement			0.5 FTE		0.5 FTE
	Public Works	Public Works Director	1.0 FTE	1.0 FTE		
Streets Supervisor		1.0 FTE	1.0 FTE			1.0 FTE
Equipment Operator III			1.0 FTE			1.0 FTE
Equipment Operator II		1.0 FTE	1.0 FTE			1.0 FTE
Equipment Operator I		3.0 FTE	2.0 FTE	1.0 FTE		3.0 FTE
Utility Supervisor		1.0 FTE	1.0 FTE			1.0 FTE
Senior Utility Operator <i>(added mid-year 2021)</i>			1.0 FTE			1.0 FTE
Utility Operator		1.0 FTE	1.0 FTE			1.0 FTE
Facility Supervisor		1.0 FTE	1.0 FTE			1.0 FTE
Building Maintenance II <i>(Contract Custodial)</i>		2.0 FTE	1.0 FTE			1.0 FTE
Administrative Assistant		1.0 FTE	1.0 FTE			1.0 FTE
Tourism	Tourism Director	1.0 FTE	1.0 FTE			1.0 FTE
	Content Manager	1.0 FTE	1.0 FTE			1.0 FTE
	Visitor Center Manager <i>(change in title/resp)</i>	1.0 FTE	1.0 FTE			1.0 FTE
	Marketing Coordinator	0.5 FTE	0.5 FTE		0.5 FTE	0.0 FTE
	Visitor Center Staff <i>(2 regular part-time staff)</i>	0.5 FTE	0.5 FTE	0.5 FTE		1.0 FTE
TOTALS		50.0 FTE	56.0 FTE	4.0 FTE	1.0 FTE	59.0 FTE

SUMMARY OF ALL FUNDS REVENUES AND EXPENDITURES

	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
REVENUES						
GENERAL FUND	6,880,134	8,434,959	9,098,599	9,486,599	10,107,073	10,264,405
CAPITAL IMPROVEMENT FUND	10,284,325	7,055,962	7,850,508	7,881,926	8,032,828	10,165,883
IMPACT FEE FUND	517,456	409,068	378,009	378,009	436,119	423,781
LODGERS TAX FUND	1,844,194	2,454,762	2,693,621	2,693,621	3,037,810	2,791,827
GEO THERMAL ENTERPRISE FUND	171,907	221,637	183,779	183,779	131,337	140,209
CONSERVATION TRUST FUND	149,216	133,689	234,624	234,624	239,741	130,241

EXPENDITURES						
GENERAL FUND	4,044,069	4,116,821	5,174,272	5,740,965	5,423,714	5,953,793
CAPITAL IMPROVEMENT FUND	8,347,520	4,277,361	6,308,423	6,427,493	4,624,488	7,402,255
IMPACT FEE FUND	236,336	108,848	127,559	127,559	130,338	108,180
LODGERS TAX FUND	969,889	858,089	1,632,468	1,632,468	1,622,483	1,382,594
GEO THERMAL ENTERPRISE FUND	93,179	141,907	55,575	55,575	58,325	62,388
CONSERVATION TRUST FUND	101,031	74,463	165,500	189,500	189,500	85,000

YEAR END CASH RESERVES						
GENERAL FUND	2,836,065	4,318,138	3,924,327	3,745,634	4,683,358	4,310,611
CAPITAL IMPROVEMENT FUND	1,936,804	2,778,601	1,542,085	1,454,433	3,408,340	2,763,628
IMPACT FEE FUND	281,120	300,221	250,450	250,450	305,781	315,601
LODGERS TAX FUND	874,305	1,596,673	653,036	653,036	1,415,327	1,063,585
GEO THERMAL ENTERPRISE FUND	78,728	79,730	114,310	114,310	73,012	62,224
CONSERVATION TRUST FUND	48,185	59,226	69,124	45,124	50,241	45,241



View of San Juan River Downtown

SPECIFIC REVENUES

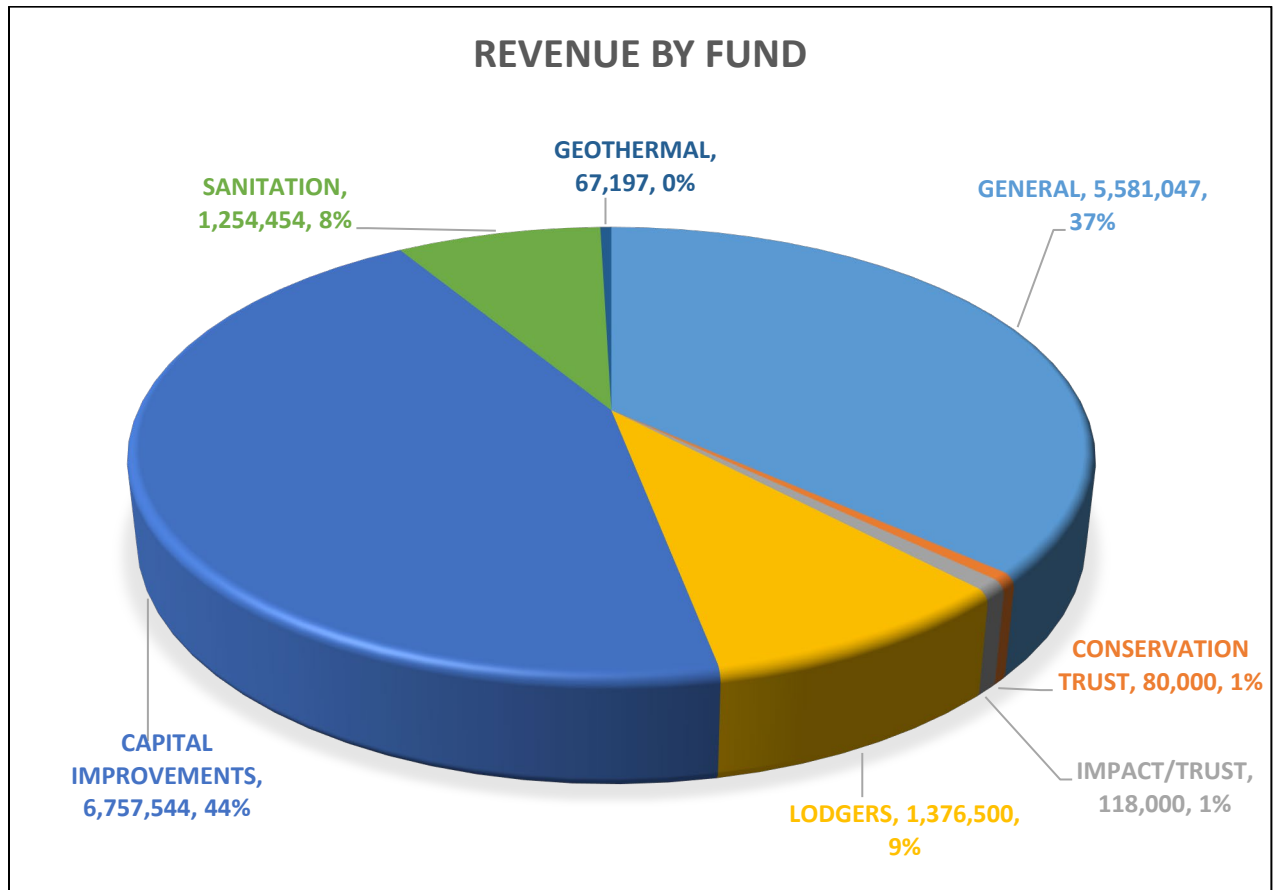


Annual Colorfest Balloon Launch

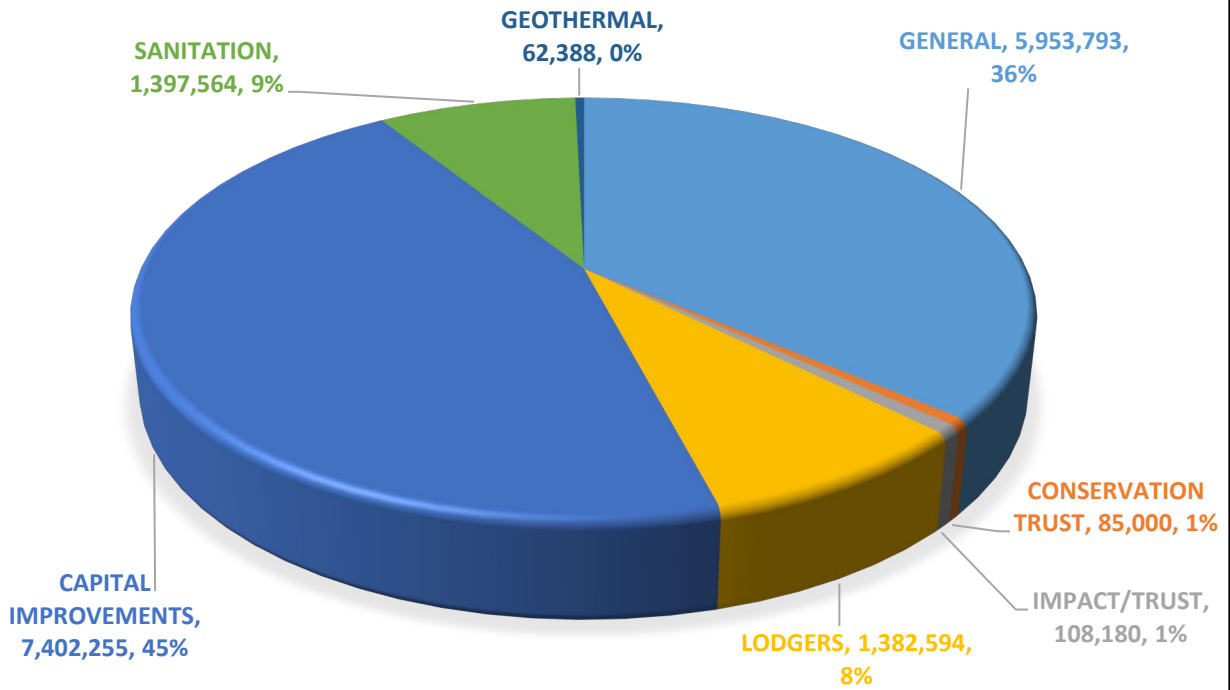
SUMMARY OF FUNDS

FUND NUMBER	FUND TITLE	2023 REVENUE	2023 EXPENDITURE
10	GENERAL *	5,581,047	5,953,793
21	CONSERVATION TRUST *	80,000	85,000
31	IMPACT/TRUST *	118,000	108,180
41	LODGERS *	1,376,500	1,382,594
51	CAPITAL IMPROVEMENTS *	6,757,544	7,402,255
53	SANITATION *	1,254,454	1,397,564
55	GEOTHERMAL *	67,197	62,388
TOTAL ALL FUNDS		\$15,234,741	\$16,391,774

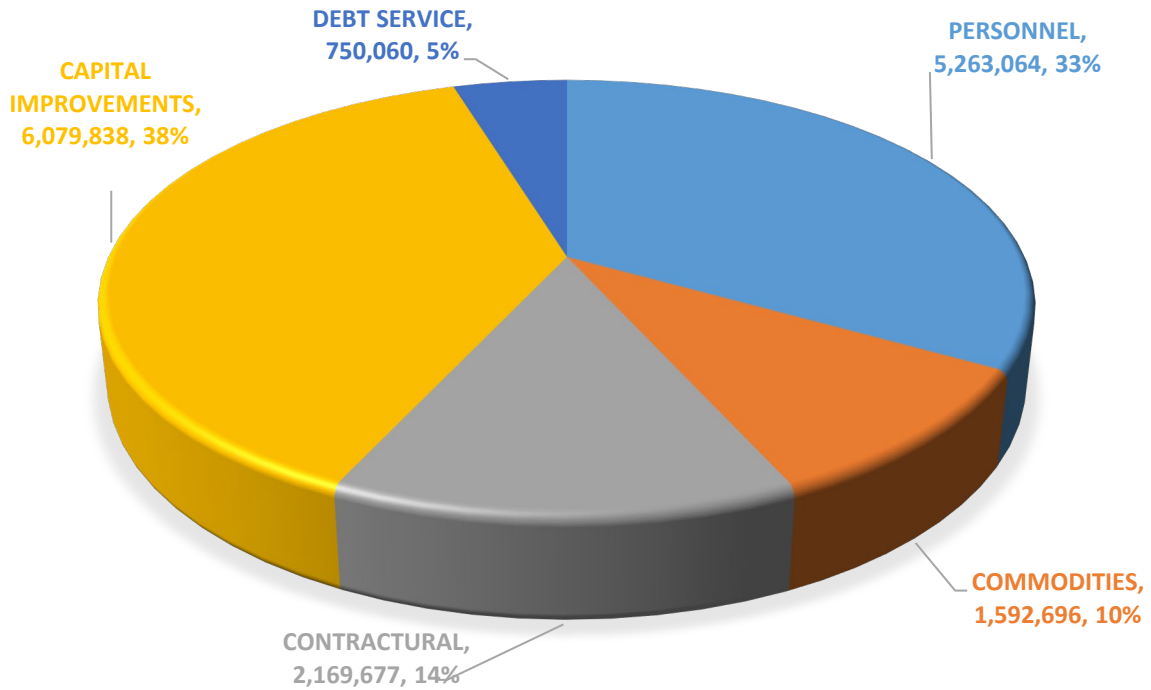
* Revenues for these funds are shown as expenses in other funds. In some instances, this will over represent revenues to the Town.



EXPENDITURE BY FUND



EXPENDITURE BY TYPE ALL FUNDS *



* The following expenditures do not fall within the Expense Types in the graph: Trust Funds, Economic Development, and Service Organization Funding

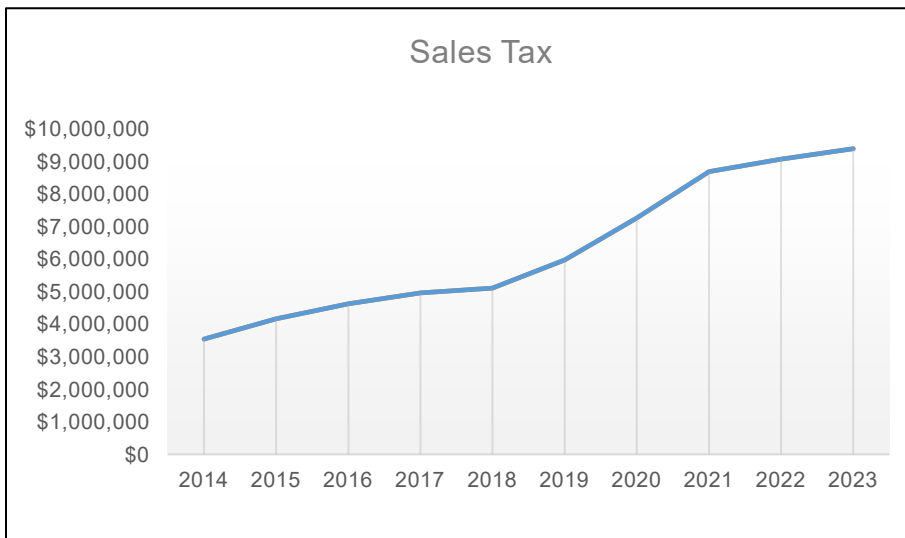
SALES TAX REVENUE

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

Source: Visitors, residents, and employees in Archuleta County

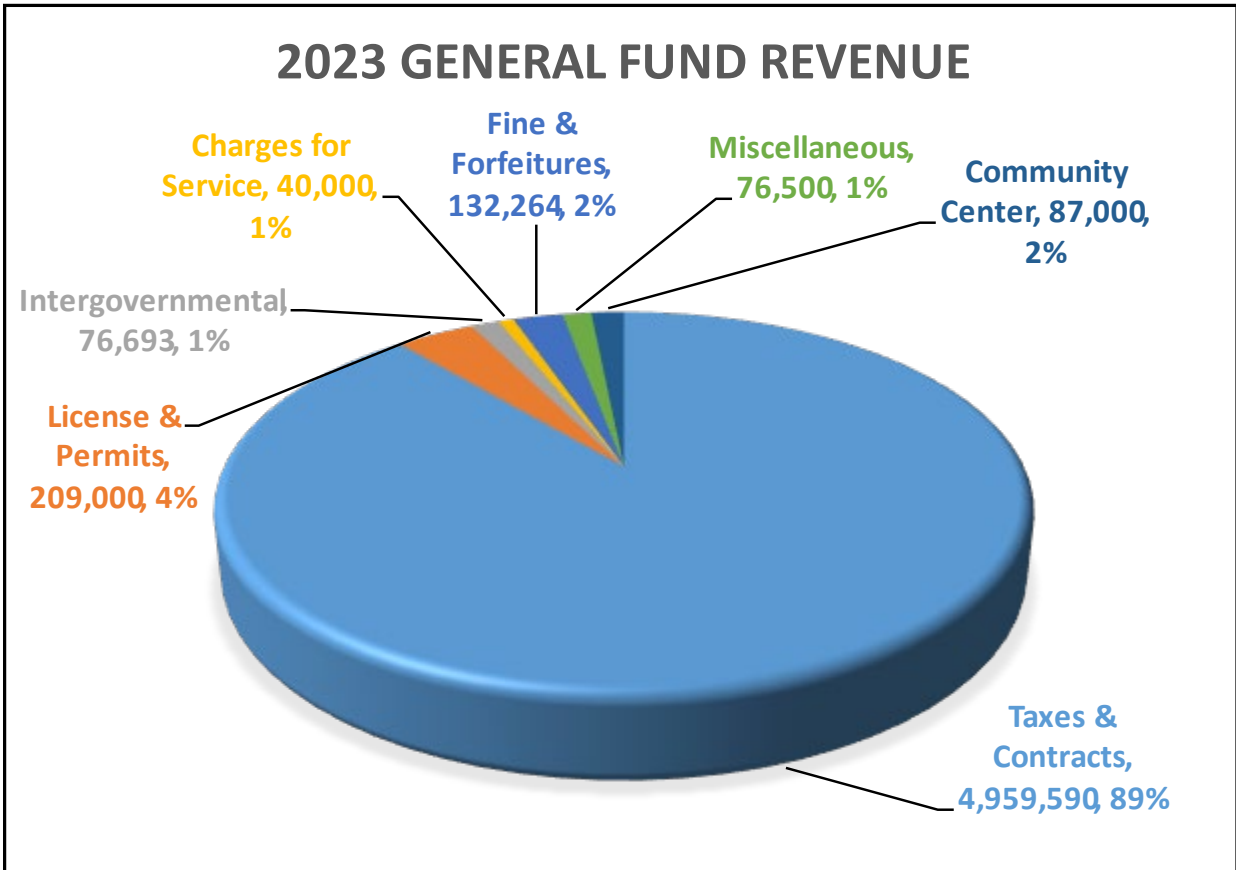
Collection: Prior to 1958, a 1% sales tax was initiated and was split 50/50 between the Town and County. In 1983, the citizens voted to increase the sales tax rate to 2%, to be split 50% between the Town and County. In 1988, the citizens voted to increase the sales tax rate an additional 2% for seven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

Ten Year Trend



Forecast: For 2023, the estimate of \$9,386,956 is 3.5% above the 2022 projected sales tax collections of \$9,069,522. The 2022 year-end estimate is projected to be 3.05% over the 2022 budgeted amount.

Rationale: It is projected that the sales tax will increase moderately this year by approximately 3.5% from the 2022 year-end estimate as the economy returns to pre-pandemic annual increases. 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 84% of general fund revenue for 2023 comes from this source. The capital fund relies on sales tax to pay for capital projects, maintenance of capital assets, and capital debt service.



LODGING TAX REVENUE

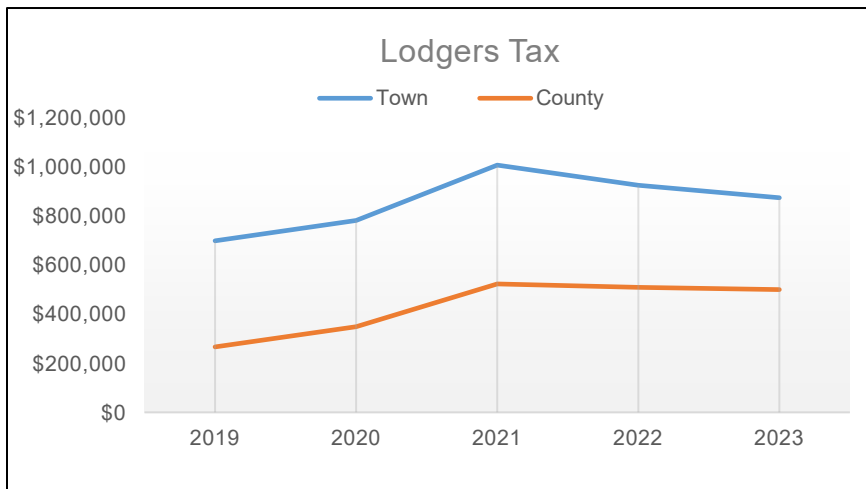
Distribution: 100% Lodgers Fund

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

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

The county’s lodging taxes of 1.9% are distributed by the Colorado Department of Revenue. Up until 2015, the County forwarded most of its lodging tax funds to the Chamber of Commerce which provided for the operations of the Pagosa Springs Visitor Center. In 2014 the Town, and specifically the Tourism staff, began the operation of the Visitor Center. Subsequently, in 2015 the county lodging funds were then passed on to the town Lodging Tax Fund for tourism purposes. In 2018 the Town Council passed an ordinance requiring all vacation rental units to register with the Town to provide equal services to all. In 2021 the Town Council restricted licenses for vacation rentals in zoning districts requiring a conditional use permit and placed conditions on short-term rentals.

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2019	\$699,103	12%
2020	\$781,749	12%
2021	\$1,007,711	29%
2022	\$925,000	-8%
2023	\$875,000	-5%

Forecast: The estimate for 2023 of \$875,000 assumes that lodging tax revenues will decrease slightly after stabilizing following a record year in 2021. County lodging tax is estimated to also even out for 2023 compared to 2022 estimates.

Rationale: The COVID-19 pandemic had a great impact during the first and second quarters of 2020; however, tourists flocked to Pagosa Springs when Colorado opened to travel in June 2020. The impact of tourism did not slow until August of 2021 when schools were back in session. Inventory of area hotel and motel rooms has

not increased in many years and has instead decreased as several rooms have been modified into long-term housing. Vacation rentals have increased in town and in the unincorporated areas of the county to help supplement the tourist visits. It is believed vacation rentals provide a larger segment of the lodging tax collections in the county.



Pagosa Peak from Balloon

PROPERTY TAX REVENUE

Distribution: 100% General Fund

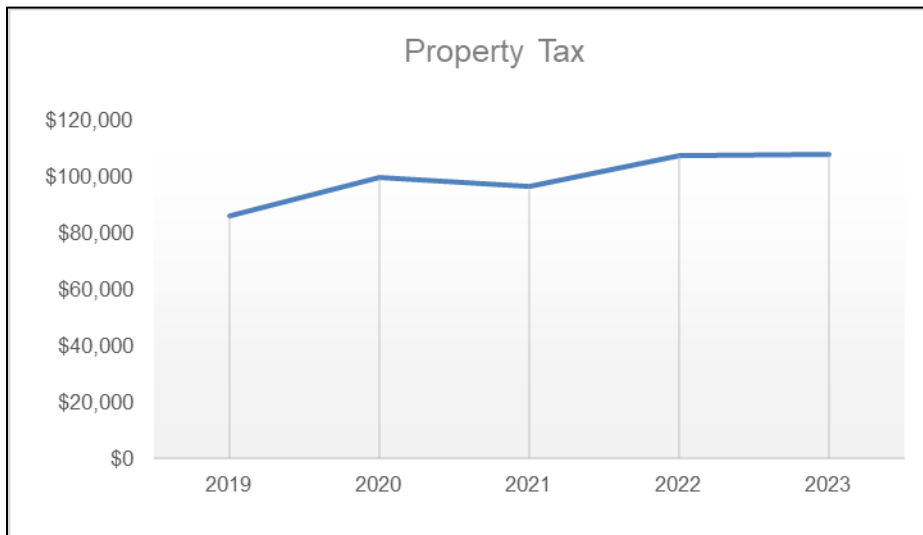
Source: Property owners within the Town of Pagosa Springs corporate boundaries

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 that prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction. However, in 1994 the Town of Pagosa Springs voted to exempt (or “De-Bruce”) the Town from these provisions and reduced the mill levy for the Town, currently at 1.557. The tax a property owner pays on a property is based on the following formulas:

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

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

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2019	\$86,097	0%
2020	\$99,544	16%
2021	\$96,490	-3%
2022	\$107,596	12%
2023	\$107,862	0%

Forecast: The budget for 2023 of \$107,862 is flat compared to 2022 revenue receipts based on the County Assessor’s property assessment.

Rationale: Based on the assessed valuation of \$68,396,910 provided by the County Assessor’s Office, the mill levy is set at 1.577 for 2023, which considers anticipated refunds/abatements.

FRANCHISE REVENUE

Distribution: 100% General Fund

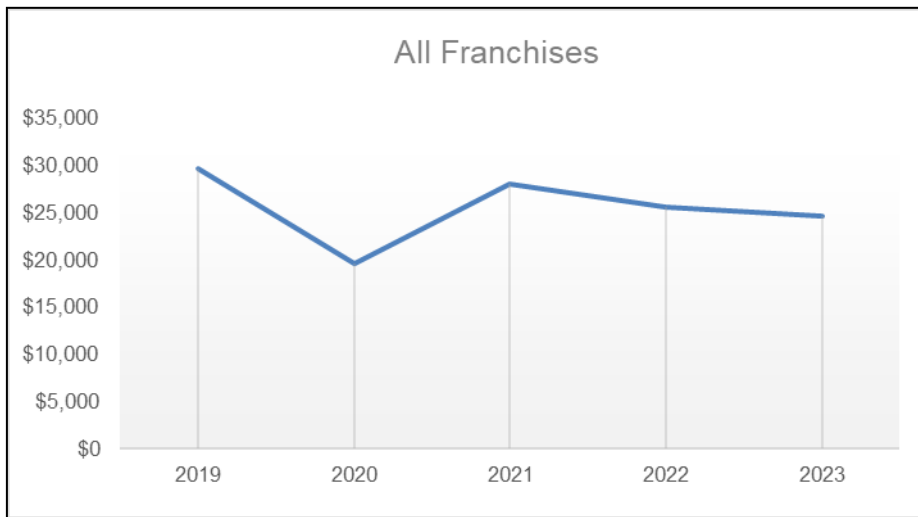
Source: Black Hills Energy, Zito West Holding LLC

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

Ordinance No. 976, which expires in 2032, is the Cable TV Franchise (5% of annual gross revenues)

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

Five Year Trend



<u>Year</u>	<u>Revenue</u>	<u>% Change</u>
2019	\$29,610	-42%
2020	\$19,491	-34%
2021	\$27,900	43%
2022	\$25,500	-9%
2023	\$24,500	-4%

Forecast: \$24,500 represents a decrease of 4% from 2022 estimated collections for all franchise fees.

Rationale: Telephone franchise fee collections with CenturyLink were discontinued in 2022 due to telecommunication requirements. Black Hills Energy increased the per therm rate slightly in 2021. The Town initiated a franchise with La Plata Electric Association but did not implement a franchise fee at this time.

DEPARTMENTAL SUMMARIES



Streets Crew Hanging Holiday Decorations

Administration Department

Andrea Phillips, Town Manager

April Hessman, Town Clerk/Finance Director

OVERVIEW

The Pagosa Springs Administration Department includes the Town Manager’s Office, Clerk and Finance Office, and Human Resources. The Administration Department is the hub of the organization, providing support to all departments to include accounting, licensing, contract administration, grant administration, human resources, financial management, records management, policy implementation and general oversight for town functions. The Administration Department budget includes technology services for the general fund departments, dues and subscriptions for Town Council and staff, legal services, council salaries, liability and workers compensation insurance, and programs that do not fit in other departments but serve the entire organization.

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$850,255	\$935,998	\$1,235,860	\$1,183,670	\$1,360,131
	Capital Fund	\$2,909	\$15,803	\$14,500	\$14,500	\$6,500
	Trust Fund	\$15,500	\$16,414	\$17,200	\$17,200	\$20,000

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$358,382	\$385,007	\$519,136	\$513,439	\$634,255
	Commodities	\$110,449	\$90,906	\$120,900	\$114,397	\$109,200
	Contractual/ Dues	\$381,424	\$460,085	\$595,824	\$555,834	\$616,675

PERSONNEL

The following table displays the total personnel in the Department. One new position, a finance specialist, is proposed in 2023 and will fall under the Town Clerk/Finance Director’s direction.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
	Town Manager	1	1	1	1	1
	Town Clerk/Finance	1	1	1	1	1
	Administrative Services Manager	0	0	1	1	1
	Human Resources/Records	1	1	0	0	0
	Administrative Analyst	0	0	1	1	1
	Deputy Clerk	1	0	0	0	0
	Administrative Assistant	0	1	1	1	1
	Finance Specialist	0	0	0	0	1
	Total Personnel	4	4	5	5	6

2022 ACCOMPLISHMENTS

- Implemented software to monitor compliance, licensing, and complaints of short-term rental units and provided all lodging facilities the ability to submit lodger's tax payments online.
- Successfully completed a clean audit of the 2021 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.
- Implemented online recruitment and employment application process, which provides better ways of engaging our community and increases productivity in the recruitment process.
- Presented policies based on upcoming regulations for personnel requirements and rolled out new administrative policies.
- Presented staffing recommendations including compensation and outsourcing opportunities to Town Council.
- Selected workforce housing development firm and purchased a site at Aspen Village to combine with sites at Apache/5th Street and Apache/Hot Springs Blvd for an increased quantity of housing to develop in 2023 (Town Council Goal #2).
- Developed a job description and budgeted for housing coordinator position on Town staff (Town Council Goal #2).
- Budgeted for a housing assistance fund in 2022 (Town Council Goal #2).
- Prioritized budgeting for maintenance of Town roads (Town Council Goal #5).
- Utilized iCompass portal for public to access meetings and agendas through an online presence.
- Continued to work with the communications manager to implement monthly e-newsletter and social media updates to provide information to the community.
- Staff addressed customer complaints and worked to address resident concerns as they arose.
- Completed Town Council annual strategic planning retreat and adoption of Council Goals and Objectives for the remainder of 2022 and 2023.
- Hired and onboarded staff in several key positions.
- Implemented employee "check-ins" for regular feedback on employee goals and objectives and professional development within departments.
- Led Core Values team to celebrate the organization's Core Values through leadership activities.
- Continued to represent the Town through boards and committees (Southwest Colorado Council of Governments, Southwest Colorado Transportation Planning Region, Southwest Opioid Response District, Archuleta County Combined Emergency Dispatch, etc.).
- Assisted Town Council in evaluating policy issues such as vacation rentals and geothermal rates.
- Purchased parcel at Aspen Village as an option for a public-private workforce housing project (Town Council Goal #2).
- Worked with consultants and the public on the Land Use Development Code updates for adoption in 2022.
- Amended the municipal code to remove the tourism fund budget requirement that directed the majority of the funds be spent on external marketing.
- Worked with the Pagosa Springs CDC to hire a part-time Main Street Coordinator to address historic preservation and downtown reinvestment opportunities (Town Council Goal #7 and #8).
- Supported the Broadband Services Management Office through budgeted funding in 2022 and 2023 (Town Council goal #9).

- Launched a new Town website to produce a more cohesive platform for the public to navigate.
- Successfully completed the 2022 municipal election for the mayor's seat, three at-large seats and one charter amendment question and facilitated appointment of a new council member as seat was vacated.
- Developed a space needs assessment and design selection for the future Town Hall renovation and began implementation in fall 2022.
- Implemented a density bonus for workforce housing projects (Town Council Goal #2).
- Assisted Pagosa Springs CDC with hiring a community resources grant writer.
- Amended the municipal code removing contractor work permit to allow for a more efficient business licensing process for our local contractors.
- Implemented training for Town Council and advisory boards on standards of conduct and ethics.
- Ensured proper expenditure of American Rescue Plan funds per Council direction.

2023 GOALS AND OBJECTIVES

- Work with departments to implement Council projects and priorities. Ensure that 2022-2023 Council Goals and Objectives are addressed. The Town Manager is responsible for ensuring that progress is made on all objectives. Specifically, the Administration Department will manage all of these in cooperation with other departments.
- Work with new staff in the Community Development Department to further the Town's workforce housing programs and Main Street program (Town Council Goal #2 and #4).
- Continue to work with contracted staff (Communications Manager, Town Realtor, Town Attorney) and others to address Council objectives.
- Hold additional department records clean-up days to provide better records management throughout all departments.
- Implement rate increases to Sanitation and Geothermal system, as determined by Town Council/PSSGD board.
- Update contracts throughout the organization as needed.
- Work with new Finance Specialist and financial consultant to develop more internal procedures and implement best practices.
- Develop a dedicated online recruitment page for boards and commissions and schedule an open house for the public to enhance community outreach methods.
- Continue to evaluate and improve the Town's online presence and communication on town issues.
- Produce a records policy for each department and the organization overall.
- Implement licensing software for businesses, liquor and marijuana type businesses that is efficient for town staff and the public user.
- Evaluate processes and leverage technology tools to move toward working smarter and more efficiently.
- Construct and lease workforce housing project on town-owned parcels (Town Council Goal #2).
- Develop financial policies, reserve policies and best financial practices.

Community Development Department

Building and Fire Safety Division

James Dickhoff, Community Development Director

Margaret Gallegos, Building and Fire Code Official

OVERVIEW

The Building and Fire Safety Division of the Community Development Department is assigned with the implementation of building, residential, and fire codes, which are adopted by the Town of Pagosa Springs. These codes establish the minimum requirements to safeguard 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 commercial and residential plans examinations and inspections for new construction and interior improvements. The Department also conducts 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 emergency responders during emergency operations.

CORE SERVICES

The primary function is to ensure buildings are safely designed and constructed for use by visitors and citizens of Pagosa Springs. This is achieved through providing ongoing building safety education to citizens, designers, and contractors and through the plan review, permitting, and inspection processes for the construction and renovation of residential and commercial buildings. Building and Fire Safety provides support 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 function of both building and fire code and responds to property hazards, such as unsafe structures, to assess hazards, investigate and make a final determination about the structural integrity of the building and/or residence. Other staff members are also code certified and trained in several areas, including, but not limited to: residential and commercial buildings, energy, existing buildings, fuel, gas, fire, mechanical, property maintenance, swimming pools and spas.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$234,833	\$196,680	\$234,000	\$241,644	\$264,079

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$224,956	\$185,029	\$215,920	\$224,814	\$243,499
	Commodities	\$4,461	\$6,213	\$9,180	\$7,930	\$10,180
	Contractual	\$5,416	\$5,439	\$8,900	\$8,900	\$10,400

PERSONNEL

The following table displays the total personnel in the Division. No new positions are anticipated in 2023.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 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	.5	.5	.5	.5
Total Personnel		3	2.5	2.5	2.5	2.5

2022 ACCOMPLISHMENTS

- Building and Fire Code Enforcement: Established procedures for code enforcement tracking and reporting procedures utilizing the CitizenServe software.
- Fostered an approachable office for residents, builders, designers, architects, engineers, and developers to encourage safe, positive community growth.
- Provided continued education and cross-training for staff members in aspects of building, fire, residential, and maintenance codes, inspections, and plan review.
- Updated and provided informational handouts and maintained department website with current building and fire code information.
- Continued to streamline department record management into an electronic database for office and field access to encompass all components of building and fire safety files, plans, and reports.

2023 GOALS AND OBJECTIVES

- Department Handouts: Update outreach materials by prioritizing existing brochures and creating new informational materials for builders, developers and the general public.
- Professional Development: Continue efforts to encourage building staff to receive pertinent certifications for inspections and plan review.
- Time Management Efficiency: Establish and administer policies and goals for departmental personnel in time management, workflow and follow-up.
- Public Relations: Develop a greater online presence to provide clear and up-to-date information to the public through the department website and handouts.
- Short Term Vacation Rentals: Ensure timely review and inspections for compliance and monitoring of short-term rentals.
- Community Development: Assist with the departmental merger, seeking opportunities for efficiency and greater effectiveness. Promote cross-division collaboration and learning. Develop an environment for improved customer service, permitting, and inspection efficiency.

Community Development Department

Housing Division

James Dickhoff, Community Development Director
 Open, Housing Coordinator

OVERVIEW

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

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$0	\$0	\$1,107,111	\$1,017,896	\$598,483

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$0	\$0	\$97,055	\$9,012	\$97,313
	Commodities	\$0	\$0	\$1,220	\$48	\$1,170
	Contractual	\$0	\$0	\$1,008,836	\$1,008,836	\$500,000

PERSONNEL

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

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
	Housing Coordinator	0	0	1	1	1
	Total Personnel	0	0	1	1	1

2022 ACCOMPLISHMENTS

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

- Researched properties for Council consideration and brought a parcel in the Enclaves at Aspen Village as an additional workforce housing property for the development of the Town Workforce Housing Project.
- Provided initial introduction and received preliminary approval of multi-unit workforce housing development on town-owned properties along Apache Street at S. 5th St. and at Hot Springs Boulevard.
- Worked with community members on providing education on workforce housing needs.
- Worked closely with selected developers to advance the Town’s Workforce Housing Project.
- Facilitated housing discussions with the private sector to develop projects utilizing town incentives, where applicable.
- Negotiated workforce housing unit deed restrictions and inclusion of 70 long-term deed-restricted units in Pagosa Views Planned Development Project.
- Continued strong relationships with local and regional housing providers.

2023 GOALS AND OBJECTIVES

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

Community Development Department

Planning Division

James Dickhoff, Community Development Director

Cindy Schultz, Planning Manager

OVERVIEW

The Community Development Department is a new department as of 2022, which includes the Planning Division, Building and Fire Safety Division, and Housing Division. The Planning Division formulates policies, plans, and regulations with guidance from appointed and elected boards, to further Town Council’s adopted Goals and Objectives. The Planning Division applies the Land Use and Development Code to all current planning proposals, in consideration of adopted long-range planning policies and documents and best planning practices.

CORE SERVICES

The Community Development Director, who oversees the Department, is budgeted within the Planning Division. The Planning Division provides land use consultations to developers and landowners, assisting in the land use application process, development review, and staff’s decision-making bodies (Planning Commission, Design Review Board, Town Council, and Historic Preservation Board). The primary responsibility of this division is the administration and implementation of the Town’s adopted Land Use and Development Code, Comprehensive Plan, Downtown Master Plan, Access Control Plan, and other adopted long-range planning documents and initiatives as directed by Town boards and Town Council. The Town's Planning Division works closely with the Building and Fire Safety Division and Housing Division and other town departments on all development issues and is involved in almost all Town infrastructure improvement projects from design through construction and completion.

Planning also administers the FEMA Flood Plain and Storm Water containment regulations on behalf of the Town. Planning staff represents the Town on various boards including the Colorado Main Street Board and the Pagosa Springs Arts Council (formerly the Pagosa Arts Initiative). The Planning Division will assist in advancing the following Town Council 2023 Goals and Objectives:

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$257,111	\$348,870	\$504,074	\$412,553	\$579,834

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$215,401	\$237,036	\$404,437	\$301,416	\$491,854
	Commodities	\$10,402	\$8,346	\$17,080	\$15,080	\$13,580
	Contractual	\$31,308	\$103,488	\$82,557	\$96,057	\$74,400

PERSONNEL

The following table displays the total personnel in the Department. In late 2022, the Department added a new position of Project Manager to support the functions of the Community Development Department.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
	Community Development Director	0	0	1	1	1
	Planning Director	1	1	1	1	1
	Senior Planner	1	1	1	1	1
	Associate Planner	1	1	1	1	1
	Project Manager	0	0	0	1	1
	Total Personnel	3	3	4	5	5

2022 ACCOMPLISHMENTS

- Guided and worked very closely with Logan Simpson and Steering Committee during the LUDC update project, which has included public engagement, stakeholder meetings and public input. The overhaul of the LUDC has been a significant undertaking requiring a substantial portion of staff's time and attention towards successful completion.
- Implemented the Town's Public Arts Plan and solicited the second round of four (4) public art projects to be completed by the end of 2022. Staff is collaborating with the Arts Council for a single, larger-scale public art project for 2023.
- Continued to work with the engineering consultants for the Historic Rumbaugh Creek Bridge Retaining Wall Restoration Project for the advertisement of an RFP in the fall of 2022, with the goal of completion in 2023.
- Continued to work with the Parks and Recreation Department Director, engineering consultants and property owners on the Harman Hill phase of the Town to Pagosa Lakes Trail Project.
- Continued enhancing and building the MyPagosa.org public engagement platform with periodic newsletters, engagement, and communication of public and private development projects, and gathering public input on surveys.
- Added pedestrian flags and signage for five (5) additional crosswalks and worked with the Public Works Department to implement improvements.
- Maintained an online GIS platform and incorporated a short term/vacation rental mapping layer populated with ownership and management contact and allowable occupancy information. This layer will be available for public access.
- Coordinated consultants and public engagement on the East End Multi-Modal Planning Project.
- Worked collaboratively with partners and Town staff for full completion of the Trujillo Road San Juan River access improvements.
- Facilitated Housing Coalition meetings and attended training on housing emerging best practices and established strategies, prior to hiring a Housing Coordinator.

- Negotiated with developers on housing inclusions or density bonus opportunities and stayed abreast of funding opportunities and state policy changes.
- Successfully negotiated workforce housing unit inclusion into the Pagosa Views Planned Development Project.
- Planning Division staff were part of the Colorado Main Street advisory board to represent the Town's interests in regard to historic preservation, public arts, walkability, tourism, and planned and ongoing improvements in the downtown corridor.
- Facilitated the review and decisions on the following requests as of the end of August 2022: 4 Density Bonus requests, 12 Major Design Review applications, 4 of which were Town's housing projects, 13 Plat Amendments, 2 Planned Unit Developments, and 1 Major Subdivision. These proposals represent 935 dwelling units, 265 lodging units, and 118K SF of commercial space over 129 acres.
- Continued participation on the Upper San Juan River Watershed Enhancement Partnership (WEP) workgroup for phase two of a stream management plan consistent with the direction from the state's water plan and the identification of local projects for grant funding opportunities, including two river improvement projects, Yamaguchi South and Gateway Projects, and assisted in the submission of grant applications for state funding.

2023 GOALS AND OBJECTIVES

- Coordinate the completion and adoption of the LUDC update/rewrite to ensure that standards support the goals as set forth in the 2018 updated Comprehensive Plan and Smart Growth America Report and develop streamlined application processes.
- Update the Development Application packets including the application checklists and outlining the processes to be consistent with the updated LUDC.
- Create one-page information sheets with frequently asked questions that will describe some common processes and requirements within the updated LUDC.
- Coordinate closely with the Building and Fire Safety Division to be fully cross-trained and ensure all phases of development projects and permit review are collaborative and proactive inspections communicate any concerns promptly between staff.
- Build advisory capacity in natural resources through map layering depicting additional considerations such as wetlands constraints, wildlife corridors, steep slopes, and similar features, to provide additional guidance to potential developers.
- Increase funding and collaboration of public arts with a single key artwork to add to the growing collection for 2023.
- Evaluate the public art initiative dumpster painting pilot program and adjust as necessary to ensure it delivers an appropriate option for businesses with out-of-compliance dumpsters. Continue to seek avenues that may provide alternatives to complying with the LUDC when compliance is deemed impractical.
- Continue to identify and implement best practices for effective community engagement processes to ensure the inclusion of all demographics and cultures. This may include topic-specific public input sessions, neighborhood-specific meetings, electronic surveys, mailings, social media, interactive web page presence, and others as identified.
- Improve collaboration through cross-training and improved communications along with co-locating Building, Housing, and Planning Divisions in a consolidated community development office space within Town Hall.
- Continue exploring options for re-establishing the Historic Preservation Board including reorganizing, incorporation into Planning Commission duties, or as a hybrid function of the MainStreet program.

- Work closely with CDOT on the Main Street Reconstruction project planning as well as coordinating and identifying future improvements and participating in quarterly staff meetings.
- Continue to serve as the liaison to the Pagosa Springs Arts Council, soliciting public art project funding proposals and coordinating the installation of public artworks.
- Continue to advocate for and assist in the coordination of pedestrian safety improvements throughout downtown and uptown.
- Continue to work with the Parks and Recreation Department Director on the final design for the awarded CDOT TAP Funds associated with the Harman Hill phase of the Town to Pagosa Lakes Trail and staging the project for construction in 2023.
- Participate in the Federal Uniform Act processes for securing easements for the Town to Pagosa Lakes trail segments between 10th Street and Harman Park Drive and for acquiring property for the Harman Park Drive to Cornerstone Drive road connection.
- Work with the Town Manager, Archuleta County and CDOT in the consideration of a master planning effort for local road network connectivity, which will help inform an update to the Access Control Plan and contemplate local road network considerations.
- Involvement in securing river access with stakeholders such as the Town, Archuleta County, PAWSD, SJWCD, CPW, and the Friends of the Upper San Juan.
- In conjunction with other Town departments, develop recommendations for updates and inclusions into the 10-year capital improvement plan and present recommendations to the Town Manager.
- Coordinate a downtown parking study and policy, pending funding approval, to better inform how the Town should manage and develop public parking needs.
- Oversee phase two of the Rumbaugh Creek Bridge restoration project and administer the awarded State Historic Fund grant funds.
- Continue participation on the Archuleta Joint Utility Committee, a committee that contains representation from all area public utility providers and governmental agencies, meeting monthly to share information, coordinate efforts and educate the community on safe digging practices.



Snowshoe Snowman

Municipal Court Department

Candace Dzielak, Court Administrator/Probation Officer

OVERVIEW

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

CORE SERVICES

Municipal Court is conducted five days per month to conduct arraignments, financial hearings, dispositional hearings, motions hearings, trials, sentencings, and accountability hearings. The Court Administrator/Probation Officer provides full probation supervision for adults and juveniles adjudicated by the Court. This includes in-person contacts with youth and their families in the office, at the schools, or at the youths’ homes. The Probation Officer performs drug and alcohol testing on adults and juveniles adjudicated by Municipal Court. The Court Administrator, when required, does pre-sentence investigations by interviewing offenders, researching the National and Colorado Crime Information Centers (NCIC/CCIC), contacting schools, contacting other Courts, and contacting other probation departments for background information on offenders. The 23-member, volunteer Juvenile Assessment Board (JAB) has been staffing the youth of our community for more than 40 years. Youth, for their first criminal offense, may choose to enter into a Pretrial Diversion Agreement. The JAB meets to assess youth and recommend diversion conditions to the Town Prosecutor. The Town Prosecutor serves as the Victim/Witness Coordinator who prepares, sends, and receives Victim Impact Statements. The Court Clerk performs as 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	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$319,564	\$343,580	\$399,964	\$417,420	\$451,065

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$250,102	\$271,295	\$301,010	\$312,866	\$346,205
	Commodities	\$10,247	\$13,972	\$18,050	\$20,650	\$18,550
	Contractual	\$59,215	\$58,313	\$80,904	\$83,904	\$86,310

PERSONNEL

The following table displays the total personnel in the department. No new positions are anticipated in 2023.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 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

2022 ACCOMPLISHMENTS

- The court did not experience any staff deficits in 2022.
- The Deputy Court Clerk, through extensive interdepartmental communications, was able to successfully expand payment options for court clients. The court clerks can accept all forms of payments, which has increased efficiency.
- Municipal Court hosted a Court Basics Training for the Colorado Association of Municipal Court Administration (CAMCA). This training was available to municipal court employees statewide.
- The Court Clerk was selected to serve as Secretary of the CAMCA Board. The Court Clerk will be serving an additional one-year term on the CAMCA Board.
- The Town Prosecutor maintained regular office hours and attended court sessions. This continued to expedite court matters, and the need for additional court hearings has been reduced significantly.
- The volunteer Juvenile Assessment Board (JAB) was utilized, extensively, to facilitate the Court's Pretrial Diversion Program and assist the Town Prosecutor with recommendations as he drafted diversion agreements for an increasing juvenile caseload.
- Court staff participated on the Town's committee to update the Town's and Court's webpages. Court staff has successfully transformed the court's webpage to offer clients timely and educational information about court operations.
- Court staff participated on the Town's committee to complete a comprehensive needs and space assessment of the Town Hall.
- The Court Clerk completed the Annual Probation Survey for the Bureau of Justice Statistics.
- The Presiding Judge, Court Administrator, and Court Clerk continued to modify court forms and procedures, as required, to ensure compliance with legislative changes.
- The Court Administrator submitted required court documentation and statistics to continue the contract with the Office of Alternate Defense Counsel (OADC). The OADC evaluated court-appointed defense counsel to ensure compliance with SB18-203. Evaluation services are secured through 2023.
- Municipal Court continued the process of maintaining CBI compliance. This included conforming management control agreements and training staff on CJIS security requirements.
- Continued the contract with Integral Recoveries for debt recovery of delinquent accounts.
- The Court Administrator and Municipal Judge continued the process of reviewing legislative actions to determine the required changes to the Municipal Code.

2023 GOALS AND OBJECTIVES

- The recruitment processes for a presiding Judge and Deputy Court Clerk should be complete. The implementation of regular staff meetings will be important to a successful transition. Training, both in the office and with organizations statewide, will be vital to onboarding new staff.
- In collaboration with the Town Prosecutor and Police Chief, finalize review and revision of the 2020 Model Traffic Code. Bring revising ordinance to Town Council.
- In collaboration with the Town Prosecutor and Police Chief, review, and revise Chapter 12 of the Municipal Code. Bring revising ordinance to Town Council.
- Transfer the responsibility for researching the National and Colorado Crime Information Centers (NCIC/CCIC), for case discovery purposes, to the Town Prosecutor. The Court Administrator will train the Town Prosecutor on NCIC/CCIC security, usage, and dissemination rules.
- Enhance the Court's community service program. Through collaboration with the Juvenile Services Planning Committee (JSPC) and local contractors the court will continue innovative community service assignments for adjudicated youth.

- Enhance the Court’s community service program. Increase outreach to community agencies to expand useful public service opportunities for adults and youth adjudicated by Municipal Court.
- 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.



A Heavy Snow in Mid-Winter

Parks and Recreation Department

Parks Maintenance Division

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

OVERVIEW

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

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
All Funds	Capital Fund	\$367,935	\$419,472	\$507,232	\$518,462	\$527,628
	Conservation Trust Fund	\$101,031	\$74,463	\$189,500	\$189,500	\$85,000
	Impact/Trust Fund	\$11,435	\$0	\$5,000	\$6,242	\$38,180

	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
All Funds	Personnel	\$252,751	\$294,120	\$361,752	\$367,982	\$382,148
	Commodities	\$115,184	\$125,352	\$145,480	\$150,480	\$145,480

PERSONNEL

The following table displays the total personnel in the Division. In late 2020, the division was restructured, and a Parks Supervisor position was added. Seasonal employees assist the Parks Maintenance Division in the summer months with weeding, cleanup, mowing, flower bed maintenance, and trash removal. These are not included in the personnel numbers below.

	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Personnel	Parks Supervisor	.25	1	1	1	1
	Parks Crew Leader	1.75	0	0	0	0
	Parks Maintenance II	1	1	2	2	2
	Parks Maintenance I	1	1	1	1	1
	Part-Time Year Round	0	0	.5	.5	.5
	Total Personnel	4	3	4.5	4.5	4.5

2022 ACCOMPLISHMENTS

- Dr. Mary Fisher Park: Restroom constructed and finished.
- Yamaguchi South: Eight pickleball courts constructed and finished.
- River Center Park: Added planters for beautification and continued maintenance.
- Centennial Park: Continued maintenance.
- Town Park/Athletic Field: Planters were installed. Slides changed at Pirate Park playground.
- South Pagosa Park: Continued maintenance.
- Yamaguchi Park: Planters were installed along S. 5th St. Continued maintenance.
- Trails: Weed control and continued maintenance.
- Cotton Hole Park: Landscaping, picnic tables and benches were installed. Signage was added.
- Town Maintenance Facility: Sod and further landscaping installed.
- Reservoir Hill: Electric was improved, and disc golf tee boxes were adjusted.
- Bell Tower Park: 28 planters, lighting, picnic tables and benches were installed. Electric was installed for food trucks.
- A total of 54 planters were installed throughout town to help beautify the community.
- The town sponsored five free music events (Community Fest) located at the athletic field. Parks Maintenance staff assisted with set up of event fencing, event stage set up and take down and clean up.

2023 GOALS AND OBJECTIVES

- Staff will continue to maintain and groom the town’s parks.
- Staff will perform maintenance along trails.
- Staff will assist with maintenance of planters and town-planted right-of-way areas.
- Contract for tree trimming and removal as needed.
- Reservoir Hill: Staff will continue to work with Folk Fest for improvements, continuing to thin trees and brush where needed for fire mitigation.
- Centennial Park: Strengthen turf through increased maintenance. Replace irrigation system.
- Town Park: Strengthen turf through increased maintenance.
- South Pagosa Park: Continue to improve the landscaping.
- Yamaguchi Park: Strengthen turf and focus on maintenance.

- Yamaguchi South: Install a dog park. Install parking around the pickleball courts. Pursue grant opportunities for work on Phase One.
- Staff will assist with implementing Town Council Goals and Objectives such as: Explore Recreation District (Town Council Goal #3), Public Arts (Town Council Goal #10), and Parks, Trails, and River Access (Town Council Goal #11).
- Complete all budgeted projects and focus on maintenance.



Staff Core Values Activity at Yamaguchi Terrazzo

Parks and Recreation Department

Recreation Division

Darren Lewis, Parks & Recreation Director

Vacant, Recreation Division Supervisor

OVERVIEW

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

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$401,443	\$540,240	\$584,621	\$590,553	\$723,883
	Impact/Trust Fund	\$26,444	\$0	\$18,965	\$18,965	\$5,000

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$328,371	\$409,287	\$443,721	\$444,807	\$559,783
	Commodities	\$72,120	\$129,178	\$136,300	\$141,746	\$160,100
	Contractual	\$952	\$1,776	\$4,600	\$4,000	\$4,000

PERSONNEL

The following table displays the total personnel in the division. A new position of Recreation Supervisor is proposed for 2023. Seasonal KIDS Camp counselors and umpires are not included in the personnel counts below.

	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Personnel	Parks & Recreation Director	1	1	1	1	1
	Event Coordinator	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Recreation Supervisor	0	0	0	0	1
	Recreation Coordinator	2	2	2	2	2
	Total Personnel	5	5	5	5	6

2022 ACCOMPLISHMENTS

- Recreation staff was able to offer a breadth of recreational programs to the community in 2022.
- Staff made improvements to and promoted the Community Center Exercise Room.
- The Division continued to strive to improve current community events and brainstorm for new events to offer, including reaching out to club sports to offer space for their programs.
- Coordinated five successful community events (ComFest, or Community Festival) for free music in Town Park, with proceeds dedicated to a different non-profit each month.
- Recreation programs continued to be popular and served hundreds of area youth and adults. Staff has noticed an increase in participation in youth sports in 2022.
- KIDS Camp was very successful this year, averaging 50 kids per day, despite being short staffed with fewer counselors.
- Staff again coordinated the organization’s employee wellness program “Moving and Grooving.”
- Tables have been replaced in most conference rooms at the Ross Aragon Community Center.
- Outdated recreation equipment was replaced.

2023 GOALS AND OBJECTIVES

- In 2023, the Division will continue to work on offering as many recreational programs for adults and youth as possible with the resources and facilities available.
- The Division will continue to engage Archuleta County regarding opportunities to offset the Town’s cost of providing the community’s organized recreation programs.
- Hold four successful community festivals (free music events), as well as holiday events.
- Assist the Town Manager and Town Council in exploring the possibility of a Recreation District to include more than the Town of Pagosa Springs (Council Goal #3).
- Parks and Recreation Director will work with Town Manager, Town Council, and other stakeholders to implement Council Goal #10 and #11.

Police Department

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 services; rendering emergency services; 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 October 4, 2022, the Police Department has two vacant police officer position(s), a vacant part-time digital records technician position and a vacant part-time code enforcement officer. 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	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	General Fund	\$1,047,999	\$1,121,075	\$1,458,316	\$1,317,960	\$1,558,061
	Capital Fund	\$67,356	\$73,122	\$86,627	\$86,627	\$173,202

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$694,601	\$728,762	\$1,024,316	\$879,792	\$1,099,960
	Commodities	\$45,940	\$49,051	\$68,000	\$72,168	\$76,000
	Contractual	\$307,459	\$343,262	\$366,000	\$366,000	\$382,101

PERSONNEL

The following table displays the total personnel in the Department. In 2023, a part time parking enforcement officer is proposed to assist the community.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
	Chief of Police	1	1	1	1	1
	Assistant Chief	0	1	1	1	1
	Detective	1	1	1	1	1
	Sergeant	1	1	1	1	1
	Police Officer	4	4	4	5	5
	Community/School Resource Officer	0	1	1	1	1
	Office/Records Specialist	1	1	1	1	1

Digital Records Technician	0	0	.5	.5	.5
Animal Control Officer	.5	.5	.5	.5	.5
Evidence Technician	0	.5	.5	.5	.5
Code Enforcement Officer	.5	.5	.5	.5	.5
Parking Enforcement Officer	0	0	0	0	.5
Total Personnel	9	11	12	13	13.5

2022 ACCOMPLISHMENTS

- As of August 8, 2022, 544 incident reports have been generated.
- The Department has investigated and completed 107 accident reports.
- Calls for Service through August 8, 2022, were over 4,200.
- Officers, to date, have completed training in compliance with the Peace Officers Standards Training (POST) Board, including Arrest Control, Emergency Vehicle Operations, firearms, verbal de-escalation, ethics, and use of force.
- Officers have received over \$10,000 in scholarship funding for advanced training.
- The current police department operations policy is compliant with all state and federal law and best practices nationally within the law enforcement community. Officers are required to test daily on current policies provided by electronic Daily Training Bulletins (DTBs) which are tracked and managed to reduce the Town’s liability.
- The Department received a Colorado POST grant for in-service training in the amount of \$4,985 for the 2022/2023 state fiscal year.
- The Department received a Colorado Department of Transportation grant in the amount of \$19,000 for DUI enforcement for the 2022/2023 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.
- Staffed the Community Resource/ School Resource Officer position to work in the local schools.
- The Department held two community events this year - family friendly movie nights in the park.
- The Department has completed installation of mobile CAD system in all patrol vehicles. This system allows officers to be more productive, reduces redundancy with Dispatch, provides quicker access to more complete information, and increases officer safety.

2023 GOALS AND OBJECTIVES

- Fill the remaining open Police Officer position(s) to be fully staffed for patrol.
- Hire a part time Parking Enforcement Officer to address parking issues, specifically in high traffic areas.
- Provide continuing education and advanced training for officers.
- Obtain new equipment for community outreach events.
- Increase traffic safety and reduce impaired driving offenses.
- Continue and increase bicycle patrol program.
- Increase public education and public outreach programs, utilizing the Community Resource Officer and equipment.

- Work on implementation of new CAD and RMS system.
- Participate in Community Drug Takeback program.
- Support Council Goal to Assist with Traffic Management and Parking (Council Goal #5).



Officer Tyler Leewitt at Community Movie Night Sponsored by the Police Department

Public Works Department

Facilities Division

Open Public Works Director
Dennis Ford, Facilities Supervisor

OVERVIEW

The Facilities Maintenance Division performs a variety of facility and building maintenance and preventive maintenance duties for the following Town-owned buildings: Town Hall, Community Center, Visitor Center, Maintenance Facility, and the Town’s Geothermal Utility. Work performed includes skilled and semi-skilled carpentry, heavy custodial, electrical, plumbing, and mechanical duties.

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Capital Fund	\$232,061	\$236,962	\$289,002	\$309,234	\$340,286

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$198,302	\$185,678	\$152,522	\$156,734	\$162,786
	Commodities	\$25,782	\$24,446	\$42,480	\$43,000	\$40,500
	Contractual	\$7,977	\$26,838	\$94,000	\$109,500	\$137,000
	Building Lease/Purchase	\$336,902	\$222,947	\$424,849	\$424,849	\$249,797

PERSONNEL

The following table displays the total personnel in the Division. No new positions are anticipated in 2023. Beginning in the third quarter of 2021, daily custodial services were contracted out.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
	Facility Supervisor	1	1	1	1	1
	Building Maintenance II	2	2	2	1	1
	Total Personnel	3	3	3	2	2

2022 ACCOMPLISHMENTS

- The Division continued its cooperation with other departments to provide a high level of service throughout the Town.
- Staff continued to work on road, bridge, and sidewalk maintenance projects as needed to provide safe streets and walkways.
- Staff worked closely with the Utilities Division on projects as needed.
- As with every holiday, the Facilities Division worked with other departments on holiday lighting.
- Staff painted all ADA parking spots throughout Town.
- Staff worked with the contracted custodial services company to assist with daily cleaning duties, expanding their services from Town facilities to Town Park bathrooms.
- Began work on remodeling and deep cleaning the north wing of the Town Hall in preparation for the Community Development Department.
- Assisted with geothermal line replacement at McCabe Creek Project.
- Staff will work with the selected contractor to complete the Visitor Center Roof Replacement Project.
- Staff installed new sinks at the Visitor Center.

2023 GOALS AND OBJECTIVES

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

Public Works Department

Streets Division

Open, Public Works Director

Branden Lattin, Streets Supervisor

OVERVIEW

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

CORE SERVICES

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

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Capital Fund	\$703,107	\$791,819	\$880,543	\$895,517	\$996,292
	Impact Fund	\$162,400	\$0	\$1,025	\$1,030	\$0

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$418,974	\$462,008	\$529,003	\$514,793	\$635,142
	Commodities	\$232,614	\$278,650	\$281,340	\$298,300	\$287,650
	Contractual	\$51,519	\$51,160	\$70,200	\$72,424	\$73,500
	Equipment	\$66,142	\$17,023	\$0	\$0	\$42,000

PERSONNEL

The following table displays the total personnel in the division. In 2023, an approved seasonal position as an Equipment Operator has been proposed as a full-time position.

	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Personnel	Public Works Director	1	1	1	1	1
	Streets Supervisor	1	1	1	1	1
	Equipment Operator III	0	0	1	1	1
	Equipment Operator II	1	1	1	1	1
	Equipment Operator I	3	3	2	2	3
	Administrative Assistant	0	1	1	1	1
	Total Personnel	6	7	7	7	8

2022 ACCOMPLISHMENTS

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

2023 GOALS AND OBJECTIVES

- Continue to enhance regular, ongoing road maintenance and improvements.
- Implement a plan for the ongoing upkeep of sidewalks, curbs, and gutters.
- Address culverts and drainage issues at Dog Alley.
- Work with CDOT and other stakeholders on planning for Hwy 160 projects (resurfacing in 2023 and Main Street Corridor Reconstruction in 2024/25).
- Continue to address maintenance at the Hill Top Cemetery.
- Install new signage, fencing, and gateway signage at Old Pagosa Cemetery.
- Continue to work with Town Manager, Town Council, and other stakeholders on Council Goals and Objectives (Traffic Management, Parking, and Road Maintenance -Goal #5).

Public Works Department

Utilities Division

Open, Public Works Director

Lucian Brewster, Utility Supervisor

OVERVIEW

The Pagosa Springs Sanitation General Improvement District (PSSGID)'s mission is to protect the environment and public health by providing efficient and economical wastewater collection services for the Town of Pagosa Springs and properties within its service area. These services are managed by the Utility Supervisor and the Public Works Director, who is licensed to the appropriate level by the Colorado Water and Wastewater Operators Certification Board. The sanitation system includes 190,000 feet of collection main sewer lines with 475 manholes and three lift stations, and the pumping stations that transport the Town's wastewater to Pagosa Area Water and Sanitation District (PAWSD) for treatment. There are approximately 948 customers using approximately 1595 equivalent units that make up the collection system.

The Utilities Division manages the Geothermal Heating System in partnership with the Facilities Division and the Streets Division. This system provides heat to 36 customers in the downtown area by using the Town's geothermal water rights to pump heated water through three miles of piping. This system is operational from October through April.

CORE SERVICES

The Division's primary duty is to provide the ratepayers with a quality utility service that includes operating and maintaining the lift stations and inspecting, cleaning, and repairing the collection system. The Division staff responds to emergency calls 24 hours per day, year-round, and responds to customer questions and concerns on a timely basis. For the geothermal system, the Division makes new taps, repairs leaks, interfaces with customers, and monitors the geothermal wells.

ALL FUNDS EXPENSE SUMMARY

All Funds	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Sanitation Fund	\$1,234,422	\$1,061,800	\$2,007,203	\$2,099,508	\$1,397,564
	Geothermal Fund	\$93,179	\$141,907	\$55,575	\$58,325	\$62,388

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$137,163	\$131,558	\$170,678	\$203,804	\$264,025
	Commodities	\$367,051	\$233,903	\$231,650	\$247,403	\$204,286
	Contractual	\$255,719	\$283,969	\$269,415	\$291,091	\$269,291
	Capital Improvements	\$205,309	\$80,527	\$1,075,500	\$1,100,000	\$408,000
	Debt Service	\$362,360	\$473,751	\$315,535	\$315,535	\$314,350

PERSONNEL

The following table displays the total personnel in the division. A second Utility Operator was added in 2022. There are no new positions added in 2023.

Personnel	Position Title	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Utility Supervisor	1	1	1	1	1
	Utility Operator	1	1	2	2	2
	Total Personnel	2	2	3	3	3

2022 ACCOMPLISHMENTS

- Worked with contractors to install and program eight new pumps at Pump Station One and Two in the summer of 2022.
- Worked with stakeholders on emergency planning and preparedness in case of total pump failure and spill.
- District was awarded a \$400,000 grant for the pump replacement project.
- Continued tracking work on collection lines, manholes, and lift stations in iWorQ to track location, repairs, damage, associated costs, and staff.
- The SCADA grant update project will be complete this calendar year.
- Continue using the Vacuum Truck to better maintain the collections system.
- Utilized phased replacement plan to prioritize replacements and budget for major upgrades to the collection system.
- Despite staff turnover in 2021 and 2022, new staff hired in late spring 2022 are working quickly to address emergency issues, assist with the pump replacement project, and maintenance of collection lines and lift stations.

2023 GOALS AND OBJECTIVES

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

Tourism Department

Jennifer Green, Tourism Director

OVERVIEW

The Pagosa Springs Tourism Department handles tasks related to managing and promoting responsible tourism in Pagosa Springs and Archuleta County. Additionally, the Tourism Department manages, staffs, and operates the Visitor Center, which assists a significant number of visitors (and businesses) annually. The Tourism Department reports to a volunteer advisory board consisting of nine members, the Pagosa Springs Town Council, and Archuleta County Board of County Commissioners. The Department plans and implements marketing strategies to attract visitors to Pagosa Springs, as well as works with many local entities to educate visitors regarding responsible tourism, such as Leave no Trace and fire restrictions. The Tourism Department is focused on increasing overnight stays in Pagosa Springs and Archuleta County and increasing overall tourism traffic to Pagosa Springs. The Tourism Department also works with other Town and County departments to improve local amenities and infrastructure to encourage repeat visitation from visitors.

CORE SERVICES

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

- Shoulder season advertising, mostly online, video, press and media relations and social media efforts.
- Work closely with area land managers to educate visitors and locals about timely information and best recreational practices.
- Work closely with the Colorado Tourism Office and regional destinations to promote Pagosa Springs.
- Work with area event organizers to create events that will attract visitors to Pagosa Springs and provide more things to do while in town.
- Work with the Town and County to implement various signage plans and other capital improvements and beautification projects as needed.

ALL FUNDS EXPENSE SUMMARY

All Fund	Fund	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Lodgers Fund	\$969,889	\$858,089	\$1,632,468	\$1,622,483	\$1,382,594

All Funds	Use of Funds	2020 Actual	2021 Actual	2022 Amended	2022 Estimate	2023 Budget
	Personnel	\$268,789	\$246,890	\$299,968	\$289,983	\$346,094
	Commodities	\$436,787	\$456,766	\$515,000	\$515,000	\$487,000
	Contractual	\$9,294	\$16,000	\$16,000	\$16,000	\$16,000
	Visitor Information	\$53,220	\$37,297	\$36,500	\$36,500	\$39,000
	Capital Projects	\$201,799	\$101,136	\$765,000	\$765,000	\$494,500

PERSONNEL

The following table displays the total number of personnel in the department. No additional positions are anticipated in the 2023 budget.

	Position Title	2020 Actual	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Personnel	Tourism Director	1	1	1	1	1
	Content Manager	1	1	1	1	1
	Visitor Center Manager	1	1	1	1	1
	Marketing Coordinator	0	0	.5	.5	0
	Volunteer Coordinator	.5	.5	0	0	0
	Visitor Center Staff	.5	.5	.5	.5	1
	Total Personnel		4	4	4	4

2022 ACCOMPLISHMENTS

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

2022 MEASUREMENTS

- Through July 2022, with expected post-COVID decline, lodging tax remains strong.
- Strong educational mechanisms in place for all possible situations.
- Flexibility and expansion of visitor center operations to assist many visitors.
- Pagosa Area Tourism Board continues to be engaged in various membership organizations, such as DMAI, DMA West, CADMO, CAST, TIAC, as well as working closely with the Colorado Tourism Office.

2023 GOALS AND OBJECTIVES

- Continue to focus on shoulder seasons, including winter, to minimize peaks and valleys during year.
- Re-encourage international audiences to visit post-pandemic.
- Continue to identify infrastructure projects that benefit tourists and locals alike.
- Help grow and expand area events by providing marketing support to reach an external audience, as well as attract new event organizers to host events in Pagosa Springs.
- Further develop partnerships with the Colorado Tourism Office and regional destinations.
- Expand data analytics to benefit broader aspects of local economy.

2023 MEASUREMENTS

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



Tourism Board and Staff preparing for the Old Fashioned Christmas event

FUNDS DETAILS



Balloon over San Juan River

GENERAL FUND REVENUES

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
TAXES & CONTRACTS							
10-31-100	PROPERTY TAX	99,544	96,490	107,596	107,596	107,596	107,862
10-31-200	SPECIFIC OWNERSHIP/MVL	17,888	19,528	17,000	17,000	17,000	18,000
10-31-310	SALES TAX	3,628,243	4,342,185	4,400,638	4,400,638	4,534,761	4,693,478
10-31-420	CIGARETTE TAX	12,998	19,927	15,000	15,000	13,000	15,000
10-31-600	GAS FRANCHISE	14,636	23,100	20,000	20,000	22,000	22,000
10-31-610	TELEPHONE FRANCHISE	2,200	2,200	0	0	0	0
10-31-750	CABLE TV FRANCHISE	2,655	2,600	3,500	3,500	3,500	2,500
10-31-770	GROUND LEASE	88,008	90,509	88,000	88,000	91,500	94,250
10-31-810	SEVERANCE TAX	10,834	437	7,500	7,500	7,634	6,500
	SUBTOTAL	3,877,007	4,596,976	4,659,234	4,659,234	4,796,991	4,959,590
LICENSES & PERMITS							
10-32-110	LIQUOR LICENSE	7,506	13,611	10,000	10,000	10,000	10,000
10-32-120	MARIJUANA LICENSING	19,500	20,000	18,000	18,000	18,000	14,000
10-32-190	PEDDLERS/BUSINESS LICENSE	31,465	35,285	40,000	40,000	40,000	35,000
10-32-180	VACATION RENTAL LICENSE FEE	15,350	23,450	30,000	30,000	30,000	30,000
10-32-210	BUILDING PERMITS/FEES	77,890	144,524	100,000	100,000	100,000	100,000
10-32-211	PLANNING FEES	13,030	9,985	14,000	14,000	20,000	20,000
10-32-220	CONTRACTORS LICENSE	13,575	15,795	0	0	0	0
	SUBTOTAL	178,316	262,650	212,000	212,000	218,000	209,000
INTERGOVERNMENTAL REVENUE							
10-33-410	MINERAL LEASING	1,914	12,510	1,500	1,500	9,955	10,000
10-33-480	SANITATION INSURANCE	17,500	17,500	18,000	18,000	18,000	18,000
10-33-490	SANITATION BOOKKEEPING	25,000	25,000	25,000	25,000	25,000	20,000
10-33-500	GEOHERMAL BOOKKEEP/ INSURANCE	6,000	6,000	6,000	6,000	6,000	2,000
10-33-501	SANITATION VAC TRUCK LOAN	0	21,351	21,103	21,103	21,103	20,855
10-33-502	GEOHERMAL VAC TRUCK LOAN	0	6,750	6,775	6,775	6,776	5,838
10-33-503	TRANSFER FROM LODGERS FUND	0	0	0	343,000	343,000	0
10-33-504	TRANSFER FROM TRUST FUND	0	0	0	45,000	45,000	0
	SUBTOTAL	50,414	89,111	78,378	466,378	474,834	76,693
CHARGES FOR SERVICES							
10-34-630	DHS BUILDING RENTAL/LEASE	31,000	31,000	7,750	7,750	20,666	0
10-34-650	RECREATION USER FEES	13,790	37,944	45,000	45,000	40,000	40,000
10-34-680	DEVELOPER REIMBURSEMENT FEES	976	286	2,500	2,500	1,000	0
	SUBTOTAL	45,766	69,230	55,250	55,250	61,666	40,000
FINES & FORFEITURES							
10-35-110	COURT FINES	51,843	43,567	46,000	46,000	46,000	48,000
10-35-115	TRAFFIC SURCHARGES	4,859	4,674	6,000	6,000	6,000	8,000
10-35-125	POLICE FEES & MISC	4,091	5,180	4,500	4,500	4,500	4,500
10-35-740	POLICE GRANT/TRAINING	22,851	40,610	28,000	28,000	28,000	28,000
10-35-750	POLICE CONTRACTED SERVICES	21,933	34,780	41,130	41,130	18,000	43,764
	SUBTOTAL	105,577	128,811	125,630	125,630	102,500	132,264
MISCELLANEOUS							
10-36-110	MISCELLANEOUS	23,135	27,205	20,000	20,000	20,000	20,000
10-36-125	COVID RELIEF FUNDS - DOLA	503,413	50,000	0	0	0	0
10-39-990	INTEREST	27,855	51,122	35,000	35,000	70,000	50,000
10-36-115	ADMINISTRATION IMPACT FEES	1,397	248	0	0	0	0
10-36-135	CREDIT CARD FEE	0	0	3,500	3,500	5,000	6,500
	SUBTOTAL	555,800	128,575	58,500	58,500	95,000	76,500
COMMUNITY CENTER							
10-37-110	CENTER RENTALS	10,443	8,053	4,000	4,000	7,500	6,500
10-37-115	EVENT/PROGRAMMING	65	18,901	12,000	12,000	12,000	12,000
10-37-130	KIDS SUMMER YOUTH PROGRAM	0	52,210	50,000	50,000	36,820	40,000
10-37-120	CENTER LEASES	42,421	37,048	35,000	35,000	35,000	20,000
10-37-125	CENTER MISCELLANEOUS	5,052	7,984	8,500	8,500	8,500	8,500
	SUBTOTAL	57,981	124,196	109,500	109,500	99,820	87,000
	GENERAL FUND REVENUE	4,870,862	5,399,548	5,298,492	5,686,492	5,848,811	5,581,047
	Prior Year End Cash Reserve	2,009,272	3,035,411	3,800,107	3,800,107	4,258,262	4,683,358
	TOTAL GENERAL FUND REVENUE	6,880,134	8,434,959	9,098,599	9,486,599	10,107,073	10,264,405

a 2023 reflects a 3.5% increase from 2022 estimated end of year; 2022 estimate is 3.05% over original budget

b No longer collecting due to the franchise ending

c Assumes 120 licenses at \$250 renewal; half of new applications and renewal fees are dedicated for housing in Trust Account

d Contractor licensing repealed, now included in business licensing

e Reduction in processing monthly billing through online system

f Assumes DHS moves to new facility end of 2022

g Costs now included in planning fees

h School Resource Officer contract with school district

i Interest earned through FSWB as well as ColoTrust

j New 3% credit card fee for non-utility payments implemented in 2022

k Assumes fewer kids due to limited camp counselor applications

GENERAL FUND EXPENDITURES							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
GENERAL GOVERNMENT							
10-42-44	ADMINISTRATION DEPARTMENT	850,255	935,998	1,235,860	1,235,860	1,183,670	1,360,131
10-45	COMMUNITY DEVELOPMENT-BUILDING DIVISION	234,833	196,680	234,000	234,000	241,644	264,079
10-46	COMMUNITY DEVELOPMENT-PLANNING DIVISION	257,111	348,870	491,217	504,074	412,553	579,834
10-47	COMMUNITY DEVELOPMENT-HOUSING DIVISION	0	0	553,275	1,107,111	1,017,896	598,483
10-48	MUNICIPAL COURT DEPARTMENT	319,564	343,580	399,964	399,964	417,420	451,065
	SUBTOTAL	1,661,763	1,825,128	2,914,316	3,481,009	3,273,182	3,253,591
PUBLIC SAFETY							
10-51	POLICE DEPARTMENT	1,047,999	1,121,075	1,458,316	1,458,316	1,317,960	1,558,061
	SUBTOTAL	1,047,999	1,121,075	1,458,316	1,458,316	1,317,960	1,558,061
RECREATION							
10-56	PARK & REC - RECREATION DIVISION	401,443	540,240	584,621	584,621	590,553	723,883
	SUBTOTAL	401,443	540,240	584,621	584,621	590,553	723,883
COMMUNITY SUPPORT SERVICES							
10-75	SERVICE ORGANIZATIONS	70,467	99,661	132,019	132,019	132,019	100,000
10-77	ECONOMIC DEV/COUNCIL INITIATIVES	340,226	368,399	85,000	85,000	110,000	318,259
	SUBTOTAL	410,693	468,060	217,019	217,019	242,019	418,259
OTHER EXPENDITURE							
10-76-100	TRANSFER TO CAPITAL IMP FUND	4,000	0	0	0	0	0
10-76-110	TRANSFER TO SANITATION FUND	0	143,358	0	0	0	0
10-76-120	TRANSFER TO GEOTHERMAL FUND	0	18,959	0	0	0	0
10-76-911	COVID-19 COMMUNITY ASSISTANCE	518,171	0	0	0	0	0
	GENERAL FUND EXPENDITURES	4,044,069	4,116,821	5,174,272	5,740,965	5,423,714	5,953,793
	TOTAL GENERAL FUND EXPENDITURES	4,044,069	4,116,821	5,174,272	5,740,965	5,423,714	5,953,793
	ANNUAL REVENUES	4,870,862	5,399,548	5,298,492	5,686,492	5,848,811	5,581,047
	ANNUAL EXPENDITURES	4,044,069	4,116,821	5,174,272	5,740,965	5,423,714	5,953,793
	DIFFERENCE	826,793	1,282,727	124,220	-54,473	425,096	-372,747
	PRIOR YEAR END CASH RESERVES	2,009,272	3,035,411	3,800,107	3,800,107	4,258,262	4,683,358
	ENDING FUND BALANCE	2,836,065	4,318,138	3,924,327	3,745,634	4,683,358	4,310,611
	RESTRICTED 3% TABOR RESERVE	121,322	123,505	409,894	409,894	409,894	444,709 ^a
	RECOMMENDED FOR OPERATING RESERVE	0	0	1,293,568	1,293,568	1,355,929	1,488,448 ^b
	UNRESTRICTED RESERVES	2,714,743	4,194,634	2,220,865	2,042,172	2,917,536	2,377,454

a 3% TABOR restriction total of all Town fund revenues

b Recommended three (3) month expenditure reserve

ADMINISTRATION DEPARTMENT

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-42-110	SALARIES	255,184	261,647	340,177	340,177	340,983	424,902
10-42-131	FICA	18,592	19,432	26,024	26,024	25,052	32,505
10-42-132	INSURANCE	67,282	80,313	114,203	114,203	109,011	134,106
10-42-134	PENSION	12,732	18,472	23,812	23,812	23,473	29,743
10-42-216	TRAVEL/MEETINGS/DUES	4,591	5,144	14,920	14,920	14,920	13,000
	SUBTOTAL	358,382	385,007	519,136	519,136	513,439	634,255
COMMODITIES							
10-42-203	OFFICE SUPPLIES	5,789	7,511	8,500	8,500	8,500	10,000
10-42-205	EMPLOYEE TRAINING SUPPLIES	3,724	12,145	15,700	15,700	15,700	15,700
10-42-211	COPIER EXPENSE	2,778	2,008	4,200	4,200	4,200	3,000
10-42-217	RECYCLING/SHREDDING SERVICE	495	385	1,000	1,000	1,000	1,000
10-42-218	UTILITIES-GAS/ELEC/WATER/SEWER	24,872	27,061	31,000	31,000	31,000	31,000
10-42-222	TELEPHONE	13,986	14,417	14,500	14,500	14,500	15,000
10-42-230	PRINTING/PUBLICATIONS	6,579	1,464	5,000	5,000	2,500	2,500
10-42-231	MARIJUANA LICENSING	26	0	0	0	0	0
10-42-242	POSTAGE	1,390	1,445	2,500	2,500	2,500	2,500
10-42-248	ELECTION	13,057	0	10,000	10,000	10,997	0
10-42-300	TOWN COUNCIL	23,353	23,110	27,000	27,000	22,000	27,000
10-42-172	EMPLOYEE EDUCATION PROGRAM	0	1,359	1,500	1,500	1,500	1,500
10-42-299	EMPLOYEE MERIT BONUS	14,400	0	0	0	0	0
	SUBTOTAL	110,449	90,906	120,900	120,900	114,397	109,200
CONTRACTUAL							
10-42-226	ATTORNEY	109,796	77,717	125,000	125,000	85,000	90,000
10-42-228	COMPUTER SUPPORT	66,332	98,867	127,300	127,300	127,300	132,080
10-44-250	FIREWORKS	10,000	16,600	16,000	16,000	16,000	16,000
10-44-251	PARADE - JULY 4TH	7,566	13,509	15,000	15,000	13,750	15,000
10-42-221	TREASURER ABATEMENT FEE	263	432	300	300	300	300
10-42-223	TREASURER COLLECTION FEE	1,945	2,952	2,152	2,152	2,152	2,157
10-42-224	DRUG TESTING CDL/RANDOM	895	494	1,000	1,000	1,000	1,000
10-42-229	RECRUITING AND PRE-EMPLOYMENT	1,592	2,807	2,500	2,500	4,000	4,000
10-42-227	AUDITOR	12,250	21,805	14,515	14,515	23,079	27,000
10-43-	FINANCIAL CONSULTING	0	0	0	0	0	15,000
10-42-232	BONDS/INSURANCE	107,692	116,518	151,000	151,000	151,000	178,000
10-42-245	STR BUSINESS LICENSE COMPLIANCE	0	8,352	22,200	22,200	22,200	22,200
10-42-246	CASELLE SUPPORT	21,887	22,662	22,662	22,662	22,662	28,000
10-42-247	RECORDS AND AGENDA MGMT	10,242	10,480	10,500	10,500	11,281	11,000
10-42-249	HR MANAGEMENT SOFTWARE	10,168	10,575	34,508	34,508	22,700	16,700
10-42-264	CODIFY CODE	3,783	2,437	2,500	2,500	2,000	10,000
10-42-269	CAFETERIA PLAN ADMINISTRATOR	1,108	375	1,100	1,100	1,100	1,100
10-42-271	CREDIT CARD SERVICE FEE	0	0	3,500	3,500	5,000	6,500
10-42-510	WEB SITE	3,974	13,700	5,500	5,500	6,500	6,625
10-42-515	COMMUNICATIONS MANAGER	0	26,210	25,000	25,000	25,000	25,000
	SUBTOTAL	369,492	446,493	582,237	582,237	542,024	607,662
DUES							
10-44-404	SW ECO DEV./REGION 9	1,132	1,132	1,132	1,132	1,132	3,223
10-44-405	REGION 9 TRANS PLANNING	347	347	348	348	348	342
10-44-409	CLUB 20	200	200	200	200	200	200
10-44-414	CML DUES	3,962	3,962	3,962	3,962	4,160	4,160
10-44-416	CHAMBER OF COM	550	550	550	550	575	575
10-44-417	SMALL BUSINESS DEVELOPMENT	513	513	513	513	513	513
10-44-433	SW COUNCIL OF GOVT	5,228	6,888	6,882	6,882	6,882	0
	SUBTOTAL	11,932	13,592	13,587	13,587	13,810	9,013
	ADMINISTRATION BUDGET	850,255	935,998	1,235,860	1,235,860	1,183,670	1,360,131

- a Assumes addition of Finance Specialist-new position in 2023; Salaries for all departments include 7.5% COLA approved by Council 8/2022
- b Council member compensation, CML conference, annual retreat, food and expenses
- c Contracted attorney services and Employers Council subscription
- d Contracted IT services, computer replacement program for all general fund departments
- e Contract for financial consulting and audit preparation
- f Increase in business licensing software costs
- g Costs to codify the code through muni-code online after LUDC is complete
- h Combined dues structure with Region 9 and SWCCOG in 2023

**COMMUNITY DEVELOPMENT
BUILDING DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-45-110	SALARIES	154,190	123,816	148,962	148,962	157,663	128,850 ^a
10-45-111	PART-TIME SALARIES	0	0	0	0	0	48,046 ^b
10-45-131	FICA	10,944	9,526	11,396	11,396	11,842	13,533
10-45-132	INSURANCE	41,767	25,872	24,135	24,135	24,537	24,988
10-45-134	PENSION	7,707	8,105	10,427	10,427	9,772	12,383
10-45-133	TRAVEL/TRAINING/DUES	10,348	17,709	21,000	21,000	21,000	15,700
	SUBTOTAL	224,956	185,029	215,920	215,920	224,814	243,499
COMMODITIES							
10-45-202	OFFICE SUPPLIES	1,178	2,015	3,000	3,000	3,000	4,000
10-45-210	COPY EXPENSE	0	1,007	1,000	1,000	1,000	1,500
10-45-212	FUEL/OIL	1,334	891	2,500	2,500	1,250	2,000
10-45-402	TELEPHONE	1,433	1,788	1,680	1,680	1,680	1,680
10-45-213	SAFETY EQUIPMENT	515	512	1,000	1,000	1,000	1,000
	SUBTOTAL	4,461	6,213	9,180	9,180	7,930	10,180
CONTRACTUAL							
10-45-215	CONSULTANT EXPENSES	0	0	3,500	3,500	3,500	3,500 ^c
10-45-220	CODE DEFENSE/LEGAL FEES	16	39	0	0	0	0 ^d
10-45-280	CITIZENSERVE PERMIT	5,400	5,400	5,400	5,400	5,400	6,900 ^e
	SUBTOTAL	5,416	5,439	8,900	8,900	8,900	10,400
	TOTAL BUILDING BUDGET	234,833	196,680	234,000	234,000	241,644	264,079

- a Split out the part-time employee
- b Building inspector part-time
- c Professional consultant services expenses as needed for additional review
- d Code defense issues handled by the Town's prosecutor
- e Citizenserve permitting 28% increased costs

**COMMUNITY DEVELOPMENT
HOUSING DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-47-110	SALARIES	0	0	64,843	64,843	6,416	64,500 ^a
10-47-131	FICA	0	0	4,960	4,960	454	4,934
10-47-132	INSURANCE	0	0	21,713	21,713	1,821	22,364
10-47-134	PENSION	0	0	4,539	4,539	321	4,515
10-47-133	TRAVEL/TRAINING/DUES	0	0	1,000	1,000	0	1,000
	SUBTOTAL	0	0	97,055	97,055	9,012	97,313
COMMODITIES							
10-47-202	OFFICE SUPPLIES	0	0	250	250	48	250
10-47-212	FUEL	0	0	250	250	0	200
10-47-402	TELEPHONE	0	0	720	720	0	720
	SUBTOTAL	0	0	1,220	1,220	48	1,170
CONTRACTUAL							
10-47-255	HOUSING CHOICES	0	0	455,000	1,008,836	1,008,836	500,000 ^b
	SUBTOTAL	0	0	455,000	1,008,836	1,008,836	500,000
	TOTAL HOUSING BUDGET	0	0	553,275	1,107,111	1,017,896	598,483

a Division under Community Development created in 2022; assumes filling Housing Coordinator position

b Funds for projects and programs; In 2022 purchased property and paid predevelopment costs for Town workforce housing project

**COMMUNITY DEVELOPMENT
PLANNING DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-46-110	SALARIES	158,876	165,673	290,157	290,157	212,833	348,848
10-46-131	FICA	12,012	12,979	22,197	22,197	16,092	24,554
10-46-132	INSURANCE	33,067	43,706	65,772	65,772	51,592	87,485
10-46-134	PENSION	7,941	11,745	20,311	20,311	14,898	22,467
10-46-133	TRAVEL/TRAINING/DUES	3,505	2,933	6,000	6,000	6,000	8,500
	SUBTOTAL	215,401	237,036	404,437	404,437	301,416	491,854
COMMODITIES							
10-46-202	OFFICE SUPPLIES	4,310	3,828	4,500	4,500	4,500	5,000
10-46-208	PLANNING COMM/HISTORIC PRES	2,722	969	4,000	4,000	4,000	4,000
10-46-210	COPY EXPENSE	95	287	500	500	500	0
10-46-212	FUEL	0	52	3,000	3,000	1,000	0
10-46-402	TELEPHONE	480	480	1,080	1,080	1,080	1,080
10-46-230	APPLICATION EXPENSES	2,794	2,730	4,000	4,000	4,000	3,500
	SUBTOTAL	10,402	8,346	17,080	17,080	15,080	13,580
CONTRACTUAL							
10-46-215	CONSULTANT EXPENSES	3,946	8,682	10,000	10,000	25,000	15,000
10-46-280	CITIZENSERVE PERMIT	5,400	5,400	7,200	7,200	7,200	8,400
10-46-400	PUBLIC ART PLANNING & PROJECTS	0	19,884	20,000	20,000	20,000	25,000
10-46-403	LAND USE DEVELOPMENT UPDATE	20,542	69,198	30,000	30,000	30,000	20,000
10-46-405	ROW/EASEMENT PROCESSING	0	0	0	12,857	12,857	6,000
10-46-450	DEVELOPER REIMBURSABLE ITEMS	1,419	324	2,500	2,500	1,000	0
	SUBTOTAL	31,308	103,488	69,700	82,557	96,057	74,400
	TOTAL PLANNING BUDGET	257,111	348,870	491,217	504,074	412,553	579,834

- a Addition of Project Manager in the Community Development Department in 2022; includes Community Development Director
- b Professional consultant services expenses as needed. Grant writer moved to CDC Economic Development Organization
- c Support for artists and public artworks
- d Updated Land Use Development Code completed 2023
- e Costs now included in application expenses

MUNICIPAL COURT

ACCOUNTS	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-48-110	SALARIES	187,580	197,037	212,994	212,994	216,806	228,969
10-48-115	JUDGE PRO TEM	2,800	406	5,000	5,000	5,000	5,000
10-48-131	FICA	13,368	14,600	16,294	16,294	16,064	17,516
10-48-132	INSURANCE	38,319	44,908	41,654	41,654	49,133	65,192
10-48-134	PENSION	7,278	9,866	11,568	11,568	12,363	16,028
10-48-133	TRAVEL/TRAINING/DUES	757	4,477	13,500	13,500	13,500	13,500
	SUBTOTAL	250,102	271,295	301,010	301,010	312,866	346,205
COMMODITIES							
10-48-108	JUVENILE TASK FORCE	448	606	1,000	1,000	1,600	2,000
10-48-120	DRUG TEST/MONITORING DEV	1,085	1,031	1,500	1,500	3,000	2,000
10-48-202	OFFICE SUPPLIES	5,834	5,482	6,000	6,000	6,000	6,000
10-48-220	VEHICLE FUEL/MILEAGE	10	9	250	250	250	250
10-48-242	POSTAGE	836	735	1,000	1,000	1,200	1,200
10-48-234	MISC. EXPENSES	1,149	1,715	3,700	3,700	4,000	2,500
10-48-280	COMPUTER SUPPORT	885	4,394	4,000	4,000	4,000	4,000
10-48-402	TELEPHONE	0	0	600	600	600	600
	SUBTOTAL	10,247	13,972	18,050	18,050	20,650	18,550
CONTRACTUAL							
10-48-123	PRISONER COST	55	1,180	4,000	4,000	4,000	4,000
10-48-204	COURT APPOINTED COUNSEL	9,837	5,924	15,000	15,000	15,000	15,000
10-48-206	COUNSELING	471	183	1,000	1,000	2,000	2,000
10-48-207	COMMUNITY SERVICE PROJECTS	0	0	2,500	2,500	1,500	1,500
10-48-210	TRANSLATION SERVICES	2,005	1,143	1,500	1,500	1,500	1,500
10-48-230	TOWN PROSECUTOR	31,101	31,995	35,000	35,000	38,000	39,900
10-48-215	ALARM MONITORING	444	444	480	480	480	480
10-48-216	RECORDS MANAGEMENT SYSTEM	2,309	2,374	2,441	2,441	2,441	2,510
10-48-221	LEGAL RESEARCH SOLUTION	11,571	14,025	14,483	14,483	14,483	14,920
10-48-225	COURT SECURITY	1,421	1,044	4,500	4,500	4,500	4,500
	SUBTOTAL	59,215	58,313	80,904	80,904	83,904	86,310
	TOTAL MUNI COURT BUDGET	319,564	343,580	399,964	399,964	417,420	451,065

- a Judge Pro-Tempore five docket days estimated
- b JCG annual contract for court recording, copier lease
- c Per 2020 IGA with Archuleta County, \$65/day
- d Assumes 14% increase in hourly cost
- e E-force annual license, support, and hosting increase

POLICE DEPARTMENT

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-51-110	SALARIES	468,962	483,712	619,374	619,374	549,280	643,266
10-51-105	PART TIME SALARIES	16,978	10,491	95,480	95,480	50,000	124,870
10-51-112	OFFICER RECRUITMENT	7,954	8,126	9,000	9,000	9,000	9,000
10-51-122	GRANT OVERTIME/TRAINING	11,900	21,160	15,000	15,000	15,000	18,000
10-51-130	FPPA (OFFICERS)	31,889	33,498	51,885	51,885	43,481	56,839
10-51-131	FICA (NON OFFICERS)	10,973	13,280	10,584	10,584	13,197	21,666
10-51-132	INSURANCE	98,438	104,798	154,824	154,824	135,191	151,756
10-51-134	PENSION	22,501	23,526	30,969	30,969	27,443	33,062
10-51-133	TRAINING	15,867	21,919	25,000	25,000	25,000	25,000
10-51-216	DUES/SUBSCRIPTIONS	4,680	5,210	7,700	7,700	7,700	11,000
10-51-218	UNIFORMS	4,459	3,042	4,500	4,500	4,500	5,500
	SUBTOTAL	694,601	728,762	1,024,316	1,024,316	879,792	1,099,960
COMMODITIES							
10-51-202	OFFICE SUPPLIES	4,976	3,316	5,000	5,000	5,000	5,000
10-51-204	POSTAGE	538	481	500	500	500	500
10-51-212	FUEL/OIL	16,183	20,264	20,000	20,000	30,000	30,000
10-51-226	AMMUNITION	3,478	3,392	3,500	3,500	3,468	4,000
10-51-402	TELEPHONE	7,790	8,968	14,500	14,500	12,000	12,000
10-51-404	PRINTING/PUBLISHING/ADVERTISING	692	1,423	1,200	1,200	1,200	1,200
10-51-435	COMPUTER SUPPORT	0	0	4,300	4,300	1,000	4,300
10-51-808	MISC POLICE EQUIPMENT	10,826	9,404	12,000	12,000	12,000	12,000
10-51-220	COMMUNITY EVENTS/ENGAGEMENT	0	0	4,500	4,500	4,500	4,500
10-51-420	INVESTIGATION CONT.	1,458	1,802	2,500	2,500	2,500	2,500
	SUBTOTAL	45,940	49,051	68,000	68,000	72,168	76,000
CONTRACTUAL							
10-51-410	DISPATCH CENTER	268,061	307,900	318,500	318,500	318,500	332,101
10-51-412	HUMANE SOCIETY	10,000	10,000	10,000	10,000	10,000	12,500
10-51-413	AXIS HEALTH ACUTE TREAT CNTR	15,000	15,000	15,000	15,000	15,000	15,000
10-51-414	ACVAP SUPPORT	0	0	10,000	10,000	10,000	10,000
10-51-428	RADIO MTC & REPAIRS	8,126	685	3,000	3,000	3,000	3,000
10-51-430	RADAR CERTIFICATION	414	340	1,500	1,500	1,500	1,500
10-51-434	CASE MEDICAL EXPENSES	5,858	9,338	8,000	8,000	8,000	8,000
	SUBTOTAL	307,459	343,262	366,000	366,000	366,000	382,101
	TOTAL POLICE BUDGET	1,047,999	1,121,075	1,458,316	1,458,316	1,317,960	1,558,061

- a Reduced by 10% vacancy credit due to staffing trends
- b Split out part time employees for evidence technician, animal control, parking and code enforcement part time positions
- c Mobile Computer Aided Dispatch (CAD) program
- d Increased costs for fuel
- e Purchase of radar units, replacement vests and body cameras
- f Based on proposed Dispatch Board 2023 budget, not yet approved by County Commissioners
- g Based on Humane Society services contract increase
- h Support for Archuleta County Victims Assistance Program (Rise Above Violence) moved from Service Organization to annual allocation
- i Jail contract requiring medical clearance of all arrested persons

**PARKS AND RECREATION
RECREATION DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
10-56-110	SALARIES	234,345	234,227	255,733	255,733	260,483	329,072
10-56-111	PART TIME SALARIES	1,263	64,137	73,000	73,000	60,000	73,000
10-56-131	FICA	17,081	22,631	19,564	19,564	26,811	25,174
10-56-132	INSURANCE	63,968	73,927	74,523	74,523	78,001	105,502
10-56-134	PENSION	11,713	14,365	17,901	17,901	16,512	23,035
10-56-133	TRAVEL/TRAINING/DUES	0	0	3,000	3,000	3,000	4,000
	SUBTOTAL	328,371	409,287	443,721	443,721	444,807	559,783
COMMODITIES							
10-56-202	OFFICE SUPPLIES	2,404	2,372	2,500	2,500	2,500	2,500
10-56-211	COPY EXPENSE	2,816	3,145	4,500	4,500	4,500	4,500
10-56-206	REC SUPPLIES/EQUIPMENT	10,885	26,202	35,000	35,000	35,000	35,000
10-56-208	TROPHIES/AWARDS	3,607	5,932	7,500	7,500	7,500	7,500
10-56-402	TELEPHONE	4,117	4,297	4,100	4,100	4,100	4,100
10-56-406	VEHICLE FUEL/MAINTENANCE	1,927	740	1,000	1,000	1,000	1,500
10-56-218	UTILITIES GAS/ELECTRIC	34,540	38,643	42,000	42,000	42,000	42,000
10-56-238	JANITORIAL	2,750	3,887	0	0	0	0
10-56-230	ADVERTISING	380	2,387	2,500	2,500	0	0
10-56-250	FURNISHINGS	3,010	2,156	3,500	3,500	3,000	3,000
10-56-255	EVENT PROGRAMMING	1,764	26,752	20,000	20,000	30,000	30,000
10-56-256	KIDS SUMMER YOUTH PROGRAM	2,299	11,043	12,000	12,000	10,524	12,000
10-56-257	SCHEDULING PROGRAM	1,622	1,622	1,700	1,700	1,622	18,000
	SUBTOTAL	72,120	129,178	136,300	136,300	141,746	160,100
CONTRACTUAL							
10-56-422	MAINTENANCE/SUPPLIES/REPAIRS	752	259	600	600	0	0
10-56-405	CONTRACTED SERVICES/CLEANING	200	1,517	4,000	4,000	4,000	4,000
	SUBTOTAL	952	1,776	4,600	4,600	4,000	4,000
TOTAL RECREATION BUDGET		401,443	540,240	584,621	584,621	590,553	723,883

- a Assumes addition of a Recreation Supervisor position in 2023; includes Parks and Recreation Director
- b Includes KIDS camp counselors, umpires, referees, and seasonal employees
- c Supplies, uniforms, equipment
- d Moved to Facilities Maintenance budget
- e Advertising within the event programming line item
- f Assumes four community festivals, Halloween event, and Festival of Trees
- g New scheduling program through CivicRec for recreation and community center
- h Supplies within event programming line item

SERVICE ORGANIZATIONS							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
10-75-399	ARCHULETA SENIORS PROGRAMS	7,764	5,200	0	6,940	6,940	
10-75-401	AXIS/PAGOSA COUNSELING CENTER	857	0	0	0	0	
10-75-410	SOUTHWEST SAFEHOUSE	0	0	0	3,900	3,900	
10-75-413	SEEDS OF LEARNING	0	0	0	5,800	5,800	
10-75-417	ACVAP	7,571	9,000	0	0	0	
10-75-430	MOUNTAIN EXPRESS	6,071	5,400	0	7,740	7,740	
10-75-398	AREA AGENCY ON AGING	4,714	5,207	0	6,600	6,600	
10-75-432	PS CENTER FOR THE ARTS	3,643	4,800	0	5,400	5,400	
10-75-440	RUBY SISSON LIBRARY	4,786	3,386	0	4,740	4,740	
10-75-441	ARCHULETA SCHOOL SCHOLARSHIP	7,643	8,321	0	0	0	
10-75-442	CHIMNEY ROCK INTERPRETIVE	559	1,595	0	4,200	4,200	
10-75-403	COMMUNITY CONNECTIONS	843	7,229	0	6,800	6,800	
10-75-439	SAN JUAN MUSEUM	0	0	0	6,600	6,600	
10-75-443	BUILD PAGOSA INC	6,929	8,114	0	8,400	8,400	
10-75-444	PAGOSA FARMERS MARKET	2,786	5,053	0	7,900	7,900	
10-75-445	ASPIRE-PAGOSA PREGNANCY CENTER	4,643	4,000	0	2,400	2,400	
10-75-446	PAGOSA ARTS COUNCIL	6,286	0	0	7,200	7,200	
10-75-447	ASPEN HOUSE	1,893	8,400	0	8,040	8,040	
10-75-448	DUST 2	1,368	7,429	0	0	0	
10-75-449	MOUNTAIN INSTITUTE	1,182	7,527	0	0	0	
10-75-450	VETERANS MEMORIAL PARK	929	0	0	0	0	
10-75-451	WILDFIRE ADAPTED PARTNERSHIP	0	9,000	0	7,000	7,000	
10-75-452	COMMUNITY UNITED METHODIST CH	0	0	0	2,744	2,744	
10-75-453	HABITAT FOR HUMANITY	0	0	0	8,425	8,425	
10-75-454	HEALTHY ARCHULETA FSFE	0	0	0	6,800	6,800	
10-75-455	TRI COUNTY HEAD START	0	0	0	7,040	7,040	
10-75-456	SHONDA MARTINEZ DAYCARE	0	0	0	2,450	2,450	
10-75-457	TERESA MAEL DAYCARE	0	0	0	2,450	2,450	
10-75-458	TIFFANY WILKINS DAYCARE	0	0	0	2,450	2,450	
	TOTAL SERVICE FUNDS	70,467	99,661	132,019	132,019	132,019	100,000 a

a Service Organizations allocation set at a flat amount, Early Childcare organizations funded through Economic Development

ECONOMIC DEVELOPMENT/COUNCIL INITIATIVES							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
ECONOMIC DEVELOPMENT							
10-77-525	ECONOMIC DEV ORGANIZATION	22,953	25,516	25,000	25,000	25,000	40,000
10-77-526	MAIN STREET PROGRAM	0	0	0	0	25,000	43,259
TOWN AND COUNTY INITIATIVES							
10-77-508	HOUSING CHOICES	249,487	219,418	0	0	0	0
10-77-509	BROADBAND DEVELOPMENT	66,429	97,000	50,000	50,000	50,000	75,000
10-77-510	EARLY CHILDHOOD EDUCATION	1,357	26,464	0	0	0	150,000
10-77-513	ARCHULETA SCHOOL SCHOLARSHIPS	0	0	10,000	10,000	10,000	10,000
TOTAL ECONOMIC DEVELOPMENT		340,226	368,399	85,000	85,000	110,000	318,259

a CDC annual support (\$25,000) and community resources grant writer (\$15,000)

b Part time Main Street Coordinator under CDC and Main Street program funds

c Housing Choices moved to Housing Division under Community Development Department

d Support of broadband service management office under the CDC and grant match

e Uses to be directed by Town Council for 2023

f Moved from Service Organizations to Council Initiatives in 2022 for annual allocation

CAPITAL IMPROVEMENT FUND

REVENUE

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
TAXES & FEES							
51-31-100	HIGHWAY USERS TAX	68,012	82,220	75,383	75,383	81,215	75,653
51-31-310	SALES TAX	3,628,243	4,342,185	4,400,638	4,400,638	4,534,761	4,693,478
51-31-640	PARK USER FEES	2,108	16,037	8,000	8,000	13,000	12,000
51-31-645	EVENT STAGE RENTAL	0	0	7,000	7,000	6,400	7,000
51-31-650	CEMETERY	6,870	27,730	5,000	5,000	5,000	5,000
51-31-660	VISITOR CENTER LEASE	11,654	11,654	11,655	11,655	11,655	11,655
51-31-670	ELECTRIC VEHICLE STATION	477	6,155	2,000	2,000	8,000	8,000
	SUBTOTAL	3,717,365	4,485,981	4,509,676	4,509,676	4,660,031	4,812,786
INTERGOVERNMENTAL/DEPARTMENT REV							
51-33-400	COUNTY ROAD MILLS	29,415	282	0	0	0	0
51-33-490	GEOHERMAL STREETS CONTRACT	4,500	4,500	4,500	4,500	4,500	4,500
51-33-620	TRANSFER GENERAL FUND	0	0	0	0	0	0
51-33-610	TRANSFER TRUST/ IMPACT FEES	173,400	60,431	2,216	2,216	2,216	33,180
51-33-611	TRANSFER TOURISM FUNDS	0	25,000	330,000	330,000	330,000	0
51-33-600	TRANSFER CONSERVATION TRUST	50,000	42,000	100,000	131,418	155,418	60,000
51-33-630	DHS JANITORIAL CONTRACT	8,200	8,200	2,050	2,050	5,466	0
	SUBTOTAL	265,515	140,413	438,766	470,184	497,600	97,680
FINANCING PROCEEDS							
51-33-631	LEASE/PURCHASE PROCEEDS	3,000,000	0	0	0	0	0
	SUBTOTAL	3,000,000	0	0	0	0	0
GRANTS FOR STREETS							
51-33-771	DOLA GRANT TOWN SHOP	936,084	63,916	0	0	0	0
51-33-772	DOLA CMAQ GRANT ALLEYS	0	14,924	0	0	8,279	10,000
51-33-773	CDOT EAST END GATEWAY MULTI-MODAL	0	0	156,850	156,850	156,850	0
51-33-774	HWY 160 CROSSWALK IMPROVEMENTS	0	0	150,000	150,000	0	150,000
GRANTS FOR TRAILS							
51-33-790	STATE TRAILS GRANT HERMOSA ST	0	344,066	0	0	0	0
51-33-764	TAP TTPL TRAIL HARMAN HILL	31,692	60,229	500,000	500,000	0	968,948
51-33-765	SAFE ROUTES TO SCHOOL N 8TH ST	70,418	2,800	0	0	0	0
51-33-	MMOF GRANT FOR FIRST ST PED BRIDGE	0	0	0	0	0	96,900
GRANTS FOR OTHER							
51-33-811	HISTORIC PRESERVATION- RUMBAUGH BRIDGE	0	71,149	180,550	180,550	0	180,550
51-33-816	DOLA CDBG PAGOSA OPEN SCHOOL	600,000	0	0	0	0	0
51-33-817	DOLA SOUTH YAMAGUCHI PARK GRNT	0	25,000	0	0	0	0
51-33-818	MESA CANYON TAKEOUT GRANT	0	26,323	0	0	0	0
51-33-819	CDOT MAIN ST GRANT -BELL TOWER	0	46,756	0	0	0	0
51-33-821	PICKLEBALL COURTS IN PARK	0	0	100,000	100,000	100,000	0
51-33-	YAMAGUCHI SOUTH RIVER IMPROVEMENT	0	0	0	0	0	395,680
MISCELLANEOUS							
51-36-110	MISCELLANEOUS	23,381	55,476	35,000	35,000	50,000	35,000
51-36-125	COVID RELIEF FUNDS	54,250	0	0	0	0	0
51-39-990	INTEREST	1,990	0	0	0	10,500	10,000
	SUBTOTAL	1,717,815	710,638	1,122,400	1,122,400	325,629	1,847,078
	TOTAL ANNUAL REVENUES	8,700,695	5,337,031	6,070,842	6,102,260	5,483,260	6,757,544
	PRIOR YEAR END CASH RESERVES	1,583,630	1,718,931	1,779,666	1,779,666	2,549,568	3,408,340
	TOTAL REVENUES	10,284,325	7,055,962	7,850,508	7,881,926	8,032,828	10,165,883

- a 2023 reflects a 3.5% increase from 2022 estimated end of year; 2022 estimate is 3.05% over original budget
- b Yamaguchi South River Improvements Projects
- c Yamaguchi South Park fencing and parking lot
- d CMAQ grant for mag chloride in town alleys
- e CDOT grant to complete 1st Street crosswalk with lights and flags
- f TAP grant for completion of the crosswalk at Piedra Road and Hwy 160
- g Multi-modal grant for design and engineering in 2023 of 1st Street pedestrian bridge; planned construction in 2024
- h Historic preservation phase II of stone arch bridge at 1st Street
- i Interest earned through ColoTrust

CAPITAL IMPROVEMENT FUND

EXPENDITURES

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
MAINTENANCE & DEBT							
51-57-400	VISITOR CENTER LEASE/PURCHASE	87,449	0	0	0	0	0
51-77-437	8TH STREET LEASE/PURCHASE PMT	191,918	188,030	189,062	189,062	189,062	185,913
51-77-454	NEW STREET TRUCK/BACKHOE	35,357	0	0	0	0	0
51-77-476	VACUUM TRUCK LEASE/PURCHASE	34,034	157,993	0	0	0	0
51-57-401	MAINTENANCE FAC LEASE/PURCHASE	249,453	222,947	424,849	424,849	424,849	249,797
51-77-457	PROPERTY ACQUISITION	0	0	20,000	20,000	20,000	0
51-61	STREETS DIVISION	703,107	791,819	880,543	880,543	895,867	996,292
51-68	PARKS & REC - PARKS MAINTENANCE DIVISION	367,935	419,472	507,232	507,232	518,462	527,628
51-70	FACILITIES MAINTENANCE DIVISION	232,061	236,962	289,002	289,002	309,234	340,286
	TOTAL MAINTENANCE & DEBT EXPENSE	1,901,314	2,017,223	2,310,688	2,310,688	2,357,473	2,299,917

a \$2,660,000 lease pmt 3.6% - 10 year call date 2026

b \$3,045,000 lease pmt 2.87%

c Property acquisition based on Council direction; easements for ROW

CAPITAL IMPROVEMENT FUND

EXPENDITURES - CONTINUED

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
ADMINISTRATION							
51-42-281	TECHNOLOGY	2,909	15,803	14,500	14,500	14,500	6,500
	SUBTOTAL	2,909	15,803	14,500	14,500	14,500	6,500
POLICE/SAFETY							
51-51-409	PUBLIC SAFETY/TRAFFIC ENFORCE	0	0	100	100	100	100
51-51-410	POLICE EQUIPMENT	19,452	19,035	23,000	23,000	23,000	23,000
51-51-408	VEHICLE/MAINTENANCE REPAIRS	8,255	14,344	12,000	12,000	12,000	12,000
51-51-806	POLICE CAR	39,649	39,744	46,866	51,527	51,527	138,102
	SUBTOTAL	67,356	73,122	81,966	86,627	86,627	173,202
STREETS							
51-77-432	STREET MAINTENANCE PLAN	314,561	462,592	740,846	823,837	530,000	1,130,000
51-77-434	CRESTVIEW PAVING CMAQ	27	0	0	0	0	0
51-77-435	DRAINAGE MAINTENANCE	3,628	4,497	30,000	30,000	30,000	30,000
51-77-467	STREETS EQUIPMENT	66,142	17,023	0	0	0	42,000
51-77-448	EAGLE DRIVE TO PIKE DRIVE	294,930	0	0	0	0	0
51-77-449	SPEED READER SIGNS	0	2,820	8,000	8,000	6,558	6,500
51-77-450	STREET LIGHT POLE PLACEMENT	31,053	6,925	60,000	60,000	60,000	7,000
51-77-456	STREET VEHICLES/TRUCKS	0	61,751	70,000	70,000	65,000	0
51-77-478	DARK SKY COMPLIANCE	3,559	840	10,000	10,000	0	10,000
51-77-458	ALLEY SURFACING	737	0	20,000	20,000	20,000	20,000
51-77-481	EAST END GATEWAY - MULTI-MODAL	0	49,997	150,000	150,000	150,000	0
51-77-482	MAIN STREET RECONSTRUCTION	0	0	50,000	50,000	10,000	50,000
51-77-483	UTILITY LINE BURIAL/RETROFIT	0	0	195,000	195,000	195,000	0
51-77-	ACCESS CONTROL PLAN	0	0	0	0	0	200,000
	SUBTOTAL	714,637	606,445	1,333,846	1,416,837	1,066,558	1,495,500
SIDEWALK IMPROVEMENT							
51-77-427	REPAIR/REPLACE SIDEWALKS	231	0	20,000	20,000	20,000	80,000
51-77-472	NEW SIDEWALK IMPROVEMENTS	0	0	120,000	120,000	0	250,000
51-77-451	HWY 160 CROSSWALK IMPROVEMENTS	12,532	3,849	252,000	252,000	0	280,000
51-77-438	SAFE ROUTE-N 8TH STREET SDWLK	139,405	0	0	0	500	0
51-77-477	PLANTER MAINTENANCE	311	1,358	0	0	0	0
	SUBTOTAL	152,480	5,207	392,000	392,000	20,500	610,000
PARKS							
51-77-546	YAMAGUCHI PARK NORTH	0	0	450,000	450,000	413,775	0
51-77-571	PARKS VEHICLE	0	49,274	0	0	0	0
51-77-553	MESA CANYON RIVER TAKE OUT	590	52,200	0	0	0	0
51-77-550	PARKS EQUIPMENT	30,637	28,244	61,400	61,400	61,400	113,410
51-77-555	RESOURCE MGMT - TREE MAINTAINANCE	17,955	0	7,800	7,800	8,500	8,500
51-77-542	PARKS PICNIC TABLES AND BENCH	6,828	0	8,000	8,000	8,000	5,000
51-77-543	RIVER FEATURE MAINTENANCE	5,750	4,960	12,000	12,000	12,000	6,000
51-77-549	SECURITY CAMERAS	1,493	2,765	2,500	2,500	2,500	65,000
51-77-544	RIVER RESTORATION PROJECTS	0	0	96,000	96,000	0	524,860
51-77-545	YAMAGUCHI PARK SOUTH	32,146	46,078	0	0	0	151,225
51-77-551	COTTON HOLE PARK	0	6,773	5,000	5,000	5,000	0
51-77-556	TREE TRIMMING AND REMOVAL	0	14,525	15,000	15,000	15,000	10,000
51-77-557	BELL TOWER PARK UPGRADES/MAINT	0	44,346	20,000	20,000	5,000	0
51-77-575	RIVER CENTER RIVERWALK PAVING	0	15,554	0	0	0	0
51-77-576	MARY FISHER PARK IMPROVEMENTS	0	0	150,000	150,000	221,255	0
51-77-	VETERANS PEDESTRIAN BRIDGE	0	0	0	0	0	40,000
51-77-	6TH STREET POCKET PARK	0	0	0	0	0	30,000
	SUBTOTAL	95,400	264,718	827,700	827,700	752,430	953,995

- a Two new patrol vehicles plus upfitting in 2023
- b Sealcoating, chip seal and mill and overlay for several street sections-see capital plan for details
- c Culvert replacements at Dog Alley
- d Purchase wood chipper for use in Streets and Parks, and sander for truck
- e Assuming hiring an engineer to facilitate the CDOT Main Street Reconstruction local agency needs including lighting, storm drainage, etc.
- f New access control plan needed for several town roadways
- g Various new sidewalk sections - Village Drive, 6th Street, and town shop
- h Pickleball courts mostly completed in 2022 in Yamaguchi South Park
- i Purchase parks equipment, chipper split w/ streets, and river pump
- j Security cameras for parks only
- k San Juan River Water Enhancement Project
- l Park features, parking lot, fence dog park, and completion of pickleball
- m Replace pedestrian bridge boards
- n Install shade structure and landscaping at new pocket park along 6th Street

CAPITAL IMPROVEMENT FUND

EXPENDITURES - CONTINUED							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
TRAILS							
51-77-632	TOWN TO LAKES HARMAN PARK	51,490	113,866	620,000	620,000	55,000	1,200,000
51-77-633	TOWN TO LAKES MIDDLE TRAIL	0	0	40,000	40,000	0	40,000
51-77-634	RIVERWALK TRL TO 1ST ST CONSTR	0	741,133	0	0	0	0
51-77-635	TRAIL MAINTENANCE	6,608	0	81,800	113,218	6,500	113,218
51-77-636	TRAIL PLANNING	7,433	0	5,000	5,000	5,000	5,000
51-77-664	RIVERWALK TRAIL	91,660	42,637	0	0	0	0
51-77-666	OVERLOOK DECK HWY 160	2,700	0	3,000	3,000	0	3,500
51-77-667	CONNECTOR TRAILS	0	0	15,000	15,000	0	15,000
51-77-	FIRST STREET PEDESTRIAN BRIDGE	0	0	0	0	0	96,900
	SUBTOTAL	159,890	897,636	764,800	796,218	66,500	1,473,618
FACILITIES							
51-57-450	VISITOR CENTER MAINTENANCE	1,474	9,936	60,000	60,000	60,000	24,000
51-70-445	FLEET VEHICLE	0	0	92,400	92,400	92,400	0
51-77-410	TOWN HALL MAINTENANCE	24,414	20,580	50,000	50,000	50,000	50,000
51-53-410	COMMUNITY CENTER MAINTENANCE	20,003	28,459	90,000	90,000	50,000	0
51-77-444	TOWN SHOP MAINTENANCE	4,573,660	327,613	0	0	0	5,000
51-77-	TOWN FACILITIES SECURITY	0	0	0	0	0	15,000
	SUBTOTAL	4,619,551	386,588	292,400	292,400	252,400	94,000
MISCELLANEOUS							
51-77-459	WAYFINDING PLAN/MEDIANS	765	0	0	0	0	0
51-77-461	HIST PRES-RUMBAUGH CREEK BRDG	12,663	0	277,523	277,523	0	277,523
51-77-462	HISTORIC PRES WATER WORKS BLDG	2,148	0	3,000	3,000	3,000	3,000
51-77-466	ADA PROGRAM	594	0	8,000	8,000	0	10,000
51-77-510	DOLA CDBG PAGOSA OPEN SCHOOL	600,000	0	0	0	0	0
51-77-480	ELECTRIC VEHICLE STATION	17,815	10,619	2,000	2,000	4,500	5,000
	SUBTOTAL	633,984	10,619	290,523	290,523	7,500	295,523
TOTAL IMPROVEMENT EXPENDITURES		6,446,206	2,260,138	3,997,735	4,116,805	2,267,015	5,102,338
TOTAL MAINTENANCE/DEBT EXPENDITURES		1,901,314	2,017,223	2,310,688	2,310,688	2,357,473	2,299,917
TOTAL IMPROVEMENT EXPENDITURES		6,446,206	2,260,138	3,997,735	4,116,805	2,267,015	5,102,338
TOTAL CAPITAL EXPENDITURES		8,347,520	4,277,361	6,308,423	6,427,493	4,624,488	7,402,255
ANNUAL REVENUE		8,700,695	5,337,031	6,070,842	6,102,260	5,483,260	6,757,544
ANNUAL EXPENDITURES		8,347,520	4,277,361	6,308,423	6,427,493	4,624,488	7,402,255
DIFFERENCE		353,174	1,059,670	-237,581	-325,233	858,772	-644,712
PRIOR YEAR CASH RESERVES		1,583,630	1,718,931	1,779,666	1,779,666	2,549,568	3,408,340
ENDING FUND BALANCE		1,936,804	2,778,601	1,542,085	1,454,433	3,408,340	2,763,628
RECOMMENDED FOR OPERATING RESERVE		0	0	577,672	577,672	589,368	574,979
UNRESTRICTED RESERVE		1,936,804	2,778,601	964,413	876,761	2,818,971	2,188,649

- a Completion of the crosswalk at Piedra Road and Hwy 160
- b Secure easements and design to connect to Pagosa Views trails
- c Design and engineering completed in 2023 for the pedestrian bridge
- d Alterations to the building to include new CNL/Server room, cylindrical locks in the PD, and stucco on exterior
- e Historic Preservation phase II stone arch bridge at 1st Street
- f Support for ADA assessments and compliance; Community Development Department to administer program

**PARKS AND RECREATION
PARKS MAINTENANCE DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
51-68-110	FULL TIME SALARIES	153,145	163,635	210,693	210,693	210,310	194,025
51-68-111	PART-TIME SALARIES	25,037	47,020	40,000	40,000	40,000	60,683
51-68-131	FICA	12,869	15,819	16,118	16,118	19,508	19,495
51-68-132	INSURANCE	52,316	54,615	76,192	76,192	81,849	87,864
51-68-134	PENSION	7,647	10,449	14,749	14,749	12,315	13,581
51-68-135	TRAINING/TRAVEL/DUES	708	119	2,000	2,000	2,000	4,000
51-68-222	UNIFORMS	1,028	2,463	2,000	2,000	2,000	2,500
	SUBTOTAL	252,751	294,120	361,752	361,752	367,982	382,148
COMMODITIES							
51-68-212	FUEL/OIL	5,566	6,899	7,000	7,000	12,000	12,000
51-68-402	TELEPHONE	600	480	480	480	480	480
51-68-216	PARK/FIELD MAINTENANCE	39,184	36,470	65,000	65,000	65,000	60,000
51-68-218	PARK UTILITIES	58,038	60,614	55,000	55,000	55,000	55,000
51-68-220	VEHICLE MAINTENANCE	5,518	4,578	5,000	5,000	5,000	5,000
51-68-221	EQUIPMENT MAINTENANCE	5,529	3,555	6,500	6,500	6,500	6,500
51-68-219	PARK SUPPLIES/AMENITIES	0	12,756	6,500	6,500	6,500	6,500
51-68-281	TECHNOLOGY	750	0	0	0	0	0
	SUBTOTAL	115,184	125,352	145,480	145,480	150,480	145,480
	TOTAL PARKS BUDGET	367,935	419,472	507,232	507,232	518,462	527,628

a Includes four full time park maintenance employees

b Assumes one regular part-time and three seasonal workers

c Supplies such as seed mix, fertilizer, trees, shrubs, signage, planters, landscaping at Town maintenance facility

**PUBLIC WORKS
FACILITIES DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
51-70-110	SALARIES	137,850	129,620	109,864	109,864	113,376	118,795
51-70-131	FICA	9,912	9,893	8,405	8,405	8,549	9,088
51-70-132	INSURANCE	42,422	36,291	24,963	24,963	25,272	24,988
51-70-134	PENSION	6,890	8,886	7,690	7,690	7,936	8,316
51-70-133	TRAVEL/TRAINING	127	109	600	600	600	600
51-70-410	UNIFORMS	1,102	879	1,000	1,000	1,000	1,000
	SUBTOTAL	198,302	185,678	152,522	152,522	156,734	162,786
COMMODITIES							
51-70-206	JANITORIAL SUPPLIES	8,376	6,414	18,000	18,000	18,000	18,000
51-70-402	TELEPHONE	480	480	480	480	1,000	1,000
51-70-406	VEHICLE FUEL/MAINT	5,295	5,383	5,500	5,500	5,500	6,500
51-70-436	TOWN HALL MAINTENANCE	10,066	10,463	10,000	10,000	10,000	10,000
51-70-442	FURNISHINGS TOWN HALL	1,565	1,707	8,500	8,500	8,500	5,000
	SUBTOTAL	25,782	24,446	42,480	42,480	43,000	40,500
CONTRACTUAL							
51-70-437	HEATING/COOLING MAINT	4,043	2,426	5,000	5,000	5,000	5,000
51-70-438	BUILDING ELECTRIC MAINT	1,405	0	1,000	1,000	1,000	1,000
51-70-440	ELEVATOR MAINTENANCE	2,528	2,572	3,500	3,500	3,500	3,500
51-70-207	JANITORIAL CONTRACT CLEANING	0	21,840	84,500	84,500	100,000	127,500
	SUBTOTAL	7,977	26,838	94,000	94,000	109,500	137,000
TOTAL MAINTENANCE BUDGET		232,061	236,962	289,002	289,002	309,234	340,286

a Includes two employees, including Facilities Supervisor; contracted out for daily cleaning in 4th quarter 2021 and into 2022

b Supplies for all town facilities

c Contracted daily cleaning firm for all town buildings and park restrooms (weekends)

**PUBLIC WORKS
STREETS DIVISION**

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
PERSONNEL							
51-61-110	SALARIES	294,624	306,364	367,649	367,649	370,604	441,573
51-61-111	PART-TIME	0	21,365	15,000	15,000	0	0
51-61-131	FICA	21,514	25,186	28,125	28,125	28,193	33,780
51-61-132	INSURANCE	83,017	78,752	80,994	80,994	90,608	117,379
51-61-134	PENSION	14,661	20,611	25,735	25,735	23,888	30,910
51-61-133	TRAVEL/SCHOOL	1,907	6,658	8,000	8,000	8,000	8,000
51-61-410	UNIFORMS	3,250	3,073	3,500	3,500	3,500	3,500
	SUBTOTAL	418,974	462,008	529,003	529,003	524,793	635,142
COMMODITIES							
51-61-202	OFFICE SUPPLIES	404	441	3,000	3,000	3,500	3,500
51-61-206	JANITORIAL SUPPLIES	0	3,589	0	0	0	0
51-61-212	FUEL/OIL	18,649	23,793	20,000	20,000	30,000	25,000
51-61-222	TIRES	5,193	4,715	2,000	2,000	2,000	2,000
51-61-228	GRAVEL/ASPHALT	34,469	23,167	35,000	35,000	35,000	35,000
51-61-230	CULVERTS	0	0	5,000	5,000	5,000	5,000
51-61-234	STREET LIGHT ELECTRICITY	43,028	41,788	47,000	47,000	47,000	47,000
51-61-436	ROAD SUPPLIES	56,592	85,511	50,000	50,000	50,000	50,000
51-61-402	TELEPHONE	677	2,075	1,340	1,340	2,150	2,150
51-61-439	STREET LIGHTING MAINTENANCE	662	1,382	2,000	2,000	2,000	2,000
51-61-418	CEMETERY	23,619	21,351	30,000	30,000	30,000	30,000
51-61-434	UTILITIES-SHOP	8,883	22,515	24,000	24,000	30,000	30,000
51-61-435	TOOLS AND EQUIPMENT	34,773	43,324	50,000	50,000	50,000	50,000
51-61-281	TECHNOLOGY	5,664	5,000	12,000	12,000	12,000	6,000
	SUBTOTAL	232,614	278,650	281,340	281,340	298,650	287,650
CONTRACTUAL							
51-61-406	MAINTENANCE - VEHICLE	34,541	41,350	43,000	43,000	43,000	43,000
51-61-444	SWEEPER MAINT	11,830	3,528	1,200	1,200	1,200	0
51-61-438	ENGINEERING	0	0	20,000	20,000	20,000	20,000
51-61-460	CLEAN UP WEEK	4,186	3,988	5,000	5,000	7,200	7,500
51-61-470	BANNERS	962	2,294	1,000	1,000	1,024	3,000
	SUBTOTAL	51,519	51,160	70,200	70,200	72,424	73,500
	TOTAL STREETS BUDGET	703,107	791,819	880,543	880,543	895,867	996,292

- a Includes Public Works Director, Streets Supervisor and five FT Equipment Operators; Part time seasonal position moved to FT in 2023
- b Janitorial supplies moved to Facilities Maintenance Division budget
- c Old Pagosa Springs Cemetery gate, fencing and signage
- d Air tools, floor jacks, metal detector, and lift
- e Sweeper maintenance included within vehicle maintenance line item
- f Preliminary engineering for street projects, culverts, etc. as needed

CONSERVATION TRUST FUND							
		2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
REVENUES							
21-37-530	TOWN LOTTERY	20,871	25,165	20,000	20,000	20,000	20,000
21-37-700	COUNTY LOTTERY	60,000	60,000	160,000	160,000	160,000	60,000
	SUBTOTAL	80,871	85,165	180,000	180,000	180,000	80,000
	PRIOR FUND BALANCE	68,345	48,524	54,624	54,624	59,741	50,241
	TOTAL REVENUES	149,216	133,689	234,624	234,624	239,741	130,241
EXPENDITURES							
21-40-800	PARKS MAINTENANCE	48,436	6,640	8,000	8,000	8,000	12,500
21-40-905	MARY FISHER PARK	0	25,823	0	24,000	24,000	0
21-40-910	YAMAGUCHI SPORTS COMPLEX	0	0	150,000	150,000	150,000	60,000
21-40-920	RIVERWALK WEST TRAIL	50,000	42,000	0	0	0	0
21-40-950	SOUTH PAGOSA PARK	67	0	0	0	0	0
21-40-970	COMMUNITY CENTER EXERCISE ROOM	496	0	7,500	7,500	7,500	6,500
21-40-980	ALPHA ROCKRIDGE - YAMAGUCHI	2,032	0	0	0	0	0
21-40-	CENTENNIAL PARK	0	0	0	0	0	6,000
	Subtotal	101,031	74,463	165,500	189,500	189,500	85,000
	Total Expenditures to CIF	101,031	74,463	165,500	189,500	189,500	85,000
	Annual Revenues	80,871	85,165	180,000	180,000	180,000	80,000
	Annual Expenditures	101,031	74,463	165,500	189,500	189,500	85,000
	Difference	-20,160	10,702	14,500	-9,500	-9,500	-5,000
	Prior Year Cash Reserves	68,345	48,524	54,624	54,624	59,741	50,241
	Ending Fund Balance	48,185	59,226	69,124	45,124	50,241	45,241

a Archuleta County contribution from Conservation Trust towards parks maintenance - \$100k Pickleball contribution 2022

b Upgrades for park restrooms

c Transfer to Capital Fund for parking area and fencing at Yamaguchi South Park

d Replace old elliptical machine

e Connection to PAWSD for irrigation system

TRUST/IMPACT FUND							
REVENUES							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
IMPACT FEES							
31-34-600	IMPACT FEES - ROADS REVENUE	9,420	908	0	0	3	0
31-34-710	IMPACT FEES - TOWN BUILDINGS	65	34	0	0	0	0
31-34-800	IMPACT FEES - REC FACILITY	30	4	0	0	0	0
31-34-810	IMPACT FEES - TOWN RECREATION	25	10	0	0	20	0
31-34-900	IMPACT FEES - PARKS REVENUE	33	30	0	0	0	0
31-34-910	IMPACT FEES - TRAILS REVENUE	148	123	0	0	0	0
	SUBTOTAL	9,721	1,110	0	0	23	0
IMPACT FEES - OTHERS							
31-34-100	IMPACT FEES - EMERGENCY SERVIC	160	155	0	0	0	0
31-34-350	IMPACT FEES - ADMINISTRATION	3	3	0	0	0	0
	SUBTOTAL	163	158	0	0	0	0
TRUST ACCOUNTS							
31-36-440	DARK FIBER LEASE REVENUES	413	0	0	0	0	0
31-36-520	HEALTH ACCOUNT REVENUE	0	52,860	35,000	35,000	47,907	40,000
31-36-581	FESTIVAL OF TREES REVENUE	0	30,800	20,000	20,000	30,000	35,000
31-36-590	RESERVOIR HILL TICKET FEE	0	9,704	10,000	10,000	12,000	10,000
31-36-600	YAMAGUCHI PARK SOUTH RIVER IMPROV	0	0	0	0	33,180	0
31-36-700	CEMETERY MAINTENANCE FEE	7,800	13,200	3,000	3,000	3,000	3,000
31-36-750	VACATION RENTAL FOR HOUSING	15,350	23,450	30,000	30,000	30,000	30,000
31-36-775	WORKFORCE HOUSING FEE	0	0	0	0	0	0
	SUBTOTAL	23,563	130,014	98,000	98,000	156,087	118,000
	TOTAL REVENUES	33,447	131,281	98,000	98,000	156,110	118,000
	PRIOR FUND BALANCE	484,009	277,787	280,009	280,009	280,009	305,781
	TOTAL REVENUES	517,456	409,068	378,009	378,009	436,119	423,781

- a Estimated Cigna rebate amount for healthy group
- b Funds received in 2022 from Archuleta County and Nature Conservancy for future river improvements
- c Assumes 10 fees paid
- d Assumes 120 STR renewals; transfer half to trust account
- e Unsure of revenues, waiting on judicial determination

TRUST/IMPACT FUND							
EXPENDITURES							
ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
IMPACT FEES							
31-77-600	IMPACT FEES - ROADS EXPENSE	162,400	0	1,025	1,025	1,030	0
31-46-710	IMPACT FEES - TOWN BUILDINGS	11,000	260	0	0	0	0
31-56-720	IMPACT FEES - REC FACILITY	0	7,873	0	0	0	0
31-56-810	IMPACT FEES - TOWN RECREATION	0	0	10,369	10,369	1,901	0
31-68-900	IMPACT FEES - PARKS EXPENSE	0	10,393	0	0	0	0
31-68-910	IMPACT FEES - TRAILS EXPENSE	0	41,905	0	0	0	0
	SUBTOTAL	173,400	60,431	11,394	11,394	2,931	0
IMPACT FEES - OTHERS							
31-51-100	IMPACT FEES - EMERGENCY SERVIC	160	155	0	0	0	0
31-76-310	IMPACT FEES - ADMIN FEES	1,397	248	0	0	0	0
	SUBTOTAL	1,557	403	0	0	0	0
TRUST ACCOUNTS							
31-76-520	HEALTH ACCOUNT EXPENSE	15,500	16,414	17,200	17,200	17,200	20,000
31-53-530	COMMUNITY CENTER EXPENSE	26,444	0	18,965	18,965	18,965	5,000
31-76-581	FESTIVAL OF TREES EXPENSE	0	30,800	20,000	20,000	30,000	35,000
31-76-590	RESERVOIR HILL FEE EXPENSE	11,435	0	5,000	5,000	6,242	5,000
31-76-	YAMAGUCHI PARK SOUTH RIVER IMPROV	0	0	0	0	0	33,180
31-76-700	PERPETUAL MAINTENANCE	0	800	10,000	10,000	10,000	10,000
31-76-750	VACATION RENTAL FOR HOUSING	8,000	0	45,000	45,000	45,000	0
31-76	WORKFORCE HOUSING FEE	0	0	0	0	0	0
	SUBTOTAL	61,379	48,014	116,165	116,165	127,407	108,180
	TOTAL EXPENDITURES	236,336	108,848	127,559	127,559	130,338	108,180
	ANNUAL REVENUES	33,447	131,281	98,000	98,000	156,110	118,000
	ANNUAL EXPENDITURES	236,336	108,848	127,559	127,559	130,338	108,180
	DIFFERENCE	-202,889	22,434	-29,559	-29,559	25,772	9,820
	PRIOR YEAR CASH RESERVES	484,009	277,787	280,009	280,009	280,009	305,781
	ENDING FUND BALANCE	281,120	300,221	250,450	250,450	305,781	315,601

- a Employee Assistance Program, employee wellness program incentives, and potential insurance increases in 2023
- b Assumes new office space for Parks and Recreation Director
- c Yamaguchi South River Improvement project
- d Hilltop Cemetery maintenance costs
- e Half of vacation rental fees; spent on Town housing project in 2022; 2023 based on council direction
- f Unsure of expenditures, waiting on judicial determination

TRUST/IMPACT FUND				
END OF YEAR BALANCES				
ACCOUNT BALANCE		2021 Actual	2022 Estimate	2023 Budget
31-22-600	IMPACT FEES - ROADS	1,027	0	0
31-22-810	IMPACT FEE - RECREATION 2013	1,881	0	0
	SUBTOTAL	2,908	0	0
31-23-410	EAST END TRAIL DONATIONS	5,000	5,000	5,000
31-23-440	DARK FIBER LEASE	413	413	413
31-23-450	PINON LAKE FOUNTAIN	1,944	1,944	1,944
31-23-520	HEALTH ACCOUNT	164,419	195,126	215,126
31-23-530	COMMUNITY CENTER	23,965	5,000	0
31-23-	YAMAGUCHI SOUTH RIVER IMPROVEMENTS	0	33,180	0
31-23-585	CEMETERY MAINTENANCE FEE	32,800	25,800	18,800
31-23-586	VACATION RENTAL FOR HOUSING CHOICE	37,615	22,615	52,615
31-23-	WORKFORCE HOUSING FEE	0	0	0
31-23-590	RESERVOIR HILL TICKET FEE	29,255	35,013	40,013
31-23-600	PARKS USER ADMISSION FEE	1,197	1,197	1,197
31-23-624	SUNRIDGE OF PAGOSA TOWNHOMES	0	166,035	0
	SUBTOTAL	296,607	491,322	335,106
	ENDING FUND BALANCE	299,515	491,322	335,106

LODGER'S TAX FUND

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
REVENUE							
41-31-500	LODGER'S TAX	781,749	1,007,711	925,000	925,000	925,000	875,000
41-31-505	INTERGOVERNMENTAL REVENUE	348,885	523,353	430,000	430,000	510,000	500,000
41-31-510	VISITOR CENTER REVENUE	891	1,013	1,500	1,500	1,500	1,500
41-31-600	OTHER INCOME	45,000	0	0	0	0	0
41-31-650	MISC REVENUE	600	0	0	0	2,400	0
	ANNUAL REVENUES	1,177,125	1,532,077	1,356,500	1,356,500	1,438,900	1,376,500
	PRIOR YEAR CARRY OVER	667,069	922,685	1,337,121	1,337,121	1,598,910	1,415,327
	TOTAL REVENUES	1,844,194	2,454,762	2,693,621	2,693,621	3,037,810	2,791,827
EXPENDITURES							
	PERSONNEL						
41-42-110	SALARIES	171,364	158,414	177,441	177,441	175,793	203,099
41-42-111	PART-TIME SALARIES	19,626	22,857	40,000	40,000	36,009	47,000
41-42-131	FICA	13,693	13,902	16,634	16,634	15,871	19,133
41-42-132	INSURANCE	55,540	43,649	53,472	53,472	51,736	62,646
41-42-134	PENSION	8,566	8,069	12,421	12,421	10,575	14,217
	SUBTOTAL	268,789	246,890	299,968	299,968	289,983	346,094
	COMMODITIES						
41-42-205	EXTERNAL MARKETING	424,799	390,354	400,000	400,000	400,000	375,000
41-42-133	TRAVEL/TRAINING	4,239	4,782	15,000	15,000	15,000	12,000
41-42-210	EVENT FUNDING	7,749	61,630	100,000	100,000	100,000	100,000
	SUBTOTAL	436,787	456,766	515,000	515,000	515,000	487,000
	CAPITAL PROJECTS						
41-42-221	FISH STOCKING	3,500	3,000	5,000	5,000	5,000	0
41-42-222	INFRASTRUCTURE	154,782	88,318	650,000	650,000	650,000	437,500
41-42-223	WAYFINDING/SIGNAGE	12,767	9,817	15,000	15,000	15,000	10,000
41-42-224	DATA ANALYTICS	30,750	0	65,000	65,000	65,000	32,000
41-42-335	VISITOR CENTER CAPITAL EXPENSE	0	0	30,000	30,000	30,000	15,000
	SUBTOTAL	201,799	101,136	765,000	765,000	765,000	494,500
	VISITOR INFORMATION						
41-42-235	FULFILLMENT	12,726	9,540	7,500	7,500	7,500	10,000
41-42-326	VISITOR CENTER UTILITIES	3,911	4,365	5,500	5,500	5,500	5,500
41-42-327	VISITOR CENTER JANITORIAL	7,047	4,531	0	0	0	0
41-42-328	VC PRINTING AND PUBLICATION	18,176	10,705	12,500	12,500	12,500	12,500
41-42-329	VISITOR CENTER TECHNOLOGY	631	530	2,500	2,500	2,500	2,500
41-42-330	VC VOLUNTEER APPRECIATION	142	919	1,000	1,000	1,000	1,000
41-42-331	OFFICE EXPENSES/TELEPHONE	10,587	6,707	7,500	7,500	7,500	7,500
	SUBTOTAL	53,220	37,297	36,500	36,500	36,500	39,000
	CONTRACTUAL						
41-42-255	FIREWORKS	9,294	16,000	16,000	16,000	16,000	16,000
	SUBTOTAL	9,294	16,000	16,000	16,000	16,000	16,000
	ANNUAL REVENUES	1,177,125	1,532,077	1,356,500	1,356,500	1,438,900	1,376,500
	ANNUAL EXPENDITURES	969,889	858,089	1,632,468	1,632,468	1,622,483	1,382,594
	DIFFERENCE	207,236	673,988	-275,968	-275,968	-183,583	-6,094
	PRIOR YEAR CASH RESERVES	667,069	922,685	1,337,121	1,337,121	1,598,910	1,415,327
	ENDING FUND BALANCE	874,305	1,596,673	1,061,153	1,061,153	1,415,327	1,409,233
	RECOMMENDED FOR OPERATING RESER	0	0	408,117	408,117	405,621	345,648
	UNRESTRICTED RESERVES	874,305	1,596,673	653,036	653,036	1,009,706	1,063,585

a Anticipates a 5% decrease from 2022 budget due to short term rental regulations and reduced hotel inventory

b Includes three full time employees

c Assumes two part-time VC staff and one seasonal worker

d Reduce fish stocking due to other funding sources available

e Installation of air conditioning at the visitor center

f Janitorial contract in capital facility division

GEOHERMAL ENTERPRISE FUND

REVENUES

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
SERVICE FEES AND FINES							
55-38-100	GEOHERMAL BILLINGS	40,770	42,230	43,000	43,000	43,000	52,500 ^a
55-38-300	GEOHERMAL LEASES	1,197	1,197	1,197	1,197	1,197	1,197
55-38-350	ARP FUNDS	0	80,525	62,032	62,032	0	0
55-38-360	TRANSFER FROM GENERAL FUND	0	18,959	0	0	0	0
55-38-400	OTHER REVENUE	4,000	0	15,000	15,000	1,500	13,500 ^b
TOTAL ANNUAL REVENUES		45,967	142,910	121,229	121,229	45,697	67,197
PRIOR YEAR CARRY OVER		125,940	78,727	62,550	62,550	85,640	73,012
TOTAL REVENUES		171,907	221,637	183,779	183,779	131,337	140,209

GEOHERMAL ENTERPRISE FUND

EXPENDITURES

ACCOUNT	DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2022 AMENDED BUDGET	2022 ESTIMATE	2023 BUDGET
COMMODITIES							
55-40-202	OFFICE SUPPLIES	0	0	50	50	0	0
55-40-204	POSTAGE	150	0	250	250	50	50
55-40-444	UTILITIES - ELEC & WATER	7,208	11,601	7,500	7,500	19,000	8,500 ^c
55-40-242	REPAIR EQUIPMENT	1,412	1,812	2,000	2,000	2,000	3,000
55-40-244	REPAIR LEAKS	3,184	1,882	3,000	3,000	4,500	3,000
55-40-246	NEW PUMPS	0	375	1,000	1,000	0	2,000
SUBTOTAL		11,954	15,671	13,800	13,800	25,550	16,550
CONTRACTUAL							
55-40-446	LEGAL/ATTORNEY	3,231	0	2,000	2,000	0	2,000
55-40-438	ENGINEERING	27,646	0	3,000	3,000	1,500	3,000 ^d
55-40-448	BOOKKEEPING	5,000	5,000	5,000	5,000	5,000	1,000 ^e
55-40-450	PROJECT BONDING AND INSURANCE	1,000	1,000	1,000	1,000	1,000	1,000
55-40-452	CONTRACTUAL SERVICE SANITATION	9,500	9,500	9,500	9,500	9,500	9,500
55-40-456	CONTRACT SERVICES CAPITAL	4,500	4,500	4,500	4,500	4,500	4,500
SUBTOTAL		50,877	20,000	25,000	25,000	21,500	21,000
CAPITAL IMPROVEMENTS							
55-40-248	LINE REPLACEMENT AND UPGRADES	23,606	80,527	10,000	10,000	4,500	10,000
55-40-249	VACUUM TRUCK LEASE/PURCHASE	6,742	25,709	6,775	6,775	6,775	5,838
55-40-	EQUIPMENT	0	0	0	0	0	9,000 ^f
SUBTOTAL		30,348	106,236	16,775	16,775	11,275	24,838
TOTAL GEOHERMAL EXPENDITURES		93,179	141,907	55,575	55,575	58,325	62,388
ANNUAL REVENUES		45,967	142,910	121,229	121,229	45,697	67,197
ANNUAL EXPENDITURES		93,179	141,907	55,575	55,575	58,325	62,388
DIFFERENCE		-47,212	1,003	65,654	65,654	-12,628	4,809
PRIOR YEAR CASH RESERVES		125,940	78,727	62,550	62,550	85,640	73,012
ENDING FUND BALANCE		78,728	79,730	128,204	128,204	73,012	77,821
RECOMMENDED FOR OPERATING RESERVE		0	0	13,894	13,894	14,581	15,597
UNRESTRICTED RESERVES		78,728	79,730	114,310	114,310	58,431	62,224

- a Seven months of service at a higher rate estimated
- b Assumes new connections in 2023
- c 2022 leak at 4th St.
- d Engineering needed in preparation of the Main Street reconstruction
- e Reduced cost due to online billing
- f HDPE (high-density polyethylene) fuse-in-place liner machine

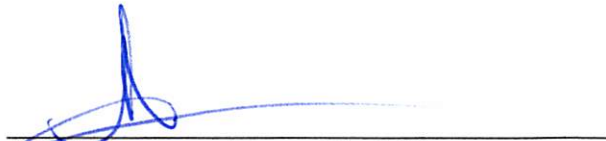


Town of Pagosa Springs
P.O. Box 1859
Pagosa Springs, CO 81147
Phone 970.264.4151
Fax 970.264.4634

ASSESSED VALUATION AND MILL LEVIES

YEAR	2021	2022	2023
ASSESSED VALUATION	61,969,820	68,488,910	68,396,910
MILL LEVY	1.559 Mills	1.571 Mills	1.577 Mills
TOTAL REVENUES	\$96,611	\$107,596	\$107,862

I, April Hessman, certify that the attached is a true and accurate copy of the adopted 2023 budget of the Town of Pagosa Springs, Colorado.



April Hessman, Town Clerk/Finance



CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Archuleta County, Colorado.

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

the Town Council,
(governing body)^B

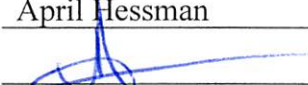
of the Town of Pagosa Springs,
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 68,396,910 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

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

Submitted: 12/06/2022 for budget/fiscal year 2023.
(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>106,494</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< _____ > mills	\$ < _____ >
SUBTOTAL FOR GENERAL OPERATING:	1.557 mills	\$ 106,494
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.02</u> mills	\$ <u>1,368</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.577 mills	\$ 107,862

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

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

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

New Tax Entity? YES NO

Archuleta County COUNTY ASSESSOR

Date 11/16/2022

NAME OF TAX ENTITY: TOWN OF PAGOSA SPRINGS

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

IN ACCORDANCE WITH 39-5-121(2)(a) and 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2022 :

Table with 11 rows listing valuation items and amounts. 1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION: \$68,488,910. 2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: \$68,396,910. 3. LESS TOTAL TIF AREA INCREMENTS, IF ANY: \$0. 4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION: \$68,396,910. 5. NEW CONSTRUCTION: \$612,470. 6. INCREASED PRODUCTION OF PRODUCING MINE: \$0. 7. ANNEXATIONS/INCLUSIONS: \$0. 8. PREVIOUSLY EXEMPT FEDERAL PROPERTY: \$0. 9. NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND (29-1-301(1)(b), C.R.S.): \$0. 10. TAXES RECEIVED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(a), C.R.S.): \$0. 11. TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) and (39-10-114(1)(a)(I)(B), C.R.S.): \$1,404.68.

- ‡ This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec. 20(8)(b), Colo. Constitution
* New Construction is defined as: Taxable real property structures and the personal property connected with the structure.
≈ Jurisdiction must submit to the Division of Local Government respective Certifications of Impact in order for the values to be treated as growth in the limit calculation; use Forms DLG 52 & 52A.
⊕ Jurisdiction must apply to the Division of Local Government before the value can be treated as growth in the limit calculation; use Form DLG 52B.

USE FOR TABOR "LOCAL GROWTH" CALCULATION ONLY

IN ACCORDANCE WITH ART. X, SEC. 20, COLO. CONSTUTION AND 39-5-121(2)(b), C.R.S., THE Archuleta County County ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2022 :

Table with 7 rows listing actual valuation items and amounts. 1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: \$459,322,024. ADDITIONS TO TAXABLE REAL PROPERTY: 2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: \$8,136,010. 3. ANNEXATIONS/INCLUSIONS: \$0. 4. INCREASED MINING PRODUCTION: \$0. 5. PREVIOUSLY EXEMPT PROPERTY: \$477,340. 6. OIL OR GAS PRODUCTION FROM A NEW WELL: \$0. 7. TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT: \$665,730.

DELETIONS FROM TAXABLE REAL PROPERTY

Table with 3 rows listing deletions from taxable real property. 8. DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: \$628,900. 9. DISCONNECTIONS/EXCLUSIONS: \$0. 10. PREVIOUSLY TAXABLE PROPERTY: \$838,850.

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

IN ACCORDANCE WITH 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS: TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY \$442,258,697

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

HB21-1312 ASSESSED VALUE OF EXEMPT BUSINESS PERSONAL PROPERTY (ESTIMATED): ** \$506,774
*** The tax revenue lost due to this exempted value will be reimbursed to the tax entity by the County Treasurer in accordance with 39-3-119.5(3), C.R.S.

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

DEBT SERVICE



Streets Staff Plowing on Lewis Street



Debt Service List

<u>Name</u>	<u>2023 Payment</u>	<u>Year End Balance</u>
UMB 8 th Street Lease/Purchase	\$183,412.50	\$2,567,412.50
Zion's Bank Lease/Purchase	\$248,297.00	\$2,302,121.30
Vacuum Truck Lease/Purchase (Geothermal)	\$ 5,838.33	\$ 0.00
Canon Copier Lease (Administration)	\$ 993.00	\$ 1,489.50
AltaLink Copier Lease (Parks & Rec)	\$ 2,081.04	\$ 2,081.30
Xerox Copier Lease (Courts)	\$ 1,380.36	\$ 4,141.64

Town of Pagosa Springs, Colorado

Certificate of Participation, Series 2016

UMB 8th Street Lease/Purchase

Final Pricing - November 29, 2016 1135AM MTN

Debt Service Schedule

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

EXHIBIT D**BASE RENTAL PAYMENT SCHEDULE**

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



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

MASTER AGREEMENT NO.
1660295-000

APPLICATION NO.
1660295

AGREEMENT/SCHEDULE NO.
1660295-001

CUSTOMER ("YOU" or "YOUR")
FULL LEGAL NAME: Town of Pagosa Springs
ADDRESS: 551 HOT SPRINGS BLVD, PAGOSA SPRINGS, CO 81147

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

DESCRIPTION OF EQUIPMENT, IMAGE ALLOWANCE AND EXCESS CHARGES

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

EQUIPMENT LOCATION: _____ METER FREQUENCY: Quarterly

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

TERM (CHECK ONE TERM OPTION)

TERM: THE END OF THE TERM OF THIS SCHEDULE IS THE END OF THE TERM OF THE SCHEDULE TO MASTER AGREEMENT IDENTIFIED AS SCHEDULE NO. _____
 TERM IN MONTHS: 48 (APPLIES TO THIS SCHEDULE ONLY)

PAYMENT (CHECK ONE TERM OPTION)

MONTHLY BASE PAYMENT AMOUNT: \$3275 (PLUS TAX) (INCLUDES AMOUNTS DUE UNDER THIS SCHEDULE ONLY)
 TOTAL CONSOLIDATED MONTHLY BASE PAYMENT AMOUNT: \$ _____ (PLUS TAX) (INCLUDES AMOUNTS DUE UNDER THIS SCHEDULE AND ANY OTHER APPLICABLE SCHEDULES TO THE MASTER AGREEMENT (FOR IMAGING EQUIPMENT) DURING THE TERM THEREOF)

ADDITIONAL TERMS AND CONDITIONS

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

APPLICABLE TO GOVERNMENTAL ENTITIES ONLY

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

AGREEMENT

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

CUSTOMER'S AUTHORIZED SIGNATURE

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

Town of Pagosa Springs
 CUSTOMER [Signature] Andrea Phillips, Town Manager 4/18/12
 SIGNATURE PRINT NAME & TITLE DATE

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

Capital Business Systems Inc.
 OWNER [Signature] Docs. Spec.
 SIGNATURE PRINT NAME & TITLE DATE

CERTIFICATE OF DELIVERY AND ACCEPTANCE

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

SIGNATURE: X _____ NAME AND TITLE: _____ DATE: _____

ORIGINAL

PAGECONNECT AGREEMENT



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

AGREEMENT NO.: 1492298

CUSTOMER ("YOU" OR "YOUR")

FULL LEGAL NAME: Pagosa Springs, Town of

ADDRESS: PO Box 1859 Pagosa Springs CO 81147-1859

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

Toner Mountain Pagosa Springs, CO

EQUIPMENT AND PAYMENT TERMS SEE ATTACHED SCHEDULE

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

EQUIPMENT LOCATION: As Stated Above METER FREQUENCY: Monthly

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

CONTRACT

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

CUSTOMER'S AUTHORIZED SIGNATURE

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

(As Stated Above) X [Signature] DANIELS & REC DIRECTOR DANIELS LEWIS 09/19

CUSTOMER SIGNATURE PRINT NAME & TITLE DATE

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

GreatAmerica Financial Services Corporation

OWNER SIGNATURE PRINT NAME & TITLE DATE

UNCONDITIONAL GUARANTY

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

SIGNATURE: X INDIVIDUAL: DATE:

SIGNATURE: X INDIVIDUAL: DATE:

PAGECONNECT AGREEMENT



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

AGREEMENT NO: **1633175**

CUSTOMER ("YOU" OR "YOUR")

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

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

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

Toner Mountain **Pagosa Springs, CO**

EQUIPMENT AND PAYMENT TERMS SEE ATTACHED SCHEDULE

TYPE, MAKE, MODEL NUMBER, SERIAL NUMBER, AND INCLUDED ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	BEGINNING METER READING		MONTHLY IMAGE ALLOWANCE		EXCESS PER IMAGE CHARGE (PLUS TAX)	
		B&W	COLOR	B&W	COLOR	B&W	COLOR
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TOTAL CONSOLIDATED MONTHLY IMAGE ALLOWANCE AND EXCESS PER IMAGE CHARGES (IF CONSOLIDATED)							

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

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

CONTRACT

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

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

GreatAmerica Financial Services Corporation
OWNER SIGNATURE PRINT NAME & TITLE DATE