



Town Hall 551 Hot Springs Blvd
Pagosa Springs, CO 81147

AGENDA

Town Council Meeting
Tuesday, January 7, 2025 @ 5:00 PM

1. REMOTE PARTICIPATION

A Zoom link is made available, however, the Town does not and cannot guarantee internet service or online broadcasting. Remote attendance is at the risk of the attendee as the public meeting will continue in person regardless of the Town's broadcast capability.

Join Zoom Meeting By Computer - <https://zoom.us/j/84437218002>
Dial by Phone - 1-669-900-6833 US - Meeting ID: 844 3721 8002

I. CALL MEETING TO ORDER

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE

IV. DISCLOSURES AND/OR CONFLICT OF INTEREST

V. PUBLIC COMMENT

VI. CONSENT AGENDA

1. Approval of the December 19, 2024 Meeting Minutes

[Town Council - 19 Dec 2024 - Minutes - Pdf](#)

2. HomesFund Community Center Fee Waiver Request for 2025

[Agenda Brief - HomesFund Community Center Fee Waiver Request for 2025 - Pdf](#)

3. CBI Persons Who Wander Grant Program Approval

[Agenda Brief - CBI Persons Who Wander Grant Program Approval - Pdf](#)

4. Police Officer Life Saving Award

[Police Officer Life Saving Award - Pdf](#)

VII. NEW BUSINESS

1. Early Childcare and Education 2025 Funding Discussion

[Agenda Brief - Early Childcare and Education Funding Criteria 2025 and Process Discussion - Pdf](#)

VIII. EXECUTIVE SESSION

La Plata Electric Association Sub-Station Property Request regarding a portion of Town-owned property located at 2140 County Road 500 (Trujillo Rd) with Possible Executive Session per C.R.S. 24- 6-402(4)(a) concerning the purchase, acquisition, lease, transfer, or sale of any real property interest

IX. PUBLIC COMMENT

X. MAYOR, COUNCIL, TOWN MANAGER COMMENTS/UPCOMING AGENDA ITEMS

XI. UPCOMING COUNCIL MEETINGS

- January 21, 2025: Regular Council Meeting
- February 4, 2025: Regular Council Meeting
- February 18, 2025: Regular Council Meeting
- March 4, 2025: Regular Council Meeting

XII. ADJOURNMENT

**Shari Pierce
Mayor**



Town Hall 551 Hot Springs Blvd
Pagosa Springs, CO 81147

MINUTES

Town Council Meeting
December 19, 2024 @ 5:00 PM

A regular meeting of the Pagosa Town Council was called to order on December 19, 2024, at 5:00 PM in the Town Hall 551 Hot Springs Blvd.

COUNCIL PRESENT:

Mayor Pierce, Council Member Bergon, Council Member deGraaf, Council Member DeGuise, Council Member Lindner, Council Member Martinez, and Council Member Williams

COUNCIL ABSENT:

I. CALL MEETING TO ORDER

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE

IV. DISCLOSURES AND/OR CONFLICT OF INTEREST – Mayor Pierce said she does the books for the historical museum.

V. PUBLIC COMMENT – None

VI. CONSENT AGENDA

- 1. Approval of the December 3, 2024 Meeting Minutes**
- 2. November Financial Statement and Payments**
- 3. Approving a lease with Archuleta Seniors, Inc. for Space in the Ross Aragon Community Center, 451 Hot Springs Blvd**
- 4. Personnel Handbook Amendments**
- 5. Letter of Support for the Upper San Juan Watershed Enhancement Partnership's LPEA Grant Application**
- 6. Letter of Support for the San Juan Historical Museum's LPEA Grant Application**

Council Member Lindner moved to approve the consent agenda, with the amendment to the Historical Museum letter of support for LPEA grant that clarifies operation of four decades and not two, Council Member deGraaf seconded.

Carried.

VII. REPORTS TO COUNCIL

- 1. Sales Tax Brief**
 - a. Sales Tax Report - October 2024**

October sales tax revenues were up 13.16% compared to October 2023. This offsets a decrease in August sales tax revenues.

VIII. UNFINISHED BUSINESS

Page 1 of 3

Town Council
December 19, 2024

1. Ordinance 1010, Second Reading, Schedule Time, Date, Location and Place of Posting of Regular Town Council Meetings

Ordinance 1010 sets regular meetings for the first and third Tuesday of each month at 5:00 pm. Posting of the meetings will be on the Town's civicweb and at Town Hall.

Council Member deGraaf moved to approve second reading of Ordinance 1010, identifying Town Council regular meeting dates, locations, times, and agenda posting requirements, Council Member DeGuise seconded.

Carried.

2. Proposed Comprehensive Financial Management Policies

At the recommendation of the Government Finance Officers Association, Town staff has reviewed and updated a variety of finance policies into one consolidated document that will be reviewed annually as part of the budget process.

Council Member deGraaf moved to approve the updated financial policies and supersede any conflicting policies, Council Member DeGuise seconded.

Carried.

IX. NEW BUSINESS

1. Briefing on the proposed Pagosa Fire Protection District Board of Directors Intent to Establish and Assess Impact Fees

Fire Chief, Robert Bertram presented the Fire District's intent of the Fire Protection District Board of Directors to establish and assess impact fees, effective February 5, 2025. He said they have completed a nexus study to determine the fees that can be used on capital purchases and improvements. According to the nexus study, a single-family resident fee is \$1,400 a multi-family fee is \$1,100 per unit, and a commercial building fee is \$0.65 per square foot. They are expecting around \$150,000 per year to raise money for fire trucks and building improvements. He said they are looking to provide support on the impact fees for workforce housing developments.

2. Public Hearing of 2024 Budget Amendment

Mayor Pierce opened this item for public comment.

3. Resolution 2024-24, Amending 2024 Budget

Budget amendments during 2024 include the purchase of a dump truck and water truck for the Capital Fund, purchase of the Goodman property on Hwy 84, geothermal fund grant match, increase in the 1st Street pedestrian bridge design, a contribution toward additional workforce housing, a design change to the 10th to Great West Trail, Sheep, and increases to the Festival of Trees event.

Council Member Bergon moved to approve Resolution 2024-24, amending the Town of Pagosa Springs' 2024 approved budget, Council Member deGraaf seconded.

Carried.

4. Appointments to Committees and Boards

The council discussed committee appointments and which boards need representation. The Heritage and Cultural group is working to retain the Town's CLG and the board members required. This new board will replace the Historic Preservation board which is currently operating through the Planning Commission.

Council Member Williams moved to appoint members to various internal and external Committees and Boards as presented, Council Member deGraaf seconded.

Page 2 of 3

Town Council
December 19, 2024

Carried.

5. Initial Discussion and Introduction to Metropolitan Districts

There are currently no Metropolitan (Metro) Districts within Town Boundaries. The Town can decide what types of Metro Districts to allow and the best approach is to develop a Metro District Policy to set ground rules for any development considering proposing a Metro District.

6. Parking License Agreement with the Springs Resort

A parking license agreement with the Spring Resort's Board for the property located south of Bank of the San Juans at 347 Hot Springs Blvd, used for staging contractors and materials for the hotel construction, could allow for additional parking during the main street reconstruction. The Hotel construction is expected to wrap up in March 2025, at which time the Town can begin applying gravel, installing signage, and other needed items to accommodate the use of a temporary public parking area.

Council Member deGraaf moved to approve the Parking License Agreement with the Springs Resort,
Council Member Williams seconded.

Carried.

X. EXECUTIVE SESSION

1. La Plata Electric Association Sub-Station Property Request regarding a portion of Town-owned property located at 2140 County Road 500 (Trujillo Rd) with Possible Executive Session per C.R.S. 24-6-402(4)(a) concerning the purchase, acquisition, lease, transfer, or sale of any real property interest

Council Member Lindner moved to enter executive session per C.R.S. 24-6-402(4)(a) concerning the purchase, acquisition, lease, transfer, or sale of any real property interest regarding a portion of Town-owned property located at 2140 County Road 500 (Trujillo Rd), seconded.

Carried.

Town Council entered executive session at 6:06 pm. Mayor Pierce called the meeting back in regular session at 7:03 pm.

XI. PUBLIC COMMENT – None

XII. MAYOR, COUNCIL, TOWN MANAGER COMMENTS/UPCOMING AGENDA ITEMS – Mayor Pierce asked the council to take their mail with them when they exit. Council Member Lindner said the housing the CDC is building is going up so quickly. He said BWD is doing an amazing job, and Emily Lashbrooke is doing a wonderful job getting new owners in. Council Member Bergon said Habitat for Humanity closed on three houses.

XIII. UPCOMING COUNCIL MEETINGS –

- January 7, 2025: Regular Council Meeting
- January 21, 2025: Regular Council Meeting
- February 4, 2025: Regular Council Meeting
- February 18, 2025: Regular Council Meeting

XIV. ADJOURNMENT – Mayor Pierce adjourned the meeting at 7:04 pm.

**Shari Pierce
Mayor**



AGENDA BRIEF

MEETING: Town Council - 07 Jan 2025

FROM: David Harris, Town Manager

PROJECT: HomesFund Community Center Fee Waiver Request for 2025

ACTION: Council action or information

PURPOSE/BACKGROUND:

HomesFund has been administering a Homebuyer Education Assistance Program in Archuleta County since 2016 and is again seeking a waiver to the fees at the Ross Aragon Community Center. The program's goal is to educate potential homebuyers and thereby allow applicants access to advantageous loan programs. Since 2016, the program has assisted approximately 160 residents of Archuleta County and have provided nearly \$1 million in down payment assistance to County residents. Items the classes cover are:

- Preparing a budget and personal finance
 - Getting Homeowners insurance
- Understanding and improving credit and credit scores
 - Working with a Realtor
- Selecting an appropriate home
- Determining how much you can afford
- Mortgage lending
- Home inspections, on-going maintenance, energy efficiency

Cost to participants is free, but are asked to purchase a \$19 workbook.

The HomesFund is requesting fee waivers for two classes in 2025 on Saturday, May 31 and Saturday, September 20. As "Workforce Housing" is one of the Council's major goals, staff is recommending support of this request.

ATTACHMENTS:

[2025 Request for Fee Waiver - Town of Pagosa Springs](#)

FISCAL IMPACT:

Below are the fees Council will be waiving should it be approved. HomesFund will be responsible for providing the \$100 damage deposit. Costs are itemized as follows:

- Room Rental: \$280 x 2 classes = \$560.00
- Cleaning Fee: \$50 x 2 classes= \$100.00
- TOTAL: \$660.00

TOWN COUNCIL GOALS & OBJECTIVES:

#3 Workforce Housing: Support private sector and community organizations' efforts to provide housing of all types to ensure housing choices for residents.

RECOMMENDATIONS:

1. Move to approve waiving of fees for HomesFund at the Community Center for the purpose of supporting the presentation of Homebuyers Classes in Pagosa Springs.
2. Move to NOT waive the fees at the Community Center.
3. Direct staff.



P.O. Box 2179 | Durango CO 81302-2179

150 E. 9th Street, #207 | Durango CO 81301

Phone 970.259.1418 | Fax 970.259.1298 www.HomesFund.org

December 19, 2024

Mr. David Harris/ Town Manager
Town of Pagosa Springs
(via email)

Dear Mr. Harris,

The HomesFund has been providing Homebuyer Education to the residents of Archuleta County since 2016. Our comprehensive 8-hour class is HUD approved and CHFA (Colorado Housing & Finance Authority) approved. With these approvals, attendance at the class opens lending programs with HUD, CHFA and HomesFund. The class is required to receive down payment assistance. The class is free to participants, however, they do purchase a \$19 workbook. The workbook charge covers the cost of printing for the 130-page book.

The class covers all the topics any potential homebuyer should be considering, such as:

- budgeting and personal finance
- credit reports
- Insurance
- mortgage lending (qualifying, programs)
- real estate (working with a realtor, current market conditions, title company, contracts)
- home inspections, on-going maintenance, energy efficiency
- down payment assistance programs

To date, nearly 159 residents of Archuleta County have attended the class.
HomesFund has deployed \$978,649 of down payment assistance in Archuleta County.

Additionally, we are integrally involved with the housing project being developed by the Pagosa Springs Community Development Corporation, offering buyers education, pre-purchasing housing counseling and down payment assistance.

In the 9 years since offering the class in Pagosa, the Town of Pagosa has graciously agreed to waive the rental fee at the Ross Aragon Community Center to the HomesFund so that we can continue to offer the class **free** to residents of the community.

We are requesting a fee waiver for the two classes planned in 2025
Saturday – May 31st and Saturday - September 20th

Thank you for this consideration and your on-going support of affordable housing programs in Pagosa Springs and Archuleta County.

Respectfully,

Pam Moore
Executive Director
HomesFund



AGENDA BRIEF

MEETING: Town Council - 07 Jan 2025

FROM: Brooks Brown

PROJECT: CBI Persons Who Wander Grant Program Approval

ACTION: Council Information and Action

PURPOSE/BACKGROUND:

Police Department program objectives.

The Police Department plans to purchase a new drone for the Drone as First Responder program. Since July, our drone has had 125 flights totaling over 20 hours of flight time.

A drone program can significantly enhance search efforts for individuals who wander, such as those with cognitive impairments or children. Its aerial perspective allows for rapid scanning of large areas, covering more ground than a ground team could in the same amount of time. Drones equipped with thermal imaging can locate individuals in low-visibility conditions, such as at night or in dense foliage. Additionally, using a drone can help ensure the safety of searchers by identifying hazards in the environment before they approach. Overall, a drone can greatly improve response times and increase the chances of finding missing persons quickly and efficiently.

Our project aims to establish a drone-assisted search and rescue program to locate individuals who wander, particularly vulnerable populations such as those with dementia, autism, and children. In our community, the incidence of wandering cases has been rising, with data indicating that about 60% of individuals with Alzheimer's will wander at some point. This trend highlights the urgent need for effective search strategies to ensure the safety and swift recovery of these individuals.

In 2023, Pagosa Springs conducted one search and rescue operation, while Archuleta County had 19. The close proximity of elderly care facilities in Archuleta County—located less than a block from the town boundary—highlights the importance of a coordinated approach to emergency services for vulnerable populations.

ATTACHMENTS:

[CBI Grant](#)

FISCAL IMPACT:

Grant funds: \$13,678.00

Cash match: \$0.00

TOTAL: \$13,678.00

RECOMMENDATIONS:

1. Move to Approve acceptance of the CBI grant.
2. Move to disapprove the acceptance of the CBI grant.
3. Direct Staff in alternatives.

Brooks Brown

From: Drake Brownfield - CDPS [REDACTED] on behalf of Drake Brownfield - CDPS
Sent: Wednesday, December 11, 2024 1:33 PM
To: bbrown@pagosasprings.co.gov
Subject: Pagosa Springs PD, CBI Persons Who Wander Grant FY25

Good afternoon Assistant Chief Brown,

Thank you for your interest in the Colorado Bureau of Investigation's FY25 Persons Who Wander grant program.

I am pleased to inform you that the CBI has approved your application for funding pursuant to the Program in the amount of **\$13,678.00.**

I will be contacting you with the next steps in the process as soon as possible.

Thank you very much,

Drake Brownfield
Grant Specialist
Administration



COLORADO
Bureau of Investigation
Department of Public Safety

[REDACTED]
690 Kipling St., Lakewood, CO 80215
[REDACTED] | www.cbi.colorado.gov
Upcoming Days Off: Dec 13 & 16



AGENDA BRIEF

MEETING: Town Council - 07 Jan 2025

FROM: Brooks Brown

PROJECT: Police Officer Life Saving Award

ACTION:

PURPOSE/BACKGROUND:

The Police Department would like to present Life Saving awards to Officer Brandon Bishop and Officer Colton Calavan.

Extraordinary efforts of Officer Bishop and Officer Calavan, who were dispatched to a medical emergency on December 26, 2024. The incident involved an unconscious individual who was experiencing shallow breathing. These officers responded swiftly and demonstrated exceptional professionalism and skill during this critical situation, ultimately saving the person's life.

Upon arriving at the scene, Officers Bishop and Calavan immediately assessed the victim and communicated with the victim's family. The situation escalated rapidly when the victim stopped breathing and lost their pulse. Without hesitation, both officers began life-saving measures. Their quick and decisive actions, including performing CPR, were essential in reviving the victim and stabilizing their condition until medical professionals arrived.

Pagosa Springs EMS and the Pagosa Springs Fire Department arrived shortly afterward to transport the victim to the hospital for further care. While the prompt response of EMS and the fire department was invaluable, it was the timely intervention of Officers Bishop and Calavan that made a critical difference between life and death.

We are incredibly fortunate to have officers like Officer Bishop and Officer Calavan in our community. Their actions not only reflect their dedication to public safety but also demonstrate the compassion and composure needed during crises. These officers exemplify the highest standards of law enforcement, and their bravery and professionalism saved a life.



AGENDA BRIEF

MEETING: Town Council - 07 Jan 2025

FROM: David Harris, Town Manager

PROJECT: Early Childcare and Education Funding Criteria 2025 and Process Discussion

ACTION: Council action or information

PURPOSE/BACKGROUND:

This item focuses on creating a process for 2025 to fund one of Council's key objectives, early childcare and education (ECE).

Town General Funds

Council's adopted 2025 budget includes a line item in the Town's General Fund for \$88,000 for ECE. This figure includes funding for daycare centers, in-home daycares and other needs related to this goal.

Below is a summary of requested and allocated funding in FY 2024:

Service Organizations	2024 Req'd Amount	2024 Total Awarded
In Home Daycares		
Teresa Mael Daycare	\$ 2,000	\$ 1,700
Tiffany Wilkins Daycare	\$ 2,000	\$ 1,700
Early Childhood Centers		
Head Start/Tri County Head Start	\$ 19,570	\$ 9,468
Seeds of Learning	\$ 75,000	\$ 19,531
Wings Early Childhood Center	\$ 75,000	\$ 46,501
Other Types/Services		
Aspire Medical Services & Education	\$ 5,000	\$ 2,900
Early Childhood Council of Archuleta County	\$ 1,000	\$ 600
Pagosa Community Initiative	\$ 10,000-20,000	\$ 5,600
TOTAL	\$ 179,570	\$ 88,000

A draft application for ECE funding is attached. Please provide feedback, especially on criteria.

Attachments:

Draft ECE Funding Application

Council Goals and Objectives 2024-2025 (ECE is #10b)

ATTACHMENTS:

[ECE Funding Application 2025](#)

[Council Goals & Objectives 2024](#)

FISCAL IMPACT:

\$88,000 is budgeted in the FY 2025 General Fund

TOWN COUNCIL GOALS & OBJECTIVES:

Early Childhood and Education

RECOMMENDATIONS:

Direct staff regarding the process for ECE application.



TOWN OF PAGOSA SPRINGS
2025 Early Childcare and Education Funding Request

Applications must be completed in full to be considered. The application deadline is **March 7, 2024**. Please review the Funding Criteria on page 2 prior to submission. Submit the completed application and supporting documentation in one email to:

April Hessman, Town Clerk/Finance Director
Email: ahessman@pagosasprings.co.gov
Phone: 970-585-8449

Part 1: Applicant Information

Type of Early Childhood Education (ECE) Organization:

☐ In Home Daycare ☐ ECE Center ☐ Other (describe below):

Name of Applicant Organization: _____

Name of Umbrella Organization (if applicable): _____

Property Location and Owner Name, if different than Applicant Organization: _____

Applicant Contact Person: _____

Phone: _____ E-Mail Address: _____

Mailing Address: _____ City: _____

State: _____ Zip: _____

Status: ☐ non-profit Tax ID Number (if applicable): _____ ☐ for profit

How many years has your organization been in existence? _____

Part 2: Contribution Request/Narrative

Cash Request: \$ _____

Indicate how much is being requested from the Town of Pagosa Springs in 2025. Include requests for in-kind support, fee waivers, land, or other requests for support in addition to cash request.

Please include the following documentation with your submittal:

- Mission Statement: A clear and concise statement of the organization's Mission, Goals and Objectives, if available.

In a separate attachment, answer each of the following questions:

1. Describe your organization/center. How many children are currently served on a daily basis. What ages are accepted? What is the teacher/caregiver to child ratio. Include any relevant information about your center/organization's operations.
2. What is the purpose of the requested funds? How and when will the funds be expended?
3. What is the geographical location of where funds will be expended? How many town residents will directly benefit from the project or service for which funds are requested? What percentage of the slots serve families whose residence is located in town limits?
4. What other sources of funding do you have and/or are seeking?
5. If your organization was awarded funds in the past five years from the Town of Pagosa Springs, how were those funds spent?
6. How will your organization utilize these funds to meet the Council criteria for ECE funding (see Criteria below)?

PLEASE KEEP RESPONSES TO **THREE** PAGES MAXIMUM

Applicants may be asked to present their requests to Council on March 18, 2025 at 5 p.m. Please be prepared to provide a brief overview (max 10 minutes), with time for Council questions and answers.

Town of Pagosa Springs Early Childcare Funding Criteria

Council will prioritize the following criteria in evaluating requests:

1. Expansion or addition of NEW ECE slots; and
2. Retention of existing ECE slots; and
3. Support of organizations aiding families in our local workforce; and
4. Organizations or centers that have found other ways to be self-sufficient in their funding model.
5. Organizations demonstrating sustainability in provision of ECE services.
6. Organizations increasing accessibility of ECE to the variety of demographics of our community.



Town Council 2024-2025 Goals & Objectives

ADOPTED: August 1, 2023
UPDATED: August 6, 2024

Red*=high priority

GOALS & OBJECTIVES

ITEM & VISION	2024-2025 FOCUS	FUTURE CONSIDERATIONS
1. Sanitation District* <i>Develop a long-term strategy to provide essential sanitation collection and treatment services that are financially viable, future-oriented, and maximize the existing assets and partnerships in a community of our size with limited resources.</i>	1a: Obtain Results and Recommendations from Roaring Fork Engineering Study and Make Determinations on Next Steps (expected late summer/early Fall) 1b: Ensure proper Staffing, Equipment and Resources to Maintain the Collection System Appropriately ○ Consider completion of emergency liner for lagoon for overflow 1c: Find additional financial resources to complete key capital projects (replacing aging collection lines, rebuild and upsize lift station vaults, Vista Plant WWTP portion for Reg 85, automated bar screen and grit clarifier, etc.) ○ Consider hiring a grant writer (and/or project manager) that specializes in wastewater projects ○ Apply for EIAF and state revolving fund 1d: Conduct an updated Rate Study (July 2024) ○ Consider <i>Availability for Service Fee</i> to spread costs; utilize existing study from 2018 to conduct a refresh of rates ○ Consider a support plan for fixed income residents; potential Town subsidy for low-income qualified residents ○ Ensure proper assessment of equivalent units (EUs)	• <i>Work with community partners and funding agencies to ensure that the community has a functional wastewater treatment plant and upgraded infrastructure.</i> • <i>Consider the Town's role in providing sanitation collection services and whether it should divest itself of this service.</i>

8/7/24

2

2. Staffing* <i>Ensure adequate staffing levels and appropriate employee benefit packages to carry out core services and desired programs for the community.</i>	2a: Conduct an Employee Survey of Benefit Options, Employee Satisfaction, and More - Analyze and develop recommendations for new benefits options during 2024 budget cycle 2b: Analyze Staffing Levels to Ensure Proper Coverage, Reduce Burnout, and Enhance Employee Retention - Work with department heads to make recommendations to Council on additional staffing needs, opportunities for contracting or privatizing, and removing items from staff workload during 2024 budget cycle 2c: Town Manager to Recommend Potential Salary and Benefits Options During 2024 Budget Season - Categorize critical job roles to inform recruitment and retention - Review scope of roles to avoid burnout 2d: Address work environment safety issues 2e: Adjust office hours to allow for greater flexibility for modified work schedules	<i>Ensure proper staffing levels, salary, and benefits to provide coverage for excellent delivery of public services.</i> <i>Conduct salary/market survey to inform future compensation efforts</i>
---	--	--

3. Workforce Housing* <i>Support private sector and community organizations' efforts to provide housing of all types to ensure housing choices for residents.</i>	3a: Define the Town's Role and Enhance Strategies for Private and Non-Profit Housing Sector Development of New Inventory: Creative mechanisms to encourage development, not be in the housing business • Fee waivers, public-private partnerships, land use flexibility, etc. 3b: Meet Deadline to Opt-In to Proposition 123 (work with CDC and County) 3c: Continue to Research other Successful Community Models 3d: Evaluate Open Housing Coordinator Position and Consider Needs 3e: Work with Town Attorney on Options for Current P3 Development Agreement 3f: Work with Homes Fund, USDA And Other Partners to Enhance Utilization of USDA Loans and Downpayment Assistance Programs 3g: Work with Partners to Create Master List of Potential Short-Term Locations to Fill Housing Gaps ○ Pagosa Inn & Suites, Short-Term Rentals, Apartments, RV Parks for Worker Housing 3h: Establish More Public-Private Partnerships to Build more Units ○ Potential to donate land to developers, ex. Fund below ground infrastructure ○ Infrastructure grants for property developers with deed restrictions	• <i>Research new type of P3 arrangement on Town-owned land</i> • <i>Consider seasonal worker housing opportunities: cabins, need to know infrastructure requirements, prove employment within Town limits to qualify, hands off management for Town, lease to operator</i>
4. Traffic Management, Parking, Road Maintenance* <i>Ensure safe and efficient roadways that are well-maintained; explore opportunities for additional road networks; and understand parking needs in order to support a robust economy.</i>	4a: Take Full Advantage of CDOT Corridor Reconstruction Project (expected start Spring 2025) ○ Budget in 2025 and 2026 for local agency projects ○ Provide effective communications to ensure residents understand and are on board with desired outcomes; work with Main Street on engagement efforts 4b: Hold Work Session to Understand and Explore Parking Needs and Next Steps ○ Consider input from Main Street Advisory Board, Pagosa Area Tourism Board, and downtown business owners ○ Research traffic management models (e.g., outsourcing parking management through apps and kiosks) ○ Consider opportunities for additional public parking surface lots, temporary lease agreements, shared parking arrangements, paid parking in high turnover areas, etc. ○ Continue to update off street and on street parking inventory ○ Discuss in LUDC update parking requirements for new and redevelopments	• <i>Develop a Master Parking Plan</i> • <i>Plan for and secure financial resources for Hot Springs Boulevard reconstruction</i> • <i>Consider options to move people uptown and downtown that may not involve single passenger vehicles (e.g., transit systems, finish town to lakes trail, etc.)</i>

	4c: Access Control Committee to Explore Next Steps ○ Review secondary access and road connection opportunities, negotiation on easements or property purchases ○ Work with CDOT to update the old Access Control Plan ○ Work with developers on public-private partnerships to improve access and road connections 4d: Continue Work on Pavement Plan and Ensure Proper Staffing, Resources, and Equipment to Support Streets Division in Public Works Department ○ Present budget recommendations for mill and overlay, reconstructions, drainage improvements, staffing, and equipment to Council for review for 2024 budget ○ Continue to update Pavement Plan as progress is made on street maintenance	
5. Parks & Trails Maintenance* <i>Enhance community pride and town culture through the upkeep of current parks, trails, open spaces, and rights of way through proper staffing levels, provision of equipment, and community partnerships. Focus on upkeep before adding new projects to maintain.</i>	5a: Focus on Maintenance of existing assets. Ensure proper staffing levels in Parks Maintenance Division considering new park and trail amenities added in 2023 & 2024. No new projects in 2024-25 • Develop plans to provide accessibility to all parks for the mobility challenged. • Gazebo: make it useable—replace decking 5b: Evaluate designs for future parks, trails, pedestrian islands and bump outs to ensure maintenance is considered. Develop designs for the built environment that factor in limited water for irrigation, staffing levels, etc. Seek low cost/low maintenance options ○ Budget for maintenance resources beyond project completion 5c: Complete Maintenance Staffing Review and Develop Budget and Resource Recommendations ○ Consider addition of new staff in Parks Maintenance Division ○ Establish new ROW Maintenance Crew in Public Works Department or Parks and Recreation Department that is focused on ROW Maintenance and projects to enhance beautification, safety, and cleanliness (e.g., tree/shrub pruning and planting, weed management, snow removal on ADA ramps, some sidewalks/ped crossings, mowing right of ways, planting and watering bump outs and pedestrian islands, and more) ○ Explore alternative/interim options: Volunteer coordinator, Freshmen interns (4-year cycles) 5d: Engage with Contractors to Determine What is Hindering them From Taking on Town Work (e.g., is there a need to lower liability insurance thresholds?) 5e: Ensure regular maintenance of Hilltop Cemetery and Pagosa Springs Cemetery 5f: Establish “Rain Plan” for Concerts	• <i>Consider taking on new projects when maintenance is able to be staffed correctly and resources for upkeep of existing assets are established in a long-term maintenance plan</i>

6. Land Acquisition Strategy <i>Seek opportunities for strategic land investments to ensure public access into the future for preserving open space and development of community assets.</i>	6a: Committee of Councilmember deGraaf and Councilmember Linder to research land trusts, endowments, and acquisition strategies for future assets. 6b: Explore developing/partnering with a land trust	• Explore opportunities for road access in new secondary road networks to create bypasses and other options to manage traffic
7. Geothermal System <i>Ensure a well-functioning, updated geothermal heating utility that is financially solvent and a source of community pride.</i>	7a: Hold work session in 2024 Q4 to discuss geothermal system status, challenges, and opportunities. 7b: Explore grant funding and additional financial resources (including user rates and fees) to <u>upgrade existing network</u> and associated equipment 7c: Continue maintenance efforts to ensure proper delivery of geothermal-sourced heat. 7d: Consider applying for additional Geothermal Water Rights	• Consider opportunities to expand geothermal water rights • Explore options for additional uses utilizing Town's geothermal resources
8. Tourism	8a: Create a hospitable environment for visitors 8b: diverse activities in the shoulder season 8c: stay "on top of game" 8d: modify activities to address changing weather and climate conditions • i.e. snowmaking on Reservoir Hill for sledding, ropes courses, continued development of trail system, regional wayfinding to trail systems outside of Town in National Forest 8e: Colorado north-south "cut" exemplifies need to develop cultural & historical tourism of San Juan River region	•
9. Public Arts <i>Provide public art and special event opportunities that add interest and vitality to public spaces and honor the creative economy.</i>	9a: Continue and/or expand current levels of financial support for public art within the annual budget. 9b: Identify key project areas for public art such as Geothermal Utility Building 9c: Explore a "Percent for the Arts" program where public projects include a 1% budget line item for art and beautification within the delivery of the project	• Consider applying to become a Creative District through Colorado Creative Industries • Explore opportunities to promote and support community arts programs such as lifelong learning through the Town's Parks and Recreation Department (e.g., painting,

	9d: Continue promotion of public art pieces through ArtWalk map, “artist profiles” and more. 9e: Ensure agreement with Arts Council and artists for ongoing maintenance of installations to protect pieces into the future.	<i>Potters’ wheel, etc.) using existing studio spaces</i>
10. Continued Support of Community Priorities <i>Without taking on a coordinating role, support community priorities through funding and letters of support, provision of facilities (e.g., Senior Center, leased space at South Pagosa Park for Seeds of Learning, SCAN fiber, Carrier Neutral Facility at Town Hall), and grants, where applicable.</i>	10a: Broadband ○ Continue to support Broadband Services Management Office in annual budget process ○ Contribute to local match funds required for grant funding 10b: Early Childhood Care and Education ○ Watch for opportunities to make more affordable for those without access ○ Encourage expansion of additional slots and creation of new ECE centers 10c: Senior Population ○ Seek opportunities to support seniors in the community, such as support of Archuleta Seniors Inc.	• <i>Provide financial and political support to build additional broadband infrastructure.</i> • <i>Work with Seeds of Learning to allow for expansion in South Pagosa Park, consider traffic flow and parking management</i> • <i>Work with existing and future providers to identify expansion opportunities</i>
11. Historic Preservation & Culture <i>Support and enhance multi-culturalism, honoring the community’s past, present, and future through protection of historic assets, festivals, and learning opportunities.</i>	11a: Continue support of Pagosa Springs Main Street Program through PSCDC (Coordinator role and program funds such as FIG (Façade Improvement Grant) and other items), including Historical Resources Committee 11b: Continue restoration projects to protect and teach about historic community assets (e.g., Pagosa Springs Cemetery, Rumbaugh Bridge, Water Works Facility, geothermal building interpretive signage, etc). 11c: Plan activities for Archaeology and Historic Preservation Month (May) 11d: Develop Oral History tour using QR Codes 11e: Pursue grant funding for Museum Roof 11f: Work with Main Street history committee to assume some of the duties of the Historic Preservation Board	• <i>Develop/update historic resources interpretive signage and walking tour information</i> • <i>Work with community leaders to explore opportunities for multi-cultural and heritage celebrations</i>

12. Recreation District <i>Form a county-wide recreation district with governance and financial support to build and manage a recreation center and expanded recreational amenities.</i>	12a: Establish Exploratory Committee with Town, BoCC and Community Leaders to research options, develop planning and seek community support - Involve residents in the process and get input on recreational/facility needs and desires - Develop communication outlets - Consider advisory vote and possible polling - Consider role of PLPOA assets - Consider PLPOA expansion and/or partnership to expand club sports baseball, soccer fields, etc.	- Develop facility project plans, scope, management structure and budget to present to the community - Develop and continue outreach methods to ensure community buy in
13. East End Project <i>Implement the East End Multi Modal Plan to improve traffic</i>	13a: Develop committee of business owners, property owners and interested stakeholders to help steer the project implementation. 13b: Explore devolution process of frontage roads with CDOT. Investigate cost implications, timing,	Implement adopted plan over time as funds and partnerships with CDOT and property owners allow.
<i>Management, parking, pedestrian access, and beautification for a well-functioning, connected and welcoming east side gateway.</i>	Benefits of Town ownership, etc. 13c: Explore financial opportunities (grants, URA, special assessment, etc.) for implementation of specific elements (e.g., sidewalk connections, round a bout, etc.). 13d: Work with property owners, including new ones, as for sale and/or vacant properties change hands to redevelop with public improvements in mind. Consider public-private partnership to achieve mutual goals. 13e. Continue efforts to explore public parking opportunities. 13f. Work with CDOT to build projects into TPR 13 Year Plan (traffic circle, highway reconstruct, etc.).	Develop connections into neighboring public areas (e.g., trailhead on Reservoir Hill north and SE intersection corner at Hwy 84)

FOR FUTURE CONSIDERATION: Items that did not rise to Priority List above, but are possible items for consideration in the future	
• Hold smaller version of Town Council Retreat throughout the year • Simplify government licenses, permits, enforcement (in process, continue to identify opportunities) • Diversify winter sports (consider supporting non-profit or other organizations to deliver programming unless additional staff are hired to manage)-current support is for Multi-Purpose Pavilion (ice rink), Nordic Ski Club, maintenance of skating ponds behind River Center • Consider electrification of town fleet vehicles (consider pilot project) • Explore installation of solar panels on town facilities; work with LPEA on solar gardening options on town-owned properties • Develop honorary positions for Town adult/youth (e.g., Historian, Poet, Artist, Star Athlete)-will need additional staff or organization to coordinate this program	