

**AGENDA**  
**BOARD OF TRUSTEES**  
**TOWN OF WESTCLIFFE**  
**TUESDAY, JANUARY 21, 2025**  
**PATTERSON HALL – 1000 MAIN**  
**REGULAR MEETING**  
**5:30 p.m.**  
Join by Zoom  
Meeting ID: 818 5670 3226  
Passcode: 423986  
By phone: 1 719 359 4580

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Recognition of Visitors
5. Consent Agenda  

Note: All items listed under the Consent Agenda are routine and are approved with one motion. There will be a separate discussion of these items if a Board Member or citizen requests. The item may be removed from the Consent Agenda and considered separately at the discretion of the Board of Trustees.

  - A. APPROVAL OF MINUTES
  - B. TREASURER'S REPORT
  - C. APPROVAL OF BILLS
6. Old Business
  - a. Consideration of a request to approve the Master Plan per the Planning Commission's recommendation.
  - b. Consideration of a request to approve Ordinance NO. 1-2025 Amending the Town's Fee Schedule, amending Park Use Fees.
7. New Business
  - a. Presentation by Custer County Work Force Housing Committee with updates on Housing Needs Assessment.
  - b. Acceptance of Mayor Pro-Tem George Mowry's resignation on January 9, 2025 and Mayor Wenke to appoint a new Mayor Pro-Tem.
  - c. Discussion of chip sealing or paving Town roads.
  - d. Consideration of a request to approve a contract for IT services for 2025.
  - e. Consideration of a request to update bank signature cards removing Kathy Reis and adding new Mayor Pro-Tem.
  - f. Discussion of SB24-131 Prohibiting Carrying Firearms in Sensitive Spaces.
  - g. Consideration of a request to approve the job description for new position 'Town Operations Coordinator.'
  - h. Consideration of a request to conduct a survey of the Town-owned lots that were rezoned for workforce housing.

8. **BOARD OF ADJUSTMENTS**

Old Business

- a. Continued discussion of the Ace Hardware lights.

9. Additions to the Agenda

10. Staff & Committee Reports

11. Public Comment – Westcliffe citizens or business owners can comment on agenda items only and are limited to three (3) minutes. A request can be made to be placed on a future month's agenda if they want to address the Board of Trustees on issues related to the Town of Westcliffe.

Adjourn

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
TUESDAY, DECEMBER 10, 2024  
REGULAR MEETING  
-Page 1 -**

**CALL TO ORDER**

Mayor Pro-Tem Mowry called the meeting to order at 5:30 P.M.

**ROLL CALL**

The following members were present: Mr. Mowry, Mr. Dembosky, Mr. Jagow, Mr. Fulton, Mr. Nordyke, and Mr. Wilhelm.

**PLEDGE OF ALLEGIANCE**

Mayor Pro-Tem Mowry led the Pledge of Allegiance.

**OTHERS PRESENT**

Gary Taylor, Jacke Barnes, Jerry Peters, Christy Patterson, Kevin Lauman, Kathy Reis, Erin Christie, & Caleb Patterson.

**TREASURER'S REPORT**

	REVENUE RECEIVED	BALANCE OF ACCOUNTS
<b>General Fund Checking:</b>	\$ 95,289.69	\$ 320,731.16
CSafe-GF Core 11:	\$ 2,339.96	\$ 578,811.46
CSafe-3% Tabor Reserve 13:	\$ 199.30	\$ 49,271.86
CSafe-General Fund Reserve-14	\$ 1,641.84	\$ 406,112.82
CSafe-Tennis Ct.-Core-16	\$ 85.98	\$ 21,226.68
<b>Tennis Court Checking:</b>	\$ 0.00	\$ 5,219.32
<b>Municipal Court Checking:</b>	\$ 0.00	\$ 3,607.70
<b>Conservation Trust Fund Checking:</b>	\$ 0.53	\$ 12,827.92
CSafe-CF Core 15	\$ 180.40	\$ 44,573.26
<b>Capital Fund Checking:</b>	\$ 29.60	\$ 507,047.90
CSafe-CF Core 12:	\$ 3,079.46	\$ 761,745.24

**EXPENDITURES**

<b>GENERAL FUND:</b>	\$	<b>61,552.72</b>
<b>MUNICIPAL COURT:</b>	\$	<b>0.00</b>
<b>TENNIS COURT:</b>	\$	<b>0.00</b>
<b>CONSERVATION TRUST FUND:</b>	\$	<b>0.00</b>
<b>CAPITAL FUND:</b>	\$	<b>930.74</b>

**APPROVAL OF CONSENT AGENDA**

- a. Approval of minutes – Mr. Fulton requested a correction.
- b. Treasurer’s Report
- c. Approval of Bills

**ACTION:** Mr. Jagow moved, and Mr. Wilhelm seconded to approve the consent agenda. Motion carried.

BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
TUESDAY, DECEMBER 10, 2024  
REGULAR MEETING  
-Page 2 -

**OLD BUSINESS**

None.

**NEW BUSINESS**

**a. Consideration of a request to approve the Bluff's agreement between the Town and the Wet Mountain Valley Community Foundation.**

Gary Taylor reported that the Bluff Committee, the Town, Dark Skies, the Wet Mountain Valley Community Foundation, and Colorado Open Lands are all represented. The Community Foundation had \$50,000 sitting in a fund that was not being utilized. The Town and Colorado Open Lands agreed to turn over ownership to the Town, and Colorado Open Lands owns the easement at the Bluff. A Memorandum of Understanding was drafted to address the spending of funds for the Bluff. Erosion control, maintenance, and utilities will be paid for by the Town and the new signage at the Bluff will be covered by the Community Foundation.

**ACTION:** Mr. Fulton moved, and Mr. Jagow seconded to approve the Bluff's agreement between the Town and the Wet Mountain Valley Community Foundation. Motion carried.

**b. Consideration of approving the 2025 Custer County Sheriff's contract.**

Mr. Patterson reported that this has already been discussed at the budget meeting. The Sheriff is aware of the changes to the contract. It is the same contract amount as last year with a chance to be reviewed in June to increase the amount. The County Commissioners and the Town both sign the contract.

**ACTION:** Mr. Dembosky moved, and Mr. Nordyke seconded to approve the 2025 Custer County Sheriff's contract. Motion carried.

**c. Consideration of approving the 2025 Communications Manager contract.**

Ms. Christie reported that the contract is less than last year – for 2025 the contract is for \$2,000 monthly compared to \$3,000 last year. Tabatha Erb (the Communications Manager) will still handle Facebook posts and the Town newsletter. Ms. Christie and Ms. Rella (clerks for the Town) will post items on the Town website.

**ACTION:** Mr. Jagow moved, and Mr. Dembosky seconded to approve the 2025 Communications Manager contract. Motion carried.

**d. PUBLIC HEARING – 2025 BUDGET.**

THE PUBLIC HEARING WAS OPENED. There was no public comment.

THE PUBLIC HEARING WAS CLOSED.

**e. Consideration of a request to approve Ordinance NO. 7-2024 Adopting the 2025 Budget.**

**ACTION:** Mr. Wilhelm moved, and Mr. Dembosky seconded to approve Ordinance NO. 7-2024 Adopting the 2025 Budget. Motion carried.

BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
TUESDAY, DECEMBER 10, 2024  
REGULAR MEETING

-Page 3 -

**f. Consideration of a request to approve Ordinance NO. 8-2024 Appropriation of Funds for the 2025 Budget.**

**ACTION:** Mr. Jagow moved, and Mr. Fulton seconded to approve Ordinance NO. 8-2024 Appropriation of Funds for the 2025 Budget. Motion carried.

**g. Consideration of a request to approve Ordinance NO. 9-2024 Set Mill Levy for 2025 Budget.**

**ACTION:** Mr. Wilhelm moved, and Mr. Fulton seconded to approve Ordinance NO. 9-2024 Set Mill Levy for the 2025 Budget. Motion carried.

**h. Consideration of a request to adopt the five (5) year Capital Plan.**

Mr. Patterson reported that a formal five year Capital Improvements Plan was never adopted. Every year's improvements costs are offset by applying for grants. For 2025 the RMS Phase 2 and the HSIP (highway safety improvement plan) grants are listed (for sidewalk, curb, gutter, and road improvements). The bulk of grant applications for the next five years is for road improvements like chip seal. HSIP grants are listed on every year's plan because if the Town doesn't receive one, it can be applied for again the following year.

Mr. Mowry inquired if this plan has to be adopted now since it is included in the budget on the Capital side, meaning the 2025 Master Capital Plan has already been adopted within the 2025 budget. Mr. Dembosky requested that the five year Capital Plan be revised and inquired if only the single 2025 Capital plan could be approved immediately, and not the other years.

**ACTION:** Mr. Dembosky moved, and Mr. Jagow seconded to approve only the 2025 Capital Plan and delay the other years until a more comprehensive document is drafted. Motion carried.

**i. Consideration to appoint the 2025 newspaper of record.**

Ms. Christie reported that both proposals are in the packet. Mr. Mowry stated that there are three items to consider: the price, the archiving, and the circulation of each paper. The RFP states that the lowest bid does not necessarily mean awarding the contract. The Wet Mountain Tribune has always been the paper of record in the past. This is the first time the Sentinel has applied. The Town staff made the recommendation to remain with the Tribune as the paper of record.

**ACTION:** Mr. Jagow moved, and Mr. Dembosky seconded to appoint the Wet Mountain Tribune as the 2025 newspaper of record. Motion carried.

**j. Consideration of a request to approve Ordinance NO. 10-2024 Amending the Town of Westcliffe Fee Schedule.**

Mr. Patterson reported the changes in the Fee Schedule related to waiving building fees for deed restricted lots that are under 120% AMI, and to adopt the current fees that the Town has been operating under for regular build permits. In addition, park use fee schedules were amended per discussion in the budget meetings.

Mr. Mowry stated that he would like this agenda item to be tabled until the Fee Schedule is amended to address the Board's concerns on waiving fees for deed restricted lots.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
TUESDAY, DECEMBER 10, 2024  
REGULAR MEETING**

-Page 4 –

**k. Consideration of a request to approve Ordinance NO. 11-2024 Amending the Town's Zone District Use Schedule.**

For the record, this will be Ordinance NO. 10 because agenda item J did not pass.

Ms. Patterson (no relation to Town Manager Patterson) reported that she had stepped down from the Planning Commission meeting in October because she is requesting that heavy industrial zoning should be allowed to have residential living quarters above or next to the building. Core commercial and highway commercial zones already allow for this. Hazardous materials and flammable materials are already not allowable uses in the district so there is no safety risk.

There are two errors in the Ordinance that Ms. Christie will correct prior to it being signed.

**ACTION:** Mr. Fulton moved, and Mr. Nordyke seconded to approve Ordinance NO. 10-2024 with the changes based on the Clerk's recommendation of typos and Amending the Town's Zone District Use Schedule. Motion carried.

For the record, Mayor Pro-Tem Mowry did not require a role call, but Mr. Dembosky did express his dissent on this Ordinance.

**BOARD OF ADJUSTMENTS**

Old Business

a. Continued discussion of the Ace Hardware lights.

Neither the complainant, Paul Zawacki, nor the representative from Ace Hardware were present. Mr. Jagow gave an update on how the light problem is working towards being resolved. Compliance has been met on the light trespass and the Kelvin readings. The only issue remaining are the three pole lights and Ace is in the process of rectifying that. Mr. Dembosky suggested not to invoke fining Ace because the situation is nearing being resolved.

The Board of Adjustments meeting was closed and the regular meeting re-opened.

**STAFF & COMMITTEE REPORTS**

**a. Report from Town Clerk**

Ms. Reis reported that the errors in the Ordinances were not Ms. Christie's, but rather the attorneys. This will be the last meeting that Ms. Reis will attend as she is retiring at the end of the year.

Ms. Christie reported that she is in the process of receiving proposals for IT services that were budgeted for in 2025 and she has had a discussion with the company that Round Mountain uses.

**b. Report from Town Manager**

Mr. Patterson reported that there were two bids for the Housing Needs Assessment and he, a representative from the County, and a representative from Silver Cliff will be conducting interviews.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
TUESDAY, DECEMBER 10, 2024  
REGULAR MEETING**

-Page 5 -

**PUBLIC COMMENT**

Ms. Patterson commented on how difficult it is for the average person to find resources to determine when lighting is Dark Skies compliant.

**Mr. Jagow** moved, and **Mr. Nordyke** seconded to adjourn. Motion carried.

**ADJOURN**

Recorded by:  
Erin Christie  
Deputy Town Clerk

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 1 -**

**CALL TO ORDER**

Mayor Wenke called the meeting to order at 1:30 P.M.

**ROLL CALL**

**The following members were present:** Mayor Wenke, Mr. Jagow, Mr. Nordyke, Mr. Wilhelm, Mr. Dembosky, Mr. Fulton, and Mr. Mowry.

**PLEDGE OF ALLEGIANCE**

Mayor Wenke led the Pledge of Allegiance.

**OTHERS PRESENT**

Jerry Peters, Kathy Reis, Caleb Patterson, and Erin Christie.

**ORDER OF BUSINESS**

**a. Discussion on the Town of Westcliffe's government structure.**

**VERBATIM TRANSCRIPT**

WENKE: Okay on the agenda, this special meeting is a discussion of the Town of Westcliffe's government structure. So I'm going to let Caleb take the floor on that.

PATTERSON: As we go, I hope you guys don't mind me standing. I'm going to thank you all for coming in here. I sent a first email in mass that was blind copied. So it was considered to be recorded.

So no open meeting laws were being broken. So I sent you the first document, and then I kind of looked at that and restructured it now. You're probably asking why are we here?

And it's been quite a few months that's led me up to the decision to finally address you all on this. I've spoken to many senior management, CCCMA management, senior managers, excuse me to kind of bring me to this situation. I spoke with CIRSA.

So CML, DOLA Other government entities really just to give me as much information as I could to know that I was making the right great choice here for this meeting. Now, I'm going to say this is kind of a by nature an adversarial meeting, and I'm going to try not to make it that way. That's why I sent the document out again to ensure that it was not as much as -- but I'm going to open up with something that that could be adversarial to really that I would say the last flick of that domino that brought us to here. And it was the review, and you know to be honest with you I felt estranged by that. I don't know, and there and it took so long for me to read that I threw out one response (inaudible).



**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 2 -**

I got in my head, oh I'm going to do this and then I did it. And eventually, you know, we're here, you know, there was a few things in that one was just a fundamental misunderstanding of what a town manager is. In the review it said that the town manager cannot put things on the agenda but must request from the clerk who is a single point of contact to the Board of Trustees and that's just a fundamental misunderstanding of what a town manager is and what city management is, really see city management.

I can read here from CRS. I am the chief executive officer of the town and I know that you know Kathy has been here for 20 years or so. She's been great and there's been high turnover, which you had to rely on her quite often and she's done a spectacular job with that. But and I also think in the past you really haven't had managers who at least knew what a city manager was and I could be speaking ill on that and I apologize, if that's the case.

We're going to get into some CRS here 31-4-11. Well, I'll start with 31-4-2-10 the City Council shall appoint a city manager who should be the chief administrative officer of the City. The city manager shall be chosen solely on the basis of his executive administration qualifications and need not when appointed to be a resident of the city or state now you can make an argument between statutory and home rule, but regardless whether you call me administrator or manager that roles and responsibilities are the same. Yes, sir?

DEMBOSKY: That's under city not town. We're a statutory town so and there is no CRS town manager law.

PATTERSON: Correct. There's an administrator. And it does get into the administrator, which we'll dive a little bit farther into. There are statutory and home rule governments and generally with the statutory government you have an administrator.

But regardless the roles and responsibilities are the same and that's why I've had CIRSA come here to kind of help us all understand that, and he got I know that he mentioned once in the meeting that the one single point of contact and DOLA did mention the word manager. I think she said the word administrator because technically we're a statutory government. Now exchange words however you'd like, city, town, council, board regardless at the end of the day the meanings are the same. And if you do need clarifications on that I hope that Clay will be here shortly to help you with that in the executive session.

Now with -- there are a few more things that are on there and in it that brought us with it again, and I didn't get that time to talk with you all and we're really supposed to be a team here. And I had to look at the past to see if it really was just me right, and I looked in the past and this has been happening since 1986 that the town has been hiring and firing managers, administrators, whatever you'd like to call it over and over and over again

And I think I know some answers to that. But it looked like a document that I was given right before you about the fire zone that that's ultimately what I translated that as. There are things in there that I know that which is not true. And then when I asked for the evidence on that I

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 3 -**

said there are things in that document that was the review. When it says that I said, I don't have time for citizens, I never said that. And there was others -- but I'm going to dive too deep into that now. I understand that can grind there. So I'm going to try to focus our mindset on this I would imagine this conversation in your point of view as you've been sowing into me and just like as you plant the carrot in the ground and you wait months and months and months for it to come out now we're reaping. And it's a positive reaping.

It's not reaped what you sow in that sort of context. And now as you've been instilling this knowledge and wisdom in me, it's my turn to give that back to you I'm what I've learned. And I think if you come to the table with your mindset is hey, he's a young man and we need to train him I think you're failing already and I think we need to have a mindset of we need to work together. And if we have that mindset, then I think this is conversation today will go very well, actually. Then we'll both learn some things.

Now when CIRSA came and handed you all a handbook, best practices ethics, and liabilities for elected officials. You can translate that into a bureaucrat like myself, right? Under chapter 1 there is four. I call them pillars for a clear governance. The first one is allocation of responsibility. The second one is transparency in meetings. The third is qualified judicial rules of engagement and fourth is personal conduct. And as you see them numbered on your list. They all are number one under how we, you failed goes back to number one rules and responsibility so as their number that's how they're addressed. Now how we have failed one are no clear rules. Two we have no uniform reporting these procedures. Three no quasi judicial procedures, we do. I think they're a little shaky at best, meetings getting off task, not all trustees heard, unclear outcomes, lack of public trust I think this has been garnered over the years and I mean it's a culture that we have to really work together.

WENKE: Let me ask you a question about that -- meetings getting off task now, I'm not, listen, I've probably been guilty of that a few times. Not all trustees are heard, I mean I've not heard that for many of these trustees if I am not listening to any of them or if they don't have a chance to speak. I'd like to know who it is and when that happened because I think I get everybody, I do my role as mayor to build consensus. You can't build consensus if you're not listening to everybody. So I'm just asking where you got that.

PATTERSON: Yeah, I'll refer to specific and now it's not all the time I think you do it, you know, you do a great job. And this is not to speak you, so gosh, I think it was maybe our September meeting when we're supposed to get a vote, but we did it and then on the second time when you looked at me said, okay, Caleb, can we do this? I then said, you know, can we get a consensus? Which we didn't do the first time and I know Bob had a question about the master plan instead of bringing it back or at least somebody had a question.

It wasn't heard and I could be wrong on that.

WENKE: No, that's the case I remember that meeting. Yeah, and I think we were going to review the master plan at a different occasion a later occasion

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 4 -**

PATTERSON: And I apologize and a lot of that just has to do with the floor, look up right when you're right next to everybody, it's kind of hard to look at but if that's not the case and I apologize but continue ...

WENKE: No uniform reporting procedures.

PATTERSON: That's right.

PATTERSON: Reporting what to whom?

PATTERSON: Let's -- if you let me stay on task a bit.

WENKE: You're on task right now. So we're just telling what you mean by that so I can understand in meetings, how do we fail?

PATTERSON: Yeah, so we don't have any uniform or at least formal reporting procedures, we don't. Usually what I'd like to implement is a document that has report one two, three, four five, so whatever it might be that's in your packets that you can read, rather, and it helps us stay on track from one meeting to the next rather than me just bringing some piece of paper and letting you know.

So I think that would really help, and not management by objectives, with something that you put out and that you want to start implementing and I saw through that, and some of it was just because of uninformed and you guys don't, aren't keeping, or we're having a hard time keeping you all informed. So I think a good way to address that would be through formal reporting procedures from us to you all.

WENKE: That's the purpose of the management by objectives.

PATTERSON: Yeah. Yes.

WENKE: Thank you.

DEMBOSKY: Keep going. You say how we have failed. You had earlier said, you know, we can learn from one another. When I read that I have to say how we have failed that sounds like an F.

PATTERSON: Yeah, well, I wouldn't, I'd say that's unfair to you all.

DEMBOSKY: Well, that's how you say it Caleb. And that's one of the problems we have in communication. Yeah, you're very strident.

PATTERSON: Well, I think we, is, we including myself and you, have to understand that this is very much a team effort. You guys are the how and why, I'd be the what might be or how, and

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 5 -**

when and how do we work together. If I think there's a lot of questions that have been unanswered and we'll go through this document. But I do think we've got along on some things and to just throw that away, right guys? I'm your manager I'm here to help you and to serve you and so just to look at that at face value and to throw that away right away, and I understand my age is probably something you look at you see, you know who is this 25 year old that tells me, you know, what it is or not? But again referring back to that what we've read, I've learned a lot and I want to share this with you so we can each serve each one of the citizens in an appropriate way. And this is what this document is and, again, it could get adversarial but this is the best way I've tried to formulate this conversation to not make it as much as that.

WILHELM: Yeah question for you. Where are you reading this from in this document?

PATTERSON: First document introduction. If you're using a computer, on page two. All right, what has come because of our failure – one, no transparency and administrative tasks, lack of teamwork meaning tasks, lost public, staff and trustees lose their voice and attention. That's more of a general understanding that is the lack of public trust, please.

JAGOW: I have a question backing up underneath the Yeah How we have failed? Yeah, you have specific instances of inappropriate behaviors from local government.

PATTERSON: Yeah, I don't mean to be brazen. I'm one of them as well. I think you're sitting here today and we, and assume and just thinking, I think sitting here today without really looking inwards in trying to ignore that, you'd be lying yourself.

WENKE: Let me just interject something that I learned on this vacation. I turned, okay, and it does apply, I went and saw in Turkey the whirling dervishes. Very, very, interesting and it comes out of Islam but the point of it is these men go in a circle twirling during this whole event and, but the bottom line is, that it's mankind's nature to try to change the world but instead they should look inward and change themselves. So I think you should take that to heart.

PATTERSON: Well again, I think that's a little inappropriate for today's meeting.

WENKE: Just a second here when you talk about no transparency in administrative tasks. What do you mean by that?

PATTERSON: So again, right? We don't think I'm addressing you guys without addressing myself.

WENKE: You say here there is a lack of teamwork. So again, this is a team effort, right? Yeah, so why is that?

PATTERSON: All right, I don't mean to be strident, but I will mention some things. So bill 24. I'll do the first thing that you asked which was no transparency in administrative tasks, I'm going to go through what a manager is and what my, by statute, by law, gentlemen, not what we feel

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 6 -**

my position should be but by law what it is and to circumvent that I think would be breaking again those four areas of clear governments. I think you'd be breaking the allocation of responsibilities and it's important to trust me as a manager.

WENKE: You don't know what your responsibilities are?

PATTERSON: I think you guys don't know my responsibilities. And that's, I apologize for that, but it goes to show especially with that document, that review, that says I have to go to the clerk who's a single point of contact to the Board of Trustees. That's not the case statutorily. It's -- I'm your single point of contact.

DEBOSKY: But you're not, the town clerk is the administrator.

PATTERSON: See, that's just not, see, that's just not the case.

DEMBOSKY: You want to see her job description?

PATTERSON: So let's, we're going to get into that and the history behind that, I'm going to answer you, so, again guys ...

PATTERSON: Well, I see this -- temperatures are rising.

WENKE: Let me ask you this question because this is going to be a long meeting. Why is it? Let me work in a different way. If we make all these changes you will have created a huge bureaucracy number one, but number two, the outcome you seek is what?

PATTERSON: To align ourselves with statute.

WENKE: No, what is the outcome you seek for the Town of Westcliffe, other than meet up with some state statute.

We've never -- you know, we, I don't know, but, Clay's are we okay? Are we violating any law by the way we're organized, Clay?

BUCHNER: Can you guys hear me? Yeah, so I think the statute Caleb is referring to is a description of job responsibilities different when you selected a town manager as an officer of the town in that role, but I don't think, I don't agree with Caleb's interpretation that it's a violation of statute. Some towns can't have multiple staff members and they divide up, for example, responsibilities of town officers amongst the trustees. My understanding is that it might not be typical the way that Westcliffe is structured and it might not necessarily be considered a best practice by The Colorado Municipal League, but it's not, it's not statutorily disallowed.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 7 -**

WENKE: Okay, so we're not in violation of any law or statute. So let me just keep on with that, but you're saying okay, we become in line with state statute and so then you're saying all these changes would just simply obtain?

PATTERSON: What do you mean by all these changes simply obtain?

WENKE: What do you want, you want to be, you want to be in charge of everything? I'm making a statement. That's my interpretation. And so you're saying that if you're in charge of everything we'll have transparency.

We'll have reports. We'll have teamwork. We'll have all of this right? That implies that we don't have any of this now.

PATTERSON: I would make that case and that's what this is all about.

WENKE: Why don't we have teamwork?

PATTERSON: Because we have no accountability.

WENKE: I mean the team is right here, you three, that's the team. So you work 20 feet from each other okay, so the question is why doesn't teamwork exist? It's easy to do you can holler and say hey, or you could walk across the hall or they could too.

PATTERSON: So teamwork does exist. And it was one thing, on the reviews, that we both got that we really disagreed with. There is a very good effort with teamwork, but things get lost well quite a bit.

You know quite honestly there's, like I mentioned, Senate bill Senate bill 24-131 that was supposed to go on the agenda a while ago and that's nobody's fault, but again. I'll do an ownership and say yeah, that's on me, right? But there are things that getting lost.

WENKE: Now how would this resolve that issue?

PATTERSON: I think so, yeah, well again, I think it'll be mindset at the beginning--

WENKE: I've come from a lot of big organizations, I can tell you that they have a lot of structure, and there is no lack of leadership or lack of teamwork. Number one, number two things do get lost. Number three, inefficient.

PATTERSON: So we should just accept that, should we accept that things are getting lost, and inefficient, if there's a solution?

WENKE: But I don't see a reason to change everything to achieve --

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 8 -**

DEMBOSKY: Yeah, I'd like to follow up on that - what you just said now is an example I think of your failure to communicate because you're implying that if we don't accept it your way that's all there is to it. There's no other options - I don't know why the three of you aren't getting along if that's the case.

PATTERSON: Okay, that is not the case - people are getting involved and that was one thing I didn't agree with in the meetings.

REIS: Sorry to interrupt everybody, Clay said "how long this is expected to go, my 3PM docket got moved to 2PM, so I'll have to jump off then I come back intermittently and then back permanently at 3:30", and then he asked that you write down any questions for him.

PATTERSON: So how am I able to communicate with you guys, if I see things that are hindering my way of communicating with you and by addressing you on that and just telling me 'no' right, so you said you're right. I primarily made this conversation about we, not you, not I, we. So if there is something that I see on an administrative level that we need to work on dispelling it right away without really without getting into this again, I think we're kind of losing focus and getting off track here. I think we should try to get back to this real quick and answer some of those questions that you have. Now one of the first ones was rules by ordinance. Mark you talked with me the one time, you said, "why should we have rules by ordinance now" as a history for you all?

And I'm going to be reading off the effective management in response to the review page. So if you're wondering where I'm at, the Town of Westcliffe originally had an administrator to answer some of the questions at least we had we originally had an administrator or a manager. That's in parentheses --

WENKE: Where are you now?

PATTERSON: Effective management in response to the review if you're on a computer. Let me see, computer is going to be page 41.

DEMBOSKY: Are you on your second document, roles by ordinance?

PATTERSON: Not just yet I went ahead and skipped real quick. Well, let me just read through this. In 2001 the town then hired and created the position of a manager or administrator, in 1999 resolution 1, then in 2006 resolution 9 the Town of Westcliffe repealed the position of administrator/manager and then 2010 we rehired the manager and I haven't been able to find a resolution behind that. So why is it important that we have we make these positions?

It is in statute. We have to have the positions attorney, clerk, municipal judge, and manager or administrator. If you're going to have those they need to be by an ordinance and that is state statute. That's 31-4 -- give you the exact one.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 9 -**

MOWRY: I know you want to get through this but when you were going through there's how did you come up with these different times? Because there's ones that I've been talking to people to try to get an idea of what has happened in the last 24 years, since 2000 and you are leaving out a couple of ones and one in 2013 that was here that really spilled out. How we were going to do this and so it's gone back and forth between administrators and not having administrators and there's been times when there was no administrator, yeah, no one in 2013 really spelled out. I think it's by a resolution or exactly what the town structure was.

PATTERSON So there was, I don't think there was no resolution in fact, it was a meeting with the Board now, that's an informal procedure. And I would argue against informal procedures. I think formal procedures when you're in a government meaning by ordinance or by resolution is very important.

MOWRY: Well, this was by resolution.

PATTERSON: Well, which one in 2013? Is this kind of similar to what I have printed out for you guys?

That information is not provided to me beforehand. I don't appreciate that, but that's fine And that's one of the things --

MOWRY: I've been talking to a number of people, former mayors, former different people and this came up and so I asked Kathy to find this and come up with a copy. I'm sorry I didn't get you a copy.

PATTERSON: I appreciate that. Thank you. So rules by ordinance - these are some rules and positions that I've taken from other towns and just kind of threw it in. No, it doesn't have to be exactly like this. You might see some things that are out of, you know whack, but I really get the end of the day is having the CAO of the town and then again, we go on to rule by rank structure. There's two examples there. But regardless at the end of the day it is following 34-31-4 to 11 and having that CAO. Okay, so the rank structure that you see is roles by ordinance.

WENKE: I got this document. There were no page numbers on it. So it's really difficult if you're going off your computer, if it's different, I just counted myself. So approximately, where are you?

PATTERSON: I'll slow down a bit. I'm just trying to be time sensitive.

WENKE: Page 41 or something that was online --

FULTON: Haste makes waste.

PATTERSON: I think so, rules by rules by ordinance gosh, you're right. There are a ton of papers here and that is my fault. What page are you? 41 this is still 41. 41 is effective management I



**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 10 -**

just referred to rules by ordinance, but that could look like for our town and then following a rank structure and formally adopting that way, we have some clear rules now going back to page 2, allocation of responsibilities again.

I pointed out rules by ordinances and rules by rank structure. And why is it important to have rules by ordinance? It's like I said, it's state statute and defines by law, which is ordinance, all parties, roles, and responsibility for town employees and board members. No confusion on you know, who does what in the organization? And you know I think it speaks to why we've had such a high turnover in these positions before is because things were done by resolution not necessarily by ordinance resolution being more of a, I'm going to summarize here, but broad statement ordinance being law. And there's a reason why, those are the reason, why the state statute says by laws is so we ensure that we adhere to that, and so there's not I turnover, and I are in unclear roles. Now, why is it important to have an organizational chart? Clear roles and responsibilities. Again, dissemination is why you know, why would we have that?

Well one person I think effectively needs to be accountable in your local government. One person needs to be accountable and then from there it shrivels down really just how any private structure would be - your military structure or really how we do things --

WENKE: I'm looking at your organizational structure here, Caleb, don't interrupt. I guess those of us who have been in business are familiar with organizational structures, but on your organizational structure you have everybody on the top - one Westcliffe citizens, board of trustees the police chief, Round Mountain, yeah, and the fire chief.

Well we're talking about The city of Westcliffe. None of those people report to us so then on the bottom, Westcliffe, Board of Trustees, Town attorney, Town manager ,and HR. In that structure everybody reports to the human resources director who really then reports to me.

PATTERSON: So you're thinking of a strong mayorship form of government.

WENKE: No, I'm looking at your structure.

PATTERSON: Okay, yeah, so I tried to, it is a little bit interpretive I'll say.

WENKE: So the organizational chart we adopted--

PATTERSON: I didn't see resolution on that, my understanding is that there was not a resolution to that.

REIS: There's enough copies for everybody

WENKE: So my point is why did you draw it like this?

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 11 -**

PATTERSON: There's a few reasons. Now the police chief, Round Mountain, fire chief I only did that because they come and give their reports to you, right, more of a formal way of doing things. Now they don't, you don't necessarily have oversight over those except if there is a contract, right, then you have the contract will offer obligations to ensure it gets completed. So that's why if you see that there; these are just a couple of examples, right, different ways it could look like and is the reason why it's not firm is because this is something that we work together on.

WENKE: Okay, so why would you have an organizational chart where no one in the organization reported to you?

PATTERSON: I do.

WENKE: Why would you do that? Why would I have everybody that doesn't work to do that? You have a chart nobody in the organization reports to you.

PATTERSON: Yeah, that might have been a typo so I apologize. I did, well, that would have been a typo and I'm ashamed to say that is on that there's a report to you.

I don't get the police chief. Yeah, so imagine all that eventually going to the manager and the manager they report to the county or they would report to the board. Again, again that is more of a formal way of doing it, right? They don't report to you all but they do give you reports.

So if you see them on there, that's why.

DEMBOSKY: So, that's misleading, if we do, if you want to do that standard practice would show dotted line and then it would explain that there is a liaison taking place there. Yeah, not that they're part of this.

PATTERSON: So yeah, well again this is something we can all work on.

MOWRY: Just to help you out maybe if since we don't have an HR person and we're probably never going to be able to afford an HR.

So then everybody would report to you right because we don't have an HR.

PATTERSON: So it could be two ways, I know that the clerk has traditionally had that HR role. So it could be to that or it could be a part-time certain amount of hours through the month and I do think I get into that a bit. I do have a document later on that so it could be one or the other or just hiring a part-time position for that. I do think an HR rep is important, especially one that is trained and has years of experience behind and have resources.

WENKE: Do you say the same about town manager, that they'd be trained to have a number of years of experience behind them.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING  
-Page 12 -**

PATTERSON: Yes, again I think that's really inappropriate for today's --

DEMBOSKY: It's our opinion, it's a question asked to you in good faith.

PATTERSON: I think it's more of a jab.

WENKE: It's no more of a jab than what you just said.

PATTERSON: Well the answer to that is yeah, absolutely. So you, again, you guys have sown all this knowledge that I have received and the research I've done is now --

WENKE: The other thing I have a question about is there's a lot in this document that looks like it comes from someplace else that you never had any part in writing, it comes from a council relations policy, who is that?

Who are they? They're not you.

PATTERSON: No that was community out in Texas I reached out to another time to see what they've got other town managers.

WENKE: You've adopted something from Texas to here?

PATTERSON: Yeah, again a lot of this, these documents --

WENKE: You're way off the reservation here.

PATTERSON: I disagree.

DEMBOSKY: Can I give an example here, Mr. Mayor? Yes, okay if we go to rule by ordinance yeah, one, two, three down officers a mayor.

PATTERSON: Role by ordinance, yeah.

WENKE: Possibly what page is that?

PATTERSON: Yeah first page. Oh, okay, okay?

DEMBOSKY: That is in conflict with Colorado revised statute 31-4-3-02 Mayor's powers.

PATTERSON: Okay, explain that some, what specifically is the entire, or was it the two-thirds thing?

DEMBOSKY: You say the Mayor shall preside over Board meetings and shall only vote in the case of a tie, but may also veto spending ordinances, but may be overruled by the Board of

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 13 -**

Trustees by two-thirds the vote. The Mayor or his absence one of the trustees who may be elected Mayor Pro-Tem, this is the law shall reside at all meetings of the Board and shall have the same voting powers as any member of said Board.

PATTERSON: So you're looking at two different types, right, the first one or the second one you just described is what we currently have. Now you can adopt by ordinance --

DEMBOSKY: Second part this is the law for statutory towns, which we are okay. This is, Texas

PATTERSON: No, that's not Texas.

DEMBOSKY: Well. That's where you got it from.

PATTERSON: No, no, no. What you just read section 2-11 right in section 2-11 that describes what we are currently, but you can again, just a suggestion you can and the only reason I put that in there is because I know you'd like to make sure that everybody gets a vote first. So that's why I put that in there. Now the second what you can do is adopt by ordinance the power of only vote in case of a tie and then Mayor may also have the power to make subcommittees, two-thirds of a Board that is from CRS. Again those are two different versions we have the first one to 11, but then if I think if you actually keep reading it gets into the other one or may elect by ordinance, and then it describes what you see there.

DEMBOSKY: I didn't quite finish- this thing that you have says the Mayor shall have a voice in all matters before the council when in accordance with state law may not vote on any agenda items requiring council actions. This says here that he has the ability to vote like any other member again, that's the law Caleb.

PATTERSON: You're mistaken.

DEMBOSKY: No, I'm not.

PATTERSON: You are, so you're reading section 2-11 and there is a second part to that and I don't know if Clay is here to reconfirm that, but you can if you'd like and it does explain that later on in 2-11 that you either have that and I'm really I don't understand what the arguments about but regardless what we have currently is what you read off and there's nothing wrong with that again, the only reason I put that two-thirds in there, which is the second part to 2-11.

DEMBOSKY: So we're talking about communication here. I'm quoting the law. You're telling me I'm wrong. You've got something from someplace else.

You can't explain to me why I'm explaining this law, no, you didn't, this is the law of Mayors for statutory towns. So I'm going to statutory town. This is the law.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 14-**

REIS: May I interrupt yes, you have it, it's in our code that the Mayor and the Mayor Pro-Tem can vote on anything. That was passed in 2010.

PATTERSON: So we're going to get into this.

WENKE: I don't think it was Jess --

REIS: He didn't. He was actually the one who asked to do it and Christy was the mayor that signed this ordinance on his request.

DEMBOSKY: There's one other thing in this that Caleb got in here the Mayor shall also sign checks the treasurer with approval from the administrator deems necessary for the efficient administration.

PATTERSON: So not from the mayor that is then all checks go to the administrator. That's what it says. So again, so I think you guys are again, so I'm going to read off the 2-11 and I think you like to take of these that is title 31 article 4 section 301 municipalities or the trustees. So I'm going to go through this a bit to help explain that's why there's that that disconnect.

DEMBOSKY: City Manager, Caleb, which is not applicable to us.

We are a statutory town by law. Which I've got in here because we're less than 2,000 people. You're quoting city manager for those that are above.

PATTERSON: This is under the Mayor.

DEMBOSKY: I've got 2-11 right in front of me here.

PATTERSON: Okay, so it jumps over.

WENKE: I don't see the purpose trying to describe and define what the Boards individual responsibilities are. I think we know what our responsibilities are and, as I said at the beginning, my role. I've always viewed it as trying to build consensus. Sometimes I can't do it, but I think overwhelmingly you would agree that we get everybody saying yay or nay on something. And so I don't know how some bureaucrat in Denver thinks we should do things. This is the way we want to do them. This is our town, and we've been here a long time. Now I know, just read, and got this much mail at home. I just read the Wet Mountain Tribune and your interview with the writer saying that Westcliffe is dying. That you were in charge of everybody. That you were in charge of all the planning, that I think you said you work jointly on the budget.

Just remembering those things. Why would you say those things?

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 15 -**

PATTERSON: Well, it's all a piece take, um. I think I was misquoted just a bit on that now I said originally I do say in that interview at least what I remember when I sat down with her, was that statutorily, I am the chief administrative officer.

MULTIPLE: You're not.

PATTERSON: So all right, let's just take this here for a second.

WENKE: Let the board member speak.

DEMBOSKY: Employee handbook rule 701, individuals public communications regarding town policy or procedures i.e. letters to the editor or speeches, etc. by an employee must be written or conveyed in such a manner so it's not to imply that the employee is speaking for the town. A statement that the employee is expressing the personal opinion should be reflected in the body of any letter of speech, you didn't do that. Why?

PATTERSON: Why yeah, well, I thought it was, I don't really see anything wrong with that, with my interview

DEMBOSKY: This is what you're supposed to be abiding by.

PATTERSON: Okay, so we have policies that we abide by and then some that we don't. I again, I understand where you're coming from that, why you know, tensions are really high.

DEMBOSKY: Well, they really are. I've spent a lot of time mentoring you and I've realized it was a waste of time.

PATTERSON: Well, that's really disheartening.

DEMBOSKY: It is, for me too.

WENKE: You know, Caleb, I know you put a lot of work into this and I know this is what you want. And I think that when George and I did your review we made it very clear that the clerk's office would not report to you period. And yet here you are back with all this trying to get your way. I have a question because you certainly, it seems like you like statutes, and you like, you know CIRSA, whatever, want everything to be defined.

Where in your job description, where in your job description does it say you should be able to do this?

PATTERSON: Town manager?

WENKE: No, no, if you read your job description, Caleb, it is not there. So how about your interpretation of it and our interpretation are clearly different and that's your problem.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 16 -**

PATTERSON: No, no no, that's it's again, it's saying it's your interpretation is where we're going off. Our rules by ordinance are not my interpretation and your interpretation as it states, but we can organize based on what Mark just said anyway, we want but once you have a town manager, no, that's what they are.

WENKE: We've had a town manager almost since the day I was on this board as a matter of fact, I'm the one who said we should get a town manager. Okay, 20 30 years ago or 20 some years ago. So the point of it is we've had a town manager who had nothing like this as their responsibilities. I'm talking. And you're not listening.

You need to listen. This is the way we want to organize and run this town, you may not like it. And I know you're interviewing for other jobs and because you're not happy here and I can understand that. I've had jobs I've not been happy either and my choice was to either try to help the organization as it was or leave and I chose the latter. I'm not suggesting that's what you do but not every organization is going to be designed the way you want it. And so this is the board, we're the board, we were elected by the public, and you say in here something where we should trust you and not public opinion.

PATTERSON: And I don't think there's something wrong with that statement saying that you should trust, I think that's essential to any team is trust.

WENKE: It's not to listen to the Town? You have it on your little organizational chart that we should listen to the town citizens, I don't know I have to it's in here where you say that. You're the expert and we should listen to you or something to that effect. Well, that's -- but we also have a constituency that were - but that we're responsible to. I just filled up my car with gas and the guy there said why are we paying \$10,000 for that charging station when they were over their bid.

Why are we paying for this? So I should not listen to him?

PATTERSON: I'm sorry, I don't know what that has to do with this document.

WENKE: Well the point is that we as a Board are going to listen to the people who vote us in the office to represent them.

PATTERSON: I don't disagree with that.

WENKE: And yet you make a statement, I've got it highlighted in here and, I can't you know, your manager.

DEMBOSKY: And he says like a manager -- manager to trust your experts.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 17 -**

PATTERSON: Is that yes something like that. I think that's I think that's key. Yeah, having so it's like that, let's just, I'm going to use Dave's position. He's a subject matter expert when it comes to all things water. It's right so you trust him or Round Mountain trusts him in order to help them accomplish their goals. And it's the same thing with a manager right?

You trust your manager to help you accomplish your goals and it's hard for me to do. That is it's really hard for me to do that when I don't know everything that's going on within the organization and it's hard, right, it's hard. It's hard for me to keep track of everything when I got contracts. I'll just take up this last example, you know last meeting we had contracts that I didn't even see -- right usually contracts move through me. I didn't see those contracts. And we, you know, approve them and if I had one thing that I said, you know hey, we should probably add this little stipulation in there in that didn't get hurt, but it's just fine.

I guess the contract was good at the end. It was really just a copy paste. Yeah, really shouldn't have any reason to not trust that, but right so that's another reason, right? Things are getting lost, if I'm supposed to be looking at contracts and reviewing contracts and cooperation with our attorney and then something goes on the agenda that is a contract that I've never seen, well, okay, who's accountable for that?

DEMBOSKY: Town clerk puts the agenda together. Now it's up to you guys to communicate.

PATTERSON: So, okay so at the end of the day who was accountable?

DEMBOSKY: You're accountable to be in contact with her and she with you.

PATTERSON: See at the end of the day it should be one person and that's the way the system is designed. At the end of the day one person is accountable.

MOWRY: After reading through all this back and in the job descriptions and remembering when you were both hired.

PATTERSON: Yep.

MOWRY: I was here on the committees. And for you it was pretty clear I thought okay, maybe it's just the intent and we didn't spell it out but when you read your job description, it really was you were going to be doing two major things Yeah, one was going to be in charge of the roads and parks. Okay, and Neal has done a great job. I see you've gradually given other people more of a responsibility of that nothing wrong with it. The other major thing that you were supposed to be doing was zoning and building codes. And so those are the two things that you were hired for and we said town manager and you've taken that term 'town manager' and going into all sorts of research for government agencies and statutes and everything and kind of made the town manager into something that I'm not sure was meant to do. I mean and you say a state law and I go back to when we were interviewing, telling you this is what your position is going to be.



**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 18 -**

PATTERSON: So there's two parts of that. I'm going to answer the first one that I think I've pretty effectively done those first two things, right, streets and roads, building and zoning. I think I've effectively done that pretty well, and that's not to be conceited. I think I've just done a pretty good job on that. And you're right that is what you know.

MOWRY: I'm not saying that at all. No, I'm saying is all of a sudden those two things you were hired for you're saying we need two other positions. That it's not you and now you're going off into other directions.

PATTERSON: Well, I think it's, you know, if I choose to like to stay I choose to make Neal head of the chip seal. I think that's not out of reach right. If he is doing all the maintenance on the roads they should probably be consulting with me on, hey, these are the roads I think we need to get done and that's very fair and then the building and zoning part. That's a little bit different now with, so, we're going to get their sales tax. You can afford that so probably that just happened right away So, excuse me for that, but eventually when we already have that part-time building and zoning inspector, I would just change the title and the pay would be the same thirty six thousand dollars, Monday, Wednesday, Friday 30 hours a week that'd be plenty I mean, you know those aren't too far the way now you say I've taken --

MOWRY: You're building a bureaucracy that I don't think was ever intended by the council.

PATTERSON: So that's under my roles and responsibilities.

WENKE: It is but it's under our authority to approve it.

PATTERSON: I would say financially, yes administratively, no. We could, so that's again, that's the disconnect, again chief administrative officer. Yeah, that's the town manager's take. You say I've taken the title, I think I have, I could do a pretty good job.

WENKE: No, that's not the question, you've never been a chief executive officer before have you?

PATTERSON: I think I have and I think I could do a pretty good job.

WENKE: That's not the question. Have you been a chief executive before?

PATTERSON: In the private world, no.

WENKE: In any world?

PATTERSON: No, no, I have not.

WENKE: So the point is in my current business, in the businesses, I've been a chief executive officer, nobody had a person or a position they could fill a position, a new position, without

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 19 -**

going through me, period. So that's not you to fill a position if it's a vacant position Absolutely you or Kathy can do that or Erin. But to add a new position no because it's fiscally related and number two the board or in case of a chief executive I would have to take it to my board, what is all this about why and they would say we don't need that I would say yes, sir, and I would drop it.

PATTERSON: So everything I've already done that you guys have already approved. So I didn't, I'm not saying, to make another position without bringing to attention that much is very much true.

I do have to and it's not that I wouldn't want to do the opposite but elevating Neal's position to where it is and having the part-time position but you guys have already approved, right, and as long as it does not have a financial impact and as long as the administrative duties and tasks are being done, right, so you know, there wouldn't be really any friction early. So I hope there would not be any friction, right? Finances are good.

WENKE: What are you going to do now, Caleb?

PATTERSON: I would still because now Silver Cliff is getting their sales tax back and that's another conversation that needs to be talked about and how to work with that. But why are we talking about Silver Cliff getting their sales tax back?

Yeah, that just got passed the zip code. Yeah, thank you. My apologies zip code, but right some of those funds will then be going over to Silver Cliff.

So therefore you wouldn't be able to hire that's true.

I think it just got passed.

REIS: They did but it doesn't change our sales tax. The only thing it would affect is the online purchases yes. Department of Revenue had already addressed that for Silver Cliff to make sure when you order something that you can go down to Silver Cliff or Westcliffe, where you live and if they don't do that they can get the money back by a form that department of revenue has so I don't think it's going to affect much at all.

WENKE: I sell products all over the state. And I've had our accounting company people use their's for accounting they have one person what this individual does it looks at every, every stream address and not zip code. But street is within a zip code because there are multiple taxing districts inside of the same zip code. So it's not done by zip code that the tax flows in is done by street address. And it'd be a zip there could be a like Westcliffe could have another area within Westcliffe or another tax. So that would be defined and that's how it works. I know that because we've had to pay personally out of my company because we got the wrong tax

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 20 -**

PATTERSON: I'm just saying -- zip code through online orders, and you get up different, maybe that's totally fine, but I would expect maybe a little bit less ones, but if that's not the case.

MOWRY: And in your defense, I mean the mayor of Silver Cliff is saying that we neighboring town has gotten thousands and thousands and with a new zip code, Silver Cliff would get it back.

REIS: That was true in the past before Department of Revenue got a handle on it.

PATTERSON: Let's bring it a little more to a positive. Number two -transparency meetings. I'm in transparency by reports - please see blank formatted repeat sheet. That is just essentially a blank piece of paper that shows different reports. I think it would help you guys if instead of us just having some things written down.

So at the end, during the Board of Trustees meeting we just verbally or kind of informally say hey, this is where we're at with things. There's not necessarily a problem with that, but I think that in order to help you keep track of things, my apologies, in order for us to keep you informed on the things that we're doing that a formal reporting sheet.

WENKE: Why don't you just implement it? You don't have to have permission from us to implement that.

PATTERSON: Yeah, so yeah --

DEMBOSKY: What about the minutes of our meetings?

PATTERSON: I don't know. I think they'd be almost too broad really, you know, the reports would just be really just a summary, right?

So if you look at they're like, so 20 pages of minutes and they get diluted.

WENKE: The management by objective process that I outlined in detail for this board and you would be a vehicle to do that. There are obviously things that fall outside of that, we had a pipe break, that's sort of thing, that you can't account for. But you can implement that process right now.

PATTERSON: Yeah, I can. How am I going to be able to do that look okay, so if I'm not the manager over other departments how do I enforce that?

WENKE: You don't have to be worried about them. They can do their own.

PATTERSON: So you see okay now within the government now within our organization just from off of that. We have already have a split divide down the middle, right?

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 21 -**

One department's doing things all their way. The other one's doing it the other and we don't have uniformity.

WENKE: For example, I think that, so you're here and your current department does inspections, right? Yeah. Okay, and so Kathy's department deals with other things ordinances, and so on and so forth and she has never come to me and say we're doing our inspections wrong. I've never heard you come to me and say she's doing the ordinances wrong. So the point of it is that you don't have to have control of everything to make sure everything happens. You can implement that report yourself.

PATTERSON: It's not about control. It's about uniformity. That's the message in --

WENKE: You'd be on that form and you can do it.

PATTERSON: So again, I really don't see the problem with monthly reporting formats.

WENKE: And there's nothing wrong. I said you can do it.

DEMBOSKY: Well, you two guys could sit down, make a deal and do it.

WENKE: Yeah, why can't you do that?

PATTERSON: Well, we can again and I feel like it was just best in this meeting to kind of answer right that number two with the transparency, how do we so we're --

WENKE: Where are we not having transparency?

PATTERSON: I just said.

WENKE: So you brought it up that there's a lot of transparency. Give us an instance.

PATTERSON: All right. Let's just take the housing for an example. That's when I got hit on my report and I would say we had a fair amount of meetings probably like several. But at the end of the day you guys were left confused because obviously there is a way I was not conveying the information over to you. So I'd imagine that month of reports could have helped with that transparency. Well, you know that's hindsight.

WENKE: You don't have to have a 70 page document to do some of the things you want to do.

PATTERSON: I would agree that yeah.

WENKE: And I don't know why you don't do it.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 22 -**

PATTERSON: So again, this all plays into something, all following these documents plays into something and more, you know, I feel like the more we get off task, the harder it is -- key division? So yes, there are some things that I could implement right away. But, there's also some things I can't --

JAGOW: What exactly is your task? What is it? What is Caleb's desire of the outcome of this meeting?

PATTERSON: Well, I think that the four tenets. One is a clear allocation of responsibilities, clear, or at least full transparency, perfect quasi judicial roles engagement never get the perfect and then excelling right personnel conduct. So those are like the four tasks or the four pillars I've got under the CIRSA. So eventually it would be a well-defined organization for administrative tasks.

I think we need that and, again, by law we have to have them.

WENKE: So where don't we have -- where do you have confusion about what your job is?

PATTERSON: Again, it's not confusion with what my job is.

WENKE: Well, you just said clearly defined of what your responsibilities are. I would like to know. Yeah, let's start with Kathy - Are you confused what your job is?

REIS: No, I go by my job description.

WENKE: Erin, are you confused about what you have to do?

CHRISTIE: No.

WENKE: Caleb is.

PATTERSON: Yeah, again, it's not confused.

WENKE: So you're not confused. They're not confused. So what is the purpose of that?

PATTERSON: I think that you guys are again -- tough for me to say - I see shaking and I understand that I do, you got to look at me and say, you know the gall on this guy to even, you know, say that. Again we're going to take a statute or statutory definition I don't want to -- managers because that's what we have to do by statute.

DEMBOSKY: Caleb, once again we are a statutory town. Colorado law splits the responsibilities of the two governments into towns and cities. You're quoting the city now.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 23 -**

PATTERSON: It's not towns and cities. It's easy to confuse, it's, I'd say statutory and home rule because there could be some cities that are statutory. We're looking -- most part.

Yeah, you're right. It's a little --

WILHELM: I need to step out for a sec.

WENKE: Sure, let's just take an intermission here.

WILHELM: Okay, okay, that's fine.

WENKE: Let's take a ten-minute break.

BREAK: Let the record show that a break was taken at 2:30 p.m. The meeting then resumed at 2:36 p.m.

WENKE: Okay, I don't know where we were on this. We're an hour into this and Caleb, if you want to continue, you may.

PATTERSON: Again, if you know at the end of the conversation, if you just want to take what I say with a grain of salt, and that may so be. But look at our history as a town and so since 1986, we've had managers on and on. And you got to ask yourself why might that be and that's generally, I would say maybe unhealthy for the organization itself. So keep that in mind now, you asked I'm going to go, and how can we combat that?

WENKE: I'll comment on that, Caleb. I was here not for all those town managers, but one retired and went to Florida. The one that preceded you had some serious personal issues. It didn't have anything to do with the Town. And I don't know about Feldman, I wasn't here when he was here.

REIS: Yeah. Well he was fired.

WILHELM: He was fired, he was terminated. Okay, I didn't realize.

REIS: Well Bob Squire in January of 2013, the motion was that the position of the town manager be eliminated from the town employee list, and that's when Bob Squire was on.

WILHELM: And we had that other guy over here from Granada who was here for about nine months.

REIS: He left.

WILHELM: Yeah. Well, yeah, he went back East for a job.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 24 -**

PATTERSON: But we the consensus is and I apologize well, we've had this this on and off trend for quite some time.

WENKE: I don't think they left for the reasons you're saying.

PATTERSON: Saying I think there was definitely some disgruntlement. I called people so that's why, and I'm not going to say who, what, where, but I have, and I've gotten that you know that information from them. So even in the past there was but even from an outside point. Right, without coming in and saying like oh, he was this oh, he was that, right, looking at this from outside looking in we've had this constant turnover in managers. And I don't think it's healthy and here are some -- I have come up with some ways to keep and maintain an effective manager, or at least some ways that I think we could that we should do. One is honor, rules, and responsibilities. Adopt a management structure in congruence with state statute, DOLA, CIRSA, and CML. The position should come with a contract - please see example contract example goes through and then four, trust your manager to manage the town for you and trust your experts. That's what you were looking at, and I don't think there's anything wrong with that statement at all. I think for managers is kind of self-explanatory.

It's, that's what you trust your manager to do. So and then going through you know in turn, I can provide you with the following, a monthly reporting from all department heads again, I and then the second one, yearly review process that would keep the board in charge of the direction of the Town. And that's why I kind of want to stand test because we get off and you know if some gears are grinding, but there's also positive aspects as well.

Now the yearly objective and the town manager performance evaluation process I do have - I think it's probably one of the last documents if you're on the computers and this also goes by the management by objectives that we can look at.

DEMBOSKY: Which page do you have?

PATTERSON: I'm going to scroll to it right now.

DEMBOSKY: I was fussing around with the internet here, but I'm still in the first document.

PATTERSON: It starts at page 52 is 79. It's colored for you, or if you don't have colored sheets, it'll just be different shades. But it goes on the management by objectives, right, how -- we look at last year. We never really sat down and said, okay, you know Caleb, we you know, want you to do X Y & Z this year and we need to you know, get it done.

Really, you know, we, I think the staff is presented to (inaudible) exact but I think for the most part the staff is presented to the board, hey this, you know, this is what we think but we should make that the opposite way. And this, that positive aspect and how we can do that as a team and is to have those yearly objectives.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 25 -**

DEMBOSKY: Do what now, I didn't hear it.

PATTERSON: I said I think for the most part -- it's been staff at least for the year right for grants and whatnot staff bringing to the board. Hey, this is what we think we should do but what should be is the board coming to the staff and we all sitting down and determining that year, right, what that year is going to look like, what is our goals and our actions?

What's our goal and our objectives and then that is in that those documents.

WENKE: If you recall, in the management by objectives document that I developed and submitted to the board, and Caleb you gave me the idea of us - the board - giving staff that heads up, an idea of what we should create. You should be focusing on coming here. Yeah, and I put that together and I see your objectives. It doesn't follow the format at all, but still all it of it could be changed to the object format that I submitted. But I don't see it in here for Erin, so you're assuming that you're going to be responsible for Erin.

PATTERSON: Again that this is based off of the accountability, right? So going to one. We had that there's that one representative sitting down with them and saying okay, this is what we want you to do and you know, essentially go get it done. But yeah, so there are some financial things that are in there presuming that would be the case.

WENKE: The one thing you say in the document on my documents page 42. So I'm in this area some place. You're talking about, and, I think what precedes it is section -- so you know the page numbers it precedes section 31.4.2.11 in this document. It's the third paragraph down you say Town is asking me to agree to it against the intent of state statute by adopting a two-manager position. I cannot ethically agree to that. Yeah, what ethics are we violating?

PATTERSON: Again I'm sure I think we're again, it's not I really it's you guys are interpreting one way and I think --

WENKE: It's right here. Okay, so if we don't approve of this, right you can't -- are we violating some of your ethics?

PATTERSON: As a manager, yeah, I got to rely on State statute. I said I have to rely on state statute. So if it goes in my opinion if I think it goes against state statute, I think I'm doing a disservice to you all by not at least informing you.

WENKE: Well, you've just been told ten times by Mark here that that statute doesn't apply to us. I think you disagree with it. That's fine

DEMBOSKY: Let me read the citation of the law -- it's right here, Colorado revised statutes title 31 Municipal corporate class organization territory or has four organized structures and officers. Part two organized structures cities city manager form. That's what you're to 11 -Our other one for town which doesn't have a town manager definition is not part of the organized



**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 26 -**

structure city. It's organized town and by state law, and I have it here, a municipal government with less than 2,000 citizens is a town. And there's two separate blobs of stuff in the law based on those two structures.

PATTERSON: Okay, then what kind of government - just asking you all - what kind of government do you think we have?

DEMBOSKY: Do you recognize that what you're quoting is inappropriate?

PATTERSON: Again what form of government?

So that's why there's confusion to the question. I'm going to unpack it. Well, there's confusion, so I'm going to unpack it.

So, I, and it's essential what form of government do we think we have? Okay.

No, no, what is it?

(inaudible)

WENKE: Yeah, we have a town board elected by citizens and we have staff within the structure of the town including yourself and the clerk and assistant clerk as part of the management structure. That's where we do it.

PATTERSON: So we have a statutory, but you, that's exactly what you're getting. We have a statutory government, which means if you know, essentially if we don't have something in ordinance then we rely on state statute. That is a very broad kind of just stamp on that. So we have a statutory --

WENKE: Are you saying we could go to jail, if we're organized like this?

PATTERSON: Why so adversarial?

WENKE: Maybe what you should think about it is maybe we don't want and then --

PATTERSON: That's what I said.

WENKE: Because I don't sense that. I wasn't here. I haven't talked to anybody I haven't emailed anybody, I haven't texted anybody, but I get a sense that the board doesn't -- is not buying what you're trying to sell. So that's where we are. So now the one solution we could do which seems to be a bugaboo is that we could just change your job title. You would have a job. We wouldn't have a town manager then we would have something else.

DEMBOSKY: Well, I have an idea --

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 27 -**

PATTERSON: Well, let me real quick if I could, I have some ideas as well. So we are statutory government and therefore should have an administrator.

MOWRY: I mean Erin's job description; she is the administrator.

PATTERSON: Exactly, so but back in the history of the town which gets into if you want to look at timeline of events effective management responsive view, it gets into that. Originally there we've had administrator managers separate from the clerk position and then before Gabriel before Gabriel's hired they, the Town, the Board kind of gathered together and said, okay, we need to help pick up these administrative tasks in between looking for candidates. And so that's when they made the position an administrator. So that's where and then a lot of confusion comes out of that because an administrator isn't a manager. It's just statutory and home rule. So on one hand you have an administrator, but you've also had a historical manager. So that's why there's all this confusion.

Okay, we statutory or are --

WENKE: Who's confused?

PATTERSON: Well, I think I am yeah, yeah. Yeah, but I also think it's also the other way around too. And again, with, trying to convey that to you.

It's hard again to convey that to you, but we've had an administrator and a manager. They are the same thing.

WENKE: Caleb, listen to me. Whatever you all think you've done a lot of work here, I'll give you that. You copied a lot of things from other places and done your research and so forth.

I don't think this dog is going to hunt --

PATTERSON: And that might be the case --

WENKE: What you can bring, is it so I think that if you have you know what if you could take a few more minutes with a closing arguments to leaving out the ordinances or the state codes, convince us as to why we should do this.

PATTERSON: I think for the most part I kind of imagined this conversation going the way it has. I did but again, I felt as if I did not bring this up to you, I would be doing you a disservice.

Because what's the difference between an administrator and manager they are the same thing except for different types of governments. So that's why you're here and you're seeing this is because there are unclear rules. It doesn't matter what you put into the job description really,

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 28 -**

the title of it ultimately matters. So if you're going to have administrator then by statute that person must do administrative tasks. And if you can have a manager --

WENKE: We don't have to follow any rules.

PATTERSON: Well, I think by your government, so you should be following state statutes.

DEMBOSKY: Under the state statute, we define what the duties are. Now you pointed out that we failed in the past to do it by resolution or by ordinance I think we can fix that. We can get it on the agenda. But it says shall prescribe by ordinance their duties. Yeah, so we can it's up to us.

PATTERSON: Okay, I'm trying to give a closing statement, but town manager, okay, what is the town manager by statute? It gets in into that city town --

DEMBOSKY: It doesn't exist.

PATTERSON: It does.

DEMBOSKY: Why do you keep saying that it does? It's not in the law.

PATTERSON: A town manager is the same thing as a city manager. It is the exact same thing.

WENKE: And we can define responsibilities for the town manager. Can we not?

PATTERSON: Yes, regardless of how this conversation has went --

WENKE: I asked you a question, answer the question. Can we not define the responsibilities of the clerk and town managers?

PATTERSON: At the end of the day, even if you do specific job descriptions the overlying message is that that person is your CEO. That is how it works.

WENKE: My message to whom?

PATTERSON: The overlying job -- you put town manager. Yes, you put town administrator. They're the same thing and at the end of the day their roles and responsibilities are the same so divvying those up to me doesn't make sense.

So putting self aside.

WENKE: It makes sense to us.

PATTERSON: Okay, so putting self aside--

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 29 -**

WENKE: -- realize who you report to.

PATTERSON: So right, right and if it makes sense to you guys and you have an employee saying it doesn't make sense to him, then something should be done. So putting again, putting myself aside, and if you don't want to follow that form of government and you just want the administrator then make me a city planner and building and zoning and do that.

DEMBOSKY: How about manager of town operations? How's that sound?

PATTERSON: I don't -- I think that's a little contrived. I think city planner and building and zoning official. It's a little --

DEMBOSKY: Well, you're an operations guy, right roads parks inspections.

PATTERSON: Yeah, I mean I guess whatever the heck you want to call him that's not a bad title, but whatever it is, it needs to be clear because again, I believe it's not clear and I don't think that's and, Mark, I don't think that's a bad title to it either I'm not trying to downplay that and if that's the world you want to go down that road go down that road. But choose one or choose one of the other because when you have a manager or when you have an administrator. They're their duties or their duties.

That's why you harp on that shall be the one point of contact for the board well, you're right on that because an administrator under statutory law is now, again, with the history the positions were separate and it's really was a manager who's always been the administrator and it's only until recently that that role was split. But whatever decision you go by make it just one make it one person reporting to the board because that's how the system is supposed to be designed.

MOWRY: Caleb, in the two documents that you send us, that you revised, the second time the first time you said that you had a number of job possibilities. You had to let them know right after this meeting and then you changed that to If you don't do this, I cannot ethically stay, and I would be willing to be with a new person for three months. Where do you stand on all this?

PATTERSON: Yeah, so that's why the second document got sent out, right? I did get an offer from a city. I had to turn that down because I wanted to at least have this conversation with you. And I had to get things in the office organized I have a whiteboard so in the case that you wanted to fire me after this conversation, that I at least have some direction for that person. Documents on my computer to let them know where I'm out and get them up to date. So I had to at least get affairs in order, if that was going to be the consensus of this conversation. No, I turned that down and I am finalist for now two cities and one county and, I have other applications that I have put in so I guess my answer will be at the end of this month to you all. You know, let's just say they all wanted me, I'd still be with you.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 30 -**

But just again, I don't want you to think about this conversation and think back on me and because that's not what this is about. It's really just trying to say and if they do it's going to take me a few months to get my affairs in order to -- I'll stay on to help you all during that vacancy to train that person up and go down that road. So that that much is the case.

MOWRY: But so you still cannot ethically stay if we make no changes.

PATTERSON: If -- yeah, guys, I feel strong about the way I do.

WENKE: And I respect that, I respect that position and so forth. Mark, did you want to say something?

DEMBOSKY: I got lost a little bit. So you rejected the one offer, so you have other offers pending now?

PATTERSON: So yeah. So that's why give me all the way to the end of the month to let you know probably till January 1<sup>st</sup>. I'm a finalist for two cities and one county, county administrator. And there's others that I put in that closing is review process is like mid this month end of this month. So I'm kind of waiting on those first communities and you know, again, I don't want to leave, I really consider Westcliffe my home, but there's obviously just some fundamental differences and that's fine. And we can have those.

DEMBOSKY: One of the things in your article, the first document intro for a document introduction, okay get my eyes together. So the future management of Westcliffe, how can we keep and maintain an effective manager?

Number four trust your manager to manage the town for you and trust your experts. Yeah I'm not trying to be provocative here, but you consider yourself an expert in town management.

PATTERSON: Am I an expert? I really don't think anybody gets to that expert level, I think I have some these last two years. I think I have some experience and I've gained experience to that.

DEMBOSKY: Yeah, you have but I mean part of the problem here is you write things like this, and I don't think you're aware of how it can affect people because it sounds like you're saying we don't trust you that you're an expert and we should be. And if you didn't mean that you're not careful in what you're writing.

PATTERSON: I think this conversation today was is pretty good in relaying how you guys' mistrust towards me.

DEMBOSKY: Well trust is earned and I have to say the many explosions you've had with the Mayor and others, you've never apologized for and I remember at the last time it happened, I tried to get you to not do it and you, I don't know if you remember, I leaned over Randy

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 31 -**

stopped it. You apologized saying it was partially your fault. You did not sir, and that crossed the line in my mind.

PATTERSON: Well, I can take accountability now and say, Paul, I apologize for that. I do I think well --

WENKE: Well, thinking back on that, I rarely lose my temper somehow - I -- there's maybe you have a gene or something that a lot of people don't know that sets me off. Anyway. All right. So we've heard, I mean, we've heard of all this and what I would like to do unless Caleb's got other things to add or you have other questions, I'd like to adjourn this part of the meeting and go into executive session and discuss this.

JAGOW: I still have a question, I still don't understand what you are directly are not happy with and exactly what you want. Are you not -- you don't have enough power in your current position or you're upset that Erin has power that you think you should have? It's not -- I'm not understanding.

PATTERSON: It's not about me --

JAGOW: Almost everybody in here has had managerial and administrative experience --

Is this your first managerial and administrative position now?

PATTERSON: It's not my first manager position. No. So you're asking what I'm not happy about. I think I mean just based off this conversation alone I've really tried to make this non-adversarial again.

This just can be the nature of these kinds of conversations and just by the reactions of what I'm, what I've gotten and I've -- quite appropriately this meeting, and I understand I've gotten upset in the past. But just off the interactions alone, I just don't think it works to be honest with you. I don't think the way we run things administratively works again. We've lost too many agenda items, too many agenda items pushed out. We don't have clear goals for for the Town and that's not speaking ill against you guys at all. But if we don't have clear goals, you know for the Town, you know, what do we want to see?

WENKE: We have a long-term plan we've been working on. We have a strategic plan. And I want to start on management by objectives. All of those are structures put in place to achieve what you're just discussing.

PATTERSON: Yeah, so I said you're right. We have started to do this.

WENKE: We haven't just started. We've had a long-term plan. We've had a strategic.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 32 -**

PATTERSON: Yeah, not so even strategic, it's really like goals within our government, right? So yeah, we've had we have comprehensive plans. I've been gearing all of our capital improvements towards that. Right. So and then we have a new master plan, you know, so correct, we are making long-term goals and achievements. But a lot of that is big picture when you start to get down to the administrative side of things, how are things going to get done? And once they do get done things are getting lost --

WENKE: That's what you try to do that's your job is to figure it out and having control over everything is not going to help you do that.

PATTERSON: It's not control. It's about accountability. It's what it's about.

DEMBOSKY: I was just going to make a comment here, Caleb, and somebody said we've had a lot of management experience here over the years and I've been on both sides of pushing government policies, regulations, grants, contracts on either side of it. This is meant constructively. The way you present this is not good enough for what you're trying to do. I would have one document.

Yeah, I would not have sent emails saying that I'm thinking about quitting because the implication whether you meant it or not is my way or the highway. And so a lot of this comes across aggressively. I mean when you said I mentioned it earlier what has come because of our failure that's a really strong word.

PATTERSON: Mm-hmm.

DEMBOSKY: I mean, when I worked at the (inaudible) around here a lot of engineers when they were first getting started really angered the railroads who we work for, and it's the way they worded stuff. And something -- at some point a lot of them didn't even work for me, at that point, at one point they did but you have to pretend you're the other party. Failures, bloody hell failures. What do you mean? And you don't list out what they are, you don't enumerate them.

So you're stating opinions without facts, and they're aggressive whether you think they are or not. So, your approach should have been something more like these ideas. You might have addressed the Board, said I'm working on some ideas.

PATTERSON: Maybe. Yeah.

DEMBOSKY: The Board will appoint somebody to sit down with you and chew on some of this stuff and try to come up with something that's more interpretable. And four different documents, whatever they are. It's not tied together. It's not good enough if you're going to a big city, I hope I wish you well, but you need to improve your skills here.

PATTERSON: I appreciate that. Thank you.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 33 -**

WENKE: Okay, any other comments?

FULTON: I'm just confused. We're going around a lot of circles today. Yeah, and I'm confused. I've got to be honest with you and I've read this thing 12 times. Okay, so I got a say.

WENKE: Yeah, okay do we have to adjourn this meeting?

NORDYKE: I'm confused. I don't quite understand the whole thing. It doesn't make sense to me, it's not a perfect world.

(inaudible) the rest of our lives. Hire people that I thought stay with me the rest of their life and didn't make it at all I mean, that's the world. That's the way it is.

WENKE: So do I have to have a motion? I'll now entertain a motion to go to executive session.

JAGOW: I make a motion to enter the executive session.

MOWRY: I'll second it.

WENKE: Do we need names? The purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations and or instructing negotiations under CRS section 24-6-402(4)€ regarding job descriptions. That motion carried so we haven't even voted on it yet.

So let's vote on that.

- b. Executive Session- For the purpose of determining positions relative to matters that may be subject to negotiations, under C.R.S. Section 24-6-402(4)(e) regarding job description of Town Manager.**

**ACTION:** Mr. Jagow moved, and Mr. Mowry seconded to go into Executive Session for the purpose of determining positions relative to matters that may be subject to negotiations, under C.R.S. Section 24-6-402(4)(e) regarding the job description of Town Manager. Motion carried.

**EXECUTIVE SESSION**

At 3:01 p.m., the Special Meeting was recessed. Executive Session was convened at 3:05 p.m.



**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 34 -**

At 4:11 p.m., Mayor Wenke reconvened the special meeting and announced that the Executive Session had been concluded. He stated that in addition to himself, the participants in the Executive Session were Mr. Nordyke, Mr. Wilhelm, Mr. Mowry, Mr. Dembosky, Mr. Fulton, Mr. Jagow, Mr. Patterson, Kathy Reis, and Erin Christie. For the record, Mayor Wenke asked that if any person participating in the Executive Session who believed that any substantial discussion of any matters not included in the motion to go into Executive session occurred during the Executive Session in violation of the Open Meetings Law to state his or her concerns for the record.

**VERBATIM TRANSCRIPT**

WENKE: For the record, if any person who participated in the executive session believes that there was any improper discussion or improper action in violation of the Open Meetings Law, I would ask that you state your concerns for the record. Do I have to have a motion to adjourn? No, you're good.

Okay, we're done. Okay, gentlemen.

REIS: No, you need item C, Paul, on the agenda.

WENKE: Discussion of possible decision regarding government structure and items subject to negotiation. That's this right here?

REIS: Right.

WENKE: So, now we're in a regular meeting, what do we have to do to say that we've discussed it and we are not going down that path?

REIS: Yeah, and that he has resigned. You need to make that a public record, that he resigned.

WENKE: Wait a minute.

REIS: Clay, is that correct?

WENKE: I would not say that. I would say Caleb has the opportunity to resign. But, I mean, I wouldn't put it in a record like that.

I would just say that Caleb can write letters to you. I don't want to mention that in public, that Caleb resigned. I want him to resign.

REIS: Clay, do you want to give direction on that, please?

BUCHNER: Well, I think we're already back in the public meeting. So, that cat's out of the bag. But I think the appropriate discussion would be whether you're going to, whether Mr. Patterson's intent on resigning. And then, if so, you need to make a formal decision and vote on

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 35 -**

any sort of information regarding severance, waiver of payback, and the details that were discussed during the executive session. Not the details, but putting those details of the resignation and what the formal decision of the board is going to be. You need to do that in this public meeting.

- c. Discussion and possible decision regarding government structure and item(s) subject to negotiation discussed in Executive Session regarding job description job description of Town Manager.**

**VERBATIM TRANSCRIPT**

WENKE: All right. So, we're back in the public meeting, of course, and we discussed item C. We discussed the possible decision regarding government structure and items subject to renegotiation discussed in the executive session regarding job description of town manager.

The town board did have that discussion, and we have decided not to change our governmental structure. And in that meeting, Mr. Patterson has submitted his resignation, effective immediately. Accordingly, the town will pay Mr. Patterson a one-month severance package, along with his paid time out, and no adjustment for any kind of educational accruals that he may, that may come due to him based on our town policies. Okay? That's just a brief. It doesn't have to be, it doesn't have to pass that.

BUCHNER: You need a motion and a vote, Mr. Mayor.

WENKE: Okay, make a motion that, exactly like Paul said. Yeah. So make a motion that we're going to, we discussed the item C, and we, I'll make the motion, what the hell.

I move that the town board do not accept, does not accept the proposal to restructure the town government, and that we accept Mr. Patterson's resignation as town manager, and that as, and that the town will compensate Mr. Patterson a 30-day severance package, along with his accrued paid time off, and he will not be charged with any educational expenses according to our town policy.

JAGOW: I'll second.

WENKE: Further discussion?

All in favor?

ALL: Aye.

WENKE: Opposed?

Motion carries. We're done.

**BOARD OF TRUSTEES  
TOWN OF WESTCLIFFE  
MONDAY, DECEMBER 12, 2024  
SPECIAL MEETING**

**-Page 36 -**

JAGOW: I'll make a motion to adjourn.

NORDYKE: I'll second.

WENKE: Thank you. Moved and seconded. All in favor?

ALL: Aye.

WENKE: Opposed?

Mr. Jagow moved, and Mr. Nordyke seconded to adjourn. Motion carried.

ADJOURN

Recorded by:  
Erin Christie  
Deputy Town Clerk

-Page 20 -

There is a lot more that I have questions about. Are we going to get grants for this additional infrastructure to do this? Or is this going to be something that the city has to provide?

And does the city have that kind of money to do this? Has anybody gotten estimates on this? Has anybody looked at this?

We're talking about design here, but we're not talking about what comes, I think we kind of got our cart before our horse.

FULTON: Typically, Mary, if the proposal to the developers or at least the Town would be that that's part of their package as far as creating the community with whatever size buildings they are and whatever guidelines the Town gives them to follow. As far as the other streets, ultimately, they may get the platted streets on the town owned lots. But that's down the road.

Down the road will be here before we know it, of course.

MARY ZAWACKI: But if we have, you know, somebody owns, let's say they own half a block and they're looking at putting even if it's developer who buys that half block, that half block might have an apartment building on it, but then who pays for road improvement? They may bring in the electric, but as far as I think what we're talking about now is doing the rezoning and doing the city-owned lots first or blocks, I'm sorry, blocks first, and does that mean that the city does that or is the city planning on having a developer pay for all of that? That's a question.

MOWRY: Yeah. Especially the private owned ones. If we don't have a developer, then -- I understand what you're saying.

MARY ZAWACKI: They might only buy two blocks in there. Well, that's not going to pay for much road. I just want people to think about that.

WILHELM: I think most of the roads around here were built with grants, all the paving and chip sealing and stuff like that. I remember 25 years ago, a lot of these roads weren't paved in the Town of Westcliffe.

REIS: Currently, you can't get grants for paving or chip sealing.

WILHELM: Oh, you can't.

TOWN MANAGER PATTERSON: You can get paved patching. Within a larger grant.

REIS: Yeah, within a larger grant.

MOWRY: But in this grant, we're only going for water. Okay, are there other comments? Thank you.

BROCK FLYNN: Another question. Does this grant address the tap fees to do this, I mean, for the Round Mountain Waters? In other words, we get the infrastructure put in and we have the ability to build these buildings.

**2024 SALES TAX & PRIOR YEARS COMPARISONS**

	2020	2021	2022	2022	2022	2023	2023	2023	2024	2024	2024	2024	% +/-
		3% total	2% of total (General Fund)	1% of total (Capital Fund)	3% Total Sales Tax	2% of total (General Fund)	1% of total (Capital Fund)	2% of total (General Fund)	2% of total (General Fund)	1% of total (Capital Fund)	3% Total Sales Tax	3% Total Sales Tax	
<b>JAN</b>	34,234.63	69,693.17	52,130.67	26,065.34	78,196.01	56,099.57	28,049.78	60,846.07	60,846.07	30,423.03	84,149.35	91,269.10	8.46%
		150.80				9.67	4.83	48.33		24.17	14.50	72.50	
<b>FEB</b>	32,835.27	62,025.70	47,263.31	23,631.66	70,894.97	54,313.68	27,156.84	49,944.13	49,944.13	24,972.07	81,470.52	74,916.20	-8.05%
		232.01				29.00	14.50	43.50					
<b>MAR</b>	51,033.37	88,768.43	62,836.37	31,418.18	94,254.55	66,060.05	33,030.03	63,051.66	63,051.66	31,525.83	99,090.08	94,577.49	-4.55%
		15.95											
<b>APR</b>	46,184.28	77,315.01	63,620.32	31,810.16	95,430.48	58,872.59	29,436.30	61,648.47	61,648.47	30,824.23	88,308.89	92,472.70	4.72%
						106.34	53.17				159.51		
<b>MAY</b>	51,540.56	101,149.31	65,844.72	32,921.39	98,764.18	74,702.82	37,351.37	72,534.53	72,534.53	36,267.27	112,054.19	108,801.80	-2.90%
										1.93		2.90	
<b>JUNE</b>	69,361.40	121,572.25	87,594.31	43,797.16	131,391.47	90,134.77	45,067.39	86,941.95	86,941.95	43,470.97	135,202.16	130,412.92	-3.54%
						145.00	72.50				217.50		
<b>JULY</b>	65,272.29	117,054.99	88,247.65	44,123.83	132,371.48	87,355.27	43,677.64	88,634.03	88,634.03	44,317.02	131,032.91	132,951.05	1.46%
		130.50											
<b>AUG.</b>	59,524.79	88,928.52	85,806.99	42,903.49	128,710.48	82,683.95	41,341.97	79,209.38	79,209.38	39,604.69	124,025.92	118,814.07	-4.20%
						174.00	87.00	253.38		126.69	261.00	380.07	
<b>SEPT.</b>	79,591.87	118,962.80	99,847.81	49,923.90	149,771.71	88,920.30	44,460.15	86,829.15	86,829.15	43,414.58	133,380.45	130,243.73	-2.35%
						87.00	43.50	24.17		12.08	130.50	36.25	
<b>OCT.</b>	58,001.14	99,222.56	70,957.73	35,478.87	106,436.60	71,952.51	35,976.25	80,627.43	80,627.43	40,313.72	107,928.76	120,941.15	12.06%
	74.43					7.73	3.87	50.27		25.13	11.60	75.40	
<b>NOV.</b>	52,631.93	92,901.48	69,942.02	34,971.01	104,913.03	70,647.95	35,323.98	62,790.38	62,790.38	31,395.19	105,971.93	94,185.57	-11.12%
	44.47	7.25											
<b>DEC.</b>	66,270.58	101,609.63	71,268.61	35,634.30	106,801.41	49,448.45	24,724.23	0.00	0.00	0.00	74,172.68		-100.00%
<b>TOTAL</b>	547,579.60	845,999.44	865,360.51	432,679.29	1,237,258.96	851,750.66	425,875.29	793,435.27	793,435.27	396,717.63	1,097,481.34	1,190,152.90	8.44%

Proposed	510,000.00	898,561.65	802,216.84	401,108.42	1,203,325.26	842,327.68	421,163.84	920,660.45	920,660.45	460,575.00	1,263,491.52	1,381,235.45	
Actual	547,579.60	1,139,740.36	865,360.51	432,679.29	1,297,936.37	851,750.66	425,875.29	793,435.27	793,435.27	396,717.63	1,097,481.34	1,190,152.90	
Difference	-37,579.60	-241,178.71	-63,143.67	-31,570.87	-94,611.11	-9,422.98	-4,711.45	127,225.18	127,225.18	63,857.37	166,010.18	191,082.55	

**GENERAL FUND**

ACA Products, Inc.	Street Maint./Sanding Material	666.80
Airgas USA LLC	Shop Maint/Supplies	95.33
American Legion	2024 Donations	209.64
Ark Valley Fire Xtinguisher	Annual Fire Extinguisher Inspections	552.00
Black Hills Energy	Lights/Electric	1,851.87
BossPro Diesel, LLC	Vehicle Maint/Supplies	250.00
Bruchner's Truck & Equipment	Vehicle Maint/Supplies	15.49
Card Services	Office Supplies	608.41
CenturyLink	Phone/Elevator	50.18
C Bar C Construction	Park Maint./Repair Handrail	150.00
Common Spirit Health	Employee CDOT physical	125.00
Crestone Graphics	Office Supplies	173.90
Custer County Rd. & Bridge	Street Maint.& Fuel	851.34
ERB Element	Communication Services	3,230.00
GMCO Corporation	Street Maint/Snow Removal	238.00
Hilltop Broadband	Internet	273.35
Heuss, Mike	Shop Maint/Supplies - Tools rental reimbursement	1,000.00
High Altitude Garden Club	2024 Non-profit donations	4,000.00
High Altitude Garden Club	Town budget line item - Park Maint/Supplies	2,177.60
Holman (Auto Truck Group)	Vehicle Maint/Supplies	558.24
Lowe's	Employee gift cards for Christmas	1,200.00
Native Woods	Facade grant	2,500.00
Norup Gas	Propane	1,150.70
Petty Cash	Petty cash reconciliation	78.28
Rock Parts Co. (NAPA)	Vehicle Repairs and Parts	281.04
Seifert Enterprises	Street Maint.	3,583.42
Valley Ace Hardware	Supplies	333.94
Wet Mountain Tribune	Publications	371.96
Wet Mtn. Valley Rotary Van Service	2024 Donation (Non-profit)	1,100.66
Xerox Corporation	Meter Read/Lease Payment	142.51

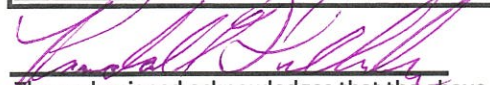
**Payroll Expenses**

CEBT	Employer/Health Ins.	1,516.32
CEBT	Employee/Health Ins.	114.48
Colo. Dept. of Revenue	4Q State Withholding	3,818.00
Colo. State Treasurer	4Q SUTA	483.19
EFTPS	Payroll Taxes	10,996.96
GWRS	Employee Share Retirement Fund (ACH)	4,526.47
GWRS	Employer Share Retirement Fund (ACH)	1,500.36

<b>BILLS TO DATE</b>	<b>\$50,775.44</b>
<b>DECEMBER 2024 PAYROLL</b>	<b>\$32,291.85</b>
<b>TOTAL GENERAL FUND EXPENDITURES FOR DECEMBER 2024</b>	<b>\$83,067.29</b>

**CAPITAL FUND**

Ayres Associates, Inc.	CDOT SA #23660 Design Phase TAP	7,927.60
Langston Concrete Inc.	Inv #16071 - Retainage TAP M352-003 (23660)	92,931.95
Langston Concrete Inc.	Inv #16071 - Remaining retainage TAP M352-003 (23660)	10,000.00
<b>TOTAL CAPITAL FUND EXPENDITURES FOR DECEMBER 2024</b>	<b>\$100,859.55</b>	

  
 The undersigned acknowledges that the above listed invoices were presented for review.

**REVENUES RECEIVED IN DECEMBER 2024**

**GENERAL FUND**

<b>Cash</b>		
Marcus, LaDonna	Dog impound fee	25.00
Patterson, Caleb	6 Printed in office pages	1.50
<b>Credit Card</b>		
Austin, Lauren	New business license	40.00
Green Light Solar	Building Permit #241125-1 116 N. Adams Blvd	930.00
<b>Checks</b>		
Custer County Treasurer		2,810.36
	INC- Current Interest	114.52
	RBC-Current Road & Bridge	497.06
	RLC-Current Tax	1,654.16
	SOA-Specific Ownership A	87.31
	SOB-Specific Ownership B	502.64
	TFC-Treasurer Fee	- 45.33
Black Hills	Franchise Fee	2,661.86
United Business Bank	Interest	29.11
State of Colorado	CIG Tax-Dec.	140.56
State of Colorado	2% Sales Tax	80,627.43
Custer County Treasurer	2% Clerk Fees Sales Tax	50.27
State of Colorado	Highway Users Tax	2,971.30
<b>GENERAL FUND CHECKING REVENUE RECEIVED IN DECEMBER 2024</b>		<b>\$90,287.39</b>

CSafe-GF Core-11	Interest	2,352.50
CSafe-3% Labor Reserve-13	Interest	200.38
CSafe-GF Reserve-14	Interest	1,650.58

**TENNIS COURT PROJECT CHECKING**

<b>TENNIS COURT PROJECT CHECKING REVENUE RECEIVED IN DECEMBER 2024</b>		<b>\$0.00</b>

CSafe-GF Reserve-16	Interest	86.46
---------------------	----------	-------

<b>MUNICIPAL COURT CHECKING REVENUE RECEIVED IN DECEMBER 2024</b>		<b>\$0.00</b>

**REVENUES RECEIVED IN DECEMBER 2024**

**CONSERVATION TRUST FUND**

United Business Bank		0.54
<b>CONSERVATION TRUST FUND REVENUE RECEIVED IN DECEMBER 2024</b>		<b>\$0.54</b>

CSafe-CF Core 15	Interest	\$181.30
------------------	----------	----------

**CAPITAL FUND**

United Business Bank	Interest Capital Fund Checking	42.44
State of Colorado	Inv# 25-TAP 23360/24056 Design	7,923.19
State of Colorado (Town of Westcliffe)	1% Sales Tax	40,313.72
Custer County Treasurer	Clerk Fees 1% Sales Tax	25.13
Verizon Wireless	Lease Payment	1,100.00
<b>CAPITAL FUND CHECKING REVENUE RECEIVED IN DECEMBER 2024</b>		<b>\$49,404.48</b>

CSafe-CF Core 12	Interest	3,095.92
------------------	----------	----------

**BALANCE IN ALL FUND ACCOUNTS**

<b>GENERAL FUND CHECKING</b>		<b>\$337,912.18</b>
CSafe-GF Core-11		\$581,163.96
CSafe-3% Labor Reserve-13		\$49,472.24
CSafe-GF Reserve-14		\$407,763.40
CSafe-GF Reserve-16		\$21,313.14
<b>TENNIS COURT PROJECT CHECKING</b>		<b>\$5,219.32</b>
<b>MUNICIPAL COURT CHECKING</b>		<b>\$3,607.70</b>
<b>TOTAL GENERAL FUND ACCOUNTS</b>		<b>\$1,406,451.94</b>

<b>CONSERVATION TRUST FUND CHECKING</b>		<b>\$12,828.46</b>
CSafe-CF Core 15		\$44,754.56
<b>TOTAL CONSERVATION TRUST FUND ACCOUNTS</b>		<b>\$57,583.02</b>

<b>CAPITAL FUND CHECKING</b>		<b>\$488,210.83</b>
CSafe-CF Core 12		\$764,841.16
<b>TOTAL ALL CAPITAL FUND ACCOUNTS</b>		<b>\$1,253,051.99</b>

**CASH BALANCE OF ALL FUND ACCOUNTS** **\$2,717,086.95**

NOTE: 1% Sales tax of \$ 40,313.72 was transferred to the Capital Fund from the General Fund.  
 NOTE: 1% Sales tax of \$25.13 Clerk Fees was transferred to the Capital Fund from the General Fund.



Town of Westcliffe  
General Fund Profit & Loss Budget Performance  
December 2024

Town of Westcliffe  
General Fund Profit & Loss - December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
<b>Income</b>					
7000 - General Property Taxes	1,654.16	5,617.08	81,112.28	67,405.00	67,405.00
7050 - Specific Ownership Taxes	589.95	666.66	8,645.57	8,000.00	8,000.00
7100 - Town Sales Taxes	-99,366.91	76,721.70	671,421.15	920,660.45	920,660.45
7101 - Town Sales Tax License	40.00	416.66	5,200.00	5,000.00	5,000.00
7106 - Penalties & Int-Delinquent Tax	114.52	16.66	274.21	200.00	200.00
7115 - Franchise Fee	2,661.86	2,916.66	31,245.26	35,000.00	35,000.00
7120 - Special Assessments	0.00	0.00	0.00	0.00	0.00
7125 - Building & Zoning Permits	930.00	3,333.33	52,475.00	40,000.00	40,000.00
7126 - Fence/Sign/Excavation Permits	0.00	150.00	2,456.00	1,800.00	1,800.00
7127 - Special Use By Review Permits	0.00	50.00	900.00	600.00	600.00
7130 - Traffic Fines & Ordinances	0.00	8.33	1,225.00	100.00	100.00
7135 - Court Costs	0.00	0.00	0.00	0.00	0.00
7140 - Liquor Licenses/Special Events	0.00	125.00	4,010.00	1,500.00	1,500.00
7148 - Disposable Bag Fee	0.00	0.00	2,345.32	0.00	0.00
7150 - Cigarette Tax	-296.54	166.66	1,999.27	2,000.00	2,000.00
7160 - Interest Income	4,319.03	9,282.92	60,670.34	111,395.00	111,395.00
7165 - Miscellaneous Income	183.48	83.33	7,103.91	1,000.00	1,000.00
7200 - Highway Users Tax	412.96	2,584.25	32,916.96	31,011.00	31,011.00
7205 - Road & Bridge Funds	497.06	3,027.22	35,549.82	36,326.62	36,326.62
7215 - American Rescue Plan Funds	0.00	0.00	0.00	0.00	0.00
7239 - Contributions from General Fund	0.00	0.00	0.00	0.00	0.00
7300 - Tennis Court Donation Fund	0.00	8.33	40.62	100.00	100.00
7305 - Events Center-Rental Fees	0.00	258.33	2,550.00	3,100.00	3,100.00
7310 - Bluff Site Maint. Fee	0.00	0.00	3,318.94	0.00	0.00
7315 - Park Usage Fee	0.00	133.33	1,225.00	1,600.00	1,600.00
7807 - Reimbursed Expenses	0.00	0.00	0.00	0.00	0.00
7810 - Transfers In	0.00	0.00	0.00	0.00	0.00
7820 - Lease Equipment-I	0.00	0.00	0.00	0.00	0.00
7840 - State Grant	0.00	0.00	0.00	0.00	0.00
7845 - Federal Grant	0.00	16.66	0.00	200.00	200.00
7871 - Grant-SIPA	0.00	0.00	4,000.00	0.00	0.00
7940 - Sale of Assets	0.00	0.00	0.00	0.00	0.00
<b>Total Income</b>	<b>-88,260.43</b>	<b>105,583.11</b>	<b>1,010,684.65</b>	<b>1,266,998.07</b>	<b>1,266,998.07</b>
<b>Cost of Goods Sold</b>					
5001 - Cost of Goods Sold	0.00	0.00	0.00	0.00	0.00
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>-88,260.43</b>	<b>105,583.11</b>	<b>1,010,684.65</b>	<b>1,266,998.07</b>	<b>1,266,998.07</b>
<b>Expense</b>					
4001 - Reconciliation Discrepancies	0.00	0.00	0.00	0.00	0.00
8000 - Trustees	1,222.01	333.33	3,718.49	4,000.00	4,000.00
8005 - Ordinances & Procedures	371.96	500.00	5,687.07	6,000.00	6,000.00
8010 - Colo. Muni League Dues	0.00	77.08	952.00	925.00	925.00
8015 - Elections	0.00	175.00	2,072.85	2,100.00	2,100.00
8020 - General Accounting	0.00	100.00	3,498.99	1,200.00	1,200.00
8025 - Auditing	0.00	816.66	6,900.00	9,800.00	9,800.00
8030 - Attorney	0.00	2,000.00	12,788.00	24,000.00	24,000.00
8035 - Insurance - General	0.00	1,329.50	15,982.41	15,954.00	15,954.00
8040 - Workman's Compensation	0.00	516.66	8,202.00	6,200.00	6,200.00
8050 - Colorado State Unemployment	431.34	86.25	1,018.92	1,035.02	1,035.02
8100 - Town's Share FICA	2,808.22	1,782.54	25,968.63	21,390.42	21,390.42
8110 - Town's Share MEDI	656.76	416.88	6,073.31	5,002.60	5,002.60
8115 - Town Share Health Insurance	2,352.35	3,735.83	30,198.29	44,830.00	44,830.00
8120 - Town Share Retirement Fund	1,500.36	1,725.03	14,068.73	20,700.40	20,700.40
8201 - Administrative Wages					
8200 - Clerk/Treasurer Wages	6,372.73	4,611.37	63,206.10	55,336.40	55,336.40
8205 - Deputy Clerk	8,892.37	9,345.67	105,159.80	112,148.00	112,148.00
8235 - Building Inspector	1,083.82	3,012.53	14,913.42	36,150.40	36,150.40
<b>Total 8201 - Administrative Wages</b>	<b>16,348.92</b>	<b>16,969.57</b>	<b>183,279.32</b>	<b>203,634.80</b>	<b>203,634.80</b>
8208 - Communications Manager	3,000.00	3,000.00	36,000.00	36,000.00	36,000.00
8209 - Administrative Education	0.00		280.63		
8210 - Clerk Education	0.00	83.33	392.03	1,000.00	1,000.00
8215 - Office Supplies	173.90	150.00	4,646.40	1,800.00	1,800.00
8220 - Town Manager Wages	12,068.11	5,500.00	72,568.11	66,000.00	66,000.00
8225 - Manager/Bldg/Zoning Education	0.00	166.67	2,686.03	2,000.00	2,000.00
8236 - Project Manager	0.00	0.00	0.00	0.00	0.00
8240 - County Treasurer's Fees	45.33	166.67	2,046.58	2,000.00	2,000.00
8245 - Municipal Court Wages	0.00	0.00	0.00	0.00	0.00
8250 - Municipal Court Postage	0.00	0.00	0.00	0.00	0.00
8280 - Payroll Expenses	499.43	0.00	565.41	0.00	0.00
8300 - Town Hall Maintenance	944.61	416.67	19,797.86	5,000.00	5,000.00
8308 - Town Hall Utilities	631.81	708.33	7,459.40	8,500.00	8,500.00
8310 - Lease Equipment	120.50	14.00	1,446.00	168.00	168.00
8315 - Lease Principal	0.00	90.94	0.00	1,091.22	1,091.22
8316 - Lease Interest	0.00	15.57	0.00	186.78	186.78

Town of Westcliffe  
General Fund Profit & Loss Budget Performance  
December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
8405 - Animal Control	0.00	43.75	780.42	525.00	525.00
8410 - Organizational Membership Dues	0.00	75.00	540.00	900.00	900.00
8415 - Recycling Program	0.00	0.00	0.00	0.00	0.00
8500 - Town Man Wages	0.00	0.00	0.00	0.00	0.00
8501 - Seasonal Wages	0.00	0.00	0.00	0.00	0.00
8505 - Public Works Education	0.00	166.67	0.00	2,000.00	2,000.00
8506 - Public Works Wages					
8510 - Street and Park Tech Wages	16,530.43	10,439.30	167,845.41	125,271.60	125,271.60
<b>Total 8506 - Public Works Wages</b>	<b>16,530.43</b>	<b>10,439.30</b>	<b>167,845.41</b>	<b>125,271.60</b>	<b>125,271.60</b>
8508 - Street & Park Supervisor	0.00	4,959.89	0.00	59,518.70	59,518.70
8515 - Street Maintenance & Fuel	5,449.87	4,750.00	38,734.58	57,000.00	57,000.00
8520 - Emergency Snow Removal	0.00	2,500.00	0.00	30,000.00	30,000.00
8525 - Street Lighting	1,063.84	1,250.00	12,886.26	15,000.00	15,000.00
8530 - Vehicle & Equip. Maintenance	1,370.75	2,083.33	26,733.46	25,000.00	25,000.00
8538 - Shop Maintenance	1,238.07	833.33	12,901.31	10,000.00	10,000.00
8540 - Shop Utilities	622.04	583.33	5,012.37	7,000.00	7,000.00
8545 - Highway Barn Utilities	503.36	583.33	3,479.19	7,000.00	7,000.00
8550 - Highway Barn Maint.	0.00	166.67	0.00	2,000.00	2,000.00
8600 - Park Utilities	454.87	1,666.67	36,901.88	20,000.00	20,000.00
8605 - Park Maintenance	2,533.49	5,000.00	54,602.69	60,000.00	60,000.00
8700 - Custer County Sheriff	0.00	5,179.17	62,150.00	62,150.00	62,150.00
8800 - Donations	5,310.30	2,383.33	24,794.24	28,600.00	28,600.00
8802 - Plastic Pollution Act	0.00	0.00	0.00	0.00	0.00
8805 - Grants/Local	2,500.00	2,083.33	19,447.15	25,000.00	25,000.00
8806 - American Rescue Plan Expenses	0.00	9,668.19	0.00	116,018.28	116,018.28
8807 - Marketing	230.00	1,250.00	3,589.11	15,000.00	15,000.00
8808 - Economic Development	0.00	0.00	0.00	0.00	0.00
8809 - Capital Improvement Plan	0.00	0.00	0.00	0.00	0.00
8810 - Contingencies	0.00	1,666.67	0.00	20,000.00	20,000.00
8811 - Contribution to/from Capital Fun	0.00	38,333.33	460,000.00	460,000.00	460,000.00
8815 - 1% Sales Tax to Capital Fund	0.00	0.00	0.00	0.00	0.00
8820 - Transfers Out	0.00	0.00	0.00	0.00	0.00
8900 - Principal GLTD	0.00	0.00	0.00	0.00	0.00
8950 - Interest GLTD	0.00	0.00	0.00	0.00	0.00
9014 - Equipment Debt Service	0.00	0.00	0.00	0.00	0.00
9340 - Debt Service	0.00	0.00	0.00	0.00	0.00
<b>Total Expense</b>	<b>80,982.63</b>	<b>136,541.80</b>	<b>1,398,695.53</b>	<b>1,638,501.82</b>	<b>1,638,501.82</b>
<b>Net Income</b>	<b>-169,243.06</b>	<b>-30,958.69</b>	<b>-388,010.88</b>	<b>-371,503.75</b>	<b>-371,503.75</b>

**TOWN OF WESTCLIFFE**  
**Capital Fund Profit & Loss Budget Performance**  
 December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
<b>Income</b>					
CRF7225 Federal Grants	0.00	0.00	0.00	0.00	0.00
CRF7160 - Interest Income	3,138.36	4,666.67	60,383.81	56,000.00	56,000.00
CRF7210 - Grants (New Roadway Proj)	0.00	0.00	0.00	0.00	0.00
CRF7211 - Grants (New) TP-Audit	0.00	0.00	0.00	0.00	0.00
CRF7212 - Grant (New Town Property)	0.00	20,833.33	250,000.00	250,000.00	250,000.00
CRF7213 - Grants (Existing) RW	0.00	0.00	0.00	0.00	0.00
CRF7220 - Grants (New) RW	42,360.59	178,327.50	2,097,165.56	2,139,930.00	2,139,930.00
CRF7223 - CDOT Grants (Existing) RW	0.00	0.00	0.00	0.00	0.00
CRF7224 - Grants (Existing) Town Pro	0.00	0.00	0.00	0.00	0.00
CRF7238 - Other Contributions	0.00	0.00	0.00	0.00	0.00
CRF7270 - Lease Proceeds Verizon Tower	1,100.00	1,000.00	12,200.00	12,000.00	12,000.00
CRF7280 - Capital Lease Proceeds	0.00	0.00	0.00	0.00	0.00
CRF7285 - 1% Sales Tax from General Fund	40,350.93	38,381.25	425,337.32	460,575.00	460,575.00
CRF7290 - Misc. Sales	0.00	0.00	0.00	0.00	0.00
CRF7300 - Tennis Court Donation Fund	0.00	0.00	0.00	0.00	0.00
CRF7805 - Grants (Existing) Town Property	0.00	0.00	0.00	0.00	0.00
CRF7810 - Transfers From General Fund	30.00	38,333.37	30.00	460,000.00	460,000.00
<b>Total Income</b>	<b>86,979.88</b>	<b>281,542.12</b>	<b>2,845,116.69</b>	<b>3,378,505.00</b>	<b>3,378,505.00</b>
<b>Expense</b>					
CRF8215 - Office Supplies/Bank Fees	0.00	0.00	30.00	0.00	0.00
CRF9011 - CIP Roadway (Existing)	0.00	25,833.33	239,327.09	310,000.00	310,000.00
CRF9012 - CIP Town Property (Existing)	0.00	33,750.00	412,548.90	405,000.00	405,000.00
CRF9013 - CIP Equipment (Existing)	0.00	0.00	0.00	0.00	0.00
CRF9014 - Equipment Debt Service	0.00	930.75	11,168.88	11,169.00	11,169.00
CRF9016 - Building Debt Service	0.00	0.00	0.00	0.00	0.00
CRF9025 - CIP Roadway (New)	102,931.95	189,660.87	2,264,992.99	2,275,930.00	2,275,930.00
CRF9026 - CIP-Town Property (New)	0.00	23,958.33	318,000.00	287,500.00	287,500.00
CRF9027 - CIP-Equipment (New)	0.00	4,416.67	42,920.56	53,000.00	53,000.00
CRF9101 - Improvements-Design	7,927.60	3,750.00	86,355.94	45,000.00	45,000.00
<b>Total Expense</b>	<b>110,859.55</b>	<b>282,299.95</b>	<b>3,375,344.36</b>	<b>3,387,599.00</b>	<b>3,387,599.00</b>
<b>Net Income</b>	<b>-23,879.67</b>	<b>-757.83</b>	<b>-530,227.67</b>	<b>-9,094.00</b>	<b>-9,094.00</b>

**Town of Westcliffe**  
**CTF Profit & Loss Budget Performance**  
 December 2024

	<u>Dec 24</u>	<u>Budget</u>	<u>Jan - Dec 24</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>					
7000 · State Lottery Income	0.00	458.33	4,507.03	5,500.00	5,500.00
7050 · Interest Income	181.84	6.83	2,334.47	82.00	82.00
<b>Total Income</b>	<u>181.84</u>	<u>465.16</u>	<u>6,841.50</u>	<u>5,582.00</u>	<u>5,582.00</u>
<b>Gross Profit</b>	181.84	465.16	6,841.50	5,582.00	5,582.00
<b>Expense</b>					
9001 · Capital Outlay	0.00	4,166.66	0.00	50,000.00	50,000.00
<b>Total Expense</b>	<u>0.00</u>	<u>4,166.66</u>	<u>0.00</u>	<u>50,000.00</u>	<u>50,000.00</u>
<b>Net Income</b>	<u><u>181.84</u></u>	<u><u>-3,701.50</u></u>	<u><u>6,841.50</u></u>	<u><u>-44,418.00</u></u>	<u><u>-44,418.00</u></u>

# MASTER PLAN FOR THE TOWN OF WESTCLIFFE



## TABLE OF CONTENTS

VISION

MISSION

CORE VALUES (FROM OUR STRATEGIC PLAN)

PLAN EXECUTION

EXECUTIVE SUMMARY

GOALS, OBJECTIVES AND ACTION PLANS

I. Health, Safety, and Welfare

II. Economic Development

III. Infrastructure

INTRODUCTION

PURPOSE OF THE PLAN

ABOUT THE PLAN

USE OF THE PLAN

KEY METRICS TO ACHIEVE OUR VISION

COMPARISON WITH OTHER TOWNS

SWOT ANALYSIS

WORKFORCE HOUSING, HOUSING CHOICE AND THE 2022 HOUSING NEEDS ASSESSMENT

WALKABILITY/BIKE ABILITY

MAIN STREET HISTORIC DISTRICT – UNTAPPED POTENTIAL

WINTER TOURISM - UNTAPPED POTENTIAL

TOWN PARKS AND OPEN SPACES

FUTURE PROJECTS RANKED IN PRIORITY FROM 1(highest)-5(lowest)

CLIMATE CHANGE

PUBLIC SCHOOLS

HEALTH, SAFETY AND DEVELOPMENT

AGRICULTURAL

SINGLE-FAMILY RESIDENTIAL (PRIMARY AND SECONDARY DWELLINGS)

MULTIFAMILY

MOBILE HOME DISTRICT

CORE COMMERCIAL

HIGHWAY COMMERCIAL

HEAVY INDUSTRIAL

PUD PLANNED UNIT DEVELOPMENT

SPECIAL DISTRICT

COMMERCIAL DISTRICT (CD-1)

ACCOMPLISHMENTS

APPENDIX A: Glossary of Terms and Acronyms

APPENDIX B: Additional Information

## VISION

By 2030, the Town of Westcliffe will be ranked as one of the desirable small towns to live and work in Southern Colorado (South of I-70, west of I-25).

## MISSION

The Town's mission is to:

- Provide and maintain safe pedestrian walkways, roads, parking areas, broadband, and public spaces, including parks and trails.
- Collaborate with Black Hills Energy and the Round Mountain Water and Sewer District to ensure reliable and affordable water, sewer, and electric power infrastructure.
- Partner with the County and the Wet Mountain Fire District to safeguard the health, welfare, and safety of residents and visitors.

Promote the economic development, growth, and vitality of the Town.

## CORE VALUES (FROM OUR STRATEGIC PLAN)

- To create a town where people can live and raise their families in a healthy, safe, stimulating, and culturally rich environment.
- To preserve and honor the best of our historical heritage.
- To promote a thriving, diverse, and sustainable business environment.

To foster a town government that is responsive to citizens' needs, practices fiscal responsibility, ensures sound and effective management, and maintains a clear vision for the future.

## PLAN EXECUTION

In this Plan, we aim to present a cohesive, comprehensive, and well-directed strategy that, once approved by the Board of Trustees, will guide our Town in shaping its future in alignment with our vision and mission statement.

To ensure we stay on track with our goals, the Planning Commission will implement a detailed calendar outlining projected target dates ranked by priority. This calendar will hold responsible individuals accountable for ensuring the completion of each goal.

The Planning Commission will review the Plan quarterly to update goals, refine objectives, and identify unique opportunities. They will then present their recommendations to the Board of Trustees.

This Plan will also clearly define the roles and responsibilities of those tasked with executing the stated objectives within the desired timeframe.

While this Plan is dedicated to ensuring the long-term well-being of the Town, it will remain adaptable to unique opportunities, such as unexpected revenue sources or extraordinary developments.

## EXECUTIVE SUMMARY

“You can’t really know where you are going until you know where you have been.”

– Maya Angelou

The Town of Westcliffe is one of Colorado’s hidden gems. Nestled in the Wet Mountain Valley of south-central Colorado and framed by the majestic Sangre de Cristo Mountains and the Wet Mountain (Sierra Mojada) Range, Westcliffe boasts an extraordinary natural setting, a strong sense of community, and a range of civic amenities. These qualities have made it one of southern Colorado’s most desirable places to visit and live.

The history of Westcliffe and its neighboring town, Silver Cliff, are closely intertwined. The Valley’s mining boom began in 1872, but the discovery of silver in 1878 in what would become Silver Cliff set the stage for the incorporation of both towns. Silver Cliff was officially incorporated in 1879, and by 1880 its population exceeded 8,000 as it campaigned to become the capital of Colorado.

The Denver & Rio Grande Railroad capitalized on the mining boom by building a narrow-gauge rail line to the area in 1881. However, as new rail lines also served as real estate ventures, the line terminated west of Silver Cliff, in what would eventually become Westcliffe. When mining production in the Valley peaked in 1884 and mines began to close, Westcliffe, as the rail line’s terminus, became the economic center of the Valley. The main economic driver shifted from mining to cattle ranching, and the Town of Westcliffe was incorporated in 1887.

In 1889, the narrow-gauge rail line was destroyed by flooding and was replaced with a standard-gauge line in 1901. Around this time, much of modern-day Westcliffe was platted by the Denver & Rio Grande Railroad. In 1929, Westcliffe became the official seat of Custer County. However, in 1938, the standard-gauge rail line closed due to the economic challenges of the Great Depression, leaving the Valley isolated. The community’s population declined and agriculture became its primary industry until the paving of SH96 in 1964, which greatly improved vehicle access to the Front Range and revitalized the area.

Beginning in the 1990s, both the County and Town experienced significant population growth, fueled by a relatively low cost of living and the Baby Boomer generation’s “Retirement Boom.”

Table 1: Westcliffe Historic Census Population (skewed by ebb and flow of a seasonal second home population that displaces our full-time population and bid up home prices).

1890	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020
192	256	232	388	333	429	390	306	243	324	312	417	568	437

Source: U.S. Census Bureau; 2010, 2020

Note: The share of homes not occupied in Westcliffe is relatively high (27%) compared to the State (9%), but much lower than the unincorporated county (51%).

- This is due to the area’s attractiveness as a weekend or vacation getaway.
- Of homes not occupied in the Cliffs, the largest share falls into the category of those “used for seasonal, recreational, or occasional use” followed by those for rent or sale.
- Westcliffe only allows 10 STR’s outside of the downtown district.

Source: 2022 Housing Needs Assessment



Today, the Town is uniquely positioned to achieve its 2030 Vision by building on its many strengths and civic amenities. Key elements of the 2024 Plan include:

- Attracting a younger demographic by marketing the Town to remote tech and professional workers.
- Enhancing the Town’s walkability.
- Greening streets with more trees, walkways, and landscaping.
- Transforming the Main Street core into a pedestrian-friendly central public space.
- Collaborating with developers to create a higher-density, mixed-use plan for the vacant land between Lowe’s Market and the Summit and Cliff Parks.
- Promoting housing affordability by encouraging higher-density infill development on existing vacant lots and allowing Accessory Dwelling Units (ADUs) in single-family residential areas.
- Partnering with developers to establish an affordable, higher-density residential area south of Hermit Park, which currently lacks water and sewer services.

## GOALS, OBJECTIVES AND ACTION PLANS

### I. Health, Safety, and Welfare

**A. Objective:** Avoid development in environmentally sensitive, constrained, or hazardous areas.

**Timeline:** Ongoing

**Actions:**

1. Avoid development in flood-prone areas. If development is unavoidable or redevelopment is necessary, all construction must follow Federal Emergency Management Agency (FEMA) guidelines to prevent flood damage. Proposals within flood-prone areas must include flood protection plans.
2. All future commercial development must consider and incorporate best practices for accessibility.
3. Encourage development that preserves non-developable open lands and protects natural and scenic resources.

**B. Objective:** Protect the rural, small Western town character of Westcliffe.

**Goal:** Protect the rural community character of Westcliffe through appropriate land use activities.

**Actions:**

1. Be open to opportunities for expansion in agricultural zones while preserving views and community boundaries. **Timeline:** Ongoing
2. Protect the land between Bluff Park and Grape Creek as agricultural or open space. The Town should consider acquiring these parcels for conservation easement with Colorado Open Lands if they become available for sale.

**C. Objective:** Enhance beautification and climate resilience through green plantings to provide shade and promote cleaner air.

**Goal:** Establish incentives for citizens and businesses to plant greenery in Town-owned rights-of-way (ROW).

**Actions:**

1. Create a tree planting/greenery grant program. Grantees must purchase trees from a list developed with the help of the Garden Club. Trees must be planted in Town ROW, with optional commemorative plaques. The program should be cost-share, with a focus on trees between sidewalks and curbs.  
**Timeline:** Ongoing
2. Prioritize planting drought-resistant perennials, and consider xeriscapes where appropriate. **Timeline:** Ongoing
3. When planning sidewalk ROWs, plant deciduous trees on the south side of streets to provide shade in the summer and allow sunlight to melt snow and ice in the winter. **Timeline:** Ongoing

**D. Objective:** Promote the health and welfare of residents and visitors by upgrading all Town parks.

**Goals:**

1. Encourage and develop green spaces and recreational opportunities for visitors and residents.
2. Maintain and improve the Town's park system.
3. Collaborate with the County and the Town of Silver Cliff to support the development of a regional indoor recreational center.  
**Actions:**
4. Continue improving Town parks to create more shade and enhance connection with nature.
5. Redesign and integrate Hermit and Memorial Park complexes.
6. Acquire land between Bluff Park and Grape Creek for park and trail development, if available.
7. Enhance and expand Town trails along Chloride Gulch to connect to Silver Cliff. Focus on trails on Town-owned land or ROW, and private land if it becomes available. Partner with organizations like Trails for All for grant assistance.
8. Consider maintenance costs and water conservation in park designs.
9. Work with the Westcliffe Park Advisory Committee to develop a community trail network linking residential, commercial, and recreational areas. **Timeline:** Mid-term

## II. Economic Development

**A. Objective:** Direct development to vacant parcels within existing town boundaries, maintain a compact town form, increase the Town's footprint of property zoned Multi-family, promote ADUs in existing residential areas, and ensure fiscally responsible growth in future annexations.

**Goals:**

1. All annexations shall comply with Section 31-12 of the Colorado Revised Statutes, ensuring a community of interest between the Town and the area proposed for annexation.

2. A fiscal impact report shall be submitted with any annexation petition, detailing how fiscal impacts will be offset.
3. Developers shall bear the direct costs of services and infrastructure for annexations. Lands needed for public purposes (e.g., parks, trails, schools) must be dedicated to the Town or another public entity.  
**Actions:**
4. Prepare and adopt a Three-Mile Area Plan, including land between Lake DeWeese Road and CO HW 69 to Rangeview Industrial Park. **Timeline:** Short-term
5. Adopt ADU and Tiny Home codes. **Timeline:** Short-term (ADU ordinance has passed)
6. Rezone the six blocks south of Hermit Lane to multi-family. **Timeline:** Short-term (Town-owned blocks have been rezoned).
7. Rezone vacant lots in Vivienda Parque to multi-family residential. **Timeline:** Short-term
8. Establish a new commercial district in Vivienda Parque. **Timeline:** Short-term
9. Evaluate vacant residential lots for multi-family zoning. **Timeline:** Mid-term
10. Extend the Core Commercial District west to Adams Boulevard. **Timeline:** Short-term
11. Prepare a model annexation agreement that includes clauses for fiscal impact studies, infrastructure improvements, and land dedications. **Timeline:** Mid-term
12. Developers shall bear the costs of services and infrastructure; improvements must meet Town design standards, with performance surety.

**B. Objective:** Zone land in line with the Master Plan and its Land Use and Zoning Map, considering market needs and opportunities.

**Goals:**

1. Periodically review and update the Land Use Code to align with the Master Plan, particularly for affordable housing policies. Support ADUs and higher-density development, especially in South Westcliffe and the Adams Subdivision.
2. Update the Land Use and Zoning Map to reflect market needs and opportunities.  
**Actions:**
3. Review and revise the Land Use Code to eliminate or revise policies that increase housing costs.  
**Timeline:** Ongoing
4. Reduce the 20-foot setback in the Core Commercial District to 5 feet, while maintaining parking requirements. **Timeline:** Short-term
5. Change side yard setbacks in Residential SF to 3 feet, front/rear yards to 5 feet, allowing for parking. For multi-family, change side yard to 5 feet, front 10 feet, and rear 5 feet, with or without an alley.  
**Timeline:** Short-term

### III. Infrastructure

**A. Objective:** Provide a safe, accessible, and efficient sidewalk, bike, and trail system.

**Goals:**

1. Maintain and improve the sidewalk, bike, and trail network with available funding.

2. Improve Walkability and Bikeability scores.
3. Evaluate existing road ROWs to improve walkability, bikeability, safety, and reduce road paving costs.
4. Explore public transportation links to Denver, DEN, and other towns, including petitioning to join the Bustang network.

**Actions:**

5. Prepare and adopt a Major Street Plan in compliance with Section 31-23-212 of the Colorado Revised Statutes. **Timeline:** Mid-term
6. Improve sidewalk and street crossing safety at key locations. **Timeline:** Short-term

**B. Objective:** Develop a comprehensive Flood Control and Drainage Plan.

**Goal:** Prioritize flood control and drainage improvements through an annual capital improvement program.

**Actions:**

1. Prepare a road, curb, and gutter drainage improvement plan that aligns with accessibility, walkability, and bikeability improvements.
2. Work the Colorado Water Conservation Board (CWCB) to develop FEMA compliant 100-year and 500-year floodplain mapping.
3. Leverage existing drainage systems, like Chloride Gulch, for flood control.

# INTRODUCTION

## PURPOSE OF THE PLAN

The Master Plan (hereinafter referred to as "the Plan") has been prepared in accordance with state statutes that authorize the Town of Westcliffe's Planning Commission to develop a comprehensive plan for its physical development. Pursuant to C.R.S. 31-23-207, the purpose of the Town Master Plan is to provide "guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality and its environs."

More specifically, the Plan serves the following purposes:

- To address community issues and concerns.
- To guide development in a way that aligns with the natural characteristics of the land, the capacity of public services and facilities, and the existing built environment.
- To provide a policy framework for updating zoning, subdivision regulations, and related ordinances within the Town's Land Use Code.
- To offer guidance in preparing the Town's capital improvement program.
- To address regional concerns requiring interjurisdictional coordination.
- To serve as a community database and as supporting documentation for securing grants related to community development activities.

## ABOUT THE PLAN

The Town's original Master Plan was completed in November 2000 and updated in August 2017. The 2024 Plan represents the second review and update and will integrate the September 2020 Strategic Plan and Master Plan into a single, unified document.

## USE OF THE PLAN

The Plan provides a Vision and addresses key issues facing the Town of Westcliffe. It sets direction, policies, and actions for Town development and should be consulted by Town staff, the Planning Commission, and the Board of Trustees when considering development proposals, subdivision and zoning regulations, intergovernmental issues, annual budgets, and when reviewing progress toward achieving the Plan's goals. It should also serve as a guide for residents, landowners, and project applicants regarding land planning objectives.

While the Plan is an advisory document, it serves as the guiding reference for regulatory measures, including updates to the Land Use Code and recommendations for project reviews. The Plan should be used alongside the Town Land Use Code and Zoning Map to direct the appropriate location, character, type, and intensity of new development and rezoning activities.

The Plan also acts as the guiding document for future intergovernmental agreements, capital improvement programming, and detailed studies and programs. Additionally, it should be used as supporting documentation for state and federal grant applications.

The Plan should be reviewed quarterly to assess progress and identify new strategies. Policies should also be reviewed quarterly and revised as circumstances change. The entire document should be made available for public review and updated every five years.

## KEY METRICS TO ACHIEVE OUR VISION

Several questions arise regarding how to achieve our Vision:

- What are the living and working factors that make a town like Westcliffe a desirable destination?
- What amenities and features appeal to the younger demographic we aim to attract?
- How do we currently rank against these factors, and how can we improve?

After reviewing organizations that assess the livability of towns, the Planning Commission developed and ranked the following criteria to evaluate how well we currently align with our stated vision.

# COMPARISON WITH OTHER TOWNS

How do our demographics compare with 25 other small and mid-sized towns in Southern Colorado? What are

Towns <small>(west of I25, south of I70)</small>	Source: U.S. Census Bureau - 2020 Town Profiles				Source: GreatSchools.com (out of 10)			Source: Realtor.com	
	Population	Median Age	Employment Rate	Median HH Income	Educational Bachelors+	Schools Elementary	Middle	High	Median Home Price
1 Alamosa	9,806	29.7	59.8%	\$50,239	28.0%	5	5	6	\$270,000
2 Basalt	3,984	46.2	73.5%	\$103,049	56.1%	7	4	6	\$1,400,000
3 Buena Vista	2,855	33.3	68.5%	\$58,168	37.6%	4	7	8	\$810,000
4 Carbondale	6,434	42.0	77.7%	\$92,083	57.1%	3	7	6	\$1,800,000
5 Crawford	403	42.9	64.1%	\$55,375	16.2%				\$328,000
6 Cortez	8,766	37.9	51.4%	\$55,962	31.1%	5	5	4	\$282,500
7 Crested Butte	1,639	41.5	72.5%	\$67,625	75.0%	9	8	8	\$829,000
8 Del Norte	1,458	43.8	55.3%	\$40,756	20.2%	5	5	5	\$261,000
9 Delta	9,035	43.4	45.7%	\$45,950	18.1%	4	6	5	\$353,000
10 Monte Vista	4,247	38.2	56.1%	\$51,071	30.1%	5	6	4	\$153,000
11 Durango	19,071	36.6	65.9%	\$76,177	58.7%	8	8	7	\$750,000
12 Fairplay	724	37.4	81.0%	\$80,179	24.2%	7	8	5	\$567,900
13 Florence	3,822	44.6	58.1%	\$58,167	21.8%				\$310,000
14 Ouray	898	50.3	57.0%	\$68,750	54.4%			7	\$424,000
15 Gunnison	6,560	24.9	74.1%	\$63,229	55.9%	3	5	6	\$587,000
16 La Veta	862	65.3	43.8%	\$48,297	31.2%		6	6	\$351,000
17 Lake City	432	54.9	51.4%	\$57,548	40.9%				\$306,000
18 Leadville	2,633	38.0	87.2%	\$80,100	57.9%		3	4	\$512,500
19 Mancos	1,196	46.5	61.1%	\$63,185	43.2%			5	\$344,000
20 Montrose	20,191	48.7	49.9%	\$60,132	31.7%	7	5	5	\$486,900
21 Pagosa Springs	1,577	34.2	62.2%	\$32,500	21.7%	6	4	5	\$592,500
22 Paonia	1,447	38.9	54.3%	\$54,643	38.1%	7	4	10	\$408,500
23 South Fork	510	59.3	40.5%	\$70,804	38.9%				\$114,300
24 Salida	5,666	44.3	59.1%	\$63,775	46.2%	9	5	6	\$520,000
25 Silverton	622	45.4	64.8%	\$64,000	37.9%			10	\$658,000
Median	2,633	43	59.8%	\$60,132	37.9%				\$424,000
Westcliffe	435	47.4	59.6%	\$52,500	37.8%	4	3	3	\$449,000
Silver Cliff	609	38.9	43.6%	\$35,583	14.2%	4	3	3	\$304,000
The "Cliffs"	1,044	42.4	50.3%	\$42,632	24.0%	4	3	3	

Blank cells indicate no scores available

some of our weaknesses?

# SWOT ANALYSIS

As part of our assessment of the Town’s current state, the Master Plan Team conducted a strengths, weaknesses, opportunities, and threats workshop on January 23, 2024. There is a strong correlation between the findings of the ranked Living & Working Metrics shown above and the SWOT analysis shown below. One weakness is the Town’s Walkability and Bike Ability.

STRENGTHS	WEAKNESSES
5.00 Small Town Friendly Community & Feel	5.00 Available Workforce
5.00 Dark Skies Community	5.00 Attainable Housing
5.00 Low Crime Rate	5.00 Through Traffic (SH69)
4.75 Mountain Viewscapes	4.80 Drainage (flooding)
4.60 Healthy Environment (air, water, weather)	4.80 Lack of Water/Sewer Lines
4.60 Rich History	4.75 Broadband Cost & Availability
4.50 Valley Strong, Non-profits	4.60 Lack of Restaurants
4.25 Outdoor Recreation Choices	4.60 Lack of Land for Growth
4.25 Town Parks	4.50 School Ratings & Performance
4.00 Library	4.40 Lack of Lower Cost Shopping (people buy staples "down the hill")
4.00 Wet Mountain Valley Location	4.20 Lack of Forward Thinking to Protect Past & Present
4.00 Little or No Traffic	4.20 Walkability
3.40 Arts & Music Culture	4.17 Seasonal Tourism
3.00 Gym & Public Pool	4.00 High Median Age
2.40 Rodeo	3.80 Political Antagonism
2.00 Abundance of Worship Choices	3.60 Bike Pathways
	3.40 Three Different Governments (duplication of costs)
	3.25 Significant Seasonal (non voting) Population
	3.00 Lack of Snowfall
	2.00 Minimal Public Transportation
OPPORTUNITIES	THREATS
4.80 Attract a Younger Demographic	5.00 Losing Town Trees
4.60 A More Pedestrian Friendly Environment	5.00 Lack of Adequate Funding/Revenue
4.40 Recruit Remote Workers	5.00 Water/Sewer Availability
4.20 Increase Tourism	4.60 Temporary Loss of Adams Blvd Sewage Lift Station
4.20 Community (public) Art Projects	4.00 Nearby Forest Fire
4.20 Entry for 1st Time Home Owners	4.00 School District Leadership
4.20 Connected Trails Town to Town	3.80 Folks who Move from Elsewhere Trying to Impose their Values
4.20 Allow for ADU's	3.60 Losing Historic Buildings
4.00 Park Along Grape Creek	3.40 High Wind Events
4.00 Improve 200 Block of Main St for Users	3.40 Main St. Fire
3.60 Attractive Signs Entering Town on SH69 & SH96	3.00 Front Range Architecture Spoiling our Historical Feel
3.20 Business District & Higher Density Housing South of Town	2.80 Losing Valley Agriculture
3.20 Close 200 Block of Main St during Tourist Season	2.80 Small Mindedness
2.80 Summit Park Music Pavilion	2.40 Flooding
2.80 Require & Assist Owners in Using Historic Paint Colors	2.40 Air Quality from Near & Distant Wildfires
Plant more Trees, GreenStreets	2.20 Increased Crime with Population Growth
	Climate Change

Source: Planning Commission Member Assessment - 2024

## WORKFORCE HOUSING, HOUSING CHOICE AND THE 2022 HOUSING NEEDS ASSESSMENT

The 2022 Housing Needs Assessment for the "Cliffs" highlighted the urgent need for action to address affordability and housing options in our two towns. Key findings from the assessment include:

- Local businesses are urgently seeking solutions due to the severity of the issue.
- 80% of our households consist of only one or two people.
- The rental vacancy rate is zero.
- Without younger workers moving to the area, the local economy will be negatively affected.
- 65% of residents cannot afford the average-priced home. (This figure has increased to approximately 80% since the March 2022 publication of the Assessment.)



- 82% of all existing homes are single-family homes. A more diverse, higher-density housing stock is needed to provide greater choice for residents and lower the per-unit cost of housing.
- Although 90% of households in the 'Cliffs have three or fewer people, only 63% of homes are two bedrooms or less. Additionally, most homes sold since 2017 have had three or more bedrooms, highlighting the need for more one- and two-bedroom housing to better suit the area's households, which include downsizing seniors, singles, and couples relocating for work or settling in the community.
- Over 70% of jobs in Custer County are located in the Cliffs, with approximately 90% of those jobs in Westcliffe.
- The immediate focus should be on building at least 40 to 50 rental units affordable to households earning 100% AMI or below.

The situation has worsened since the publication of the assessment in March 2022:

- In 2023, the School District made four offers for teaching positions, but all four applicants had to decline due to a lack of suitable and affordable housing in the area.
- Local business owners continue to struggle with attracting and retaining staff.
- Our sheriff deputies, paramedics, and EMTs are still unable to find affordable and suitable housing.
- According to CHF, the majority of Custer County renters are paying above 30% AMI, with a zero-vacancy rate.
- 140 people recently signed a petition supporting the construction of affordable workforce rental housing.

To address its housing crisis, the Town of Westcliffe should consider workforce housing projects on Town-owned land, rezone undeveloped land for multi-family 1- and 2-bedroom projects, and adopt an ADU ordinance to encourage affordable 1-bedroom rentals in existing single-family residential areas.

## WALKABILITY

Walkability is not only an important criterion for attracting a younger demographic to the Town, but also an important for the safety, health, and wellbeing of our existing residents.

## BIKE ABILITY

Bike Ability is especially important for the Gen-Z, Millennial and Gen X demographic.

	Walkability Score	Bikeability Score
Main Street	56	41
Old Westcliffe	51	41
Adams Subdivision	40	32
South Westcliffe	39	34
Mission Plaza	27	26
Shadow Ridge	5	20

Bike Score	Description
90-100	<b>Biker's Paradise</b> Daily errands can be accomplished on a bike.
70-89	<b>Very Bikeable</b> Biking is convenient for most trips.
50-69	<b>Bikeable</b> Some bike infrastructure.
0-49	<b>Somewhat Bikeable</b> Minimal bike infrastructure.

Source: [Walkscore.com](https://www.walkscore.com)

## MAIN STREET HISTORIC DISTRICT – UNTAPPED POTENTIAL

Closing down Main Street (2nd to 3rd) and viewing it an important outdoor venue has the potential of improving the economic vitality of the Town, especially for Main Street merchants and restaurants.

The Town should consider closing down Main Street for events that will bring foot traffic and revenue to Main Street business owners. Examples include:

- Car Show
- Music on Main (concerts)
- Christmas on Main
- Fourth of July & Music Event
- Valley Strong Community Dinner
- Trunk or Treat for Halloween

- Art Show(s)
- Sidewalk sale

Close once per month for event

## WINTER TOURISM - UNTAPPED POTENTIAL

Westcliffe is currently a three-season town, with a major opportunity to expand attractions into the winter season. Transforming Westcliffe into a four-season town will encourage people to live here year-round. Currently, ~25% of homes in Westcliffe and Silver Cliff are unoccupied vacation homes during the off-season, and local businesses, including restaurants, struggle due to the lack of a sufficient year-round population to support our local merchants. To address this economic dead period, the Town should collaborate with the County, Silver Cliff, and the Tourism Board to develop events for the winter and holiday seasons. The goal is to attract winter tourism, as outlined in the ideas below.

Winter Tourism (from Thanksgiving to January 2)

- Christmas Parade
- Christmas markets, with Santa Claus (including photo opportunities, gifts, and costume contests)
- Tree lighting ceremony
- Holiday decorations along Main Street, including storefronts, with decorative lighting
- Sledding area at the north end of the Bluff (consider investing in a snow machine). This could be located on the north side of the parking lot, where there is an easement currently used for sledding, though some improvements are needed for safety.
- Street closure with propane heaters, fireplaces, mulled wine, hot chocolate, and s'mores
- Snow sculpture contest
- New Year's Eve celebration on the Bluff, featuring a drone light show

## TOWN PARKS AND OPEN SPACES

Westcliffe currently has five parks and 11.83 acres of open space (not including sidewalk to street areas). In order to increase quality of life, the Town should consider using its open spaces to improve aesthetics more effectively.

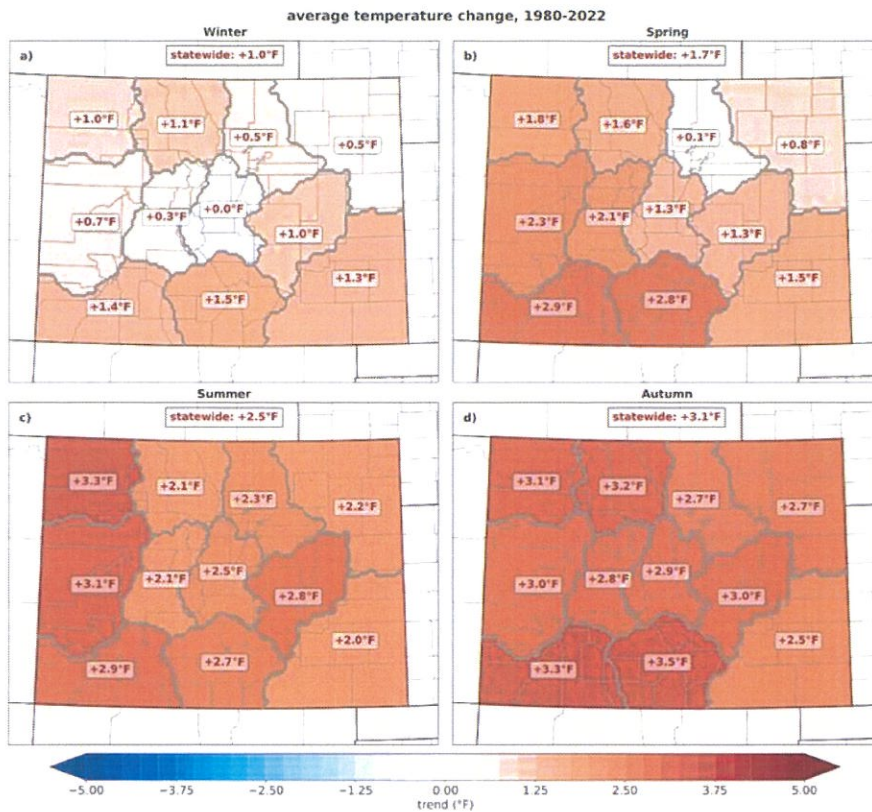
## FUTURE PROJECTS RANKED IN PRIORITY FROM 1(highest)-5(lowest)

- 1-Pavilion at Summit Park.
- 1-Water and Sewer lines for the six blocks south of Hermit Road.
- 2 Amphitheater at the Bluff -
- 2- Greening our extra wide streets with more trees, walkways, and landscaping.
- 2-New Shop for employees
- 3-Walkability in town, sidewalk infrastructure. **Connection to Adams Subdivision, Mission Plaza - infrastructure (list out roads)**
- 4-Trailway along chloride gulch, unnamed gulch, with greening efforts

- 4-Public Transportation to and from Westcliffe.
- 4-Chloride Gulch disc golf course. Fence addition, trail? -
- 5- Explore Broadband Initiatives

# CLIMATE CHANGE

According to the 2024 Colorado Climate Assessment Report, Colorado is warming faster than the U.S. Average and south-central Colorado is warming faster than the State average.



The Town of Westcliffe can expect a warmer and drier climate. This will increase the heat island effect adjacent to our Town roads which represent a large percentage of our land area.

The Town should consider planting shade trees in the landscape strips to mitigate the impact of warming. Street infrastructure should encourage flow to these areas and also plant native trees to mitigate further drought. Parks and open areas should also be included.

## ROUND MOUNTAIN WATER & WASTEWATER TAPS

After lifting the wastewater moratorium, the 'Cliffs are now focused on growth. Silver Cliff is in the process of developing a new town center, and the Town of Westcliffe is actively working to expand its multi-family housing zones. This increased development may drive the need for greater wastewater treatment capacity. Round Mountain currently requires an additional tap for detached ADUs, however they are considering a more feasible policy.

## **PUBLIC SCHOOLS**

The most effective way our Town can assist our school district is to provide workforce housing and create a robust ADU ordinance to increase affordable rental housing choice in the Town.

According to the below graph, matriculation rates are on the decrease and show a decrease in overall test score rates. In order for the Town to grow and attract families with children, we need affordable housing choices and high performing schools to retain and grow our youthful population.  
(insert matriculation rate graph)

## **HEALTH, SAFETY AND DEVELOPMENT**

-Recommended Land Use and Zoning Map-

### **AGRICULTURAL**

This district is intended to protect and preserve the agricultural industry within the Town of Westcliffe while safeguarding rural property owners from encroachment by urban land uses. Previously known as the A-1 Agriculture District, it has now been renamed.

### **SINGLE-FAMILY RESIDENTIAL (PRIMARY AND SECONDARY DWELLINGS)**

This district is designed to accommodate a maximum of two permanent residential dwellings, either attached (duplex) or detached. The primary dwelling must have a minimum size of 550 square feet, while the secondary dwelling must have a minimum size of 400 square feet and cannot exceed the size of the primary residence. This Town should consider amending this district to allow building on a single 25-foot wide lot. This district is intended to maintain areas of low to medium-density development, primarily for single-family and two-family dwelling units.

### **MULTIFAMILY**

This district is designed to allow for permanent multi-family dwelling units to a density of six (6) dwelling units per minimum lot area. This District is designed to accommodate work force housing, affordable housing, senior housing, and veteran housing. The Town of Westcliffe recognizes its small footprint and is designing this district to allow for more one- and two-bedroom housing units and higher density growth in the Town. This zoning designation ideally includes all lots South of Hafford Avenue and several TBD undeveloped infill properties throughout the Town.

## **MOBILE HOME DISTRICT**

This district is designed to allow for permanent residential mobile home development to a minimum density of twelve (12) dwelling units per acre.

## **CORE COMMERCIAL**

The core commercial category is intended for retail sales, offices, and services in the Main Street District and vicinity to accommodate businesses that ordinarily serve the permanent residents of the area and that are pedestrian oriented. This district allows for dwelling units above, below or behind businesses, in accordance with current building code.

## **HIGHWAY COMMERCIAL**

This category is intended for highway commercial uses along the SH 69 or SH 96 corridors to accommodate businesses that ordinarily serve customers arriving for a specific service by automobile.

## **HEAVY INDUSTRIAL**

This district is intended to provide a location for a variety of employment opportunities such as manufacturing, warehousing and distributing, indoor and outdoor storage and a wide range of industrial operations. Locations for this zone require good access to major arterial streets and adequate water, sewer and power.

## **PUD PLANNED UNIT DEVELOPMENT**

This district is designed to provide flexibility in the development of large sites for residential and mixed use development, and to promote the unified development and use of such sites while protecting environmental and ecological assets.

## **SPECIAL DISTRICT**

The parks and open space category is intended for passive and active recreational uses, such as parks and trails.

## **COMMERCIAL DISTRICT (CD-1)**

This District is designed to give a zoning designation for businesses not on Main Street or in the Core Commercial District.

The Land Use and Zoning Map should be used in conjunction with the directions, policies, and actions of the Plan to guide development in Westcliffe. The Land Use and Zoning Map is regulatory, any changes should be consistent with the land use categories shown on the Land Use and Zoning Map.

[Add Map of Existing Zoning]

## ACCOMPLISHMENTS

### Current accomplishments

- Jess Price Park was upgraded to include a pavilion with a covered stage for outdoor events.
- More Sidewalks with improved Walkability and Storm Drainage.
- The Main Street Façade annual grant program was renewed, allowing storefronts to improve their appeal.
- Roadway improvements
- Improved Parking for Bluff Park
- Paving Parking Lot Behind Jess Price Park w/ EV Chargers
- Management of Bluff Park has been turned over to the Town
- An agreement has been entered to improve signage at the Bluff Park and Sangre de Cristo Memorial
- BOT approved WPAC plan for Memorial and Hermit Park upgrades



## APPENDIX A: Glossary of Terms and Acronyms

**Master Plan:** Is prepared in accordance with state statutes that authorize the Town of Westcliffe Planning Commission to develop a master plan for its physical development. Per C.R.S. 31-23-207, the purpose for the Town of Westcliffe Master Plan is "guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality and its environs".

**Capital Improvement: (CIP),** is a short-range plan, usually four to ten years, which Plan identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

**Actions:** Measures to implement the Master Plan and ultimately achieve a desired goal. Each action includes a timeframe for completion: short-term (one to two years); midterm (three to five years); long term (beyond five years), and on-going.

**Goals:** The broad objectives to be achieved by the Master Plan.

**Policies:** Guidelines for decision-making.

**Planned Unit Development: (PUD)** A project or subdivision that consists of common property and improvements that are owned and maintained by an owner's association for the benefit and use of the individual units within the project.

**Subdivision:** The division of a parcel of land into two or more parcels, sites or lots for the purpose, whether immediate or future.

**LUC:** Land Use Code

**CAFS:** Compressed-air foam

**CR:** County Road

**FPD:** Fire Protection District

**ISO:** Insurance Service Office

**RMWSD:** Round Mountain Water and Sanitation District

**SH:** State Highway

**WMFPD:** Wet Mountain Fire Protection District

## APPENDIX B: Additional Information

### Location and Geography

Westcliffe, Colorado, lies at an elevation ranging from 7,800 to 7,900 feet in the Wet Mountain Valley, a northwest-southeast trending area between the Wet Mountains to the east and the Sangre de Cristo Range to the west. The Valley is 4th high elevation park or valley in Colorado. The Sangre de Cristo range was formed by the same geologic forces that formed the Grand Tetons in Wyoming and rise abruptly from the valley floor to elevations exceeding 14,000 feet. The much older Wet Mountain range include foothills and rises gently to around 10,000 feet.

The Wet Mountains are largely composed of Precambrian (1,700-1,800 million years old) metamorphic felsic and hornblende gneisses that were derived from volcanic rocks. The younger Sangre de Cristo Range consists of the Permian and Pennsylvanian (248-323 million years old) Sangre de Cristo Formation (arkosic conglomerate, sandstone, and siltstone).

The land surface in the majority of the Wet Mountain Valley beneath and surrounding Westcliffe is composed of unconsolidated Pleistocene (1.8 million years old) gravel and alluvium deposits. Older, Tertiary deposits in the area include the Sante Fe Formation, comprised of siltstone, sandstone, and conglomerates from the Miocene era, and lava deposits from the earlier Oligocene era. These intra-ash flow quartz latitic lavas are present to the immediate east of Westcliffe; Silver Cliff lies atop a volcanic deposit.

The Valley aquifer is 4,000 feet deep and is estimated to hold 1.2-million acre-feet of water.

### Soils

Three soil units exist in Westcliffe: the Feltonia sandy loam, the Silver Cliff gravelly sandy loam, and the Coutis sandy loam. The soil unit underlying the majority of Westcliffe is the Feltonia sandy loam. This deep, well-drained soil has moderate permeability and low available water capacity.

Also deep and well drained, the Silver Cliff gravelly sandy loam soil is found along Grape Creek and Chloride Gulch. The permeability of the Silver Cliff gravelly sandy loam soil is moderately rapid, and the available water capacity is low. Located in the drainageways and foot slopes near the intersection of Grape Creek and Chloride Gulch, the Coutis sandy loam soil has moderately rapid permeability, and moderate available water capacity.

Of the three soil types in Westcliffe, the Feltonia sandy loam that is found throughout Westcliffe is the best suited for development. Only those soil units found along the drainageways (the Silver Cliff gravelly sandy loam and the Coutis sandy loam) are not well suited for development. In particular, the Coutis sandy loam is subject to ponding or flooding. Surface runoff for all three soil types is medium, creating a moderate to high erosion hazard.

### Vegetation

The native vegetation in the area is mainly needle and thread, western wheatgrass, mountain muhly, and Arizona fescue linked to the Feltonia sandy loam soil. As the native lands deteriorate, blue grama, gray housebrush, rabbitbrush, sleepygrass, silmstem muhly, and snakeweed increase. Suitable grasses for seeding include intermediate wheatgrass, pubescent wheatgrass, western wheatgrass, and Arizona fescue.

Numerous non-native species are also found in Westcliffe, particularly within established neighborhoods. Typical trees include honey locust, blue spruce, Aspen and cottonwoods; shrubs include lilac, creeping junipers, and honeysuckle.

#### Drainages and Floodplains

Mountain streams from the Sangre de Cristo and the Wet Mountains drain into the Wet Mountain Valley where they join Grape Creek. Grape Creek flows northwest from Westcliffe and then northeast through the DeWeese Reservoir, joining the Arkansas River at Canon City. Chloride Gulch, located just north of Westcliffe, is the major drainageway for the town and flows to the west into Grape Creek.

The Wet Mountain Valley receives substantial moisture from intense thunderstorms in the late spring and summer months. As a result, Grape Creek, Chloride Gulch, and the low-lying areas in the southwest part of Westcliffe are vulnerable to flooding.

According to a drainage study prepared in 1996, flooding occurs on an average of once every two years (a two-year storm event) because the existing storm water drainage system is inadequate to manage the flows generated by the intense storm events.

The source of flooding originates on the east side of Westcliffe as well as in Silver Cliff, just east of the Westcliffe town limits. Within Westcliffe, the existing drainage structures that are supposed to divert flow from the south side of Main Street to the north side and then into Chloride Gulch are inadequate. Consequently, storm water encroaches onto the street rather than staying in the swales, creating flooding problems in the business and residential areas.

In consideration of financial constraints, the drainage report identified a design solution to manage a 25-year storm event. Because the majority of runoff reaching the southwestern areas of Westcliffe originates in Silver Cliff, the drainage report recommends diverting as much flow as possible to Chloride Gulch before it reaches Westcliffe. Installation of two new 24" culverts and catch basins on Main Street West of Seventh St. draining to Chloride Gulch should relieve Main St. by 50% during an average storm and as much as 90% during a severe storm.

Federal Emergency Management Agency flood insurance maps are not available to determine 100-year floodways and floodplains in Westcliffe. However, additional development within Chloride Gulch is not recommended in order to minimize increases in downstream flood elevation, potential life or safety hazards, and property damage.

#### Water Quality

Westcliffe is located in the Arkansas headwater watershed, which has a water quality ranking of "3" on a scale of "1" to "6," signifying less serious water quality problems and a low vulnerability to toxic pollutants.

The municipal water in Westcliffe is drawn from three wells in the intermontane trough of the Wet Mountain Valley, a terraced alluvium aquifer. Westcliffe's water is currently in compliance of state water quality standards. However, the use of individual septic tanks outside within and adjacent to Westcliffe boundaries could potentially affect future water quality within town limits.

#### Dark Skies

The Town of Westcliffe adopted a Dark Skies friendly community. All street lights are hooded so that there is limited light pollution created.

The 'Cliffs and the Wet Mountain Valley are known for their beautiful mountain vistas and big skies, but not much is known about our world-class dark night skies. In 2016 Silver Cliff and Westcliffe were recognized by the International Dark-Sky Association as the ninth Dark Sky Community in the world, seven of which are in the United States, the 'Cliffs being the first in Colorado and with an elevation of almost 7900 feet, the nearest to the heavens.

Since 1998. Dark Skies of the Wet Mountain Valley, a 501(c) 3 non-profit, has been working to reduce local light pollution and create public awareness of a valuable and irreplaceable part of our Western heritage. Those who worked tirelessly to obtain this designation realized that our night sky is a precious natural resource to be preserved for residents and visitors alike - for many years to come. It's wonderful to think that we have the ability to enjoy and appreciate the same night sky that the original settlers of the area observed. Our clear night sky is as much a part of our heritage as the ranches and riparian areas which are preserved below them from the Bluff Park one can view the heavens from the newly dedicated Smokey Jack Observatory with its 14" computer-automated telescope. Besides the public star parties, People can reserve the Smokey Jack Observatory for private viewing sessions under the direction of volunteer guides.

#### Air Quality

The Environmental Protection Agency currently monitors air quality at the Custer County Road and Bridge Department in Westcliffe. The air quality in Westcliffe is excellent and meets state air quality guidelines. Non-point sources of air pollution, which are not regulated by the state, can contribute to air quality problems. Fugitive dust from gravel and dirt roads and alleys is the chief non-point air quality problem. Westcliffe is subject to wind gusts of up to 110 miles per hour. Air Quality is subject to local and non-local fires during the fire season.

#### Climate and Climate Change

The climate within Westcliffe and the surrounding area fluctuates due to the area's varied terrain and altitudes. Temperatures are characteristic of a high altitude, dry continental climate. The average January temperature is 22 degrees Fahrenheit and for July it is 63.4 degrees Fahrenheit, with low humidity. The average annual precipitation is 16 inches, and annual snowfall is 80 inches.

#### Wilderness and Wildlife

The Sangre de Cristo mountains are designated Wilderness Area with hundreds of miles of hiking trails, biking, and 4-wheel drive opportunities.

Both our Valley and mountain ranges are rich in wildlife with abundant herds of elk, deer, and pronghorn antelope, fish in our lakes, streams and rivers, and a healthy variety of raptors, and waterfowl cruising our skies.

#### Wildlife Habitat

The Colorado Division of Wildlife lists 73 species of birds and 38 mammal species found in Custer County. Federally listed threatened or endangered species in the county include the American peregrine falcon, bald eagle, greenback cutthroat trout, meadow jumping mouse, Mexican spotted owl, southwestern willow flycatcher, and whooping crane. No threatened or endangered species, or areas of potential high or very high wildlife impact, currently exist within Westcliffe.

#### Community Infrastructure

##### Transportation

Regional and local circulation is accomplished primarily through a network of state, county, and local roads. Via paved road, Westcliffe is located 133 miles from Alamosa, 44 miles from Canon City, 75 miles from Colorado Springs, 150 miles from Denver, 56 miles from Pueblo, 50 miles from Salida, and 60 miles from Walsenburg. A small airport also serves the region.

In 2009 the Colorado Department of Transportation identified 10.29 miles of arterial, collector, and local roads in Westcliffe. Public and private streets and alleys account for 18 percent of the town's land area.

##### Arterial Roads

Arterial roads are designed to move traffic through town. Westcliffe's arterial roads are characterized by having right-of-way widths of 80 feet. Principal arterial roads in Westcliffe include:

##### State Highway 69 and State Highway 96

From US 50 at Texas Creek, State Highway (SH) 69 enters Westcliffe from the north, turns east into Main Street, and then turns south on 6th Street, continuing to Walsenburg. SH 96, a national scenic byway, begins at the junction of SH 69 at Main Street and 6th Street, extending east through Silver Cliff over Hardscrabble Pass to Wetmore and Pueblo.

Westcliffe's collector roads are characterized by having right-of-way widths of 80 feet. Major collector roads in Westcliffe include:

- Main Street
- 6th Street
- Hermit Road
- Lake DeWeese Road

Main Street and 6th Street are also portions of SH 69, although they principally serve to collect traffic from surrounding neighborhoods and businesses. The increase in truck traffic onto Main Street and 6th Street has raised noise and safety concerns from local residents and business owners. Intersecting at 6th Street, Hermit Road provides access to the west, exiting Westcliffe as County Road (CR) 160. East of 6th Street, Hermit Road

becomes Hermit Lane, providing access into the Vivienda Parque subdivision. Lake DeWeese Road extends north where SH 69 curves on the north side of Westcliffe and quickly becomes CR 241.

#### Local Roads

The Town of Westcliffe was platted in 1887 with “streets and avenues 80 feet wide, alleys 20 feet wide.” The boundaries for the original plat were Grape Creek to the west, Mill Gulch to the north, the “west line of the corporate limit of Silver Cliff” to the east, and what is now Lincoln Avenue to the south. More recently, the majority of local streets are platted with 60-foot-wide rights-of-way.

Alleys still transect many of the local streets within the original platted area, with the exception of Silver Cliff Avenue, which is now called Main Street. Several of the alleys off Main Street have been purchased or claimed by adjacent property owners and are now either covered by structures or used for access to private parking lots.

Road maintenance consists of asphalt repairs, chipseal, dust control, snow removal and sanding, sign upgrades, alley grading, and general right-of-way maintenance. The Town of Westcliffe owns its two maintenance shops.

#### Sidewalks

Sidewalks in Westcliffe are characterized by their variety in location and type. Detached, concrete sidewalks are found in the older residential sections of Westcliffe, along both sides of 2nd Street south to Hermit Road. Moving east, detached sidewalks are found along portions of 3rd and 4th Streets (primarily north of Edwards); 5th Street has very little sidewalk. Sidewalks on Main Street consist of various widths and materials, from narrow dirt paths to attached concrete sections to improved brick streetscape areas. Sidewalks on Rosita Avenue consist of improved drainage, and ADA crossings. The Town installed sidewalks along Rosita to Adams Boulevard to Main Street in order to improve Walkability in the Town. Sidewalks on Powell are also being installed to connect Town trails and homes to businesses on Main Street. Future endeavors of the Town include: a crosswalk on O block of Main Street, Green Streets, and using RMS grants to improve walkability to all homes to businesses. Sidewalk, curb, gutter, and drainage improvement along SHW 69.

#### Airport

The Silver West Airport, located nine miles south of Westcliffe off SH 69, provides general aviation services, including hanger rental, tie downs, and fueling. The airport, which is operated by the Custer County Advisory Board, has a 7,000-foot-long, 40-foot-wide paved runway. Currently, only chartered aircraft is available at the airport. Passenger air service is provided in Pueblo, Colorado Springs, Denver, with connections worldwide.

#### Transit

While transit services are limited, the Wet Mountain Rotary Van Service operates the vans to transport Westcliffe area residents to Florence, Canon City, and Pueblo, primarily for medical appointments. Rides are available on a demand/response basis. The service operates four vehicles with accommodations for the handicapped, there are no fees, donations are accepted. Due to recent events the Van Services are facing problems and their services in the future are unclear. The Rotary Van service is a non-profit organization.

Public transportation exists from Salida (50 miles away) to Union Station in Denver.

#### Utilities

Utilities consist of water, wastewater, propane, electricity, solid waste, and telecommunications. Utility providers are entities separate from the Town of Westcliffe.

#### Water

Westcliffe is situated within the Arkansas Headwater Watershed, which has a water quality ranking of "3" on a scale of 1 to 6. This ranking indicates relatively minor water quality issues and a low susceptibility to toxic pollutants. The town's municipal water is sourced from two wells located in the intermontane trough of the Wet Mountain Valley, a terraced alluvial aquifer. Currently, Westcliffe's water complies with state water quality standards. However, the use of individual septic tanks within and near the town boundaries could potentially impact water quality in the future.

The Round Mountain Water and Sanitation District (RMWSD) serves an area of approximately 6,345 acres, which includes the towns of Westcliffe and Silver Cliff.

Water for the community is supplied by two wells: the Hermit (or Smith) Well and the Gallery Well, both located south of the town. Before distribution, the water is disinfected with a small amount of chlorine. A major upgrade to the Smith Well is nearing completion. This project will more than double its pumping capacity while reducing energy costs by over 50%.

Treated water is pumped from the wells through the distribution system to two steel storage tanks with a combined potable water capacity of 450,000 gallons. Both the 200,000 -gallon and 250,000-gallon tanks are located north of Silver Cliff. Water flows by gravity from each storage tank back into the distribution system consisting of three-inch, four-inch, six-inch, and eight-inch water pipes.

The current system is a combination of the existing water systems of Westcliffe and Silver Cliff, installed as early as the 1880's that were upgraded and connected by RMWSD in 1974. The distribution system includes six pressure reducing valves and approximately 78 fire hydrants within Westcliffe.

All residences and businesses within Westcliffe are connected to the water system by the use of water meters, with the exception of a few "grandfathered" properties that are still using individual wells.

The RMWSD currently serves 700 residential and commercial customers. RMWSD has sufficient water rights and water pumping capability to meet the increased demands of population growth well into the future.

#### Wastewater

The RMWSD also provides wastewater service within its service area. The wastewater system in Westcliffe, constructed in 1975, consists of six-inch to 10-inch gravity collection lines that terminate at a lift station located on Adams Boulevard that pumps collected wastewater via a four-inch force main to a Class D treatment facility. The wastewater treatment plant, located on a 10-acre site at SH 69 and Adams Boulevard, consists of two aerated ponds and a polishing pond. Wastewater effluent is either applied to an adjacent 40-acre site or chlorinated and discharged to filter beds.

RMWSD is completing the process of acquiring Colorado Department of Public Health and Environment (CDPHE) approval for a major upgrade of the existing treatment system that will provide over twice the treatment capacity once installed.

#### Propane

Natural gas is not available in Westcliffe, the majority of homes in Westcliffe are served by propane. The Town of Westcliffe has numerous suppliers for propane in Town.

#### Electricity

Black Hills Energy provides electric power to the approximately 600 customers in Westcliffe. The electricity arrives via a 69-kilovolt line from Canon City to the Skinner substation in Silver Cliff. Power is then distributed by a grid system to Westcliffe. The current distribution system is capable of supplying an area 15 times the size of Westcliffe with electric power. The majority of power lines are above ground, although all new utility lines must be buried per requirements of the Town of Westcliffe's subdivision regulations adopted in 1998. Black Hills Energy also maintains the town's streetlights.

Given funding it is the Town's desire to change all electric lines from poles to underground infrastructure.

#### Solid Waste

Solid waste disposal service in Westcliffe is provided by Oak Disposal and P Bar O Disposal private hauling companies. The refuse is transported to the Custer County Landfill, "the cleanest landfill in the state," opened in 1994 on land located south of Westcliffe on CR 328 (Rosita Road. The Towns of Silver Cliff and Westcliffe sponsor an annual town clean-up day).

#### Recycling

The Town of Westcliffe recycles glass bottles, mixed paper, corrugated cardboard, aluminum and/or steel cans by utilizing either the Custer County Joanie Liebman Recycling Center at the County Landfill, the two County operated drop-off sites (one being in Silver Cliff and the other being in Westcliffe) and the High Country Recycling (HCR) Big Blue glass recycling collection container at Altitude Community Fitness.

The Town of Westcliffe also encourages the local businesses, agencies, residents, licensed liquor establishments, and authorized public events to recycle the above-mentioned recyclables. A partnership between the Town of Westcliffe and HCR allows for the placement of their recycling collection barrels next to each of the town's trash bins on Main Street from Spring thru to late fall with HCR being responsible for barrel management and monitoring. Free copies of the HCR recycling information brochure are always available for the taking at the Westcliffe Town Hall.

#### Telecommunications

The telecommunications infrastructure in Westcliffe is owned by CenturyLink, which provides approximately 2,400 access lines to the town. There numerous other ISPs in the valleys.

#### Emergency Services



Emergency services consist of law enforcement, search and rescue, fire protection, and medical services. Emergency service providers are entities separate from the Town of Westcliffe.

#### Law Enforcement

The Custer County Sheriff's Department Office provides law enforcement services to Westcliffe through a service contract with the Town of Westcliffe. The Sheriff's Department Office is located at 702 Rosita Avenue adjacent to the County Courthouse in Westcliffe. Custer County Search and Rescue provides assistance in locating lost or injured individuals in the Custer County area. The Search and Rescue building is located just east of the Sheriff's office at 710 Rosita Ave. in Westcliffe. The Search and Rescue team is comprised of volunteers – they include an ATV team, horse team, rock team, ground pounders, and office personnel. Search equipment includes four vehicles, a mobile command trailer, various radio equipment to allow remote relay towers for communications interoperability, and rock-climbing rescue equipment. Our Search and Rescue team has assisted Fremont, Teller, Pueblo, Huerfano, Saguache, Alamosa and Costilla counties in various missions.

#### Fire Protection

The Wet Mountain Fire Protection District (WMFPD) is a combination organization that provides fire suppression, fire prevention, hazardous material response, specialty rescue, and public education services to a Fire District comprising over 611 square miles. Fire apparatus includes 18 pieces of equipment that range from brush trucks to Class A pumpers, with water capacities that range from 250 to 3000 gallons. Compressed-air foam (CAFS) is available on five trucks and foam alone is available on two additional units. The department has two trucks dedicated to rescue services.

A formal mutual aid agreement exists with Deer Mountain Fire, Cañon City FPD, Western Fremont County Fire, Rye Fire Department, Beulah Fire, Upper Huerfano Fire, Wetmore Fire, Florence Fire, and others. The average response time in the town areas of Westcliffe and Silver Cliff ranges between eight and ten minutes. The Department implemented a paid shift system that helps assure that one or two firefighters are available for rapid response. The town of Westcliffe itself currently has an Insurance Service Office (ISO) rating of "5/6", which is used to determine insurance costs based on fire protection capability. The lower the rating, the lower the cost of insurance.

#### Medical

The Custer County Clinic is operated by Heart of the Rockies Regional Medical Center in Salida Colorado. The clinic is located at 704 Edwards St., Westcliffe. Custer County Medical Center provides comprehensive family practice, acute care, acute care stabilization for EMS transport, physical therapy, optometry, Orthopedics specialty, GYN specialty and Cardiac specialty services laboratory, x-ray and patient education. The clinic is staffed with 2-Physicians and 1 Nurse Practitioner and is open 5 days a week from 8:00am to 5:00pm. To schedule an appointment, please call 719-783-2380. Same day visits are often available.

#### Community Facilities

Westcliffe's community facilities include the town hall, the County Courthouse, the West Custer County Library, the Westcliffe Community Building, the old school house and All Aboard Westcliffe.

#### Town Hall

The Westcliffe town hall, Patterson Hall, is located at 1000 Main Street. The town hall serves as the municipal administrative office and is staffed by a Town Manager, Building and Zoning Official and a Town Clerk and Deputy Clerk.

The Elected Board of Trustees and appointed Planning Commission each conduct monthly meetings at the town hall.

#### Courthouse

The Custer County Courthouse is located at 205 6th Street. The courthouse contains numerous Custer County administrative offices, a Colorado State University Cooperative Extension office, human service functions, and the combined courts. The elected County Commissioners, the appointed Planning Commission and Board of Zoning Adjustment each conduct monthly meetings at the County Courthouse.

#### Public Library

The West Custer County Library District offers a local collection of around 12,000 items plus e-book and e-audio book downloads and more than 1.3 million books and movies for loan through a shared catalog with other Colorado libraries. The Community Room is available for community use both for group rental and as a quiet work space when it is not reserved. Events and classes for all ages are offered throughout the year, including a summer reading program for children and teens, several monthly events for teens and adults, a winter adult reading program, a weekly playgroup, and a monthly interactive learning series for early elementary students. The library sponsors three book clubs, a writers' group, a Scrabble group and local author events. True broadband is available through Wi-Fi and 10 public computers and laptops, and library staff provide one-on-one computer training by appointment. A number of online research and educational resources are available through the library's website. The library houses a central archive to assist in historical research of the area, much of which is available online for easier public access.

#### Other Community Buildings

The Westcliffe Community Building, located at 207 Main Street adjacent to the library, was donated to the Town of Westcliffe approximately 55 years ago. Operated by the West Custer County Library, and with a seating capacity of approximately 50 persons, the building is used for monthly meetings by various community groups.

The Historic "Westcliff" Schoolhouse, located at 320 South 4th Street. During the summer the school serves as community center for individuals and organizations as well as a museum open to the public by request. Two most prominent activities are the Annual Book Fair in August and the Older Schoolhouse Quilters Quilt show Labor Day weekend.

All Aboard Westcliffe, a community organization dedicated to the preservation of Westcliffe's railroad heritage. The interpretative center was designed as a replica of an historic depot and features information about the area's railroad history, and includes a 40-seat video theater with additional adjacent seating and a snack bar. The Heritage center is available for meetings and catered functions.

#### Educational Facilities

Educational facilities in Westcliffe include the Westcliffe Consolidated School and the Custer County Pre-School.

#### Custer County Public Schools

The Westcliffe Consolidated School, operated by Custer County School District C- I, is located at 709 Main Street and provides kindergarten through grade 12 education. Currently, all grades are located under one roof with an elementary school wing and a high school wing.

### MAJOR LAND USE INFLUENCES

#### Adjacent Land Use

While "rural Westcliffe" is a local term for the unincorporated area bringing Westcliffe to the north, south, and west, the incorporated Town of Silver Cliff lies to the east of Westcliffe. Rural Westcliffe and Silver Cliff both influence land use patterns in Westcliffe.

#### Unincorporated Vicinity

The rural area outside of Westcliffe generally west of Grape Creek. The Grape Creek Zoning District is located in the Wet Mountain Valley, west of Westcliffe, State Highway (SH) 69 and Grape Creek. The Grape Creek Zoning District is generally a rich alluvial environment dominated by agricultural land uses, including irrigated lands, meadow hay lands, and grazing lands along the Grape Creek drainage. The Grape Creek Zoning District is intended to have a low population density and to remain agricultural in character, with a minimum lot size of 80 acres. Special consideration is being given to original parcels described by the aliquot method. Few subdivisions exist in the Grape Creek District.

Unincorporated areas generally east of Grape Creek are within the Foothills zoning district. The Foothills Zoning District is located in portions of the Wet Mountain Valley and the Wet Mountains, and is generally a sagebrush-covered environment with patented mining claims and approved residential subdivisions of 5 acres or more. The largest subdivision is Silver Cliff Heights, located in the northern portion of the Foothills District. Over 30 subdivisions in the Foothills Zoning District are platted with lots of at least 35 acres in size. Of these, the following 35 acre subdivisions, originally in the Foothills Zoning District, have been rezoned to Zoning District II: Bull Domingo Ranch, Centennial Ranch, portions of the Woods at Buck Mountain, Gem Mountain and McKinley Mountain.

#### Silver Cliff

Incorporated in 1879, Silver Cliff is the eastern gateway to Westcliffe via SH 96. Although its population is similar in size to Westcliffe's, Silver Cliff has an incorporated land area of 11.5 square miles, most of which is agricultural or undeveloped land extending south and east of Silver Cliff's existing urban area.

Silver Cliff contains five zoning districts that describe the town's existing land use: Agricultural, Urban Residential, Mobile Home Residential, Business, and Urban Residential with Subsurface Mining. Numerous mining claims still exist on Round Mountain and the agricultural lands in the eastern portions of Silver Cliff.

The majority of Silver Cliff's western edge shares a boundary with the eastern edge of Westcliffe. Zoning along this boundary between the two communities is relatively compatible, although each town has separate subdivision regulations that result in distinct land use differences.

#### Open Lands and Trails

There is a Park to Park Trail starting at Memorial Park going east to the Silver Cliff Park. The Park Master plan identifies future trails to go north of Bluff Park, alongside of Chloride gulch, and then into Silver Cliff. Westcliffe and dedicated open space are principally limited to 11.83 acres of drainage basins, almost 200,000 acres of public lands exist in Custer County. The U.S. Forest Service manages 85 percent of the public lands located in the county. The boundaries of the San Isabel National Forest are as close as seven miles west of Westcliffe in the Sangre de Cristo Mountains and 16 miles east of town in the Wet Mountains, offering access to public lands via numerous public trails.

Within Westcliffe, almost 104 acres of private land is zoned agricultural, providing open views to the Sangre de Cristo range (see Appendix A). While a portion of agricultural land lies along Grape Creek and is relatively unsuited for development due to poor access and/or soil conditions, other areas currently zoned as agricultural are suitable for development.

The Colorado Open Lands is a nationally accredited 501(c) 3 non-profit, non-political conservation organization working with landowners to protect their land and water in Custer, Fremont, Pueblo, and Huerfano Counties

#### Town Parks

Westcliffe has four existing developed parks. A fifth park site, undeveloped, is located on Jerry Drive and is large enough to accommodate playground equipment.

Jess Price Memorial Park is a small park, owned and maintained by the Town of Westcliffe, located on Main Street at the corner of 4th Street. The park is landscaped with benches, and there is a public restroom adjacent to the park. Jess Price Park consists of a stage for bands and art, seating areas for people to gather, and is a gathering area for local organizations like the Farmers Market to help bring business to Main Street.

Memorial Park, located north of Hermit Street between 3rd and 4th streets, covers an entire town block. The park is fenced and has a baseball diamond, two picnic shelters, and a restroom. New playground equipment has also been installed recently. Memorial Park is owned and maintained by the Town of Westcliffe.

Hermit Park is immediately southeast of Memorial Park that has a multipurpose playing field, tennis court, a picnic pavilion and parking area.

Summit Park is a small area located at the west end of Westcliffe on Adams Blvd. adjoining the Bluff area. The park is used for events and viewing the area. There is a Westcliffe Parks Advisory Committee (WPAC). The WPAC is currently reviewing all parks in the Town to plan, grow, and develop new designs for all parks in the Town of Westcliffe. Observatory at the west end of the Summit Park donated by Dark Skies, Inc. known as the Smokey Jack Observatory.

Bluff Park area of about 10 acres is owned by the Town, to preserve it as a public park with open views across the valley forever. The amphitheater has been upgraded with plans to include a covered stage at the north end of the park.

Regional recreational facilities are available within a short drive from Westcliffe. Five miles north of Westcliffe is DeWeese Reservoir, a Colorado state wildlife area with camping and fishing.

Pocket Park was developed by private, public partners: Cliffs' Action Revitalization Team, Town of Westcliffe, Rebecca's Fund and private individuals- Willie Britt and Cathy Snow, and David Music transforming an alley into a multiuser park.

### Residential

Currently, 111 acres of land within Westcliffe are developed for residential purposes at an average density of 5.1 persons per acre. With 206 acres of vacant land zoned for future residential development, anticipated population increases can be accommodated at the same average density within Westcliffe town limits for the next 20 years (see Appendix A). Currently there are six blocks south of Hermit Road that are undeveloped. These 6 blocks could be used for higher density housing.

### Commercial

Commercial land accounts for 59 acres in Westcliffe. The majority of commercial activities are in the Main Street corridor, either on Main Street between 2nd Street and 6th Street or along 2nd Street between Rosita Avenue and North Avenue. Commercial uses are dominated by numerous retail trades, several real estate offices, financial institutions, and lodging facilities.

The leading source of income for the Town of Westcliffe is derived from the tax on retail sales. The total sales tax revenues for Westcliffe in 2023 is anticipated to be approximately \$1,263,491, or 70 percent of the total revenues. Westcliffe does not have a lodging tax.

Several vacant parcels west of 2nd Street to Adams Boulevard are available for commercial activities. More significant, however, is the amount of available vacant land zoned for commercial uses east of 6th Street/SH 69 and south of Main Street.

There are five (5) planned unit developments (PUDs)-Adams Filing 1 & 2, Mission Plaza Filing 1 & 2, Nordyke Commercial Park, Sangre View Park and Shadow Ridge. In two subdivisions, Columbine Park and Demense Conquistador, while portions of these PUDs may be used for either residential, industrial, or other purposes, land remains available for commercial use.

### Industrial

Industrial uses, primarily office warehouse, light manufacturing and outdoor storage, cover 5 acres. These developments are located in the Rodeo Park, Sangre View Park, and Nordyke Commercial Park subdivisions.

The Rodeo Park subdivision, located on the north end of Westcliffe off of SH 69/Lake DeWeese Road, and the Nordyke Commercial Park, located near the southern tip of Westcliffe off of SH 69, have several vacant

parcels that are zoned for industrial uses. At build-out, these subdivisions could collectively accommodate almost three times the amount of industrial development that currently exists within Westcliffe.

#### Historic Buildings

Westcliffe has six structures that are designated as historic on either the Colorado State Historic Register or the National Historic Register.

- Denver and Rio Grande Engine House West end of Rosita Avenue  
State Register 12/08/1993, 5CR221

Constructed in 1900-01, the Denver and Rio Grande engine house served the Westcliffe terminus of the branch line from Texas Creek. The engine house, depot (Miller House) and section house (Hanssen House) are all that remain of the Texas Creek branch of the Denver and Rio Grande railroad line. Few historic engine houses of any type survive in Colorado, and engine houses were not commonly built on branch lines. This example of a single-stall, branch-line engine house is particularly rare.

- Hope Lutheran Church 310 3rd Street  
National Register 01/31/1978, 5CR55

Designed and built in 1917 by its pastor, the church houses one of the oldest Lutheran congregations in Colorado. The ornamental concrete block building has a 96 - foot tower visible for miles. An elaborately carved altar with a gothic arch and 11 ornate spires was also the work of the pastor. Fourteen stained glass windows illuminate the simple interior.

- National Hotel/Wolff Building 201 2nd Street  
National Register 11/05/1987, 5CR5

This 1887 two-story brick building has a quarry-faced stone front with arched windows trimmed in contrasting tooled and dressed stone. This example of a small 19th century Victorian commercial building has a sophistication of design not usually found in the small mountain communities of Colorado. It was Westcliffe's first hotel and is the only remaining stone front building in Westcliffe.

- Mercier House 215 S. 6th  
Street State Register 06/12/1996, 5CR261

The Mercier House, built in 1898, is significant as an example of the residential work of Archie Scherer, an early Westcliffe stonemason. Scherer, who was known for his skillful use of local fieldstone and for his attention to detail, also built the Westcliffe Jail and the Westcliffe School.

- Westcliffe Jail 116 2nd Street  
National Register 02/03/1993, 5CR218

This small one-story building was constructed in 1888 of locally collected fieldstone. The building served as an incarceration facility until the mid – 1920's.

- Westcliff School 304 4th Street  
National Register 07/27/1989, 5CR29

Built in 1891 of local fieldstone, this rural schoolhouse functioned as a school until 1953. The building has an unusual flat-topped gable roof.

**TOWN OF WESTCLIFFE, COLORADO**  
**ORDINANCE NO. 1 -2025**

**AN ORDINANCE AMENDING THE TOWN OF WESTCLIFFE FEE SCHEDULE TO AMEND PARK USE FEES**

WHEREAS, the Town of Westcliffe Fee Schedule consolidates and sets forth those fees required for various municipal functions performed by the Town government; and,

WHEREAS, has previously adopted the Town of Westcliffe Fee schedule; and

WHEREAS, the Town of Westcliffe Fee schedule already includes park use fees; and

WHEREAS, the Town finds that amending the Town of Westcliffe park use fees is in the best interests and necessary to the function and operations of the Town.

**NOW, THEREFORE, BE IT ORDAINED by the Board of Trustees of the Town of Westcliffe, Colorado:**

**1. Amendment of Park Use Fee Schedule:**

Amendments are as follows:

Memorial Park, Hermit Park, Jess Price Park, and Summit Park are \$25.00 per day for up to 50 people; for 50 people and over, it is \$40.00 per day; both with a refundable \$100.00 damage deposit.

The usage fee for Bluff Park will be \$400.00 per day with a \$400.00 refundable damage deposit.

- 3. Publication.** Upon approval this Ordinance shall be published on the Town's official Website in full for not less than 30 days
- 4. Effective Date and Time.** This Ordinance shall become effective 30 days after publication in accordance with law.

THIS ORDINANCE WAS INTRODUCED AND ADOPTED BY THE BOARD OF TRUSTEES OF THE TOWN OF WESTCLIFFE, COLORADO, UPON A MOTION DULY MADE, SECONDED AND PASSED BY MAJORITY VOTE AT ITS REGULAR MEETING HELD AT THE TOWN OF WESTCLIFFE ON THE 21<sup>st</sup> DAY OF January, 2025.

Town of Westcliffe

\_\_\_\_\_  
Paul Wenke, Mayor

ATTEST:

\_\_\_\_\_  
Erin Christie, Town Clerk

# TOWN OF WESTCLIFFE

1000 Main Street, Westcliffe, CO 81252

719-783-2282 Town Clerk, Deputy Clerk and Building and Zoning Official

## FEE SCHEDULE

<b>Business Type Licenses</b>	
Business License Issuance	\$40.00
Business License Renewal	\$25.00
Business License Annual Renewal Late Fee	\$25.00
<b>Short Term - 1</b>	
Non-refundable New License Fee	\$150.00
Annual Non-refundable Permit	\$75.00
<b>Short Term 2 and 3</b>	
Non-refundable New License Fee	\$300.00
Annual Non-refundable Permit	\$150.00
<b>Liquor License</b>	
New License Fees set by the Department of Revenue on the state application	
Liquor License Renewal Fees for the Town of Westcliffe	\$50.00
Special Event Liquor Permit (per day)	\$35.00
Annual Art Gallery Fee	\$50.00
<b>Park Use</b>	
Memorial Park, Hermit Park, Jess Price Memorial Park and Summit Park (per day up to 50 people)	\$25.00
Memorial Park, Hermit Park, Jess Price Memorial Park and Summit Park (per day, 50+ people)	\$40.00
Refundable deposit	\$100.00
The Bluff (per day)	\$400.00
Refundable deposit	\$400.00

### BUILDING AND ZONING PERMIT FEE SCHEDULE

**THE TOTAL PERMIT FEES ARE TO BE DETERMINED BY THE BUILDING OFFICIAL**

TOTAL VALUATION	FEE
\$1.00 up to & including \$500.00	\$100.00
\$500.01 to \$2,000.00 for the first \$500.01	\$100.00
For each \$100 valuation or fraction thereof up to and including \$2,000.00	\$4.00
\$2,000.01 to \$25,000.00- for the first \$2,000.01	\$200.00
For each \$1,000.00 valuation or fraction thereof up to and including \$25,000.00	\$15.00
\$25,000.01 to \$50,000.00 – for the first \$25,000.01	\$1,000.00
For each \$1,000.00 valuation or fraction thereof up to and including \$50,000.00	\$11.00
\$50,000.01 to \$100,000.00 – for the first \$50,000.01	\$1,500.00
For each \$1,000 valuation or fraction thereof up to and including \$100,000.00	\$7.00
\$100,000.01 to \$500,000.00 – for the first \$100,000.00	\$2,500.00
For each \$1,000 valuation or fraction thereof up to and including \$500,000.00	\$6.00
\$500,000.01 to \$1,000,000.00 – for the first \$500,000.01	\$7,500.00



For each \$1,000 valuation or fraction thereof up to and including \$1,000,000.00	\$6.00
\$1,000,000.01 and up	\$12,500.00
For each additional \$1,000 valuation or fraction thereof	\$4.00
<b>IF A JOB IS STARTED BEFORE A PERMIT IS OBTAINED THE FEE WILL DOUBLE</b>	
<b>ADMINISTRATION FEE SCHEDULE</b>	
Mechanical Inspections – New Replacement – Repairs- Fee set off cost of job – Contact B&Z office	
Building and Zoning hourly fee	\$50.00
Public Works Superintendent hourly fee	\$100.00
After hours inspection hourly fee	\$200.00
Holiday inspection hourly fee	\$200.00
RE-Inspection hourly fee (contractor requested inspection and was not ready)	\$50.00
Administrative Fee ½ hour minimum	\$50.00
Attorney Fees/Professional Fees at current rate	
<b>PLAN REVIEW FEES – Due at the time of submittal of application</b>	
Residential New Construction 50% of permit fee	
Commercial Plan Review – done by the International Code Council – 65% of permit fee	
Additions/Remodels	\$200.00
Sketch Plan (review)	\$400.00
Preliminary Plan (review & recommendations)	\$400.00
Final Plan/Plat (review & approval) + recording fees	\$250.00
Review by Board of Adjustment	\$100.00
Attorney Fees/Professional Fees at current rate	
<b>ALL OTHER APPLICABLE FEES</b>	
Special Use Permit	\$350.00
Special Use Annual Renewal	\$100.00
Amendment to Map (Re-zoning)	\$600.00
PUD/Subdivision (application) plus professional and recording fees	\$550.00
Vacation of Public Right-of-Way + recording fees	\$550.00
Annexation + \$50.00 per parcel	\$450.00
Minor Subdivision (4 lots or less)	\$450.00
Subdivision exemption	\$300.00
Variance + Building and Zoning administration fees	\$300.00
Lot Line Adjustment + Building and Zoning administration fees	\$300.00
Fence 6' and under + Building and Zoning administration fees	\$100.00
Fence 6' and over - cost of project + Building and Zoning administration fees	\$500.00
Sign Permit (per sign)	\$25.00
Demo Permit – Residential - + Building and Zoning administration fees	\$300.00
Demo Permit – Commercial - + Building and Zoning administration fees	\$500.00
Demo Permit – Accessory Building - + Building and Zoning administration fees	\$100.00
<b>Excavation Permit</b>	
Service Cuts – each cut (Lateral Cut construction site)	\$200.00
Mains (In Right-of-Ways) \$200.00 first cut then \$0.50 per foot thereafter	
Test Holes (Any holes and core sample exceeding 36" in depth) each hole	\$100.00
Perpendicular Cuts – each cut	\$200.00

Street and Road Construction total cost of project to Westcliffe Specifications	
Driveway (per cut)	\$100.00

<b>Miscellaneous Fees</b>	
Recreational Vehicle Temporary Permit	\$100.00
Outdoor Dining Seating Permit-Per Annum	\$300.00
Outdoor Dining Seating Permit	\$300.00

<b>MINING FEES</b>	
Mining Special Use Yearly Review	\$2,000.00
Mining Application Fee	\$2,000.00
Mining Application Modification Fee	\$750.00

Notes:

- a) Any application may incur the cost of one or more of the above listed items.
- b) All applications shall bear the cost of preparing, mailing and posting notices.
- c) All additional costs incurred on behalf of the petitioners shall be paid prior to final approval.
- d) All or a portion of the fee and additional amounts may be waived or discounted for non-profits and governmental agencies.

January

**TOWN OF WESTCLIFFE  
REQUEST TO BE PLACED ON AGENDA**

Office of the Town Clerk  
P.O. Box 406  
Westcliffe, CO. 81252  
[townclerk@townofwestcliffe.com](mailto:townclerk@townofwestcliffe.com)  
719-783-2282

✓ Westcliffe Town Board \_\_\_\_\_ Westcliffe Planning Commission

Here are things you need to know:

- You must contact the Town staff prior to coming to the Board. Quite often the issue can be resolved by staff action.
- Please plan on attending the meeting. The Board of Trustees will be unable to take action without a representative in attendance.

Please complete the following information and return this form no later than ten (10) days prior to the Board meeting to the above address or bring it to the Town Hall at 1000 Main Street our office hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. (Regular Board meetings are scheduled for the first Monday of each month.)

Name of person making presentation: Barry Keene / Lucas EPA

Organization, if speaking on behalf of a group: Custer County Workforce Housing Committee

Is this a request for Board action? Yes  No

Please provide a summary of your comments:

Introduce Informational opportunity to Trustees  
re: Overall Custer County Housing Data + Support

What staff member have you spoken to about this? Please summarize your discussion:

Caleb Patterson, Bob Fulton

Contact information:

Name: Barry Keene  
Mailing Address: PO Box 835, 81252  
email: KRD@QADAS.com  
Daytime Phone: 719-783-0466

# BYLAWS OF THE WORKFORCE HOUSING COMMITTEE

(Ratified as Amended by BOCC 07/03/24)

Article I – The Mission: *The Custer County Workforce Housing Committee (CCWHC or the Committee) mission is to research and provide documentation to policy makers on methods to provide and sustain housing opportunities for the local workforce with respect to the economic and cultural nature of Custer County. We believe to maintain a vibrant and functioning community; high-quality housing is essential for the Custer County workforce.*

## Article II – Functions of the Committee:

- A. The Committee, in collaboration with the Upper Arkansas Area Council of Governments (UAACOG) Housing Program, the BOCC and other local government policy makers will develop detailed knowledge and provide reports on cost-effective housing for Custer County's workforce.
- B. UAACOG and its voting member of the CCWHC will inform the Committee and policy makers regarding public funds available to support development of workforce housing.
- C. The Committee will provide comprehensive documentation to inform public policy maker's optimal usage of available public funds for the greatest impact in development of workforce housing.
- D. The Committee will also research and report on specific housing and public policy topics upon request from policy makers.
- E. Committee members may interact with entities that privately fund workforce housing projects, provided no public funds are committed by a Committee member. However, the Committee or its members will not specifically solicit private funds for housing without public policy maker's knowledge and/or guidance.
- F. The Committee is bound by the BOCC and other local government entities' rules and policies where they have been clearly revealed.
- G. Committee members will provide presentations at BOCC and other local government meetings upon request by elected officials.
- H. When speaking publicly, Committee members will use materials approved by the CCWHC.
- I. The CCWHC shall not have the authority to act on behalf of the BOCC, other local government entities or UAACOG unless expressly authorized in advance by said Boards.
- J. Legal arrangements with housing developers and/or subordinate contractors will be between BOCC, other local governments, UAACOG or their expressly authorized designee. The CCWHC will not engage in direct development contracting.
- K. The Committee shall receive quarterly financial reports from the County Finance Officer describing funds committed by resolution by BOCC to be used in furtherance of the CCWHC's mission.

Article III – Membership:

- A. BOCC will appoint members based on CCWHC recommendations submitted in writing no later than the date established by BOCC annually.
- B. The membership of the Committee, which shall serve for two-year terms, shall be as follows: Minimum of 5 including UAACOG, Max of 9 Community Members of Custer or Contiguous Counties
- C. The Committee may replace any member who is unable or unwilling to productively participate in the Committee by a 2/3 vote of membership subject to BOCC approval.
- D. New members may join mid-term by a recommendation of the Committee and acceptance by the BOCC and shall serve until the expiration of the original member's term.
- E. No term limits shall apply to membership on the committee.

Article IV - Officers:

- A. The members of the Committee shall, at the beginning of each calendar year, elect from their number a Facilitator. A Facilitator may delegate responsibilities when necessary.
- B. Duties of the Facilitator:
  - Develop and distribute the monthly Committee meeting Agenda
  - Chair the Monthly Committee meeting
  - Take responsibility for Monthly meeting Minutes development
  - Arrange for the Monthly meeting location and logistics
  - Report as needed to BOCC

Article V – Meetings:

- A. Meetings shall be held monthly on the 2<sup>nd</sup> Wednesday of the month; unless public notice by posting in BOCC designated space is given for any change and all members are notified.
- B. Special Meetings may be called by the Facilitator or their designee as required by law.
- C. A one half of the voting membership of the Committee shall constitute a quorum.
- D. Votes by a majority of the quorum shall constitute the position of the Committee. In the event of a tie vote, every reasonable attempt for a majority consensus, including laying over the topic until further research may be gathered, will be considered. An unresolvable tie may be broken with a vote from the BOCC Liaison Commissioner.
- E. The Liaison County Commissioner (or their designee) may serve as a Committee member if necessary to complete a quorum of the Committee to conduct a scheduled meeting.
- F. Meetings will be conducted in accordance with Robert's Rules of Order.

Article VI - Attendance:

- A. Attendance and a vote is permissible by virtual means; ZOOM, phone, etc.
- B. Absences must be approved by the Committee on the next duly called meeting.

Article VII – Amendments: Unless otherwise stated herein, these Bylaws may be amended by the Committee with 2/3 vote by all voting members and approved by BOCC.

Article VIII – Ratification: These bylaws shall become effective and binding when approved by the Committee with 2/3 vote by all voting members and approved by BOCC.

Article IX – Dissolution: In the event that the Committee ceases to exist, the funds, if any are remaining to be received or are being held by the County on behalf of the Committee, shall be disbursed to the BOCC or UAACOG to further the fund's intended purposes. In the case of designated funds, such funds shall be disbursed by the donor's directive.

# THE CRITICAL NEED FOR WORKFORCE HOUSING IN CUSTER COUNTY

## Custer County Workforce Housing Committee

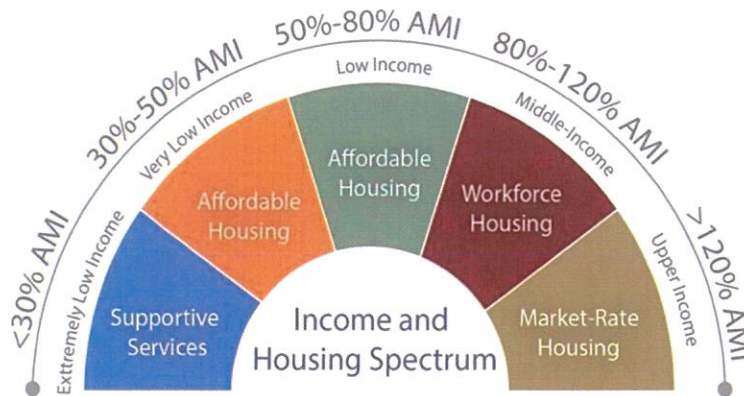
The Custer County Workforce Committee (CCWC) seeks to research and provide information on ways to provide and sustain housing opportunities for the local workforce who are essential to the economic success of Custer County. We believe that high-quality, affordable housing is essential for people who want to live where they work and vital to maintaining a vibrant and functioning community.

### What does Workforce or Affordable Housing Mean for Our Community?

For generations secure, affordable housing was the foundation of the “American Dream”. Inflation, rising interest rates, supply chain disruptions, and housing shortages have all contributed to the rising cost to build and purchase housing. Renters at all income levels have experienced rising rates over the last two decades.

**Housing is considered affordable if the monthly mortgage or rent and utilities is 30% or less of the total household income, including rent and utilities.** A household is considered financially stressed if more than 30% of the household income is spent on a mortgage or rent.

Workforce housing in Custer County will run facilities/programs under State/Local Housing Agencies. The Area Median Income (AMI) is the midpoint of a region’s income distribution, meaning that half of the households in a region earn more than the median and half earn less than the median. Communities rely on these metrics to determine how well proposals align with local needs for workforce housing. **The AMI that the proposed County’s housing needs to cover would be between 40% and 80% AMI (Annual Incomes between \$26,500 - \$53,000), which represents most of the County’s workforce.**



Source: Humanizing Data, Camoin Associates, March 2023

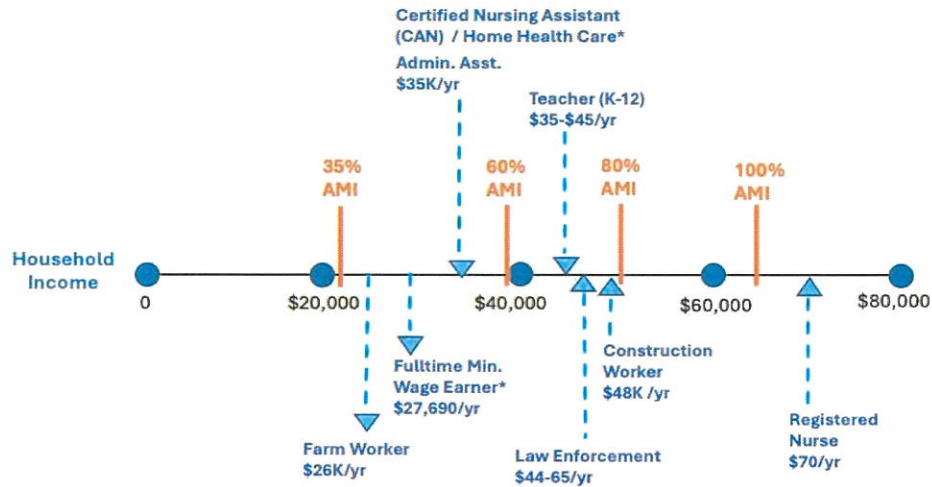
	Annual Household Income	Maximum Affordable Mthly Mortgage/Rent (inc. Utilities)
Between 40% – 80% AMI	\$53,000	\$1,325
	\$45,000	\$1,125
	\$35,000	\$ 875
	\$25,000	\$ 625
	\$20,000	\$ 500

### Who are the People that Make-Up Custer County’s Workforce?

**Most local employers struggle to recruit and retain a workforce due to the lack of available housing for rent and/or purchase.** Essential workforce to our County’s economic success include those who teach the children in our community, Certified Nursing Assistants, EMTs, and other medical personal who provide health care and take care of the elderly and disabled, drivers who clear our roads of snow, police and firefighters, mechanics, bank clerks, utility workers, retail staff, grocery store workers, restaurant cook and wait staff and many more who serve us in the community in “invisible” ways.

## Custer County Wage Data

In Custer County, while the area median income is \$66,250 (100% AMI) the average income is \$35,500 (55% AMI). **Approximately, 85% of the people working in Custer County earn under \$46,080 per year (68% AMI).** A typical retail wage is \$17 per hour, or \$35,000 annually (53% AMI) for fulltime (40 hrs/wk), year around employment. But few of those employees are given fulltime work and benefits, which means their annual wage is around \$21,000 (30% AMI)—much less if the work is seasonal.



\* Wages noted represent entry to mid-level positions and fulltime employment (40 hrs/wk). Many retail, construction, home health, and farm workers do not work fulltime hours.

## Custer County Demographics and Metrics of the Housing Shortage

- The share of prime working age residents (18-54) has dropped dramatically since 2010, while the share of seniors (65+) and those nearing retirement (55-64) has increased to 45% of the population. This means that there are less people to fill essential positions, while the need for specific services has increased (health services, home health care, transportation, etc.).
- From 2021-2022 Custer County had the second highest percentage growth (5.4%) in the State, behind San Juan County. Future projections anticipate at least 4% growth every year.
- According to a March 2022 Housing Needs Assessment, 30-35 homes and/or rentals are needed now to help local employers fill vacant positions and reduce current overcrowded conditions. This does not consider future housing needs.
- In 2023, a total household income of \$57,000/yr, for example, could qualify for a \$198K home. Only 7 homes (5 mobile, 2 single family all under 600 sf) sold in 2023 for which annual incomes of \$57,000 would qualify.
- As of November 1, 2024, there were no homes in Custer County on the market below \$285K that were not “seasonal only” homes and only 3 available rentals, the least expensive of which was a 3 bedroom/2 bath 1500 s.f. home for \$1,475/mos.

### Sources

[U.S. Department of Housing and Urban Development, Glossary of Terms to Affordable Housing \(Archives\)](#)

[The State of the Nation's Housing 2024, Joint Center for Housing Studies of Harvard University.](#)

[Housing Needs Snapshot Westcliffe + Silver Cliff, Urban Rural Continuum, May 2022](#)

[CHFA 2022 Income Limit and Maximum Rent Tables, All Colorado Counties and 2020 U.S. Census, Housing Needs Snapshot, Urban Rural Continuum](#)

## **Proposal for Managed IT Support Services**

### **Prepared for:**

The Town of Westcliffe, CO

## **Introduction**

Dear Town of Westcliffe Officials,

We at Duo Dynamics IT LTD are pleased to submit this proposal to serve as the Managed IT Support provider for the Town of Westcliffe, CO. As a dedicated IT service provider with extensive experience in supporting local governments and small municipalities, we understand the unique technological needs of town operations. Our goal is to enhance the efficiency, security, and reliability of your IT infrastructure, allowing your town to focus on what truly matters: serving the community.

## **Our Commitment to the Town of Westcliffe**

At Duo Dynamics, we are committed to providing top-notch IT support tailored to the specific needs of the Town of Westcliffe. We recognize the importance of smooth and secure IT operations in the management of town affairs, particularly in supporting elected officials and the electronic devices they use.

## **Scope of Services**

For a rate of **\$65 per hour**, Duo Dynamics IT LTD will offer comprehensive, on-demand Managed IT Support services to the Town of Westcliffe. Additionally, we propose a **\$150 per month** charge for regular IT infrastructure updates and security health checks. Our services include:

- 1. Ongoing IT Support**
  - 24/7 Help Desk access for immediate troubleshooting and support.
  - Regular maintenance of town-owned computers, servers, and network equipment to ensure optimal performance.
  - Proactive monitoring to detect and resolve issues before they impact town operations.
- 2. Support for Elected Officials**
  - Dedicated IT support for elected officials to ensure their devices (computers, tablets, smartphones) are secure, up-to-date, and functioning properly.
  - Training and guidance on best practices for cybersecurity, device management, and efficient use of IT resources.
- 3. Security and Compliance**
  - Implementation of security protocols to protect sensitive town data from cyber threats.



- Regular software updates and security patches to ensure compliance with industry standards.
- Backup and disaster recovery solutions to safeguard town data against potential loss.

#### 4. **Technology Consulting**

- Ongoing consultations to help the town leverage technology to improve operations, reduce costs, and enhance public service delivery.
- Assistance with IT budgeting and planning to ensure that the town's technology investments are strategic and effective.

### **Benefits of Partnering with Duo Dynamics**

- **Cost Flexibility:** The hourly rate ensures you only pay for the services you need, while the monthly charge covers essential updates and security measures.
- **Expertise and Reliability:** Our experienced team provides consistent, high-quality support to keep your IT systems running smoothly.
- **Enhanced Security:** We prioritize the security of your data, offering peace of mind that your town's information is protected.
- **Proactive Maintenance:** Regular updates and health checks help prevent issues before they arise, ensuring continuity in town operations.

### **Next Steps**

We would be honored to serve as the Managed IT Support provider for the Town of Westcliffe. Should you have any questions or require further details, please do not hesitate to contact us. We are eager to discuss how Duo Dynamics can contribute to the continued success and smooth operation of your town's IT environment.

#### **Contact Information**

Jordan Benson  
Phone: 405-492-9299  
Email: [Jordan@duodynamicsit.com](mailto:Jordan@duodynamicsit.com)

Ryan Donovan  
Phone: 719-334-2326  
Email: [Ryan@duodynamicsit.com](mailto:Ryan@duodynamicsit.com)

We look forward to the opportunity to work with you.

Sincerely,

Jordan Benson & Ryan Donovan  
Co-Owners, Duo Dynamics IT LTD

Deputy Clerk,

Thank you for reviewing my resume. I wanted to provide some additional context regarding my experience and background that may not be fully detailed in the attached document.

From 2020 to 2021, I attended the University of Colorado Colorado Springs as part of the Colorado Cybersecurity Apprenticeship Program. While the program was decommissioned before I could complete it and obtain certification, I gained valuable knowledge and skills during my time there. My focus was on Cybersecurity Management, specifically in the area of Penetration Testing. This involved identifying vulnerabilities within networks, deploying resources to assess them, and documenting findings in an accessible and actionable format for employers or applicable organizations.

As a business operator, I deeply understand the importance of producing results within a limited budget. I am passionate about leveraging technology to enhance workflows, not only to ensure system security and improve uptime but also to identify opportunities for automation at the administrative level. When appropriate, this allows administrative staff to redirect their efforts toward tasks that deliver meaningful results for the community.

I look forward to reviewing the RFP document and providing any necessary details to ensure a successful submission. Please don't hesitate to reach out if you need additional information or clarification in the meantime.

Thank you for your time and consideration.

# TRAVIS OSHMAN

Pueblo, CO | Remote/Onsite | 719-281-2109 | Travis.Oshman@gmail.com

## SUMMARY

Results-driven professional with diverse experience in asset management, IT support, and leadership roles. Successfully directed large-scale projects, including commercial building development and advanced surveillance installations. Served as an IT Technician with UCHealth, troubleshooting hardware, software, and network issues while collaborating on key IT initiatives. Demonstrated expertise in optimizing asset portfolios, analyzing market trends, and fostering investor relationships as an Asset Manager at PACCT INVESTMENTS. Passionate about leveraging technical skills and strategic vision to drive organizational growth and innovation.

## SKILLS

Software Troubleshooting  
Security Vulnerabilities  
Network Hardware  
Data Management  
Attention to Detail

System/Systems Administration  
Operating Systems  
Program/Programming  
Operational Procedures  
Problem Solving

Technical Support  
Firewalls  
Preventative Maintenance  
Flexibility  
Resourcefulness

## EDUCATION & TECHNICAL TRAINING

ACI Learning Tech Academy  
IT Support Specialist Program

Virtual Campus  
Completion Date: January 2024

## CERTIFICATIONS

CompTIA A+  
CompTIA Network+  
CompTIA Security+

In Progress  
In Progress  
In Progress

## PROFESSIONAL EXPERIENCE

UCHealth (Two Months Contract)  
IT Technician

Pueblo, CO  
August 2024 – October 2024

- Installed and configured software and hardware systems to optimize functionality.
- Troubleshot and resolved hardware, software, and network issues efficiently.
- Performed system upgrades and ensured regular data backups to maintain system integrity.
- Responded promptly to IT support tickets, maintaining high levels of user satisfaction.
- Collaborated with IT team members on various projects to improve operational efficiency.

PACCT INVESTMENTS  
Asset Manager

Pueblo, CO  
July 2022 – Current

- Managed and optimized a diverse asset portfolio to maximize ROI while mitigating risks.
- Conducted in-depth analysis of market trends and financial data to identify high-value investment opportunities.
- Developed and implemented strategic asset management plans to drive sustainable growth and profitability.
- Fostered strong relationships with investors, enhancing trust and opening avenues for business development.

RAW PEAK  
CEO

Beulah Valley, CO  
September 2017 – October 2024

- Spearheaded innovative strategies to minimize capital expenditures and maximize operational efficiency.
- Ensured successful delivery of projects by managing scope, schedule, budget, and quality objectives.
- Designed and launched niche products using sustainable, biodegradable packaging, aligning with eco-conscious market trends.
- Directed the planning and construction of a commercial light industrial building, ensuring on-time and on-budget completion.
- Oversaw the installation of 28 PoE cameras across a seven-acre campus, supported by an 84TB storage infrastructure for robust surveillance and data retention.
- Led website development initiatives and established effective frameworks for social media engagement.

Sorenson Communications  
Technical Support

Salt Lake City, UT  
September 2015 – October 2018

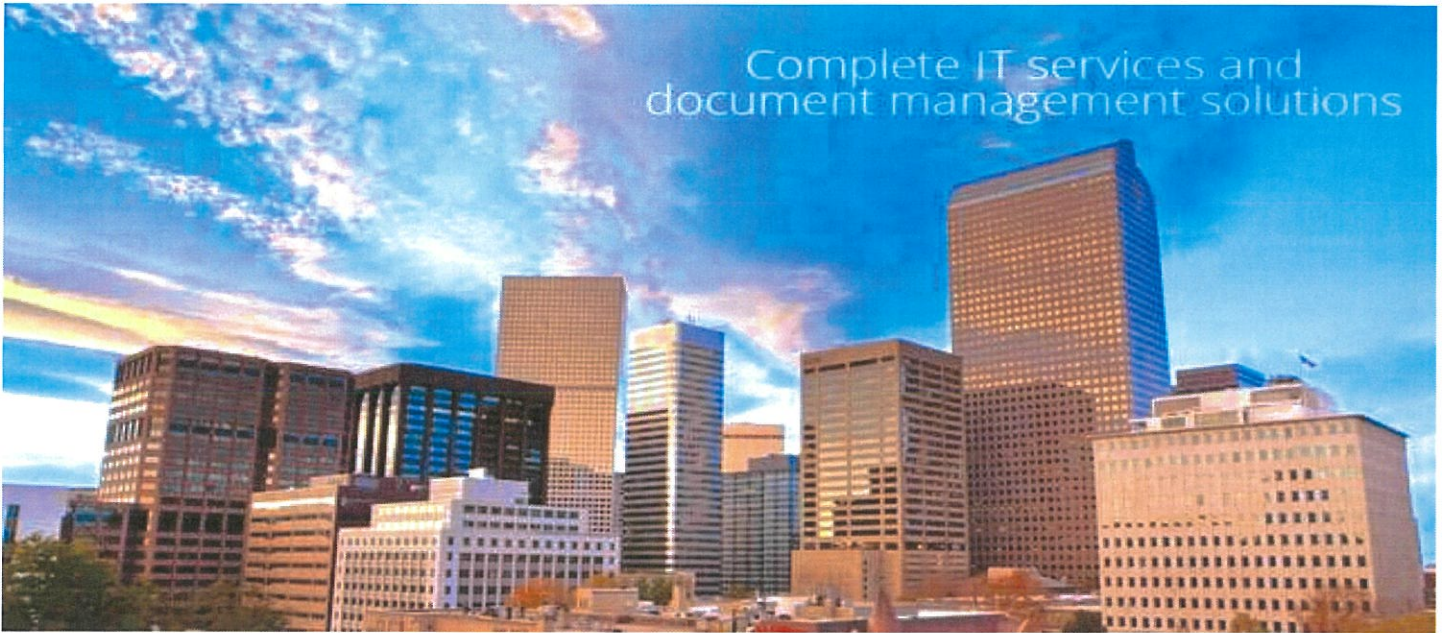
- Provided remote technical support to customers nationwide, ensuring timely resolution of issues.
- Troubleshot and configured videophone systems across various operating platforms.
- Identified and reported software bugs, contributing to continuous product improvement.
- Configured routers, Wi-Fi access points, and power-line adapters to optimize connectivity for users.

## GOVERNMENT EXPERIENCE

Library of Congress  
Data Analyst (Intern)

Washington, DC  
September 2006 – June 2007

- Designed, implemented, and managed Microsoft Access and Excel databases to streamline data organization and analysis.
- Configured and maintained network printers, ensuring seamless connectivity and functionality.
- Installed and configured Microsoft Windows operating systems to optimize user performance.
- Documented and maintained accurate inventory records to support asset tracking and resource management.



---

A Proposal for:

Town of Westcliffe

Prepared by:

Ray Tannenbaum

303-917-1215

Vice President of IT Sales

[rayt@cbsofcolorado.com](mailto:rayt@cbsofcolorado.com)

---

Erin,

Thank you for all your time to talk about the needs for the Town of Westcliffe. I am going to lay out our initial recommendations in this email so that you have the information for your meeting. You currently have "Consumer/Family" licenses of Microsoft Office. These licenses are not to be used in a business. So, the first recommendation is to get proper licenses for the Town. I would recommend the following changes and add-on subscriptions for base line security and disaster recovery. I also included End User security training in the proposal at \$50 per month for up to 10 users. I have attached a proposal to this email.

Based on the three users you mentioned:

Qty of 3      Microsoft Office 365 Business Standard  
This gives you email and office apps (Word, Excel, etc.)

\$12.50 per user per month:      Total      \$37.50 per month

To add some additional security measures and backup of your emails and OneDrive:

Qty of 3      Cloud Office 365 Email and OneDrive backup. This backs up all emails and any files stored in OneDrive, SharePoint, and G-Suite.

\$6.00 per user per month:      Total      \$18.00 per month

Qty of 3      Email security scanning subscription. This service scans all emails coming into O365 and removes junk and dangerous emails, so the email is not in inbox to begin with. The number one risk to every business going into 2025 is email and end user clicking on a link or acting on a Phishing email.

\$8.00 per user per month:      Total      \$24.00 per month

So, to add all three subscriptions, it would be a total of \$79.50 per month for the three main users. This would be on top of the \$500 per month for the MNS Base program we discussed. Any projects outside of normal end user support would be scoped and billed at \$175.00 per hour. Please let me know if you have any questions and thank you for the opportunity to earn your business.

December 12th, 2024

*Dear Erin,*

On behalf of Complete Business Systems, I would like to thank you for allowing us to provide you with a quote for superior IT Services. I believe you will find our company, products and services to continue to be of considerable value to your organization.

Furthermore, we wish to express our commitment to provide the Town of Westcliffe with the highest level of customer satisfaction. Please do not hesitate to contact me with any questions.

Sincerely,

*Ray Tannenbaum*

**Complete Business Systems**

Vice President of IT Sales

5195 Marshall Street

Arvada, CO 80002

Office 303-917-1215

Fax 303-421-9189

[rayt@cbsofcolorado.com](mailto:rayt@cbsofcolorado.com)



## Company Overview

At **Complete Business Systems**, it is our goal to help you and your business succeed. We do this by providing the best possible customer service and support, paired with the industry's most advanced systems. This proposal is just one indication of our interest in your success. By identifying your specific needs, then filling those requirements with the right system(s) and services, we'll help you achieve new levels of productivity in the workplace.



Because a digital imaging system represents a significant investment, it is important to know that you are making the right choice of both equipment and vendor. We are proud to offer office solutions from the most respected names in document technology. Many corporations in your area have chosen these systems for their document output needs because they know when it really counts, CBS systems come through time and time again.



## CBS Mission Statement

Our mission is to maintain our position as Colorado's premier office technology provider. We represent the world's top office equipment manufacturers, provide the best technical advisors and offer the absolute best options in document management and business solutions. We are committed to continuously improving our customer's office technology capabilities.



# Why Choose Complete Business Systems?

## Business Strengths

- *Better Business Bureau "A+" rating (Registered with BBB since 1989)*
- *Dunn & Bradstreet perfect rating*
- *Locally owned & operated*
- *Colorado founded & based since 1989*
- *Debt free organization*
- *4.8 Star Google Rating*



## Valued Business Partner

- **Scalability:** *easily adjust resources based on changing business needs*
- **Strategic Forecasting:** *Regularly review and update our technology resources to incorporate emerging technologies to align with client needs and market trends*
- **Proactive Monitoring:** *utilization of tools to address issues before they become major issues*
- **Data Integrity Focus:** *implement cyber security best practices to protect sensitive data and mitigate cybersecurity risks*
- **Customization:** *adaptable service for unique requirements of your organization*

## Technicians

- *Factory Trained and Certified Technicians*
- *Experienced Field Specialist*
- *Microsoft Certified Professionals*

## One Source

- *Network Management*
- *Security management*
- *Data Backup & Disaster Recovery*
- *Cloud Services*
- *Helpdesk & End User Support*
- *VOIP Expertise & Services*
- *Document Imaging Service & Sales*



## Executive Review

We recognize the unique opportunity we have been presented with to respond to your needs. We are confident that Complete Business Systems is the strategic partner with the resources, technology and customer focus to best help Element Systems.

We understand your objectives to be, but not limited to:

- Free up your time with a streamlined helpdesk.
- Antivirus security.
- Proactive monitoring.
- Day to day support.

## Our Solution

Our recommended solution is based on an analysis of the stated objectives above and your overall technology management requirements. We are proposing solutions to effectively streamline your IT environment.



**Open Monday – Friday, 7:00am to 5:00pm**

## **Help Desk Services**

- ✓ *3 Tier Ticket Based Workflow*
- ✓ *Hardware & Software Audits*
- ✓ *Performance & Preventive Maintenance Reports*
- ✓ *Remote Login Software*
- ✓ *Antivirus Management*
- ✓ *Desktop Performance Monitoring*
- ✓ *Policy Management*
- ✓ *Premium Antivirus License*
- ✓ *Anti-Malware Software*
- ✓ *CBS Local Help Desk*
  - *Window, Mac and Mobile Support*
  - *Virus and Malware Removal*
  - *Provided Software Solutions*
  - *Administrative Tasks*
  
- ✓ *All IT Service Calls (On-Site and Remote)*
- ✓ *Unlimited On-Site and Remote Service Calls*
- ✓ *Basic “How-to” Questions*
- ✓ *Firewall/Router Monitoring*
- ✓ *Alert Notifications*
- ✓ *Quarterly Health Reports*
- ✓ *Password and Connectivity Issues*
- ✓ *Annual Technology Roadmap Planning*

## **Includes**

- ✓ *(7) Workstations/Laptops*



# Testimonials:



**Hollie Neujahr**

4 reviews



★★★★★ 9 months ago

In addition to the amazing service they provide to our company, I had my first need for immediate IT support due to something suspicious and scamming that happened to me as a business owner, and they were incredible at this as well. Chase scheduled assistance immediately, and Steph did an incredible job with an investigation to learn more about the incident, and be sure my own computer was safe. She also explained everything so I understood, and gave me guidance on what the next steps should be. Thank you for your help!



**Lisa Vanderfin**

2 reviews · 2 photos



★★★★★ 3 months ago

My company became clients of CBS (Complete Business Systems) a year ago and I cannot begin to describe how much they have helped us in that time. Their team of professionals is impressive. They help solve your technical issues and are always happy to explain the process and answer any questions you have. I have had the pleasure of working with quite a few team members and they have all been extremely personable and knowledgeable. We are very pleased with the service they provide and would highly recommend CBS.



**Peggy Quint**

2 reviews



★★★★★ 5 days ago **NEW**

CBS keeps us safe and secure from cyber attacks. They watch our computers and keep us up to date on back ups and equipment maintenance! An outstanding company!



**Crestview Water**

2 reviews



★★★★★ 3 months ago

We've been doing business with Complete Business Systems of Colorado for several years now. The service and care we get from CBS has been and remains exactly as we need. They are very responsive to any need we send them. Ray, Steph, James and Noah are a great team!! Thank you CBS



# Implementation Process

## Phase One: Team Introductions: Immediately

- Meet and greet of key personnel at Complete Business Systems and Local Works Team.
- Can be done remotely or in person.

## Phase Two: Initial Assessment: Immediately

- Gathering network documentation from outgoing IT provider and any onsite resources.
- Documentation of all systems, document workflows and processes.
- Assessment of security, hardware and network.
- Create presentable network documentation and reporting.

## Phase Three: Onboarding: Appx. 2-3 weeks

- Discontinue and removal of all outgoing IT support tools, connecting points and antivirus to replace with ours.
- Continue to collect network documentation.
- Discuss support request procedures, escalations, expectations, etc.

## Phase Four: “Go-Live”: At conclusion of onboarding

- Set an official “Go-Live” date and distribute help desk.

## Phase Five: Schedule First Review: At conclusion of onboarding

- Schedule first review for one month after Go-Live date.

# Security Awareness Training Program Overview

## Empower your human firewall



Ongoing education with weekly micro-training and a monthly newsletter



Set an example by **actively participating** in the program and setting expectations



Encourage **participation** with our dynamic leaderboard and friendly competition



Make cybersecurity a part of your **company culture**. Celebrate staff wins and review program progress during evaluations.



**Most importantly, have fun!** Create a fun screen name and get competitive!

## Training made easy: *The Employee Secure Score*

Get insight into your organization's human security threats **at a glance**.

Factoring in metrics such as training performance, program participation, and credential exposure, our Employee Secure Score - or ESS - analyzes **your staff's potential security risk** to your organization.

Staff is assigned high, medium, and low-risk scores and given recommendations to **reduce your organization's overall risk level**.



## Every Thursday...

- You will receive an email from [no-reply@security-reminders.com](mailto:no-reply@security-reminders.com)
- **Every Thursday of the month:** All staff should watch the Micro-Training video and take the accompanying quiz. The more Micro-Training quizzes they take, the higher their ESS!  
*Note: Micro-Training videos are not sent on the final Thursday of the month, see below.*
- **The last Thursday of the month:** All staff will receive an engaging, informative security newsletter. Feel free to share on social media or with friends and family!

## Financial Details for MNS

*Monthly Cost for MNS Gold Agreement (36 Month) ..... \$500.00 per month*

- The labor rate for services performed outside the scope of the Managed Network Services Agreement (i.e., new hardware installations, 3<sup>rd</sup> party software upgrades/installations, moving locations, etc.) is set at \$175.00 per hour*
- Additional devices can be added to this agreement at \$85.00 per PC/laptop/Mac on 36 month*

## Additional Security Options and License

- Regular security awareness training and dark web scanning up to 10 users - \$50.00 per month*
- Additional email screening and safeguards (Per User) - \$8.00 per month*
- Cloud to Cloud data backup and email archiving (Per User) - \$6.00 per month*
- Microsoft Office 365 Business Standard License (Per User) - \$12.50 per month*



## Letters of Recommendations:



Matthew,

I just wanted to take a minute and let CBS know they are doing a great job for NREL and maybe give a testimonial for your website.

CBS has always gone above and beyond my expectations. We've had a great relationship with CBS for the past 11 years. Back in 2009 we only had 2 devices with them and now have over 70. Bryan our CBS technician does is exceptional job and is an expert with these devices and has an average response time of just over 2hrs! Kim handles our account and goes above and beyond to meet our needs. Matthew the VP of Sales has always worked with us to get us what we need when we need it. I know were not an easy client, but CBS has always made us feel like were their only client. We are happy to have such a great relationship with CBS and look forward to strengthening the relationship in the future.

Thanks CBS!

**Kyle R. Mestas**

Multifunction Device Support  
Office of the Chief Information Officer  
National Renewable Energy Laboratory  
303.275.4350  
[Kyle.Mestas@nrel.gov](mailto:Kyle.Mestas@nrel.gov)

15013 Denver West Parkway  
Golden, CO 80401  
Phone 303-275-3000

NREL is a national laboratory of the U.S. Department of Energy  
Office of Energy Efficiency & Renewable Energy  
Operated by the Alliance for Sustainable Energy, LLC



To Whom it May Concern:

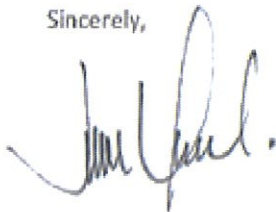
It is with great pleasure that I write this letter of recommendation for Complete Business Systems (CBS). Before we entered into an agreement with CBS we were with 3 different vendors across our 41 locations. CBS was able to analyze the environment at each location and helped formulate a print management strategy that we could implement throughout Colorado and New Mexico. With their expertise we have been able to eliminate over 80 pieces of equipment, save over \$50,000 in just under one year, refresh our aging print fleet and install more advanced security measures to protect our organization not to mention the amazing quality of the print product.

CBS' service team is always quick to respond to our calls. Service calls aren't rushed and not only do the technicians address the immediate issue but take the extra time to ensure the rest of the system is functioning up to manufacturer's expectations. I can confidently say CBS is doing a great job with each of our 97 systems whether its' in Denver, Pueblo, Colorado Springs, Steamboat, or any of our other locations.

Our Sales Representative checks in with us regularly to ensure all our needs are continually being taken care of. We have gone over reports that show service history, response times and volumes. With these reports CBS has been able to identify certain trends and is able to present and implement a strategy to continually improve our environment.

It is without hesitation that we recommend CBS. They have done a great job in both the pre and post-sale process.

Sincerely,



Jim Yankovich  
Sr. Vice President – Property Management  
Vectra Bank Colorado  
720-947-7576  
[James.yankovich@vectrabank.com](mailto:James.yankovich@vectrabank.com)

Property Management  
1650 S. Colorado Boulevard / Denver, CO 80222  
[vectrabank.com](http://vectrabank.com) / Phone 720 947 7211

A division of ZB, N.A. Member FDIC  Equal Housing Lender







March 16, 2016

To whom it may concern;

I am writing to recommend one of my newest business partners, CBS (Complete Business Systems) as I have had an outstanding experience. From the initial contacts with the sales representatives to the installation and the service and training, I can honestly say that purchasing a machine and working with CBS for our printing and technology needs has been one of the best decisions I have made since becoming the Executive Director of the Denver Young Artists Orchestra.

We have recently purchased a printer and have entered into a long term service relationship for that machine and recently had it installed and had training with my staff. Not only have the individuals from CBS taken an interest in my organization, but they approached each meeting and step of the process with sensitivity to my timeline, budget and needs. They were not pushy and they help me to accomplish my goals. I feel that I know exactly who to call if I have a concern and they are always responsive.

The Denver Young Artists Orchestra is considering other products and services with CBS as a result of the positive experience we have had. Please feel free to contact me if you have any questions about my experience at 303-433-2420.

Sincerely,

A handwritten signature in blue ink that reads "Kelly Waltrip".

Kelly Waltrip

---

## IT Services



## *Managed I.T. Services*

We specialize in Cloud Hosting and Managed Network Services. We offer 24 hour Help Desk support and Microsoft Azure and Office 365 are just a couple business platforms we support.

## *Security & Backup Solutions*

Having proper and reliable network security is more important than ever before. At CBS, we ensure your network security and regular backups are updated and optimized.

## *Telephone Services*

We have the latest telephones and business communication solutions. Increase your connectivity, speed, and performance with our Crexendo business platform.

## *Managed Print Services*

Our team can monitor your printing environment to optimize your printing performance by reducing waste, optimizing technology, and keeping you stacked up with ink & toner.

***Among the Highest Rated Business Technology and I.T. Companies in Colorado.***

## **What We Offer**

1. *Managed Network Services, Cloud Hosting, 24/7 Help desk*
2. *Managed Print Services, Workflow Optimization, & Print Auditing*
3. *Copiers, Production Printers, Wide Format & Desktop Pri4. Compatible and OEM Ink & Toner*

## **Your Local 1 Source For All Your Office Needs!**

Running a business is hard enough without having to deal with several different service providers. CBS can be your one stop shop for business technology and I.T. support.

All of our services are customizable to fit your organization's needs.



# Key Contacts



**Jason Jensen**

**Director of Business Development**

[jjensen@cbsofcolorado.com](mailto:jjensen@cbsofcolorado.com) (303) 565-1226



**Scott Meredith**

**General Manager**

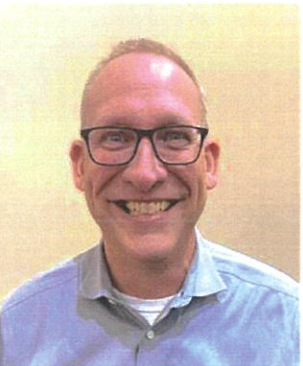
[smeredith@cbsofcolorado.com](mailto:smeredith@cbsofcolorado.com) (303) 565-1219



**Matthew Charles**

**President**

[mcharles@cbsofcolorado.com](mailto:mcharles@cbsofcolorado.com) (303) 565-1211



**Ray Tannenbaum**

**VP of IT Sales**

[rtannenbaum@cbsofcolorado.com](mailto:rtannenbaum@cbsofcolorado.com) (303) 565-1210



## Prohibiting Carrying Firearms in Sensitive Spaces

Concerning prohibiting carrying a firearm in sensitive spaces recognized by the United States supreme court as places at which longstanding laws prohibited carrying firearms.

Session:

2024 Regular Session

Subject:

Crimes, Corrections, & Enforcement

### Bill Summary

The act prohibits a person from knowingly carrying a firearm, both openly and concealed, in the following government buildings, including their adjacent parking areas:

- State legislative buildings, including buildings at which the offices of elected members are located;
- A building of a local government's governing body, including buildings at which the offices of elected members or the chief executive officer of a local government are located (local government buildings); and
- A courthouse or other building used for court proceedings.

Unlawful carrying of a firearm in a government building is a class 1 misdemeanor. The act includes exceptions for law enforcement officers, members of the United States armed forces or Colorado National Guard, security personnel, persons carrying as part of the lawful and common practices of a legal proceeding, and persons who hold a permit to carry a concealed handgun (concealed carry permit) who are carrying a concealed handgun in an adjacent parking area.

The act permits a local government to enact a law permitting carrying at a local government building included in the act. Members of the general assembly are exempt from the prohibition on carrying in a state legislative building until January 5, 2025.

The act prohibits a person from knowingly carrying a firearm, both openly and concealed, on the property of a child care center, other than a family child care home, that is licensed by the department of early childhood or is exempt from licensing pursuant to state law, and that operates with stated educational purposes (licensed child care center); public or private elementary, middle, junior high, high, or vocational school; or any public or private college, university, or seminary (higher education institution), with exceptions. A violation is a class 1 misdemeanor. The act maintains exceptions in existing law for carrying a firearm on the property of a public elementary, middle, junior high, or high school and adds exceptions for concealed carry permit holders carrying in the parking area of a licensed child care center or higher education institution; security personnel at a licensed child care center or higher education institution; and for a licensed child care center that is on the same property as another building or improvement, carrying a firearm in an area that is not designated as a licensed child care center.

Existing law prohibits openly carrying a firearm within any polling location or central count facility, or within 100 feet of a ballot drop box or any building in which a polling location or central count facility is located, while an election or any related ongoing election administration activity is in progress. The act prohibits carrying a firearm in any manner at those locations.

# An Act

SENATE BILL 24-131

BY SENATOR(S) Jaquez Lewis and Kolker, Cutter, Fields, Sullivan, Gonzales;  
also REPRESENTATIVE(S) Brown and Lindsay, Froelich, Amabile, Bacon, Boesenecker, Daugherty, deGruy Kennedy, Garcia, Hamrick, Hernandez, Herod, Jodeh, Joseph, Kipp, Lindstedt, Marvin, McCormick, Parenti, Ricks, Rutinel, Sirota, Story, Valdez, Weissman, Willford, Woodrow.

CONCERNING PROHIBITING CARRYING A FIREARM IN SENSITIVE SPACES  
RECOGNIZED BY THE UNITED STATES SUPREME COURT AS PLACES AT  
WHICH LONGSTANDING LAWS PROHIBITED CARRYING FIREARMS.

*Be it enacted by the General Assembly of the State of Colorado:*

**SECTION 1. Legislative declaration.** (1) The general assembly finds and declares that:

(a) The second amendment to the United States constitution protects the right of persons to keep and bear arms, and the supreme court of the United States has held that states may, consistent with the second amendment, regulate carrying firearms in sensitive places;

*Capital letters or bold & italic numbers indicate new material added to existing law; dashes through words or numbers indicate deletions from existing law and such material is not part of the act.*

(b) Colorado currently regulates carrying firearms in specified sensitive places, including certain government buildings, schools, and public transportation facilities;

(c) The sensitive spaces described in this act are places where children and other members of the public congregate; and

(d) The sensitive spaces described in this act are sensitive places at which the state can regulate carrying firearms consistent with the second amendment.

**SECTION 2.** In Colorado Revised Statutes, add 18-12-105.3 as follows:

**18-12-105.3. Unlawful carrying of a firearm in government buildings - penalty - definitions.** (1) A PERSON SHALL NOT KNOWINGLY CARRY A FIREARM, WHETHER LOADED OR NOT LOADED, IN ANY OF THE FOLLOWING LOCATIONS, INCLUDING THEIR ADJACENT PARKING AREAS:

(a) ON THE PROPERTY OF OR WITHIN ANY BUILDING IN WHICH:

(I) THE CHAMBERS, GALLERIES, OR OFFICES OF THE GENERAL ASSEMBLY, OR EITHER HOUSE THEREOF, ARE LOCATED;

(II) A LEGISLATIVE HEARING OR MEETING OF THE GENERAL ASSEMBLY IS BEING CONDUCTED; OR

(III) THE OFFICIAL OFFICE OF ANY MEMBER, OFFICER, OR EMPLOYEE OF THE GENERAL ASSEMBLY IS LOCATED;

(b) UNLESS PERMITTED BY A LOCAL GOVERNMENT, AS DESCRIBED IN SUBSECTION (4)(b) OF THIS SECTION, ON THE PROPERTY OR WITHIN ANY BUILDING IN WHICH:

(I) THE CHAMBERS OR GALLERIES OF A LOCAL GOVERNMENT'S GOVERNING BODY ARE LOCATED;

(II) A MEETING OF A LOCAL GOVERNMENT'S GOVERNING BODY IS BEING CONDUCTED; OR

(III) THE OFFICIAL OFFICE OF ANY ELECTED MEMBER OF A LOCAL GOVERNMENT'S GOVERNING BODY OR OF THE CHIEF EXECUTIVE OFFICER OF A LOCAL GOVERNMENT IS LOCATED; OR

(c) A COURTHOUSE OR ANY OTHER BUILDING OR PORTION OF A BUILDING USED FOR COURT PROCEEDINGS.

(2) THIS SECTION DOES NOT APPLY TO:

(a) A PEACE OFFICER CARRYING A FIREARM PURSUANT TO THE AUTHORITY GRANTED IN SECTION 16-2.5-101 (2);

(b) A MEMBER OF THE UNITED STATES ARMED FORCES OR COLORADO NATIONAL GUARD WHEN ENGAGED IN THE LAWFUL DISCHARGE OF THE MEMBER'S OFFICIAL DUTIES;

(c) SECURITY PERSONNEL EMPLOYED OR RETAINED BY AN ENTITY THAT CONTROLS OR OPERATES A PLACE DESCRIBED IN THIS SECTION AND SECURITY PERSONNEL DESCRIBED IN SECTION 24-33.5-216.7 (5) WHILE ENGAGED IN THE SECURITY PERSONNEL'S OFFICIAL DUTIES;

(d) LAW ENFORCEMENT PERSONNEL, DEFENSE COUNSEL PERSONNEL, AND COURT PERSONNEL CARRYING OR POSSESSING A FIREARM IN THE PERFORMANCE OF THEIR OFFICIAL DUTIES AS PART OF THE LAWFUL AND COMMON PRACTICES OF A LEGAL PROCEEDING; AND

(e) A PERSON WHO HOLDS A VALID PERMIT TO CARRY A CONCEALED HANDGUN OR A TEMPORARY EMERGENCY PERMIT ISSUED PURSUANT TO PART 2 OF THIS ARTICLE 12 WHO IS CARRYING A CONCEALED HANDGUN IN THE ADJACENT PARKING AREA OF A LOCATION LISTED IN SUBSECTION (1) OF THIS SECTION.

(2.3) (a) ON AND BEFORE JANUARY 4, 2025, SUBSECTION (1)(a) OF THIS SECTION DOES NOT APPLY TO A MEMBER OF THE GENERAL ASSEMBLY.

(b) THIS SUBSECTION (2.3) IS REPEALED, EFFECTIVE JANUARY 5, 2025.

(3) A PERSON COMMITS UNLAWFUL CARRYING OF A FIREARM IN A GOVERNMENT BUILDING IF THE PERSON VIOLATES SUBSECTION (1) OF THIS

SECTION. UNLAWFUL CARRYING OF A FIREARM IN A GOVERNMENT BUILDING IS A CLASS 1 MISDEMEANOR.

(4) (a) THIS SECTION DOES NOT PROHIBIT A LOCAL GOVERNMENT FROM ENACTING AN ORDINANCE, REGULATION, OR OTHER LAW PURSUANT TO SECTION 18-12-214 OR 29-11.7-104 THAT PROHIBITS A PERSON FROM CARRYING A FIREARM IN A SPECIFIED PLACE.

(b) A LOCAL GOVERNMENT MAY ENACT AN ORDINANCE, REGULATION, OR OTHER LAW THAT PERMITS A PERSON TO CARRY A FIREARM AT PLACE DESCRIBED IN SUBSECTION (1)(b) OF THIS SECTION.

(5) NOTHING IN THIS SECTION PROHIBITS A PERSON FROM SECURELY STORING A FIREARM IN A VEHICLE, AS REQUIRED BY STATE LAW, THAT IS AT A LOCATION DESCRIBED IN THIS SECTION.

(6) AS USED IN THIS SECTION, UNLESS THE CONTEXT OTHERWISE REQUIRES:

(a) "GOVERNING BODY" HAS THE SAME MEANING SET FORTH IN SECTION 29-1-102.

(b) "LOCAL GOVERNMENT" MEANS ANY CITY, COUNTY, CITY AND COUNTY, SPECIAL DISTRICT, OR OTHER POLITICAL SUBDIVISION OF THIS STATE, OR ANY DEPARTMENT, AGENCY, OR INSTRUMENTALITY THEREOF.

**SECTION 3.** In Colorado Revised Statutes, 18-12-105.5, **amend** (1)(a), (1)(b)(II), (3) introductory portion, (3)(d.5), and (3)(h); **repeal** (3)(d); and **add** (1)(a.5), (3)(i), (3)(j), and (4) as follows:

**18-12-105.5. Unlawfully carrying a weapon - unlawful possession of weapons - school, college, or university grounds - definition.** (1) (a) A person shall not knowingly and unlawfully and without legal authority carry, bring, or have in the person's possession a deadly weapon as defined in section 18-1-901 (3)(e) THAT IS NOT A FIREARM in or on the real estate and all improvements erected thereon of any public or private elementary, middle, junior high, high, or vocational school or any public or private college, university, or seminary; except for the purpose of presenting an authorized public demonstration or exhibition pursuant to instruction in conjunction with an organized school or class, for the purpose



of carrying out the necessary duties and functions of an employee of an educational institution that require the use of a deadly weapon THAT IS NOT A FIREARM, or for the purpose of participation in an authorized extracurricular activity or on an athletic team.

(a.5) A PERSON SHALL NOT KNOWINGLY CARRY A FIREARM, EITHER OPENLY OR CONCEALED, IN OR ON THE REAL ESTATE AND ALL IMPROVEMENTS ERECTED THEREON OF ANY LICENSED CHILD CARE CENTER; PUBLIC OR PRIVATE ELEMENTARY, MIDDLE, JUNIOR HIGH, HIGH, OR VOCATIONAL SCHOOL; OR ANY PUBLIC OR PRIVATE COLLEGE, UNIVERSITY, OR SEMINARY; EXCEPT FOR THE PURPOSE OF PRESENTING AN AUTHORIZED PUBLIC DEMONSTRATION OR EXHIBITION PURSUANT TO INSTRUCTION IN CONJUNCTION WITH AN ORGANIZED SCHOOL OR CLASS, FOR THE PURPOSE OF CARRYING OUT THE NECESSARY DUTIES AND FUNCTIONS OF AN EMPLOYEE OF AN EDUCATIONAL INSTITUTION THAT REQUIRE THE USE OF A FIREARM, OR FOR THE PURPOSE OF PARTICIPATION IN AN AUTHORIZED EXTRACURRICULAR ACTIVITY OR ON AN ATHLETIC TEAM.

(b) (II) A person who violates ~~subsection (1)(a)~~ SUBSECTION (1)(a.5) of this section commits a ~~class 5 felony if the weapon involved is a firearm; as defined in section 18-1-901~~ CLASS 1 MISDEMEANOR.

(3) ~~It shall not be~~ IS NOT an offense under this section if:

(d) ~~The person, at the time of carrying a concealed weapon, held a valid written permit to carry a concealed weapon issued pursuant to section 18-12-105.1, as said section existed prior to its repeal; except that it shall be an offense under this section if the person was carrying a concealed handgun in violation of the provisions of section 18-12-214 (3); or~~

(d.5) The weapon involved was a handgun, and the person held a valid permit to carry a concealed handgun or a temporary emergency permit issued pursuant to part 2 of this article, ~~except that it shall be an offense under this section if the person was carrying a concealed handgun in violation of the provisions of ARTICLE 12, AND THE PERSON IS CARRYING THE CONCEALED HANDGUN:~~

(I) ON THE REAL PROPERTY, OR INTO ANY IMPROVEMENTS ERECTED THEREON, OF A PUBLIC ELEMENTARY, MIDDLE, JUNIOR HIGH, OR HIGH SCHOOL IN ACCORDANCE WITH THE AUTHORITY GRANTED PURSUANT TO

section 18-12-214 (3); or

(II) IN A PARKING AREA OF A LICENSED CHILD CARE CENTER OR A PUBLIC OR PRIVATE COLLEGE, UNIVERSITY, OR SEMINARY; OR

(h) The person has possession of the weapon for use in an educational program approved by a school, which program includes, but ~~shall not be~~ IS NOT limited to, any course designed for the repair or maintenance of weapons; OR

(i) THE WEAPON INVOLVED IS A FIREARM; THE PERSON CARRYING THE FIREARM IS EMPLOYED OR RETAINED AS SECURITY PERSONNEL BY A LICENSED CHILD CARE CENTER OR A PUBLIC OR PRIVATE COLLEGE, UNIVERSITY, OR SEMINARY; AND THE PERSON IS CARRYING THE FIREARM WHILE ENGAGED IN THE PERSON'S OFFICIAL DUTIES AS SECURITY PERSONNEL; OR

(j) A LICENSED CHILD CARE CENTER IS ON THE SAME REAL ESTATE AS ANOTHER BUILDING OR IMPROVEMENT THAT IS NOT A SCHOOL AND THAT IS OPEN TO THE PUBLIC AND THE PERSON IS CARRYING A FIREARM ON AN AREA OF REAL ESTATE OR ANY IMPROVEMENT THEREON THAT IS NOT DESIGNATED AS A LICENSED CHILD CARE CENTER.

(4) AS USED IN THIS SECTION, UNLESS THE CONTEXT OTHERWISE REQUIRES, "LICENSED CHILD CARE CENTER" MEANS A CHILD CARE CENTER, AS DEFINED IN SECTION 26.5-5-303 (3), THAT IS LICENSED BY THE DEPARTMENT OF EARLY CHILDHOOD OR IS EXEMPT FROM LICENSING PURSUANT TO SECTION 26.5-5-304 (1)(b), AND THAT OPERATES WITH STATED EDUCATIONAL PURPOSES. "LICENSED CHILD CARE CENTER" DOES NOT INCLUDE A FAMILY CHILD CARE HOME, AS DEFINED IN SECTION 26.5-5-303 (7).

**SECTION 4.** In Colorado Revised Statutes, 1-13-724, **amend** (1)(a)(III), (1)(b)(I), (3)(a), (3)(b), and (3)(c) as follows:

**1-13-724. Unlawfully carrying a firearm at a polling location or drop box - exception - legislative declaration.** (1) (a) The general assembly finds and declares that:

(III) ~~Openly carried~~ Firearms in or near a polling location or drop

box may intimidate, threaten, or coerce voters, affecting Coloradans' exercise of their voting rights; and

(b) The general assembly further declares that:

(I) Regulating ~~openly carried~~ firearms at polling locations and drop boxes is substantially related to the general assembly's interest in ensuring all Colorado voters have the right to vote in an environment that is safe FROM GUN VIOLENCE and free from intimidation;

(3) (a) It is unlawful for any person to ~~openly~~ carry a firearm, as defined in section 18-1-901 (3)(h), within any polling location, or within one hundred feet of a drop box or any building in which a polling location is located, as publicly posted by the designated election official, on the day of any election or during the time when voting is permitted for any election. The designated election official responsible for any central count facility, polling location, or drop box involved in that election cycle shall visibly place a sign notifying persons of the one-hundred-foot no ~~open~~ carry zone for firearms required pursuant to this section.

(b) It is unlawful for any person to ~~openly~~ carry a firearm, as defined in section 18-1-901 (3)(h), within a central count facility, or within one hundred feet of any building in which a central count facility is located, during any ongoing election administration activity related to an active election conducted by the designated election official, as publicly posted by the designated election official.

(c) This ~~subsection (1)~~ SUBSECTION (3) does not apply to:

(I) A person who ~~openly~~ carries a firearm that the person owns on the person's private property that is within the one-hundred-foot buffer zone or while traveling directly between the person's private property and a place outside the one-hundred-foot buffer zone; ~~or~~

(II) A uniformed security guard employed by a contract security agency, as defined in section 24-33.5-415.4, acting within the scope of the authority granted by and in the performance of a contractual agreement for the provision of security services with a person or entity that owns or controls the facility, building, or location subject to this section; OR

(III) SECURITY PERSONNEL DESCRIBED IN SECTION 24-33.5-216.7(5) WHILE ENGAGED IN THE SECURITY PERSONNEL'S OFFICIAL DUTIES.

**SECTION 5.** In Colorado Revised Statutes, 18-12-105, **amend** (1) introductory portion, (1)(c), and (2) introductory portion; and **add** (2)(b.5) as follows:

**18-12-105. Unlawfully carrying a concealed weapon - unlawful possession of weapons.** (1) A person commits a class 1 misdemeanor if ~~such~~ THE person knowingly and unlawfully:

(c) Without legal authority, carries, brings, or has in ~~such~~ THE person's possession ~~a firearm~~ or any explosive, incendiary, or other dangerous device on the property of or within any building in which the chambers, galleries, or offices of the general assembly, or either house thereof, are located, or in which a legislative hearing or meeting is being or is to be conducted, or in which the official office of any member, officer, or employee of the general assembly is located.

(2) ~~It shall not be~~ IS NOT an offense PURSUANT TO THIS SECTION if the defendant was:

(b.5) CARRYING A CONCEALED FIREARM AT A SPECIFIC LOCATION IN VIOLATION OF SECTION 1-13-724, 18-12-105.3, OR 18-12-105.5; OR

**SECTION 6.** In Colorado Revised Statutes, 18-12-214, **amend** (3.5) as follows:

**18-12-214. Authority granted by permit - carrying restrictions - local authority.** (3.5) A permit issued pursuant to this part 2 does not authorize a person to carry a concealed handgun:

(a) Onto the real property, or into any improvements erected thereon, of a LICENSED CHILD CARE CENTER, AS DEFINED IN SECTION 18-12-105.5, OR A public OR PRIVATE college, or university, ~~if the carrying of concealed handguns is prohibited by the governing board of the college or university~~ OR SEMINARY IN VIOLATION OF SECTION 18-12-105.5;

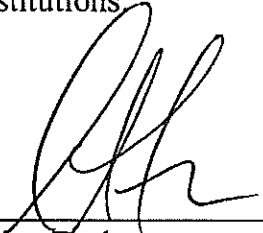
(b) IN A GOVERNMENT BUILDING IN VIOLATION OF SECTION 18-12-105.3; OR

(c) AT A POLLING LOCATION, DROP BOX, OR CENTRAL COUNT FACILITY, IN VIOLATION OF SECTION 1-13-724.

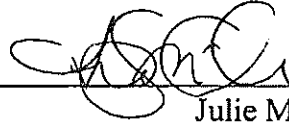
**SECTION 7. Effective date - applicability.** This act takes effect July 1, 2024, and applies to offenses committed on or after said date.

**SECTION 8. Safety clause.** The general assembly finds, determines, and declares that this act is necessary for the immediate preservation of the public peace, health, or safety or for appropriations for

the support and maintenance of the departments of the state and state institutions.



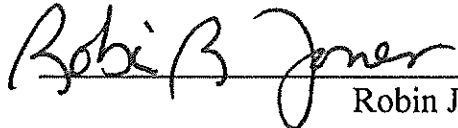
\_\_\_\_\_  
Steve Fenberg  
PRESIDENT OF  
THE SENATE



\_\_\_\_\_  
Julie McCluskie  
SPEAKER OF THE HOUSE  
OF REPRESENTATIVES

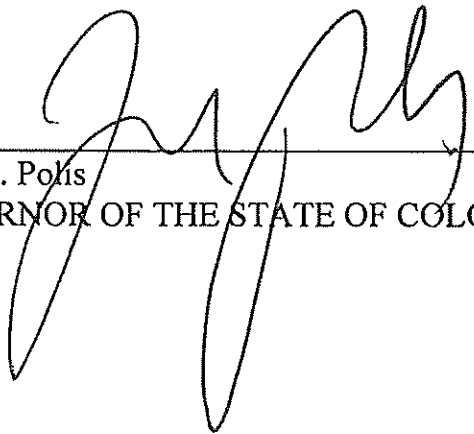


\_\_\_\_\_  
Cindi L. Markwell  
SECRETARY OF  
THE SENATE



\_\_\_\_\_  
Robin Jones  
CHIEF CLERK OF THE HOUSE  
OF REPRESENTATIVES

APPROVED Friday May 31<sup>st</sup> 2024 at 12:15 pm  
(Date and Time)



\_\_\_\_\_  
Jared S. Polis  
GOVERNOR OF THE STATE OF COLORADO

**TOWN OF WESTCLIFFE, COLORADO**

**ORDINANCE # 2-2025**

**AN ORDINANCE OF THE TOWN OF WESTCLIFFE AMENDING TITLE 5, AMENDING  
CHAPTER 2 – UNLAWFUL ACTS**

WHEREAS, the Town of Westcliffe ("Town") is a statutory municipality; and

WHEREAS, on May 31, 2024, Governor Polis signed Senate Bill 24-131 prohibiting the carrying of firearms and concealed handguns in (a) the chambers where a local government's governing body is located; (b) a meeting where a local government's governing body is located; and (c) the official office of an elected member or chief executive officer of a local governing body (collectively, "Sensitive Spaces"); and

WHEREAS, Senate Bill 24-131, specifically the sections to be codified at §§ 18-12-105.3 and 18-12-214, C.R.S., allows local governments to regulate the carrying of firearms in Sensitive Spaces; and

WHEREAS, the Town Board of the Town ("Town Board") desires to amend Title 5 of the Town of Westcliffe Municipal Code ("Code") to not allow the carrying of firearms, including concealed handguns, in Town Sensitive Spaces (Town Hall); and

WHEREAS, the Town Board hereby finds and determines that amending Title 5 of the Code, as described herein, is appropriate and necessary to the function and operation of the Town; and

WHEREAS, this Ordinance was introduced by title, considered at public hearing, and voted upon at the regular meeting of the Town Board on January 21, 2025.

**Section 1. Incorporation.** The recitals set forth above are incorporated and ordained as if set forth in this section in full.

**Section 2. Amendment to Title 5 of the Municipal Code.** Title 5 of the Code is hereby amended in the form attached hereto as Exhibit A, which is fully incorporated herein by reference, together with such additional technical revisions and corrections for format, numbering, and internal consistency, as the Town Attorney deems necessary.

**Section 3. Publication.** Upon approval this Ordinance shall be published on the Town's official Website in full for not less than 30 days.

**Section 4. Authentication and Filing.** Upon passage this Ordinance shall be authenticated by the Mayor and Town Clerk and maintained by the Town Clerk in such form as is sufficient to assure reasonable access by the public. Failure to authenticate any ordinance shall not invalidate it or suspend its operation.

**Section 5. Effective Date.** This Ordinance shall become effective and be in full force and effect thirty (30) days after final publication.

**Section 6. Severability.** If any portion of this Ordinance or the application thereof to any person or circumstances shall be found to be invalid by a court, such invalidity shall not affect the remaining portions or applications of the ordinance which can be given effect without the invalid portion or application, provided such remaining portions or applications are not determined by the court to be inoperable.

**TOWN OF WESTCLIFFE**

By: \_\_\_\_\_

Paul Wenke, Mayor

ATTEST:

\_\_\_\_\_

Erin Christie, Town Clerk



**EXHIBIT A TO ORDINANCE NO. 2-2025**

Title 5, Chapter 2 is amended to read:

**5-2-3 Unlawful Acts**

It shall be unlawful for any person:

- J. To carry firearms, concealed or openly, in the Town Hall as set forth in Senate Bill 24-131.

**TOWN OF WESTCLIFFE, COLORADO  
ORDINANCE # 2-2025**

**AN ORDINANCE OF THE TOWN OF WESTCLIFFE AMENDING TITLE 5, AMENDING CHAPTER 2 –  
LAWFUL ACTS**

WHEREAS, the Town of Westcliffe ("Town") is a statutory municipality; and

WHEREAS, on May 31, 2024, Governor Polis signed Senate Bill 24-131 prohibiting the carrying of firearms and concealed handguns in (a) the chambers where a local government's governing body is located; (b) a meeting where a local government's governing body is located; and (c) the official office of an elected member or chief executive officer of a local governing body (collectively, "Sensitive Spaces"); and

WHEREAS, the second amendment to the United States constitution protects the right of persons to keep and bear arms; and

WHEREAS, Senate Bill 24-131, specifically the sections to be codified at §§ 18- 12-105.3 and 18-12-214, C.R.S., allows local governments to regulate the carrying of firearms in Sensitive Spaces; and

WHEREAS, the Town Board of the Town ("Town Board") desires to amend Title 5 of the Town of Westcliffe Municipal Code ("Code") to permit the carrying of firearms, including concealed handguns, in Town Sensitive Spaces (Town Hall); and

WHEREAS, the Town Board hereby finds and determines that amending Title 5 of the Code, as described herein, is appropriate and necessary to the function and operation of the Town; and

WHEREAS, this Ordinance was introduced by title, considered at public hearing, and voted upon at the regular meeting of the Town Board on January 21, 2025.

**Section 1. Incorporation.** The recitals set forth above are incorporated and ordained as if set forth in this section in full.

**Section 2. Amendment to Title 5 of the Municipal Code.** Title 5 of the Code is hereby amended in the form attached hereto as **Exhibit A**, which is fully incorporated herein by reference, together with such additional technical revisions and corrections for format, numbering, and internal consistency, as the Town Attorney deems necessary.

**Section 3. Publication.** Upon approval this Ordinance shall be published on the Town's official Website in full for not less than 30 days.

**Section 4. Authentication and Filing.** Upon passage this Ordinance shall be authenticated by the Mayor and Town Clerk and maintained by the Town Clerk in such form as is sufficient to assure reasonable access by the public. Failure to authenticate any ordinance shall not invalidate it or suspend its operation.

**Section 5. Effective Date.** This Ordinance shall become effective and be in full force and effect thirty (30) days after final publication.

**Section 6. Severability.** If any portion of this Ordinance or the application thereof to any person or circumstances shall be found to be invalid by a court, such invalidity shall not affect the remaining portions or applications of the ordinance which can be given effect without the invalid portion or application, provided such remaining portions or applications are not determined by the court to be inoperable.

**TOWN OF WESTCLIFFE**

By: \_\_\_\_\_  
Paul Wenke, Mayor

ATTEST:

\_\_\_\_\_  
Erin Christie, Town Clerk

**EXHIBIT A TO ORDINANCE NO. 2-2025**

Title 5, Chapter 2 is amended to read:

**5-2-6 Lawful acts**

It shall be lawful for any person:

- A. To carry firearms, concealed or openly, in the Town Hall as set forth in the Second Amendment to the United States Constitution.

TOWN OF WESTCLIFFE  
JOB DESCRIPTION FOR  
TOWN OPERATIONS COORDINATOR

---

<b>DEPARTMENT:</b>	<b>Operations</b>
<b>REPORTS TO:</b>	<b>Board of Trustees</b>
<b>FLSA CLASSIFICATION:</b>	<b>Exempt</b>
<b>HIRED BY:</b>	<b>Board of Trustees</b>
<b>APPROVED BY:</b>	<b>Board of Trustees</b>
<b>HOURLY RANGE:</b>	<b>Full Time, hourly rate to be determined</b>

---

### **QUALIFICATIONS**

The Town Operations Coordinator must have sufficient skills to be able to perform each of the essential duties. The manager must:

- pass a pre-employment drug test and a background check to the Town's satisfaction.
- obtain the ICC certification as a Building Inspector and Plan Examiner within one year of hire.
- have a current CDL or acquire one within 90 days.

### **EDUCATIONAL BACKGROUND**

The Town Operations Coordinator must be a high school graduate.

### **EXPERIENCE**

The Town Operations Coordinator should:

- have experience in building construction.
- have experience in building and roadway maintenance
- have experience in zoning, organizational administration, grant writing, and personnel administration.
- possess current computer skills with the following: Microsoft Office, CAD, ARC/GIS.
- possess communications skills.

### **DESIRED QUALIFICATIONS**

The Town Operations Coordinator should have knowledge of the community, positive experience in dealing with the public, supervisory experience and demonstrated problem solving ability.

Our ideal candidate will have a combination of the necessary experience and qualifications or an interest and willingness to learn.

This job description is not intended to be an exhaustive list of all duties, responsibilities or qualifications associated with the job.

## ESSENTIAL DUTIES AND POWERS

The Town Operations Coordinator should coordinate daily with the Town Administrator/Clerk/Treasurer, who is the single point of contact for the Mayor and the BOT.

The Town Operations Coordinator will be responsible to the Board of Trustees for the duties outlined in paragraphs 1-13 below and such other duties as may be prescribed by ordinance, resolution or direction of the BOT. The Town Operations Coordinator will be responsible for:

- the efficient administration and supervision of the Street, Park and Inspection departments including organizing, training, hiring and firing of all department personnel
  - all maintenance and capital improvement activities conducted by The Town.
1. Enforce all ordinances, policies and regulations of the town, including matters related to subordinate personnel, zoning, building permits and inspections.
    - a. Deal with personnel issues both professional and personal in a thoughtful and legal manner that comply with the State and Federal regulations and Town policies.
    - b. Requires familiarity with the Land Use Code and how to apply it in various situations and to stay abreast of new laws and regulations and how they affect land use.
    - c. Basic knowledge of sound building principals, blueprint reading and building materials. Ability to read and interpret the IBC code books and to apply such to the construction of homes and commercial structures and to pass the Building Inspector certifications required to enforce the code and conduct inspections of work at all stages of construction.
  2. Supervise all Streets, Park and Inspection personnel and delegate such duties as the manager deems appropriate. The coordinator shall evaluate, or cause to have evaluated all Street, Park and Inspection personnel. The coordinator shall be bound by all personnel policies of the town and shall always follow fair, nondiscriminatory employment practices.
    - a. Policies concerning personnel are in place but may need modification from time-to-time. State and Federal regulations are constantly changing and as such requires that the Town Operations Coordinator stay informed and updated.
    - b. Supervision of the Street, Park and Inspection employees. Supervision requires knowledge of the abilities and talents of the employees and the materials they work with, as well as knowledge of the Town's infrastructure and utilities. The various materials include; Streets-asphalt, cold-patch, road base, culverts, concrete, equipment and signs. Parks- turf, fertilizer, aeration, sprinkler systems, trees and their care, playground equipment and the regulations regarding them, fencing and weed control.
    - c. Responsible for all proper maintenance on Town facilities and equipment.
    - d. Responsible for snow removal including operation of snow removal equipment.
  3. Recommend to the BOT such ordinances, regulations and policies as may be appropriate for the town.
    - a. This requires the ability to recognize problems, existing and future, and to recommend and write draft ordinances, regulations, grant applications and policies that comply with State and Federal regulations and are a fit for small town application.
    - b. Refine such draft documents in collaboration with the Town Clerk/Administrator who retains final editorial responsibility.

4. Develop draft procurement policies for town purchases and contracts including policies for request for proposals. Refine such draft documents in collaboration with the Town Clerk/Administrator who retains final editorial responsibility.
  - a. The setting of policy for purchases and contracting for services goes beyond just establishing a protocol. It requires that the manager research the company and the materials to be used on each project.
  - b. The writing of a request-for-proposal that is clear and concise is a must so that all bidders know precisely what the project entails, the specifications and the materials required to complete it. This gives all bidders equal footing.
  - c. Writing a comprehensive contract that reflects the requirements of the request for proposal and provides legal protection for the Town is essential. Reading contracts that are provided by the vendor requires the diligence to review them thoroughly for both the legal aspects and project specifications to ensure the Town is being protected and receiving what was requested.
  - d. Monitoring and inspecting projects for quality, proper materials and timeline.
5. Work with the Town Administrator/Clerk/Treasurer and BOT to develop business plans such as the 5year Capital Plan and the annual budget.
6. Keep the BOT advised of the future operational fiscal needs of the Town and all matters concerning the Town.
7. Organize and attend the planning and zoning meetings, including preparation of agendas, meeting materials and making certain that recommendations of the planning and zoning committee meet the requirements of the BOT.
8. Enforce all operational contracts and franchise agreements entered into by the Town and all Statutes and regulations which impose duties on the Town.
9. Attend Trustee meetings and workshops to report regularly on the status of Town business and activities and to advise the BOT with respect to issues facing the Town.
10. Respond to and address minor complaints from citizens and others and report all major complaints to the BOT along with recommendations for action to resolve such complaints.
11. Perform such other duties related to the Town as may be requested from time-to-time by the BOT.
12. The Town Operations Coordinator shall serve as the Risk Manager for the Town.
  - a. Requires the monitoring of insurance needs for the protection of the Town.
  - b. Review and oversight of necessary safety training to meet insurance requirements.
  - c. Field and investigate claims against the Town and manage the claims process as necessary.
  - d. Inspect Town facilities and holdings for potential safety hazards and remediate such hazards.
  - e. Prepare for annual insurance audit.
13. Highway Users Tax Fund:
  - a. Requires the completion of an annual inspection and report on the condition of the streets.
  - b. Keep an inventory of the streets and report improvements and additions.
14. Emergency Coordinator:
  - a. Develop and maintain working relationships and necessary protocols with regional emergency agencies.

15. Availability:

- a. Maintain an on-call-list of Operations staff (including self) to support out of ordinary events such as snow removal, large events in town parks or unexpected emergencies.
- b. Explore the creation of an additional on-call list composed of non-employees who reside locally that have adequate credentials to augment existing town staff when needed.

**REPRESENTATIVE SKILLS**

The following are representative of the kind of skills required on the job.

**LANGUAGE SKILLS:**

The ability to read, analyze and interpret technical journals, financial reports and legal documents as well as write reports, business correspondence and procedure manuals.

The ability to respond to common inquiries and/or complaints from the public, employees or BOT, as well as to respond effectively to sensitive inquiries and/or complaints is essential.

The ability to effectively present information and respond to questions from groups of the public, employees or the BOT including sometimes controversial or complex topics is necessary.

**TWO-WAY COMMUNICATIONS:**

Town Operations Coordinator must have strong interpersonal verbal and written communication skills to ensure that all communications are accurate and given with the appropriate level of urgency and respect.

**TEAMWORK:**

The ability to be responsive, competent and seamless is important in the effort to run a well operating community. Cooperation, compromise, collaboration and unity of purpose are extremely important for any work group. The ability to support one another, take personal responsibility and live up to commitments is a key in any team environment.

**MATHEMATICAL SKILLS:**

The ability to apply mathematical concepts to practical situations is a must.

**REASONING ABILITY:**

The ability to define problems, collect data, consider the suggestions of others, establish facts and draw valid conclusions including the application of principles of logical thinking to a wide range of intellectual and practical problems.

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by the Town Operations Coordinator to successfully perform the essential duties of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

While performing the duties of this job, the Town Operations Coordinator is frequently



required to talk or hear.

The Town Operations Coordinator is required to stand; walk; sit; use hands and fingers, handle, or feel objects, tools, or controls; reach with hands and arms; climb or balance; and taste or smell. The job is primarily a desk job.

The Town Operations Coordinator must occasionally lift and/or move up to 100 pounds.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and depth perception.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those the Town Operations Coordinator encounters while performing the essential duties of this job.

While performing the duties of this job, the employee occasionally works near moving mechanical parts and in outside weather conditions and is occasionally exposed to fumes or airborne particles, toxic or caustic chemicals, and vibration.

The noise level in the work environment is frequently loud and sometimes very loud

**TOWN OF WESTCLIFFE  
REQUEST TO BE PLACED ON AGENDA**

Office of the Town Clerk  
P.O. Box 406  
Westcliffe, CO. 81252  
[townclerk@townofwestcliffe.com](mailto:townclerk@townofwestcliffe.com)  
719-783-2282



\_\_\_\_\_ **Westcliffe Town Board**                      \_\_\_\_\_ **Westcliffe Planning Commission**

Here are things you need to know:

- You must contact the Town staff prior to coming to the Board. Quite often the issue can be resolved by staff action.
- Please plan on attending the meeting. The Board of Trustees will be unable to take action without a representative in attendance.

Please complete the following information and return this form no later than ten (10) days prior to the Board meeting to the above address or bring it to the Town Hall at 1000 Main Street our office hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. (Regular Board meetings are scheduled for the first Monday of each month.)

Name of person making presentation: MAYOR WENKE

Organization, if speaking on behalf of a group: \_\_\_\_\_

Is this a request for Board action?                      Yes    No

Please provide a summary of your comments:  
SURVEY TOWN OWNED LOTS  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What staff member have you spoken to about this? Please summarize your discussion:  
Erin  
\_\_\_\_\_  
\_\_\_\_\_

Contact information:  
Name: Paul Wenke  
Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
email: \_\_\_\_\_  
Daytime Phone: \_\_\_\_\_

**TOWN OF WESTCLIFFE  
REQUEST TO BE PLACED ON AGENDA**

Office of the Town Clerk  
P.O. Box 406  
Westcliffe, CO. 81252  
[townclerk@townofwestcliffe.com](mailto:townclerk@townofwestcliffe.com)  
719-783-2282

X Westcliffe Town Board Westcliffe Planning Commission  
*Board of adjustments*

Here are things you need to know:

- You must contact the Town staff prior to coming to the Board. Quite often the issue can be resolved by staff action.
- Please plan on attending the meeting. The Board of Trustees will be unable to take action without a representative in attendance.

Please complete the following information and return this form no later than ten (10) days prior to the Board meeting to the above address or bring it to the Town Hall at 1000 Main Street our office hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. (Regular Board meetings are scheduled for the first Monday of each month.)

Name of person making presentation: Mark Dembosky & David Jaego

Organization, if speaking on behalf of a group: BOT & Dark Sky

Is this a request for Board action? Yes No

Please provide a summary of your comments:

Report on resolution of ACE Hardware light ordinance  
violation & complaint by Mr P. Zawacki - Matter  
satisfactorily resolved according to Dembosky, Jaego  
and Zawacki.

What staff member have you spoken to about this? Please summarize your discussion:

Dembosky & Jaego and BOT

Contact information:

Name: Mark A Dembosky  
Mailing Address: 301 S 2nd St  
Wc 81250

email: madembosky@yahoo.co.uk  
Daytime Phone: 719-783-2697