



Town Hall 551 Hot Springs Blvd  
Pagosa Springs, CO 81147

## AGENDA

Town Council Meeting  
Tuesday, April 1, 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/88141846337>  
Dial by Phone - 1-669-900-6833 US - Meeting ID: 881 4184 6337

### I. CALL MEETING TO ORDER

### II. ROLL CALL

### III. PLEDGE OF ALLEGIANCE

### IV. DISCLOSURES AND/OR CONFLICT OF INTEREST

### V. PUBLIC COMMENT

*Please sign in to make public comment*

### VI. CONSENT AGENDA

1. Approval of the March 18, 2025 Meeting Minutes  
[Town Council - 18 Mar 2025 - Minutes - Pdf](#)
2. Proclaiming April 2025 as Sexual Assault Awareness Month  
[Agenda Brief - Proclaiming April 2025 as Sexual Assault Awareness Month - Pdf](#)
3. Presentation of a Certificate of Achievement for Excellence in Financial Reporting

### VII. UNFINISHED BUSINESS

1. Pagosa Springs Vision 2050 Report  
[Agenda Brief - Pagosa Springs Vision 2050 Report - Pdf](#)
2. An update regarding the Property Purchase at 1040 E. Hwy 160  
[Agenda Brief - An update regarding the Property Purchase at 1040 E. Hwy 160 - Pdf](#)

### VIII. NEW BUSINESS

1. Communications Survey Report  
[Agenda Brief - Communications Survey Report - Pdf](#)
2. Resolution 2025-08, Authorizing Reimbursement to Town for Costs Incurred Prior to Issuance of Certificates of Participation  
[Agenda Brief - Resolution 2025-08, Authorizing Reimbursement to Town for Costs Incurred Prior to Issuance of Certificates of Participation - Pdf](#)
3. Main Street Reconstruction Project Improvements Pricing  
[Agenda Brief - Main Street Reconstruction Project Improvements Pricing - Pdf](#)

### IX. PUBLIC COMMENT

*Please sign in to make public comment*

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

**XI. UPCOMING COUNCIL MEETINGS**

- April 14, 2025: Joint Town-County Board Meeting
- April 15, 2025: Regular Council Meeting
- May 6, 2025: Regular Council Meeting
- May 19, 2025: Joint Town-County Board Meeting
- May 20, 2025: Regular Council Meeting
- June 3, 2025: Regular Council Meeting

**XII. ADJOURNMENT**

**Shari Pierce  
Mayor**



Town Hall 551 Hot Springs Blvd  
Pagosa Springs, CO 81147

## MINUTES

Town Council Meeting  
March 18, 2025 @ 5:00 PM

A regular meeting of the Pagosa Town Council was called to order on March 18, 2025, at 5:00 PM in the Town Hall 551 Hot Springs Blvd.

**COUNCIL PRESENT:** Mayor Pierce, Council Member Bergon, Council Member deGraaf, Council Member Lindner, Council Member Martinez, and Council Member Williams

**COUNCIL ABSENT:** Council Member DeGuise

### I. CALL MEETING TO ORDER

### II. ROLL CALL

### III. PLEDGE OF ALLEGIANCE

IV. DISCLOSURES AND/OR CONFLICT OF INTEREST – Council Member Williams said he will not participate in discussion for the early childcare education item.

V. PUBLIC COMMENT – Mr. Andrew Brown said the snow route parking enforcement on Lewis Street during the February snowstorm is not functional. He said enforcement is ambiguous and impractical. The signs are confusing and misleading and he said there are no alternative parking areas.

### VI. CONSENT AGENDA

1. Approval of the March 4, 2025 Meeting Minutes
2. February Financial Statement and Payments
3. Resolution 2025-07, Designating the Official Custodian of Records and Adopting a Policy on Responding to Open Records Requests
4. Proclamation In Support of Arbor Day

Council Member deGraaf moved to approve the consent agenda, Council Member Williams seconded.

**Carried.**

### VII. REPORTS TO COUNCIL

1. Sales Tax Brief
  - a. Sales Tax Report - January 2025

The January sales tax saw an increase of \$67,565, a 5.12% increase over January 2024.

### VIII. UNFINISHED BUSINESS

1. Ordinance 1011, Second Reading, Dedicating an Easement to La Plata Electric Association on Town-owned property located at 2140 County Road 500 (Trujillo Rd)

Ordinance 1011 approves a \$135,000 easement with La Plata Electric Association (LPEA) to utilize approximately 5 acres for a new electrical substation on the Town-owned property that contains the

Town Council  
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former landfill and current County Recycle and Transfer station located at 2140 County Road 500 (Trujillo Rd). Annual payments of \$8,700 for 30 years will be designated in a new CIED account. No public comment.

Council Member deGraaf moved to approve second reading Ordinance 1011, authorizing the granting of an easement encumbering Town property for the LPEA Trujillo Substation, Council Member Williams seconded.

**Carried.**

**2. Ordinance 1012, Second Reading, Creating a Community Infrastructure and Economic Development (CIED) Account**

Ordinance 1012 creates a Community Infrastructure and Economic Development (CIED) account in the Town's Trust Fund for uses that benefit the community, expand the economy, and support infrastructure improvements.

Council Member Williams moved to approve second reading of Ordinance 1012, creating a Community Infrastructure and Economic Development (CIED) Account, Council Member Martinez seconded.

**Carried.**

**IX. NEW BUSINESS**

**1. Allocation of 2025 Early Childcare and Education Funding**

Nine organizations applied for \$88,000 in budgeted funds for early childcare and education funding. The total requests were \$211,185. Town Council provided input to determine the amounts each entity would receive.

Council Member deGraaf moved to allocate a total of \$83,174.50 to the ECE organizations as awarded per the Town Council worksheet on March 18, 2025, Council Member Lindner seconded.

**Carried.**

**2. 2025 Event Funding and Discussion**

The Tourism Board has \$100,000 budgeted in 2025 for event funding and received \$140,000 in funding requests. One of the request is for an event that supports the 4th of July. The Town has funds set aside for the parade which has been cancelled and a community event at Yamaguchi Park is planned. The Lodgers tax fund plans to spend less out of infrastructure and visitor center to offset an overage in event funding. The total expenditures will not exceed the fund budget.

Council Member Williams moved to direct the Tourism Board to approve funds for 4th of July music event, a third party to organize the Halloween Hootenanny and up to \$15,000 for Lighting Contest, Old Fashioned Christmas and trash and recycling services and approve up to \$40,000 to be moved from other line items in the Tourism Budget for consideration of new requests, Council Member deGraaf seconded.

**Carried.**

**3. Authorizing an Agreement with CDOT for reconstruction reimbursement of Town facilities in the US 160 project and appropriating funds**

CDOT is completing the Hwy 160 downtown reconstruction project. CDOT will be managing a portion of the project for the Town. The cost of these improvements for the Town is \$1,078,375. This agreement authorizes the Town to reimburse CDOT for reconstruction and appropriate funds from the Town's Capital Fund reserves. The Town is waiting for quotes from WW Clark for additional improvements the Town has requested. Council Member deGraaf said this is a generational project and does not want the

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Town to cut corners but be vigilant on expenditures.

Council Member deGraaf moved to approve the contract with the Colorado Department of Transportation and appropriate \$1,078,375 from the Capital Improvement Fund fund balance, Council Member Williams seconded.

**Carried.**

#### **4. Possible Sales Tax Election in November 2025**

Staff has been working with bond council and our municipal advisor, Joey McLiney, to design a potential question for the November election. Town Manager Harris said the sewer is an important project for our community, but said there are other projects like the Hot Springs Blvd paving and Town to Lakes Trail project that are needed. Mr. McLiney said a 1% sales tax will provide funds for sewer corrections within just four years. He said the town has limited funds for other capital projects and this sales tax could be used for projects and maintenance for streets, parks and recreation, trails and sidewalks, utilities, and more. A \$10 per month per EU discount on sewer fees could be an option with a 1% sales tax.

Town Manager Harris said there is not much wiggle room for additional projects like a vehicle replacement program and the town needs funding for other major projects. The Town provides parks and recreation programs, downtown streets and sidewalks, and more for the whole community. Mayor Pierce said this is a legacy project for the Town in the future and a treatment plant in town. She said the Council needs to determine the amount to fund this necessary project. Council Member Bergon said she is interested for this question being on the ballot in April and asked about a sunset. She said the voters may be more palatable to have cents rather than dollars on the ballot. She would like to see a timeline and action items to determine by the end of July if this should be on the November 2025, April 2026 or the November 2026 ballot. Mr. McLiney said a November election is appropriate and does not like sunsets because the Town's needs will not go away. Council Member Lindner said this November election is too soon. He said there needs to be time to get the community involved. He said additional language is a red flag and provides skepticism. He said the revenue option needs to happen and believes November 2025 is too soon, but April 2026 is possible. He said there should be polling, door-knocking, and a lot of other things that need to happen before the election. He agrees to add more to the sales tax amount but needs to start the community discussion now to put it on the April ballot. He said there needs to be community meetings with food and childcare outside of the council meetings. Mr. McLiney said he has been successful in bringing questions to the ballot. He said if the question was specific and only for the sewer it is an easy win, but adding projects will require more engagement from the community. Council Member deGraaf said he is in favor of the November 2026 election. He said the county residents may feel like they are subsidizing the town ratepayers with a sales tax increase. He said the ballot should be a benefit for the entire community like Parks and Rec, Town to Lakes Trails, streets, and housing. Mr. McLiney said that two town council members uncomfortable with a November 2026 election make him uncomfortable. He would like the town council to be on board fully before he takes it to the voters. Council Member Martinez said sewer issues are the Town Council's number one goal without any funding strategy. He said increasing the rates was the first step, but said he spends time with folks who can't afford the rates. He said the people he talked with said they see a benefit to fund the sewer repairs, and this question should be on the November 2025 ballot. He said he is willing to spend time as a resident to get this information to the constituents. Council Member Williams said this seems like a different question to share the sales tax rather than raise the rates. He said professionals can help with this November election and wants to help with determining what the community needs. Town Manager Harris said he would put together some action plans for the town council.

#### **5. An Agreement Engaging Stradling, Yocca, Carlson, & Rauth as Bond Counsel in connection with the Town of Pagosa Springs, Colorado, Certificates of Participation, Series 2025 and November 2025 Election**

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Town Council  
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The Town will engage Stradling, Yocca, Carlson, & Rauth as Bond Counsel in connection with the Town Certificates of Participation, Series 2025 and November 2025 Election.

Council Member deGraaf moved to approve an agreement engaging Stradling, Yocca, Carlson, & Rauth as Bond Counsel in connection with the Town of Pagosa Springs, Colorado, Certificates of Participation, Series 2025 and November 2025 Election, Council Member Williams seconded.

**Carried.**

- X. PUBLIC COMMENT** – Mr. Andrew Brown said he would like the town council to waive the snow route parking tickets for the Lewis Street residents. He said the town council should consider another mechanism to raise funds rather than sales tax.

Mr. Bill Hudson said a half penny on the sales tax would help to pay the \$40 million problem with the sewer district. He said the economy in downtown is poorer than the rest of the community. He said the whole community should not pay for the rest of the projects the Town wants.

- XI. MAYOR, COUNCIL, TOWN MANAGER COMMENTS/UPCOMING AGENDA ITEMS** – Mayor Pierce said a thank you to the staff and the council for attending the retreat and said it was good for the health of the board.

**XII. EXECUTIVE SESSION**

- 1. Executive session pursuant to C.R.S. 24-6-402(4)(a), Concerning the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest near or around Hot Springs Blvd.**

Council Member deGraaf moved to enter executive session pursuant to C.R.S. 24-6-402(4)(a), concerning the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest near or around Hot Springs Blvd, Council Member Lindner seconded.

**Carried.**

Town Council entered executive session at 6:49 pm. Mayor Pierce called the meeting back into regular session at 7:35 pm.

**XIII. UPCOMING COUNCIL MEETINGS** –

- March 24, 2025: Joint Town-County Board Meeting
- April 1, 2025: Regular Council Meeting
- April 15, 2025: Regular Council Meeting
- April 21, 2025: Joint Town-County Board Meeting
- May 6, 2025: Regular Council Meeting
- May 19, 2025: Joint Town-County Board Meeting
- May 20, 2025: Regular Council Meeting
- June 3, 2025: Regular Council Meeting

- XIV. ADJOURNMENT** – Mayor Pierce adjourned the meeting at 7:37 pm.

**Shari Pierce  
Mayor**



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** David Harris, Town Manager

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**PROJECT:** Proclaiming April 2025 as Sexual Assault Awareness Month

**ACTION:** Council action or information

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**PURPOSE/BACKGROUND:**

Phoebe Schroeder of Rise Above Violence has requested that Council issue a proclamation for Sexual Assault Awareness Month.

**ATTACHMENTS:**

[Sexual Assault Awareness Month April 2025](#)

**RECOMMENDATIONS:**

Read proclamation in support of Sexual Assault Awareness Month.



## A Proclamation by the Town Council of the Town of Pagosa Springs

### PROCLAMATION IN SUPPORT OF SEXUAL ASSAULT AWARENESS MONTH

**WHEREAS**, Sexual Assault Awareness Month (SAAM) calls attention to the fact that sexual violence is widespread and affects every individual in every community, including the Town of Pagosa Springs; and

**WHEREAS**, SAAM aims to raise public awareness about sexual abuse, harassment, and assault while educating communities on how to prevent sexual violence and support survivors; and

**WHEREAS**, this year's SAAM theme, "Together We Act, United We Change," highlights the power of collective action in creating safer, more respectful environments and building a future free from sexual violence; and

**WHEREAS**, Rise Above Violence served 49 victims of sexual assault in the last year, providing 610 support services to those individuals, including immediate assistance to 9 survivors in the aftermath of an assault; and

**WHEREAS**, statistics show that sexual violence remains a critical and widespread issue that affects people of all backgrounds:

- More than half of women and nearly one-third of men have experienced sexual violence in their lifetime, emphasizing the urgency of prevention and awareness.
- Over 80% of survivors report being harmed by someone they knew, demonstrating the need for education on healthy relationships and community-based prevention efforts.
- Nearly 38% of women and 14% of men report experiencing sexual misconduct in professional settings, underscoring the persistent issue of workplace harassment and the importance of stronger protections and accountability.
- Approximately 1 in 4 females and 1 in 13 male high school students report experiencing sexual assault in dating relationships, highlighting the critical need for education and prevention efforts targeting teen dating violence.
- Nearly 33% of adults with disabilities report experiencing sexual violence in their lifetime, reinforcing the heightened risk faced by some of the most vulnerable populations, including individuals with disabilities and those experiencing housing insecurity.

**WHEREAS**, we must amplify the voices of survivors, especially those most vulnerable in our communities, to ensure their experiences guide our efforts to combat sexual violence in all its forms; and

**WHEREAS**, the Town of Pagosa Springs joins Rise Above Violence, the state of Colorado, and the nation in supporting victims and survivors of sexual assault in their efforts to increase public awareness, strengthen prevention initiatives, and ensure that sexual violence is not tolerated in our community; and

**NOW, THEREFORE**, be it resolved, that we, the Town Council of Pagosa Springs, Colorado, hereby proclaim the month of April, 2025 as **SEXUAL ASSAULT AWARENESS MONTH** in Pagosa Springs, Colorado. We urge our citizens and visitors to stand in solidarity with survivors, support prevention efforts, and ensure that everyone in our community can live in safety and dignity.

GIVEN under my hand and seal this \_\_\_\_ day of April, 2025.

Attest:

Signed:

\_\_\_\_\_  
April Hessman, Town Clerk

\_\_\_\_\_  
Shari Pierce, Mayor



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** David Harris, Town Manager

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**PROJECT:** Pagosa Springs Vision 2050 Report

**ACTION:** Discussion and accept report

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### **PURPOSE/BACKGROUND:**

Attached is the proposed Pagosa Springs Vision 2050 summary report which details the vision set forth by Town Council and Department Heads over the course of meetings in February and March 2025. Consultant Karen Daly guided the group through multiple steps to develop what can be found in the enclosed report. What resulted is a document that establishes a 25-year vision for the Town of Pagosa Springs.

In summary, the proposed vision statement for the town is as follows:

- *We are an engaged community with access to natural spaces, opportunities for sustainable growth and respect for our heritage.*

Priority goals for Vision 2050 are as follows:

- We have a cultural infrastructure with inviting spaces.
  - There were spaces and programs to explore a variety of interests
- Our downtown is the center of gravity
- Residents are involved in the Town's activities and direction.
- We have the necessary infrastructure: people, recreation, technology, utilities.
  - We seek favorable partnerships.
  - We have protections for our water resources in nature.
  - Our town is easy to navigate as a pedestrian.
- Our growth is planned, sustainable, and beneficial to our residents.
  - We have a diverse economy.
  - There is land preserved for the future.

Also included are summaries of our community challenges, strengths, identity, targeted industries, and future steps.

This evening, Karen Daly will be with us virtually to present the report and after deliberation Staff is asking for council to consider accepting the report and adopting it. As with any long range plan, we expect to refer to it often and to revisit the contents and make periodic updates.

### **ATTACHMENTS:**

[PS Vision 2050 Report March 2025](#)

### **RECOMMENDATIONS:**

1. Move to accept and adopt the Pagosa Springs Vision Plan 2050.
2. Move to accept and adopt the Pagosa Springs Vision Plan 2050 with the following changes...
3. Table this item for further discussion.

# PAGOSA SPRINGS VISION 2050

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Leadership Discussion Summary Report  
March 2025



## Executive Summary

This document outlines the results of the goal setting sessions focused on developing a 25-year vision for the Town of Pagosa Springs. The sessions took place over two days with the Town Council and the Town Departmental leadership working to define the vision and priority goals for the town's future. Intentional input and deliberate, robust thought were critical to the creation of the vision statement. The Town Council has developed a Vision Statement and Priority Goals that will work towards Vision 2050.



## Priority Goals for Vision 2050

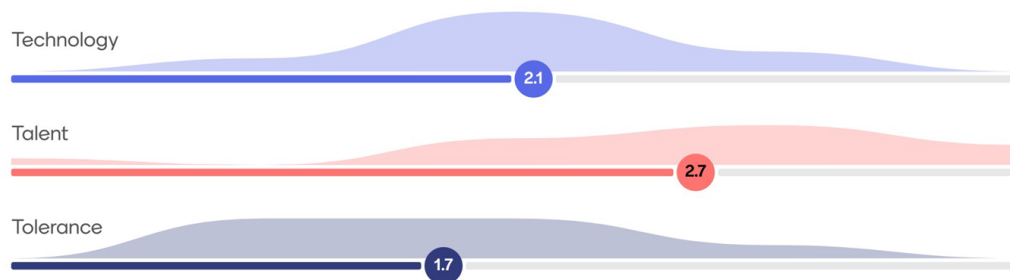
- **We have a cultural infrastructure with inviting spaces**
  - There are spaces and programs to explore a variety of interests
- **Our downtown is the center of gravity**
- **Residents are involved in the Town's activities and direction**
- **We have the necessary infrastructure: people, recreation, technology, utilities**
  - We seek favorable partnerships
  - We have protections for our water resources and nature
  - Our town is easy to navigate as a pedestrian
- **Our growth is planned, sustainable, and beneficial to our residents**
  - We have a diverse economy
  - There is land preserved for the future

### Process

The Town of Pagosa Springs employed a third-party expert to facilitate the process. The consultant used an agile planning process to develop the vision statement and priority goals. The input for this document was internally focused to capture the essential building blocks for a plan that could help guide the Town's future and clearly communicate the direction of the Town for the organization, the residents and the community. Components included one-on-one meetings with each of the Town Council Members and each of the Town's Department Heads. Following those meetings, information was collected that was used in an intensive collaboration with all of those who were interviewed. Equipped with information and input from the Town's Department Heads, the Town Council spent an additional half-day developing the Vision and Priority Goals.

### Technology, Talent and Tolerance

As a group, they explored the premise of Richard Florida's "Rise of the Creative Class" where the categories of technology, tolerance and talent are essential in creating a place that attracts people to Pagosa Springs who will create jobs and a contribute to a prosperous economy. The group scored Pagosa Springs based on their experiences.



As a result of this scoring and discussion, the category of Talent scored the highest. Pagosa Springs is fortunate to have many residents who bring skills and life experiences to the Town. A very descriptive comment was made that "we outpunch our size." Pagosa Springs' talent has yet to be fully tapped but the potential of realizing that talent in the forms of career training, volunteering and connecting the second-home residents' expertise with the town needs makes this the highest scoring of the three categories. The second highest score was Technology. Pagosa Springs is on the brink of improving technology with the broadband fiber ring installation so everyone expects that this score will increase. The lowest scoring of the three categories was Tolerance. The discussion centered around two areas: racial/ethnic and economic. It was felt that Pagosa Springs could help enhance racial and ethnic understanding through education and communication about the importance of understanding the interdependency of those living in Pagosa Springs. In regards to economic tolerance, it was felt that more opportunities to engage and connect those with economic resources would benefit the entire community. There is a large amount of wealth from the second-home residents that benefits Pagosa Springs but it is largely disconnected from the part of the population of Pagosa Springs who are required to work multiple jobs in order to afford housing and other living expenses. There is also some discord with the large tourism industry that also economically benefits the community.

## Community Challenges

During the individual interviews, key challenges were identified. This chart represents a summary of the challenges facing Pagosa Springs.





### Community Strengths



After reviewing the key challenges, the leadership group worked on zeroing in on the areas that were important to incorporate in building a vision and priority goals to help Pagosa Springs for the future. The following graphic shows a Word Cloud based on what defines the Pagosa Springs community and its unique characteristics. Discussions around the rural setting and the community's inherent isolation from neighboring towns helped shape a more refined description of Pagosa Springs and its potential.

### What Defines Pagosa Springs?



Following the discussion of key characteristics of Pagosa Springs, the leadership group honed in on descriptors that were identified as strengths for the community. The following six terms were ranked as important factors to be considered in building the vision statement.

## Community Strengths

Authentic

## Natural Beauty

## High Quality of Life

## Engaged Community

## Trained, Talented Workforce

## High Performing Infrastructure

## Community Identity

The Town Council invested additional time during the second



day to explore some fundamental topics about Pagosa Springs' identity. The Town Council agreed that Pagosa Springs is a *destination* but should generally not be described as a resort town. The Council emphasized the importance of honoring the hot springs and their legacy including the desire to increase public access to additional springs in the future. In regard to Pagosa Springs' history, there was consensus that there needed to be additional emphasis on embracing and educating residents and visitors alike through signage, museums/displays and events. It is desired that the downtown area be viewed as the soul of the community with its unique retail offerings and public art. An additional opportunity which was discussed was capitalizing on the water resources and wellness: from the sacred and healing aspects of the springs to the spiritual significance of Chimney Rock.

The term "community" kept surfacing throughout the process. The Town Council defined an engaged community as ensuring there are involvement pathways for every type of resident; expecting involvement from everyone; and, caring for others.

The Town Council identified key attributes they want to ensure Pagosa Springs embodies:

- Engaged community with high quality of life
- Opportunities to live and work
- Authentic character with beautiful location
- Outdoor lifestyle with good, caring people
- Preservation of natural beauty and environment
- Strong sense of identity honoring culture and history
- Trained and talented workforce
- Sustainability with a tradition of visitation
- Clean air and water with outdoor recreation
- High-performing, cost-effective infrastructure and utilities

## Industry Balance

The Town Council also generated a list of industries that are a natural fit for Pagosa Springs. These industries leverage the community's resources and surroundings and are viewed as compatible with Pagosa Springs' vision for sustainable growth. This list will be important should the town desire to generate an economic development plan with target industries.

**Arts & Crafts**

**Health Care**

8

**Recreation Tourism**

**Trades/Tech Training**

**Construction**

**Forestry/Ag**

**Wellness**

**Scientific Research**

**Cultural Tourism**

**Real Estate**

**Hospitality**

**History/Museum**

**Utilities/Government**

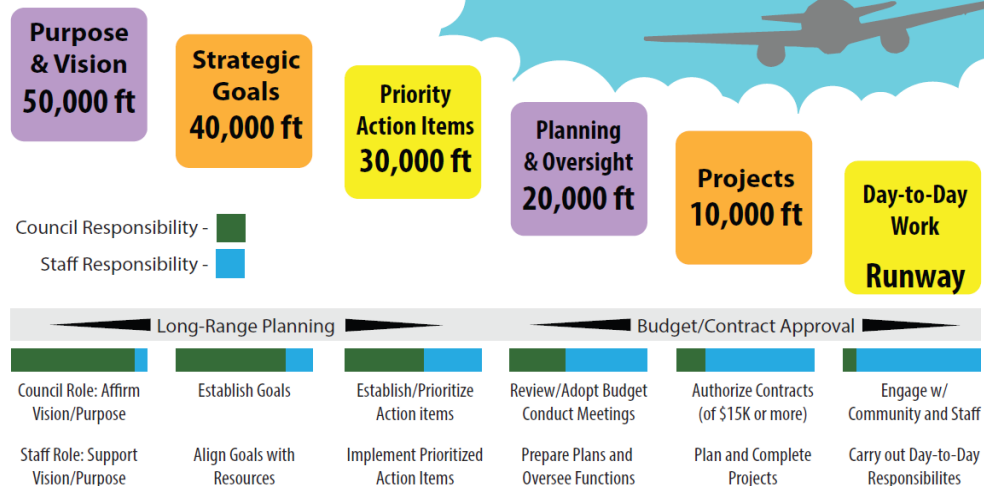
**Manufacturing**

**Professional Services**

## Future Steps

The Town Council used a model developed for the International City/County Management Association as a guide on the essential steps to explain the roles from adopting a vision to implementing the workplan. This exhibit demonstrates that the first two steps of the process have been completed and now the Town Council and the Executive Leadership can begin to work together on establishing priority action items. It should be noted that these results are dynamic and should be reviewed, updated and changed on an annual basis or as needed.

## Council & Staff Work Flight Analogy



Infographic adapted from Mike Baker, Public Management May, 2018



## Acknowledgements

This report was prepared by Karen Daly who facilitated the process at the behest of Pagosa Springs. She is grateful for the input and engagement of the following people:

Mayor Shari Pierce

Mayor Pro Tem Matt DeGuise

Councilmember Leonard Martinez

Councilmember Matt deGraff

Councilmember Gary Williams

Councilmember Brooks Lindner

Councilmember Madeline Bergon

Town Manager David Harris

April Hessman, Town Clerk/Finance Director

Jennifer Green, Tourism Director

Candace Dzielak, Courts Administrator

Karl Johnson, Public Works Director

Darren Lewis, Parks and Recreation Director

James Dickhoff, Development Director

Bill Rockensock, Police Chief



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** James Dickhoff, Development Director

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**PROJECT:** An update regarding the Property Purchase at 1040 E. Hwy 160

**ACTION:** Council information

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### **PURPOSE/BACKGROUND:**

#### **Background:**

On November 21, 2024, the Town Council approved the second reading of Ordinance 1009, Authorizing Contract to Purchase Real Property known as 1040 E. U.S. Highway 160, attached. The property purchase will facilitate the development of the **East Gateway River Park Project** on **4.315 acres** adjacent to the San Juan River.

The Contract to Purchase included "Conditions of Buyers Purchase" as follows:

The Town of Pagosa Springs reserves the right to terminate the contract to Buy and Sell Real Estate, pursuant to Section 24. Termination, based on the following conditions of purchase:

a. Successful award of Great Outdoors Colorado (GOCO) Grant application in amount of \$420,000.00 (award notification expected by mid-December 2024).

**Awarded**

b. Successful award of Land, Water, Conservation Fund (LWCF) grant application in amount of \$462,098.00 (award notification expected by end of March 2025).

**Awarded**

c. Satisfactory results of Phase One Environmental Site Assessment (ESA), at Buyer's discretion. Results of Phase One Environmental Site Assessment have been presented to the Town Council. There was no glaring concerns contained within the report.

d. Satisfactory results of inspection results of existing buildings, at Buyer's discretion.

**The Town's Building Official and Project Manager have conducted a physical inspection of the Office Building and exterior inspection of the Quonset Hut. The Office Building is a D-Log structure and shows the typical rotting on lower portions of the exterior walls. The interior would require substantial remodeling for code compliance associated with a change of use to a public restroom/changing facility. Remodeling costs could easily reach the same amount as a new structure.**

e. Results of any unknown recorded documentation that may impact appraisal.

**Staff had commissioned a second title report after the first did not discover known recorded documents. The second title report discovered the documents that staff was aware of, with no new document discoveries.**

f. Successful renegotiation of recorded Access and Bridge Easement, at Buyer's discretion.

**Staff had worked on a potential agreement with the property owners on the north side of the San Juan River, who have an access and bridge easement across 1040 E. Hwy 160, due to potential granting entity concerns. These concerns ended up not being a concern for grant award considerations, thus an agreement with the property owners was not pursued. With that said, if in the future the property owners utilize the easement, there may be a repayment due to the LWCF for the Town's purchase value for the portion of impacted property.**

g. Results of CDOT Access Permit obligations, at Buyer's discretion.

**The CDOT access permit traffic study is underway and expected to be completed in May-June 2025.**

The Town would purchase the property for \$740,000 and then seek reimbursement from GOCO and LWCF. Closing is currently expected on or before April 21, 2025.

The remaining \$222,098 will be expensed on the completion of the National Environmental Policy Act (NEPA) process and all applicable permitting, including a CDOT access permit and an Army Corps of Engineers (ACOE) Nationwide Permit, as well as phase one site improvements that include site cleanup, refinement of park improvement designs, parking area enhancements, and the installation of a boat ramp for public river access.

### FISCAL IMPACT:

#### Funding Overview:

- **GOCO Community Impact Grant** – Awarded **\$420,000** (December 6, 2024)
- **LWCF Grant** – Award notification received for **\$462,098** (March 2025) **contingent** upon the successful completion of the National Environmental Policy Act (**NEPA**) **process** and all applicable permitting, including a **CDOT access permit** and an **Army Corps of Engineers (ACOE) Nationwide Permit**, all of which are now underway. The final grant contract and funding disbursement are expected in October 2025.
- **Archuleta County Contribution** – **\$30,000** (2025 Conservation Trust Fund)
- **Town Contribution** – **\$50,000** (2025 Conservation Trust Fund)
- **Total Funding Secured: \$962,098**

### RECOMMENDATIONS:

Staff requests that the Town Council provide directions to staff if needed.



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** David Harris, Town Manager

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**PROJECT:** Communications Survey Report

**ACTION:** Presentation

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### **PURPOSE/BACKGROUND:**

#### **BACKGROUND**

Effective, timely communication is important to leadership and staff to ensure the community remains engaged and informed of Town projects, programs, decisions and events. In October and November 2025, the Town conducted a community survey to get feedback from residents about the Town's current communication efforts. As the community grows and evolves, it's important to routinely review communication tools and tactics to meet the changing needs of our residents, businesses and visitors.

The goal of the short, seven-question survey was to help understand how community members prefer to receive Town news and information. The results of the survey are intended to help the Town in several ways, including:

- Understand which communication tools are most successful.
- Determine what topics or issues are important to Pagosa Springs residents.
- Identify potential new ways to communicate and engage with residents.

#### **DISTRIBUTION METHODS**

The survey was available in print and online, and the opportunity to participate was promoted on the Town website, in the monthly Pagosa Springs View e-newsletter, on social media, and in print advertising in the Pagosa Springs Sun newspaper.

#### **SURVEY RESULTS**

Ninety-eight surveys were completed, and the results are attached. A high-level overview of the responses are below.

- Current Communication Preferences:
  - The Town's website and Facebook page are the most followed digital channels.
  - The local newspaper (Pagosa Springs Sun) and word of mouth are also significant sources of information.
- Types of Information Respondents Want:
  - The most sought-after information includes community events, Town council updates, public safety alerts, and development activity.
- Satisfaction with Communication Frequency:
  - 55% of respondents feel that the Town does not communicate enough, while 43% think it's the right amount.
- General Suggestions for Improvement:
  - Expanded use of local media (radio, newspaper, social media)
  - Text message notifications
  - More frequent updates on Town development projects
  - More in-person engagement opportunities

#### **ATTACHMENTS:**

[2024-11-26 PS Survey Response Report](#)

**RECOMMENDATIONS:**

Kristen Knoll with Slate Communications is researching options for staff to distribute the monthly newsletter in print. She is also researching platforms the Town can use to "blast" out notifications to residents and businesses not only over social media but also through text and "robo calling" for those who do not have texting ability.

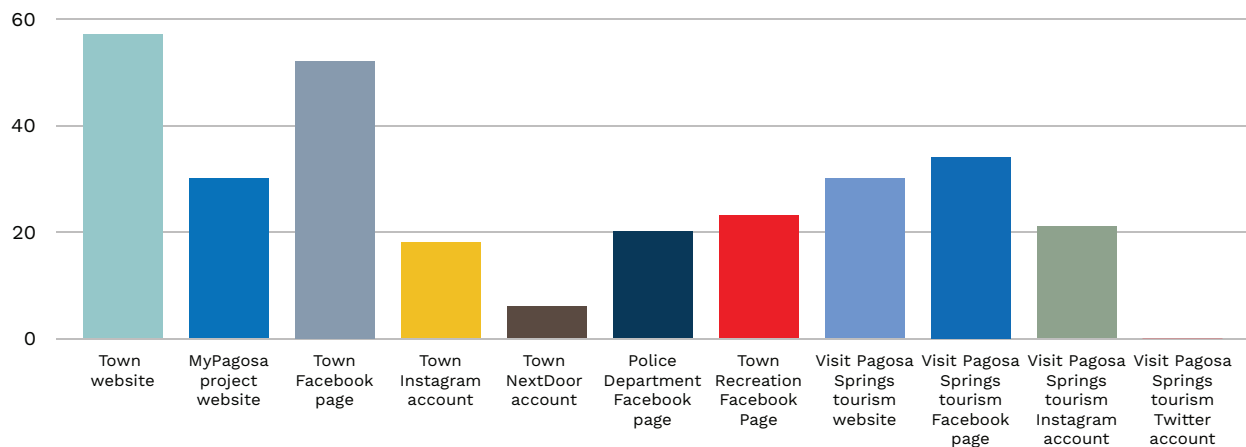


## 2024 TOWN OF PAGOSA SPRINGS COMMUNICATIONS PREFERENCES SURVEY RESULTS

The Town of Pagosa Springs conducted a short online survey to help understand how the community prefers to receive Town news and information. 98 surveys were completed, and the results are below.

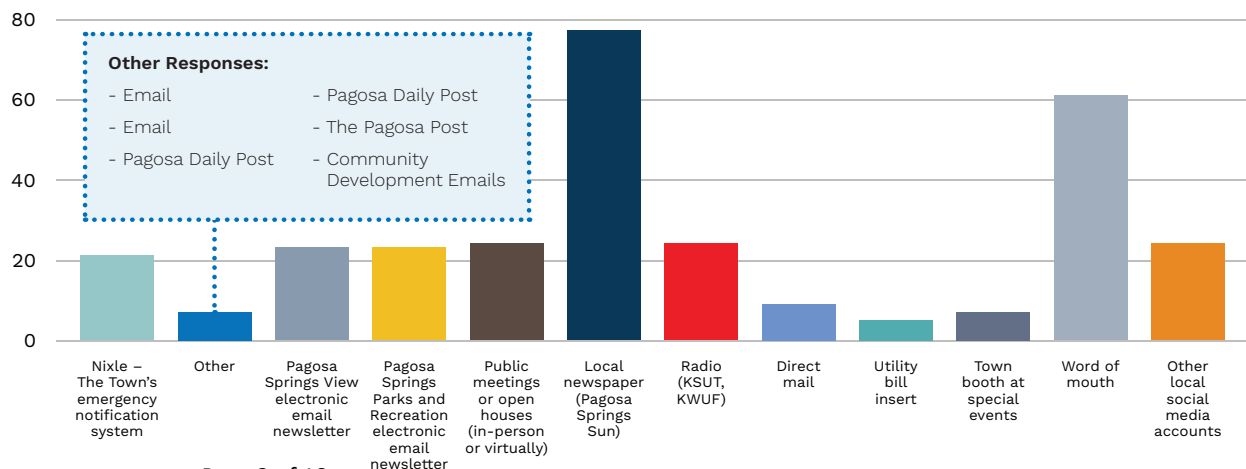
### 1.

What social media channels or websites managed by the Town or tourism office do you currently follow? (Check all that apply)



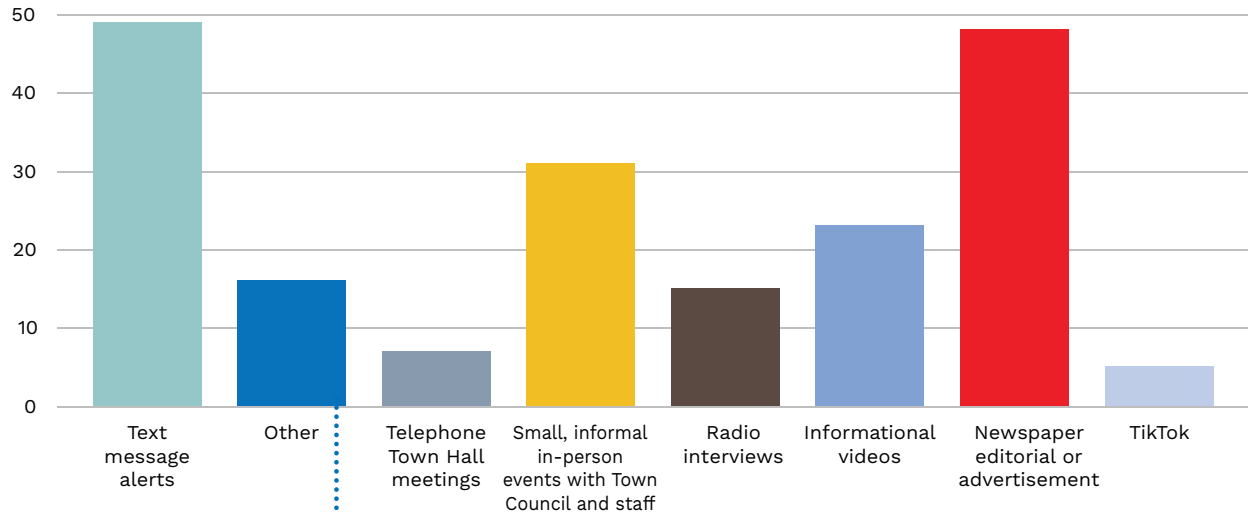
### 2.

What other local communication channels do you currently use to receive information and updates about what's going on in the Town of Pagosa Springs? (Check all that apply)



## 3.

The Town is currently evaluating other ways to connect with the community. What potentially new ways do you want to receive information from the Town of Pagosa Springs in the future? (Choose up to 3)

**Other Responses:**

- Email
- Email marketing
- none of the above
- Social media posts

- I really use the newspaper to see what community events are happening.
- 'Add to Calendar' link it meeting notification emails

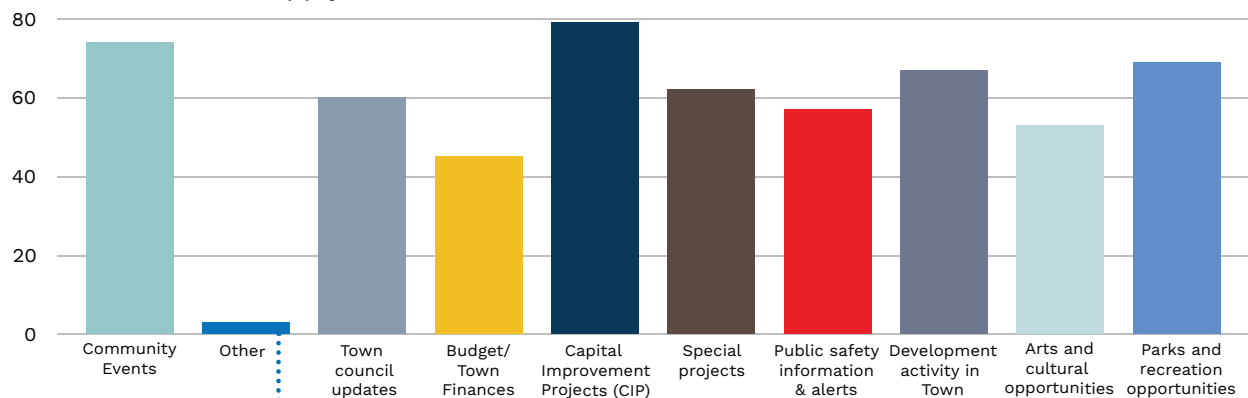
- Submit timely news to Pagosa.com, Pagosa Chamber, KWUF, KSUT, Pagosa Daily Post
- There are currently a ton of sources of information (albeit maybe slightly disjointed). Generally

- I love the two email digests I get that summarize the happenings (town & parks and rec)
- Email, otherwise text for emergencies only

- More articles in the paper about what Town staff is doing, improvements underway and future plans should be covered.

## 4.

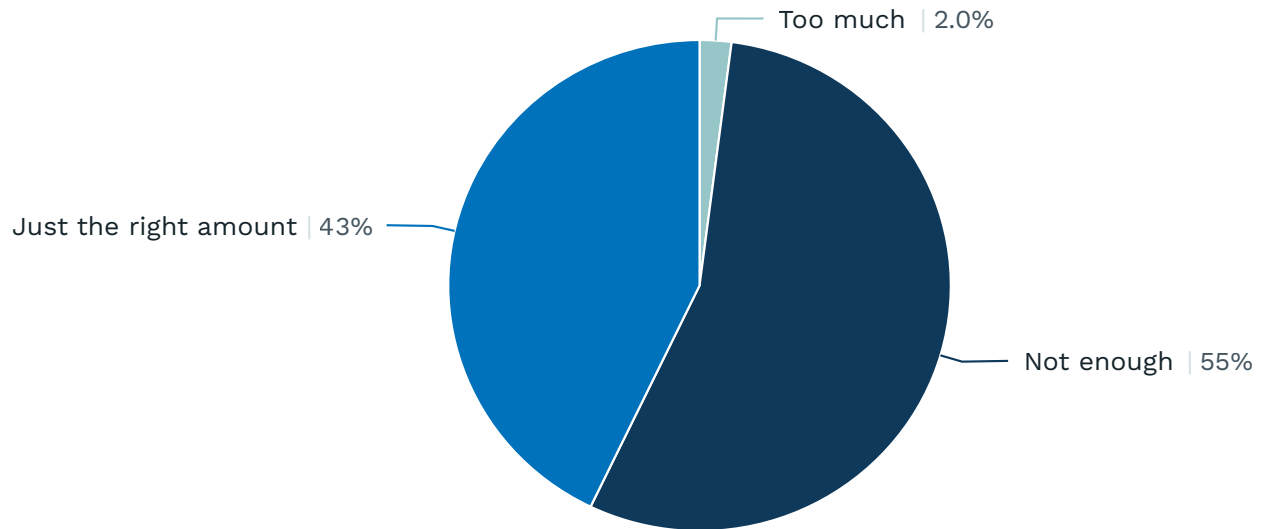
What type of information related to the Town of Pagosa Springs are you most interested in? (Check all that apply)

**Other Responses:**

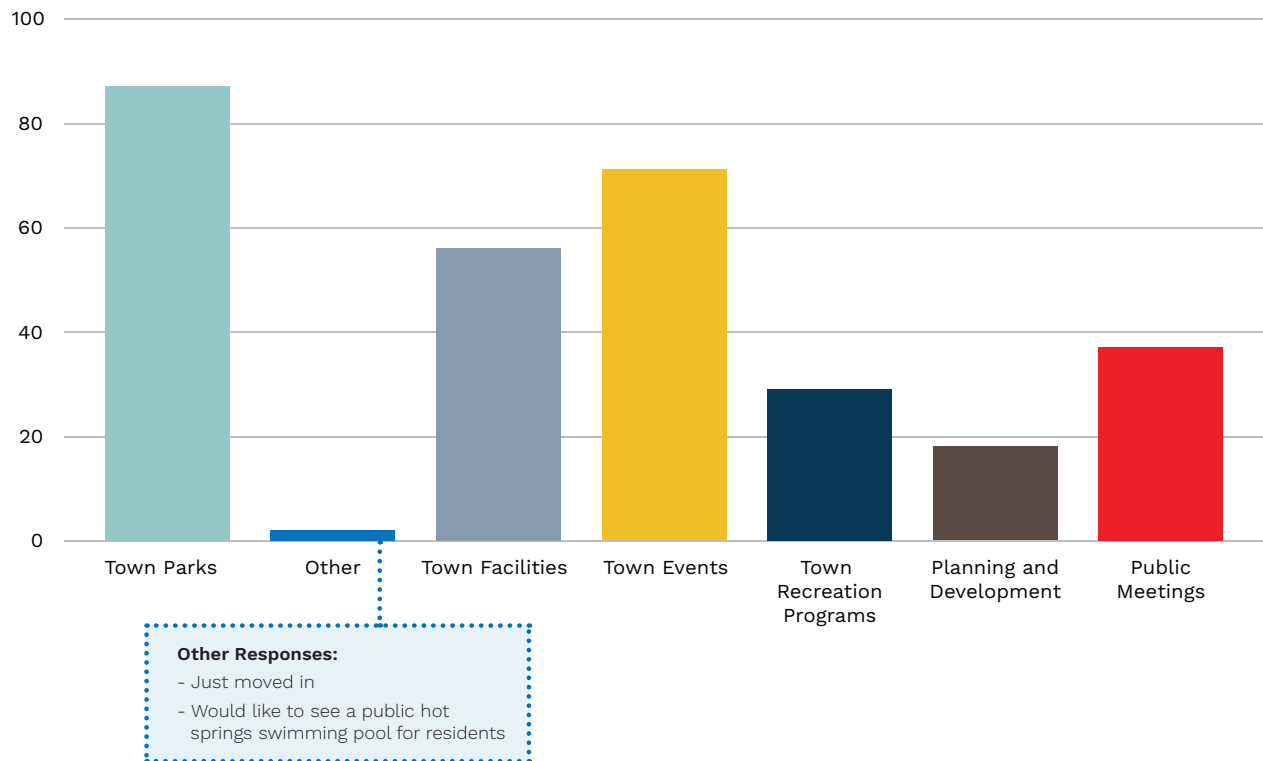
- Community center schedule (ridiculously hard to find)
- Prescribed burn information

**5.**

How would you describe the current communication frequency from the Town?

**6.**

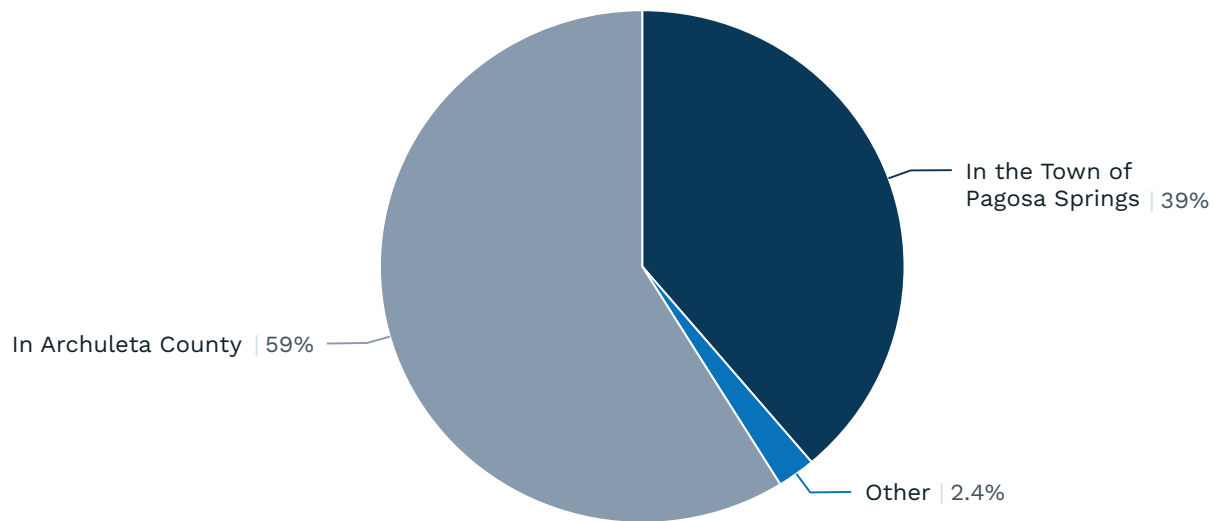
What Town services do you utilize?



## Demographic Information

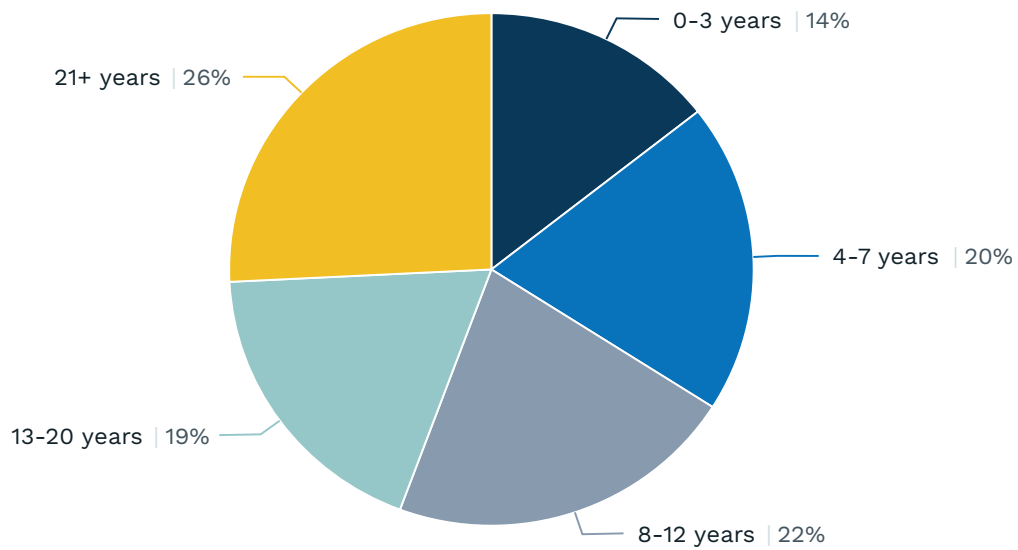
### Where do you live?

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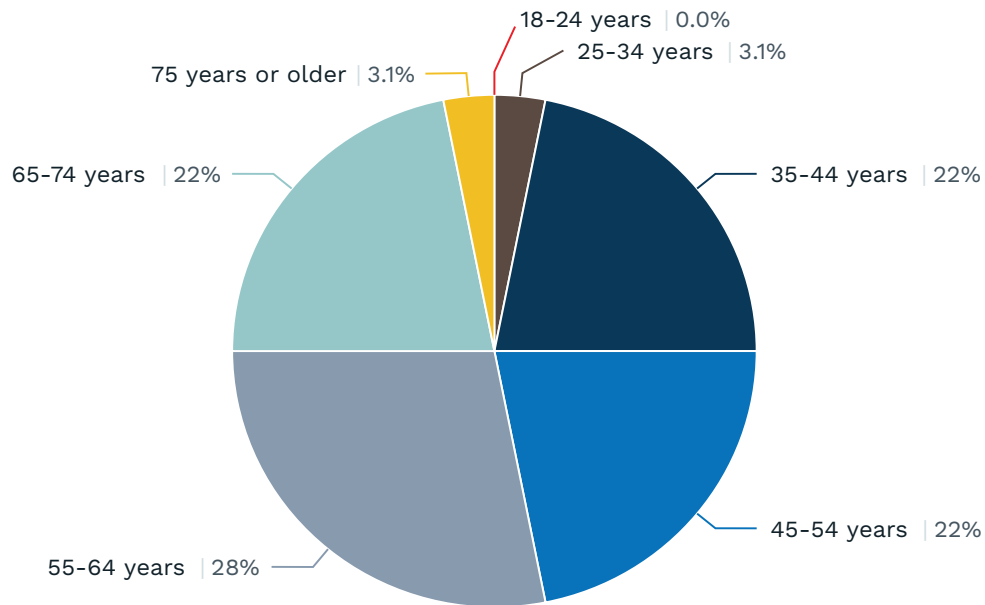


### How long have you lived in the area?

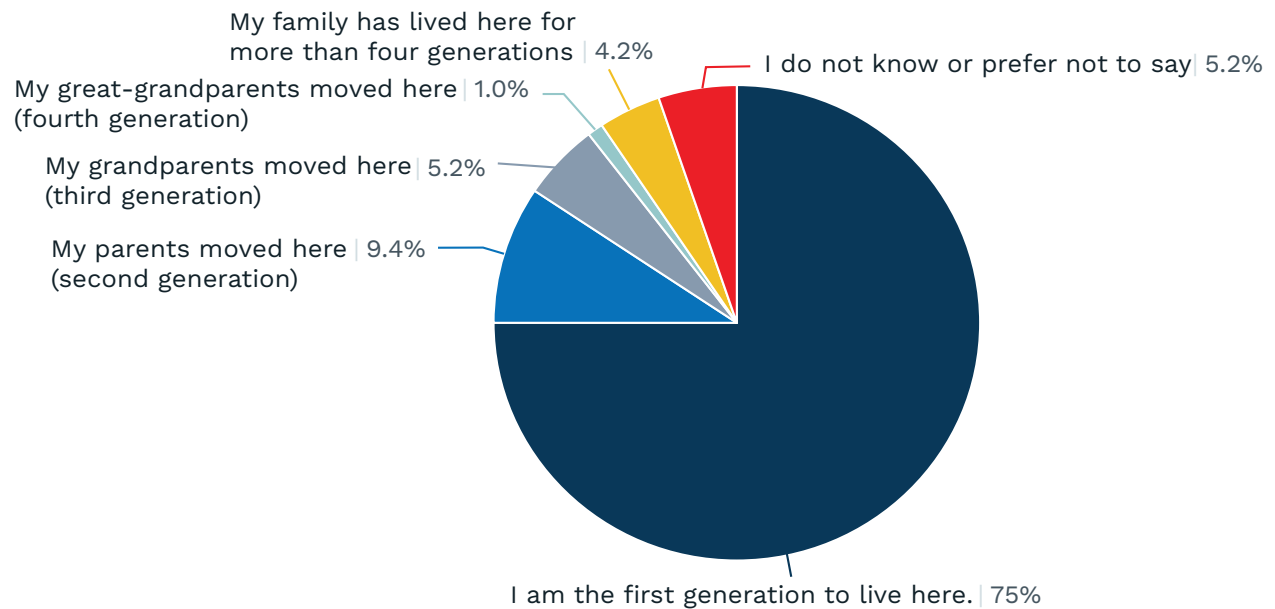
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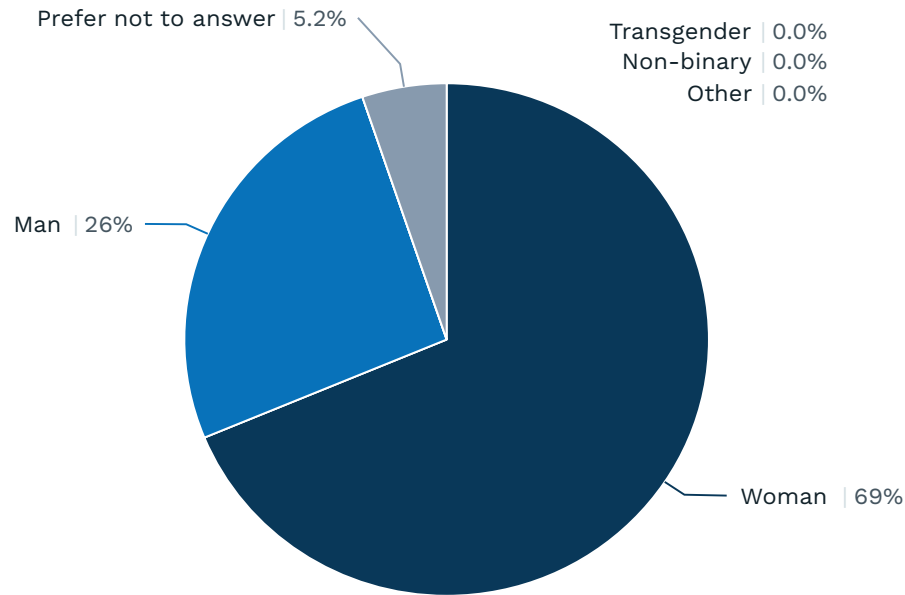
### What is your age?



### How long has your family lived in Pagosa Springs or Archuleta County?



## What is your gender?



## Verbatim Responses

### Do you have any other suggestions on how the Town of Pagosa Springs can improve communication with the community?

Ad in the newspaper regarding open houses to view projects and time sensitive future planning sessions that involve public input.

being more transparent and getting feedback when making decisions

Better, more modern communication and outreach within the community in general. From what I understand, a firm from Denver does the Town's marketing, and you're missing out on a lot of local content delivered promptly and in-person. Also, the content could be more creative and more engaging (aka look less like just a government site or account!). To that end, I know of an excellent candidate who would love to work for the Town in marketing and outreach in a part or full-time capacity. Me! Please reach out to me at nigon.monica@gmail.com or 719-581-0902 so I can send a resume. Thank you!

Billboard or electronic signs on either end of town posting public service messages.

Continued updates in the Pagosa Sun

e-mail

Facebook is my go to source. No time for more.

|                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full disclosure of building development plans                                                                                                                                                                                                                             |
| Have a weekly article in The Pagosa Sun on what Town is doing...things like free wifi in the parks, plans for street improvements, new hires, feature story "Get to Know Town Staff", Visions for the year 2035, plans for Bob's LP property and Goodman property.        |
| Weekly readio program, Meet the Town Manager, Meet the Mayor, Talk to the Town Council                                                                                                                                                                                    |
| Coffee Shop "Talk to the Town" opportunity. Have a sign, have staff, council, manager sit in different coffee shops once a week and gather input                                                                                                                          |
| Having off hours 1 evening a month for those who work.                                                                                                                                                                                                                    |
| Host morning coffee within the town boundaries with community members & have question & answer sessions. Keep the townspeople interested in knowing what is happening.                                                                                                    |
| I think the information is available when you look for it and if people aren't looking for it, no amount of improved communication is likely to reach them.                                                                                                               |
| I wasn't aware of all of the ways to connect to Pagosa information that is listed on the first page of this survey. I will look online for more information. Good to know it is there. Thank you. I follow the Women in Pagosa FB page and enjoy connecting through that. |
| If there is a city council meeting, an email 2 weeks in advance with agenda would be ideal so community voices can be heard prior to decisions being made.                                                                                                                |
| Internet access, stronger signal needed.                                                                                                                                                                                                                                  |
| It would be good to have notifications & reminders on important subjects, changes,project that the town is considering. Maybe also have important ones printed and posted on common places ( library, community center, etc).                                             |
| It would be nice to have a list of all the resources. Most of my interaction is Visit Pagosa and misc other Facebook groups. This survey have informed me about some I didn't know about                                                                                  |
| It's gotten better over recent years, but you need to send out at least three emails regarding each informational email you send. Same with posting on social media, 3 times is the minimum amount before someone might notice it.                                        |
| Just via the newspaper and email I guess. Thank you for this survey.                                                                                                                                                                                                      |
| Keep up the good work to make it better.                                                                                                                                                                                                                                  |
| Make better use of non-government media to spread information                                                                                                                                                                                                             |
| MORE LOCAL INFORMATION NEEDS TO BE BROADCASTED ON THE LOCAL RADIO CHANEL. ACTUAL NEWS, EX: ROAD CONSTRUCTION DELAYS; CONSTRUCTION PROJECTS RELATING TO TOWN AND COUNTY; PUBLIC SAFETY (ARRESTS & CRIMES) IN THE TOWN & COUNTY.                                            |
| Occasional mailing might be helpful                                                                                                                                                                                                                                       |

Post events, projects and happenings early. I would like to see one comprehensive site for all information - the town's website can be hard to navigate and could use a refresh. Maybe interactive maps where you could drop down and see what's happening at specific locations (farmers markets, town park, yamaguchi, community center, etc) and also show projects around town like street paving, closures, construction projects etc.

Publish the community center schedule in the paper and maybe send a marketing email with the schedule to a list of interested members. The schedule for the community center is very hard to find and the website is not good for the community center.

Regular meeting/access to Town Manager or Town Council member in local coffee shops. "Talk to the Town" sign and someone sitting in the coffee shop could be open to input. Different people could fill this role each week. Input could be written on note cards and posted/shared.

Start being honest and transparent with the public.

Sun articles with updates on development, better sources to find answers to questions (development), people willing to help with issues/questions

Target those who own property but live elsewhere.

The Police Department should communicate more frequently with the public through social media and participate in more Town events. Partnering with the County Sheriff's office would foster a better cohesive perception by the public. Why can't both organizations team up for things like National Night Out, Veterans Day/Memorial Day attendance, 4th of July Parade participation, etc? It would go a long way to build some unity in our community.

The recreation department really needs to do a better job of advertising sports programs. Especially for adults. No one knows what's happening at the community center or when sports leagues are happening (why no basketball league in the winter for adults). Advertise in the paper and in social media so we know what's going on.

The towns website doesn't work correctly a lot of the time. I have trouble locating the recreation pages. Also it would be great if the sports team things were in the paper or easier to find. I only found out about soccer for my son because a neighbor told me about it.

There are a ton of sources of info - perhaps 'too many' at times for such a small town. I love the summary newsletters for parks & rec and for the town events throughout the year. A little more knowledge on capital improvement, roadway projects, etc. would be helpful

They have to get the word out better. With the newspaper only come out every Thursday it is really hard to make sure all the weekly information is out there.

We have a larger than usual population of folks that are off grid compared to most other towns in the United States. This makes reaching the highest percentage of residents possible a unique challenge.

I suggest using our post office, as well as neighborhood mailboxes as town information centers. Just put up a weather proof sign with the information. Water stations would also be a good place. Town Hall, Library, Rec Centers ECT..



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** David Harris, Town Manager

---

|                 |                                                                                                                             |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT:</b> | Resolution 2025-08, Authorizing Reimbursement to Town for Costs Incurred Prior to Issuance of Certificates of Participation |
| <b>ACTION:</b>  | Council discussion and action                                                                                               |

---

**PURPOSE/BACKGROUND:**

This resolution will enable the Town to reimburse itself from bond proceeds for the costs incurred for the US 160 Downtown rehabilitation project before bonds are issued.

**ATTACHMENTS:**

[Resolution 2025-08 Reimbursement Main Street Reconstruction project](#)

**FISCAL IMPACT:**

This resolution will enable the Town to reimburse itself from bond proceeds for the costs incurred for the US 160 Downtown rehabilitation project before bonds are issued.

**RECOMMENDATIONS:**

1. Move to Approve Resolution 2025-08, to Reimburse the Town from Proceeds for Costs Incurred Prior to Issuance of Bonds
2. Move to Approve Resolution 2025-08, with the following changes...
3. Direct staff...



**TOWN OF PAGOSA SPRINGS, COLORADO**

**RESOLUTION 2025-08**

**RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF  
PAGOSA SPRINGS REGARDING ITS INTENTION TO ISSUE TAX-  
EXEMPT OBLIGATIONS AND TO REIMBURSE THE TOWN FROM  
PROCEEDS OF SUCH OBLIGATIONS FOR COSTS INCURRED  
PRIOR TO ISSUANCE**

**WHEREAS**, the Town Council of the Town of Pagosa Springs, Colorado (the “Issuer”) desires to finance the costs of acquiring certain public facilities and improvements, as provided in Appendix A attached hereto and incorporated herein (the “Project”);

**WHEREAS**, the Issuer intends to finance the acquisition of the Project or portions of the Project with the proceeds of the sale of obligations the interest upon which is excluded from gross income for federal income tax purposes (the “Obligations”); and

**WHEREAS**, prior to the issuance of the Obligations, the Issuer desires to incur certain expenditures with respect to the Project from available monies of the Issuer which expenditures are desired to be reimbursed by the Issuer from a portion of the proceeds of the sale of the Obligations.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF  
THE TOWN OF PAGOSA SPRINGS, COLORADO:**

Section 1. The Issuer hereby states its intention and reasonably expects to reimburse Project costs incurred prior to the issuance of the Obligations with proceeds of the Obligations. Appendix A describes either the general character, type, purpose, and function of the Project, or the fund or account from which Project costs are to be paid and the general functional purpose of the fund or account.

Section 2. The reasonably expected maximum principal amount of the Obligations is \$5,000,000 with respect to the public projects described in Appendix A hereto.

Section 3. This resolution is being adopted on or prior to the date (the “Expenditures Date or Dates”) that the Issuer will expend monies for the portion of the Project costs to be reimbursed from proceeds of the Obligations.

Section 4. Except as described below, the expected date of issue of the Obligations will be within eighteen months of the later of the Expenditure Date or Dates and the date the Project is placed in service; provided, the reimbursement may not be made more than three years after the original expenditure is paid. For Obligations subject to the small issuer exception of Section 148(f)(4)(D) of the Internal Revenue Code, the “eighteen-month limit” of the previous sentence is changed to “three years” and the limitation of the previous sentence beginning with “; provided, . . . .” is not applicable.

Section 5. Proceeds of the Obligations to be used to reimburse for Project costs are not expected to be used within one year of reimbursement, directly or indirectly to pay debt service with respect to any obligation (other than to pay current debt service coming due within the next succeeding one year period on any tax-exempt obligation of the Issuer (other than the Obligations)) or to be held as a reasonably required reserve or replacement fund with respect to an obligation of the Issuer or any entity related in any manner to the Issuer, or to reimburse any expenditure that was originally paid with the proceeds of any obligation, or to replace funds that are or will be used in such manner.

Section 6. This resolution is consistent with the budgetary and financial circumstances of the Issuer, as of the date hereof. No monies from sources other than the Obligation issue are, or are reasonably expected to be reserved, allocated on a long-term basis, or otherwise set aside by the Issuer (or any related party) pursuant to their budget or financial policies with respect to the Project costs. To the best of our knowledge, this Town Council is not aware of the previous adoption of official intents by the Issuer that have been made as a matter of course for the purpose of reimbursing expenditures and for which tax-exempt obligations have not been issued.

Section 7. The limitations described in Section 3 and Section 4 do not apply to (a) costs of issuance of the Obligations, (b) an amount not in excess of the lesser of \$100,000 or five percent (5%) of the proceeds of the Obligations, or (c) any preliminary expenditures, such as architectural, engineering, surveying, soil testing, and similar costs other than land acquisition, site preparation, and similar costs incident to commencement of construction, not in excess of twenty percent (20%) of the aggregate issue price of the Obligations that finances the Project for which the preliminary expenditures were incurred.

Section 8. This resolution is adopted as official action of the Issuer in order to comply with Treasury Regulation § 1.150-2 and any other regulations of the Internal Revenue Service relating to the qualification for reimbursement of Issuer expenditures incurred prior to the date of issue of the Obligations, is part of the Issuer’s official proceedings, and will be available for inspection by the general public at the main administrative office of the Issuer.

Section 9. All the recitals in this Resolution are true and correct and this Town Council so finds, determines and represents.

**ADOPTED THIS 1<sup>ST</sup> DAY OF APRIL, 2025, BY THE TOWN COUNCIL OF THE  
TOWN OF PAGOSA SPRINGS, BY A VOTE OF \_\_\_\_ IN FAVOR, \_\_\_\_ AGAINST.**

TOWN OF PAGOSA SPRINGS, COLORADO

By: \_\_\_\_\_  
Shari Pierce, Mayor

Attest:

\_\_\_\_\_  
April Hessman, Town Clerk

**APPENDIX A**

**DESCRIPTION OF PROJECT**

Financing all or a portion of the cost of Downtown rehabilitation including replacement of the road surface, storm sewer upgrades, curb and gutter replacements, sidewalk replacements, lighting, and the addition of multimodal and other safety features for crosswalks.

NG-U9ZQVMF2/4898-0371-3830v2/202087-0001



## AGENDA BRIEF

**MEETING:** Town Council - 01 Apr 2025

**FROM:** James Dickhoff, Development Director

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**PROJECT:** Main Street Reconstruction Project Improvements Pricing

**ACTION:** Council action

---

**PURPOSE/BACKGROUND:**

Pricing has been received from WW Clyde for additional Town Improvements associated with the Main Street Reconstruction Project.

Attached is a tally of total pricing for Town improvements contained within the CDOT project, pricing for additional project scope improvements staff requested from WW Clyde, and other expenses.

Staff will review this list with Town Council, seeking direction regarding items to contract with WW Clyde.

**ATTACHMENTS:**

[List of ToPS Hwy 160 Reconstruction Improvements Pricing 040125](#)

**FISCAL IMPACT:**

see attached pricing

**RECOMMENDATIONS:**

1. Provide direction to Staff regarding work items items to include for WW Clyde to perform, authorizing the Town Manager to execute a contract for such work.

## Pagosa Springs Hwy 160 Reconstruction Project Cost Review

**Highlighted** pricing are priority items for inclusion

### 1) Items Included within CDOT Project-Town Council (Approved March 18, 25) **\$937,717**

- A. Removal of existing light pole foundations (31).
- B. New street light foundations (59) and Conduit.
- C. Harman/Piedra/Hwy 160 Crosswalk facility.
- D. Portion of traffic control, mobilization and 26% CDOT management fee.

Sub Total: \$937,717

---

### 2) Items Separate from CDOT Project – Pricing requested by the Town from WW Clyde

#### **A. North and South Second Street Drainage Culvert adjustment: \$140,000**

Both North and South side of Hwy, existing storm drain culvert needs to be replaced and lowered to interface NEW lower elevation CDOT culvert. Road and curb/gutter repair/replacement.

#### **B. Middle School Sidewalk: \$341,010. - \$250,000 RMS Grant = \$91,010**

Removal and replacement of entire sidewalk, remove street trees, install new street tree boxes and trees, irrigation, bus shelter, benches, bike service station, trash can.

#### **C. 400 Block: \$475,631**

Removal of entire sidewalk and street trees. Install new sidewalk, street tree boxes and, irrigation conduit/pull boxes.

#### **D. Fire Hydrants Improvements: \$895,000**

Install new fire line and 3 hydrants along 400 block, install fire line and 7 hydrants along south side of Hwy 160.

#### **E. Hot Springs Blvd: \$242,115**

Removal and replacement of road surface between Hwy and Bridge with a concrete road surface, with partial curb gutter, and sidewalk replacement.

#### **F. Lewis Street: \$186,523**

Removal and replacement of concrete road surface, extending to crosswalk.

#### **G. South Seventh Street: \$218,643**

Removal and replacement of road surface and replacement with concrete road surface to the Alley.

#### **H. South Eight Street: \$364,761**

Removal and replacement of existing concrete road surface.

- I. **South Fifth Street:** **\$473,732**  
Removal of existing and installation of New sidewalk connectivity to riverwalk trail, curb and gutter, pavement to east end of curve by domes, replace sewer manhole.
- J. **LPEA Underground Electrical Conduits:** **\$46,800**  
Install 6" electrical conduits for future undergrounding opportunities. This item could be removed and bored at the time undergrounding would actually occur.
- K. **Electrical Work for street lights:** **\$325,000**  
This item is for electric service box upgrades and the pulling of electric wire for street lights throughout the project.
- L. **Town Engineering Representative:** **\$100,000**  
Town engineering services representative as needed for duration of project.
- M. **Landscape Architect:** **\$50,000**  
Install irrigation system and lines for street trees and street pole flower baskets on 300 and 400 block, purchase and install street trees.

Sub Total: \$3,609,215

- N. **Geothermal Line Installation:** **\$250,000**  
Install new geothermal supply and return lines from heat exchange building to Lewis Alley.
- O. **Sanitary Sewer Service Lines:** **\$1,400,000**  
Removal and replacement of up to 40 Sanitary Sewer Service lines, from main line to property line or just into property lines, with clean outs.

Sub Total: \$1,650,000

**3) Additional Items outside of WW Clyde and CDOT Project items**

- A. **Street Light Pole and Fixture Order:** **\$310,000**
- B. **Temporary Parking Gravel:** **\$200,000**
- C. **Signage/Poles:** **\$10,000**

Sub Total: \$520,000

|                            |                           |
|----------------------------|---------------------------|
| <b>Total:</b>              | <b>\$6,716,932</b>        |
| <b>Contingency 15%:</b>    | <b>\$1,007,540</b>        |
| <b><u>GRAND TOTAL:</u></b> | <b><u>\$7,724,472</u></b> |

**Priority: \$5,184,358 + 15% Contingency (\$777,654) = Priority Total = \$5,962,012**