



## IGNACIO TOWN BOARD MEETING AGENDA

Monday, March 8, 2021 – 6:30 PM

Remote Public Meeting

*This remote meeting is hosted by Zoom and requires Attendees to login to the Zoom meeting website at the following address: <https://zoom.us/j/99623330698>, or Attendees wishing to participate by phone shall call: 346-248-7799 and key in Webinar ID Number: 996 2333 0698.*

*There is a Zoom Etiquette file on the Town website that details how Zoom meetings work and what is expected of Attendees. All Attendees will be able to hear and/or see the Town Board meeting. Attendees will be muted until the Mayor takes Attendee comments. Attendees wanting to comment must click on the "Raised Hand" tab at the bottom of the screen, or callers will have to enter \*9. The Mayor will acknowledge which Attendee is to speak (by name or phone number) and the meeting host will allow them to speak. The meeting host will unmute the Attendee (or notify the Attendee if they need to unmute themselves by entering \*6). The Attendee shall first provide their name and address before they begin their comments. Failure to follow directions or maintain meeting decorum will result in the muting of your connection.*

- I. **CALL REGULAR MEETING TO ORDER:** Moment of Silence, Moment of Gratitude, Reflection of Hope
- II. **ROLL CALL**
- III. **PUBLIC COMMENTS:** *The Town Board values public comment and allows this time for citizens to voice their thoughts and concerns. The Mayor will open the comment period and prior to addressing the Board, state your name and address, and limit your comments to five (5) minutes. Meeting decorum will be maintained and failure to maintain composure and respect will result in the closure of your comment period. The Town Board and/or staff may respond to your comments or take your comments under advisement. Please do not comment on items listed on the Agenda as opportunity will be given to comment during these discussions. Thank you.*
- IV. **CONSENT AGENDA**
  - A. Regular Town Board Meeting Minutes from February 8, 2021
  - B. Financial Records – February Check Register and Budget to Actual Reports
- V. **UNFINISHED BUSINESS**
  - A. Rock Creek Housing Plan Update
  - B. Broadband Plan Update
  - C. Board Strategic Plan Update
- VI. **NEW BUSINESS**
  - A. COVID-19 Update
- VII. **STAFF REPORTS**
  - A. Police Department
  - B. Public Works
  - C. Clerk / Treasurer
  - D. Town Manager
  - E. Attorney
- VIII. **TRUSTEE REPORTS**
- IX. **MISCELLANEOUS**
- X. **EXECUTIVE SESSION:** For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. Section 24-6-402(4)(e) regarding a proposed jurisdictional agreement with the Southern Ute Indian Tribe and a potential property acquisition from the Ignacio School District.
- XI. **ADJOURNMENT**

TOWN OF IGNACIO  
Check Register for Checking  
For the Accounting Period: 2/21

## Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-98985	E	845 HOME DEPOT CREDIT SERVICES	128.85	02/05/21	2/21		
-98984	E	517 PURCHASE POWER	503.50	02/05/21	2/21	CL 14045	128.85
-98983	E	974 LA PLATA ELECTRIC ASSN INC	2175.98	02/23/21	2/21	CL 14046	503.50
-98982	E	143 STATE OF COLORADO-SALES TAX	1898.38	02/23/21	2/21	CL 14067	2175.98
-98981	E	871 SWCCOG	4806.00	02/23/21	2/21	CL 14071	1898.38
-98980	E	845 HOME DEPOT CREDIT SERVICES	483.35	02/23/21	2/21	CL 14072	4806.00
5223 *	S	53 AUTO PARTS INC	50.91	02/05/21		CL 14091	483.35
5224	S	65 BASIN COOP	59.00	02/05/21		CL 14062	50.91
5225	S	99 C & J GRAVEL PRODUCTS INC	1140.31	02/05/21		CL 14056	59.00
5226	S	918 CCNC	100.00	02/05/21		CL 14055	1140.31
5227	S	971 FASTTRACK COMMUNICATIONS INC	253.90	02/05/21		CL 14054	100.00
5228	S	279 GREEN ANALYTICAL LABORATORIES	275.00	02/05/21		CL 14048	253.90
5229	S	1114 HOMES FUND INC	1808.00	02/05/21		CL 14043	275.00
5230	S	1195 Ignacio Creative District	1000.00	02/05/21		CL 14060	1808.00
5231	S	885 INTERMOUNTAIN SWEEPER	531.32	02/05/21		CL 14058	1000.00
5232	S	894 KRISTIN ROEHRS	406.25	02/05/21		CL 14044	531.32
5233	S	1087 MARK GARCIA - GOV-PLUS LLC	8250.00	02/05/21		CL 14051	406.25
5234	S	844 MOUNTAIN STATES PIPE & SUPPLY	991.50	02/05/21		CL 14066	8250.00
5235	S	1194 Nichols Electric, Inc.	918.33	02/05/21		CL 14064	991.50
5236	S	1093 PERFECT COMPUTING LLC	180.00	02/05/21		CL 14049	918.33
5237	S	778 REGION 9 ECONOMIC DEVELOPMENT	674.00	02/05/21		CL 14053	180.00
5238	S	590 SAN JUAN BASIN HEALTH DEPARTMENT	35.00	02/05/21		CL 14065	674.00
5239	S	1172 Short Elliott Hendrickson, Inc.	6696.83	02/05/21		CL 14059	35.00
5240	S	632 TARGET RENTAL	204.84	02/05/21		CL 14057	6696.83
						CL 14063	204.84

03/05/21  
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TOWN OF IGNACIO  
Check Register for Checking  
For the Accounting Period: 2/21

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Report ID: AP300

Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
5241	S	1196 The Durango Herald	70.00	02/05/21		CL 14061	70.00
5242	S	650 TOWN OF IGNACIO	681.30	02/05/21		CL 14047	681.30
5243	S	675 UTILITY NOTIFICATION CENTER OF CO	56.76	02/05/21		CL 14052	56.76
5244	S	695 WCA WASTE CORP	2672.68	02/05/21		CL 14050	2672.68
5252 *	S	728 AXIS HEALTH SYSTEMS	446.88	02/23/21		CL 14081	446.88
5253	S	1167 Badger Daylighting Corp.	3326.24	02/23/21		CL 14075	1252.81
						CL 14082	2073.43
5254	S	91 BRENNAN OIL COMPANY	208.33	02/23/21		CL 14070	208.33
5255	S	921 CASCADE WATER	41.94	02/23/21		CL 14068	41.94
5256	S	135 COLORADO DEPT OF REVENUE	41.30	02/23/21		CL 14086	41.30
5257	S	1130 IMAGENET CONSULTING LLC	322.09	02/23/21		CL 14088	322.09
5258	S	885 INTERMOUNTAIN SWEEPER	509.32	02/23/21		CL 14085	509.32
5259	S	1197 Kelly Cable of N.M., LLC	22100.00	02/23/21		CL 14089	22100.00
5260	S	1198 KG Trucking	522.50	02/23/21		CL 14090	522.50
5261	S	1046 LAW OFFICE OF DAVID LIBERMAN	719.10	02/23/21		CL 14074	719.10
5262	S	1087 MARK GARCIA - GOV-PLUS LLC	9930.00	02/23/21		CL 14076	9930.00
5263	S	1192 Mitel Networks, Inc.	764.00	02/23/21		CL 14069	764.00
5264	S	590 SAN JUAN BASIN HEALTH DEPARTMENT	35.00	02/23/21		CL 14077	35.00
5265	S	1172 Short Elliott Hendrickson, Inc.	4847.49	02/23/21		CL 14073	2230.00
						CL 14078	2617.49
5266	S	600 SOUTHERN UTE UTILITIES DIVISION	71112.02	02/23/21		CL 14079	71112.02
5267	S	920 VANDEGRIFT DIESEL	1093.07	02/23/21		CL 14083	1093.07
5268	S	690 WACI-CI TRADING COMPANY	384.93	02/23/21		CL 14084	384.93
5269	S	692 WALKER DO IT BEST HARDWARE	212.01	02/23/21		CL 14087	212.01
5270	S	1147 TDL RECYCLING, LLC	470.00	02/23/21		CL 14092	470.00

**Total for Claim Checks**  
Count for Claim Checks

**154138.21**  
47

\* denotes missing check number(s)

# of Checks: 47

Total: 154138.21

03/05/21  
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TOWN OF IGNACIO  
Fund Summary for Claim Check Register  
For the Accounting Period: 2/21

Page: 4 of 4  
Report ID: AP110

Fund/Account	Amount
100 GENERAL FUND	
110230 Operating Account	\$42,555.50
300 CAPITAL IMPROVEMENT FUND	
110230 Operating Account	\$2,230.00
500 ECONOMIC DEVELOPMENT FUND	
110230 Operating Account	\$9,314.32
610 WATER FUND	
110230 Operating Account	\$31,587.36
620 GAS FUND	
110230 Operating Account	\$30,587.16
630 SEWER FUND	
110230 Operating Account	\$37,832.66
640 IRRIGATION FUND	
110230 Operating Account	\$31.21
<b>Total:</b>	<b>\$154,138.21</b>



## Summary Statement

February 28, 2021

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Investor ID: CO-01-0721

0000471-0002338 PDF 970087

**Town of Ignacio  
PO Box 459  
Ignacio, CO 81137-0459**

### COLOTRUST

#### PLUS+

Average Monthly Yield: 0.0860%

		Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
CO-01-0721-8001	GENERAL FUND	690,349.00	0.00	0.00	45.55	107.42	690,374.49	690,394.55
CO-01-0721-8002	WATER FUND	14,728.43	0.00	0.00	0.98	2.31	14,728.99	14,729.41
CO-01-0721-8004	GAS FUND	73,962.09	0.00	0.00	4.86	11.47	73,964.81	73,966.95
CO-01-0721-8005	IRRIGATION FUND	10,362.97	0.00	0.00	0.67	1.58	10,363.36	10,363.64
CO-01-0721-8006	CAPITAL IMPROVEMENT FUND	316,232.36	0.00	0.00	20.85	49.16	316,244.02	316,253.21

Tel: (877) 311-0219

<https://www.colotrust.com/>



## Summary Statement

February 28, 2021

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Investor ID: CO-01-0721

Town of Ignacio  
PO Box 459  
Ignacio, CO 81137-0459

### PLUS+ - (continued)

		Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
CO-01-0721-8007	CONSERVATION TRUST FUND	69,168.66	0.00	0.00	4.56	10.78	69,171.21	69,173.22
CO-01-0721-8010	ECONOMIC DEVELOPMENT FUND	60,668.80	0.00	0.00	4.01	9.41	60,671.05	60,672.81
<b>TOTAL</b>		<b>1,235,472.31</b>	<b>0.00</b>	<b>0.00</b>	<b>81.48</b>	<b>192.13</b>	<b>1,235,517.93</b>	<b>1,235,553.79</b>



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8001

### GENERAL FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	690,349.00	0.00	0.00	45.55	107.42	690,374.49	690,394.55

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			690,349.00	
02/28/2021	Income Dividend Reinvestment	45.55			
02/28/2021	Ending Balance			690,394.55	





## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8002

### WATER FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	14,728.43	0.00	0.00	0.98	2.31	14,728.99	14,729.41

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			14,728.43	
02/28/2021	Income Dividend Reinvestment	0.98			
02/28/2021	Ending Balance			14,729.41	



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8004

### GAS FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	73,962.09	0.00	0.00	4.86	11.47	73,964.81	73,966.95

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			73,962.09	
02/28/2021	Income Dividend Reinvestment	4.86			
02/28/2021	Ending Balance			73,966.95	



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8005

### IRRIGATION FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	10,362.97	0.00	0.00	0.67	1.58	10,363.36	10,363.64

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			10,362.97	
02/28/2021	Income Dividend Reinvestment	0.67			
02/28/2021	Ending Balance			10,363.64	



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8006

### CAPITAL IMPROVEMENT FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	316,232.36	0.00	0.00	20.85	49.16	316,244.02	316,253.21

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			316,232.36	
02/28/2021	Income Dividend Reinvestment	20.85			
02/28/2021	Ending Balance			316,253.21	



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8007

### CONSERVATION TRUST FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	69,168.66	0.00	0.00	4.56	10.78	69,171.21	69,173.22

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			69,168.66	
02/28/2021	Income Dividend Reinvestment	4.56			
02/28/2021	Ending Balance			69,173.22	



## Account Statement

February 28, 2021

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Account Number: CO-01-0721-8010

### ECONOMIC DEVELOPMENT FUND

#### Account Summary

Average Monthly Yield: 0.0860%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	60,668.80	0.00	0.00	4.01	9.41	60,671.05	60,672.81

#### Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
02/01/2021	Beginning Balance			60,668.80	
02/28/2021	Income Dividend Reinvestment	4.01			
02/28/2021	Ending Balance			60,672.81	



## COLOTRUST

## PLUS+

Date	Dividend Rate	Daily Yield
02/01/2021	0.000002433	0.0888%
02/02/2021	0.000002605	0.0951%
02/03/2021	0.000002735	0.0998%
02/04/2021	0.000002606	0.0951%
02/05/2021	0.000007815	0.0951%
02/06/2021	0.000000000	0.0951%
02/07/2021	0.000000000	0.0951%
02/08/2021	0.000002487	0.0907%
02/09/2021	0.000002447	0.0893%
02/10/2021	0.000002408	0.0879%
02/11/2021	0.000002331	0.0851%
02/12/2021	0.000009520	0.0869%
02/13/2021	0.000000000	0.0869%
02/14/2021	0.000000000	0.0869%
02/15/2021	0.000000000	0.0869%
02/16/2021	0.000002378	0.0868%
02/17/2021	0.000002351	0.0858%
02/18/2021	0.000002338	0.0853%
02/19/2021	0.000007017	0.0854%
02/20/2021	0.000000000	0.0854%
02/21/2021	0.000000000	0.0854%
02/22/2021	0.000002278	0.0832%
02/23/2021	0.000002208	0.0806%
02/24/2021	0.000002130	0.0777%
02/25/2021	0.000002069	0.0755%
02/26/2021	0.000005838	0.0710%
02/27/2021	0.000000000	0.0710%
02/28/2021	0.000000000	0.0710%

Performance results are shown net of all fees and expenses and reflect the reinvestment of dividends and other earnings. Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. **Past performance is no guarantee of future results. Any financial and/or investment decision may incur losses.**

# TOWN OF IGNACIO

\*mark & dee prefer this way - our budget reflects this

2020			2021	331310		% up/down			% up/down
City Sales Tax	Month	Year-To-Date	City Sales Tax	Month	Difference	from PYM	Year-To-Date	Difference	from PYT
Jan	32,498.91	32,498.91	1 Jan	39,505.29	7,006.38	21.56%	39,505.29	7,006.38	21.56%
Feb	30,883.13	63,382.04	2 Feb	45,778.54	14,895.41	23.50%	85,283.83	21,901.79	34.56%
Mar	29,756.06	93,138.10	3 Mar		-29,756.06	-31.95%	85,283.83	-7,854.27	-8.43%
Apr	29,891.22	123,029.32	4 Apr		-29,891.22	-24.30%	85,283.83	-37,745.49	-30.68%
May	38,046.33	161,075.65	5 May		-38,046.33	-23.62%	85,283.83	-75,791.82	-47.05%
June	37,833.96	198,909.61	6 Jun		-37,833.96	-19.02%	85,283.83	-113,625.78	-57.12%
July	39,765.51	238,675.12	7 July		-39,765.51	-16.66%	85,283.83	-153,391.29	-64.27%
Aug	38,659.53	277,334.65	8 Aug		-38,659.53	-13.94%	85,283.83	-192,050.82	-69.25%
Sept	44,580.08	321,914.73	9 Sept		-44,580.08	-13.85%	85,283.83	-236,630.90	-73.51%
Oct	38,046.92	359,961.65	10 Oct		-38,046.92	-10.57%	85,283.83	-274,677.82	-76.31%
Nov	37,617.48	397,579.13	11 Nov		-37,617.48	-9.46%	85,283.83	-312,295.30	-78.55%
Dec	36,860.79	434,439.92	12 Dec		-36,860.79	-8.48%	85,283.83	-349,156.09	-80.37%
2020 City Total	434,439.92		2021 City Total	85,283.83					-44.12%
			2021 BUDGET				330,000.00		

2020			2021	331330		% up/down			% up/down
County Sales Tax	Month	Year-To-Date	County Sales Tax	Month	Difference	from PYM	Year-To-Date	Difference	from PYT
Jan	74,268.00	74,268.00	1 Jan	77,691.00	3,423.00	4.61%	77,691.00	3,423.00	4.61%
Feb	83,760.00	158,028.00	2 Feb	94,839.00	11,079.00	7.01%	172,530.00	14,502.00	9.18%
Mar	67,251.00	225,279.00	3 Mar		-67,251.00	-29.85%	172,530.00	-52,749.00	-23.41%
Apr	63,809.00	289,088.00	4 Apr		-63,809.00	-22.07%	172,530.00	-116,558.00	-40.32%
May	92,195.00	381,283.00	5 May		-92,195.00	-24.18%	172,530.00	-208,753.00	-54.75%
June	65,965.00	447,248.00	6 June		-65,965.00	-14.75%	172,530.00	-274,718.00	-61.42%
July	76,727.00	523,975.00	7 July		-76,727.00	-14.64%	172,530.00	-351,445.00	-67.07%
Aug	86,975.00	610,950.00	8 Aug		-86,975.00	-14.24%	172,530.00	-438,420.00	-71.76%
Sept	94,258.00	705,208.00	9 Sept		-94,258.00	-13.37%	172,530.00	-532,678.00	-75.53%
Oct	92,253.00	797,461.00	10 Oct		-92,253.00	-11.57%	172,530.00	-624,931.00	-78.37%
Nov	97,837.00	895,298.00	11 Nov		-97,837.00	-10.93%	172,530.00	-722,768.00	-80.73%
Dec	87,221.00	982,519.00	12 Dec		-87,221.00	-8.88%	172,530.00	-809,989.00	-82.44%
2020 County Total	982,519.00		2021 County Total	172,530.00					-51.84%
			2021 BUDGET				820,000.00		



03/05/21  
14:19:26

TOWN OF IGNACIO  
Cash Report  
For the Accounting Period: 2/21

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Report ID: L160

Fund/Account	Beginning Balance	Received	Transfers In	Disbursed	Transfers Out	Ending Balance
100 GENERAL FUND						
110100 Petty Cash	100.00	0.00	0.00	0.00	0.00	100.00
110230 Operating Account	22,063.58	228,195.49	11.50	0.00	140,061.34	110,209.23
110250 Savings Account	225,076.55	25.90	0.00	0.00	0.00	225,102.45
110270 Investment Account	690,349.00	45.55	0.00	0.00	0.00	690,394.55
<b>Total Fund</b>	<b>937,589.13</b>	<b>228,266.94</b>	<b>11.50</b>		<b>140,061.34</b>	<b>1,025,806.23</b>
300 CAPITAL IMPROVEMENT FUND						
110230 Operating Account	-15,822.89	22,889.27	0.00	0.00	2,230.00	4,836.38
110270 Investment Account	316,232.36	20.85	0.00	0.00	0.00	316,253.21
<b>Total Fund</b>	<b>300,409.47</b>	<b>22,910.12</b>			<b>2,230.00</b>	<b>321,089.59</b>
400 CONSERVATION TRUST FUND						
110230 Operating Account	0.01	0.00	0.00	0.00	0.00	0.01
110270 Investment Account	69,168.66	4.56	0.00	0.00	0.00	69,173.22
<b>Total Fund</b>	<b>69,168.67</b>	<b>4.56</b>				<b>69,173.23</b>
500 ECONOMIC DEVELOPMENT FUND						
110230 Operating Account	29,636.39	0.00	0.00	0.00	9,314.32	20,322.07
110270 Investment Account	60,668.80	4.01	0.00	0.00	0.00	60,672.81
<b>Total Fund</b>	<b>90,305.19</b>	<b>4.01</b>			<b>9,314.32</b>	<b>80,994.88</b>
610 WATER FUND						
110230 Operating Account	9,944.37	17,746.35	0.00	0.00	31,587.36	-3,896.64
110270 Investment Account	14,728.43	0.98	0.00	0.00	0.00	14,729.41
<b>Total Fund</b>	<b>24,672.80</b>	<b>17,747.33</b>			<b>31,587.36</b>	<b>10,832.77</b>
620 GAS FUND						
110230 Operating Account	50,007.59	45,075.79	0.00	0.00	30,687.26	64,396.12
110270 Investment Account	73,962.09	4.86	0.00	0.00	0.00	73,966.95
<b>Total Fund</b>	<b>123,969.68</b>	<b>45,080.65</b>			<b>30,687.26</b>	<b>138,363.07</b>
630 SEWER FUND						
110230 Operating Account	-289,613.04	33,481.32	88.60	0.00	37,832.66	-293,875.78
640 IRRIGATION FUND						
110230 Operating Account	-768.39	36.85	0.00	0.00	31.21	-762.75
110270 Investment Account	10,362.97	0.67	0.00	0.00	0.00	10,363.64
<b>Total Fund</b>	<b>9,594.58</b>	<b>37.52</b>			<b>31.21</b>	<b>9,600.89</b>
910 PAYROLL CLEARING FUND						
110230 Operating Account	12,725.97	0.00	97,595.84	93,519.81	0.00	16,802.00
930 CLAIMS CLEARING FUND						
110230 Operating Account	205,991.26	0.00	154,138.21	9,996.06	0.00	350,133.41
<b>Totals</b>	<b>1,484,813.71</b>	<b>347,532.45</b>	<b>251,834.15</b>	<b>103,515.87</b>	<b>251,744.15</b>	<b>1,728,920.29</b>

\*\*\* Transfers In and Transfers Out columns should match. There are a couple exceptions to this: 1) Canceled Electronic Checks and 2) Payroll Journal Vouchers that include local deductions set up with receipt accounting. Please see cash reconciliation procedure in manual or call for more details.

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Fund	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
100 GENERAL FUND	219,779.46	369,088.48	1,647,512.00	1,278,423.52	22 %
300 CAPITAL IMPROVEMENT FUND	22,910.12	42,691.08	818,320.00	775,628.92	5 %
400 CONSERVATION TRUST FUND	4.56	10.78	79,500.00	79,489.22	0 %
500 ECONOMIC DEVELOPMENT FUND	4.01	9.41	220.00	210.59	4 %
610 WATER FUND	20,746.52	42,442.83	365,970.00	323,527.17	12 %
620 GAS FUND	45,495.70	92,848.71	257,400.00	164,551.29	36 %
630 SEWER FUND	41,119.27	83,149.51	536,050.00	452,900.49	16 %
640 IRRIGATION FUND	0.67	1.58	40,510.00	40,508.42	0 %
<b>Grand Total:</b>	<b>350,060.31</b>	<b>630,242.38</b>	<b>3,745,482.00</b>	<b>3,115,239.62</b>	<b>17 %</b>

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100 GENERAL FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
331000 TAXES/UNRESTRICTED COUNTY-STATE REV.					
331100 Property Tax	0.00	50.76	37,179.00	37,128.24	0 %
331120 Tribe Pmt In Lieu Of Property Tax	0.00	0.00	450.00	450.00	0 %
331200 Specific Ownership Tax	0.00	287.53	3,000.00	2,712.47	10 %
331310 City Sales Tax	45,778.54	85,283.83	360,000.00	274,716.17	24 %
331330 County Sales Tax	94,839.00	172,530.00	850,000.00	677,470.00	20 %
331420 Cigarette Tax	390.68	560.37	1,800.00	1,239.63	31 %
331510 CO HUTF - Highway Users	0.00	1,741.26	22,857.00	21,115.74	8 %
331520 LP County Motor Vehicle License	0.00	233.50	5,000.00	4,766.50	5 %
331530 LP County Road & Bridge	0.00	28.81	3,000.00	2,971.19	1 %
331810 Severence Tax	0.00	0.00	12,000.00	12,000.00	0 %
331820 Franchise tax	83.43	83.43	500.00	416.57	17 %
331830 CO Fed Mineral Dist Tax	0.00	0.00	10,000.00	10,000.00	0 %
Account Group Total:	141,091.65	260,799.49	1,305,786.00	1,044,986.51	20 %
332000 LICENSES / PERMITS					
332100 Business License Fee	30.00	275.00	2,200.00	1,925.00	13 %
332110 Liquor License Fee	0.00	0.00	2,500.00	2,500.00	0 %
332210 Building Permit & Inspection Fee	2,406.40	3,048.40	4,000.00	951.60	76 %
332250 Vendor Permit Fee	75.00	75.00	200.00	125.00	38 %
332260 Animal License Fee	85.00	195.00	300.00	105.00	65 %
332270 Business Service License	545.00	595.00	2,250.00	1,655.00	26 %
332275 Excavation Permit Fee	0.00	0.00	150.00	150.00	0 %
Account Group Total:	3,141.40	4,188.40	11,600.00	7,411.60	36 %
333000 GRANTS / RESTRICTED FUNDS					
333158 HIDTA	0.00	24,895.08	100,440.00	75,544.92	25 %
333400 LGGF	46,016.00	46,016.00	46,016.00	0.00	100 %
333405 DS Monies	0.00	0.00	5,000.00	5,000.00	0 %
333530 Snow Removal	0.00	0.00	2,000.00	2,000.00	0 %
333590 DOLA Coronavirus Relief Fund	24,863.47	24,863.47	0.00	-24,863.47	** %
Account Group Total:	70,879.47	95,774.55	153,456.00	57,681.45	62 %
334000 FINES & FEES					
334110 Court Costs, Fines & Citations	105.00	105.00	1,000.00	895.00	11 %
334130 Plan/Zone Fee	0.00	0.00	1,500.00	1,500.00	0 %
334140 Reproduction Fee	0.00	0.00	20.00	20.00	0 %
334160 NSF Fee	0.00	0.00	100.00	100.00	0 %
334170 Notary Public Fee	0.00	0.00	100.00	100.00	0 %
334240 VIN Inspection	0.00	0.00	150.00	150.00	0 %
334400 Residential Trash	3,352.50	6,698.90	40,000.00	33,301.10	17 %
334401 Recycle	242.00	466.00	2,400.00	1,934.00	19 %
Account Group Total:	3,699.50	7,269.90	45,270.00	38,000.10	16 %
336000 Other Income					
336050 Misc Income	-0.01	0.00	100.00	100.00	0 %
336060 Police Department Reimbursement	796.00	796.00	4,000.00	3,204.00	20 %
336061 Resource Officer - School District	0.00	0.00	126,000.00	126,000.00	0 %
336100 Interest Income	71.45	160.14	1,200.00	1,039.86	13 %
336300 Building Space Rental	100.00	100.00	100.00	0.00	100 %

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100 GENERAL FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
Account Group Total:	967.44	1,056.14	131,400.00	130,343.86	1 %
Fund Total:	219,779.46	369,088.48	1,647,512.00	1,278,423.52	22 %

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300 CAPITAL IMPROVEMENT FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
333000 GRANTS / RESTRICTED FUNDS					
333415 Capital Improvement - Sales Tax	22,889.27	42,641.92	818,000.00	775,358.08	5 %
Account Group Total:	22,889.27	42,641.92	818,000.00	775,358.08	5 %
336000 Other Income					
336100 Interest Income	20.85	49.16	320.00	270.84	15 %
Account Group Total:	20.85	49.16	320.00	270.84	15 %
Fund Total:	22,910.12	42,691.08	818,320.00	775,628.92	5 %

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400 CONSERVATION TRUST FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
333000 GRANTS / RESTRICTED FUNDS					
333100 GoCo Grant	0.00	0.00	72,000.00	72,000.00	0 %
333580 Lottery Income	0.00	0.00	7,200.00	7,200.00	0 %
Account Group Total:	0.00	0.00	79,200.00	79,200.00	0 %
336000 Other Income					
336100 Interest Income	4.56	10.78	300.00	289.22	4 %
Account Group Total:	4.56	10.78	300.00	289.22	4 %
Fund Total:	4.56	10.78	79,500.00	79,489.22	0 %

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500 ECONOMIC DEVELOPMENT FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
336000 Other Income					
336100 Interest Income	4.01	9.41	220.00	210.59	4 %
Account Group Total:	4.01	9.41	220.00	210.59	4 %
Fund Total:	4.01	9.41	220.00	210.59	4 %

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610 WATER FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334120 Late Fee	0.00	0.00	5,000.00	5,000.00	0 %
334419 Reconnect Fee	0.00	0.00	1,500.00	1,500.00	0 %
334420 Metered Water Sales	19,606.90	40,163.24	318,795.00	278,631.76	13 %
334430 Tap Fee	0.00	0.00	7,600.00	7,600.00	0 %
334440 Ready To Serve Fee	1,138.64	2,277.28	8,000.00	5,722.72	28 %
Account Group Total:	20,745.54	42,440.52	340,895.00	298,454.48	12 %
336000 Other Income					
336100 Interest Income	0.98	2.31	75.00	72.69	3 %
Account Group Total:	0.98	2.31	75.00	72.69	3 %
339000 In House Transfer					
339100 Transfer In	0.00	0.00	25,000.00	25,000.00	0 %
Account Group Total:	0.00	0.00	25,000.00	25,000.00	0 %
Fund Total:	20,746.52	42,442.83	365,970.00	323,527.17	12 %



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620 GAS FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334412 Gas Residential	26,750.34	54,243.11	160,000.00	105,756.89	34 %
334413 Gas Commercial	15,543.26	31,814.83	75,000.00	43,185.17	42 %
334415 Gas Stand By Fee	926.25	1,852.50	5,000.00	3,147.50	37 %
334470 Gas Tax	2,270.99	4,926.80	17,000.00	12,073.20	29 %
Account Group Total:	45,490.84	92,837.24	257,000.00	164,162.76	36 %
336000 Other Income					
336100 Interest Income	4.86	11.47	400.00	388.53	3 %
Account Group Total:	4.86	11.47	400.00	388.53	3 %
Fund Total:	45,495.70	92,848.71	257,400.00	164,551.29	36 %

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630 SEWER FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334430 Tap Fee	0.00	0.00	2,500.00	2,500.00	0 %
334460 Sewage Collection	41,119.27	83,149.51	508,550.00	425,400.49	16 %
Account Group Total:	41,119.27	83,149.51	511,050.00	427,900.49	16 %
339000 In House Transfer					
339100 Transfer In	0.00	0.00	25,000.00	25,000.00	0 %
Account Group Total:	0.00	0.00	25,000.00	25,000.00	0 %
Fund Total:	41,119.27	83,149.51	536,050.00	452,900.49	16 %

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640 IRRIGATION FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334430 Tap Fee	0.00	0.00	500.00	500.00	0 %
334480 Irrigation Water	0.00	0.00	40,000.00	40,000.00	0 %
Account Group Total:	0.00	0.00	40,500.00	40,500.00	0 %
336000 Other Income					
336100 Interest Income	0.67	1.58	10.00	8.42	16 %
Account Group Total:	0.67	1.58	10.00	8.42	16 %
Fund Total:	0.67	1.58	40,510.00	40,508.42	0 %
Grand Total:	350,060.31	630,242.38	3,745,482.00	3,115,239.62	17 %

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Fund	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
100 GENERAL FUND	131,130.98	296,991.27	1,998,408.00	1,998,408.00	1,701,416.73	15 %
300 CAPITAL IMPROVEMENT FUND	2,230.00	9,036.25	925,000.00	925,000.00	915,963.75	1 %
400 CONSERVATION TRUST FUND	0.00	0.00	120,000.00	120,000.00	120,000.00	0 %
500 ECONOMIC DEVELOPMENT FUND	9,314.32	9,314.32	0.00	0.00	-9,314.32	*** %
610 WATER FUND	31,587.36	41,183.57	314,457.00	314,457.00	273,273.43	13 %
620 GAS FUND	30,587.16	61,066.68	255,382.00	255,382.00	194,315.32	24 %
630 SEWER FUND	37,832.66	72,339.08	541,034.00	541,034.00	468,694.92	13 %
640 IRRIGATION FUND	31.21	62.04	45,344.00	45,344.00	45,281.96	0 %
<b>Grand Total:</b>	<b>242,713.69</b>	<b>489,993.21</b>	<b>4,199,625.00</b>	<b>4,199,625.00</b>	<b>3,709,631.79</b>	<b>12 %</b>

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
411000	Legislative						
411000	Legislative						
1150	Town Board Salaries	600.00	1,200.00	7,200.00	7,200.00	6,000.00	17 %
2200	FICA	37.20	74.40	446.00	446.00	371.60	17 %
2250	Medicare	8.72	17.44	104.00	104.00	86.56	17 %
2500	Unemployment Insurance	1.83	3.66	22.00	22.00	18.34	17 %
5800	Travel, Training & Meetings	0.00	0.00	3,000.00	3,000.00	3,000.00	%
5810	Hosting Joint Meetings	0.00	0.00	1,500.00	1,500.00	1,500.00	%
	Account Total:	647.75	1,295.50	12,272.00	12,272.00	10,976.50	11 %
	Account Group Total:	647.75	1,295.50	12,272.00	12,272.00	10,976.50	11 %
412000	Judicial						
412000	Judicial						
3200	Professional Service - Judge	0.00	0.00	3,000.00	3,000.00	3,000.00	%
5800	Travel, Training & Meetings	0.00	0.00	1,000.00	1,000.00	1,000.00	%
	Account Total:	0.00	0.00	4,000.00	4,000.00	4,000.00	%
	Account Group Total:	0.00	0.00	4,000.00	4,000.00	4,000.00	%
415000	ADMINISTRATION SALARIES & BENEFITS						
415000	ADMINISTRATION SALARIES & BENEFITS						
1100	Manager Salaries	0.00	0.00	83,200.00	83,200.00	83,200.00	%
1101	Clerk/Treasurer Salaries	5,788.00	10,418.40	60,195.00	60,195.00	49,776.60	17 %
1102	Deputy Clerk/Treasurer Salaries	3,057.60	6,115.20	39,749.00	39,749.00	33,633.80	15 %
1103	Admin Assist/Fin Coordinator Salaries	3,640.27	7,204.14	83,000.00	83,000.00	75,795.86	9 %
1200	Overtime	0.00	0.00	1,987.00	1,987.00	1,987.00	%
2100	Health Insurance	-68.46	1,033.08	15,292.00	15,292.00	14,258.92	7 %
2101	Life Insurance	5.60	11.20	67.00	67.00	55.80	17 %
2102	Dental Insurance	42.00	84.00	504.00	504.00	420.00	17 %
2103	Vision Insurance	6.00	12.00	72.00	72.00	60.00	17 %
2104	Aflac	405.30	810.60	3,924.00	3,924.00	3,113.40	21 %
2200	FICA	777.06	1,477.63	16,624.00	16,624.00	15,146.37	9 %
2250	Medicare	181.74	345.58	3,888.00	3,888.00	3,542.42	9 %
2300	Retirement	384.40	768.80	9,157.00	9,157.00	8,388.20	8 %
2500	Unemployment Insurance	37.69	71.68	430.00	430.00	358.32	17 %
	Account Total:	14,257.20	28,352.31	318,089.00	318,089.00	289,736.69	9 %
	Account Group Total:	14,257.20	28,352.31	318,089.00	318,089.00	289,736.69	9 %
416000	ADMINISTRATION OPERATING						
416000	ADMINISTRATION OPERATING						
2600	Workers Comp	0.00	9,547.98	38,974.00	38,974.00	29,426.02	24 %
2700	Insurance	0.00	9,979.95	34,414.00	34,414.00	24,434.05	29 %
3000	Contract Work	18,180.00	26,820.00	10,000.00	10,000.00	-16,820.00	268 %
3201	Legal Service - Attorney	719.10	719.10	10,000.00	10,000.00	9,280.90	7 %
3203	Professional Service - Audit	0.00	0.00	14,250.00	14,250.00	14,250.00	%
4110	Utilities - Water	181.13	330.82	3,300.00	3,300.00	2,969.18	10 %
4120	Utilities - Sewer	92.22	203.57	2,500.00	2,500.00	2,296.43	8 %
4130	Utilities - Electric	749.27	1,484.22	8,200.00	8,200.00	6,715.78	18 %
4150	Utilities - Gas	407.95	682.47	2,200.00	2,200.00	1,517.53	31 %
4160	Telephone	1,017.90	1,271.80	5,912.00	5,912.00	4,640.20	22 %
4162	Cell Phone	129.22	689.57	7,100.00	7,100.00	6,410.43	10 %
4164	IT Services & Maintenance	180.00	3,116.00	11,769.00	11,769.00	8,653.00	26 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
4165	Internet Line	0.00	145.80	2,315.00	2,315.00	2,169.20	6 %
4166	IT Equipment & Supplies	0.00	0.00	1,000.00	1,000.00	1,000.00	%
4191	Recording fees	0.00	0.00	200.00	200.00	200.00	%
4304	Building R & M	204.88	234.16	2,500.00	2,500.00	2,265.84	9 %
4444	Intergovernmental Payments	2,808.00	5,308.00	23,008.00	23,008.00	17,700.00	23 %
4950	Misc Expense	0.00	0.00	1,200.00	1,200.00	1,200.00	%
4951	Community Christmas	0.00	0.00	200.00	200.00	200.00	%
4952	Community Support	0.00	0.00	1,500.00	1,500.00	1,500.00	%
5400	Advertising/Public Notice	0.00	0.00	2,500.00	2,500.00	2,500.00	%
5420	Cleaning Service	345.31	621.56	3,500.00	3,500.00	2,878.44	18 %
5430	Office equipment L & M	0.00	0.00	1,452.00	1,452.00	1,452.00	%
5500	Printing Service	322.09	963.16	4,000.00	4,000.00	3,036.84	24 %
5550	Bank Service Charge	0.00	116.92	800.00	800.00	683.08	15 %
5600	Office Supplies	0.00	0.00	4,000.00	4,000.00	4,000.00	%
5650	Operating Supplies	-134.38	-106.43	4,000.00	4,000.00	4,106.43	-3 %
5800	Travel, Training & Meetings	0.00	0.00	3,000.00	3,000.00	3,000.00	%
5820	Special Events	0.00	0.00	1,000.00	1,000.00	1,000.00	%
6150	Postage	503.50	503.50	4,500.00	4,500.00	3,996.50	11 %
6260	Gas & Oil	0.00	31.18	1,500.00	1,500.00	1,468.82	2 %
6450	Membership Fees	5,550.00	7,005.00	8,250.00	8,250.00	1,245.00	85 %
<b>Account Total:</b>		<b>31,256.19</b>	<b>69,668.33</b>	<b>219,044.00</b>	<b>219,044.00</b>	<b>149,375.67</b>	<b>32 %</b>
<b>Account Group Total:</b>		<b>31,256.19</b>	<b>69,668.33</b>	<b>219,044.00</b>	<b>219,044.00</b>	<b>149,375.67</b>	<b>32 %</b>
419000 COMMUNITY DEVELOPMENT							
419000 COMMUNITY DEVELOPMENT							
2501	Professional Service - Consulting	0.00	0.00	20,000.00	20,000.00	20,000.00	%
5650	Operating Supplies	0.00	0.00	500.00	500.00	500.00	%
5800	Travel, Training & Meetings	0.00	0.00	500.00	500.00	500.00	%
6450	Membership Fees	0.00	0.00	250.00	250.00	250.00	%
<b>Account Total:</b>		<b>0.00</b>	<b>0.00</b>	<b>21,250.00</b>	<b>21,250.00</b>	<b>21,250.00</b>	<b>%</b>
<b>Account Group Total:</b>		<b>0.00</b>	<b>0.00</b>	<b>21,250.00</b>	<b>21,250.00</b>	<b>21,250.00</b>	<b>%</b>
420000 PUBLIC SAFETY SALARIES & BENEFITS							
420000 PUBLIC SAFETY SALARIES & BENEFITS							
1106	Chief Salaries	8,620.80	17,241.60	112,070.00	112,070.00	94,828.40	15 %
1107	Sergeant Salaries	7,002.30	14,622.45	85,675.00	85,675.00	71,052.55	17 %
1108	Officers Salaries	27,229.50	57,147.90	337,750.00	337,750.00	280,602.10	17 %
1110	Resource Officer	4,350.40	8,700.80	103,215.00	103,215.00	94,514.20	8 %
1180	P/T Clerk Salaries	174.72	349.44	2,000.00	2,000.00	1,650.56	17 %
1200	Overtime	2,795.60	7,976.01	52,664.00	52,664.00	44,687.99	15 %
2100	Health Insurance	1,450.22	7,580.44	81,600.00	81,600.00	74,019.56	9 %
2101	Life Insurance	20.58	41.16	269.00	269.00	227.84	15 %
2102	Dental Insurance	555.00	1,110.00	4,032.00	4,032.00	2,922.00	28 %
2103	Vision Insurance	82.00	164.00	576.00	576.00	412.00	28 %
2104	Aflac	-0.01	-0.01	9,600.00	9,600.00	9,600.01	%
2130	Legal Insurance	0.00	0.00	2,100.00	2,100.00	2,100.00	%
2200	FICA	10.83	21.66	124.00	124.00	102.34	17 %
2250	Medicare	661.59	1,405.69	9,290.00	9,290.00	7,884.31	15 %
2350	Police Pension	3,138.32	6,276.64	44,764.00	44,764.00	38,487.36	14 %
2450	Death & Disability	1,168.56	2,435.98	17,884.00	17,884.00	15,448.02	14 %
2500	Unemployment Insurance	150.53	318.15	1,916.00	1,916.00	1,597.85	17 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
<b>Account Total:</b>		<b>57,410.94</b>	<b>125,391.91</b>	<b>865,529.00</b>	<b>865,529.00</b>	<b>740,137.09</b>	<b>14 %</b>
<b>Account Group Total:</b>		<b>57,410.94</b>	<b>125,391.91</b>	<b>865,529.00</b>	<b>865,529.00</b>	<b>740,137.09</b>	<b>14 %</b>
421000	PUBLIC SAFETY OPERATING						
421000	PUBLIC SAFETY OPERATING						
3415	Clinic & Hospital	0.00	0.00	500.00	500.00	500.00	%
4306	Vehicle R & M	0.00	911.98	7,000.00	7,000.00	6,088.02	13 %
4444	Intergovernmental Payments	446.88	1,584.39	15,163.00	15,163.00	13,578.61	10 %
4950	Misc Expense	0.00	0.00	300.00	300.00	300.00	%
4980	Animal Control	0.00	0.00	300.00	300.00	300.00	%
5420	Cleaning Service	60.94	109.69	585.00	585.00	475.31	19 %
5650	Operating Supplies	20.97	737.01	10,000.00	10,000.00	9,262.99	7 %
5800	Travel, Training & Meetings	0.00	1,000.00	3,000.00	3,000.00	2,000.00	33 %
6110	Uniforms	0.00	0.00	3,000.00	3,000.00	3,000.00	%
6160	Dispatch (Radio) Service	0.00	0.00	10,000.00	10,000.00	10,000.00	%
6230	Firearms & Supplies	-90.00	-180.00	1,500.00	1,500.00	1,680.00	-12 %
6260	Gas & Oil	208.33	1,389.11	17,000.00	17,000.00	15,610.89	8 %
6450	Membership Fees	100.00	2,405.00	4,930.00	4,930.00	2,525.00	49 %
8400	Contribution	0.00	0.00	200.00	200.00	200.00	%
9000	Capital Outlay	0.00	0.00	30,000.00	30,000.00	30,000.00	%
9010	Capital - Vehicles	0.00	921.75	36,000.00	36,000.00	35,078.25	3 %
<b>Account Total:</b>		<b>747.12</b>	<b>8,878.93</b>	<b>139,478.00</b>	<b>139,478.00</b>	<b>130,599.07</b>	<b>6 %</b>
<b>Account Group Total:</b>		<b>747.12</b>	<b>8,878.93</b>	<b>139,478.00</b>	<b>139,478.00</b>	<b>130,599.07</b>	<b>6 %</b>
430000	PUBLIC WORKS SALARIES & BENEFITS						
430000	PUBLIC WORKS SALARIES & BENEFITS						
1109	Public Works Director Salaries	4,949.48	10,378.96	62,400.00	62,400.00	52,021.04	17 %
1111	Foreman Salaries	3,428.38	7,133.24	42,598.00	42,598.00	35,464.76	17 %
1112	Maintenance Worker I Salaries	5,641.15	11,322.96	71,198.00	71,198.00	59,875.04	16 %
1200	Overtime	684.11	1,959.43	5,690.00	5,690.00	3,730.57	34 %
2100	Health Insurance	-705.00	1,515.00	35,041.00	35,041.00	33,526.00	4 %
2101	Life Insurance	11.20	22.40	134.00	134.00	111.60	17 %
2102	Dental Insurance	84.00	168.00	1,512.00	1,512.00	1,344.00	11 %
2103	Vision Insurance	12.00	24.00	216.00	216.00	192.00	11 %
2104	Aflac	427.86	698.00	3,000.00	3,000.00	2,302.00	23 %
2200	FICA	907.89	1,901.86	10,924.00	10,924.00	9,022.14	17 %
2250	Medicare	212.34	444.79	2,555.00	2,555.00	2,110.21	17 %
2300	Retirement	677.68	1,355.36	8,810.00	8,810.00	7,454.64	15 %
2500	Unemployment Insurance	44.63	93.45	529.00	529.00	435.55	18 %
<b>Account Total:</b>		<b>16,375.72</b>	<b>37,017.45</b>	<b>244,607.00</b>	<b>244,607.00</b>	<b>207,589.55</b>	<b>15 %</b>
<b>Account Group Total:</b>		<b>16,375.72</b>	<b>37,017.45</b>	<b>244,607.00</b>	<b>244,607.00</b>	<b>207,589.55</b>	<b>15 %</b>
431000	PUBLIC WORKS OPERATING						
431000	PUBLIC WORKS OPERATING						
3000	Contract Work	522.50	522.50	12,500.00	12,500.00	11,977.50	4 %
3415	Clinic & Hospital	0.00	200.00	500.00	500.00	300.00	40 %
3910	Residential Trash	2,672.68	5,345.36	32,000.00	32,000.00	26,654.64	17 %
3911	Recycle	470.00	470.00	2,000.00	2,000.00	1,530.00	24 %
4130	Utilities - Electric	21.50	43.00	300.00	300.00	257.00	14 %
4225	Rental Equipment & Supplies	0.00	327.60	1,000.00	1,000.00	672.40	33 %
4300	Equipment R & M	531.32	5,571.05	8,000.00	8,000.00	2,428.95	70 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
4306	Vehicle R & M	1,712.30	1,929.96	5,000.00	5,000.00	3,070.04	39 %
4308	Building & Property R & M	0.00	0.00	500.00	500.00	500.00	%
4309	Mosquito Control	0.00	0.00	9,560.00	9,560.00	9,560.00	%
4313	Street Repairs	1,140.31	1,986.25	50,000.00	50,000.00	48,013.75	4 %
4316	Street Lights - Electric	2,292.33	3,670.33	20,000.00	20,000.00	16,329.67	18 %
4318	Street Signs	0.00	0.00	2,000.00	2,000.00	2,000.00	%
4365	Seasonal Decorations	204.84	204.84	500.00	500.00	295.16	41 %
4950	Misc Expense	0.00	2,830.00	0.00	0.00	-2,830.00	%
5800	Travel, Training & Meetings	0.00	0.00	500.00	500.00	500.00	%
6003	Supplies R & M	483.35	1,405.25	4,000.00	4,000.00	2,594.75	35 %
6004	Tools	0.00	0.00	500.00	500.00	500.00	%
6110	Uniforms	384.93	982.48	3,000.00	3,000.00	2,017.52	33 %
6260	Gas & Oil	0.00	710.22	5,000.00	5,000.00	4,289.78	14 %
	Account Total:	10,436.06	26,198.84	156,860.00	156,860.00	130,661.16	17 %
	Account Group Total:	10,436.06	26,198.84	156,860.00	156,860.00	130,661.16	17 %
452000	PARKS						
452000	PARKS						
1114	Seasonal Worker Salaries	0.00	0.00	15,080.00	15,080.00	15,080.00	%
2200	FICA	0.00	0.00	935.00	935.00	935.00	%
2250	Medicare	0.00	0.00	219.00	219.00	219.00	%
2500	Unemployment Insurance	0.00	0.00	45.00	45.00	45.00	%
6003	Supplies R & M	0.00	188.00	1,000.00	1,000.00	812.00	19 %
	Account Total:	0.00	188.00	17,279.00	17,279.00	17,091.00	1 %
	Account Group Total:	0.00	188.00	17,279.00	17,279.00	17,091.00	1 %
	Fund Total:	131,130.98	296,991.27	1,998,408.00	1,998,408.00	1,701,416.73	15 %



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300 CAPITAL IMPROVEMENT FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
930000	CAPITAL IMPROVEMENT						
930000	CAPITAL IMPROVEMENT						
	3204 Professional Services - Engineer /	0.00	0.00	25,000.00	25,000.00	25,000.00	%
	6454 CIP Transfer Out	0.00	0.00	50,000.00	50,000.00	50,000.00	%
	9202 Project/Labor Match	2,230.00	9,036.25	750,000.00	750,000.00	740,963.75	1 %
	9230 Professional Service - Capital	0.00	0.00	100,000.00	100,000.00	100,000.00	%
	Account Total:	2,230.00	9,036.25	925,000.00	925,000.00	915,963.75	1 %
	Account Group Total:	2,230.00	9,036.25	925,000.00	925,000.00	915,963.75	1 %
	Fund Total:	2,230.00	9,036.25	925,000.00	925,000.00	915,963.75	1 %

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400 CONSERVATION TRUST FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
700000							
700452	CONSERVATION TRUST						
	9000 Capital Outlay	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Account Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Account Group Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Fund Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%

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500 ECONOMIC DEVELOPMENT FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
500000							
500463	ECONOMIC DEVELOPMENT						
	3207 DCI Grant	9,314.32	9,314.32	0.00	0.00	-9,314.32	%
	Account Total:	9,314.32	9,314.32	0.00	0.00	-9,314.32	%
	Account Group Total:	9,314.32	9,314.32	0.00	0.00	-9,314.32	%
	Fund Total:	9,314.32	9,314.32	0.00	0.00	-9,314.32	%

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610 WATER FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
610000							
610416	WATER OPERATIONS						
3000	Contract Work	0.00	0.00	7,500.00	7,500.00	7,500.00	%
3204	Professional Services - Engineer /	0.00	0.00	25,000.00	25,000.00	25,000.00	%
5800	Travel, Training & Meetings	0.00	102.81	500.00	500.00	397.19	21 %
5901	Enterprise Salary & Benefit Allocation	0.00	0.00	92,886.00	92,886.00	92,886.00	%
5902	Enterprise General Services Allocation	0.00	0.00	16,296.00	16,296.00	16,296.00	%
6003	Supplies R & M	7.96	7.96	1,500.00	1,500.00	1,492.04	1 %
6004	Tools	0.00	0.00	500.00	500.00	500.00	%
6025	Water Tests	345.00	345.00	3,000.00	3,000.00	2,655.00	12 %
6100	Purchased Water	9,134.40	18,352.80	167,000.00	167,000.00	148,647.20	11 %
6450	Membership Fees	0.00	275.00	275.00	275.00	0.00	100 %
9000	Capital Outlay	22,100.00	22,100.00	0.00	0.00	-22,100.00	%
	Account Total:	31,587.36	41,183.57	314,457.00	314,457.00	273,273.43	13 %
	Account Group Total:	31,587.36	41,183.57	314,457.00	314,457.00	273,273.43	13 %
	Fund Total:	31,587.36	41,183.57	314,457.00	314,457.00	273,273.43	13 %

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620 GAS FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
620000							
620416	GAS OPERATIONS						
3000	Contract Work	56.76	86.56	6,000.00	6,000.00	5,913.44	1 %
3410	CDOT Physicals & Drug Tests	0.00	0.00	500.00	500.00	500.00	%
4300	Equipment R & M	991.50	991.50	1,000.00	1,000.00	8.50	99 %
4306	Vehicle R & M	0.00	0.00	500.00	500.00	500.00	%
4950	Misc Expense	0.00	0.00	500.00	500.00	500.00	%
5800	Travel, Training & Meetings	0.00	1,214.37	1,500.00	1,500.00	285.63	81 %
5901	Enterprise Salary & Benefit Allocation	0.00	0.00	92,886.00	92,886.00	92,886.00	%
5902	Enterprise General Services Allocation	0.00	0.00	16,296.00	16,296.00	16,296.00	%
6003	Supplies R & M	128.02	435.02	2,000.00	2,000.00	1,564.98	22 %
6210	Natural Gas Purchase	27,471.20	54,877.77	115,000.00	115,000.00	60,122.23	48 %
6220	Gas Sales Tax	1,898.38	3,420.16	15,500.00	15,500.00	12,079.84	22 %
6250	Energy Outreach Colorado	0.00	0.00	1,500.00	1,500.00	1,500.00	%
6260	Gas & Oil	0.00	0.00	2,000.00	2,000.00	2,000.00	%
6450	Membership Fees	41.30	41.30	200.00	200.00	158.70	21 %
	Account Total:	30,587.16	61,066.68	255,382.00	255,382.00	194,315.32	24 %
	Account Group Total:	30,587.16	61,066.68	255,382.00	255,382.00	194,315.32	24 %
	Fund Total:	30,587.16	61,066.68	255,382.00	255,382.00	194,315.32	24 %

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630 SEWER FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
630000							
630416	SEWER OPERATIONS						
	3000 Contract Work	3,326.24	3,326.24	5,000.00	5,000.00	1,673.76	67 %
	3204 Professional Services - Engineer /	0.00	0.00	25,000.00	25,000.00	25,000.00	%
	5800 Travel, Training & Meetings	0.00	0.00	500.00	500.00	500.00	%
	5901 Enterprise Salary & Benefit Allocation	0.00	0.00	84,886.00	84,886.00	84,886.00	%
	5902 Enterprise General Services Allocation	0.00	0.00	8,148.00	8,148.00	8,148.00	%
	6003 Supplies R & M	0.00	0.00	2,000.00	2,000.00	2,000.00	%
	6004 Tools	0.00	0.00	500.00	500.00	500.00	%
	6240 SUIT - Treatment	34,506.42	69,012.84	415,000.00	415,000.00	345,987.16	17 %
	Account Total:	37,832.66	72,339.08	541,034.00	541,034.00	468,694.92	13 %
	Account Group Total:	37,832.66	72,339.08	541,034.00	541,034.00	468,694.92	13 %
	Fund Total:	37,832.66	72,339.08	541,034.00	541,034.00	468,694.92	13 %

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640 IRRIGATION FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
640000	IRRIGATION SALARIES & BENEFITS						
640416	IRRIGATIONS OPERATIONS						
3000	Contract Work	0.00	0.00	2,000.00	2,000.00	2,000.00	%
3204	Professional Services - Engineer /	0.00	0.00	500.00	500.00	500.00	%
4315	Water Rights	0.00	0.00	3,000.00	3,000.00	3,000.00	%
5901	Enterprise Salary & Benefit Allocation	0.00	0.00	34,585.00	34,585.00	34,585.00	%
5902	Enterprise General Services Allocation	0.00	0.00	3,259.00	3,259.00	3,259.00	%
6003	Supplies R & M	31.21	62.04	2,000.00	2,000.00	1,937.96	3 %
	Account Total:	31.21	62.04	45,344.00	45,344.00	45,281.96	%
	Account Group Total:	31.21	62.04	45,344.00	45,344.00	45,281.96	%
	Fund Total:	31.21	62.04	45,344.00	45,344.00	45,281.96	%
	Grand Total:	242,713.69					
			0.00				
			489,993.21	4,199,625.00	4,199,625.00	3,709,631.79	12 %

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TOWN OF IGNACIO  
Payroll Summary For Payrolls from 02/01/21 to 02/28/21

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Total for Payroll Checks  
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	Employee	Employer	Amount
	-----	-----	-----
COMA HOURS (Comp Time Accumulated)	54.75		
COMP HOURS (Comp Time Used)	2.00		38.22
HOL HOURS (Holiday Pay)	126.00		3,794.39
J004 HOURS (CELL PHONE ALLO)	0.00		147.68
*Non Taxable (added to gross wages, no addition to SS, Med, FIT & SIT bases)			
J015 HOURS (IN LIEU OF INSU)	0.00		426.62
OVER HOURS (Overtime)	78.00		3,609.46
REG HOURS (Regular Time)	2,239.25		66,092.71
SICK HOURS (Sick Time)	66.00		1,521.98
VACA HOURS (Vacation Time Used)	95.00		2,737.61
GROSS PAY	78,368.67	0.00	
NET PAY	54,225.15	0.00	
NET PAY (CHECKS)	3,795.21		
NET PAY (DIRECT DEPOSIT)	50,429.94		
AFLAC-AFTERTAX	231.48	782.84	
AFLAC-PRETAX	1,000.78	50.32	
CEBT DENTAL	0.00	681.00	
CEBT HEALTH	3,730.38	9,174.62	
CEBT LIFE	86.55	37.38	
CEBT VISION	0.00	100.00	
EMPL WEAPONS AD	90.00	0.00	
FIT	6,740.94	0.00	
FPPA	4,246.00	3,138.32	
FPPA DROP	991.40	0.00	
FPPA-457	804.52	0.00	
FPPA-AD&D	0.00	1,168.56	
GARNISHMENT2	46.14	0.00	
ICMA RET 401	829.96	1,062.08	
MEDICARE	1,064.39	1,064.39	
SIT	2,548.00	0.00	
SOCIAL SECURITY	1,732.98	1,732.98	
UNEMPL. INSUR.	0.00	234.68	
1ST SOUTHWEST	100.00	0.00	
BANK 4	3,791.36	0.00	
BANK 5	5,067.98	0.00	
BANK 8-SAVINGS	3,271.61	0.00	
COMM BANK OF CO	3,351.63	0.00	
FIRST NATIONAL	69.26	0.00	
SANDIA LAB FCU	100.00	0.00	
USAA	3,766.44	0.00	
WELLS FARGO	28,860.44	0.00	
WELLS FARGO N.A	69.26	0.00	
WELLS FARGO NEV	69.26	0.00	
WELLS FARGO OR	1,912.70	0.00	
FIT/SIT BASE	66,531.40	0.00	
MEDICARE BASE	73,403.28	0.00	
SOC SEC BASE	27,951.59	0.00	
UN BASE	78,220.99	0.00	



03/05/21  
14:23:29

TOWN OF IGNACIO  
Payroll Summary For Payrolls from 02/01/21 to 02/28/21

Page: 2 of 2  
Report ID: P130

Total 19,227.17  
Total Payroll Expense (Gross Pay + Employer Contributions): 97,595.84

Check Summary

-----  
Payroll Checks Prev. Out. \$3,538.08  
Payroll Checks Issued \$3,841.35  
Payroll Checks Redeemed \$0.00  
Payroll Checks Outstanding \$7,379.43  
Electronic Checks \$93,519.81

Deductions Accrued	Carried Forward From Previous Month	Deduction Checks Issued	Difference	Liab Account
-----	-----	-----	-----	-----
Social Security	3465.96	3465.96		221700
Medicare	2128.78	2128.78		221710
Unempl. Insur.	234.68		486.94	221760
FIT	6740.94	6740.94		221720
SIT	2548.00	2548.00		221730
FPPA	7384.32	7384.32		221742
AFLAC-PRETAX	1051.10	1051.10		221757
EMPL WEAPONS AD	90.00	90.00		221782
FPPA-457	804.52	804.52		221742
FPPA-AD&D	1168.56	1168.56		221743
ICMA RET 401	1892.04	1892.04		221741
AFLAC-AFTERTAX	1014.32	1014.32		221757
CEBT DENTAL	681.00	681.00		221754
CEBT HEALTH	12905.00	12905.00		221751
CEBT LIFE	123.93	123.93		221755
CEBT VISION	100.00	100.00		221756
GARNISHMENT2	46.14	46.14		221781
FPPA DROP	991.40	991.40		221742
Total Ded.	43370.69	43136.01	486.94	

\*\*\*\* Carried Forward column only correct if report run for current period.



# Town of Ignacio

## Town Board - Strategic Plan

### 2021 - 2023

Submitted to:

Town of Ignacio - Town Board  
& Mark Garcia, Interim Town Manager  
Updated: February 3, 2021

Adopted on:

DATE 2021



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## I. About the Town of Ignacio

Ignacio is a small community of about 800 people nestled in the southeast corner of [La Plata County](#) along with the [Southern Ute Indian Tribe](#). We are a quick drive to the [Navajo Lake State Park](#), the [San Juan Mountains and National Forest](#), thousands of acres of State/Federal lands, [Mesa Verde National Park](#), and the Four Corners Region.

The Town consists of a variety of businesses and residential homes with a unique Southwest Colorado feel. Our businesses range from local family run restaurants, galleries, locally owned and run grocery stores, banking, chiropractic and dental clinics, as well as a wide variety of other goods and services. The Ignacio School District serves hundreds of children from the Town all the way to the Colorado/New Mexico Border.

Town Hall is located at [540 Goddard Avenue, Ignacio, CO 81137](#). We provide water, sewer, gas, and seasonal irrigation water to the residents and some of those on the edge of Town boundaries. (Town of Ignacio, 2020)

## II. Purpose of the Town's Strategic Plan

This Strategic Plan (the Plan) has been prepared by the Town Board in collaboration with key staff. It establishes a common language and proposes strategies designed to ensure a bright future for Ignacio. Specifically, this Plan creates the following outcomes:

- Defines a new Mission and Vision created by the Town Board
- Establishes a 3-year planning horizon, and provides the basis for an ongoing dialogue between the staff, Board, and the community regarding the direction of the Town and specific strategies
- Identifies the major challenges and opportunities likely to arise during the planning horizon and proposes specific strategies to address these challenges
- Intended to increase confidence among community leaders, partners and residents that the Town is appropriately addressing, opportunities, future risks, and needed investments
- Ensures that proposed strategies and activities are consistent with Town's mission and values
- Provides sufficient information to allow the Town's staff to develop more specific strategies and tasks, and ultimately fulfill Ignacio's Vision for the future

It is important to emphasize that this Strategic Plan does not approve or communicate final policy decisions on specific issues or strategies. Rather, it provides a framework for an ongoing dialogue about maintaining and enhancing quality of life in Ignacio. Each of the Major Strategies in this Plan will require additional collaboration by the Town's staff, advice from experts, and input from the community before the Town Board can make final

policy or investment decisions. The Town will provide ample opportunities for citizens to be engaged in the dialogue as specific issues are addressed.

### III. Strategic Planning Process

#### **Planning During Uncertain Times**

While all strategic planning occurs without knowledge of what the future may hold, 2020 presented a year like no other with the COVID-19 pandemic, deep social unrest nationwide, and the US Presidential election. The pandemic presented numerous challenges for the Town of Ignacio's leaders and community to address, including: public health and safety; restaurant and business restrictions; financial and economic instability; remote schooling, workforce and public meetings; among many other challenges.

The Town Board and Staff engaged in strategic planning in 2020 to envision and plan for the future, recognizing that the world may never return to the "old normal", but instead must innovate and flexibly adapt to the changing circumstances moving forward. This approach builds resilience versus stagnancy, and hope versus despair. The saying "change is the only constant" was thrown into high relief in 2020, and the Town has taken it upon themselves to respond as responsibly, transparently and compassionately as possible while making important decisions with the public's best interest at heart.

#### **Phase 1 Board & Organizational Assessment**

**Phase 1 Process:** In May and June 2020 Sagebrush Ltd., conducted board and organizational assessments for the Town of Ignacio through 1:1 phone calls and video conferencing with Town Trustees, Interim Town Manager, and Key Department Heads. The focus was on identifying each individual's priority areas for the Town of Ignacio in the next several years, to identify key priorities and multi-year strategies, as part of a cohesive, group-facilitated strategic planning process in Phase 2. The Board & Organizational Assessments also sought to illuminate the highest and best use of individuals' passions and expertise and how they envision engaging with and furthering key strategies.

#### **Phase 1 Participants:**

*Town Board:* Stella Cox (Mayor), Alison deKay (Mayor Pro-Tem), Tom Atencio, Edward Box III, Sharon Craig, Sandra Maez, and Dixie Melton

*Staff:* Mark Garcia (Interim Town Manager), Tuggy Dunton (Town Clerk Treasurer), Kirk Phillips (Chief of Police), Chris Howlett (Director of Public Works)

**Phase 1 Documents:** ["Final Phase I Report - Town of Ignacio - Sagebrush"](#)

**Major Themes with most Closely Shared Perspectives & Opinions in Phase 1:**

Some major themes had closely shared perspective opinions by most board members & staff.

- *Cohesive Board & Staff - seek to maintain & support*
- *Strong Financial Position - seek to maintain & support*
- *Ignacio Strengths & Assets - seek to maintain & improve quality of life*
- *Relationship with the Tribe - seek to improve when opportunities arise*

**Major Themes with Various Perspectives & Opinions in Phase 1:**

Several themes stood out with varied responses, opinions and unanswered questions on how and when the Town should move forward with each of them.

- *Utilities Independence*
- *Affordable Housing*
- *Business & Economic Development*
- *Comprehensive Plan & Infrastructure Upgrades*
- *Succession Planning of Leadership Positions*
- *Board Training & Development & Public Engagement*

**Phase 2 Strategic Planning**

**Phase 2 Process:** The Town of Ignacio Board Members and Interim Town Manager participated in strategic planning in November and December 2020. Sessions were held virtually due to the COVID-19 pandemic. Participatory methods and consensus building workshops were facilitated by Sagebrush Ltd. to draw out individual and collective insights and commitments to major shared strategies. Three facilitated workshop sessions included: 3 Year Visioning, Innovative Problem-Solving & Solutions, and Mission & Vision Statements.

**Phase 2 Participants:**

*Town Board:* Stella Cox (Mayor), Alison deKay (Mayor Pro-Tem), Tom Atencio, Edward Box III, Sharon Craig, Sandra Maez, and Dixie Melton  
*Staff:* Mark Garcia (Interim Town Manager)

## IV. Foundation

### **Town of Ignacio - Mission**

To serve our multicultural community by being strong financial stewards, supporting relevant and applicable policy, and by providing beneficial services that promote and enhance the small-town quality of life.

### **Town of Ignacio - Vision**

Ignacio will strive to preserve its deeply rooted heritage while providing a well-balanced foundation upon which all generations can grow and thrive.

### **Town of Ignacio - Core Values**

*At the Town of Ignacio, we:*

- Celebrate our diverse cultural heritage
- Lead with integrity and transparency
- Engage in strong community partnerships
- Make informed decisions and communicate with clarity and compassion
- Uphold a family-oriented and safe environment
- Serve Ignacio with dedication and commitment

## V. Major Strategies

### **Pursuing Opportunities and Mitigating Risks**

The Town of Ignacio engages in planning, makes capital investments, and provides essential services designed to sustain quality of life while preserving our historical and cultural heritage. Consequently, the Town must not only take advantage of opportunities, but analyze and mitigate significant risks, whether these risks relate to the reliability of essential services, the economy, the natural environment, public health, or public-safety. Properly addressing these risks, and pursuing opportunities to improve the community, requires that the Town maintain a robust planning process and recommend prudent policies and investments. The following Major Strategies address these opportunities and risks and are aligned with the Town's Core Values. They provide the basis for further collaboration and ultimately policy decisions by the Town's Board.

### **Using Major Strategies to Describe the Future**

The Town of Ignacio's Strategic Plan employs several criteria for assessing future challenges and opportunities. These criteria include the following:

- *Ensuring that the Town is adhering to its mission statement and steadily pursuing its vision*
- *Making sure that the Town remains compliant with established standards*
- *Continuing to enhance the Town's workforce, leadership and performance*
- *Anticipating and planning for changes in regulations or legal requirements*
- *Responding to economic trends and evolving needs of Ignacio's residents and businesses*

Based on the criteria above, the Town has developed a series of six Major Strategies.



## **List of Major Strategies**

The following Major Strategies describe the issues, discussions, and decisions likely to come before Ignacio's Town Board within a 3-year planning horizon. As stated above, they do not represent final decisions by the Board or staff, rather they provide enough detail for staff to continue clarifying the issues, collaborating with experts, and leading a community dialogue.

Each Major Strategy lists Core Values, and is designed to align with the Town's mission statement, which is "to serve our multicultural community by being strong financial stewards, supporting relevant and applicable policy, and by providing beneficial services that promote and enhance the small-town quality of life". These strategies and associated activities may have implications well beyond the planning horizon, consistent with the need to have a long-term view. In summary, "Ignacio will strive to preserve its deeply rooted heritage while providing a well-balanced foundation upon which all generations can grow and thrive". The following Major Strategies address these fundamental realities in an integrated manner.

***Strategy 1: Community Engagement & Collaboration***

***Strategy 2: Downtown Community Revitalization & Business Development***

***Strategy 3: Affordable & Attainable Housing Development for Families & Workforce***

***Strategy 4: Improved Infrastructure with Future Vision & Planning***

***Strategy 5: Manageable Utility Rates through Independence or Adjustment***

***Strategy 6. Stable & Effective Organizational Leadership***

## **Major Strategies in Detail**

### ***Strategy 1: Community Engagement & Collaboration***

***Applicable Core Values: Lead with Integrity & Transparency, Engage in Strong Community Partnerships, Make Informed Decisions & Communicate with Clarity & Compassion, Serve Ignacio with Dedication & Commitment***

#### **BACKGROUND**

##### **A. Community Relations & Engagement**

The essential competencies for any municipality are to provide beneficial services and to ensure that the community is planning appropriately for future quality of life for its residents. Especially as a small-town community where people know each other and whose shared history may go back generations, appropriate planning and investment requires that the Town staff and Board are trusted and transparent, are listening to its residents, and are leading a meaningful dialogue with the community on important issues and policy decisions.

One of the Town's strengths is celebrating Ignacio's multicultural and diverse population of people and communities. The staff and Board strive to listen and understand community needs from a variety of sources. This has involved accepting our common bond as residents of Ignacio while also embracing our differences.

##### **B. Tribal Collaborations**

The Town of Ignacio is located within the exterior boundaries of the Southern Ute Indian Tribe (SUIT) reservation. Relationships between the Town and Tribe have varied over the years. The Town seeks to collaborate with the Tribe as a key partner and neighbor, while maintaining Town residents' quality of life.

#### **CHALLENGE & OPPORTUNITY**

##### **A. Community Relations & Engagement**

A specific challenge is for residents to feel they are being heard by the Town staff and Board, have ample opportunity to make their opinions heard, and receive clear and consistent follow-up communication related to their issues or concerns.

In the past, low turnout at Town Board meetings, participation on community boards, and informed feedback on community decisions and processes, led the Town to experience low community engagement on important issues. However, in 2020 some issues generated high levels of community engagement including: some community members pressing for a permanent town manager, utility rate discussions, and controversy during the COVID-19 pandemic. Town Board Meetings in March - December 2020 were held virtually due to the pandemic, which also may have

led to increased convenience for community participation.

The Town seeks to answer the **Key Questions:**

- How might the Town effectively communicate with and engage our community?
- How might the Town help residents better understand how the Town works and functions, so they can be most informed and effective in their civic engagement?

### **B. Tribal Collaborations**

There is a general feeling on the Town Board of “we all live in this community together and should support one another, in the best interest of residents and Tribal members.” Town leadership have made numerous attempts to collaborate and partner with the Tribe in a variety of ways over recent years, including: quarterly meetings with Tribal Council, strategic planning sessions on shared public concerns and opportunities including utility services and rates. These attempts at partnership and collaboration with the Tribe in recent years have not resulted in resolution of the issues between the Town and Tribe. Other potential areas of collaboration could be through: parks and recreation; joint community branding and cultural tourism; multicultural community events, parades and festivals; public works and on-call emergency services; infrastructure improvements and more. There has been a level of collaboration around public safety through the Town & Tribe’s police departments and shared training efforts, which may serve as a potential model for partnership.

The Town seeks to answer the **Key Question:**

- When does the Town seek to collaborate with the Tribe on shared public issues, and when does the Town act independently in advocating for and advancing quality of life for Ignacio residents and the best interests of the Town?
- 

## **SOLUTION**

### **A. Community Relations & Engagement**

1. Town Board & Staff to abide by our Core Values in all interactions, communication and engagement with the public and stakeholders, including: being transparent, humble, attentive, patient, understanding and respectful of others’ opinions.
2. Keep the community informed of opportunities for civic engagement through multiple channels and pathways including:
  - a. Be proactive in communications, getting ahead of important community issues
  - b. Provide information that is brief, relevant, and emphasizes the Town’s Core Values
  - c. Provide ample access for the public to provide input on major strategies and policy decisions
  - d. Providing timely notice of meetings, including continuing to post meeting notices at the Library, Post Office, Town Hall and Town website - and consider new posting opportunities and avenues (radio, other partners or locations?)

- e. Finding solutions for holding in-person meetings safely during the pandemic while offering the convenience of remote options as well going forward
- f. Utilize our monthly newsletter and consider developing a monthly or quarterly Town Board communication flyer to the public
- g. Boost engagement with our social media by encouraging the community to follow our Facebook page
- h. Develop new creative ways to engage our community outside of meetings (coffee & cookies with the Town Board, conversation hours, etc)
- i. Engage community members through their interests: such as developing special interest groups for research and action on public issues
- j. Youth Engagement:
  - i. Consider recognizing students or adults that receive Character Counts Awards at Town Board Meetings
  - ii. Consider holding joint meetings with Ignacio High School Student Council and the Tribal Sunshine Cloud Smith Youth Council (Fall, Spring)
  - iii. Train or recruit our youth for roles in the community
- 3. See Strategy 6 on adopting a more formalized process during Board Meetings for addressing public comment, researching issues, getting back to citizens, and moving forward in meetings and with issues
- 4. Consider researching and adopting a Home Rule Charter and moving the Town from statutory rule status. Home Rule gives local municipalities the power to make legislation relevant to their areas, exercising control over issues of “local concern” while minimizing state intervention in municipal affairs. Home rule allows for greater flexibility in other areas of municipal government, including local elections, organizational structure and municipal courts.
- 5. Implement an ongoing community building effort that brings people together to discuss their needs and aspirations for Ignacio
  - a. Use this Strategic Plan and the Major Strategies in this plan to facilitate discussions about the future of Ignacio, making this part of the community-building process
  - b. Enlist Ignacio’s Police Department to be part of the community building process to build trust and unity
  - c. Document input from people in the community to develop a stronger understanding of their values, concerns, and, specific needs
  - d. Integrate public feedback into the ongoing process of planning and policy decisions
  - e. Conduct periodic Community Survey

#### **B. Tribal Collaborations**

- 1. Seek ways to build more engagement with Tribal Council and tribal members
- 2. Continue to collaborate with the Tribe on all relevant strategies and appropriate initiatives

#### **KEY PARTNERS**

Town Boards & Commissions   -   ELHI   -   Ignacio School District   -   SUIT

**DOCUMENTS & PLANS**

Town Municipal Code - needs updating

***Strategy 2: Downtown Community Revitalization & Business Development***

***Applicable Core Values: Celebrate Our Diverse Cultural Heritage, Engage in Strong Community Partnerships, Uphold a Family-Oriented & Safe Environment***

**BACKGROUND**

Preserving the small-town feel and community pride in Ignacio's multicultural and rural heritage are essential to honoring what makes Ignacio unique, while allowing opportunities for appropriate growth and economic development. Ignacio's cultural, creative and business economies should produce benefits for the residents of Ignacio in terms of amenities, jobs, wages, infrastructure, and revenue for the Town that, in turn, improve quality of life.

**CHALLENGE & OPPORTUNITY**

There is a balance to uphold in Ignacio's self-image as a "diamond in the rough" or "hidden gem", that maintains the unique rural character and quality of life current residents enjoy, while pursuing improvements for economic vitality for current and future residents and businesses. There is a strong feeling of community pride, which is why many residents and families love living in Ignacio.

As the Town is surrounded by Tribal lands, options for expanding Town boundaries for growth and development are limited. Therefore, economic development opportunities primarily lie in revitalization of the downtown area as a hub for community life and business opportunity. Options to relocate Town services off Goddard Avenue and repurpose Town buildings for community amenities or commercial spaces exist. Opportunities to expand residential housing outside of downtown could expand options for business access and use of the downtown corridor to increase economic vitality.

The Town and Planning Commission are currently working to adopt a new Land Use Development Code (LUDC), which will define how business is planned for the downtown district.

Strong collaboration with the Ignacio Creative District and Ignacio Chamber of Commerce, as well as other community partners such as ELHI Community Center, Ignacio Community Library, Ignacio School District, and others would lead to strength and alignment of projects through

collective impact.

Centering Ignacio's creative, cultural and business communities and economies will be essential to authentic and desirable downtown community revitalization and business development. Finding ways to reduce barriers for new businesses to start or relocate in Ignacio to provide beneficial amenities, services and jobs for current and future residents and visitors, will build vibrancy and fuller commercial occupancy downtown.

The Town has implemented a new community brand that was developed through community involvement, and has a new logo and tagline, "Ignacio: Rooted in Culture." The Town should continue implementing various aspects of the marketing and branding plan for consistency, wayfinding & signage, welcoming visitors, promotional videos on the Town of Ignacio, and boosting community pride and engagement.

The Town seeks to answer the **Key Questions:**

- How might the Town involve our community in making change while recognizing & respecting why they live in our community?
- How might the Town, along with our partners, build interest and advance opportunities for people wanting to live, do business in and visit Ignacio?

## **SOLUTION**

### **A. Overall**

1. Build strong ongoing relationships with community leaders (influencers)
2. Engage in an ongoing dialogue with the community about vision, goals strategies, plans, and pending decisions
3. Analyze threats to current assets, events, and economic development plans, and the various ramifications of economic development and growth
4. Ensure that infrastructure, parking, and housing plans support planned economic development
5. Develop a mechanism for reporting on progress and engaging in periodic community outreach

### **B. Revitalization & Beautification: Attracting Visitors & Residents**

1. Develop clear plan for enhancing the downtown experience for residents, and therefore visitors
2. Partner with Ignacio Creative District to build a stakeholder group (citizens, business owners, property owners on Goddard and Board Members) to envision and implement downtown revitalization and beautification, maintain or improve empty and occupied lots, and increase Ignacio pride.
3. Continue to implement Ignacio Branding & Marketing plan increasing visibility, wayfinding, connectivity
4. Partner with media and stakeholders to improve our image
5. Create and distribute introductory / promotional video(s) about Ignacio to improve local and regional recognition of Ignacio as a great place to live and work (focus on the small community feel, a place where people can get around easily, know your neighbors and

community, safety, great schools, improving infrastructure, etc.)

6. Encourage a Shop Local Campaign with Ignacio Chamber of Commerce
7. Work with CDOT on mitigating traffic noise, dust and speed through the downtown corridor
8. Take advantage of being in route to Navajo Lake by encouraging recreators to stop in Ignacio for dining and shopping on the way to or from the lake
9. Encourage tourism to move south from the Sky Ute Casino and Southern Ute Museum & Cultural Center to downtown corridor through improving wayfinding signage, pedestrian sidewalks or river walks, advertising and marketing
10. Consider advancing Ignacio as a government, business, and recreational hub for the area
11. Evaluate and enhance marketing for special events and Ignacio as a cultural tourism destination and optimize economic activity and revenues from current events and visitors

#### **C. Attracting Businesses & Increasing Jobs**

1. Identify and recruit businesses that fulfill regional needs and are consistent with Ignacio's brand, residents, visitors, and lifestyle
2. Revisit business requirements through LUDC to attract business to come to Ignacio
3. Follow up with businesses who chose not to locate to Ignacio to determine reasons why, and seek to address these barriers
4. Use connections with, and seek advice from La Plata Economic Development Alliance, Region 9, CO Municipal League, Economic Developers Council of Colorado and others in attracting new businesses, primarily family-owned, independent businesses that support our community's needs
5. Reconsider membership of Planning Commission and Boards to possibly allow for business owners who live out of Town to serve on Commission or Boards, if allowed by State Statutes.
6. Increase professional job opportunities outside of the School District and Tribal Organizations

#### **D. Promote Community Gathering**

1. Design and develop community gathering spaces and infrastructure in partnership with Ignacio Creative District, ELHI, SUIT and others
2. Encourage family-friendly community events, festivals, parades and celebrations

#### **KEY PARTNERS**

Ignacio Creative District - Ignacio Chamber of Commerce - ELHI - Ignacio School District  
SUIT - La Plata Economic Development Alliance - Southwest Colorado Accelerator Program for Entrepreneurs  
SWCO Small Business Development Center & FLC Innovation Center - Region 9 - Local Religious Organizations - SOCOCA

#### **DOCUMENTS & PLANS**

Town of Ignacio Branding Plan - 2018 - Land Use Development Code - 2021 - Ignacio Creative District plans

### **Strategy 3: Affordable & Attainable Housing Development for Families & Workforce**

**Applicable Core Values: Engage in Strong Community Partnerships, Uphold a Family-Oriented & Safe Environment**

#### **BACKGROUND**

The availability and affordability of housing is a central issue in determining the character of a community, including who can afford to live in the community, and quality of life and its authenticity. It directly contributes to the success and sustainability of businesses in Ignacio, and affects the ability of the Town government, School District, Tribe and businesses to attract high-quality employees.

#### **CHALLENGE & OPPORTUNITY**

The Town of Ignacio has completed a recent housing study as part of the Rock Creek Housing Plan which demonstrates Ignacio's older housing stock of single family and manufactured housing with the average build date of 1953. Housing development is needed to replace older, non-historic homes. More affordable multi-family housing units currently do not exist in Ignacio.

As of June 2020, the cost of housing in Colorado was the fifth highest in the nation at 71% higher than the national average. Ignacio is no exception when it comes to high housing costs. The following housing **Challenges** apply to Ignacio:

- High water and wastewater tap fees make new construction and development less attractive when compared to other nearby communities. The utilities rates and wastewater plant investment fees from the Southern Ute Utilities Division (SUUD) are the highest in the region.
- Due to Ignacio's limited boundaries, increased housing density will likely be necessary to work within physical constraints, and once areas are developed, options to change the housing mix will be severely limited.
- Given Ignacio's small size and rural location, construction costs for new dwellings is high, and it is difficult for developers to profit from more affordable housing.
- The high cost of housing and low availability of housing means that it is difficult for businesses, school district and the government to recruit employees.
- Housing costs and availability will represent a significant concern for business or entrepreneurs who might consider locating in Ignacio.
- It is difficult for people who have grown up in Ignacio to remain in Ignacio, related to availability of jobs and housing.

Ignacio has several **Opportunities** to develop affordable and attainable housing, including by not limited to:

- The Town has land banking that could support housing, and could be a valuable strategy to aggressively pursue. Obtaining land when it



becomes available, as a strategic land asset for the Town and community, could be leveraged as the Town moves towards housing development.

- The Ignacio School District's Enterprise Fund seeks to continue providing housing for their teachers and workforce. Collaborations on land acquisition, swaps and housing development could be strategic and mutually beneficial.
- Providing a mix of affordable and attainable housing for both homeownership and some rentals is desirable to the Town. A housing development project on the Rock Creek property is being conceptualized and the Slaughterhouse property also has future development potential.
- Partnerships with regional housing stakeholders and players will be valuable in advancing this strategy (ISD, HomesFund, etc).

The Town seeks to answer the **Key Questions**:

- How might we retain our current residents, workforce and future generations, and attract new residents and workforce through affordable and attainable housing?
- How might we identify the community's housing needs and opportunities, seek funding for infrastructure and partner with developers to address these needs?

## **SOLUTION**

### **A. Overall**

1. Recent housing plans that align with Ignacio's vision and economic development plans.
2. Housing that supports a diverse population, including all ages, ethnicities and income groups and creates a more balanced and affordable housing mix that supports citizens and young families.
3. Housing that provides a wide range of housing types in family-oriented neighborhoods.
4. Expand active participation in the county-wide conversation about housing, and work actively with partners, including RHA, on efforts to provide affordable housing.
5. Assess current housing prices and availability, its impacts on the community, and future trends if there is no intervention.
6. Develop a specific vision for future housing that is aligned with Ignacio's vision, desired population mix in 15 years, and economic development plans.

### **B. Affordable Housing**

1. **Rock Creek** is currently being explored as a development concept to meet the affordable housing strategy with a mix of townhouses and apartments (60% affordable housing density), that optimizes the density on a five acre parcel the Town owns.
2. Three concepts have been developed by SEH Engineering. The Town intends to complete the plan and pursue partnership with developers on the build-out. The Town would provide the table and write grants to subsidize the cost. The developer would provide the construction.

The Regional Housing Alliance or Homesfund could provide the homeowners (along with homeowner education and financial assistance) or renters to fill the units.

3. The next steps will be to decide on the final concept and develop a glossy document to bring to developers to market the plan.

### **C. Attainable Housing**

1. This means investment-worthy single-family housing. For homeowners to invest, this housing stock must not be too inexpensive or “affordable” that it doesn’t build or retain value.
2. A potential property site could be the **Slaughterhouse** property on 21 acres, which is better suited for single-family, investment-worthy housing.
3. Build single-family homes and keep costs manageable.
4. Seek community engagement and create a stakeholder group (citizens, property owners near Rock Creek, Tribal representation, etc) to help develop ideas on housing needs and wants for the community, and to assist with development plans.
5. Partner with regional housing stakeholders in advancing this strategy: Regional Housing Alliance, Ignacio School District, HomesFund, etc.
6. Finish Land Use Development code revision to make it easier for development and streamline the permitting process.
  - a. Consider downtown redevelopment while addressing housing needs in the LUDC. Combination of live/work spaces downtown with commercial/retail space on the ground floor and housing on the 2nd floor.
7. Seek grants or funding sources for infrastructure, including DOLA and USDA to provide a variety of housing needs (not just affordable housing, also attainable housing and workforce housing).
8. Partner and negotiate with the Tribe to reduce tap fees to create new development in the interest of Ignacio. See if the Tribe is interested in developing housing near Rock Creek as well.
9. Explore mortgage/ investing/ finance education in the community and for highschool students in collaboration with local and regional partners (ISD, HomesFund, Library, nonprofits, etc.)
10. Advertise regionally to attract families interested in single-family home living at a more attainable rate than neighboring communities.

### **KEY PARTNERS**

Regional Housing Authority - HomesFunds - Housing Solutions - Ignacio School District - DOLA/DOH  
USDA - SUIT - La Plata Economic Development Alliance - The Durango Herald - USDA

### **DOCUMENTS & PLANS**

Ignacio’s Recent Housing Plan - LUDC

## **Strategy 4: Improved Infrastructure with Future Vision & Planning**

**Applicable Core Values: Engage in Strong Community Partnerships, Make Informed Decisions & Communicate with Clarity & Compassion, Uphold a Family-Oriented & Safe Environment**

### **BACKGROUND**

The Town's infrastructure is vital to supporting a strong economy and quality of life standards. Additionally, planning is an essential component of managing any municipality or community. The challenge is to determine the appropriate level of planning and infrastructure, given the community's economy and government resources. Poor planning, or the lack of planning, can lead to negative outcomes in terms of inadequate infrastructure, degraded public services and quality of life, or negative impacts on the environment.

### **CHALLENGE, OPPORTUNITY & SOLUTION**

Planning can be an ambitious process, and the most innovative plans often come from a willingness to be flexible in the face of unique or difficult challenges. The Town needs to strike a balance between the need for comprehensive planning, meeting key planning standards, and addressing specific initiatives, opportunities and problems. The challenge is to implement priority infrastructure improvements without creating an undue burden on residents and taxpayers. Encouraging positive community involvement at meetings and during the planning process for any infrastructure changes will be crucial to its public acceptance and approval of the initiatives.

Balancing Critical Infrastructure & Rural Character:

- *Proactive maintenance and modernization of critical infrastructure*
- *Support a small-town look and feel for Ignacio*
- *Maintain standards that support new development while managing risks to the Town*

**Priority Infrastructure Initiatives may include:**

#### **A. Water & Wastewater Treatment Facilities**

1. High Priority to address.
2. Please see "Strategy 5: Manageable Utility Rates through Independence or Adjustment."

#### **B. Broadband/Fiber Internet**

1. Very High Priority to obtain.
2. High speed internet service has been less than desirable throughout the community, without multiple service providers. The COVID-19

pandemic has highlighted the need for high speed internet for businesses, residents and students working and learning remotely.

3. The Town has partnered with FastTracks through a DORA grant to provide fiber and internet services to the premises for businesses and residents.

#### **C. Land Use Development Plan (LUDC)**

1. The Town's Land Use Development code was revamped from cover to cover in 2020 with public input. The plan is currently being finalized by the Planning Commission and Town Board. The LUDC is primarily focused on creating a more streamlined process for business and new homes, to be more user-friendly for applicants throughout the planning process, and to encourage appropriate economic development within the Town. The LUDC provides a structure and system for how the town will develop.
2. Review new LUDC to make sure that it's consistent with Ignacio's vision and economic development plans.
3. Maintain land-use codes that are current with new development, engineering, regulatory, and technology standards.

#### **D. Comprehensive Plan for the future**

1. With the new Land Use Code nearing completion, a Comprehensive Plan appears to be the next logical step and will help the Town plan for future, long-term growth, development, and associated infrastructure upgrades. Town boundaries are for the most part locked by surrounding SUI lands. Planning for effective use of available land within the Town for future appropriate growth, development and quality of life for residents is important and needed.
2. Plan and implement infrastructure as needed to support current and future development initiatives.
3. Update the Capital Improvement Plan, which sunsets in 2022.
4. Highlight key planning standards in planning documents and investment proposals.
5. Prioritize planning needs as they relate to the specific opportunities associated with the Major Objectives in this Strategic Plan.

#### **E. Town Facilities**

1. Town Hall and administrative offices are currently located on Goddard Ave, the main avenue in Town. The Town secured property by the Post Office, as a potential site for building a new Town Hall, and is considering other options including ELHI as well. Essentially, the Town seeks to create more central business opportunities in prime locations, by relocating to a secondary street, while also addressing their own administrative space and capacity needs. Grant opportunities from DOLA might make this move possible.
2. There is also a need to expand or move the Public Works and Police Department buildings to meet current and future needs. The Public Works shop that services all Town vehicles and equipment could function more smoothly with increased space.

#### **F. Streets & Sidewalks Plan**

1. As Highway 172 runs through the middle of town as Goddard Avenue, CDOT is conducting an overlay on Goddard Ave in 2022, since it is also a state highway. The Ignacio Corridor Access Plan (ICAP) 2011 was funded by CDOT to control access to state Highway 172 and assess how highway intersections are impacted in communities. A full movement signalized intersection at the Becker/Goddard intersection is funded and planned for 2021.
2. CDOT has asked the Town to work on sidewalk improvements including ADA sidewalks, to support the 2022 overlay project. Heavy truck traffic on the highway through town causes dust, noise and safety concerns that could be improved through this CDOT project. Another option might be a highway bypass off Goddard - but could lead to unintended consequences of lowering downtown business visibility.
3. The sidewalk improvements could be an opportunity for wider sidewalks to allow for outside dining, business visibility, and community revitalization, especially with the Ignacio Chamber and Ignacio Creative District partnerships. This is especially relevant due to the COVID-19 pandemic and need for outdoor dining and shopping.
4. Many roads in town need to be reconstructed and repaved. The 1% sales tax generates revenue for these improvements through the Capital Improvement fund.
5. Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Ignacio at any time of the day.
6. Provide sufficient parking, especially for businesses and specific events venues.

#### **G. Parks, Open Space, Trails & Recreation**

1. To continue to increase quality of life for residents, more walking trails could be added throughout town, and more sidewalks could be added to certain neighborhoods, including Candelaria Heights.
2. RiverWalk nature trails could be added along the river, connected to art installations in partnership with the SUIT, Ignacio Creative District, and/or cultural history displays.
3. Park and open space system that provides for recreational needs and protects sensitive landscapes, meeting key water quality, habitat improvement, and wildlife standards.
4. Further coordinate outdoor recreation, tourism, events marketing, and regional partner collaboration to increase visitation.

#### **H. Investments & Funding**

1. Infrastructure investments that support approved economic development plans.
2. Be aware of needed adjustments in finances.
3. Balance infrastructure investment needs with the cost burden placed on residents and taxpayers.
4. Develop resources to aggressively seek grant funding.
5. Actively apply for open space related grants such as Great Outdoors Colorado (GOCO).
6. Assess and address the human resources to maintain needed planning activities.

**KEY PARTNERS**

SUIT - CDOT - ISD - DOLA - USDA - GOCO - CO State Trails Program & Committee - SWCCOG

**DOCUMENTS & PLANS**

5 Year Capital Improvement Plan: Russell Planning & Engineering (sunsets in 2022) - LUDC  
SWCCOG - CDOT ICAP - Ignacio Corridor Access Plan (2011) - LPEA - FastTracks

***Strategy 5: Manageable Utility Rates through Independence or Adjustment***

***Applicable Core Values: Lead with Integrity & Transparency, Engage in Strong Community Partnerships, Make Informed Decisions & Communicate with Clarity & Compassion, Serve Ignacio with Dedication & Commitment***

**BACKGROUND**

Manageable utility rates are directly related to improving quality of life standards, developing affordable housing and increasing economic development potential in Ignacio. Strategy 4 also discusses relevant infrastructure initiatives. Once again, the challenge is to implement priority infrastructure improvements without creating an undue burden on residents and taxpayers.

**CHALLENGE & OPPORTUNITY**

The Town of Ignacio manages and bills Town residents and businesses for water, sewer, gas, trash, and seasonal irrigation water systems. Treated water and wastewater (sewer) treatment is provided to the Town by the Southern Ute Utilities Division (SUUD). The treatment plant investment fees from SUUD are the highest in the region, and the Town is not in agreement on the rate analysis completed by SUUD.

The high utility rates and fees for water and wastewater utilities are of high public interest. The current rates and fees are seen as a burden to current residents and business, and a deterrent to attracting new residents and businesses to Ignacio. Over the years, the Town has negotiated and sought to collaborate with the SUIT. Seeking alternatives they have also sought to partner with La Plata Archuleta Water District (LAPLAWD), but due to easement concerns with the SUIT and Ignacio not being located within LAPLAWD's current district boundaries, the utility collaboration has not come to fruition.

In January 2020 the Town revamped utility rates for water, wastewater and natural gas rates, in an effort to balance the utility budget. Water and sewer utility rates continue to be a challenge as the Town has avoided raising rates higher and to levels that would result in each utility being

financially self-sustaining.

With the high cost of water and wastewater fees from the SUUD, the Town is considering investing in building their own water system and wastewater treatment facilities. With potential funding available through grants and state sources, the potential to build an approximately \$5 million wastewater treatment facility may be possible. The question is whether the Town builds these expensive facilities and systems in the short term, to result in lower utility rates and development fees to customers in the long term. Developing a utility partnership which keeps utility rates manageable for current and future customers is crucial. So far, the cost of building a new facility or system separate from the Tribe's has proven more cost-prohibitive and complicated than sticking with the current, problematic contract.

More affordable utilities rates and fees would benefit not just current residents, but would also draw future residents, paired with the new housing development plans. New water and wastewater facilities and lower costs could provide an incentive for new buyers, and would also help spread the cost of new facilities out between more customers - creating a win-win.

### **SOLUTION**

#### **A. Water Loss**

- The first step has been understanding and fixing water loss issues. In 2020 the Town also performed a water loss analysis, and is actively addressing water leaks and loss throughout the system. New water meters were installed in 2020 to more accurately measure and bill water users. (In 2019 the Town also installed new gas meters all throughout town).

#### **B. Tribal Negotiations**

- Renegotiating with the Tribe on utility rates needs to remain on the table. Establishing rates that are validated by actual facility or partnership costs could ensure legitimate rate burden by Town customers. Another utility solution could be entering into an Energy Partnership with the Tribe (possibly renewable energy).

#### **C. Independence through new Town Wastewater Facilities**

- The Town is considering investing in a feasibility analysis to determine whether the Town can provide wastewater treatment directly to town residents at more affordable rates and fees over the long term. The Town has funding in the 2020 and 2021 budget for consultant studies, and needs Town Board approval to contract the work. Compiling a comprehensive study on what grants and funding are available to help offset the cost of the project may be essential.

#### **D. Treated Water Partnerships**

- For water, the Town could creatively explore partnerships with other water providers, and what options exist for Town's in this situation of

limited market options. LAPLAWD might also be contacted again to determine if they would be willing to negotiate a partnership.

**E. Community Engagement**

- For whatever decisions are made around utilities in the future, encouraging positive community involvement at meetings and during the planning process for any rate or infrastructure changes will be crucial to its public acceptance and approval of the plan.

**KEY PARTNERS**

LAPLAWD - USDA - DOLA - Water & Power Authority - SUUD - Renewable Energy Resources/Divisions

**DOCUMENTS & PLANS**

Rate Analysis by SUUD and Town of Ignacio - Town of Ignacio: Wastewater Conceptual Study

***Strategy 6. Stable & Effective Organizational Leadership***

***Applicable Core Values: Lead with Integrity & Transparency, Make Informed Decisions & Communicate with Clarity & Compassion, Serve Ignacio with Dedication & Commitment***

**BACKGROUND**

Efficient, effective, responsive and responsible municipal governments ultimately depend upon the people who operate, serve and lead the Town. This includes Staff, Town Manager and the Town Board of Trustees. Taking care of the community's natural, financial, infrastructural, and societal resources entrusted to the Town begin with taking care of the Town's own internal human resources, and expand outwards from there.

**CHALLENGE, OPPORTUNITY & SOLUTION**

The Town has a cohesive Board and Staff, and according to members they work well together and support one another, even when they disagree. The COVID-19 pandemic spreading to Ignacio in 2020 presented numerous challenges for Town leaders and staff to address. The challenge and opportunity highlighted the collective strength of the Town Staff, Manager and Board in making crucial decisions on behalf of the public good.

Due to five plus years of strong leadership, the Town is in a strong financial position and is debt free. In 2020 when other municipalities were struggling, Ignacio was able to keep all of their staff employed during COVID. Town Board and Staff shall be responsible financial stewards of the Town's funds to maintain its strong financial standing.



**Three Key Objectives:**

**A. Permanent Town Manager**

1. Mark Garcia has served as Interim Town Manager for Ignacio since 2015. He has brought strong professional leadership, resources and experiences to the Town. Previously, the Town lacked stability in the Town Manager position. Despite what Mr. Garcia has brought to the Town, in 2020 there was some public demand for a permanent Town Manager who lives in the community.
2. Overall, ensuring a permanent Town Manager for continuity of leadership is a high priority for the Town Board.
3. Annual evaluation of the Interim Town Manager (in the near future) by the Town Board, and discussion of the permanent Town Manager position.
4. The board will encourage close working relationships between the Manager, Staff and Board.

**B. Staff Training and Retainage**

1. Focus on retention of qualified staff by providing support, professional development training and instituting competitive pay and benefits.
2. Hire qualified employees through competitive salaries, and training.
3. Align staffing with the Town's evolving needs and growth.
4. Develop succession plans for and with key department heads to ensure smooth leadership transitions for the future.
5. Making sure all certifications are met to comply with State Regulations

**C. Electeds - Board Training, Development and Effective Meeting Execution**

1. Providing Board orientation, training and development would ensure more intentional onboarding for new Town Trustees, and further develop current Trustees knowledge and ability to serve as a publicly elected official. The Colorado Municipal League provides many opportunities for training for electeds, and resources on best practices.
2. As it takes a while to understand and get up to speed on the complex history and background of various local topics and issues, new Trustees receiving orientation (including on the documents listed below and this Strategic Plan), and initial support by the Town Manager and other Trustees will be essential for them to build the knowledge and confidence needed for sound decision making.
3. In terms of public engagement, the Board intends to continue developing a more formalized process for addressing public comment, researching issues, getting back to citizens, and moving forward in meetings and with issues. Training and shared agreement on processes will be helpful to this end.

**KEY PARTNERS**

Town of Ignacio Key Staff - Colorado Municipal League (CML) - CO Interagency Risk Sharing Association (CIRSA)

**DOCUMENTS & PLANS** - Ongoing staff training and professional development using CML, CIRSA and other resources

## VI. Concluding Remarks

The execution of the Town Board's Strategic Plan will begin by assigning each of the Major Strategies to a Board Subcommittee or staff champion. The subcommittee or champion shall facilitate ongoing collaboration and decision making, however is not responsible for finding all the answers or performing all the work. This should include internal collaboration with the Town Board and staff, soliciting advice from experts, and ensuring that the appropriate public outreach is completed before the Board makes final policy decisions. The financial implications of implementing the Major Strategies will be reflected in the Town's annual budget, specific policy proposals, and discussions with the community during outreach efforts. In addition, as important policy issues come before the Board, the supporting information provided by the staff will reference the relevant Major Strategy from this Strategic Plan.

To ensure this plan remains an active, living document, the Town is committed to implementing this plan, reflecting the mission, vision, and values of the Town. If at any time the Town Board or staff feel that this Plan needs to be updated to be relevant to the issues of the time, or prevailing sentiments in the community, then the Plan will be altered accordingly. The Town anticipates this Plan should be revisited quarterly by the Town Manager and reviewed annually in August by the Town Board, prior to the annual Budgeting Process. The Strategic Plan will be subjected to a formal update in 2-3 years. This will not be a recreation of the plan, but an update that reflects progress, new insights, and feedback received during outreach efforts.

## VII. Appendix & References

### Action Calendar Template

Strategy #	SMART Goals	Key Actions	Champion / Board Subcommittee	Staff / Department	Milestones	Priority

### Sample 1 Year Implementation Tracking Spreadsheet:

- [Implementation Plan Tracking - Sagebrush](#)

### References

- Town of Eagle Strategic Plan. (2017) Adopted September 26, 2017.  
<https://www.townofeagle.org/DocumentCenter/View/13182/Eagle-Strategic-Plan-?bidId=>
- Town of Ignacio. Website (2020). <https://townofignacio.colorado.gov>

## **Ignacio Police Department**

### **Monthly Report – March 2021**

KS

At the January 2021 Town Board meeting, I requested that the Town Board review and approve a Resolution regarding the 911 surcharge rate for 2021, which the Ignacio Town Board did.

During the budgeting process, at the end of fiscal year 2020, Central Dispatch was experiencing turn over and had lost their Communications Supervisor. The Emergency Telephone Service Association of La Plata County (ETSA) gathers input from both dispatch centers to determine their operating budgets and capital/equipment needs and then determines what can be funded from the surcharge received from phone users that pay the monthly surcharge. Long story short ... The budget was not correctly done for the Central Dispatch Center and their capital needs for equipment that needs to be replaced, far exceeded the next two anticipated revenue years.

A decision was made that we needed to raise the surcharge immediately in order to replace this old and non-supported equipment in order to meet the needs of the dispatch center in their core mission and that is being able to answer 911 calls for emergency service.

The ETSA Board of Directors voted unanimously to raise the surcharge from \$1.30 per month to \$1.72. This will go into effect June 1, 2021.

Attached, is a memo from ETSA Chair, Joseph McIntyre explaining the need in more detail. This doesn't require Board approval, but I wanted you to be informed as to why the surcharge changed.

We will be discussing the Jurisdictional Agreement and the possibility of moving it to fruition.

If you have any questions about this memo or any other item, please feel free to call me at 970/563-4206 ext. 3001. Thanks.



## Emergency Telephone Service Association

### of La Plata County

990 E 2<sup>nd</sup> Avenue

Durango CO 81301

970-375-4701 Phone 970-375-4718 Fax

March 1, 2021

Elected Officials & Managers,

On behalf of the ETSA 911 Authority Board, I am writing this letter to inform you of our intent to increase the 911 surcharge rate effective June 1, 2021, even though we sent letters in December 2020 advising that the surcharge would remain the same for 2021.

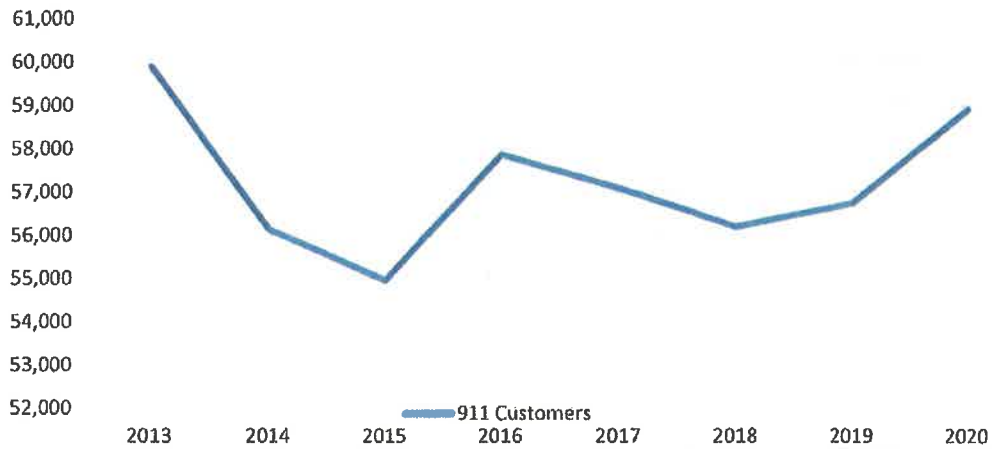
The 911 surcharges collected by service providers and then distributed to the 911 authority boards across the State of Colorado are utilized to maintain the day-to-day operations of the dispatch centers. These revenues pay for repairs and maintenance, training for dispatchers, contracted services such as emergency medical advisors, employees, and capital outlay projects to name a few.

In October of each year the Public Safety Answering Point (PSAP) managers from the two dispatch centers in La Plata County (Durango and Southern Ute) provide their budget requests to the Board for consideration to set the budget for the next year.

When I joined the Board in 2011, the surcharge was set at 70 cents and had been at that rate for quite some time. During the next two years when the PSAPs presented their budget requests, cuts were always made as expenditures exceeded revenues, and the cost for contract services, repairs and maintenance increased.

In 2013, the Board made a decision to increase the surcharge by 60 cents to \$1.30 and it took effect in January 2014. We analyzed what the increase would do. Would it allow us to absorb increases in contract services, repairs, and maintenance, while also allowing us to pay for future budget requests from the PSAPs that had been cut previously or placed on hold. What our Board did not anticipate, was a decrease in the number of landline/cell phone customers. In 2013, the year prior to the rate increase, there were 59,905 customers in La Plata County who paid the 911 surcharge. In 2014, when the increase took effect the number of landline/cell phone customers decreased to 56,141. Even though ETSA did see an increase in revenues, it was less than expected. The increase in revenue did not keep pace with increases in costs and it still required budget cuts the following year. Over the past six years, the number of 911 customers paying the 911 surcharge in La Plata County has continued to decrease.

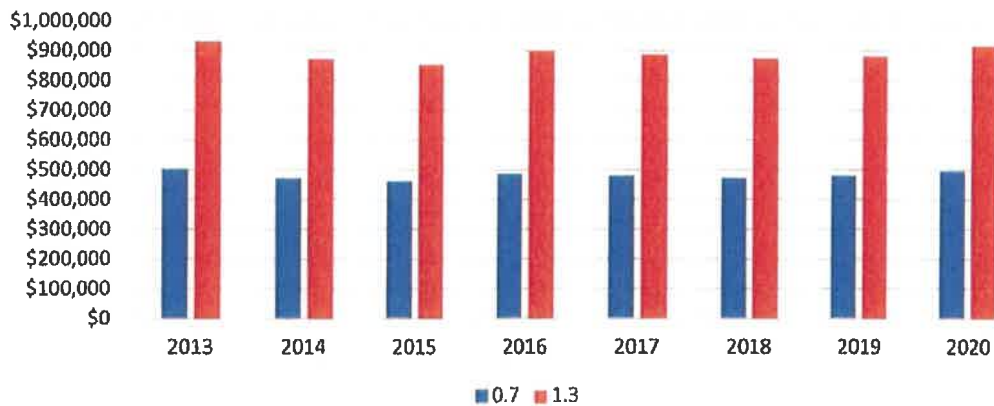
### 911 Customers



From 2015 to 2020, the Board continued to make cuts to budget requests from the PSAPs. On average over the past six years, budget requests have been cut approximately \$150,000 to \$200,000 each year to have a balanced budget. One potential project with a cost of \$850,000 has been put on hold year after year and the dollar request cut in half.

The graph below illustrates the difference in revenue (70 cents compared to \$1.30) during the following timeframe.

### Revenues



The Board began discussions around August 2020 regarding increasing the surcharge for 2021. We requested anticipated capital outlay projects and needs from the PSAP managers for the next two to three years. Due to a personnel change at the Durango dispatch center, there was a delay in receiving this information. The Board decided to hold off and keep the current surcharge until we knew for certain an increase in the surcharge was warranted.

During our last board meeting we were able to make an informed decision as we received anticipated capital outlay projects, in addition to some unanticipated repairs and maintenance costs. The PSAPs have identified an additional \$538,000 in capital outlay projects over the next two to three years. Durango's dispatch center projected costs are approximately \$463,000 and Southern Ute's dispatch center projected costs are \$75,000. This is over and above what their normal budget requests would be.

The Board's budget is a no frills, no fluff budget. The revenue received from the 911 surcharge is our main source of revenue. By statute, these revenues can only be spent on the operations of a 911 center and are specifically defined by priority what is or is not allowed as an expenditure.

The cost for contracted services, repairs and maintenance has increased and new/upgraded technology has become a necessity and not a want. The 60-cent surcharge increase back in 2014, coupled with the decrease in customers paying the 911 surcharge rate in La Plata County, cannot and will not keep pace with the need to provide 911 customers the best quality service we can provide. In addition, with the newly identified and unanticipated facility maintenance and repair issues, the Board more than likely will again be required to make budget cuts in the next budget session, putting on hold some critically needed repairs and maintenance, in addition to cutting projects in half.

On behalf of the ETSA 911 Authority Board, we thank you for your support and understanding as a decision to increase the surcharge was not made lightly. We believe this is necessary in order to provide the highest quality service to our customers provided by our dispatch centers and dispatchers.

If you have any questions, please feel free to contact any one of the board members or myself.

Sincerely,

A handwritten signature in blue ink that reads "Joseph McIntyre". The signature is written in a cursive, flowing style.

Joseph McIntyre  
ETSA Chair





# Town Clerk / Treasurer Report

March 2021

Honorable Mayor and Trustees,

The following is a report on my activities during the month of February.

## **Utility Billing:**

For February's billing there were 43 bills that were sent via email, which is almost 10% of the total bills. I am looking forward to seeing the savings to the Town in printing and postage, as well as the benefit to the customers.

## **Licensing:**

Animal: 52 current, 1 overdue. Ocianna has called this person.

Business: 57 current, 10 overdue. Ocianna has called each of the overdue businesses.

Business Service: 58 current

## **Town of Ignacio Online:**

The website links are an on-going process that will continue in the months ahead.

## **Liquor Licensing:**

There are no liquor licenses currently up for renewal. There may be a new liquor license application later this year.

## **Treasurer:**

The finance reports for the month of February 2021 were included in the consent agenda.

## **Meetings Attended:**

Ignacio Creative District Board Meetings, the Chamber of Commerce Board Meeting, and the Chamber Meeting. I was reelected to serve on the Chamber of Commerce Board for another three-year term.

## **Events:**

The first scheduled 2021 Joint Work Session with the La Plata Board of County Commissioners is scheduled for March 11 at 6:00 PM. Carly DeLong will send Webinar invitations directly to each of you. The agenda will be posted on our website and in the usual physical locations within Town limits.

## **Board Training:**

Patrick Rondinelli has reached out to area municipalities and offered Board training. If there is any interest in this, please let me know and I will coordinate with him.

Region 9 has published their 2020 Report for La Plata County; I have attached it for your review.

I would be happy to answer any questions you may have. Thank you.

Tuggy



## 2020 Performance Report La Plata County, Colorado

The Region 9 Economic Development District of Southwest Colorado Inc. (Region 9) is a nonprofit, 501 (c) 6 public private partnership that promotes and coordinates economic and community development efforts throughout southwest Colorado. Region 9 covers five counties, ten municipalities and the two Native American Tribes in Colorado (Ute Mountain Ute and Southern Ute). Incorporated in 1989, Region 9 is led by a 26-member board of directors; 17 from local governmental jurisdictions and 9 from the private sector.

### 2020 La Plata Representatives

**Clyde Church** – La Plata County  
**Ashleigh Tarkington** – Bayfield  
**Alex Rugoff** – Durango  
**Tuggy Dunton** – Ignacio  
**Eric Thayer/Roger Zalneraitis** – Southern Ute Indian Tribe  
**Colleen O'Brien** – Treasurer, At large  
**Teri Simmons** – At large  
**Steve Elias** – At large, Fort Lewis College  
**Robert Whitson** – At large  
**Gina Piccoli** – Loan Committee  
**Kris Oyler** – Loan Committee  
**Pam Miles** – Loan Committee Chair  
**Terryl Peterson** – Loan Committee

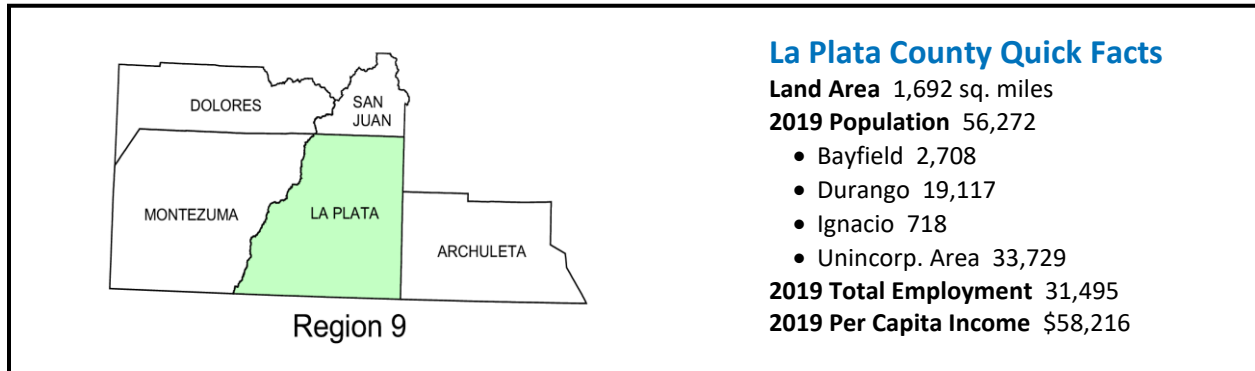


### Region 9 Staff

<b>Laura Lewis Marchino</b> – Executive Director	<b>Heather Otter</b> – Economic Development Project Manager
<b>Brian Rose</b> – Deputy Director	<b>Elizabeth Marsh</b> – SCAPE Director
<b>Jenny Stollar</b> – Business Loan Officer	<b>Brittany Cupp</b> – SCAPE Outreach Coordinator
<b>Terry Blair-Burton</b> – Program Administrator	<b>Fort Lewis College Intern</b> – Blake Common
<b>Stephani Burditt</b> – Office Manager	<b>Fort Lewis College Intern</b> – Matthew Farmer
<b>Shirley Jones</b> – Comptroller	

## Region 9 Programs and Services

- Business loans
- Colorado State Data Center local affiliate
- Technical assistance and special projects
- Southwest Enterprise Zone administration
- Research for community and regional projects
- SW CO Accelerator Program for Entrepreneurs (SCAPE)
- Comprehensive Economic Development Strategy (CEDS)



**Technical Assistance** – Region 9 provides technical assistance in La Plata County and area municipalities by participating in community meetings, researching and administering grants, and advocating for communities at regional, state and federal levels. Activities are listed below.

### County-wide

- **Responded** to over **460 inquiries** covering business resources, grant and data requests.
- **Participated** in weekly La Plata Business Taskforce Meetings.
- **Attended** Emergency Operations Center and San Juan Basin Health briefings regularly.
- **Addressed** economic recovery at multiple venues including BID, City and Town Councils, County Commissioners, Chambers, Economic Alliance, and SWCCOG.
- **Supported** Durango's efforts to establish the Urban Renewal Authority.
- **Worked** with La Plata County Commissioners on approval of CDBG funds totaling \$480,874.
- **Advocated** to increase the population threshold of rural counties to 70,000 with the State for funding resources due to COVID to allow inclusion of La Plata County.
- **Coordinated** USDA and SBA site visits to four Durango businesses: Durango Soda Company, Desert Sun Coffee, Durango & Silverton, and Fired Up Pizza.
- **SCAPE moved** into the Center for Innovation in the Durango Main Mall.
- **Provided** multiples newspaper and radio interviews for the 2020 Census in La Plata County.
- **Presented** at Leadership La Plata business class.
- **Presented** on Enterprise Zone to the Ignacio Chamber of Commerce.
- **Presented** an SBDC Starting Your Small Business Workshop for La Plata County businesses.
- **Served** on the Southern Ute Indian Tribe Economic Advisory Panel.
- **Served** on the Durango High School Homegrown Talent Initiative Advisory Committee.
- **Served** on Ignacio Creative District Board.
- **Hosted** a 2020 Census Mobile Questionnaire Assistance booth at PJs Market in Durango.
- **Hosted** one intern from Animas High School through their LINK program.
- **Hosted** two interns from the Fort Lewis College School of Business.

**Regional Initiatives** – Region 9 regional efforts positively impact the county. Members of Region 9's staff serve on a variety of regional boards and committees. Staff members also serve on several state-wide boards including The Economic Development Council of Colorado (EDCC), and the Colorado Lending Source Loan Committee. In 2020, we:

- **Responded to 1,228 inquiries** covering business resources, grant and data requests. This number is up from 1,176 inquiries in 2019.
- **Participated** closely with economic development organizations to address COVID response and recovery.
- **Completed** 2020 Census education and outreach efforts across the region. 4 out of 5 counties and both Tribes exceeded 2010 self-response rates.
- **Approved** as partner in statewide EDA grant to provide loans throughout rural areas of the state.
- **Approved** as a Small Business Administration (SBA) microlender.
- **Facilitated** 4 communities and 4 counties to participate in the Colorado Rural Jumpstart incentive program.
- **Received** National Association of Development Organizations (NADO) award for microloan program partnership with the Office of Economic Development & International Trade (OEDIT).
- **Processed** \$1.4 Million in COVID-19 recovery to 234 businesses.
- **Provided** 38 Disaster Assistance Loans for a total of \$239,250.
- **Funded** an additional 27 loans for \$1,751,900 for business expansion and job retention.
- **Secured** \$3,730,874 in capital for future lending to small businesses.
- **Region 9's Executive Director will Chair the Economic Development Council of Colorado** Board of Directors in 2021.
- **Continued** successful partnership with Fort Lewis College School of Business to hire and develop interns for future work in civic, non-profit, business, finance or community facing fields.
- **Partnered** with the SBDC to provide business services for Region 9 clients.
- **Served** on the Homes Fund Board to stay current on housing issues region wide.
- **Served** on the Southwest Colorado Community College Advisory Board to promote regional workforce and job training needs.
- **Served** on the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) Board.
- **Served** on the Small Business Development Center Advisory Committee.
- **Served** on the Southwest Colorado Workforce Investment Board.
- **Served** on the Fort Lewis College Business Advisory Council, School of Business Administration.

**Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE)** Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) offers in depth mentoring, education, and access to equity funding for early stage and growing companies. The program has launched 36 companies based in rural southwest Colorado. These businesses raised \$24.8M in capital contributing to the creation of 152 local jobs. SCAPE companies have been recognized as Colorado Companies to Watch and been recipients of the Colorado Early Seed Stage grant. SCAPE is the hub of the entrepreneurial ecosystem, teaches the curriculum for the Fort Lewis College Hawk Tank competition and hosts regional investment and startup initiatives. SCAPE entered into a new partnership with San Juan College, the

city of Farmington, San Juan County and Four Corners Economic Development. The partnership will allow businesses and companies in northern New Mexico to participate in the program.

**Enterprise Zones** – La Plata County as a whole does not meet state distress criteria, but certain census blocks are eligible for Enterprise Zone tax credits. The State reviews zone boundaries every 10 years with the last one being 2016. Businesses located in designated areas can be eligible for tax credits to promote and encourage new job creation. A business, which includes farms and mines, located within these blocks may be eligible for capital investment tax credits, job tax credits, research and development tax credits and other incentives. Since 1992 La Plata County businesses have claimed approximately **\$697M** in eligible investments, resulting in approximately **\$20.3M** in certified tax credits, and reported over **5,041** new jobs. **In 2020, 33 businesses in La Plata County claimed \$113,622 in tax credits and created or retained 55 jobs. While tax credits were down from \$141,820 in 2019, job creation increased.**

This State designation also allows donor contributions of at least \$100 (depending on the organization) to Enterprise Zone contribution projects to be eligible for a 25% state tax credit on cash donations, and a 12.5% state tax credit on in-kind donations. Region-wide, in 2020 there were 30 designated Enterprise Zone Contribution Projects (4 designated, two extended due to COVID impacts and four that ended). These Projects generated about **\$2.35 million** in economic activity through direct and in-kind contributions. This is a significant decrease in donation activity, likely attributable to the COVID-19 pandemic. This compares to 30 Projects in 2019 with \$4.14 million; 28 Projects in 2018 at \$2.8 million; 28 Projects in 2017 at \$3.3 million, and 30 Projects with \$3.7 million in economic activity in 2016.

**Enterprise Zone contribution projects** that impacted La Plata County in 2020 are below.

- Fort Lewis College Foundation
- Habitat for Humanity of La Plata County
- Housing Solutions for the Southwest
- KSUT Radio
- Homes Fund
- Manna Soup Kitchen
- Mercy Health Foundation
- Mercy Hospice House
- Region 9 Economic Development District & COVID Business Support
- Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE)
- Southwest Conservation Corps
- Southwest Small Business Development Center
- Volunteers of America – Southwest Colorado Branch

**Reports** – Region 9 prepared strategy and research reports that included data specific to La Plata County in 2020. Region 9 is a Colorado State Data Center local affiliate, and provides reliable, unbiased, and timely regional socio-economic data to citizens and policymakers. All the District's reports and economic impact studies can be found at [www.scan.org](http://www.scan.org). **Region 9 is proud to announce our Regional Data Dashboard is now available on our website!** Visit [www.scan.org/dashboards](http://www.scan.org/dashboards).

- Region 9 Corporate Annual Report
- Region 9 Economic Snapshot Report 2020

- Education and Early Childhood Care 2020
- Base Industries Analysis Report 2020

**Loans** – Region 9 had 233 loans as of December 31, 2020 totaling \$6.2 Million, an increase of \$200K over 2019 that had 170 loans. Region 9 closed 65 loans creating 82 jobs compared to 33 loans and 70 jobs in 2019, and 33 loans and 85 jobs in 2018. The low job number compared to loan volume for 2020 is directly related to the COVID-19 pandemic as businesses focused on job retention rather than job creation. Twenty-seven loans paid off this year compared to 21 loans in 2019, and 20 in 2018. Seven loans were written off.

In the past 31 years, Region 9 has provided over **\$19.5M** in loans to La Plata County businesses resulting in **1,132** jobs. In 2020, the County generated **83** loan inquiries to Region 9, up from 61 in 2019. This can be attributed to COVID response. There were **15** new loans and **20** Disaster Assistance Loans (DALP) which retained 52 jobs. **Twelve** loans paid off. Current loan activity is listed below

#### County (Unincorporated Area)

Dancing Raven Stoneworks	\$7,500	Create Art & Tea	\$15,000
Dancing Raven Stoneworks <b>DALP</b>	\$500	Cream Bean Berry	\$37,000
Hollywood Finishes	\$31,100	Bo Dean's Towing	\$32,000
Megan Slater Acupuncture <b>DALP</b>	\$3,000	Bookcase & Barber	\$45,000
Mercury Leads	\$30,000	Candace Cross Photography	\$15,000
Mountain Home and Design	\$20,000	Cantera	\$100,000
Momentum Tree Service <b>NEW</b>	\$54,081	Chavez Tortilleria Factory	\$70,000
Ohana Physical Therapy <b>DALP</b>	\$8,000	Cliffside Ski & Sport <b>DALP</b>	\$6,000
Peaks & Tides <b>DALP</b>	\$5,000	Desert Sun Roasters	\$150,000
San Juan Waterworks	\$117,300	Durango Board & Boat	\$7,500
Stacy Reuille-Dupont <b>NEW</b>	\$165,000	Durango Insurance Professionals	\$65,000
TBR Service	\$73,600	Durango RV	\$170,000
Timber Age System <b>NEW</b>	\$80,000	Durango Soda Company	\$90,000
Wrench Star	\$60,000	Durango Space <b>DALP</b>	\$6,500

#### City of Durango

360 Durango.com	\$43,000	Enliven <b>DALP</b>	\$3,000
Advertising Innovations <b>NEW</b>	\$85,000	Euphoria Salon <b>DALP</b>	\$6,000
Agile Space Propulsion	\$60,000	Fired Up Pizzeria	\$250,000
Aldrich Art <b>NEW &amp; DALP</b>	\$42,000	Grasshoppers Landscaping	\$65,000
Alpine Aerial Acrobatics <b>DALP</b>	\$5,500	Guild House Games	\$35,000
Animas Chocolate	\$40,000	Habit	\$40,000
Animas High School	\$200,000	Happy Pappy's <b>NEW</b>	\$76,000
April's Garden	\$95,600	IV Fluid Balance & Restoration <b>DALP</b>	\$6,500
Baby Basecamp	\$80,000	Jitter's Java <b>NEW &amp; DALP</b>	\$30,000
Balcony Bar and Grill	\$60,000	Joyful Nook Gallery <b>NEW</b>	\$65,000
Blackwood Tattoo <b>DALP</b>	\$5,000	Jungle Gym DGO <b>NEW</b>	\$41,069
		Kingdom Builders	\$60,000
		Local NEWS Network <b>NEW</b>	\$75,000

Pediatric Associates of Durango <b>NEW</b>	\$199,900
R&D Suspension	\$11,000
Reign Salon	\$65,000
Remedy Body Center	\$110,400
Remedy Body Center <b>DALP</b>	\$5,000
Ski Barn <b>DALP</b>	\$10,000
Tandem Hospitality	\$75,000
Tandem Hospitality <b>NEW</b>	\$50,000
The Rock Lounge	\$50,000
The Soup Palette	\$17,000
The Vault	\$50,000
Waxed	\$60,000
Will Built <b>DALP</b>	\$5,000

#### Town of Bayfield

Far West Enterprises	\$15,000
Incognito Salon <b>DALP</b>	\$6,000
Safety Connection <b>NEW</b>	\$15,000

#### Town of Ignacio

Krobarr Forestry Management <b>NEW</b>	\$300,000
Prairie Fire	\$9,750
Walker Holding Company	\$180,200

#### Vallecito

Elk Point Lodge <b>DALP</b>	\$5,000
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#### Paid Off

2<sup>nd</sup> Avenue Sports  
 About Face Aesthetics  
 Adventure Inn  
 AlignTec  
 Durango Boiler  
 Gardenhart Landscaping & Design  
 Hermosa Iron Works  
 Old Gold Jewelry **DALP**  
 Pathways  
 Performance Auto **DALP**  
 The Wine Shop  
 Ultrasteam