

**OAK CREEK BOARD OF TRUSTEES
DECEMBER 11, 2025
REGULAR BOARD MEETING
AGENDA
5:00 P.M.**

December 11, 2025
STATE OF COLORADO
COUNTY OF ROUTT

To the Board of Trustees of the Town of Oak Creek and to all Other Persons to whom it may concern:

Notice is hereby given that a **Regular Meeting** of the Board of Trustees, Town of Oak Creek, Routt County, Colorado, will be held on Thursday, November 6, 2025 beginning at 5:30 p.m. in the Hearing Room, Town of Oak Creek Offices, 129 Nancy Crawford Blvd., Oak Creek, Colorado. The Board of Trustees will be attending either in person or via web based meeting through Zoom (zoom.us). **Agenda is subject to change up to 24 hours before scheduled hearings.** The public is invited to attend/participate via Zoom or Facebook Live. The Facebook Live event will be broadcast through the Town of Oak Creek's Facebook page.

Join Zoom Meeting

<https://us02web.zoom.us/j/81449378638>

Meeting ID: 814 4937 8638

One tap mobile (for call in meeting): +1-669-900-6833

1. CALL TO ORDER:

- A. Roll Call
- B. Pledge of Allegiance

2. APPROVAL OF AGENDA:

3. EXECUTIVE SESSION

- A. Six (6) month review of the Town Administrator under C.R.S. Section 24-6-402(4)(f)(I).

4. AUDIENCE PARTICIPATION (5 Minutes):

(This section of the agenda is set aside for questions or comments by the public, regarding issues other than agenda items. Please limit comments to three minutes. The Board of Trustees will take comments under consideration but will not make any decision or take any action at this time. Anyone who would like to address the Board of Trustees concerning any agenda item will be given the opportunity to speak for three minutes at the scheduled time for that item.)

5. CONSENT AGENDA

- A. Minutes from November 13, 2025, Regular Meeting

6. ADMINISTRATION OF THE OATH OF OFFICE FOR POLICE CHIEF JEFFREY MASON

Administration of the oath of office to the new Police Chief for the Town of Oak Creek.

7. UPDATES ON THE SOUTH ROUTT COMMUNITY CENTER FROM ANGELICA SALINAS

Angelica Salinas, Board of County Commissioners, will update the Board of Trustees on matters regarding the South Routt Community Center.

8. BUDGETARY CONSIDERATION FOR REPORT MANAGEMENT AND DISPATCH SOFTWARE FOR OAK CREEK POLICE DEPARTMENT

Chief Mason to present information on report management and dispatch software to be considered for 2026 Budget.

9. RESOLUTION 2025-015 SETTING THE MONTHLY AND USAGE WATER CHARGES

Consideration for approval and authorization to sign Resolution 2025-015, A Resolution Setting the Monthly and Usage Water Charges.

10. RESOLUTION 2025-016 SETTING THE MONTHLY SEWER CHARGES

Consideration for approval and authorization to sign Resolution 2025-016, A Resolution Setting the Monthly Sewer Charges for All Classifications of Use and For All Properties Provided Sewer Service by the Town of Oak Creek.

11. RESOLUTION 2025-017 SETTING THE MONTHLY RESIDENTIAL TRASH REMOVAL CHARGE

Consideration for approval and authorization to sign Resolution 2025-017, A Resolution Setting the Monthly Residential Trash Removal Charge.

12. PUBLIC HEARING & DISCUSSION - 2025 BUDGET

Public Hearing to accept comments from members of the public regarding the proposed 2026 Budget.

13. RESOLUTION 2025-018 2026 BUDGET

Consideration for approval and authorization to sign Resolution 2025-018, A Resolution Summarizing Expenditures and Revenues for Each Fund and Adopting a Budget for the Town of Oak Creek, Colorado for the Calendar Year Beginning on the First Day of January 2026 and Ending on the Last Day of December 2026.

14. RESOLUTION 2025-019 APPROPRIATING FUNDS FOR 2025 BUDGET YEAR

Consideration for approval and authorization to sign Resolution 2025-019, A Resolution Appropriating Sums of Money to the Various Funds and Spending Agencies in the Amounts and for the Purposes as Set Forth for the Town of Oak Creek, Colorado for the 2026 Budget Year.

15. RESOLUTION 2025-020 LEVY OF GENERAL PROPERTY TAXES

Consideration for approval and authorization to sign Resolution 2025-020, A Resolution Levying General Property Taxes for the Year 2025 to Help Defray the Costs of Government for the Town of Oak Creek, Colorado for the 2026 Budget Year.

16. RESOLUTION 2025-021 APPOINTMENT OF A DIRECTOR AND AN ALTERNATE DIRECTOR TO THE BOARD OF DIRECTORS FOR THE YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY

Appointment of a Director and an Alternate Director from the Board of Trustees of the Town of Oak Creek to the Board of

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Directors of the Yampa Valley Regional Transportation Authority pursuant to the Yampa Valley Regional Transportation Authority Intergovernmental Agreement.

17. STAFF & BOARD MEMBER REPORTS

18. ADJOURNMENT

Notice: Three or more members of the Town Board may be meeting informally at the Colorado Bar or The Oak Creek Tavern following the regularly scheduled Board Meeting. Members of the public are welcome.

Please Note: All programs, services and activities of the Town of Oak Creek are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call our office at (970) 736-2422 or TDD access through RelayColorado by dialing 7-1-1 to coordinate your needs. Please notify us of your request as soon as possible to allow us time to meet your request. **This institution is an equal opportunity provider and employer.**

**TOWN OF OAK CREEK
TOWN BOARD MEETING
November 13, 2025
MINUTES**

CALL TO ORDER:

Mayor Dobbins called the regular meeting of the Oak Creek Board of Trustees to order at 6:02 p.m., Thursday, November 13, 2025.

Town Officials present at roll call were: Trustees: Bernard “Bernie” Gagne, Sascha Stanger, Julie Gregory, and Erika Pastor. Trustee Kelly McElfish was present via Zoom. Trustee Chris Hedberg was excused.

Others present: Louis Fineberg, Town Administrator; Tionna Jones, Interim Town Clerk; Sarah Jones, CAP Collaboration; Emily Katzman, CAP Collaboration; Paul Bony, Western Resilience; Morgan Olufsen, Oak Creek Fire Protection District; Kenyon Shephard, Oak Creek Fire Protection District; and Alvin Powell.

Those present recited the Pledge of Allegiance.

AUDIENCE PARTICIPATION

There was no audience participation.

EN RE: CONSENT AGENDA

MOTION

Trustee Gagne made a motion to approve the consent agenda, specifically the November 6, 2025 meeting minutes; Retail Liquor License Renewal for Dueling D’s BBQ; Financials and Payment Approval Report for October 2025; and Lease Amendment between Rossi Ranches LLLP and the Town of Oak Creek. Trustee Pastor seconded; motion passed unanimously.

EN RE: PRESENTATION BY THE ROUTT COUNTY CLIMATE ACTION PLAN COLLABORATIVE – CAP COLLABORATIVE UPDATE

Emily Katzman, Sarah Jones and Paul Bony presented information on CAP. They spoke about improvements and projects currently ongoing in Routt County and surrounding counties, as well as projects that have not started yet.

EN RE: CLAIRE SCANLON & MARCUS KYTE – LAND USE CHANGE OF MINOR IMPACT – CONSTRUCTION OF ACCESSORY DWELLING UNIT CLOSER TO LOT LINE – 333 E FIRST STREET

Town Administrator Fineberg stated that the Planning Commission met regarding this Land Use Change of Minor Impact the previous night and it is their recommendation is for approval.

MOTION

Trustee Pastor made a motion to approve the Land Use Change of Minor Impact – Construction of Accessory Dwelling Unit at 333 E First Street. Trustee Stanger seconded; motion passed unanimously.

EN RE: WORK SESSION – CONSIDERATION OF THE 2026 TOWN OF OAK CREEK CAPITAL IMPROVEMENT PLAN

Town Administrator Fineberg went over the included spreadsheet of all Capital Improvement items. He encouraged keeping the items budgeted at a higher amount even if those items are not completed in 2026. Louis and the Board discussed the items and ideas with each item.

EN RE: WORK SESSION – DISCUSSION REGARDING THE DRAFT FY 2026 ANNUAL BUDGET FOR THE TOWN OF OAK CREEK

Town Administrator Fineberg stated that Jennifer provided a budget summary to give an overview of each fund. He spoke about the General Fund and the Water Fund that both are projecting a loss due to capital projects but clarified if the capital projects weren't done they would not be at a loss. He continued to say that he's used to budgeting a loss in each fund and having it not come to fruition because it's important to budget the projects. The Board had no further questions regarding the budget.

EN RE: CONSIDERATION FOR REQUEST OF A PAYMENT EXTENSION BY CCC MANAGEMENT, LLC

Town Administrator Fineberg stated this was an agreement entered into last November by the Town and CCC Management that specifies the term can be extended. Brian Rogers spoke about their current plans with the property. They have the property up for sale and have lowered the price trying to get it sold. This is the only way they will be able to pay this large amount so they are pushing to get the property sold and pay off creditors. Trustee Gagne stated his only concern is he doesn't want this item to show up again on next year's agenda to extend again. Trustee Pastor asked if the Town is the first creditor that would be paid from the sale. Louis stated he discussed that with Bob, the Town's attorney, and he confirmed that yes the Town would be very high if not first on the list to be paid. The Board discussed the building and ideas that the Town could potentially purchase the building.

MOTION

Trustee Stanger made a motion to approve the extension for payment from CCC Management, LLC. Trustee Gagne seconded; motion passed unanimously.

EN RE: STAFF & BOARD MEMBER REPORTS

Town Administrator Fineberg spoke about finding housing closer to Oak Creek. He also spoke about posting the Deputy Clerk/Utility Billing position in December. Interim Clerk Jones agreed that this would be a big help; hopefully hire someone in January so that training can begin and we will have a full staff in the office. Louis stated he wants to advertise locally first with the hopes someone local applies and gets the position. He also spoke about the Police Chief starting December first so he anticipates new employees starting in the beginning of the year to get the Police Department staffed as well.

Trustee Stanger asked if Dakota had been responded to in the emails that were being sent to the Board. Louis said yes that he'd been in communication. Trustee Stanger also said he was approached to be the Grinch for the Hollyfest and he is excited about that.

Trustee Pastor and Mayor Dobbins spoke about the new water meters being installed and how great they look. Interim Clerk Jones stated there have been around 10 installed so far but they would be stopping the project after this week due to the snow and they would resume installation in the spring.

Trustee Gagne stated with the new meter installs there have been discoveries of significant defects in the water lines and it was found the Town was losing thousands of gallons of water a day. Getting these defects fixed will help the Town not lose as much money and help the water treatment plant not work as hard.

Trustee Gregory stated the Yampa Craft Fair is Saturday at the elementary school and encouraged everyone to shop local for Christmas gifts.

Interim Clerk Jones stated that we need to pinpoint a date for our Christmas party. Kelly has been in touch with the bowling alley but we need to get the date set before there's no more availability. Trustee McElfish asked for a couple of dates from everyone and she will contact them again to get it booked.

ADJOURNMENT

Trustee Gregory made a motion to adjourn the meeting. Trustee Pastor seconded the motion. Motion passed unanimously.

No further business coming before the Board, same adjourned sine die at 7:57 p.m.

Attest:

Tionna Jones
Interim Clerk

Melissa Dobbins, Mayor
Date: December 11, 2025

OATH OF OFFICE
TOWN OF OAK CREEK
County of Routt, State of Colorado

I do solemnly swear that I will support and defend the Constitution of the United States, the Constitution of the State of Colorado, and the Oak Creek Town Code and Municipal Ordinances against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States, the Constitution of the State of Colorado, and the Oak Creek Town Code; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter as Police Chief for the Town of Oak Creek.

Town of Oak Creek

Jeffrey Mason

Subscribed to and sworn before me this 11th day of December, 2025.

Tionna Jones
Town Clerk

TOWN OF OAK CREEK UTILITY RATES - 2026	
SEWER SERVICE (EFFECTIVE JANUARY 1, 2026)	
Residential	57.49
Restaurant, Bar, Grocery Store, Food Service Establishment	117.93
General Business Service	78.04
Motel/Day Care/Community Center	114.73
Laundromat/Car Wash	154.73
School (All facilities, buildings)	413.49
WATER SERVICE (EFFECTIVE JANUARY 1, 2026)	
UNMETERED:	
Residential	66.95
Senior Citizen (60 and older; year-round residents only)	32.67
General Business	99.62
METERED:	
Meter Size	Monthly Base Charge (Includes 2,000 gallons)
3/4"	58.16
1"	76.31
1-1/2"	94.43
2"	144.31
3"	511.55
4"	647.58
6"	964.98
8"	1327.68
Usage Charges	Per Gallon
2001-5000	0.006907
5001-10000	0.007246
10001+	0.007598
TRASH SERVICE (EFFECTIVE JANUARY 1, 2026)	
General	44.53
Seniors (60 and older; year-round residents only)	35.12
ELECTRIC SERVICE (EFFECTIVE JANUARY 1, 2026)	
Residential	
Monthly Customer Charge	21.87
Winter Per kWh (First 500 kWh)	0.111640
Excess kWh	0.100706
Summer Per kWh	0.111640
General Service	
Monthly Customer Charge	27.34
Winter Per kWh (First 1,500 kWh)	0.118201
Excess kWh	0.107266
Summer Per kWh	0.118201
General Service Three-Phase	
Monthly Customer Charge	46.47
Winter Per kWh (First 1,500 kWh)	0.127276
Excess kWh	0.116342
Summer Per kWh	0.127276
General Service Demand	
Monthly Customer Charge	103.88
Winter	
Demand Rate, per kW	13.12
All Energy, per kWh	0.060467
Summer	
Demand Rate, per kW	16.40
All Energy, per kWh	0.060467

TOWN OF OAK CREEK UTILITY RATES - 2025	
SEWER SERVICE (EFFECTIVE JANUARY 1, 2025)	
Residential	56.36
Restaurant, Bar, Grocery Store, Food Service Establishment	115.62
General Business Service	76.51
Motel/Day Care/Community Center	112.48
Laundromat/Car Wash	151.70
School (All facilities, buildings)	405.38
WATER SERVICE (EFFECTIVE JANUARY 1, 2025)	
UNMETERED:	
Residential	65.64
Senior Citizen (60 and older; year-round residents only)	32.03
General Business	97.67
METERED:	
Meter Size	Monthly Base Charge (Includes 2,000 gallons)
3/4"	57.02
1"	74.81
1-1/2"	92.58
2"	141.48
3"	501.52
4"	634.88
6"	946.06
8"	1301.65
Usage Charges	Per Gallon
2001-5000	0.006772
5001-10000	0.007104
10001+	0.007449
TRASH SERVICE (EFFECTIVE JANUARY 1, 2025)	
General	43.66
Seniors (60 and older; year-round residents only)	34.43
ELECTRIC SERVICE (EFFECTIVE JANUARY 1, 2024)	
Residential	
Monthly Customer Charge	21.44
Winter Per kWh (First 500 kWh)	0.109451
Excess kWh	0.098731
Summer Per kWh	0.109451
General Service	
Monthly Customer Charge	26.80
Winter Per kWh (First 1,500 kWh)	0.11588
Excess kWh	0.10516
Summer Per kWh	0.11588
General Service Three-Phase	
Monthly Customer Charge	45.56
Winter Per kWh (First 1,500 kWh)	0.12478
Excess kWh	0.11406
Summer Per kWh	0.12478
General Service Demand	
Monthly Customer Charge	101.84
Winter	
Demand Rate, per kW	12.86
All Energy, per kWh	0.05928
Summer	
Demand Rate, per kW	16.08
All Energy, per kWh	0.05928

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-015

A RESOLUTION SETTING THE MONTHLY AND USAGE WATER CHARGES

WHEREAS, the Board of Trustees has determined that service revenues are necessary for the purpose of operating the Town of Oak Creek (Town) Water Enterprise; and

WHEREAS, the Board has determined that these revenues are properly obtainable from monthly and usage water charges; and

WHEREAS, the Town has undertaken a project to install water meters on all water services throughout the Town’s water distribution system; and

WHEREAS, the Board has received information from the Public Works Director that while a majority of water services are metered, a number of water services of limited classifications remain unmetered due to constraints limiting immediate installation; and

WHEREAS, the Board has determined that it is appropriate to implement a hybrid water rate system to allow for both unmetered and metered rates during this on-going period of transition; and

WHEREAS, the provisions of Title 13, Oak Creek Municipal Code, provides that rates for the users of the Town's water system may be adopted by a resolution of the Board of Trustees.

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK THAT:

1. Monthly charges for unmetered users of the Oak Creek Water Service are hereby established as follows:

Residential Service	\$ 66.95
Reduced Rate for Senior Citizens	\$ 32.67
General Business	\$ 99.62

2. Unless the Public Works Director has provided written documentation to the Utility Department that qualifies why an unmetered connection must remain in service unmetered, the monthly charges for unmetered users of the Oak Creek Water Service shall be two times the rates established above. This in no way impairs the ability of the Town to enforce the provisions of Chapter 13.14, Oak Creek Municipal Code, requiring the installation of a meter to comply with the provision of water service by the Town.

3. Monthly charges for metered users of the Oak Creek Water Service, including up to 2,000 gallons of water, are hereby established as follows:

Meter Size	Monthly Base Charge
Up to ¾”	\$58.16
1”	\$76.31
1-1/2”	\$94.43
2”	\$144.31
3”	\$511.55
4”	\$647.58
6”	\$964.98
8”	\$1327.68

4. Water use in excess of 2,000 per month are hereby established as follows:

Usage Charges	Per Gallon
2001-5000	.006907
5001-10000	.007246
10001+	.007598

5. Metered irrigation users who have or have purchased a tap connection for irrigation only purposes shall be subject to the Monthly Base Charge and Usage Charges as established above only during the months of May, June, July, August, September and October.
6. These rates shall go into effect on January 1, 2026.

READ AND ADOPTED THIS this 11th day of December, 2025.

Attest:

TOWN OF OAK CREEK

Tionna Jones,
Interim Clerk

Melissa Dobbins, Mayor

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-016

A RESOLUTION SETTING THE MONTHLY SEWER CHARGES FOR ALL CLASSIFICATIONS OF USE AND FOR ALL PROPERTIES PROVIDED SEWER SERVICE BY THE TOWN OF OAK CREEK

WHEREAS, the Board of Trustees has determined that service revenues are necessary for the purpose of operating the sewer system; and

WHEREAS, the Board has determined that these revenues are properly obtainable from monthly sewer charges; and

WHEREAS, the provisions of Title 13, Oak Creek Municipal Code, provides that rates for users of the Town's sewer system may be adopted by a resolution of the Board of Trustees.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO, that:

- I. Monthly charges for users of the Oak Creek Sewer Service are hereby established as follows:

Residential	\$ 57.49
Restaurant, Bar, Grocery Store, Food Service Establishment	\$117.93
General Business	\$ 78.04
Motel, Day Care, Community Center	\$114.73
Laundromat, Car Wash	\$154.73
School (All facilities, buildings)	\$413.49

2. These rates shall take effect on the 1st day of January 2026.

READ AND ADOPTED this 11th day of December, 2025 by the Board of Trustees of Oak Creek, Colorado.

Attest:

TOWN OF OAK CREEK

Tionna Jones
Interim Town Clerk

Melissa Dobbins, Mayor

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-017

**A RESOLUTION SETTING THE MONTHLY RESIDENTIAL TRASH
REMOVAL CHARGES**

WHEREAS, the Board of Trustees has determined that additional revenues are necessary for the purpose of balancing the Trash Fund; and

WHEREAS, the Board has determined that these revenues are properly obtainable from an increase in the monthly trash charge; and

WHEREAS, the provisions of Title 8, Oak Creek Municipal Code, provides that rates for the users of the Town's trash system may be adopted by a resolution of the Board of Trustees.

**BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF
OAK CREEK THAT:**

1. Monthly charges for users of the Oak Creek Trash Service are hereby established as follows:

	<u>January 1, 2026</u>
Residential Service	\$44.53
Senior Residential Service (Year-round only)	\$35.12

2. These rates will go into effect on January 1, 2026.

READ AND ADOPTED THIS this 11th day of December, 2025 by the Board of Trustees of Oak Creek, Colorado.

Attest:

TOWN OF OAK CREEK

Tionna Jones
Interim Town Clerk

Melissa Dobbins, Mayor

Account Number	Account Title	2023-23,Prior year 2,Actual	2024-24,Prior year,Actual	2025-	2025-25,Year	2025-	2026-26,Future
				25,Current year,Budget	to Date	25,Current year,Projected budget	year,Budget
General Fund							
10013110	Property Taxes	118,120.02	131,001.04	119,857.00	158,147.05	164,285.00	184,796.00
10013115	Loan/Lease Proceeds	0	0	14,224.00	14,223.69	14,224.00	14,224.00
10013120	Specific Ownership	8,152.37	7,353.76	7,000.00	8,363.37	8,400.00	8,400.00
10013132	2% Sales Tax- Undesignated	366,897.42	369,797.46	361,000.00	313,553.55	361,000.00	366,249.00
10013142	Cigarette Tax	1,261.44	984.91	750	940.97	960	940
10013180	Road Tax	3,206.55	2,798.20	3,200.00	2,749.54	3,564.00	3,200.00
10013190	Delinquent Tax Interest	1,032.11	836.85	850	1,582.38	1,580.00	850
10013211	Liquor Licenses	1,381.25	1,373.75	1,600.00	2,616.50	2,625.00	1,800.00
10013227	Pet Licenses	183	132	200	128	128	200
10013228	MJ Licenses	51,074.01	24,284.00	24,000.00	13,395.00	17,860.00	16,000.00
10013323	Mineral Leasing	2,888.24	2,450.11	2,000.00	1,699.29	1,700.00	2,000.00
10013351	Motor Vehicle Registration	4,444.55	4,295.29	4,300.00	3,675.39	4,300.00	4,300.00
10013359	Severance Tax	16,230.05	14,342.87	14,000.00	1,530.66	1,531.00	2,000.00
10013410	Management Fee - Electric	97,351.48	91,468.61	65,385.00	49,038.75	65,385.00	65,385.00
10013411	Management Fee-Water	0	0	23,898.00	17,923.50	23,898.00	23,898.00
10013412	Management Fee-Sewer	19,018.20	19,018.20	20,280.00	15,210.00	20,280.00	20,280.00
10013611	Interest Income	191,612.35	204,413.93	175,000.00	170,848.16	175,000.00	162,000.00
10013683	Miscellaneous	5,436.90	681.37	1,500.00	1,327.02	1,500.00	1,500.00
10013694	Grant/Donation	106,744.23	182,483.75	200,000.00	223,114.46	270,000.00	513,000.00
10013725	Service Fees	16,240.58	10,571.53	15,000.00	6,400.00	6,140.00	15,000.00
10013775	NSF Fees	0	0	0	0	0	0
10013800	Review Fees	10,543.00	4,786.50	5,000.00	4,659.84	5,000.00	5,000.00
Total General Fund:		1,021,817.75	1,073,074.13	1,059,044.00	1,011,127.12	1,149,360.00	1,411,022.00
Rec. Program and Special Events							
10023683	Miscellaneous	1,724.37	340.66	0	0	0	0
10023694	Grant/Donation P&R	52,834.00	64,940.00	0	0	0	0
10023800	After School Fees	19,403.00	26,982.23	0	0	0	0
10023803	Summer Camp Fees	34,265.00	56,026.50	0	0	0	0
10023808	Community Ed	1,161.00	4,331.00	0	0	0	0
Total Rec Program and Special Events:		109,387.37	152,620.39				
Parks and Open Space Revenue							
10033358	Lottery Trust Fund	12,134.66	10,701.07	0	0	0	0
10033696	Grant/Donation Open Space	0	0	0	0	0	0

Total Parks and Open Space Revenue:	12,134.66	10,701.07				
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General Fund

10073520	Combined Court Income	241.51	315	300	82.09	109	300
10073684	Miscellaneous-Police	2,883.09	455	400	25	35	400
10073694	Grant/Donation - Misc	92.65	0	500	0	0	500
10073696	Grant Income-Community Support	3,733.69	397.13	200	0	0	200
10073698	Grant Income - Post	1,669.10	809.43	1,000.00	0	0	1,000.00
Total General Fund:		8,620.04	1976.56	2,400.00	107.09	144.00	2,400.00

General Fund

10083131	1% Sales Tax	180,751.80	184,868.52	180,500.00	156,750.44	180,500.00	182,125.00
10083352	Highway Use Tax	31,346.91	36,454.12	31,000.00	27,569.84	32,144.00	36,700.00
10083683	Miscellaneous	0	552.76	0	0	0	0
Total General Fund:		212,098.71	221,875.4	211,500.00	184,320.28	212,644.00	218,825.00

Total General Fund:

10093511	Traffic Fines	22	0	50	0	0	50
10093513	Other Fines	205	160	300	0	0	300
10093517	Court Costs	105	630	200	0	0	200
10093520	Restitution	-235.48	0	0	0	0	0
Total General Fund:		96.52	790	550	0	0	550

General Fund

10114111	Salaries	92,739.57	75,452.85	177,367.00	116,446.45	145,000.00	232,713.00
10114142	Workmen's Compensation	1,354.98	1,967.25	2,500.00	2,583.54	3,110.00	3,110.00
10114143	Insurance- Life and Health	10,492.95	11,854.04	38,690.00	19,650.06	23,000.00	45,619.00
10114150	Employer Tax Expense	7,415.34	6,060.14	10,330.00	9,053.89	10,000.00	13,320.00
10114160	Employer Pension Contribution	6,271.41	3,489.78	7,895.00	1,770.88	2,088.00	10,181.00
10114192	Bank Fees	11,694.73	12,994.17	13,000.00	14,631.94	15,000.00	15,000.00
10114193	Treasurer's Fees	2,379.06	2,636.76	3,150.00	3,178.16	3,852.00	3,400.00
10114194	Contract Labor	605	1,452.50	1,500.00	1,952.50	2,500.00	2,500.00
10114195	Trustee Expense	0	1,800.00	1,200.00	2,785.00	3,200.00	3,000.00
10114210	Supplies	7,022.83	10,286.60	7,000.00	4,348.04	7,000.00	7,000.00
10114226	Equipment Rental	786	638	600	450	600	600
10114233	Equipment Maintenance	1,077.71	4,631.81	6,600.00	2,446.52	2,570.00	5,000.00
10114234	Building Repairs	286.22	0	500	391.79	420	500
10114235	Utilities	1,923.75	2,278.73	2,500.00	1,876.09	2,500.00	2,500.00
10114311	Publications- Legal	141.55	792.04	750	254.56	314	750
10114315	Licensing Fees	434.5	158	500	0	0	500

10114334	Association Dues	6,981.68	6,895.15	7,250.00	7,948.28	7,950.00	7,500.00
10114335	Advertising & Promotions	275	0	500	0	0	500
10114345	Telephone	7,785.56	10,087.92	8,300.00	12,222.46	13,000.00	8,300.00
10114347	Postage	3,982.62	4,218.00	4,500.00	4,350.00	5,000.00	4,500.00
10114352	Legal Fees	6,144.44	2,418.00	2,500.00	2,719.00	4,200.00	20,000.00
10114354	Audit	9,000.00	9,900.00	12,000.00	10,500.00	10,500.00	12,000.00
10114356	Computer Maintenance	18,434.60	17,864.62	20,000.00	39,129.25	42,000.00	30,000.00
10114358	Training and Travel	1,489.55	4,055.17	5,200.00	4,286.37	5,200.00	5,200.00
10114400	Bad Debt	0	-150.68	0	-1,830.87	-2,181.00	0
10114513	Insurance Property/Liability	22,812.16	27,716.36	28,241.00	22,778.47	28,241.00	28,241.00
10114700	Donations/Community Support	13,946.25	97,943.17	48,000.00	149,832.70	159,665.00	405,000.00
10114800	Election Expense	0	3,363.21	1,000.00	0	0	1,000.00
10114805	Miscellaneous	14,536.18	207.15	200	0	0	200
10114900	Capital Outlay	133,053.43	5,316.00	0	0	0	675,000.00
10114905	Staff Advertising	4,238.80	3,323.80	2,000.00	922.6	2,000.00	2,000.00
10114910	Professional Fees	11,322.54	109,335.07	0	99,077.15	114,066.00	0
10114999	Allocate Operating Expenses	-37,100.58	-38,792.37	-44,498.00	-49,218.57	-55,221.00	-54,250.00
Total General Fund:		361,527.83	400,193.24	369,275.00	484,536.26	555,574.00	1,490,884.00

General Fund

10164112	Contract Labor	0	875	1,000.00	625	833	1,000.00
10164210	Supplies	6,923.39	5,144.55	9,000.00	5,234.56	5,600.00	7,000.00
10164226	Equipment Rental	36	0	1,000.00	0	0	1,000.00
10164231	Gas and Oil	22,856.04	25,743.12	33,000.00	10,950.93	26,000.00	30,000.00
10164233	Equipment Maintenance	3,590.57	13,783.63	10,000.00	9,292.01	10,000.00	16,000.00
10164234	Building Repairs	836	630.4	3,000.00	64.3	86	3,000.00
10164235	Utilities	17,493.75	18,044.04	18,400.00	12,935.22	15,277.00	18,400.00
10164236	Weed Control	0	0	900	0	0	900
10164241	Small Tools	0	123.5	1,200.00	390.21	500	1,200.00
10164242	Traffic Control	0	2,946.60	1,000.00	0	0	1,000.00
10164346	Telephone	5,247.64	2,872.57	7,400.00	2,037.54	3,200.00	6,500.00
10164358	Training and Travel	230.83	224	1,000.00	314.03	500	1,000.00
10164377	Vehicle Maintenance	1,964.02	5,722.99	5,000.00	1,619.96	2,160.00	5,000.00
10164805	Miscellaneous	491.99	73.85	500	0	0	500
10164808	Utility Locate	650.16	318.93	1,000.00	245.15	350	1,000.00
10164905	Staff Advertising	454.6	0	500	390.4	521	500
10164999	Allocate Operating Expenses	-58,683.14	-76,638.19	-93,900.00	-47,236.45	-58,074.00	-94,000.00
Total General Fund:		2,091.85	-135.01	0.00	-3,137.14	6,953.00	0.00

General Fund

10174111	Salaries	234,488.90	157,433.42	255,428.00	5,205.07	20,000.00	300,962.00
10174112	Contract Labor	4,900.00	8,740.50	5,000.00	17,215.50	25,000.00	5,000.00
10174142	Workmen's Compensation	9,283.79	13,442.97	15,000.00	18,959.37	22,989.00	22,300.00
10174143	Insurance- Life and Health	41,644.59	31,808.32	59,602.00	0	1,680.00	58,904.00
10174150	Employer Tax Expense	4,254.32	2,889.16	3,153.00	408.57	850	5,388.00
10174161	Employer FPPA Contribution	24,111.46	14,229.69	25,129.00	0	2,500.00	30,151.00
10174205	Equipment	170.24	0	1,000.00	854.88	1,140.00	2,500.00
10174210	Supplies	2,163.49	527.71	1,500.00	0	500	1,500.00
10174225	Uniforms	379.36	-40	1,500.00	0	500	1,500.00
10174231	Gas and Oil	4,492.71	2,908.39	2,300.00	0	250	2,300.00
10174233	Equipment Maintenance	1,059.88	1,018.88	1,500.00	0	0	1,500.00
10174317	Car Towing	0	0	300	0	0	300
10174334	Dues and Licenses	1,953.60	530	1,500.00	200	800	1,500.00
10174346	Telephone	2,790.29	1,865.68	1,500.00	2,257.50	2,800.00	1,500.00
10174350	Communications-Maint/Repair	220	0	250	0	250	750
10174352	Legal Fees	0	5,428.00	500	0	0	500
10174356	Computer Maintenance	1,600.00	1,391.72	0	0	600	1,000.00
10174358	Training and Travel	3,943.03	2,050.02	3,500.00	0	1,500.00	3,500.00
10174377	Vehicle Maintenance	891.36	476.85	1,500.00	0	500	1,500.00
10174378	Special Investigation	678.51	671.42	1,500.00	0	0	1,500.00
10174402	Grant/Donations expense - Misc	300	0	0	0	0	0
10174404	Grant/Donations Exp Comm Supp	3,633.00	181.75	0	160	160	200
10174805	Miscellaneous	105	364	500	0	0	500
10174850	Animal Control	0	0	250	0	0	250
10174853	Patient Transport	0	0	500	0	0	500
10174905	Staff Advertising	0	0	2,000.00	199	2,000.00	2,000.00
10174930	Lease/Purchase Payments	4,241.48	0	4,241.00	0	0	4,241.00
Total General Fund:		347,305.01	245,918.48	389,153.00	45,459.89	84,019.00	451,746.00

General Fund

10184111	Salaries	40,778.80	48,326.98	55,213.00	35,791.01	45,791.00	63,887.00
10184142	Workmen's Compensation	4,742.43	6,885.42	7,500.00	9,710.90	11,775.00	9,800.00
10184143	Insurance- Life and Health	7,913.01	9,499.71	12,675.00	5,995.35	6,377.00	15,087.00
10184150	Employer Tax Expense	3,280.91	3,912.15	4,273.00	2,909.31	3,396.00	4,940.00
10184160	Employer Pension Contribution	2,384.26	2,615.36	3,079.00	1,813.90	2,150.00	3,544.00
10184210	Supplies	1,128.48	25.99	1,500.00	1,089.75	1,453.00	1,500.00
10184234	Building Repairs	5.38	0	0	0	0	0
10184235	Utilities	651.68	651.56	600	488.56	600	600
10184238	Street Maint/Impr 1%	5,660.25	41,754.43	50,000.00	43,592.04	54,053.00	50,000.00
10184239	Street Scoria	923.82	914.86	1,500.00	1,374.10	1,580.00	1,600.00

10184513	Insurance Property/Liability	2,412.31	2,922.05	2,977.00	1,895.60	1,896.00	2,977.00
10184805	Miscellaneous	0	0	500	0	0	500
10184930	Lease/Purchase Payments	22,271.76	21,996.19	23,000.00	22,271.76	23,000.00	23,000.00
10184999	Allocate Operating Expenses	447.19	776.08	23,475.00	11,809.10	14,518.00	23,475.00
Total General Fund:		92,600.28	140,280.78	186,292.00	138,741.38	166,589.00	200,910.00

General Fund

10194111	Salaries	367.98	374.94	764	0	0	787
10194112	Contract Labor	1,200.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
10194150	Employer Tax Expense	28.89	29.43	60	0	0	62
10194334	Association Dues	0	0	20	0	0	20
10194358	Training and Travel	0	0	200	0	0	200
Total General Fund:		1596.87	2204.37	2844	1800	1800	2869

Rec. Program and Special Events

10204111	Salaries	108,765.07	146,057.66	0	-2,395.01	-3,193.00	0
10204142	Workmen's Compensation	1,350.03	1,967.25	0	0	0	0
10204143	Insurance-Life and Health	13,236.96	25,339.20	0	0	0	0
10204150	Employer Tax Expense	8,401.55	11,418.45	0	-182.13	-243	0
10204160	Employer Pension Contribution	1,422.15	3,919.22	0	-87.2	-116	0
10204194	Contract Labor	1,610.00	625	0	0	0	0
10204210	Supplies	8,696.59	12,867.57	0	0	0	0
10204213	Rent	16,980.90	14,688.55	0	0	0	0
10204215	Activity Fees	23,760.92	26,927.49	0	0	0	0
10204231	Fuel	1,121.80	1,872.70	0	0	0	0
10204233	Equipment Maintenance	263	0	0	0	0	0
10204234	Building Repairs	0	0	0	0	0	0
10204334	Dues and Licenses	821.5	910.3	0	0	0	0
10204345	Telephone	707.01	538	0	80.11	0	0
10204358	Training and Travel	1,634.00	14,352.32	0	0	0	0
10204377	Vehicle Maintenance	983.78	900.52	0	0	0	0
10204805	Miscellaneous	0	0	0	0	0	0
10204930	Lease/Purchase Payments	13,500.00	13,990.50	0	0	0	0
Total Rec Program and Special Events:		203,255.26	276,374.73	0	-2584.23	-3552	0

General Fund

10214111	Salaries	56,585.89	16,816.67	0	-306.54	-409	0
10214143	Insurance-Life and Health	2,533.37	3,166.79	0	0	0	0
10214150	Employee Tax Expense	4,468.89	1,359.49	0	-24.97	-33	0
10214160	Employer Pension Contribution	775.81	871.79	0	-16.45	-22	0

10214194	Contract Labor	0	0	0	0	0	0
10214210	Supplies	4,364.19	3,969.43	0	0	0	0
10214231	Fuel	0	0	0	0	0	0
10214233	Equipment Maintenance	429.37	48.32	0	0	0	0
10214234	Building Repairs	0	0	0	0	0	0
10214235	Utilities	16,633.13	15,621.83	0	0	0	0
10214240	Park Improvements	1,701.67	0	0	0	0	0
10214805	Miscellaneous	1,037.50	625.25	0	0	0	0
10214900	Capital Outlay	0	22,435.00	0	0	0	0
Total General Fund:		88,529.82	64,914.57	0	-347.96	-464	0

10404100	Transfers	0	0	220,000.00	192,500.00	220,000.00	220,000.00
		0	0.00	220,000.00	192,500.00	220,000.00	220,000.00
General Fund Revenue Total:		1,364,155.05	1,461,037.55	1,273,494.00	1,195,554.49	1,362,148.00	1,632,797.00
General Fund Expenditures Total:		1,096,906.92	1,129,751.16	1,167,564.00	856,968.20	1,030,919.00	2,366,409.00
Total General Fund:		267,248.13	331,286.39	105,930.00	338,586.29	331,229.00	-733,612.00

Electric

20063401	Sales and Service	1,210,495.53	1,218,426.53	1,287,517.00	955,986.51	1,287,517.00	1,297,173.00
20063406	Tap Fees	500	1,000.00	2,500.00	2,000.00	2,000.00	2,500.00
20063409	Sales Tax	0	0	0	11.74	-3,318.00	0
20063442	Disconnect Notices	60	0	0	60	80	0
20063443	Disconnect/Connect Fees	0	60	0	0	0	0
20063530	Penalties- Utility Late Fees	27,454.57	16,211.24	15,000.00	21,976.37	20,313.00	15,000.00
20063620	Pole Rental	2,033.50	4,961.13	5,000.00	4,023.23	4,023.00	5,000.00
20063680	NMPP Capacity Pymt	32,640.00	2,720.00	32,000.00	0	0	32,000.00
20063681	NMPP Energy Pymt	17,240.86	0	18,000.00	0	0	18,000.00
20063683	Miscellaneous	316	736.26	200	0	0	200
20063690	Parts & Labor Chargebacks	0	0	1,500.00	0	0	1,500.00
20063694	Grants	0	980.81	0	0	0	0.00
Electric Total:		1290740.46	1245095.97	1,361,717.00	984,057.85	1,310,615.00	1,371,373.00

Electric

20114111	Salaries	176,158.27	195,980.90	223,280.00	158,741.42	168,741.00	263,903.00
20114142	Workmen's Compensation	1,585.76	2,295.14	3,000.00	3,236.97	3,925.00	3,550.00
20114143	Insurance- Life and Health	32,131.30	39,106.80	53,142.00	27,921.02	31,921.00	63,372.00
20114150	Employer Tax Expense	14,183.33	15,813.84	18,965.00	12,780.67	13,580.00	22,696.00
20114160	Employer Pension Contribution	9,883.37	10,233.58	14,496.00	7,143.92	7,443.00	17,347.00
20114190	Maintenance Contract	18,290.34	2,832.50	2,800.00	10,641.77	3,900.00	3,900.00

20114194	Contract Labor	14,051.93	2,045.12	12,000.00	625	833	12,000.00
20114210	Supplies	0	2,013.29	8,000.00	0	2,500.00	8,000.00
20114223	Permits	173.45	173.45	1,000.00	173.45	231	1,000.00
20114227	Power Purchased MEAN	734,190.49	694,853.69	804,000.00	579,239.14	804,000.00	804,000.00
20114231	Gas and Oil	15,155.45	0	16,000.00	70	93	16,000.00
20114233	Equipment Maintenance	120.42	20,106.86	30,000.00	0	0	30,000.00
20114234	Building Repairs	21.28	0	500	0	0	500
20114235	Utilities	6,544.28	6,744.94	6,500.00	5,251.23	6,500.00	6,500.00
20114241	Small Tools	0	0	800	839.98	840	800
20114250	Lights- Replacement	0	0	4,000.00	0	0	4,000.00
20114334	Association Dues	1,820.92	5	1,800.00	5	7	1,800.00
20114358	Training and Travel	0	0	2,000.00	0	0	2,000.00
20114400	Bad Debt	-792.67	5,894.27	1,000.00	0	0	1,000.00
20114513	Insurance Property/Liability	18,736.32	22,702.43	22,518.00	19,527.18	22,518.00	22,518.00
20114600	Conservation	0	0	4,000.00	0	0	4,000.00
20114700	Management Fee	97,351.48	91,468.61	65,385.00	49,038.75	65,385.00	65,385.00
20114805	Miscellaneous	0	0	500	0	0	500
20114901	Meters	0	0	2,000.00	0	0	2,000.00
20114902	Depreciation	43,518.09	36,824.86	0	0	0	0
20114910	Professional Fees	2,420.00	0	8,000.00	40,524.90	41,000.00	8,000.00
20114999	Allocate Operating Expenses	30,748.32	37,015.00	36,356.00	26,043.13	36,356.00	36,356.00
Electric Total:		1,216,292.13	1,186,110.28	1,342,042.00	941,803.53	1,209,773.00	1,401,127.00
20124900	Capital Outlay	0	12,688.51	515,000.00	349.01	465	400,000.00
Electric Total:		0.00	12,688.51	515,000.00	349.01	465.00	400,000.00
20134930	Lease/Purchase Payments	400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Electric Total:		400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Electric Revenue Total:		1290740.46	1,245,095.97	1,361,717.00	984,057.85	1,310,615.00	1,371,373.00
Electric Expenditure Total:		1,216,692.77	1,198,823.15	1,865,090.00	950,200.49	1,221,974.00	1,809,175.00
Electric Total:		74047.69	46,272.82	-503,373.00	33,857.36	88,641.00	-437,802.00
Water							
30063404	Sales and Service Fees	425,866.02	435,023.43	477,950.00	454,323.15	462,308.00	487,510.00
30063406	Tap Fees	5,820.00	10,480.00	50,000.00	20,440.00	20,427.00	50,000.00
30063415	Water Meters	0	0	2,500.00	85,944.68	632	2,500.00
30063530	Penalties- Utility Late Fees	1,571.78	2,829.61	1,000.00	36.52	49	1,000.00
30063683	Miscellaneous	0.04	0	0	0	0	0
30063690	Parts & Labor Chargebacks	0	0	1,500.00	0	0	1,500.00

30063694	Grant/Donation	439,091.53	105,229.44	825,000.00	0	0	6,900,000.00
Total Water:		872,349.37	553,562.48	1,357,950.00	560,744.35	483,416.00	7,442,510.00

Water							
30114111	Salaries	100,119.22	106,808.28	128,370.00	91,672.65	94,672.00	156,429.00
30114142	Workmen's Compensation	2,464.34	3,606.65	4,700.00	5,086.66	6,168.00	5,380.00
30114143	Insurance- Life and Health	16,248.72	19,439.86	27,450.00	14,501.72	16,501.00	33,163.00
30114150	Employer Tax Expense	8,094.63	8,630.69	10,974.00	7,367.66	7,867.00	13,524.00
30114160	Employer Pension Contribution	5,593.47	5,495.68	8,201.00	3,833.70	4,133.00	10,106.00
30114193	Treasurer's Fees	546.94	1,104.15	200	1,148.04	1,200.00	1,200.00
30114194	Contract Labor	0	875	2,600.00	6,025.45	6,200.00	2,600.00
30114210	Supplies	4,810.50	10,363.63	11,000.00	7,205.51	8,500.00	11,000.00
30114221	Chemicals	25,127.26	14,078.00	13,000.00	12,725.92	16,968.00	16,000.00
30114222	Sampling	5,574.00	4,250.24	5,000.00	3,022.87	5,000.00	5,000.00
30114223	Permits	1,339.93	10,493.92	13,000.00	375.25	500	13,000.00
30114231	Gas and Oil	53.45	0	200	0	0	200
30114233	Equipment Maintenance	22,141.24	17,456.09	20,000.00	621.4	15,000.00	20,000.00
30114234	Building Repairs	179.05	0	800	0	0	800
30114235	Utilities	25,119.79	25,759.01	27,000.00	17,912.57	18,278.00	25,000.00
30114238	Maintenance	0	1,097.59	2,500.00	2,082.09	2,776.00	2,500.00
30114243	Maintenance Contract	0	2,832.50	1,200.00	3,805.95	3,900.00	3,500.00
30114334	Association Dues	320	300	325	320	427	325
30114346	Telephone	3,259.44	3,464.32	3,000.00	440.5	1,500.00	3,000.00
30114352	Legal Fees	1,066.00	0	0	0	0	0
30114356	Computer Maintenance	250	166.68	500	0	0	500
30114358	Training and Travel	14.07	0	1,500.00	0	0	1,500.00
30114400	Bad Debt	2,426.85	4,006.27	0	614.34	17,680.00	18,000.00
30114513	Insurance Property/Liability	12,223.72	14,813.68	14,480.00	11,671.73	14,480.00	14,480.00
30114600	Conservation	0	0	2,000.00	0	0	2,000.00
30114700	Management Fee	0	0	23,898.00	17,923.50	23,898.00	23,898.00
30114805	Miscellaneous	0	0	0	0	0	0
30114901	Meters	0	0	5,000.00	5,941.29	6,000.00	5,000.00
30114910	Professional Fees	13,101.94	25,995.61	30,000.00	40,441.15	41,000.00	30,000.00
30114999	Allocate Operating Expenses	30,748.27	37,047.94	36,356.00	26,043.05	30,676.00	36,356.00
Total Water:		280,822.83	318,085.79	393,254.00	280,783.00	343,324.00	454,461.00

Water							
30124900	Capital Outlay	0	0	1,000,000.00	48,208.14	150,000.00	7,259,500.00
30124902	Depreciation	158,119.22	155,829.23	0	0	0	0
Total Water:		158,119.22	155,829.23	1,000,000.00	48,208.14	150,000.00	7,259,500.00

30134624	DWRF Interest	1,911.20	0	0	0	0	0
30134625	DWRF Principal	0	0	0	0	0	0
30134628	Due to Sewer Fund	0	0	8,750.00	8,750.00	8,750.00	8,750.00
30134930	Lease/Purchase Payments	9,470.12	24.36	8,048.00	8,047.95	8,048.00	8,048.00
Total Water:		11,381.32	24.36	16,798.00	16,797.95	16,798.00	16,798.00
Water Revenue Total:		872,349.37	553562.48	1,357,950.00	560,744.35	483,416.00	7,442,510.00
Water Expenditure Total:		450,323.37	473939.38	1,410,052.00	345,789.09	510,122.00	7,730,759.00
Total Water:		422,026.00	79,623.10	-52,102.00	214,955.26	-26,706.00	-288,249.00

Sewer							
40063404	Sales and Service Fees	375,966.33	371,687.67	405,600.00	368,473.69	405,600.00	408,783.00
40063406	Tap Fees	5,480.00	10,480.00	50,000.00	20,440.00	20,427.00	50,000.00
40063530	Penalties- Utility Late Fees	1,571.82	2,829.66	1,000.00	36.52	49	1,000.00
40063611	Interest Income	350.59	0	0	0	0	0
40063684	Rebate YVEA	0	0	350	0	0	350
40063694	Grants	0	12,500.00	175,000.00	0	0	0.00
40063720	Loan proceeds	0	0	8,750.00	8,750.00	8,750.00	8,750.00
Total Sewer:		383,368.74	397,497.33	640,700.00	397,700.21	434,826.00	643,883.00

Sewer							
40114111	Salaries	99,518.46	106,808.28	128,370.00	91,672.65	96,672.00	156,429.00
40114142	Workmen's Compensation	1,801.67	2,623.03	3,500.00	3,699.39	4,486.00	4,060.00
40114143	Insurance- Life and Health	16,241.73	19,439.66	27,450.00	14,501.68	16,501.00	33,163.00
40114150	Employer Tax Expense	8,049.75	8,630.05	10,974.00	7,367.18	7,867.00	13,524.00
40114160	Employer Pension Contribution	5,592.93	5,495.18	8,201.00	3,833.24	4,133.00	10,106.00
40114193	Treasurer's Fees	701.62	1,104.20	200	1,148.05	1,200.00	1,200.00
40114194	Contract Labor	0	875	1,000.00	7,832.27	10,443.00	2,000.00
40114210	Supplies	6,136.87	690.59	3,000.00	2,143.08	2,674.00	3,000.00
40114221	Chemicals	13,175.46	12,347.63	3,000.00	16,343.96	17,503.00	17,500.00
40114222	Sampling	19,945.04	20,804.41	12,000.00	28,477.34	30,000.00	30,000.00
40114223	Permits	0	4,856.00	3,000.00	0	3,000.00	3,000.00
40114230	Utilities	32,954.33	30,456.15	32,000.00	31,655.18	31,405.00	32,000.00
40114233	Equipment Maintenance	1,077.40	1,035.31	5,000.00	751.95	1,003.00	15,000.00
40114234	Building Repairs	143.19	0	500	0	0	500
40114235	Sewer Line Maintenance	0	0	2,000.00	0	2,000.00	2,000.00
40114238	Maintenance	0	0	2,000.00	0	0	2,000.00
40114358	Training and Travel	0	0	500	0	0	500
40114400	Bad Debt	46.64	-0.19	0	-808.36	0	0

40114513	Insurance Property/Liability	9,895.49	11,993.51	11,606.00	9,643.49	11,606.00	11,606.00
40114700	Management Fee	19,018.20	19,018.20	20,280.00	15,210.00	20,280.00	20,280.00
40114805	Miscellaneous	0	0	500	0	0	500
40114902	Depreciation	134,855.71	135,412.78	0	0	0	0
40114910	Professional Fees	4,774.06	32,432.51	30,000.00	40,393.66	41,000.00	30,000.00
40114999	Allocate Operating Expenses	30,748.26	37,014.97	36,356.00	26,043.05	30,676.00	36,356.00
Total Sewer:		404,676.81	451,037.27	341,437.00	299,907.81	332,449.00	424,724.00
40124900	Capital Outlay	0	0	200,000.00	217,261.76	260,815.00	59,500.00
Total Sewer:		0.00	0.00	200,000.00	217,261.76	260,815.00	59,500.00
40134700	Sewer Project Loan	26,363.33	25,537.46	56,647.86	56,647.06	56,648.00	56,647.86
40134930	Lease/Purchase Payments	400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Total Sewer:		26,763.97	25,561.82	64,695.86	64,695.01	68,384.00	64,695.86
Sewer Revenue Total:		383,368.74	397,497.33	640,700.00	397,700.21	434,826.00	468,883.00
Sewer Expenditure Total:		461,440.78	476,599.09	606,132.86	581,864.58	661,648.00	548,919.86
Total Sewer:		-48,072.04	-7,901.76	34,567.14	-184,164.37	-226,822.00	-80,036.00
Trash							
50063400	Sales and Service Charge	174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Total Trash:		174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Trash							
50114111	Salaries	4,146.72	3,168.86	3,195.00	2,004.68	3,195.00	3,027.00
50114143	Insurance- Life and Health	524.28	1,025.16	662	598.88	662	1,013.00
50114150	Employer Tax Expense	327.31	243.06	490	154.31	490	567
50114160	Employer Pension Contribution	85.07	103.14	375	52.51	375	434
50114229	Residential Trash Service	155,606.02	211,565.35	215,578.00	195,847.99	215,578.00	215,578.00
50114400	Bad Debt	0	1,389.24	0	0	0	0
50114999	Allocate Operating Expenses	3,091.68	3,576.57	2,342.00	3,881.94	4,406.00	4,000.00
Total Trash:		163,781.08	221,071.38	222,642.00	202,540.31	224,706.00	224,619.00
Total Revenue Trash:		174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Total Expenditure Trash:		163,781.08	221,071.38	222,642.00	202,540.31	224,706.00	224,619.00
Total Trash:		11,119.73	-2,798.92	2,252.00	-1,204.69	188.00	2,524.00

Parks & Recreation

Childcare Programs

60013683	Miscellaneous	0	0	500	20	27	500
60013694	Grants/Donations	0	0	75,000.00	30,500.00	40,000.00	75,000.00
60013800	After School Fees	0	0	22,500.00	25,888.50	25,500.00	22,500.00
60013803	Summer Camp Fees	0	0	60,000.00	70,233.00	70,233.00	60,000.00
Total Childcare Programs:		0	0	158,000.00	126,641.50	135,760.00	158,000.00

Recreation - Youth

60023683	Miscellaneous	0	0	200	243.92	250	200
60023694	Grants/Donations	0	0	15,000.00	6,950.00	7,000.00	15,000.00
60023801	Program Fees	0	0	3,600.00	1,230.00	1,560.00	3,600.00
Total Recreation - Youth:		0	0	18,800.00	8,423.92	8,810.00	18,800.00

Recreation - Community

60033683	Miscellaneous	0	0	200	0	0	200
60033694	Grants/Donations	0	0	10,000.00	4,250.00	6,000.00	10,000.00
60033801	Program Fees	0	0	5,000.00	5,945.00	6,793.00	5,000.00
Total Recreation - Community		0	0	15,200.00	10,195.00	12,793.00	15,200.00

Facilities/Parks/Open Space

60073358	Lottery Trust Funds	0	0	11,000.00	7,331.95	11,000.00	11,000.00
60073683	Miscellaneous	0	0	200	0	0	200
60073694	Grants/Donations	0	0	30,000.00	1,511.07	2,015.00	75,000.00
60073801	Facility Use Fees	0	0	1,000.00	395	450	1,000.00
60073802	Events Revenues	0	0	1,000.00	194	200	1,000.00
60073805	Concessions	0	0	500	0	0	500
Total Facilities/Parks/Open Space		0	0	43,700.00	9,432.02	13,665.00	88,700.00

Transfers:

60103900	Transfers	0	0	220,000.00	192,500.00	220,000.00	220,000.00
		0	0	220,000.00	192,500.00	220,000.00	220,000.00

Childcare Program Expenditures

60114111	Salaries	0	0	126,380.00	110,489.54	115,557.00	131,082.00
60114142	Workers' Compensation	0	0	300	1,487.95	1,984.00	1,600.00
60114143	Insurance-Life and Health	0	0	34,534.00	28,870.38	30,029.00	32,032.00
60114150	Employer Tax Expense	0	0	10,001.00	8,551.65	8,929.00	10,357.00
60114160	Employer Pension Contribution	0	0	4,870.00	3,430.13	3,239.00	5,070.00
60114194	Contract Labor	0	0	1,200.00	1,850.00	1,467.00	1,200.00
60114210	Supplies	0	0	12,000.00	10,431.13	12,869.00	12,000.00

60114213	Rent	0	0	1,650.00	4,335.00	5,780.00	1,650.00
60114215	Activity Fees	0	0	25,000.00	25,973.00	33,866.00	25,000.00
60114231	Fuel	0	0	3,000.00	1,720.50	1,734.00	3,000.00
60114334	Dues and Licenses	0	0	1,000.00	427.15	570	1,000.00
60114345	Telephone	0	0	800	298.25	344	800
60114358	Training and Travel	0	0	15,000.00	7,840.27	10,380.00	15,000.00
60114377	Vehicle Maintenance	0	0	1,500.00	2,524.00	2,505.00	1,500.00
60114805	Miscellaneous	0	0	200	0	0	200
60114910	Professional Fees	0	0	0	31.44	42	0
60114930	Lease/Purchase Payments	0	0	14,000.00	14,389.76	19,186.00	14,000.00
60114999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Childcare Program Expenditures		0	0	252,606.00	223528.4	249,652.00	256,662.00

Rec Program Expenditures

60124111	Salaries	0	0	22,809.00	27,336.10	27,351.00	24,129.00
60124142	Workers' Compensation	0	0	300	1,202.75	1,268.00	1,300.00
60124143	Insurance-Life and Health	0	0	8,314.00	7,615.59	7,661.00	8,299.00
60124150	Employer Tax Expense	0	0	1,790.00	2,123.64	2,126.00	1,894.00
60124160	Employer Pension Contribution	0	0	1,369.00	1,195.20	1,190.00	1,448.00
60124194	Contract Labor	0	0	500	0	0	500
60124210	Supplies	0	0	9,000.00	2,023.88	1,226.00	9,000.00
60124213	Rent	0	0	5,130.00	2,838.00	3,784.00	5,130.00
60124215	Activity Fees	0	0	7,000.00	5,606.00	7,000.00	7,000.00
60124231	Fuel	0	0	300	0	0	300
60124345	Telephone	0	0	0	86.06	115	0
60124358	Training and Travel	0	0	3,500.00	3,265.00	3,500.00	3,500.00
60124377	Vehicle Maintenance	0	0	300	0	0	300
60124805	Miscellaneous	0	0	200	0	0	200
60124999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Rec Program Expenditures		0	0	61,683.00	54,170.47	56,392.00	64,171.00

Facility/Parks/Open Space

60134111	Salaries	0	0	31,110.00	20,588.31	20,432.00	34,908.00
60134142	Workers' Compensation	0	0	300	83.84	112	300
60134143	Insurance-Life and Health	0	0	7,742.00	5,074.97	5,251.00	8,438.00
60134150	Employer Tax Expense	0	0	2,545.00	1,640.00	1,629.00	2,900.00
60134160	Employer Pension Contribution	0	0	1,571.00	1,057.41	1,076.00	1,755.00
60134194	Contract Labor	0	0	500	0	0	500
60134210	Supplies	0	0	0	3,664.39	3,951.00	500
60134231	Fuel	0	0	250	0	0	250

60134233	Equipment Maintenance	0	0	500	0	0	500
60134234	Facility & Building Repairs	0	0	2,000.00	201.29	268	2,000.00
60134235	Utilities	0	0	14,000.00	11,382.32	14,000.00	14,000.00
60134240	Park Improvements	0	0	2,500.00	6,545.23	8,164.00	2,500.00
60134805	Miscellaneous	0	0	500	0	0	500
60134900	Capital Outlay	0	0	75,000.00	0	0	150,000.00
60134999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Facility/Parks/Open Space		0	0	139,689.00	51,116.01	56,054.00	220,222.00
Parks & Recreation Revenue Total:		0	0	455,700.00	347,192.44	391,028.00	500,700.00
Parks & Recreation Expenditure Total:		0	0	453,978.00	328,814.88	362,098.00	541,055.00
Total Parks & Recreation:		0	0	1,722.00	18,377.56	28,930.00	-40,355.00
Grand Totals:		726,369.51	375,281.63	-411,003.86	420,407.41	195,460.00	-1,577,530.86

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-018

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF OAK CREEK, COLORADO FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2026 AND ENDING ON THE LAST DAY OF DECEMBER, 2026

WHEREAS, the Board of Trustees of the Town of Oak Creek has designated the Town Treasurer as the Town’s Budget Officer and directed the Town Treasurer in collaboration with the Town Administrator to prepare and submit a proposed budget to said governing body for the fiscal year beginning January 1, 2026 and ending December 31, 2026; and

WHEREAS, the Town Treasurer and Town Administrator presented a proposed budget to the Board of Trustees on October 9, 2025 and November 13, 2025 for its consideration; and

WHEREAS, the public notice that the budget was available for inspection at Town Hall was duly published in the Steamboat Pilot & Today on November 21, 2025; and

WHEREAS, interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increase may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/fund balances so that the budget remains in balance, as required by law.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO:

Section 1. That the budget as attached hereto is approved and adopted as the budget of the Town of Oak Creek for the calendar year beginning on the first day of January, 2026 and ending on the last day of December, 2026.

READ AND ADOPTED this 11th day of December, 2025 by the Board of Trustees of Oak Creek, Colorado.

Attest:

TOWN OF OAK CREEK

Tionna Jones
Interim Town Clerk

Melissa Dobbins, Mayor



2026 Budget

Town of Oak Creek Mission Statement
“Provide exceptional customer service,
uphold the public interest,
and advance the community.”

December 11, 2025

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December 11, 2025

Board of Trustees:

We would like to present the 2026 annual budget. The budget serves as the basis for the Town of Oak Creek's (Town) financial and operating plans over the next year. This budget has been prepared in accordance with the provisions of C.R.S. 29-1-103. It uses the modified accrual basis of accounting.

Current Outlook

The budget contains a General Fund for the Town covering general town services, public works/streets, police and judicial operations. Revenues for the General Fund come from a variety of sources including property, sales, specific ownership, cigarette, highway use and road taxes; motor vehicle registration and license fees; mineral leasing and severance tax related to mineral development; and interest and miscellaneous income. The budget also contains the four (4) town enterprise or proprietary funds for electric, water, sewer and trash services provided to the community. The majority of revenues for the enterprise funds come from the sales of services.

In 2025, Parks & Recreation became a distinct non-major fund to allow youth and community programs, recreation and parks/open space operations to be handled as a separate internal service fund of the General Fund. In 2026, Parks and Recreation will be undergoing a major restructuring with youth day care and recreation services outsourced to the Boys & Girls club with a concomitant \$80,000 contribution to that organization. It is not known at the time of budget of adoption what exact form the Town's recreation program will take in 2026 so a supplemental budget appropriation might be required once more is known.

The Town has taken many steps over the last several years to stabilize the finances of the organization. Current budgetary appropriations continue to reflect this policy. Annual steps continue to be taken to rebuild reserve pools to assure funds are available for future planned capital purchases. Such earmarks serve to avoid the larger and irregular impacts on Town finances that these types of purchases and projects would otherwise have.

Inflation and competition for employees over the past few years served as the basis to adjust employee wages in an effort to retain and attract quality employees. The Town's 2026 annual budget includes a 3.0% across the board cost of living (COLA) wage increase based on the Bureau of Labor Statistics (BLS) 3rd quarter 3.0% CPI-U increase applicable to this region. The Town consistently looks at the BLS 3rd quarter CPI-U for consistent annual wage consideration.

The budget anticipates a 12% increase in 2026 sales tax collections over projected 2025 sales tax collections. Sales and use taxes provide just under 50% of the General Fund revenue, approximately one-third of which is dedicated to street maintenance and operations. Retail sector sales are continuing to help offset the loss of marijuana business license fees as that industry transitions, as well as inflation-related cost increases and other factors beyond the Town's control. The collection of sales taxes from internet sales has provided increased revenues, and these online purchases by Oak Creek residents and businesses have generated significant increases year-over-year.

Capital and capital planning projects funded by the General Fund in 2026 are anticipated to include the replacement of sidewalks and drainage improvements proximate to Town Hall at an estimated \$300,000. The 2026 annual budget also includes an appropriation for local match funding to leverage two planning grants; one to complete a location analysis for a multi-modal station that will accommodate both Mountain Rail and Routt County Transit Authority (RTA) bus service and one focused on a facility needs assessment for the ice hockey rink in the recreation sub-fund.

The electric, water, sewer and trash enterprises are operations that are expected to cover all anticipated costs of overhead, operation and capital maintenance and repair projects. In 2025, water rates increased by 10% and sewer rates by 9% in accordance with the recommendations of a rate study completed in 2021. Electric rates remained unchanged. Trash rates increased in 2024 concurrently with the award of a new collection contract and saw a 3.5% increase in 2025 commensurate with general inflation levels and the depletion of the fund's reserves. In 2026, the annual budget accounts for a 2% across the board utility rate increases to account for general inflation and increased operating costs. Also in 2026, the Town anticipates completing a rate study for each of its utilities since the last utility rate study was conducted five years prior. There are planned water, sewer and electric system capital projects being funded in 2026 with both reserves and grant funds. Totaling almost \$8 million, these capital projects are necessary to assure that these systems remain operationally compliant and avoid failures that may put these services at risk. These projects include the rehabilitation of the spillway at the Sheriff Reservoir Dam at approximately \$7,000,000 (Water Fund), power plant switchgear replacement at approximately \$400,000 (Electric Fund), installation of water meters on those residences that have yet to install meters (Water Fund), waste water treatment plant flow modifications (Sewer Fund), completion of the design work for the second phase of the water distribution system design project (Water Fund) as well as the completion of a comprehensive utility rate study (Electric / Water / Sewer Funds).

A Capital Improvement Plan (CIP) has been completed as part of the ongoing comprehensive plan update that will conclude in early 2026. Numerous capital projects have been identified, cost estimates completed, and projects prioritized. This information, matched with rate study information on the water, sewer and electric systems to be completed in 2026, will be used to refine a Cash Reserve Policy (CRP) that designates or reserves funds on a contingency or annual set-aside basis. Operating reserves and debt service set-asides are also included in the CRP. Cash reserves are necessary to fund large projects, provide reliable cash flow, and for required debt service reserves.

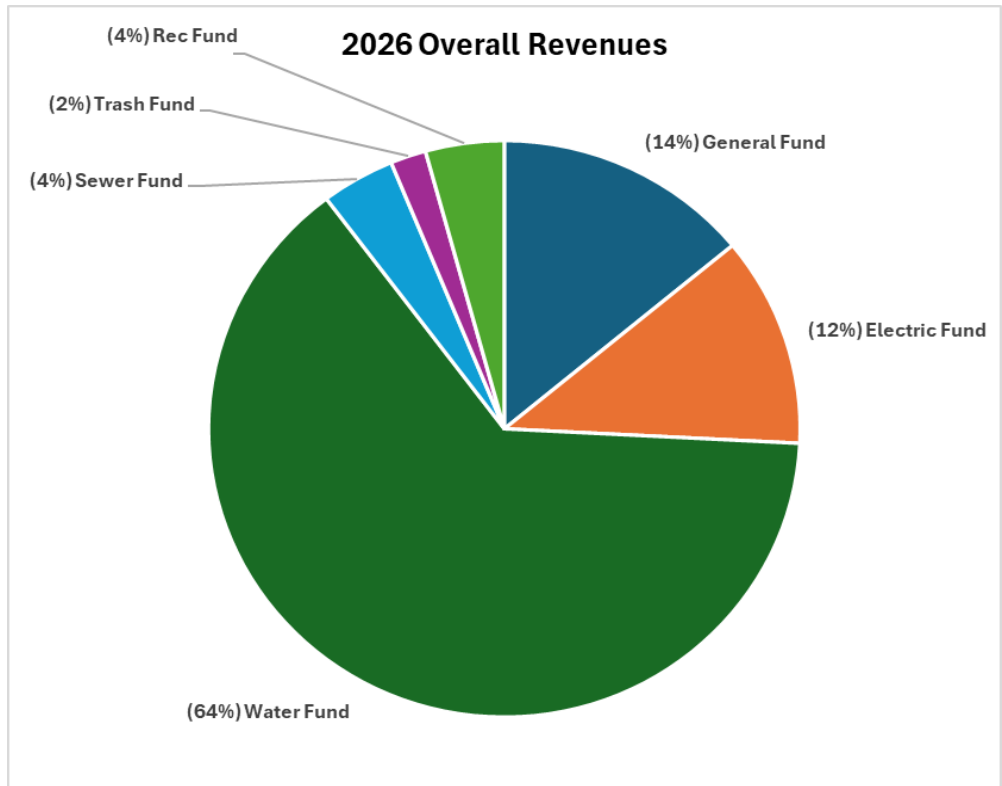
The 2025 fiscal year saw staff shortages in the Police, Public Works and Administrative departments. In 2026, the Town anticipates a restaffing effort in these departments. At full staffing, the Town is anticipated to have four (4) full-time administrative positions to include the Town Administrator, Town Clerk, Town Treasurer and a Deputy Billing Clerk. There will be five (5) full-time Public Works Department staff to include the Public Works Director and four Public Works Maintenance positions. In 2025, the Town hired a new Police Department Chief that will oversee the hiring of two (2) Police Officer positions. The Parks and Recreation Department will be undergoing structural changes in 2026 attributable to the outsourcing of youth day care and recreation to the Boys & Girls Club. As of the time of 2026 budget adoption, it is anticipated that this department will have one full-time position, the Recreation Program and Events Coordinator, bringing the total number of full-time staff

for the Town of Oak Creek to thirteen (13). The Town will also employ part-time staff to include a seasonal Public Works Department position, a seasonal Code Enforcement Officer position within the Police Department, a Court Clerk and a Custodian. The Parks & Recreation Department had six (6) to eight (8) seasonal hires during the summer associated with the children’s summer programming but with the outsourcing of these services the Boys & Girls club, it is anticipated that the number of these positions will be reduced significantly.

Financial Outlook

Town Revenues

Overall, revenues in the 2026 budget are projected to be \$ 11,643,406, an increase of \$6,328,951.00, or 119.0% from the 2025 projected revenues of \$5,314,455. The increase is mainly attributed to grant-related capital project funding in the Water Fund and to a lesser extent, a 2% rate increase in the Water, Sewer and Trash Funds. The General Fund is expected to see an increase of approximately \$359,303 (28%) in revenues mainly attributed to anticipated grant, sales tax and user fee revenue. The Electric Fund will see an expected increase in revenues of \$9,656.00; the Water Fund an expected increase in revenues of \$6,084,560; the Sewer Fund an expected revenue decrease of \$171,817.00; and the Trash Fund an expected increase of \$2,249. Parks & Recreation is budgeting revenues in the amount of \$ 500,700.00 in 2025 but this number will need to be refined due to anticipated and aforementioned departmental restructuring.



General Fund Revenues

General Fund revenues are a combination of property taxes, sales taxes, license and development related fees, proprietary fund management and service fees, mineral leasing and severance tax monies, interest income and miscellaneous income and fees. Property tax revenues are expected to increase 1.2%, sales tax revenues are expected to tick upward by 4%, and propriety management fees will increase proportionally to the growth of the enterprise funds. Given the variability and uncertainty of mineral leasing and severance taxes, as well as indications from the state, a minimal amount is again budgeted for 2026. Interest income is projected to decrease slightly, however development related fees and other miscellaneous resources are planned to remain at constant levels. Grants related to housing planning capacity and the completion of the 2026 Comprehensive Plan Update will also provide General Fund revenue in 2026 as will the purchase of bear-resistant trash containers and capital planning projects that include an ice rink facility improvement plan and a planning study for a multimodal transit station.

- Funding from property taxes for 2026 will total \$185,796 or 11.0% of the total General Fund revenues.
- Sales and use taxes are expected to provide \$589,213 in 2026 or 36% of the total General Fund revenues.
- Management fees are anticipated to provide \$109,563 in General Fund revenues in 2026 or 7% of total revenues.
- License and registration fees will provide \$22,300 in revenues or 1% of expected General Fund revenues in 2026.
- Mineral lease and severance taxes, while both variable and uncertain, are expected to provide \$4,000 toward General Fund revenues.
- Service and review fees will provide \$20,000 or 1.0% of total General Fund revenues in 2026.
- Grants are expected to provide \$513,000 or 13% in General Fund revenues in 2026.
- The Municipal Court is expected to provide \$1,250 or 0.1% of revenues to the General Fund in 2026.
- Loan/lease proceeds are expected to provide \$14,224 or 1.0% of General Fund revenues in 2026.
- Interest income and other miscellaneous fees will provide \$163,500 in revenues or 13.9% of the total General Fund revenues in 2026.

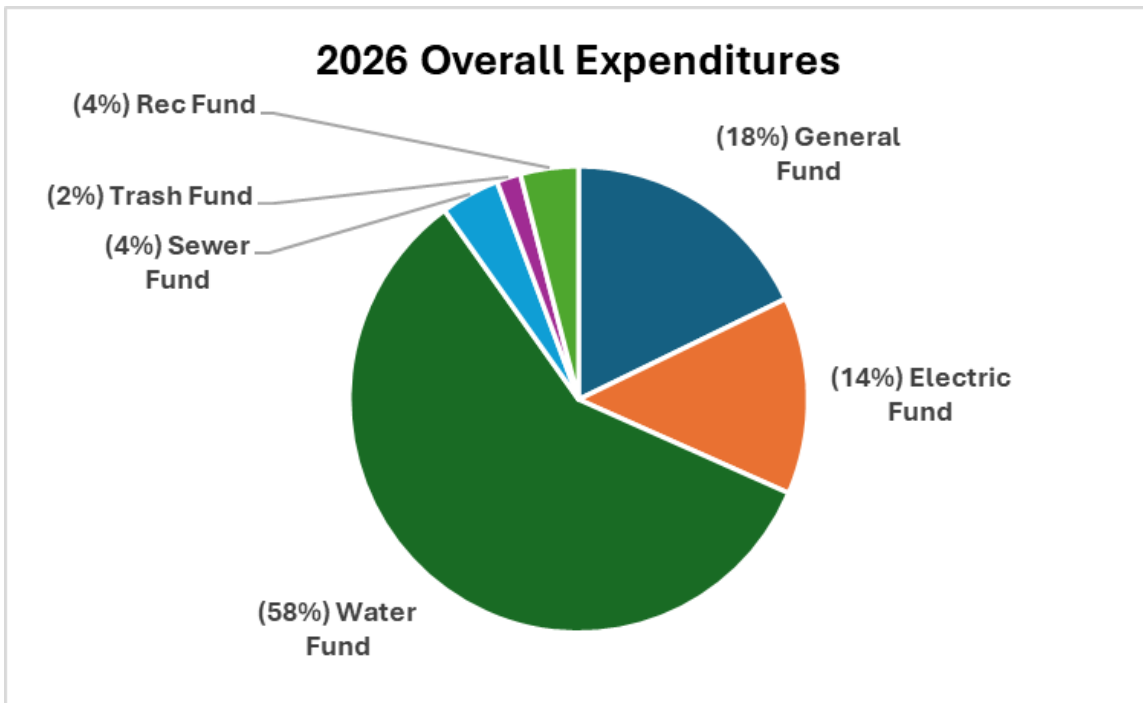
Proprietary Fund Revenues

- Revenues collected from the Electric Fund are expected to provide \$1,371,373. Of these, 95% will be from the provision of electricity to consumers. Revenues received for capacity and generation will provide 3.0% of expected funding, and service and other miscellaneous fees providing 2% of revenues.
- Revenues collected from the Water Fund are anticipated to total \$7,442,510 of which 7% will be from the provision of water service and associated efforts, 93% from expected grants, and less than 1% from miscellaneous fees.
- Revenues collected from the Sewer Fund are anticipated to total \$ 468,883 of which 87% will be from the provision of sewer service and associated efforts and 9.4% from miscellaneous fees.
- All of the revenues in the Trash Fund will come from service charges.

Town Expenses

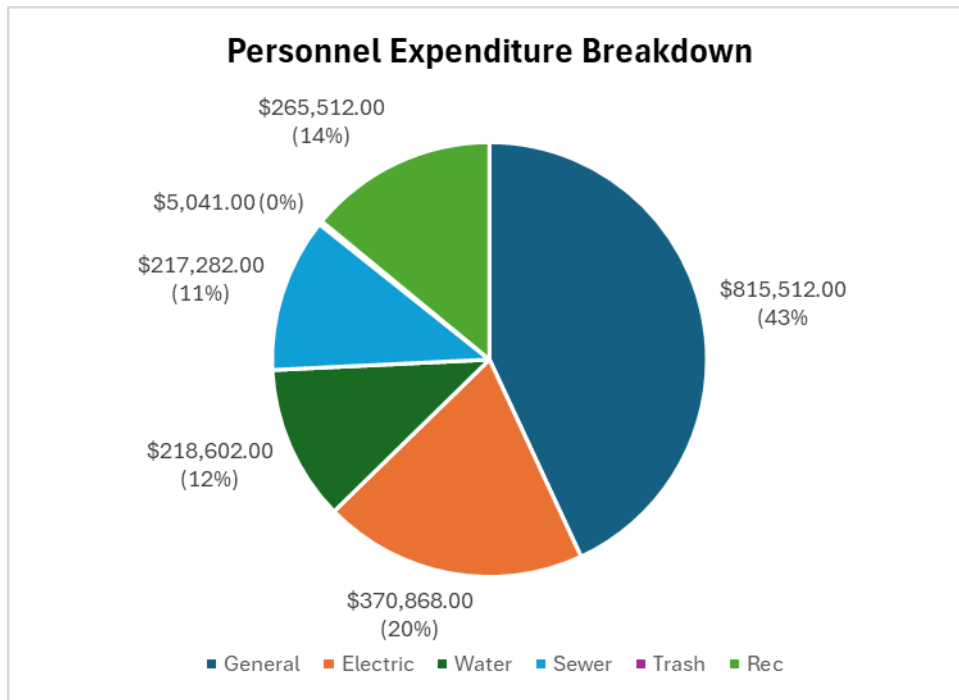
Overall expenditures for the Town in 2026 are anticipated to be \$ 13,220,936, an increase of \$7,495,478 or 131% over budgeted 2025 expenditures. The driver of this increase is the undertaking of capital projects and their associated expenditures, particularly in the Water Fund.

General Fund expenses are expected to increase by 108% in 2026 over 2025 budget levels, from \$ 1,167,564 to \$2,366,409 in 2026. The projected increase is due to anticipated capital construction and planning projects as well as salary increases to remain competitive with neighboring jurisdictions. Electric Fund expenses are expected to decrease by \$55,915.00 (3%) from those projected in 2025. Water Fund expenses are expected to increase by 448% from \$1,410,052 in 2025 to \$7,730,759 in 2026. This large increase is largely attributable to the planned rehabilitation of the Sheriff Reservoir spillway project. Sewer Fund expenses are expected to decrease by about 10% and the Trash Fund expenses will increase modestly 1.0% (\$6,650) from 2025 to 2026.



Personnel Expenses

Total personnel costs in 2026 are \$ 1,892,817 or 14.3% of total projected Town expenditures. Personnel costs include salaries, health insurance, employment taxes and retirement contributions. General Fund personnel costs account for 43% of total personnel costs. This includes administration, road maintenance, police and judicial personnel costs. Electric Fund personnel costs account for 19.6%, Water Fund personnel costs account for 11.5%, Sewer Fund personnel costs account for 11.5%, Parks and Recreation personnel costs account for 14% and Trash Fund personnel costs account for less than 1% of total personnel costs.



Fund Balances

- The fund balance in the General Fund is projected to decrease by \$548,102 from \$2,113,838 to \$1,565,736 in 2026. Increased cost of operations and reserve fund expenditures for capital projects are the basis of this decrease.
- The fund balance in the Electric Fund is projected to decrease by \$437,802 from \$2,619,875 to \$2,182,073. Increased cost of operations and reserve fund expenditures for capital projects are the basis of this decrease.
- The fund balance in the Water Fund is projected to decrease by \$288,249 from \$5,795,213 to \$5,506,964. Increased cost of operations and reserve fund expenditures for capital projects are the basis of this decrease.
- The fund balance in the Sewer Fund is projected to decrease by \$80,037 from \$3,441,488 to \$3,361,451. Increased cost of operations and reserve fund expenditures for capital projects are the basis of this decrease.
- The fund balance in the Trash Fund is projected to increase by \$1,182 from \$23,177 to \$24,359.

Conclusion

The Town must continue to take steps to assure the finances of the organization remain stable. This includes making budget appropriations that maintain or build fund balances and net assets, as well as planning for the short- and long-term contingencies by setting funds aside to the greatest extent possible. Economic uncertainty should dictate a cautious spending approach and grants should be pursued for critical infrastructure projects wherever possible. The Town must continue its focus on attracting new businesses and focus on revitalizing the Main Street retail and Arthur Avenue light industrial/manufacturing to bolster property and sales tax revenues. Policymakers need to assure revenues and fund balances are maintained to continue acceptable levels of service to the Town and its residents. The Town's proprietary funds should focus on developing a capital improvement schedule so that deferred maintenance does not lead to increase operational costs. Grants should be leveraged where possible to defray the costs of system improvement. The rate structures of utility services need to be reviewed no less than biannually to assure their operations remain healthy, financially and otherwise. The restructuring of the Parks and Recreation Department should also be a primary focus in 2026 as well as the implementation of critical infrastructure projects as outlined above.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Louis Fineberg". The signature is fluid and cursive, with the first name "Louis" being larger and more prominent than the last name "Fineberg".

Louis Fineberg
Town Administrator

A handwritten signature in blue ink, appearing to read "Jennifer Hewes". The signature is cursive and somewhat stylized, with the first name "Jennifer" being larger than the last name "Hewes".

Jennifer Hewes
Town Treasurer

SUMMARY	Actual 2023	Actual 2024	Projected 2025	Budget 2026
GENERAL FUND				
Prior Year Fund Balances	786,554	1,044,716	1,371,225	2,113,838
Revenues	1,364,155	1,461,039	1,582,148	1,598,307
Expenses:				
Admin Overhead	232,259	348,044	367,127	597,484
Public Works	-	-	-	-
Police	354,113	252,057	84,019	451,746
Streets	92,623	118,286	166,589	199,310
Judicial	1,643	2,204	1,800	2,869
Rec Program and Special Events	203,772	319,562	-	-
Parks/Open Space	88,530	50,742	-	-
Capital Outlay	133,053	43,635	-	675,000
Transfers Out	-	-	220,000	220,000
Total Expenses	1,105,993	1,134,530	839,535	2,146,409
Net Income/Loss	258,162	326,509	742,613	(548,102)
Fund Balances	1,044,716	1,371,225	2,113,838	1,565,736
Designated Funds	(365,746)	(348,317)	(478,823)	(491,560)
Restricted Funds	(78,144)	(64,044)	(61,727)	(63,725)
Undesignated Assets	600,826	958,864	1,573,288	1,010,451
ELECTRIC FUND				
Prior Year Fund Balances	2,413,372	2,487,877	2,533,033	2,619,875
Revenues	1,291,197	1,244,115	1,310,615	1,371,373
Expenses:				
Operations	1,216,291	1,186,246	1,209,773	1,401,127
Capital Outlay	-	12,689	10,000	400,000
Debt Service	401	24	4,000	8,048
Total Expenses	1,216,692	1,198,959	1,223,773	1,809,175
Net Income/Loss	74,505	45,156	86,842	(437,802)
Fund Balances	2,487,877	2,533,033	2,619,875	2,182,073
Designated Funds	(593,782)	(601,830)	(630,158)	(630,158)
Restricted Funds	(58,500)	(58,500)	(78,700)	(58,500)
Net Investment in Capital Assets	553,634	561,839	561,839	561,839
Unrestricted Assets	1,281,961	1,310,864	1,349,179	931,577
WATER FUND				
Prior Year Fund Balances	5,927,420	5,898,714	5,746,919	5,795,213
Revenues	427,438	437,853	483,416	7,442,510
Transfer In				
Expenses:				
Operations	438,943	473,915	343,324	454,461
Capital Outlay	5,820	115,709	75,000	7,259,500
Debt Service	11,381	24	16,798	16,798
Total Expenses	456,144	589,648	435,122	7,730,759
Net Income/Loss	(28,706)	(151,795)	48,294	(288,249)
Fund Balances	5,898,714	5,746,919	5,795,213	5,506,964
Designated Funds	(650,080)	(584,474)	(489,036)	(489,036)
Restricted Funds	(69,152)	(69,152)	(82,421)	(82,421)
Net Investment in Capital Assets	5,364,202	5,364,202	5,364,202	5,364,202
Undesignated Assets	(184,720)	(270,909)	(140,446)	(428,695)

SUMMARY	Actual 2023	Actual 2024	Projected 2025	Budget 2026
SEWER FUND				
Prior Year Fund Balances	3,607,055	3,579,916	3,664,622	3,441,488
Revenues	377,538	374,518	434,826	468,883
Expenses:				
Operations	372,433	402,496	332,449	424,724
Capital Outlay	5,480	22,980	260,815	59,500
Transfers Out				
Debt Service	26,764	25,562	64,696	64,696
Total Expenses	404,677	451,038	657,960	548,920
Net Income/Loss	(27,139)	(76,520)	(223,134)	(80,037)
Fund Balances	3,579,916	3,664,622	3,441,488	3,361,451
Designated Funds	(221,285)	(221,285)	(213,796)	(213,796)
Restricted Funds	(60,812)	(60,812)	-	-
Net Investment in Capital Assets	2,762,114	2,762,114	2,762,114	2,762,114
Undesignated Assets	535,705	620,411	465,578	385,541
TRASH FUND				
Prior Year Fund Balances	14,702	25,788	22,989	23,177
Revenues	174,901	218,272	224,894	227,143
Expenses:				
Operations	163,815	221,071	224,706	224,619
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenses	163,815	221,071	224,706	225,961
Net Income/Loss	11,086	(2,799)	188	1,182
Fund Balances	25,788	22,989	23,177	24,359
Designated Funds	-	-	-	-
Restricted Funds	-	-	-	-
Net Investment in Capital Assets	-	-	-	-
Undesignated Assets	25,788	22,989	23,177	24,359
PARKS & RECREATION FUND				
Prior Year Fund Balances	-	-	-	28,930
Revenues	-	-	391,028	500,700
Expenses:				
Operations	-	-	362,098	389,955
Capital Outlay	-	-	-	150,000
Total Expenses	-	-	362,098	539,955
Net Income/Loss	-	-	28,930	(39,255)
Fund Balances	-	-	28,930	(10,325)
Designated Funds	-	-	-	-
Restricted Funds	-	-	-	-
Undesignated Assets	-	-	28,930	(39,255)
TOTALS - ALL FUNDS				
Prior Year Fund Balances	12,749,103	13,037,011	13,338,788	14,022,522
Revenues	3,635,229	3,735,797	4,426,927	11,608,916
Expenses:				
Operations	3,297,475	3,418,258	3,311,885	5,041,295
Capital Outlay	11,300	151,378	345,815	8,544,000
Debt Service	38,546	25,610	85,494	89,542
Total Expenses	3,347,321	3,595,246	3,743,194	13,674,837
Net Income/Loss	287,908	140,551	683,733	(2,065,921)
Fund Balances	13,037,011	13,338,788	13,993,592	12,640,584
Designated Funds	(1,830,893)	(1,755,906)	(1,811,812)	(1,824,549)
Restricted Funds	(266,608)	(252,508)	(222,848)	(204,646)

	Actual	Actual	Projected	Budget
SUMMARY	2023	2024	2025	2026
Net Investment in Capital Assets	(8,679,950)	(8,688,155)	(8,688,155)	(8,688,155)
Undesignated Assets	2,259,560	2,642,219	3,270,776	1,923,233

Account Number	Account Title	2023-23,Prior year 2,Actual	2024-24,Prior year,Actual	2025-	2025-25,Year	2025-	2026-26,Future
				25,Current year,Budget	to Date	25,Current year,Projected budget	year,Budget
General Fund							
10013110	Property Taxes	118,120.02	131,001.04	119,857.00	158,147.05	164,285.00	184,796.00
10013115	Loan/Lease Proceeds	0	0	14,224.00	14,223.69	14,224.00	14,224.00
10013120	Specific Ownership	8,152.37	7,353.76	7,000.00	8,363.37	8,400.00	8,400.00
10013132	2% Sales Tax- Undesignated	366,897.42	369,797.46	361,000.00	313,553.55	361,000.00	366,249.00
10013142	Cigarette Tax	1,261.44	984.91	750	940.97	960	940
10013180	Road Tax	3,206.55	2,798.20	3,200.00	2,749.54	3,564.00	3,200.00
10013190	Delinquent Tax Interest	1,032.11	836.85	850	1,582.38	1,580.00	850
10013211	Liquor Licenses	1,381.25	1,373.75	1,600.00	2,616.50	2,625.00	1,800.00
10013227	Pet Licenses	183	132	200	128	128	200
10013228	MJ Licenses	51,074.01	24,284.00	24,000.00	13,395.00	17,860.00	16,000.00
10013323	Mineral Leasing	2,888.24	2,450.11	2,000.00	1,699.29	1,700.00	2,000.00
10013351	Motor Vehicle Registration	4,444.55	4,295.29	4,300.00	3,675.39	4,300.00	4,300.00
10013359	Severance Tax	16,230.05	14,342.87	14,000.00	1,530.66	1,531.00	2,000.00
10013410	Management Fee - Electric	97,351.48	91,468.61	65,385.00	49,038.75	65,385.00	65,385.00
10013411	Management Fee-Water	0	0	23,898.00	17,923.50	23,898.00	23,898.00
10013412	Management Fee-Sewer	19,018.20	19,018.20	20,280.00	15,210.00	20,280.00	20,280.00
10013611	Interest Income	191,612.35	204,413.93	175,000.00	170,848.16	175,000.00	162,000.00
10013683	Miscellaneous	5,436.90	681.37	1,500.00	1,327.02	1,500.00	1,500.00
10013694	Grant/Donation	106,744.23	182,483.75	200,000.00	223,114.46	270,000.00	513,000.00
10013725	Service Fees	16,240.58	10,571.53	15,000.00	6,400.00	6,140.00	15,000.00
10013775	NSF Fees	0	0	0	0	0	0
10013800	Review Fees	10,543.00	4,786.50	5,000.00	4,659.84	5,000.00	5,000.00
Total General Fund:		1,021,817.75	1,073,074.13	1,059,044.00	1,011,127.12	1,149,360.00	1,411,022.00
Rec. Program and Special Events							
10023683	Miscellaneous	1,724.37	340.66	0	0	0	0
10023694	Grant/Donation P&R	52,834.00	64,940.00	0	0	0	0
10023800	After School Fees	19,403.00	26,982.23	0	0	0	0
10023803	Summer Camp Fees	34,265.00	56,026.50	0	0	0	0
10023808	Community Ed	1,161.00	4,331.00	0	0	0	0
Total Rec Program and Special Events:		109,387.37	152,620.39				
Parks and Open Space Revenue							
10033358	Lottery Trust Fund	12,134.66	10,701.07	0	0	0	0
10033696	Grant/Donation Open Space	0	0	0	0	0	0

Total Parks and Open Space Revenue:	12,134.66	10,701.07				
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General Fund

10073520	Combined Court Income	241.51	315	300	82.09	109	300
10073684	Miscellaneous-Police	2,883.09	455	400	25	35	400
10073694	Grant/Donation - Misc	92.65	0	500	0	0	500
10073696	Grant Income-Community Support	3,733.69	397.13	200	0	0	200
10073698	Grant Income - Post	1,669.10	809.43	1,000.00	0	0	1,000.00
Total General Fund:		8,620.04	1976.56	2,400.00	107.09	144.00	2,400.00

General Fund

10083131	1% Sales Tax	180,751.80	184,868.52	180,500.00	156,750.44	180,500.00	182,125.00
10083352	Highway Use Tax	31,346.91	36,454.12	31,000.00	27,569.84	32,144.00	36,700.00
10083683	Miscellaneous	0	552.76	0	0	0	0
Total General Fund:		212,098.71	221,875.4	211,500.00	184,320.28	212,644.00	218,825.00

Total General Fund:

10093511	Traffic Fines	22	0	50	0	0	50
10093513	Other Fines	205	160	300	0	0	300
10093517	Court Costs	105	630	200	0	0	200
10093520	Restitution	-235.48	0	0	0	0	0
Total General Fund:		96.52	790	550	0	0	550

General Fund

10114111	Salaries	92,739.57	75,452.85	177,367.00	116,446.45	145,000.00	232,713.00
10114142	Workmen's Compensation	1,354.98	1,967.25	2,500.00	2,583.54	3,110.00	3,110.00
10114143	Insurance- Life and Health	10,492.95	11,854.04	38,690.00	19,650.06	23,000.00	45,619.00
10114150	Employer Tax Expense	7,415.34	6,060.14	10,330.00	9,053.89	10,000.00	13,320.00
10114160	Employer Pension Contribution	6,271.41	3,489.78	7,895.00	1,770.88	2,088.00	10,181.00
10114192	Bank Fees	11,694.73	12,994.17	13,000.00	14,631.94	15,000.00	15,000.00
10114193	Treasurer's Fees	2,379.06	2,636.76	3,150.00	3,178.16	3,852.00	3,400.00
10114194	Contract Labor	605	1,452.50	1,500.00	1,952.50	2,500.00	2,500.00
10114195	Trustee Expense	0	1,800.00	1,200.00	2,785.00	3,200.00	3,000.00
10114210	Supplies	7,022.83	10,286.60	7,000.00	4,348.04	7,000.00	7,000.00
10114226	Equipment Rental	786	638	600	450	600	600
10114233	Equipment Maintenance	1,077.71	4,631.81	6,600.00	2,446.52	2,570.00	5,000.00
10114234	Building Repairs	286.22	0	500	391.79	420	500
10114235	Utilities	1,923.75	2,278.73	2,500.00	1,876.09	2,500.00	2,500.00
10114311	Publications- Legal	141.55	792.04	750	254.56	314	750
10114315	Licensing Fees	434.5	158	500	0	0	500

10114334	Association Dues	6,981.68	6,895.15	7,250.00	7,948.28	7,950.00	7,500.00
10114335	Advertising & Promotions	275	0	500	0	0	500
10114345	Telephone	7,785.56	10,087.92	8,300.00	12,222.46	13,000.00	8,300.00
10114347	Postage	3,982.62	4,218.00	4,500.00	4,350.00	5,000.00	4,500.00
10114352	Legal Fees	6,144.44	2,418.00	2,500.00	2,719.00	4,200.00	20,000.00
10114354	Audit	9,000.00	9,900.00	12,000.00	10,500.00	10,500.00	12,000.00
10114356	Computer Maintenance	18,434.60	17,864.62	20,000.00	39,129.25	42,000.00	30,000.00
10114358	Training and Travel	1,489.55	4,055.17	5,200.00	4,286.37	5,200.00	5,200.00
10114400	Bad Debt	0	-150.68	0	-1,830.87	-2,181.00	0
10114513	Insurance Property/Liability	22,812.16	27,716.36	28,241.00	22,778.47	28,241.00	28,241.00
10114700	Donations/Community Support	13,946.25	97,943.17	48,000.00	149,832.70	159,665.00	405,000.00
10114800	Election Expense	0	3,363.21	1,000.00	0	0	1,000.00
10114805	Miscellaneous	14,536.18	207.15	200	0	0	200
10114900	Capital Outlay	133,053.43	5,316.00	0	0	0	675,000.00
10114905	Staff Advertising	4,238.80	3,323.80	2,000.00	922.6	2,000.00	2,000.00
10114910	Professional Fees	11,322.54	109,335.07	0	99,077.15	114,066.00	0
10114999	Allocate Operating Expenses	-37,100.58	-38,792.37	-44,498.00	-49,218.57	-55,221.00	-54,250.00
Total General Fund:		361,527.83	400,193.24	369,275.00	484,536.26	555,574.00	1,490,884.00

General Fund

10164112	Contract Labor	0	875	1,000.00	625	833	1,000.00
10164210	Supplies	6,923.39	5,144.55	9,000.00	5,234.56	5,600.00	7,000.00
10164226	Equipment Rental	36	0	1,000.00	0	0	1,000.00
10164231	Gas and Oil	22,856.04	25,743.12	33,000.00	10,950.93	26,000.00	30,000.00
10164233	Equipment Maintenance	3,590.57	13,783.63	10,000.00	9,292.01	10,000.00	16,000.00
10164234	Building Repairs	836	630.4	3,000.00	64.3	86	3,000.00
10164235	Utilities	17,493.75	18,044.04	18,400.00	12,935.22	15,277.00	18,400.00
10164236	Weed Control	0	0	900	0	0	900
10164241	Small Tools	0	123.5	1,200.00	390.21	500	1,200.00
10164242	Traffic Control	0	2,946.60	1,000.00	0	0	1,000.00
10164346	Telephone	5,247.64	2,872.57	7,400.00	2,037.54	3,200.00	6,500.00
10164358	Training and Travel	230.83	224	1,000.00	314.03	500	1,000.00
10164377	Vehicle Maintenance	1,964.02	5,722.99	5,000.00	1,619.96	2,160.00	5,000.00
10164805	Miscellaneous	491.99	73.85	500	0	0	500
10164808	Utility Locate	650.16	318.93	1,000.00	245.15	350	1,000.00
10164905	Staff Advertising	454.6	0	500	390.4	521	500
10164999	Allocate Operating Expenses	-58,683.14	-76,638.19	-93,900.00	-47,236.45	-58,074.00	-94,000.00
Total General Fund:		2,091.85	-135.01	0.00	-3,137.14	6,953.00	0.00

General Fund

10174111	Salaries	234,488.90	157,433.42	255,428.00	5,205.07	20,000.00	300,962.00
10174112	Contract Labor	4,900.00	8,740.50	5,000.00	17,215.50	25,000.00	5,000.00
10174142	Workmen's Compensation	9,283.79	13,442.97	15,000.00	18,959.37	22,989.00	22,300.00
10174143	Insurance- Life and Health	41,644.59	31,808.32	59,602.00	0	1,680.00	58,904.00
10174150	Employer Tax Expense	4,254.32	2,889.16	3,153.00	408.57	850	5,388.00
10174161	Employer FPPA Contribution	24,111.46	14,229.69	25,129.00	0	2,500.00	30,151.00
10174205	Equipment	170.24	0	1,000.00	854.88	1,140.00	2,500.00
10174210	Supplies	2,163.49	527.71	1,500.00	0	500	1,500.00
10174225	Uniforms	379.36	-40	1,500.00	0	500	1,500.00
10174231	Gas and Oil	4,492.71	2,908.39	2,300.00	0	250	2,300.00
10174233	Equipment Maintenance	1,059.88	1,018.88	1,500.00	0	0	1,500.00
10174317	Car Towing	0	0	300	0	0	300
10174334	Dues and Licenses	1,953.60	530	1,500.00	200	800	1,500.00
10174346	Telephone	2,790.29	1,865.68	1,500.00	2,257.50	2,800.00	1,500.00
10174350	Communications-Maint/Repair	220	0	250	0	250	750
10174352	Legal Fees	0	5,428.00	500	0	0	500
10174356	Computer Maintenance	1,600.00	1,391.72	0	0	600	1,000.00
10174358	Training and Travel	3,943.03	2,050.02	3,500.00	0	1,500.00	3,500.00
10174377	Vehicle Maintenance	891.36	476.85	1,500.00	0	500	1,500.00
10174378	Special Investigation	678.51	671.42	1,500.00	0	0	1,500.00
10174402	Grant/Donations expense - Misc	300	0	0	0	0	0
10174404	Grant/Donations Exp Comm Supp	3,633.00	181.75	0	160	160	200
10174805	Miscellaneous	105	364	500	0	0	500
10174850	Animal Control	0	0	250	0	0	250
10174853	Patient Transport	0	0	500	0	0	500
10174905	Staff Advertising	0	0	2,000.00	199	2,000.00	2,000.00
10174930	Lease/Purchase Payments	4,241.48	0	4,241.00	0	0	4,241.00
Total General Fund:		347,305.01	245,918.48	389,153.00	45,459.89	84,019.00	451,746.00

General Fund

10184111	Salaries	40,778.80	48,326.98	55,213.00	35,791.01	45,791.00	63,887.00
10184142	Workmen's Compensation	4,742.43	6,885.42	7,500.00	9,710.90	11,775.00	9,800.00
10184143	Insurance- Life and Health	7,913.01	9,499.71	12,675.00	5,995.35	6,377.00	15,087.00
10184150	Employer Tax Expense	3,280.91	3,912.15	4,273.00	2,909.31	3,396.00	4,940.00
10184160	Employer Pension Contribution	2,384.26	2,615.36	3,079.00	1,813.90	2,150.00	3,544.00
10184210	Supplies	1,128.48	25.99	1,500.00	1,089.75	1,453.00	1,500.00
10184234	Building Repairs	5.38	0	0	0	0	0
10184235	Utilities	651.68	651.56	600	488.56	600	600
10184238	Street Maint/Impr 1%	5,660.25	41,754.43	50,000.00	43,592.04	54,053.00	50,000.00
10184239	Street Scoria	923.82	914.86	1,500.00	1,374.10	1,580.00	1,600.00

10184513	Insurance Property/Liability	2,412.31	2,922.05	2,977.00	1,895.60	1,896.00	2,977.00
10184805	Miscellaneous	0	0	500	0	0	500
10184930	Lease/Purchase Payments	22,271.76	21,996.19	23,000.00	22,271.76	23,000.00	23,000.00
10184999	Allocate Operating Expenses	447.19	776.08	23,475.00	11,809.10	14,518.00	23,475.00
Total General Fund:		92,600.28	140,280.78	186,292.00	138,741.38	166,589.00	200,910.00

General Fund

10194111	Salaries	367.98	374.94	764	0	0	787
10194112	Contract Labor	1,200.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
10194150	Employer Tax Expense	28.89	29.43	60	0	0	62
10194334	Association Dues	0	0	20	0	0	20
10194358	Training and Travel	0	0	200	0	0	200
Total General Fund:		1596.87	2204.37	2844	1800	1800	2869

Rec. Program and Special Events

10204111	Salaries	108,765.07	146,057.66	0	-2,395.01	-3,193.00	0
10204142	Workmen's Compensation	1,350.03	1,967.25	0	0	0	0
10204143	Insurance-Life and Health	13,236.96	25,339.20	0	0	0	0
10204150	Employer Tax Expense	8,401.55	11,418.45	0	-182.13	-243	0
10204160	Employer Pension Contribution	1,422.15	3,919.22	0	-87.2	-116	0
10204194	Contract Labor	1,610.00	625	0	0	0	0
10204210	Supplies	8,696.59	12,867.57	0	0	0	0
10204213	Rent	16,980.90	14,688.55	0	0	0	0
10204215	Activity Fees	23,760.92	26,927.49	0	0	0	0
10204231	Fuel	1,121.80	1,872.70	0	0	0	0
10204233	Equipment Maintenance	263	0	0	0	0	0
10204234	Building Repairs	0	0	0	0	0	0
10204334	Dues and Licenses	821.5	910.3	0	0	0	0
10204345	Telephone	707.01	538	0	80.11	0	0
10204358	Training and Travel	1,634.00	14,352.32	0	0	0	0
10204377	Vehicle Maintenance	983.78	900.52	0	0	0	0
10204805	Miscellaneous	0	0	0	0	0	0
10204930	Lease/Purchase Payments	13,500.00	13,990.50	0	0	0	0
Total Rec Program and Special Events:		203,255.26	276,374.73	0	-2584.23	-3552	0

General Fund

10214111	Salaries	56,585.89	16,816.67	0	-306.54	-409	0
10214143	Insurance-Life and Health	2,533.37	3,166.79	0	0	0	0
10214150	Employee Tax Expense	4,468.89	1,359.49	0	-24.97	-33	0
10214160	Employer Pension Contribution	775.81	871.79	0	-16.45	-22	0

10214194	Contract Labor	0	0	0	0	0	0
10214210	Supplies	4,364.19	3,969.43	0	0	0	0
10214231	Fuel	0	0	0	0	0	0
10214233	Equipment Maintenance	429.37	48.32	0	0	0	0
10214234	Building Repairs	0	0	0	0	0	0
10214235	Utilities	16,633.13	15,621.83	0	0	0	0
10214240	Park Improvements	1,701.67	0	0	0	0	0
10214805	Miscellaneous	1,037.50	625.25	0	0	0	0
10214900	Capital Outlay	0	22,435.00	0	0	0	0
Total General Fund:		88,529.82	64,914.57	0	-347.96	-464	0

10404100	Transfers	0	0	220,000.00	192,500.00	220,000.00	220,000.00
		0	0.00	220,000.00	192,500.00	220,000.00	220,000.00
General Fund Revenue Total:		1,364,155.05	1,461,037.55	1,273,494.00	1,195,554.49	1,362,148.00	1,632,797.00
General Fund Expenditures Total:		1,096,906.92	1,129,751.16	1,167,564.00	856,968.20	1,030,919.00	2,366,409.00
Total General Fund:		267,248.13	331,286.39	105,930.00	338,586.29	331,229.00	-733,612.00

Electric

20063401	Sales and Service	1,210,495.53	1,218,426.53	1,287,517.00	955,986.51	1,287,517.00	1,297,173.00
20063406	Tap Fees	500	1,000.00	2,500.00	2,000.00	2,000.00	2,500.00
20063409	Sales Tax	0	0	0	11.74	-3,318.00	0
20063442	Disconnect Notices	60	0	0	60	80	0
20063443	Disconnect/Connect Fees	0	60	0	0	0	0
20063530	Penalties- Utility Late Fees	27,454.57	16,211.24	15,000.00	21,976.37	20,313.00	15,000.00
20063620	Pole Rental	2,033.50	4,961.13	5,000.00	4,023.23	4,023.00	5,000.00
20063680	NMPP Capacity Pymt	32,640.00	2,720.00	32,000.00	0	0	32,000.00
20063681	NMPP Energy Pymt	17,240.86	0	18,000.00	0	0	18,000.00
20063683	Miscellaneous	316	736.26	200	0	0	200
20063690	Parts & Labor Chargebacks	0	0	1,500.00	0	0	1,500.00
20063694	Grants	0	980.81	0	0	0	0.00
Electric Total:		1290740.46	1245095.97	1,361,717.00	984,057.85	1,310,615.00	1,371,373.00

Electric

20114111	Salaries	176,158.27	195,980.90	223,280.00	158,741.42	168,741.00	263,903.00
20114142	Workmen's Compensation	1,585.76	2,295.14	3,000.00	3,236.97	3,925.00	3,550.00
20114143	Insurance- Life and Health	32,131.30	39,106.80	53,142.00	27,921.02	31,921.00	63,372.00
20114150	Employer Tax Expense	14,183.33	15,813.84	18,965.00	12,780.67	13,580.00	22,696.00
20114160	Employer Pension Contribution	9,883.37	10,233.58	14,496.00	7,143.92	7,443.00	17,347.00
20114190	Maintenance Contract	18,290.34	2,832.50	2,800.00	10,641.77	3,900.00	3,900.00

20114194	Contract Labor	14,051.93	2,045.12	12,000.00	625	833	12,000.00
20114210	Supplies	0	2,013.29	8,000.00	0	2,500.00	8,000.00
20114223	Permits	173.45	173.45	1,000.00	173.45	231	1,000.00
20114227	Power Purchased MEAN	734,190.49	694,853.69	804,000.00	579,239.14	804,000.00	804,000.00
20114231	Gas and Oil	15,155.45	0	16,000.00	70	93	16,000.00
20114233	Equipment Maintenance	120.42	20,106.86	30,000.00	0	0	30,000.00
20114234	Building Repairs	21.28	0	500	0	0	500
20114235	Utilities	6,544.28	6,744.94	6,500.00	5,251.23	6,500.00	6,500.00
20114241	Small Tools	0	0	800	839.98	840	800
20114250	Lights- Replacement	0	0	4,000.00	0	0	4,000.00
20114334	Association Dues	1,820.92	5	1,800.00	5	7	1,800.00
20114358	Training and Travel	0	0	2,000.00	0	0	2,000.00
20114400	Bad Debt	-792.67	5,894.27	1,000.00	0	0	1,000.00
20114513	Insurance Property/Liability	18,736.32	22,702.43	22,518.00	19,527.18	22,518.00	22,518.00
20114600	Conservation	0	0	4,000.00	0	0	4,000.00
20114700	Management Fee	97,351.48	91,468.61	65,385.00	49,038.75	65,385.00	65,385.00
20114805	Miscellaneous	0	0	500	0	0	500
20114901	Meters	0	0	2,000.00	0	0	2,000.00
20114902	Depreciation	43,518.09	36,824.86	0	0	0	0
20114910	Professional Fees	2,420.00	0	8,000.00	40,524.90	41,000.00	8,000.00
20114999	Allocate Operating Expenses	30,748.32	37,015.00	36,356.00	26,043.13	36,356.00	36,356.00
Electric Total:		1,216,292.13	1,186,110.28	1,342,042.00	941,803.53	1,209,773.00	1,401,127.00
20124900	Capital Outlay	0	12,688.51	515,000.00	349.01	465	400,000.00
Electric Total:		0.00	12,688.51	515,000.00	349.01	465.00	400,000.00
20134930	Lease/Purchase Payments	400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Electric Total:		400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Electric Revenue Total:		1290740.46	1,245,095.97	1,361,717.00	984,057.85	1,310,615.00	1,371,373.00
Electric Expenditure Total:		1,216,692.77	1,198,823.15	1,865,090.00	950,200.49	1,221,974.00	1,809,175.00
Electric Total:		74047.69	46,272.82	-503,373.00	33,857.36	88,641.00	-437,802.00
Water							
30063404	Sales and Service Fees	425,866.02	435,023.43	477,950.00	454,323.15	462,308.00	487,510.00
30063406	Tap Fees	5,820.00	10,480.00	50,000.00	20,440.00	20,427.00	50,000.00
30063415	Water Meters	0	0	2,500.00	85,944.68	632	2,500.00
30063530	Penalties- Utility Late Fees	1,571.78	2,829.61	1,000.00	36.52	49	1,000.00
30063683	Miscellaneous	0.04	0	0	0	0	0
30063690	Parts & Labor Chargebacks	0	0	1,500.00	0	0	1,500.00

30063694	Grant/Donation	439,091.53	105,229.44	825,000.00	0	0	6,900,000.00
Total Water:		872,349.37	553,562.48	1,357,950.00	560,744.35	483,416.00	7,442,510.00

Water							
30114111	Salaries	100,119.22	106,808.28	128,370.00	91,672.65	94,672.00	156,429.00
30114142	Workmen's Compensation	2,464.34	3,606.65	4,700.00	5,086.66	6,168.00	5,380.00
30114143	Insurance- Life and Health	16,248.72	19,439.86	27,450.00	14,501.72	16,501.00	33,163.00
30114150	Employer Tax Expense	8,094.63	8,630.69	10,974.00	7,367.66	7,867.00	13,524.00
30114160	Employer Pension Contribution	5,593.47	5,495.68	8,201.00	3,833.70	4,133.00	10,106.00
30114193	Treasurer's Fees	546.94	1,104.15	200	1,148.04	1,200.00	1,200.00
30114194	Contract Labor	0	875	2,600.00	6,025.45	6,200.00	2,600.00
30114210	Supplies	4,810.50	10,363.63	11,000.00	7,205.51	8,500.00	11,000.00
30114221	Chemicals	25,127.26	14,078.00	13,000.00	12,725.92	16,968.00	16,000.00
30114222	Sampling	5,574.00	4,250.24	5,000.00	3,022.87	5,000.00	5,000.00
30114223	Permits	1,339.93	10,493.92	13,000.00	375.25	500	13,000.00
30114231	Gas and Oil	53.45	0	200	0	0	200
30114233	Equipment Maintenance	22,141.24	17,456.09	20,000.00	621.4	15,000.00	20,000.00
30114234	Building Repairs	179.05	0	800	0	0	800
30114235	Utilities	25,119.79	25,759.01	27,000.00	17,912.57	18,278.00	25,000.00
30114238	Maintenance	0	1,097.59	2,500.00	2,082.09	2,776.00	2,500.00
30114243	Maintenance Contract	0	2,832.50	1,200.00	3,805.95	3,900.00	3,500.00
30114334	Association Dues	320	300	325	320	427	325
30114346	Telephone	3,259.44	3,464.32	3,000.00	440.5	1,500.00	3,000.00
30114352	Legal Fees	1,066.00	0	0	0	0	0
30114356	Computer Maintenance	250	166.68	500	0	0	500
30114358	Training and Travel	14.07	0	1,500.00	0	0	1,500.00
30114400	Bad Debt	2,426.85	4,006.27	0	614.34	17,680.00	18,000.00
30114513	Insurance Property/Liability	12,223.72	14,813.68	14,480.00	11,671.73	14,480.00	14,480.00
30114600	Conservation	0	0	2,000.00	0	0	2,000.00
30114700	Management Fee	0	0	23,898.00	17,923.50	23,898.00	23,898.00
30114805	Miscellaneous	0	0	0	0	0	0
30114901	Meters	0	0	5,000.00	5,941.29	6,000.00	5,000.00
30114910	Professional Fees	13,101.94	25,995.61	30,000.00	40,441.15	41,000.00	30,000.00
30114999	Allocate Operating Expenses	30,748.27	37,047.94	36,356.00	26,043.05	30,676.00	36,356.00
Total Water:		280,822.83	318,085.79	393,254.00	280,783.00	343,324.00	454,461.00

Water							
30124900	Capital Outlay	0	0	1,000,000.00	48,208.14	150,000.00	7,259,500.00
30124902	Depreciation	158,119.22	155,829.23	0	0	0	0
Total Water:		158,119.22	155,829.23	1,000,000.00	48,208.14	150,000.00	7,259,500.00

30134624	DWRF Interest	1,911.20	0	0	0	0	0
30134625	DWRF Principal	0	0	0	0	0	0
30134628	Due to Sewer Fund	0	0	8,750.00	8,750.00	8,750.00	8,750.00
30134930	Lease/Purchase Payments	9,470.12	24.36	8,048.00	8,047.95	8,048.00	8,048.00
Total Water:		11,381.32	24.36	16,798.00	16,797.95	16,798.00	16,798.00
Water Revenue Total:		872,349.37	553562.48	1,357,950.00	560,744.35	483,416.00	7,442,510.00
Water Expenditure Total:		450,323.37	473939.38	1,410,052.00	345,789.09	510,122.00	7,730,759.00
Total Water:		422,026.00	79,623.10	-52,102.00	214,955.26	-26,706.00	-288,249.00

Sewer							
40063404	Sales and Service Fees	375,966.33	371,687.67	405,600.00	368,473.69	405,600.00	408,783.00
40063406	Tap Fees	5,480.00	10,480.00	50,000.00	20,440.00	20,427.00	50,000.00
40063530	Penalties- Utility Late Fees	1,571.82	2,829.66	1,000.00	36.52	49	1,000.00
40063611	Interest Income	350.59	0	0	0	0	0
40063684	Rebate YVEA	0	0	350	0	0	350
40063694	Grants	0	12,500.00	175,000.00	0	0	0.00
40063720	Loan proceeds	0	0	8,750.00	8,750.00	8,750.00	8,750.00
Total Sewer:		383,368.74	397,497.33	640,700.00	397,700.21	434,826.00	643,883.00

Sewer							
40114111	Salaries	99,518.46	106,808.28	128,370.00	91,672.65	96,672.00	156,429.00
40114142	Workmen's Compensation	1,801.67	2,623.03	3,500.00	3,699.39	4,486.00	4,060.00
40114143	Insurance- Life and Health	16,241.73	19,439.66	27,450.00	14,501.68	16,501.00	33,163.00
40114150	Employer Tax Expense	8,049.75	8,630.05	10,974.00	7,367.18	7,867.00	13,524.00
40114160	Employer Pension Contribution	5,592.93	5,495.18	8,201.00	3,833.24	4,133.00	10,106.00
40114193	Treasurer's Fees	701.62	1,104.20	200	1,148.05	1,200.00	1,200.00
40114194	Contract Labor	0	875	1,000.00	7,832.27	10,443.00	2,000.00
40114210	Supplies	6,136.87	690.59	3,000.00	2,143.08	2,674.00	3,000.00
40114221	Chemicals	13,175.46	12,347.63	3,000.00	16,343.96	17,503.00	17,500.00
40114222	Sampling	19,945.04	20,804.41	12,000.00	28,477.34	30,000.00	30,000.00
40114223	Permits	0	4,856.00	3,000.00	0	3,000.00	3,000.00
40114230	Utilities	32,954.33	30,456.15	32,000.00	31,655.18	31,405.00	32,000.00
40114233	Equipment Maintenance	1,077.40	1,035.31	5,000.00	751.95	1,003.00	15,000.00
40114234	Building Repairs	143.19	0	500	0	0	500
40114235	Sewer Line Maintenance	0	0	2,000.00	0	2,000.00	2,000.00
40114238	Maintenance	0	0	2,000.00	0	0	2,000.00
40114358	Training and Travel	0	0	500	0	0	500
40114400	Bad Debt	46.64	-0.19	0	-808.36	0	0

40114513	Insurance Property/Liability	9,895.49	11,993.51	11,606.00	9,643.49	11,606.00	11,606.00
40114700	Management Fee	19,018.20	19,018.20	20,280.00	15,210.00	20,280.00	20,280.00
40114805	Miscellaneous	0	0	500	0	0	500
40114902	Depreciation	134,855.71	135,412.78	0	0	0	0
40114910	Professional Fees	4,774.06	32,432.51	30,000.00	40,393.66	41,000.00	30,000.00
40114999	Allocate Operating Expenses	30,748.26	37,014.97	36,356.00	26,043.05	30,676.00	36,356.00
Total Sewer:		404,676.81	451,037.27	341,437.00	299,907.81	332,449.00	424,724.00
40124900	Capital Outlay	0	0	200,000.00	217,261.76	260,815.00	59,500.00
Total Sewer:		0.00	0.00	200,000.00	217,261.76	260,815.00	59,500.00
40134700	Sewer Project Loan	26,363.33	25,537.46	56,647.86	56,647.06	56,648.00	56,647.86
40134930	Lease/Purchase Payments	400.64	24.36	8,048.00	8,047.95	11,736.00	8,048.00
Total Sewer:		26,763.97	25,561.82	64,695.86	64,695.01	68,384.00	64,695.86
Sewer Revenue Total:		383,368.74	397,497.33	640,700.00	397,700.21	434,826.00	468,883.00
Sewer Expenditure Total:		461,440.78	476,599.09	606,132.86	581,864.58	661,648.00	548,919.86
Total Sewer:		-48,072.04	-7,901.76	34,567.14	-184,164.37	-226,822.00	-80,036.00
Trash							
50063400	Sales and Service Charge	174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Total Trash:		174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Trash							
50114111	Salaries	4,146.72	3,168.86	3,195.00	2,004.68	3,195.00	3,027.00
50114143	Insurance- Life and Health	524.28	1,025.16	662	598.88	662	1,013.00
50114150	Employer Tax Expense	327.31	243.06	490	154.31	490	567
50114160	Employer Pension Contribution	85.07	103.14	375	52.51	375	434
50114229	Residential Trash Service	155,606.02	211,565.35	215,578.00	195,847.99	215,578.00	215,578.00
50114400	Bad Debt	0	1,389.24	0	0	0	0
50114999	Allocate Operating Expenses	3,091.68	3,576.57	2,342.00	3,881.94	4,406.00	4,000.00
Total Trash:		163,781.08	221,071.38	222,642.00	202,540.31	224,706.00	224,619.00
Total Revenue Trash:		174,900.81	218,272.46	224,894.00	201,335.62	224,894.00	227,143.00
Total Expenditure Trash:		163,781.08	221,071.38	222,642.00	202,540.31	224,706.00	224,619.00
Total Trash:		11,119.73	-2,798.92	2,252.00	-1,204.69	188.00	2,524.00

Parks & Recreation

Childcare Programs

60013683	Miscellaneous	0	0	500	20	27	500
60013694	Grants/Donations	0	0	75,000.00	30,500.00	40,000.00	75,000.00
60013800	After School Fees	0	0	22,500.00	25,888.50	25,500.00	22,500.00
60013803	Summer Camp Fees	0	0	60,000.00	70,233.00	70,233.00	60,000.00
Total Childcare Programs:		0	0	158,000.00	126,641.50	135,760.00	158,000.00

Recreation - Youth

60023683	Miscellaneous	0	0	200	243.92	250	200
60023694	Grants/Donations	0	0	15,000.00	6,950.00	7,000.00	15,000.00
60023801	Program Fees	0	0	3,600.00	1,230.00	1,560.00	3,600.00
Total Recreation - Youth:		0	0	18,800.00	8,423.92	8,810.00	18,800.00

Recreation - Community

60033683	Miscellaneous	0	0	200	0	0	200
60033694	Grants/Donations	0	0	10,000.00	4,250.00	6,000.00	10,000.00
60033801	Program Fees	0	0	5,000.00	5,945.00	6,793.00	5,000.00
Total Recreation - Community		0	0	15,200.00	10,195.00	12,793.00	15,200.00

Facilities/Parks/Open Space

60073358	Lottery Trust Funds	0	0	11,000.00	7,331.95	11,000.00	11,000.00
60073683	Miscellaneous	0	0	200	0	0	200
60073694	Grants/Donations	0	0	30,000.00	1,511.07	2,015.00	75,000.00
60073801	Facility Use Fees	0	0	1,000.00	395	450	1,000.00
60073802	Events Revenues	0	0	1,000.00	194	200	1,000.00
60073805	Concessions	0	0	500	0	0	500
Total Facilities/Parks/Open Space		0	0	43,700.00	9,432.02	13,665.00	88,700.00

Transfers:

60103900	Transfers	0	0	220,000.00	192,500.00	220,000.00	220,000.00
		0	0	220,000.00	192,500.00	220,000.00	220,000.00

Childcare Program Expenditures

60114111	Salaries	0	0	126,380.00	110,489.54	115,557.00	131,082.00
60114142	Workers' Compensation	0	0	300	1,487.95	1,984.00	1,600.00
60114143	Insurance-Life and Health	0	0	34,534.00	28,870.38	30,029.00	32,032.00
60114150	Employer Tax Expense	0	0	10,001.00	8,551.65	8,929.00	10,357.00
60114160	Employer Pension Contribution	0	0	4,870.00	3,430.13	3,239.00	5,070.00
60114194	Contract Labor	0	0	1,200.00	1,850.00	1,467.00	1,200.00
60114210	Supplies	0	0	12,000.00	10,431.13	12,869.00	12,000.00

60114213	Rent	0	0	1,650.00	4,335.00	5,780.00	1,650.00
60114215	Activity Fees	0	0	25,000.00	25,973.00	33,866.00	25,000.00
60114231	Fuel	0	0	3,000.00	1,720.50	1,734.00	3,000.00
60114334	Dues and Licenses	0	0	1,000.00	427.15	570	1,000.00
60114345	Telephone	0	0	800	298.25	344	800
60114358	Training and Travel	0	0	15,000.00	7,840.27	10,380.00	15,000.00
60114377	Vehicle Maintenance	0	0	1,500.00	2,524.00	2,505.00	1,500.00
60114805	Miscellaneous	0	0	200	0	0	200
60114910	Professional Fees	0	0	0	31.44	42	0
60114930	Lease/Purchase Payments	0	0	14,000.00	14,389.76	19,186.00	14,000.00
60114999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Childcare Program Expenditures		0	0	252,606.00	223528.4	249,652.00	256,662.00

Rec Program Expenditures

60124111	Salaries	0	0	22,809.00	27,336.10	27,351.00	24,129.00
60124142	Workers' Compensation	0	0	300	1,202.75	1,268.00	1,300.00
60124143	Insurance-Life and Health	0	0	8,314.00	7,615.59	7,661.00	8,299.00
60124150	Employer Tax Expense	0	0	1,790.00	2,123.64	2,126.00	1,894.00
60124160	Employer Pension Contribution	0	0	1,369.00	1,195.20	1,190.00	1,448.00
60124194	Contract Labor	0	0	500	0	0	500
60124210	Supplies	0	0	9,000.00	2,023.88	1,226.00	9,000.00
60124213	Rent	0	0	5,130.00	2,838.00	3,784.00	5,130.00
60124215	Activity Fees	0	0	7,000.00	5,606.00	7,000.00	7,000.00
60124231	Fuel	0	0	300	0	0	300
60124345	Telephone	0	0	0	86.06	115	0
60124358	Training and Travel	0	0	3,500.00	3,265.00	3,500.00	3,500.00
60124377	Vehicle Maintenance	0	0	300	0	0	300
60124805	Miscellaneous	0	0	200	0	0	200
60124999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Rec Program Expenditures		0	0	61,683.00	54,170.47	56,392.00	64,171.00

Facility/Parks/Open Space

60134111	Salaries	0	0	31,110.00	20,588.31	20,432.00	34,908.00
60134142	Workers' Compensation	0	0	300	83.84	112	300
60134143	Insurance-Life and Health	0	0	7,742.00	5,074.97	5,251.00	8,438.00
60134150	Employer Tax Expense	0	0	2,545.00	1,640.00	1,629.00	2,900.00
60134160	Employer Pension Contribution	0	0	1,571.00	1,057.41	1,076.00	1,755.00
60134194	Contract Labor	0	0	500	0	0	500
60134210	Supplies	0	0	0	3,664.39	3,951.00	500
60134231	Fuel	0	0	250	0	0	250

60134233	Equipment Maintenance	0	0	500	0	0	500
60134234	Facility & Building Repairs	0	0	2,000.00	201.29	268	2,000.00
60134235	Utilities	0	0	14,000.00	11,382.32	14,000.00	14,000.00
60134240	Park Improvements	0	0	2,500.00	6,545.23	8,164.00	2,500.00
60134805	Miscellaneous	0	0	500	0	0	500
60134900	Capital Outlay	0	0	75,000.00	0	0	150,000.00
60134999	Allocate Operating Expenses	0	0	1,171.00	878.25	1,171.00	1,171.00
Total Facility/Parks/Open Space		0	0	139,689.00	51,116.01	56,054.00	220,222.00
Parks & Recreation Revenue Total:		0	0	455,700.00	347,192.44	391,028.00	500,700.00
Parks & Recreation Expenditure Total:		0	0	453,978.00	328,814.88	362,098.00	541,055.00
Total Parks & Recreation:		0	0	1,722.00	18,377.56	28,930.00	-40,355.00
Grand Totals:		726,369.51	375,281.63	-411,003.86	420,407.41	195,460.00	-1,577,530.86

AFFIDAVIT OF PUBLICATION

State of Florida, County of Orange, ss:

Edmar Corachia, being first duly sworn, deposes and says: That (s)he is a duly authorized signatory of Column Software, PBC, duly authorized agent of Steamboat Pilot & Today, that the same weekly newspaper printed, in whole or in part and published in the County of Routt, State of Colorado, and has a general circulation therein; that said newspaper has been published continuously and uninterruptedly in said County of Routt for a period of more than fifty-two consecutive weeks next prior to the first publication of the annexed legal notice or advertisement; that said newspaper has been admitted to the United States mails as a periodical under the provisions of the Act of March 3, 1879, or any amendments thereof, and that said newspaper is a weekly newspaper duly qualified for publishing legal notices and advertisements within the meaning of the laws of the State of Colorado.

That the annexed legal notice or advertisement was published in the regular and entire issue of every number of said weekly newspaper for the period of 1 insertion; and that the first publication of said notice was in the issue of said newspaper dated 21 Nov 2025 in the issue of said newspaper.

That said newspaper was regularly issued and circulated on those dates.

PUBLICATION DATES:

Nov. 21, 2025

Total cost for publication: 24.35**Edmar Corachia**

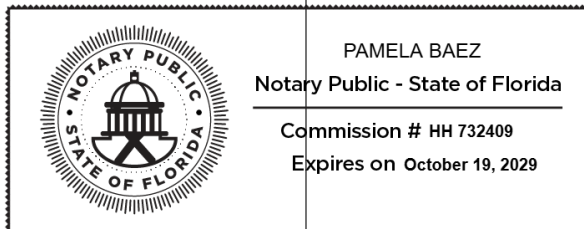
(Signed) _____

VERIFICATIONState of Florida
County of Orange

Subscribed in my presence and sworn to before me on this: 11/21/2025

_____
Notary Public

Notarized remotely online using communication technology via Proof.



**PUBLIC NOTICE TOWN OF OAK CREEK
BUDGET HEARING**

Let it be known to all interested parties that the Board of Trustees of the Town of Oak Creek will hold a public hearing on December 11, 2025 at their regular meeting beginning at 6:00 p.m. on the 2026 Budget. The hearing will be held in the Board Room, Oak Creek Town Hall, 129 Nancy Crawford Blvd, Oak Creek. The proposed budget will be available for inspection at Town Hall during regular business hours beginning on November 24, 2025. The proposed budget is also accessible on the Town of Oak Creek website @ townofoakcreek.com/documents. Comments or objections to the proposed budget may be filed at any time prior to the final adoption of the budget by the Board of Trustees. Comments or questions should be directed to Jennifer Hewes, Treasurer by mail at PO Box 128, Oak Creek, CO 80467, by email at jennifer@townofoakcreek.com or by phone @ (970) 736-2422

**PUBLISHED IN THE STEAMBOAT PILOT &
TODAY ON FRIDAY, NOVEMBER 21, 2025.**

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-019

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES IN THE AMOUNTS AND FOR THE PURPOSES AS SET FORTH BELOW FOR THE TOWN OF OAK CREEK, COLORADO FOR THE 2026 BUDGET YEAR

WHEREAS, the Board of Trustees for the Town of Oak Creek has adopted the annual budget in accordance with the Local Government Budget Law on December 11, 2025; and

WHEREAS, the Board of Trustees has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget; and

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the Town.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO THAT THE FOLLOWING SUMS ARE HEREBY APPROPRIATED FOR THE 2026 BUDGET YEAR FROM THE REVENUE OF EACH FUND TO EACH FUND FOR THE PURPOSE STATED.

General Fund	\$2,146,409
Electric Enterprise Fund	\$1,809,175
Water Enterprise Fund	\$7,730,759
Sewer Enterprise Fund	\$ 548,920
Trash Enterprise Fund	\$ 225,961
Parks & Recreation Fund	\$ 539,955

READ AND ADOPTED this 11th day of December, 2025 by the Board of Trustees of Oak Creek, Colorado.

Attest:

TOWN OF OAK CREEK

Tionna Jones
Interim Town Clerk

Melissa Dobbins, Mayor

SUMMARY	Actual 2023	Actual 2024	Projected 2025	Budget 2026
GENERAL FUND				
Prior Year Fund Balances	786,554	1,044,716	1,371,225	2,113,838
Revenues	1,364,155	1,461,039	1,582,148	1,598,307
Expenses:				
Admin Overhead	232,259	348,044	367,127	597,484
Public Works	-	-	-	-
Police	354,113	252,057	84,019	451,746
Streets	92,623	118,286	166,589	199,310
Judicial	1,643	2,204	1,800	2,869
Rec Program and Special Events	203,772	319,562	-	-
Parks/Open Space	88,530	50,742	-	-
Capital Outlay	133,053	43,635	-	675,000
Transfers Out	-	-	220,000	220,000
Total Expenses	1,105,993	1,134,530	839,535	2,146,409
Net Income/Loss	258,162	326,509	742,613	(548,102)
Fund Balances	1,044,716	1,371,225	2,113,838	1,565,736
Designated Funds	(365,746)	(348,317)	(478,823)	(491,560)
Restricted Funds	(78,144)	(64,044)	(61,727)	(63,725)
Undesignated Assets	600,826	958,864	1,573,288	1,010,451
ELECTRIC FUND				
Prior Year Fund Balances	2,413,372	2,487,877	2,533,033	2,619,875
Revenues	1,291,197	1,244,115	1,310,615	1,371,373
Expenses:				
Operations	1,216,291	1,186,246	1,209,773	1,401,127
Capital Outlay	-	12,689	10,000	400,000
Debt Service	401	24	4,000	8,048
Total Expenses	1,216,692	1,198,959	1,223,773	1,809,175
Net Income/Loss	74,505	45,156	86,842	(437,802)
Fund Balances	2,487,877	2,533,033	2,619,875	2,182,073
Designated Funds	(593,782)	(601,830)	(630,158)	(630,158)
Restricted Funds	(58,500)	(58,500)	(78,700)	(58,500)
Net Investment in Capital Assets	553,634	561,839	561,839	561,839
Unrestricted Assets	1,281,961	1,310,864	1,349,179	931,577
WATER FUND				
Prior Year Fund Balances	5,927,420	5,898,714	5,746,919	5,795,213
Revenues	427,438	437,853	483,416	7,442,510
Transfer In				
Expenses:				
Operations	438,943	473,915	343,324	454,461
Capital Outlay	5,820	115,709	75,000	7,259,500
Debt Service	11,381	24	16,798	16,798
Total Expenses	456,144	589,648	435,122	7,730,759
Net Income/Loss	(28,706)	(151,795)	48,294	(288,249)
Fund Balances	5,898,714	5,746,919	5,795,213	5,506,964
Designated Funds	(650,080)	(584,474)	(489,036)	(489,036)
Restricted Funds	(69,152)	(69,152)	(82,421)	(82,421)
Net Investment in Capital Assets	5,364,202	5,364,202	5,364,202	5,364,202
Undesignated Assets	(184,720)	(270,909)	(140,446)	(428,695)

SUMMARY	Actual 2023	Actual 2024	Projected 2025	Budget 2026
SEWER FUND				
Prior Year Fund Balances	3,607,055	3,579,916	3,664,622	3,441,488
Revenues	377,538	374,518	434,826	468,883
Expenses:				
Operations	372,433	402,496	332,449	424,724
Capital Outlay	5,480	22,980	260,815	59,500
Transfers Out				
Debt Service	26,764	25,562	64,696	64,696
Total Expenses	404,677	451,038	657,960	548,920
Net Income/Loss	(27,139)	(76,520)	(223,134)	(80,037)
Fund Balances	3,579,916	3,664,622	3,441,488	3,361,451
Designated Funds	(221,285)	(221,285)	(213,796)	(213,796)
Restricted Funds	(60,812)	(60,812)	-	-
Net Investment in Capital Assets	2,762,114	2,762,114	2,762,114	2,762,114
Undesignated Assets	535,705	620,411	465,578	385,541
TRASH FUND				
Prior Year Fund Balances	14,702	25,788	22,989	23,177
Revenues	174,901	218,272	224,894	227,143
Expenses:				
Operations	163,815	221,071	224,706	224,619
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenses	163,815	221,071	224,706	225,961
Net Income/Loss	11,086	(2,799)	188	1,182
Fund Balances	25,788	22,989	23,177	24,359
Designated Funds	-	-	-	-
Restricted Funds	-	-	-	-
Net Investment in Capital Assets	-	-	-	-
Undesignated Assets	25,788	22,989	23,177	24,359
PARKS & RECREATION FUND				
Prior Year Fund Balances	-	-	-	28,930
Revenues	-	-	391,028	500,700
Expenses:				
Operations	-	-	362,098	389,955
Capital Outlay	-	-	-	150,000
Total Expenses	-	-	362,098	539,955
Net Income/Loss	-	-	28,930	(39,255)
Fund Balances	-	-	28,930	(10,325)
Designated Funds	-	-	-	-
Restricted Funds	-	-	-	-
Undesignated Assets	-	-	28,930	(39,255)
TOTALS - ALL FUNDS				
Prior Year Fund Balances	12,749,103	13,037,011	13,338,788	14,022,522
Revenues	3,635,229	3,735,797	4,426,927	11,608,916
Expenses:				
Operations	3,297,475	3,418,258	3,311,885	5,041,295
Capital Outlay	11,300	151,378	345,815	8,544,000
Debt Service	38,546	25,610	85,494	89,542
Total Expenses	3,347,321	3,595,246	3,743,194	13,674,837
Net Income/Loss	287,908	140,551	683,733	(2,065,921)
Fund Balances	13,037,011	13,338,788	13,993,592	12,640,584
Designated Funds	(1,830,893)	(1,755,906)	(1,811,812)	(1,824,549)
Restricted Funds	(266,608)	(252,508)	(222,848)	(204,646)

	Actual	Actual	Projected	Budget
SUMMARY	2023	2024	2025	2026
Net Investment in Capital Assets	(8,679,950)	(8,688,155)	(8,688,155)	(8,688,155)
Undesignated Assets	2,259,560	2,642,219	3,270,776	1,923,233

STATE OF COLORADO)
) ss.
COUNTY OF ROUTT)

RESOLUTION 2025-020

A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2025 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF OAK CREEK, COLORADO FOR THE 2026 BUDGET YEAR

WHEREAS, the Board of Trustees of the Town of Oak Creek has adopted the annual budget in accordance with the Local Government Budget Law on December 11, 2025; and

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$191,164.71; and

WHEREAS, the 2025 valuation for assessment for the Town of Oak Creek, as certified by the County Assessor, is \$17,120,250.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, THAT:

Section 1. That for the purpose of meeting all general operating expenses of the Town of Oak Creek, Colorado during the 2026 budget year, there is hereby levied a mill levy of 11.166 mills upon each dollar of the total valuation for assessment of all taxable property within the Town for the year 2025.

Section 2. That the Town Treasurer is hereby authorized and directed to immediately certify to the County Commissioners of Routt County, Colorado, the mill levy for the Town of Oak Creek as hereinabove determined and set.

RESOLVED this 11th day of December, 2025 by the Board of Trustees of Oak Creek, Colorado.

Attest:

TOWN OF OAK CREEK

Tionna Jones
Interim Town Clerk

Melissa Dobbins, Mayor

**RECERTIFICATION OF VALUATION BY
ROUTT COUNTY ASSESSOR**

New Tax Entity? YES NO

Date 11/30/2025

NAME OF TAX ENTITY: TOWN OF OAK CREEK - GENERAL

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

IN ACCORDANCE WITH 39-5-121(2)(a) and 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2025 :

1.	PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	1.	\$ 14,494,320
2.	CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: ‡	2.	\$ 17,120,250
3.	LESS TOTAL TIF AREA INCREMENTS, IF ANY:	3.	\$ 0
4.	CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	4.	\$ 17,120,250
5.	NEW CONSTRUCTION: *	5.	\$ 260,940
6.	INCREASED PRODUCTION OF PRODUCING MINE: ≈	6.	\$ 0
7.	ANNEXATIONS/INCLUSIONS:	7.	\$ 0
8.	PREVIOUSLY EXEMPT FEDERAL PROPERTY: ≈	8.	\$ 0
9.	NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND (29-1-301(1)(b), C.R.S.): ☐	9.	\$ 0
10.	TAXES RECEIVED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(a), C.R.S.). Includes all revenue collected on valuation not previously certified:	10.	\$ 17.09
11.	TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) and (39-10-114(1)(a)(I)(B), C.R.S.):	11.	\$ 1,236.51

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

USE FOR TABOR "LOCAL GROWTH" CALCULATION ONLY

IN ACCORDANCE WITH ART.X, SEC.20, COLO. CONSTUTION AND 39-5-121(2)(b), C.R.S., THE ROUTT COUNTY ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2025 :

1.	CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: ¶	1.	\$ 181,662,437
ADDITIONS TO TAXABLE REAL PROPERTY			
2.	CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: *	2.	\$ 2,730,047
3.	ANNEXATIONS/INCLUSIONS:	3.	\$ 0
4.	INCREASED MINING PRODUCTION: §	4.	\$ 0
5.	PREVIOUSLY EXEMPT PROPERTY:	5.	\$ 48,780
6.	OIL OR GAS PRODUCTION FROM A NEW WELL:	6.	\$ 0
7.	TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT: (If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.):	7.	\$ 0

DELETIONS FROM TAXABLE REAL PROPERTY

8.	DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	8.	\$ 254,000
9.	DISCONNECTIONS/EXCLUSIONS:	9.	\$ 0
10.	PREVIOUSLY TAXABLE PROPERTY:	10.	\$ 25,280

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

IN ACCORDANCE WITH 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS:
TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY **\$ 183,396,787**

IN ACCORDANCE WITH 39-5-128(1.5), C.R.S., THE ASSESSOR PROVIDES:
HB21-1312 ASSESSED VALUE OF EXEMPT BUSINESS PERSONAL PROPERTY (ESTIMATED): ** **\$ 16,835**
** The tax revenue lost due to this exempted value will be reimbursed to the tax entity by the County Treasurer in accordance with 39-3-119.5(3), C.R.S.

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

USE FOR STATUTORY PROPERTY TAX LIMIT CALCULATION ("5.25%" LIMIT)

IN ACCORDANCE WITH §§ 39-5-121(2)(a) and 39-5-128(1), C.R.S., AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2025 :

1.	CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION:	1. <u>\$17,120,250</u>
2.	LESS TOTAL TIF AREA INCREMENTS, IF ANY:	2. <u>\$ 0</u>
3.	CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	3. <u>\$17,120,250</u>
4.	NEW CONSTRUCTION:	4. <u>\$ 260,940</u>
5.	ANNEXATIONS/INCLUSIONS:	5. <u>\$ 0</u>
6.	PREVIOUSLY EXEMPT PROPERTY:	6. <u>\$3,190</u>
7.	TAXES RECEIVED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(A),C.R.S). Includes all revenue collected on valuation not previously certified:	7. <u>\$ \$17.09</u>
8.	INCREASED VALUATION FOR ASSESSMENT ATTRIBUTABLE TO A CHANGE IN LAW FOR A PROPERTY TAX CLASSIFICATION* (29-1-306(3)(a), C.R.S.) and (39-10-114(1)(a)(I)(B), C.R.S.):	8. <u>\$ 0</u>
9.	TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) AND (39-10-114(1)(a)(I)(B), C.R.S):	9. <u>\$ \$1,236.51</u>
10.	TOTAL VALUATION FOR ASSESSMENT FROM PRODUCING MINES OR LANDS OR LEASEHOLDS PRODUCING OIL OR GAS	10. <u>\$ 0</u>
11.	REVENUE INCREASE FROM EXPIRED TIF:	11. <u>\$ 0</u>

* Change in law for property tax classification does not include changes in classification due to property use changes.

Note:

The property tax limit will apply to all property taxing entities with the exception of school districts and any county, city and county, city, or town that has adopted a home rule charter (29-1-306(1)(b), C.R.S.). The revenue limit applies to any property taxing entities that have authority to exceed current 5.5% and the TABOR limit.

The Division of Local Government ("the Division") has developed technical assistance resources to assist taxing entities with the calculation of the property tax limit available online here (<https://dlg.colorado.gov/budget-information-and-resources>). Please understand that the Division has no statutory or administrative role in calculating or enforcing the property tax limit, and each taxing entity's revenue limits and voter approval history may be unique. The technical assistance resources provided by the Division with regard to the property tax limit are not definitive and not legal advice. Taxing entities may choose to calculate the property tax limit with a methodology that is different from the methodology presented in the Division's technical assistance resources. The Division always recommends that taxing entities consult with an attorney in order to understand and apply the various statutory and constitutional revenue limits that may apply to that taxing entity.

For Taxing Authority Information, please visit our website.

Routt County Website: <https://www.co.routt.co.us/>

- Departments
- Assessor
- Taxing Authority Valuations

Direct Link: <https://www.co.routt.co.us/1019/Taxing-Authority-Valuations>

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Routt County, Colorado.

On behalf of the Town of Oak Creek,
 (taxing entity)^A
 the Board of Trustees
 (governing body)^B
 of the Town of Oak Creek
 (local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 17,120,250 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 17,120,250 (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: 12/12/2025 for budget/fiscal year 2026
 (no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	11.166 mills	\$ 191,164.71
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	11.166 mills	\$ 191,164.71
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	_____ mills	\$ _____
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	11.166 mills	\$ 191,164.71

Contact person: Jennifer Hewes Daytime phone: () 970 - 736-2422
 (print)
 Signed: _____ Title: Treasurer

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's FINAL certification of valuation).

STATE OF COLORADO)
) ss
COUNTY OF ROUTT)

RESOLUTION 2025-021

A RESOLUTION APPOINTING A DIRECTOR AND AN ALTERNATE DIRECTOR TO THE YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY

WHEREAS, the Town of Oak Creek entered into the Yampa Valley Regional Transportation Authority Intergovernmental Agreement (IGA) dated September 1, 2025 along with Routt County, the City of Steamboat Springs, the Town of Hayden, the Town of Yampa and the Town of Craig; and,

WHEREAS, establishment of the Yampa Valley Regional Transportation Authority was approved by the voters of each member jurisdiction on November 4, 2025; and,

WHEREAS, the IGA requires each member jurisdiction to appoint a Director and an Alternate Director to the Yampa Valley Regional Transportation Authority Board of Directors; and,

WHEREAS, the Director and Alternate Director must be members of the Town of Oak Creek Board of Trustees:

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO:

Section 1. _____ is hereby appointed to represent the Town of Oak Creek as a Director on the Yampa Valley Regional Transportation Authority.

Section 2. _____ is hereby appointed to represent the Town of Oak Creek as an Alternate Director on the Yampa Valley Regional Transportation Authority.

Section 3. The term of both appointments shall continue until (a) the date on which a successor is duly appointed or (b) the date on which he or she ceases to be a member of the Board of Trustees for the Town of Oak Creek .

PASSED, ADOPTED, AND APPROVED this 11th day of December, 2025.

Melissa Dobbins
Mayor, Town of Oak Creek

ATTEST:

Tionna Jones
Town Clerk

**YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT**

by and among

CITY OF STEAMBOAT SPRINGS, COLORADO

ROUTT COUNTY, COLORADO

TOWN OF YAMPA, COLORADO

TOWN OF OAK CREEK, COLORADO

TOWN OF HAYDEN, COLORADO

and

CITY OF CRAIG, COLORADO

Dated as of September 1, 2025

Providing for the establishment of the “Yampa Valley Regional Transportation Authority” as a Colorado Regional Transportation Authority pursuant to the Regional Transportation Law, Title 43, Article 4, Part 6, Colorado Revised Statutes, as amended.

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YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY

INTERGOVERNMENTAL AGREEMENT

THIS YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY INTERGOVERNMENTAL AGREEMENT (this “Agreement”) is entered into as of September 1, 2025, by and among the **CITY OF STEAMBOAT SPRINGS, COLORADO; ROUTT COUNTY, COLORADO; the TOWN OF YAMPA, COLORADO; the TOWN OF OAK CREEK, COLORADO; the TOWN OF HAYDEN, COLORADO; and the CITY OF CRAIG, COLORADO** (together the “Initial Signatories”).

RECITALS

WHEREAS, pursuant to Title 43, Article 4, Part 6 of the Colorado Revised Statutes, as amended (the “Act”), Colorado counties, municipalities, and special districts with street improvement, safety protection, or transportation powers, are authorized to establish, by contract, regional transportation authorities, which, upon the satisfaction of the conditions set forth therein, are authorized to finance, construct, operate and maintain regional transportation systems;

WHEREAS, pursuant to Title 29, Article 1, Part 2 of the Colorado Revised Statutes, as amended (the “Intergovernmental Relations Statute”), and Article XIV, Section 18 of the Colorado Constitution, governments may contract with one another to provide any function, service or facility lawfully authorized to each of the contracting units and any such contract may provide for the joint exercise of the function, service or facility, including the establishment of a separate legal entity to do so;

WHEREAS, the Initial Signatories are a Colorado county and certain Colorado municipalities located within and outside the boundaries of Routt County that desire to form a regional transportation authority to serve the greater Yampa Valley community pursuant to the Act and the Intergovernmental Relations Statute for the purpose of financing, constructing, operating, and maintaining regional transportation systems;

WHEREAS, enhancing regional transportation services for Yampa Valley residents, businesses and visitors is a crucial step in meeting the communities’ workforce, economic and climate goals, and regional transportation services to support Yampa Valley socially and economically, helping employees get to work safely and providing visitors with safe transportation options during their visit to Yampa Valley;

WHEREAS, the signatories of this Agreement wish to work toward collaborative solutions that will increase transportation and transit options throughout the greater Yampa Valley;

WHEREAS, extensive input from local businesses, employees, nonprofits and community members have made clear that the creation of a Regional Transportation Authority (“RTA”) is a desirable way to plan, finance, implement and operate a more comprehensive regional transportation system that better meets the needs of communities;

WHEREAS, an RTA serving the greater Yampa Valley is poised to improve transit service, increase ridership and efficiency across the valley's existing transit agencies, provide affordable or free transit to the valley's visitors and employee base, strengthen the connection between the valley's different communities, and advance local climate action goals by reducing car trips and increasing the use of low or zero emission public transportation; and

WHEREAS, transit services promote independent living for the elderly and the disabled by providing essential links to medical, social and other services, and the region recognizes the need to improve mobility options for all segments of the population;

AGREEMENT

NOW, THEREFORE, for and in consideration of the mutual covenants set forth below, the Initial Signatories hereby agree as follows:

ARTICLE 1 DEFINITIONS

Section 1.01 Definitions from the Act. The following terms shall, when capitalized, have the meanings assigned to them in Section 602 of the Act: "Bond," "Construct," "Construction," "County," "Municipality," "Person," "Regional Transportation Activity Enterprise," "Regional Transportation System," and "State".

Section 1.02 Other Definitions. Unless otherwise defined herein or in the Act, the following terms shall, when capitalized, have the following meanings:

"Act" is defined in the Recitals.

"Advisory Committee" means two or more persons appointed by the Board pursuant to Article 4 of this Agreement for the purpose of providing advice to the Board.

"Agreement" means this Yampa Valley Regional Transportation Authority Intergovernmental Agreement, as amended from time to time in accordance with the terms contained herein.

"Alternate Director" means any person appointed as an Alternate Director pursuant to Section 3.03 of this Agreement.

"Authority" means the Yampa Valley Regional Transportation Authority, a separate political subdivision of and body corporate of the State established pursuant to this Agreement as a regional transportation authority under the Act and as a separate legal entity under the Intergovernmental Relations Statute.

"Authority Sales Tax" means a sales tax levied by the Authority in all or any designated portion of the Members in accordance with Section 605(1)(j)(1) of the Act.

“*Authorized Transportation Projects*” refers to the Regional Transportation Systems projects described in Appendix C of this Agreement, as such projects may be amended from time to time in accordance with Article 6 of this Agreement.

“*Ballot Question*” refers to any of the questions listed in Section 2.04(a)(i)-(viii) of this Agreement, and shall mean a “Ballot Issue,” as defined in Title 1, Article 1, Part 104(2.3), Colorado Revised Statutes, as amended. The Ballot Question for each of the Initial Signatories are collectively referred to as the “Ballot Questions.”

“*Board*” means the Board of Directors of the Authority.

“*Boundaries*” means the boundaries of the Authority illustrated in Appendix A-1 and described in Appendix A-2 of this Agreement, as such Appendices may be amended from time-to-time in accordance with Article 12 of this Agreement.

“*CDOT*” means the Colorado Department of Transportation.

“*Director*” means any person appointed as a Director pursuant to Section 3.02 of this Agreement. Whenever the person appointed as a Member’s Director is absent from a Board meeting, the term “Director” shall mean the Alternate Director, if any, appointed by such Member pursuant to Section 3.03 of this Agreement.

“*Division of Local Government*” means the Division of Local Government in the State Department of Local Affairs.

“*Election*” means the November 4, 2025, general election, at which the Ballot Questions seeking the voter approvals described in Section 2.04(a) of this Agreement are to be submitted by the Initial Signatories.

“*Governing Body*” means, when used with respect to a Member, the town council, board of trustees, board of commissioners, board of directors, or other legislative body, as appropriate, of such Member.

“*Initial Boundaries*” means the Boundaries of the Authority on the date the Authority is originally established pursuant to Article Section 2.03 of this Agreement, as such Initial Boundaries are illustrated in Appendix A-1 and described in Appendix A-2 of this Agreement.

“*Initial Members*” means the Initial Signatories who become Members on the date on which the Authority is originally established pursuant to Section 2.05 of this Agreement.

“*Initial Signatories*” means the county, special district, and municipalities that are signatories to this Agreement in its original form.

“*Intergovernmental Relations Statute*” is defined in the Recitals.

“*Member*” means (a) the Initial Members and (b) the State or any Municipality or County or special district that becomes a member of the Authority pursuant to Section 9.03 of this Agreement.

“*MOU*” means the Memorandum of Understanding Establishing a Regional Transit Authority Formation Committee entered into by and among the Initial Signatories for the purpose of researching and proposing the structure of an RTA to serve the greater Yampa Valley community.

“*Officer*” means the Chair, Vice Chair, Secretary, Treasurer or Executive Director of the Authority, and any subordinate officer or agent appointed and designated as an officer of the Authority by the Board.

“*Regional Transportation Systems*” shall have the meaning given to it in Section 602(16) of the Act.

“*Transition Plan*” shall have the meaning given to it in Section 8.03(a) of this Agreement.

ARTICLE 2 ESTABLISHMENT OF THE AUTHORITY AND INITIAL MEMBERS

Section 2.01 Establishment. A regional transportation authority to be known as the “Yampa Valley Regional Transportation Authority” shall be established as a separate political subdivision and body corporate of the State pursuant to the Act and as a separate legal entity created by this Agreement among the Initial Members pursuant to the Intergovernmental Relations Statute, effective upon satisfaction of the following conditions:

(a) each Initial Member (i) has held at least two public hearings on the subject of this Agreement in accordance with Section 603(3) of the Act; and (ii) has executed this Agreement, which execution shall constitute a representation by such Initial Member to the other Initial Members that the executing Initial Member has held the public hearings required by Section 603(3) of the Act and that the Governing Body of such Initial Member has duly authorized its execution, delivery and performance of this Agreement;

(b) this Agreement has been submitted for approval, and has been approved by, a majority of the registered electors residing within the boundaries of the Initial Members at the time of the Election who voted in the Election, which, for purposes of the Election, shall be determined based on the votes cast on the Ballot Questions approved by the registered electors voting on the Ballot Questions that approve the participation in the Authority; and

(c) the Director of the Division of Local Government has issued a certificate pursuant to Section 603(1) of the Act stating that the Authority has been duly organized according to the laws of the State.

Section 2.02 Purpose. The purpose of the Authority is to plan, finance, implement, and operate an efficient, sustainable, and regional public multimodal transportation system at any location or locations within or without the Boundaries of the Authority, and exercise any or all other powers authorized by, and subject to compliance with, the Act.

Section 2.03 Boundaries. Subject to Section 2.05 and any amendment to reflect the outcome of the Ballot Questions, the Initial Boundaries of the Authority shall be as illustrated in Appendix A-

1 and described in Appendix A-2 of this Agreement. For any territory included or annexed in the boundaries of a Member, the Boundaries shall automatically be amended to include such territory that has been included or annexed into the boundaries of the Member (for taxation purposes, as if such territory was included in the Boundaries of the Authority because the territory is included in the boundaries of such Member).

Section 2.04 Voter Approval.

(a) The Initial Signatories agree to submit Ballot Questions seeking voter approval of the establishment of the Authority, which are hereafter referred to by the names indicated below and a draft of which are attached to this Agreement as Appendix B, shall be submitted to the registered electors residing within the following described areas within the boundaries of the Initial Signatories:

(i) the “Steamboat Springs Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the City of Steamboat Springs;

(ii) the “Yampa Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the Town of Yampa;

(iii) the “Oak Creek Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the Town of Oak Creek;

(iv) the “Hayden Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the Town of Hayden;

(v) the “Craig Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the City of Craig; and

(vi) the “Unincorporated Routt County Question,” in the form attached hereto as Appendix B, shall be submitted to the electors of the unincorporated area of Routt County within the boundaries described in Appendix A-2, exclusive of electors residing in the municipalities that are Initial Signatories of this Agreement.

(b) The Governing Body of the Initial Signatory named in the title of each Ballot Question shall take all actions necessary to submit such Ballot Question to the appropriate registered electors at the Election. Each Ballot Question submitted to the registered electors shall be consistent with the terms of this Agreement and the corresponding draft Ballot Question attached in Appendices B-1 through B-8. Routt County. Those Initial Signatories within Routt County intend to put forth these measures as a coordinated election under the administration of the Routt County Clerk and Recorder. The designated election official for such coordinated election shall be the Routt County Clerk and Recorder. The City of Craig intends to put forth its Ballot Question separately and the designated election official for such election shall be the Moffat County Clerk and Recorder.

(c) The costs of conducting the Election shall be payable by each Initial Signatory in the following estimated amounts:

- (i) \$14,000 by the City of Steamboat Springs;
- (ii) \$500 by the Town of Yampa;
- (iii) \$920 by the Town of Oak Creek;
- (iv) \$1,900 by the Town of Hayden; and
- (v) \$9,500 by Routt County.

Section 2.05 Initial Members.

(a) Subject to Section 2.05(b) of this Agreement, the Initial Signatories whose participation in the Authority is authorized by a majority of the registered electors voting on the Ballot Questions indicated below shall be the Initial Members of the Authority on the date the Authority is originally established pursuant to this Agreement:

- (i) the City of Steamboat Springs will be an Initial Member if the City of Steamboat Springs electors approve the Steamboat Springs Question;
- (ii) the Town of Yampa will be an Initial Member if the Town of Yampa electors approve the Yampa Question;
- (iii) the Town of Oak Creek will be an Initial Member if the Town of Oak Creek electors approve the Oak Creek Question;
- (iv) the Town of Hayden will be an Initial Member if the Town of Hayden electors approve the Hayden Question;
- (v) the City of Craig will be an Initial Member if the City of Craig electors approve the Craig Question; and
- (vi) Routt County will be an Initial Member if the electors within the unincorporated area of Routt County described in Section 2.04(a)(viii) approve the Unincorporated Routt County Question.

(b) The Initial Signatories agree that in order for the Regional Transportation Systems to be efficiently and effectively provided within the Authority's service area, participation of the City of Steamboat Springs and at least one other Initial Signatory is essential. This Agreement will terminate automatically and be of no further force and effect if the registered electors voting on each of the Steamboat Springs Question and the Ballot Question of at least one of the other Initial Signatories do not each approve their respective ballot questions at the Election.

**ARTICLE 3
BOARD OF DIRECTORS**

Section 3.01 Establishment and Powers. The Authority shall be governed by a Board of Directors as described in this Article 3. The Board shall exercise and perform all powers, privileges

and duties vested in or imposed on the Authority. Subject to the provisions of this Agreement, the Board may delegate or prescribe the performance of any of its powers to any Director, Officer, employee or agent of the Authority with sufficient direction to comply with the non-delegation doctrine.

Section 3.02 Directors. The Board shall be composed of one Director appointed by each Member.

Section 3.03 Alternate Directors. In addition to the Director appointed by it, each Member shall appoint an Alternate Director who shall be deemed to be such Member's Director for all purposes, including, but not limited to, voting on resolutions whenever the person appointed as such Member's Director is absent from a Board meeting, or in the event such Director has resigned or been removed and no replacement Director has been appointed.

Section 3.04 Appointment of Directors and Alternate Directors. As required by Section 603(2)(b)(1) of the Act, the Director and the Alternate Director appointed by a Member shall both be members of the Governing Body of such Member, and shall be appointed as a Director or Alternate Director by the Governing Body of such Member.

Section 3.05 Terms of Office. The term of office of each Director and Alternate Director shall commence with the first meeting of the Board following his or her appointment and shall continue until (a) the date on which a successor is duly appointed or (b) the date on which he or she ceases to be a member of the Governing Body of the appointing Member.

Section 3.06 Resignation and Removal. Any Director or Alternate Director (a) may resign at any time, effective upon receipt by the Secretary or the Chair of written notice signed by the person who is resigning; and (b) may be removed at any time by the Governing Body of the Member that appointed him or her, effective upon receipt by the Secretary or the Chair of written notice signed by the Governing Body of the appointing Member.

Section 3.07 Vacancies. Vacancies in the office of any Director or Alternate Director shall be filled in the same manner in which the vacant office was originally filled pursuant to Sections 3.02 through 3.04 of this Agreement.

Section 3.08 Compensation. Directors and Alternate Directors shall serve without compensation, but may be reimbursed for expenses incurred in serving in such capacities upon such terms and pursuant to such procedures as may be established by the Board.

Section 3.09 Meetings, Notice. The Board shall annually establish times for regular meetings of the Board, which shall meet no less than quarterly. The Board may additionally call special meetings as it deems necessary or desirable. Meetings will be held at the location as may from time to time be designated by the Board. Public notice of meetings shall be posted in the locations established by the Board, in accordance with the Colorado Open Meetings Law, Section 24-6-401 *et seq.*, Colorado Revised Statutes, as amended. Except in the case of special or emergency meetings where such advance notice is not practicable, the Authority shall provide at least 48 hours' advance notice of meetings to each Director and Alternate Director and to the Governing Body of each Member.

Section 3.10 Resolutions, Quorum. All actions of the Board shall be by resolution, which may be written or oral, approved at a meeting that is open to the public according to the voting requirements set forth in Section 3.11. At least a quorum shall be necessary to take any Board action and at least two-thirds of all Directors then in office who are eligible to vote thereon will be required for action pursuant to Section 3.11(a). A quorum shall mean a number of Directors greater than half the total number of Directors then in office (which, if all Initial Signatories become Initial Members, will be four of the six initial Directors). The Board may establish bylaws setting forth specific requirements for electronic participation by a Director in a meeting, including requirements for a Director participating electronically to be considered “present” for purposes of establishing a quorum and voting on agenda items, among other topics.

Section 3.11 Voting Requirements.

(a) Except as otherwise provided in subsection (b) of this Section and Article 12 of this Agreement, resolutions of the Board shall be adopted upon the affirmative vote of at least two-thirds of the Directors then in office who are eligible to vote thereon (which, if all Initial Signatories become Initial Members and no Director is ineligible to vote, will be four of the six initial Directors).

(b) Provided a quorum is present, the following actions shall be approved upon the affirmative vote of a majority of the Directors of the Board then present who are eligible to vote thereon:

- (i) administrative approvals such as setting meeting locations and times and ministerial actions required for the Authority’s compliance with applicable law;
- (ii) approvals authorized by bylaws or rules previously approved by the Board;
- (iii) approval of contracts for expenditures included in an annual budget previously approved by the Board;
- (iv) approval of contracts for transportation services included in an annual budget previously approved by the Board;
- (v) approval of contracts for the assumptions of existing facilities and transportation infrastructure, or the development of new facilities and transportation infrastructure, included in an annual budget previously approved by the Board; and
- (vi) other actions that are reasonably incidental to prior Board approvals made under subsection (a) of this Section.

Section 3.12 Special Rules Regarding Adoption of the Authority’s Annual Budget. Notwithstanding Section 3.10 of this Agreement, if the Board fails to approve the Authority’s annual budget by resolution adopted in accordance with Section 3.10 of this Agreement by the end of the immediately preceding fiscal year of the Authority or any earlier date required by State law, until an annual budget is so adopted, the Authority’s budget for such year shall be the prior year’s budget, with no new capital expenditures or adjustments to services to be provided until such time

that a new annual budget is approved by the Board. The procedures set forth in this Section may be modified by bylaws or rules adopted in accordance with Section 3.15 of this Agreement.

Section 3.13 Director Conflicts of Interest. Notwithstanding any other provision of this Agreement, a Director shall disqualify himself or herself from voting on any issue with respect to which he or she has a conflict of interest, unless he or she has disclosed such conflict of interest in compliance with Sections 18-8-308 and 24-18-101 *et seq.*, Colorado Revised Statutes, as amended.

Section 3.14 Powers of the Board. The Board shall, subject to the limitations set forth of this Agreement, have (a) all powers that may be exercised by the board of directors of a regional transportation authority pursuant to the Act, including, but not limited to, the powers conferred by Sections 604(1) and (3) of the Act, and (b) all powers that may be exercised by the governing board of a separate legal entity that has been lawfully created by a contract among the Members pursuant to the Intergovernmental Relations Statute.

Section 3.15 Bylaws and Rules. The Board, acting by resolution adopted as provided for in Section 3.10 and Section 3.11 of this Agreement, may adopt bylaws or rules governing the activities of the Authority and the Board, including, but not limited to, bylaws or rules governing the conduct of Board meetings, voting procedures, the type of resolutions that must be in writing, and procedures for the resolution of issues on which a two-thirds majority cannot be obtained in accordance with Section 3.11(a) of this Agreement.

Section 3.16 Additional Directors. If at any time there are four or fewer Members because, for example and without limitation, four or fewer members approve the Ballot Questions or Members withdraw pursuant to Section 9.02 herein, then, notwithstanding any other provision of this Agreement, in order to comply with the provisions of Section 603(2)(b)(1) of the Act, which requires a regional transportation authority to have at least five Directors, the Directors representing the then-current Members shall, by unanimous consent, appoint such additional Directors and Alternate Directors as are necessary for there to be five Directors, and may likewise remove such Directors and Alternative Directors by consensus of the Directors appointed directly by the Members. If the then-current Directors are unable to reach unanimous consent, each Member shall appoint a second Director, until the total number of Members exceeds five, at which time each Member shall revert to appointing a sole Director.

Section 3.17 References. All references of this Agreement to the Director and Alternate Director of a Member shall be deemed to refer to the initial Director appointed by a Member hereunder, and the additional Director and Alternate Director, as appropriate, appointed by such Member or as otherwise as provided herein.

ARTICLE 4 ADVISORY COMMITTEES

The Board may appoint, maintain, and/or disband one or more Advisory Committees at any time in order to advise the Board with respect to policy and service matters. Advisory Committees shall not be authorized to exercise any power of the Board.

ARTICLE 5 OFFICERS

Section 5.01 Generally. The Board shall appoint a Chair, a Vice Chair, a Secretary, a Treasurer and an Executive Director. The Board also may appoint one or more subordinate officers and agents, each of whom shall hold his or her office or agency for such term and shall have such authority, powers and duties as shall be determined from time to time by the Board. The Chair, the Vice Chair, and the Treasurer shall be Directors. Other Officers may, but need not, be Directors. Any two or more of such offices may be held by the same person, except that the offices of Chair and Secretary may not be held by the same person, and the person serving as Executive Director may not hold any other of such offices. All Officers of the Authority shall be persons of the age of 18 years or older and shall meet the other qualifications, if any, stated for his or her office elsewhere in this Article 5.

Section 5.02 Chair. The Chair shall have the power to call meetings of the Board; the power to execute, deliver, acknowledge, file and record on behalf of the Authority such documents as may be required by this Agreement, the Act or other applicable law; and such other powers as may be prescribed from time to time by the Board. The Chair may execute and deliver contracts, deeds and other instruments and agreements on behalf of the Authority as are necessary or appropriate in the ordinary course of its activities or as are duly authorized or approved by the Board. The Chair shall have such additional authority, powers and duties as are appropriate and customary for the office of the chair of the board of directors of entities such as the Authority, and as the Board may otherwise prescribe.

Section 5.03 Vice Chair. The Vice Chair shall be the Officer next in seniority after the Chair and, upon the death, absence or disability of the Chair, shall have the authority, powers and duties of the Chair. The Vice Chair shall have such additional authority, powers and duties as are prescribed by the Board.

Section 5.04 Secretary. The Secretary shall give, or cause to be given, notice of all meetings (including special meetings) of the Board, keep written minutes of such meetings, have charge of the Authority's seal (if any), be responsible for the maintenance of all records and files and the preparation and filing of reports to governmental agencies (other than tax returns), have authority to impress or affix the Authority's seal to any instrument requiring it (and, when so impressed or affixed, it may be attested by his or her signature), and have such other authority, powers and duties as are appropriate and customary for the office of Secretary of entities such as the Authority, and as the Board may otherwise prescribe. If a Treasurer has not been appointed, the Secretary shall also serve as Treasurer and may use the title of Treasurer in performing the functions of Treasurer.

Section 5.05 Treasurer. The Treasurer shall, subject to rules and procedures established by the Board, be responsible for the custody of the funds and all stocks, bonds and other securities owned by the Authority and shall be responsible for ensuring the timely preparation and filing of all tax returns, if any, required to be filed by the Authority. The Treasurer shall receive all moneys paid to the Authority and, subject to any limits imposed by the Board or the Chair, shall have authority to give or authorize receipts and vouchers, to sign and endorse checks and warrants in the Authority's name and on the Authority's behalf, and to give full discharge for the same. The Treasurer shall

also have charge of disbursement of the funds of the Authority, shall ensure that full and accurate records of the receipts and disbursements are maintained, and shall ensure that all moneys and other valuables are deposited in such depositories as shall be designated by the Board. The Treasurer shall ensure deposit and investment of all funds of the Authority in accordance with this Agreement and laws of the State applying to the deposit and investment of funds of regional transportation authorities formed under the Act. The Treasurer shall have such additional authority, powers and duties as are appropriate and customary for the office of Treasurer of entities such as the Authority, and as the Board may otherwise prescribe. If a Treasurer has not been appointed, the Secretary shall also serve as Treasurer and may use the title of Treasurer in performing the functions of Treasurer.

Section 5.06 Executive Director. The Executive Director shall be the chief executive officer of the Authority, shall supervise the activities of the Authority, shall see that all policies, directions and orders of the Board are carried out and shall, under the supervision of the Board, have such other authority, powers or duties as may be prescribed by the Board.

Section 5.07 Resignation and Removal. Any Officer may resign at any time effective upon receipt by the Secretary or the Chair of written notice signed by the person who is resigning, and may be removed at any time by the Board.

Section 5.08 Changes to Authority, Powers and Duties. Notwithstanding any other provision of this Article 5, the Board at any time may expand, limit or modify the authority, powers and duties of any Officer or employee.

Section 5.09 Vacancies. Vacancies in the office of any Officer or employee shall be filled in the same manner in which such office was originally filled.

Section 5.10 Compensation. The Authority shall determine and may compensate Officers and employees who are not Directors or Alternate Directors for services performed, and may reimburse them for expenses incurred, in serving in such capacities upon such terms and pursuant to such procedures as may be established by the Board.

ARTICLE 6 POWERS OF THE AUTHORITY

Section 6.01 General Grant of Powers. The Authority shall, subject to the limitations set forth in this Agreement, have (i) all of the powers granted to regional transportation authorities by the Act and (ii) all powers that may be exercised by a separate legal entity created by a contract among the Members pursuant to the Intergovernmental Relations Statute.

Section 6.02 Specific Responsibilities. In addition to the general powers described in Section 6.01 of this Agreement, the Authority shall have the responsibilities described in this Section and shall have all powers necessary or convenient to carry out such responsibilities, *subject to the availability of funds and, to the extent required by law, annual appropriation of funds by the Board.* The description of specific responsibilities and powers in this Section shall not, however, limit the general powers of the Authority described in Section 6.01 of this Agreement.

(a) Regional Transportation Systems. The Authority shall be responsible for coordination of, and may operate and fund, Regional Transportation Systems and provide such related services as are necessary in order to effect the Authorized Transportation Projects described in Appendix C, as may be amended from time to time in accordance with Article 12 of this Agreement.

(b) Regional Transportation Planning. The Authority shall be responsible for engaging in annual regional transportation planning to direct the implementation of Regional Transportation Systems, pursuing local, state, or federal funding, and coordinating overall transportation policy within the area in which it provides transit services. Regional transportation planning shall, as determined by the Board, include short range service and infrastructure planning as well as long range planning, corridor investment studies and related impact analyses.

(c) Regional Transportation Demand Management. The Authority shall be responsible for developing plans, programs, and materials to support individuals and employers in their efforts to reduce single-occupancy vehicle trips and mitigate climate impacts in the Yampa Valley, in coordination with local jurisdictions, CDOT, the Northwest Colorado Council of Governments, the I-70 Coalition, and other relevant organizations.

(d) Enhance Local, State, and Federal Coordination.

(i) The Authority shall represent the Yampa Valley region with regard to state and federal legislation affecting available funding to support regional transit operations and with regard to legislation affecting operations.

(ii) The Authority shall coordinate with CDOT and federal governing agencies to enhance regional transit, including but not limited to, improvements to connections to the Authority area via Bustang and other statewide bus programs and Mountain Rail, and may provide financial support for such purposes.

(iii) The Authority may support federal, state, and local efforts to provide and maintain safe roadway and transportation corridor crossings for wildlife.

(iv) The Authority may coordinate, operate, and financially support transportation to provide access for residents and visitors to public recreational amenities, such as federal, state, and local parks and trails.

(e) First-Last Mile Solutions. The Authority may study, design, financially support, and implement, with partnerships as appropriate, first and last mile improvements to enhance transit ridership, including but not limited to park and rides, pedestrian crossings, and regional innovative mobility programs such as, without limitation, regional e-bike sharing, on-demand microtransit, and community vanpools.

(f) Contract Transit Services.

(i) The Authority may enter into contracts with any Member or other person or entity for the provision of transit services in the manner and subject to the terms of such contracts.

(ii) The Authority will initially enter into contracts with the City of Steamboat Springs for the continuation of Steamboat Springs Transit (“SST”) regional service and shall cooperate with the City of Steamboat Springs to provide for assumption of such service within three (3) years following the date the Authority is established pursuant to Section 2.01 to the extent reasonably possible.

(g) Local Service and Service to Non-Members. The Authority may provide services that operate solely within the boundaries of a single Member (as distinguished from regional services) or to jurisdictions that are non-Members, but, except as otherwise specifically provided in this Agreement, only pursuant to an agreement to which such Member or non-Member jurisdiction pays the Authority for the services provided on the same fully allocated cost basis used to determine costs of Authority services throughout the Authority’s service area.

(h) Transportation Related Infrastructure. The Authority may assume the maintenance of existing facilities and may develop new facilities, including but not limited to park-and-rides, transit stops, vehicle maintenance garages, other transit and rail infrastructure, trails, or other necessary infrastructure related to operations under the purview of the Authority.

Section 6.03 Limitations on Powers of the Authority. Notwithstanding Sections 6.01 and 6.02 of this Agreement, the powers of the Authority shall be limited as follows:

(a) no action to establish or increase a tax or to create a multiple fiscal year debt or other financial obligation that is subject to Section 20(4)(h) of Article X of the State Constitution shall take effect unless first submitted to a vote in accordance with Section 612 of the Act;

(b) the Board shall deliver notice of any proposal to establish, increase or decrease any tax to any County, Municipality or special district Member where the proposed tax or fee would be imposed in accordance with Section 613 of the Act; and

(c) a notice of the imposition of or any increase in any fee or tax or the issuance of Bonds shall be sent to the Division of Local Government and shall be filed with the State Auditor and the State Transportation Commission in accordance with Section 614 of the Act.

Section 6.04 Limitations. If any portion of the Regional Transportation System alters the physical structure of or negatively impacts the safe operation of any state or local transportation improvement, the Authority shall, upon the request of the Governing Body of the jurisdiction impacted by the transportation improvement, in order to ensure coordinated transportation planning, efficient allocation of resources, and the equitable sharing of costs, enter into an intergovernmental agreement between the Authority and such jurisdiction concerning the applicable portion of the Regional Transportation System before commencing physical construction of that particular improvement.

ARTICLE 7 FUNDING THE AUTHORITY

Section 7.01 Baseline Funding. The baseline funding of the Authority shall be provided from the following sources:

(a) Steamboat Ski & Resort Corporation Pledge. In accordance with the Pledge Agreement attached hereto as Appendix D, and effective only if and upon establishment of the Authority in accordance with Section 2.01 herein, Steamboat Ski & Resort Corporation has pledged to pay the Authority one million dollars (\$1,000,000) per year for three years' time, including 2026, 2027, and 2028 ("Resort Pledge"). The Resort Pledge will be paid in two (2) equal installments of five hundred thousand dollars (\$500,000) on January 1 and August 1 annually. Steamboat Ski & Resort Corporation also agrees to work in good faith with the Authority to reach agreement not later than April 1, 2027, on the terms and conditions under which it will extend such annual pledge of one million dollars (\$1,000,000) from 2029 to 2046. The Resort Pledge is contingent on there being no ballot question authorizing a lift tax or business and occupation tax applicable to the operation of ski lifts ("Lift Tax") referred to the voters between the date of this agreement and December 31, 2028, that is passed by the voters. If the City of Steamboat Springs refers such ballot question to the voters, it hereby agrees (i) to include in such ballot question approval of a multi-fiscal year obligation necessary to pledge one million dollars (\$1,000,000) of such tax revenue annually to the Authority from the termination of the Resort Pledge through 2046; and (ii) if such tax is passed by the voters, to pay one million dollars (\$1,000,000) of such tax revenue annually to the Authority through 2046. Notwithstanding the foregoing, if Steamboat Ski & Resort Corporation does not agree to extend the Resort Pledge through 2046 on or before December 31, 2028, the City of Steamboat Springs shall have no obligation to pledge to the RTA any Lift Tax that is approved by the voters after December 31, 2028.

(b) Pursuit of Grants and Donations. The Authority shall actively pursue grants and donations to support its activities, including grants and donations for offsetting operating and capital costs, long range planning and environmental review, and major capital improvements. The Authority will also cooperate and assist Members in their pursuit of grants and donations for transportation projects.

(c) Other Revenues. The Authority shall establish and collect fees, tolls, rates, and charges for the privilege of traveling on or using any property included in the Regional Transportation System financed, constructed, operated, or maintained by the Authority.

Section 7.02 Authority Sales Tax. Subject to Section 605 of the Act, the Authority may levy a sales or use tax, or both, at a rate not to exceed two percent upon every transaction or other incident with respect to which a sales or use tax is levied by the state. .

Section 7.03 Existing Sales Tax. Section 611(1)(b) of the Act authorizes any county, municipality, or special district that is a Member to pledge any legally available funds to the Authority to assist in the financing, construction, operation, or maintenance of a regional transportation system by the Authority..

Section 7.04 Vehicle Registration Fees. Subject to Section 605 of the Act, the Authority may impose an annual motor vehicle registration fee of not more than ten (10) dollars for each motor vehicle registered by persons residing in all or any designated portion of the Members of the Authority.

Section 7.05 Discretionary Member Contributions. A Member may, at its sole discretion, offer to make cash contributions to the Authority, provide in-kind services to the Authority, or pay

costs that otherwise would have been paid by the Authority (referred to as a “Discretionary Member Contribution”). If a Member offers to make a Discretionary Member Contribution, the Authority may, subject to Board approval on a case-by-case basis in its discretion, provide additional transportation services within the boundaries of such Member with a value, or grant such Member a credit against other contributions or contract service payments to the Authority by or on behalf of such Member, in an amount equivalent to the Discretionary Member Contribution.

Section 7.06 Capital Projects and Bonds. The Authority may fund capital projects by the issuance of Authority Bonds pursuant to Section 609 of the Act if voter approval is obtained for the issuance of such Bonds as required by Section 612(2) of the Act; through lease-purchase agreements or other arrangements permitted by, and subject to compliance with the applicable provisions of, State and federal law; or through one or more agreements with one or more Members. Bond issuances by any Regional Transportation Enterprise formed by the Board pursuant to Section 606 of the Act do not require voter approval.

Section 7.07 No Implied Limits on Powers. Except as otherwise specifically provided, no provision of this Article 7 shall limit the Authority’s powers under the Act. The Authority is expressly prohibited from imposing any mill levy on taxable property.

ARTICLE 8 MEMBERS

Section 8.01 Initial Members. The Initial Members shall be the Initial Signatories whose participation in the Authority is approved at the November 4, 2025, election as described in Section 2.05 of this Agreement.

Section 8.02 Withdrawal of Initial Members.

(a) Following establishment of the Authority, a Member may withdraw from the Authority only if the Member’s withdrawal is approved at an election by a majority of the electors of such Member voting thereon.

(b) If a Member withdraws from the Authority pursuant to subsection (a) of this Section:

(i) the territory within the boundaries of such Member will be excluded from the Boundaries of the Authority;

(ii) subject to Section 8.02(c), the taxes relevant to that Member shall not be levied after the effective date of such withdrawal; and

(iii) the obligations of such Member set forth in this Agreement shall terminate.

(c) If a Member withdraws from the Authority while the Authority has any Bonds outstanding, it shall continue to levy taxes within its boundaries after the effective date of such withdrawal for the period such Bond obligations remain outstanding, or as provided for in the applicable financing documents.

(d) Members may only withdraw from the Authority in the manner, and subject to the conditions, set forth in this Section.

Section 8.03 Additional Members. Any county, municipality, or special district with street improvement, safety protection, or transportation powers, or a portion thereof, which is not an Initial Member of the Authority, may become a Member (for purposes of this Section, a “new Member”) effective upon:

(a) the adoption of a resolution of the Board in accordance with Section 3.11(a) of this Agreement, the effectiveness of which may be conditioned upon compliance by such new Member with any conditions which the Board, in its sole discretion, sees fit to impose;

(b) unless the new Member is the State, approval of such new Member’s participation in the Authority by the electors residing within the territory of the new Member that is to be included in the Boundaries of the Authority; and

(c) compliance with any other conditions to the admission of such new Member as a Member or its execution of the amended Agreement imposed under the Act, the Intergovernmental Relations Statue or any other applicable law.

ARTICLE 9 TERM AND DISTRIBUTION OF ASSETS UPON TERMINATION

Section 9.01 Effective Date. The term of this Agreement shall begin when all the conditions to the establishment of the Authority set forth in Section 2.01 of this Agreement have been satisfied.

Section 9.02 Termination.

(a) The term of this Agreement shall end when all the then-current Members agree in writing to terminate this Agreement.

(b) This Agreement may not be terminated so long as the Authority has any Bonds outstanding.

Section 9.03 Distribution of Assets Upon Termination. Upon termination of this Agreement pursuant to Section 10.02 of this Agreement, after payment of all Bonds and other obligations of the Authority, the net assets of the Authority shall be distributed to the parties who are Members at such time in proportion to the sum of:

(a) the amount of cash and the value of property and services contributed by each such Member to the Authority pursuant to Articles 7 and 8 of this Agreement minus the amount of cash and the value of property previously distributed to them by the Authority; and

(b) the total amount of Authority taxes or other charges (other than fares) paid by such Member’s residents, during the period of time such party was a Member, to the Authority pursuant to the Authority’s exercise of the powers granted to it pursuant to the Act, with taxes or other

charges paid by residents of areas of counties that are also located within a municipality or special district allocated 100% to the municipality or special district for such purposes.

**ARTICLE 10
DEFENSE OF DIRECTORS, OFFICERS, MEMBERS OF
ADVISORY COMMITTEES AND EMPLOYEES**

Section 10.01 Authority Obligations. The Authority shall insure and defend each Director, Officer, member of an Advisory Committee and employee of the Authority in connection with any claim or actual or threatened suit, action or proceeding (civil, criminal or other, including appeals), in which he or she may be involved in his or her official capacity by reason of his or her being or having been a Director, Officer, member of a Committee or employee of the Authority, or by reason of any action or omission by him or her in such capacity. The Authority shall insure and defend each Director, Officer, member of a Committee and employee of the Authority against all liability, costs and expenses arising from any such claim, suit or action, except any liability arising from criminal offenses or willful misconduct or gross negligence. The Authority's obligations pursuant to this Article 10 shall be limited to funds of the Authority available for such purpose, including but not necessarily limited to insurance proceeds. The Board may establish specific rules and procedures for the implementation of this Article 10 in the bylaws of the Authority.

**ARTICLE 11
AMENDMENTS**

Section 11.01 Amendments Generally. This Agreement, except as may be limited in this Article 11, may be amended only by a resolution approved by the Authority Board, which shall, before becoming effective, also be approved by a majority affirmative vote of the Governing Bodies of all Members minus one.

Section 11.02 Amendments to Boundaries. Except as provided in Section 2.03 of this Agreement, the Initial Boundaries illustrated in Appendix A-1 and described in Appendix A-2, may be amended in accordance with Section 12.01 of this Agreement and with the required approval of the registered voters of any county, municipality or unincorporated portion of a county proposed to be added to the territory of the Authority. For purposes of this Section, the boundaries may not include territory within the boundaries of a municipality that is not a Member without the consent of the governing body of such municipality, and may not include territory within the unincorporated boundaries of a county that is not a Member without the consent of the governing body of such county.

Section 11.03 Modification of Appendices B-1 through B-8. Notwithstanding any other provision of this Agreement, the Ballot Questions attached hereto as Appendix B-1 through B-6 may not be modified by the Governing Body of the Initial Signatory responsible for submitting such Ballot Question to the electors as provided in Section 2.04 of this Agreement.

ARTICLE 12 MISCELLANEOUS

Section 12.01 Adoption and Execution of Agreement in Accordance with Law. Each Initial Signatory hereby represents to each other Initial Signatory that it has adopted and executed this Agreement in accordance with applicable law.

Section 12.02 Parties in Interest. Nothing expressed or implied in this Agreement is intended or shall be construed to confer upon any Person other than the Initial Signatories and the Members any right, remedy, or claim under or by reason of this Agreement, this Agreement being intended to be for the sole and exclusive benefit of the Initial Signatories and the Members.

Section 12.03 No Personal Liability. No covenant or agreement contained in this Agreement or any resolution or bylaw issued by the Board shall be deemed to be the covenant or agreement of an elected or appointed official, officer, agent, servant, or employee of any Member in his or her individual capacity.

Section 12.04 Notices. Except as otherwise provided in this Agreement, all notices, certificates, requests, requisitions, or other communications by the Authority, any Member, any Director, any Alternate Director, any Officer, or any member of a Committee to any other such person pursuant to this Agreement shall be in writing; shall be sufficiently given and shall be deemed given when actually received, in the case of the Authority and officers of the Authority, at the last address designated by the Authority for such purpose and, in the case of such other persons, at the last address specified by them in writing to the Secretary of the Authority; and, unless a certain number of days is specified, shall be given within a reasonable period of time.

Section 12.05 Assignment. None of the rights or benefits of any Member may be assigned, nor may any of the duties or obligations of any Member be delegated, without the express written consent of all the Members.

Section 12.06 Severability. If any clause, provision, subsection, Section, or Article of this Agreement shall be held to be invalid, illegal or unenforceable for any reason, the invalidity, illegality or enforceability of such clause, provision, subsection, Section, or Article shall not affect any of the remaining provisions of this Agreement.

Section 12.07 Interpretation. Subject only to the express limitations set forth in this Agreement, this Agreement shall be liberally construed to permit:

(a) the Authority and the Members to exercise all powers that may be exercised by a regional transportation authority pursuant to the Act and by a separate legal entity created by a contract among the Members pursuant to the Intergovernmental Relations Statute;

(b) the Members to exercise all powers that may be exercised by them with respect to the subject matter of this Agreement pursuant to the Act, the Intergovernmental Relations Statute and other applicable law; and

(c) the Board to exercise all powers that may be exercised by the board of directors of a regional transportation authority pursuant to the Act and by the governing body of a separate legal entity created by a contract among the Members pursuant to the Intergovernmental Relations Statute. In the event of any conflict between the Act, the Intergovernmental Relations Statute or any other law with respect to the exercise of any such power, the provision that permits the broadest exercise of the power consistent with the limitations set forth in this Agreement shall control.

Section 12.08 Governing Law. The laws of the State shall govern the construction and enforcement of this Agreement. Venue for purposes of any litigation arising under this Agreement shall only be proper in the Routt County District Court.

Counterparts. This Agreement may be executed in any number of counterparts, each of which, when so executed and delivered, shall be an original; but such counterparts shall together constitute but one and the same Agreement. Counterparts may be executed either in original, facsimile, or electronic mail form, and each such facsimile or electronic mail signature shall have the efficacy of a signed original and may be used in lieu of the original for any purpose.

[Remainder of page left intentionally blank. Signature pages follow.]

CITY OF STEAMBOAT SPRINGS

SIGNATURE PAGE

to

YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT

Dated as of September 1, 2025

CITY OF STEAMBOAT SPRINGS,
a municipal corporation

Signed by:

Tom Leeson, City Manager

00C2248D3842100
Manager

Date: 9/16/2025

ATTEST:

Signed by:

Julie Franklin, Clerk

00C2248D3842100
Town Clerk

TOWN OF YAMPA

SIGNATURE PAGE

to

**YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT**

Dated as of September 1, 2025

TOWN OF YAMPA

Signed by:

Stacey Geilert, Mayor

7100AB64AB66417...
Mayor

Date: 9/1/2025

ATTEST:

DocuSigned by:

Sheila Symons

59C4976DCB01437...
Town Clerk

TOWN OF OAK CREEK

SIGNATURE PAGE

to

**YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT**

Dated as of September 1, 2025

TOWN COUNCIL
TOWN OF OAK CREEK, COLORADO



Mayor

Date: 8-28-25

ATTEST:



Town Clerk



TOWN OF HAYDEN

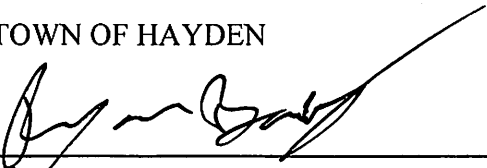
SIGNATURE PAGE

to

**YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT**

Dated as of September⁴, 2025

TOWN OF HAYDEN



Mayor

Date: 9-4-25

ATTEST:



Town Clerk



CITY OF CRAIG

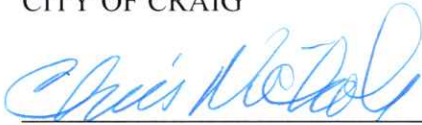
SIGNATURE PAGE

to

YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT

Dated as of September 1, 2025

CITY OF CRAIG



Mayor

Date: 8/26/25

ATTEST:



Town Clerk

ROUTT COUNTY

SIGNATURE PAGE

to

**YAMPA VALLEY REGIONAL TRANSPORTATION AUTHORITY
INTERGOVERNMENTAL AGREEMENT**

Dated as of September 1, 2025

COUNTY OF ROUTT, STATE OF COLORADO

By and through its BOARD OF COUNTY
COMMISSIONERS

Signed by:

By Sonya Macys, Chair, Routt County Board of County Commissioners

0EC3A989F0864C4...

Date: 9/16/2025

ATTEST:

Signed by:

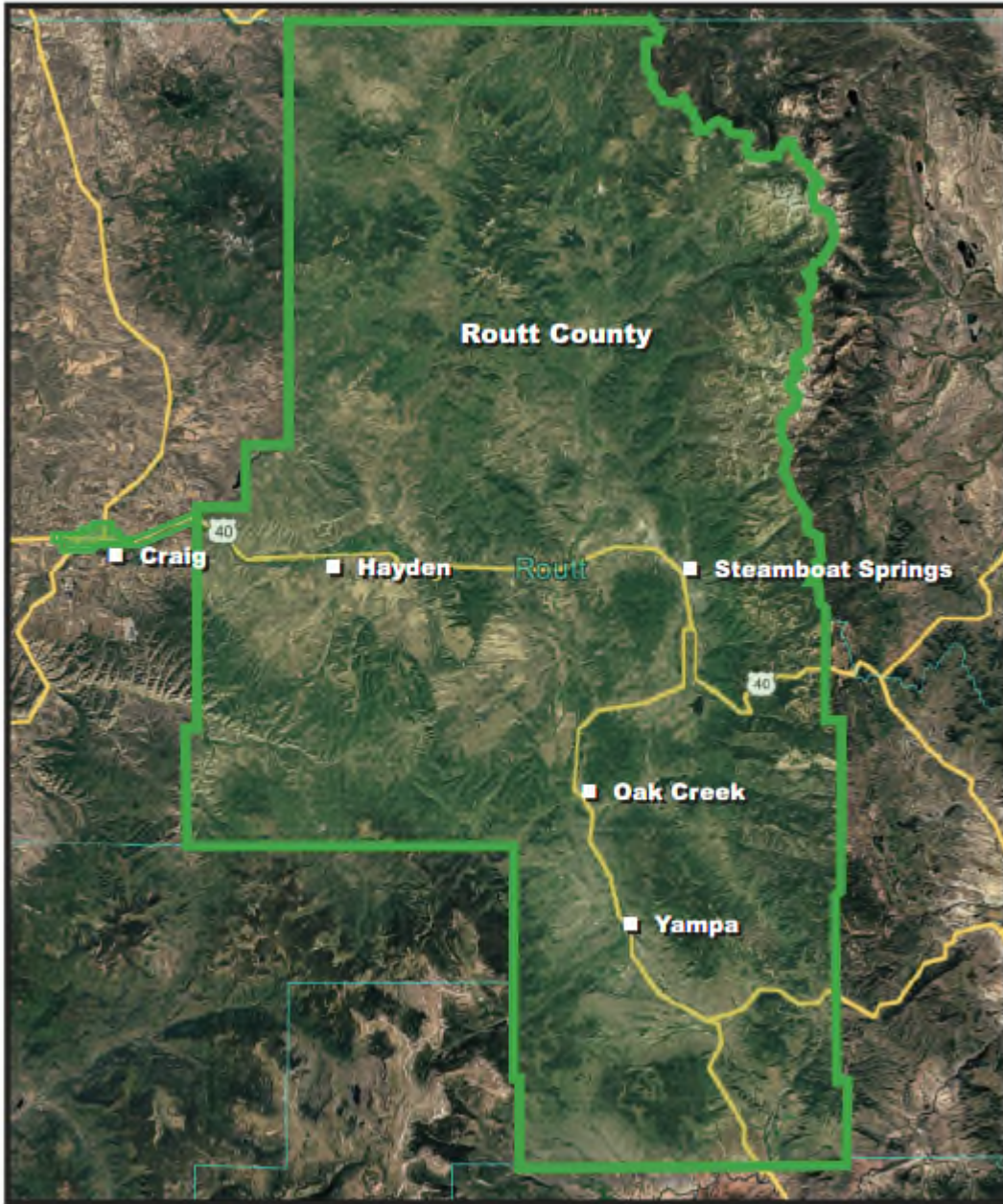
Jenny Thomas, Clerk

D08DD391E4F4481

Clerk to the Board of County Commissioners

APPENDIX A-1

Authority Boundary Map



APPENDIX A-2

Authority Boundary Description

The Initial Boundaries of the Authority shall consist of:

1. In accordance with Section 2.05(b) of the Agreement, if the registered electors voting on the Steamboat Springs Question approve such ballot questions,
all territory within the City of Steamboat Springs and all territory subsequently annexed to the City of Steamboat Springs; and
2. Additionally, subject to Section 2.05(b) of the Agreement:
 - a. if the unincorporated Routt County electors approve the Unincorporated Routt County Question, all territory within Routt County, excluding:
 - i. territory within the Town of Oak Creek, the Town of Yampa, the Town of Hayden, and the City of Steamboat Springs.
 - b. if the Town of Yampa electors approve the Yampa Question, all territory within the Town of Yampa and all territory subsequently annexed to the Town of Yampa;
 - c. if the Town of Oak Creek electors approve the Oak Creek Question, all territory within the Town of Oak Creek and all territory subsequently annexed to the Town of Oak Creek;
 - d. if the Town of Hayden electors approve the Hayden Question, all territory within the Town of Hayden and all territory subsequently annexed to the Town of Hayden; and
 - e. if the City of Craig electors approve the Craig Question, all territory within the City of Craig, and all territory within the Colorado Highway 40 right of way between the western boundary of Routt County and the eastern boundary of the City of Craig.

APPENDIX B

Form Of Ballot Question

Ballot Question No . _____

Formation of the Yampa Valley Regional Transportation Authority

Shall the Yampa Valley Regional Transportation Authority be established in accordance with the provisions of the Yampa Valley Regional Transportation Authority Intergovernmental Agreement (the "IGA") between the City of Steamboat Springs, unincorporated Routt County, the City of Craig, the Town of Hayden, the Town of Oak Creek, and the Town of Yampa for the purposes of providing enhanced regional transportation services in accordance with the IGA?

_____ Yes/For _____ No/Against

APPENDIX C

Initial Service Goals

Subject to available funding and priorities established by the Board, the Yampa Valley Regional Transportation Authority (RTA) will use all reasonable efforts to provide enhanced regional transportation services and associated infrastructure including, but not limited to, the following service goals:

- Service Goal 1:
 - Increase the number and frequency of buses on Highway 40 between Craig and Steamboat Springs (this goal assumes the RTA will take over operations of the existing SST route; however, SST would still operate existing routes and services within the City of Steamboat Springs).
- Service Goal 2:
 - Establish a new circulator bus route within Craig that would serve both local transportation needs within Craig and as a connecting service to the Highway 40 bus route.
- Service Goal 3:
 - Provide new bus routes to unserved areas such as south Routt County (including Stagecoach, Oak Creek, and Yampa), and unincorporated areas along Highway 40 (such as Steamboat II/Heritage Park).
- Service Goal 4:
 - Provide new ground transportation options to/from the Yampa Valley Regional Airport for employees and visitors.
- Service Goal 5:
 - Improve existing bus stop amenities and first-last mile connectivity to transit access points, and develop new bus stops along new, currently unserved corridors. This goal would include coordination of new amenities with existing bus stop amenities and access to bus stops along the Highway 40 corridor, in Craig on the regional and local circulator routes, and for any new south Routt County transit services.
- Service Goal 6:
 - Create new park-and-ride lots for commuters accessing the Highway 40 bus route and other new routes.
- Service Goal 7:
 - Support roadway safety improvements such as crosswalks and other pedestrian improvements, especially adjacent to bus stops on regional routes, and wildlife crossing through planning, coordination, and possible financial support in the form of matching funds towards state or federal funding. The RTA would expand existing efforts in improving pedestrian safety at key locations, such as at Highway 40 and Heritage Park.

- Service Goal 8:
 - Establish the RTA as a stakeholder in commuter and regional rail discussions and planning. The RTA may also choose to provide possible financial support in the form of matching funds towards state or federal funding.

APPENDIX D

Pledge Agreement

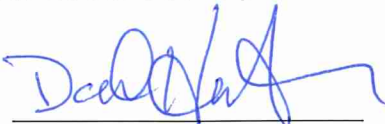
DONATION PLEDGE AGREEMENT

In consideration of the Yampa Valley Regional Transportation Authority ("Authority") Formation Committee working diligently to secure grants, donations, and other funding from other sources, and with the intention of supporting the creation of a robust and innovative regional transit system throughout northwest Colorado while the parties continue in good faith to negotiate a separate long term donation pledge agreement, Steamboat Ski & Resort Corporation (the "Donor") hereby pledges to pay the Authority one million dollars (\$1,000,000) per year for three years' time including 2026, 2027, and 2028 to support the purposes for which it is being established, provided that the Authority is established on or before January 1, 2026 pursuant to Title 43, Article 4, Part 6 of the Colorado Revised Statutes. The pledge shall be paid annually in two (2) equal installments of five hundred thousand dollars (\$500,000) on January 1 and August 1, respectively. The Donor commits to working in good faith with the Authority following its formation to reach agreement not later than April 1, 2027, on the terms and conditions under which the Donor intends to extend such annual pledge of one million dollars (\$1,000,000) from 2029 to 2046.

The Donor understands that this pledge is legally binding and that the Authority will rely upon it for the planning, financing, implementation, and operation of an efficient, sustainable, and regional public multimodal transportation system, including through entering into contracts with third parties and exercising any other powers authorized by, and subject to, applicable law.

This pledge is contingent on the establishment of the Authority in accordance with the Regional Transportation Authority Act and shall become effective and enforceable by the Authority immediately upon such establishment. This agreement supersedes and replaces the Donation Pledge Agreement executed by Donor on August 21, 2025 in its entirety. This agreement shall automatically terminate if the City of Steamboat Springs refers a ballot question authorizing a lift tax or a business and occupation tax applicable to the operation of ski lifts to the voters prior to December 31, 2028, including prior to the establishment of the Authority, and such lift tax or business and occupation tax is passed by the voters.

By Steamboat Ski & Resort Corporation

Signature: 
Date: August 22, 2025
Name: Dave Hunter
Title: President & COO