



Town Hall 551 Hot Springs Blvd
Pagosa Springs, CO 81147

AGENDA

Town Council Meeting
Tuesday, April 15, 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/88969441048>
Dial by Phone - 1-669-900-6833 US - Meeting ID: 889 6944 1048

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 April 1, 2025 Meeting Minutes

[Town Council - 01 Apr 2025 - Minutes - Pdf](#)

2. March Financial Statement and Payments

[Agenda Brief - March Financial Statement and Payments - Pdf](#)

3. Resolution 2025-09, Appointing Brian Reid to the Planning Commission

[Agenda Brief - Resolution 2025-09, Appointing Brian Reid to the Planning Commission - Pdf](#)

VII. REPORTS TO COUNCIL

1. Sales Tax Brief

Sales Tax Report - February 2025

[Agenda Brief - Sales Tax Report - February 2025 - Pdf](#)

2. Other Department Reports

Administration Report

[Agenda Brief - Administration - Pdf](#)

Development Department Reports

[Agenda Brief - Development Department Reports - Pdf](#)

Lodging Tax Report

[Agenda Brief - Lodging Tax Report - Pdf](#)

Municipal Court Report

[Agenda Brief - Municipal Court Department Report - Pdf](#)

Parks and Recreation Report

[Agenda Brief - Parks and Recreation Department Monthly Report - Pdf](#)

*Public comment and agenda comment item sign-up sheets are available at the meeting
Copies of proposed Ordinances and Resolutions are available to the public from the Town Clerk*

Police Department Report

[Agenda Brief Police Department Head Report - Pdf](#)

Public Works Department Brief

[Agenda Brief - Public Works Department Brief - Pdf](#)

VIII. UNFINISHED BUSINESS

1. Metropolitan District Policy and Model Service Plan

[Agenda Brief - Metropolitan District Policy and Model Service Plan - Pdf](#)

IX. NEW BUSINESS

1. Discussion and request for authorization to engage Slate Communications to provide communications services related to funding needs for sewer system and related improvements

[Agenda Brief - Discussion and request for authorization to engage Slate Communications to provide communications services related to funding needs for - Pdf](#)

2. 2025 Regional Housing Needs Assessment Adoption

[Agenda Brief - 2025 Regional Housing Needs Assessment Adoption - Pdf](#)

X. PUBLIC COMMENT

Please sign in to make public comment

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

XII. UPCOMING COUNCIL MEETINGS

- 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
- June 17, 2025: Regular Council Meeting

XIII. ADJOURNMENT

**Shari Pierce
Mayor**



Town Hall 551 Hot Springs Blvd
Pagosa Springs, CO 81147

MINUTES

Town Council Meeting
April 1, 2025 @ 5:00 PM

A regular meeting of the Pagosa Town Council was called to order on April 1, 2025, at 5:00 PM in the Town Hall 551 Hot Springs Blvd.

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

COUNCIL ABSENT: Council Member deGraaf

I. CALL MEETING TO ORDER

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE

IV. DISCLOSURES AND/OR CONFLICT OF INTEREST – None

V. PUBLIC COMMENT – Mr. Eddie Archuleta said San Juan Alley needs a speed hump to slow people down and a school speed sign needs to be added close to the school along the alley. Staff said the parking along US 160 up from the library will be signed and no overnight parking will be posted.

VI. CONSENT AGENDA

1. Approval of the March 18, 2025 Meeting Minutes

2. Proclaiming April 2025 as Sexual Assault Awareness Month

3. Presentation of a Certificate of Achievement for Excellence in Financial Reporting

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

Carried.

VII. UNFINISHED BUSINESS

1. Pagosa Springs Vision 2050 Report

The Pagosa Springs Vision 2050 summary report details the vision set forth by the Town Council and Department Heads. The vision statement *We are an engaged community with access to natural spaces, opportunities for sustainable growth and respect for our heritage.* Priority goals for Vision 2050 include cultural infrastructure, downtown center, involved residents, necessary infrastructure, and planned growth. Community challenges were economic and financial, growth and development, housing and population, and workforce and social challenges. Community strengths were natural beauty, high quality of life, and authenticity.

Council Member Bergon moved to accept and adopt the Pagosa Springs Vision Plan 2050, Council Member DeGuise seconded.

Carried.

2. An update regarding the Property Purchase at 1040 E. Hwy 160

Town Development Director, James Dickhoff, provided an update on the property purchase at 1040 E

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April 1, 2025

Hwy 160 known as the East Gateway River Park Project or Bob's LP. The Town was awarded two grants from GOCO and LWCF totaling \$882,098. This along with \$80k in Town and County conservation trust funds will be used for the purchase of the land at \$740,000 and \$222,098 for the National Environmental Policy Act (NEPA) process and permitting with CDOT and Army Corps of Engineers (ACOE), 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. Closing is scheduled for April 21st and then staff can submit reimbursement requests to GOCO and LWCF.

VIII. NEW BUSINESS

1. Communications Survey Report

The Town conducted a community survey to get feedback from residents about the Town's current communication efforts. Ms. Kristen Knoll with Slate Communications said the communication preferences are through the Town's website and the Town and Visit Pagosa Facebook pages, and the local Pagosa Sun newspaper. Residents want information on community events, council updates, public safety alerts, and development activities. Suggestions include text message notifications, expanding local media efforts, and in-person engagement. Staff will continue to work for options to get the information out to the public how they would like to have it delivered.

2. Resolution 2025-08, Authorizing Reimbursement to Town for Costs Incurred Prior to Issuance of Certificates of Participation

Resolution 2025-08 allows the Town to reimburse itself from bond proceeds for the costs incurred for the US 160 Downtown rehabilitation project before bonds are issued.

Council Member Williams moved to approve Resolution 2025-08, to reimburse the Town from proceeds for costs incurred prior to issuance of bonds, Council Member DeGuise seconded.

Carried.

3. Main Street Reconstruction Project Improvements Pricing

The CDOT Hwy 160 reconstruction contractor is WW Clyde. The Town requested a bid for additional improvements associated with the project. The proposed improvements include side streets, sewer connections, geothermal crossings, light fixtures, and tree installation. The improvements proposed from WW Clyde is over \$5.7 million plus a 15% contingency of \$1 million. The agreement with CDOT approved at the last meeting is just over \$1 million. The total costs including contingency for this project and all improvements would be \$7.7 million. WW Clyde's estimates include surveying, traffic control, and their team completing the excavation and installation. Davis Engineering may assist with additional engineering items that are included in the representative costs.

Council Member DeGuise moved to approve the work items for WW Clyde to items 1, 2, 3, and non-priority items, and authorizing the Town Manager to execute a contract, Council Member Williams seconded.

Carried.

- IX. PUBLIC COMMENT** – Mr. Bill Hudson said fire hydrants are put in by PAWSD and paid for by the developer. He said the PPOS is building a playground and park that will be open to the public and the Town Council should help contribute to the new park.

- X. MAYOR, COUNCIL, TOWN MANAGER COMMENTS/UPCOMING AGENDA ITEMS** – Council Member Bergon passed the national residential building contractor examination. Council Member DeGuise said the town needs to be consistent in the enforcement of snow route tickets. Town Manager Harris said there may be other methods to get the message out when the snow route restrictions are in place. Council Member

Town Council
April 1, 2025

Martinez said 10% of the County's donated funds for the reconstruction will be used for the ambassador program. The CDC, Main Street, and Tourism department are working to provide orientation training and volunteers for the ambassador program. Mayor Pierce said the purchase of the Bob's LP property did not cost the town \$ 1 million, she said with the grants and CTF monies this is the best land purchase the Town has made since her time on the council. Town Manager Harris said the Town is hosting an open house for cemetery questions on Monday, April 7th at 5:30 pm.

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 – Mayor Pierce adjourned the meeting at 7:33 pm.

Shari Pierce
Mayor



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: April Hessman, Town Clerk

PROJECT: March Financial Statement and Payments

ACTION: Council information

PURPOSE/BACKGROUND:

Staff provides Town Council monthly financial information including the payments made each month. The attachments represent March's financial statement to date with actual expenditures in comparison to the 2025 budget as well as the payments made during March.

Staff is working to apply payments to the correct department and GL code, causing some items to be applied to unbudgeted general ledger codes. We believe it is best to show the true costs as suggested by GFOA. Staff has completed updating the revenue GL codes for use in 2025.

Staff has been able to move several vendors to ACH payment saving time and money in printing and mailing checks. The vendor receives their payments faster with less chance of errors through the postal system.

ATTACHMENTS:

[March 2025 Financial Stmt](#)

[March 2025 Payments](#)

RECOMMENDATIONS:

Council information only

TOWN OF PAGOSA SPRINGS
COMBINED CASH INVESTMENT
MARCH 31, 2025

COMBINED CASH ACCOUNTS

01-10300	CASH IN CHECKING FSWB	28,348.86
01-10310	BANK OF THE SAN JUANS CHECKING	(46,110.19)
01-10320	BANK OF THE SAN JUANS SAVINGS	4,542,854.92
01-10330	BANK SAN JUANS GEN WKG SAVINGS	1,930,232.72
01-10450	FSWB ESCROW ACCT	525.00
01-10500	CASH - XPRESS DEPOSIT ACCOUNT	146,504.95
01-10550	CASH - COLOTRUST PLUS INVEST	5,628,542.53
01-10565	CASH - CSLIP INVESTMENT POOL	4,542,973.18
01-10650	A/R CLEARING ACCT	200.00
01-10700	UTILITY CASH CLEARING ACCOUNT	(285.00)
TOTAL COMBINED CASH		<u>16,773,786.97</u>
TOTAL UNALLOCATED CASH		<u>16,773,786.97</u>

CASH ALLOCATION RECONCILIATION

10	ALLOCATION TO GENERAL FUND	4,443,293.41
21	ALLOCATION TO CONSERVATION TRUST FUND	86,316.69
31	ALLOCATION TO TRUST/IMPACT FUND	1,075,429.96
41	ALLOCATION TO LODGERS TAX FUND	1,611,678.55
51	ALLOCATION TO CAPITAL IMPROVEMENT FUND	3,912,661.54
53	ALLOCATION TO SANITATION FUND	5,353,740.77
55	ALLOCATION TO GEOTHERMAL FUND	290,666.05
TOTAL ALLOCATIONS TO OTHER FUNDS		<u>16,773,786.97</u>
ALLOCATION FROM COMBINED CASH FUND - 01-10100		<u>(16,773,786.97)</u>
ZERO PROOF IF ALLOCATIONS BALANCE		<u>.00</u>

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

GENERAL FUND

ASSETS

10-10100	CASH IN COMBINED CASH FUND	4,443,293.41	
10-10275	ROAD CUT FSWB 558761984	12,892.46	
10-10500	PETTY CASH	300.00	
10-10530	ACCTS RECEIVABLE - GEN FUND	23,401.26	
10-10701	ADVANCE TO SANITATION	59,587.17	
10-10900	LEASE RECEIVABLE	1,222,133.07	
10-11500	PROPERTY TAX	132,644.00	
10-11510	SALES TAX	778,817.32	
10-11511	MARIJUANA TAX	15,581.42	
	TOTAL ASSETS		6,688,650.11

LIABILITIES AND EQUITY

LIABILITIES

10-20100	ACCOUNTS PAYABLE	278,733.23	
10-21000	WAGES PAYABLE	(430.98)	
10-21300	FEDERAL INCOME TAX WITHHELD	205.71	
10-21500	FICA TAXES WITHHELD	(1,044.10)	
10-21550	SUTA PAYABLE	2,141.96	
10-21600	CAFETERIA PLAN	(50.61)	
10-21610	MASA INSURANCE	(7.00)	
10-21615	VISION INSURANCE	215.83	
10-21620	DENTAL INSURANCE	(526.55)	
10-21630	LIFE INSURANCE	257.07	
10-21635	VOLUNTARY LIFE INSURANCE	47.60	
10-21645	SHORT TERM DISABILITY	(771.76)	
10-21650	AFLAC PAYABLE	(554.04)	
10-21655	SUPP INSURANCE	(534.89)	
10-21700	POLICE PENSION, 8%	(.09)	
10-21800	CCOERA PENSION FUND	8,321.82	
10-21900	HEALTH INSURANCE	(78,067.67)	
10-22100	ROAD CUT BONDS	13,197.11	
10-22210	UNEARNED REVENUE	(2,315.00)	
10-22250	DEFERRED INFLOW-LEASES	1,180,361.55	
10-22260	DEFERRED INFLOW-PROPERTY TAXES	134,959.00	
	TOTAL LIABILITIES		1,534,138.19

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:		
10-29800	FUND BALANCE	4,862,583.54	
10-29810	FUND BALANCE - ASSIGNED	107,364.73	
	REVENUE OVER EXPENDITURES - YTD	184,563.65	
	BALANCE - CURRENT DATE	5,154,511.92	
	TOTAL FUND EQUITY		5,154,511.92

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

GENERAL FUND

TOTAL LIABILITIES AND EQUITY

6,688,650.11

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>TAXES</u>					
10-31-101 PROPERTY TAX	31,940.92	35,785.99	132,644.00	96,858.01	27.0
10-31-102 SPECIFIC OWNERSHIP/MVL TAX	1,293.99	4,182.79	18,000.00	13,817.21	23.2
10-31-103 SALES TAX	348,675.40	1,127,903.52	4,594,359.00	3,466,455.48	24.6
10-31-104 CIGARETTE TAX	954.98	3,165.08	15,150.00	11,984.92	20.9
10-31-105 MARIJUANA TAX	7,900.80	23,482.22	105,000.00	81,517.78	22.4
10-31-106 SEVERANCE TAX	.00	.00	10,000.00	10,000.00	.0
10-31-310 SALES TAX	.00 (	410.80)	.00	410.80	.0
10-31-420 CIGARETTE TAX	.00 (	1,434.13)	.00	1,434.13	.0
10-31-600 GAS FRANCHISE	.00 (	7,821.24)	.00	7,821.24	.0
10-31-750 CABLE TV FRANCHISE	.00 (	296.72)	.00	296.72	.0
10-31-770 GROUND LEASE	240.00	720.00	.00	(720.00)	.0
TOTAL TAXES	391,006.09	1,185,276.71	4,875,153.00	3,689,876.29	24.3
<u>LICENSES AND PERMITS</u>					
10-32-200 LIQUOR LICENSES	1,161.25	2,982.50	11,275.00	8,292.50	26.5
10-32-201 MARIJUANA LICENSES	.00	4,000.00	18,000.00	14,000.00	22.2
10-32-202 VACATION RENTAL LICENSES	1,500.00	53,350.00	56,000.00	2,650.00	95.3
10-32-203 BUSINESS LICENSES	6,165.00	12,890.00	40,000.00	27,110.00	32.2
10-32-206 BUILDING PERMITS	9,861.00	15,546.00	75,000.00	59,454.00	20.7
10-32-207 PLANNING PERMITS	500.00	1,865.00	11,000.00	9,135.00	17.0
TOTAL LICENSES AND PERMITS	19,187.25	90,633.50	211,275.00	120,641.50	42.9
<u>INTERGOVERNMENTAL REVENUES</u>					
10-33-304 ARCHULETA COUNTY	.00	.00	153,265.00	153,265.00	.0
10-33-305 STATE OF COLORADO GRANTS	10,996.72	20,848.49	.00	(20,848.49)	.0
TOTAL INTERGOVERNMENTAL REVENUES	10,996.72	20,848.49	153,265.00	132,416.51	13.6
<u>CHARGES FOR SERVICES</u>					
10-34-400 DEPT. SPECIFIC SVC. CHARGE FEE	.00	.00	21,000.00	21,000.00	.0
10-34-402 DEPARTMENT SPEC. CHG FOR SVC	701.89	2,806.89	5,000.00	2,193.11	56.1
10-34-403 PROGRAM/EVENT FEES	3,530.13	9,660.13	109,000.00	99,339.87	8.9
10-34-410 CHGS FOR ADDED SERVICES-POLICE	11,275.24	35,342.35	105,000.00	69,657.65	33.7
TOTAL CHARGES FOR SERVICES	15,507.26	47,809.37	240,000.00	192,190.63	19.9

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>FINES, FEES & FORFEITURES</u>						
10-35-110	COURT FINES	.20	.20	.00	(.20)	.0
10-35-115	TRAFFIC SURCHARGES	.50	.50	.00	(.50)	.0
10-35-500	DEPARTMENT SPECIFIC FINES	5,500.00	15,500.00	48,000.00	32,500.00	32.3
10-35-501	DEPARTMENT SPECIFIC SURCHARGES	723.00	2,088.31	8,000.00	5,911.69	26.1
10-35-502	CONVENIENCE/CC FEES	394.22	1,240.70	9,000.00	7,759.30	13.8
	TOTAL FINES, FEES & FORFEITURES	6,617.92	18,829.71	65,000.00	46,170.29	29.0
<u>MISCELLANEOUS REVENUES</u>						
10-36-601	MISCELLANEOUS REVENUE	1,984.32	4,794.12	18,000.00	13,205.88	26.6
10-36-602	DEPARTMENT SPECIFIC MISC	.00	25.00	10,000.00	9,975.00	.3
10-36-603	INTEREST INCOME	17,210.38	55,126.43	191,365.00	136,238.57	28.8
	TOTAL MISCELLANEOUS REVENUES	19,194.70	59,945.55	219,365.00	159,419.45	27.3
<u>CONTRIBUTIONS & OTHR GRANT REV</u>						
10-37-701	PRIVATE/NON-PROFIT COLLABORAT.	2,000.00	3,000.00	.00	(3,000.00)	.0
10-37-702	SCHOLARSHIP FUNDING	.00	2,377.53	32,000.00	29,622.47	7.4
	TOTAL CONTRIBUTIONS & OTHR GRANT REV	2,000.00	5,377.53	32,000.00	26,622.47	16.8
<u>LEASES & RENTS</u>						
10-38-802	GROUND LEASE REVENUE	1,222.78	42,231.07	101,235.00	59,003.93	41.7
10-38-803	MINERAL LEASING REVENUE	.00	.00	800.00	800.00	.0
10-38-805	FRANCHISE FEES-CABLE TV	.00	296.72	1,500.00	1,203.28	19.8
10-38-806	FRANCHISE FEES-GAS	.00	7,821.24	22,330.00	14,508.76	35.0
10-38-812	DEPT. SPEC. LEASES-P&R ADMIN	2,743.76	9,419.28	36,477.00	27,057.72	25.8
10-38-813	DEPT. SPEC. RENT FEES-P&R ADMN	2,722.50	13,328.50	25,000.00	11,671.50	53.3
	TOTAL LEASES & RENTS	6,689.04	73,096.81	187,342.00	114,245.19	39.0
<u>INTERFUND TRANSFERS</u>						
10-39-906	TRANSFER FROM TRUST FUND	.00	.00	7,500.00	7,500.00	.0
	TOTAL INTERFUND TRANSFERS	.00	.00	7,500.00	7,500.00	.0
	TOTAL FUND REVENUE	471,198.98	1,501,817.67	5,990,900.00	4,489,082.33	25.1

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>COURTS</u>					
10-41-401 SALARIES	21,561.21	64,242.51	274,561.00	210,318.49	23.4
10-41-402 PART TIME	3,774.46	10,882.25	10,587.00	(295.25)	102.8
10-41-403 OVERTIME	.00	.00	750.00	750.00	.0
10-41-411 FICA	1,873.66	5,566.64	21,814.00	16,247.36	25.5
10-41-412 EMPLOYEE INSURANCE	3,680.27	11,044.06	43,890.00	32,845.94	25.2
10-41-413 PENSION	1,495.76	4,487.28	19,434.00	14,946.72	23.1
10-41-423 WORKERS COMPENSATION INSURANCE	64.10	97.46	265.00	167.54	36.8
10-41-501 OFFICE SUPPLIES	88.36	268.32	2,150.00	1,881.68	12.5
10-41-503 MAINTENANCE & CLEANING SUPPLIE	.00	.00	150.00	150.00	.0
10-41-504 POSTAGE/SHIPPING	2.04	294.04	1,200.00	905.96	24.5
10-41-505 COPY/PRINTING	211.84	404.97	5,800.00	5,395.03	7.0
10-41-511 FUEL/OIL/OPERATING FLUIDS	.00	.00	250.00	250.00	.0
10-41-521 DEPARTMENT MATERIALS	.00	.00	800.00	800.00	.0
10-41-551 FURNISHINGS & FIXTURES	.00	54.78	4,437.00	4,382.22	1.2
10-41-581 SMALL EQUIPMENT	.00	.00	150.00	150.00	.0
10-41-583 COMPUTER/IT EQUIPMENT	50.00	1,315.48	1,200.00	(115.48)	109.6
10-41-584 SOFTWARE SUBSCRIPTIONS	2,456.56	7,408.76	25,279.00	17,870.24	29.3
10-41-621 TELEPHONE SERVICE-UTILITY	148.58	297.16	2,153.00	1,855.84	13.8
10-41-622 TELEPHONE-EE ISSUED CELL PHONE	81.36	122.04	512.00	389.96	23.8
10-41-632 LAUNDRY/CLEANING SERVICES	.00	.00	200.00	200.00	.0
10-41-646 R&M-OTHER	.00	.00	70.00	70.00	.0
10-41-691 DISPOSAL/RECYCLING/SHREDDING	.00	73.37	650.00	576.63	11.3
10-41-702 ATTORNEY	.00	.00	40,000.00	40,000.00	.0
10-41-704 CONTRACTED SERVICES (OTHER PRO	518.10	1,342.43	22,190.00	20,847.57	6.1
10-41-705 IT SERVICES	608.48	2,424.82	11,292.00	8,867.18	21.5
10-41-707 SECURITY	.00	.00	4,500.00	4,500.00	.0
10-41-708 TRANSLATION SERVICES	4.10	29.52	1,500.00	1,470.48	2.0
10-41-711 TRAVEL-TRANSPORTATION	.00	.00	600.00	600.00	.0
10-41-712 TRAVEL-MEALS	1,115.00	1,115.00	3,309.00	2,194.00	33.7
10-41-713 TRAVEL-LODGING	.00	1,100.00	6,000.00	4,900.00	18.3
10-41-722 MEETING-REGISTRATION	875.00	875.00	2,250.00	1,375.00	38.9
10-41-731 RENTAL-EQUIPMENT	115.03	230.06	2,600.00	2,369.94	8.9
10-41-751 BOOKS & SUBSCRIPTIONS	145.89	145.89	800.00	654.11	18.2
10-41-761 INSURANCE & BONDS	53.56	172.52	250.00	77.48	69.0
10-41-792 DUES & MEMBERSHIPS	.00	681.00	565.00	(116.00)	120.5
10-41-794 TEAM BUILDING	40.00	87.79	500.00	412.21	17.6
10-41-796 BOARD EXPENSES/VOLUNTEER APPRE	.00	.00	2,000.00	2,000.00	.0
TOTAL COURTS	38,963.36	114,763.15	514,658.00	399,894.85	22.3

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>POLICE</u>					
10-49-401 SALARIES	64,003.95	189,991.08	903,513.00	713,521.92	21.0
10-49-402 PART TIME	492.86	3,947.56	115,775.00	111,827.44	3.4
10-49-403 OVERTIME	1,261.17	5,141.36	18,413.00	13,271.64	27.9
10-49-406 ADDED DUTY/BILLABLE OT/GRANTS	831.70	5,764.26	41,887.00	36,122.74	13.8
10-49-411 FICA	1,416.10	4,128.48	26,373.00	22,244.52	15.7
10-49-412 EMPLOYEE INSURANCE	14,240.06	40,389.06	167,097.00	126,707.94	24.2
10-49-413 PENSION	9,434.27	28,351.09	136,330.00	107,978.91	20.8
10-49-423 WORKERS COMPENSATION INSURANCE	5,932.10	9,019.17	26,863.00	17,843.83	33.6
10-49-501 OFFICE SUPPLIES	182.31	295.38	1,420.00	1,124.62	20.8
10-49-502 OPERATING SUPPLIES	2,579.00	6,006.79	14,022.00	8,015.21	42.8
10-49-503 MAINTENANCE & CLEANING SUPPLIE	33.99	33.99	125.00	91.01	27.2
10-49-504 POSTAGE/SHIPPING	7.58	21.83	1,065.00	1,043.17	2.1
10-49-505 COPY/PRINTING	368.75	1,142.73	6,425.00	5,282.27	17.8
10-49-506 LOGO WEAR	714.06	714.06	5,500.00	4,785.94	13.0
10-49-511 FUEL/OIL/OPERATING FLUIDS	2,142.19	5,394.05	35,000.00	29,605.95	15.4
10-49-521 DEPARTMENT MATERIALS	.00	.00	100.00	100.00	.0
10-49-543 SMALL TOOLS	35.94	35.94	500.00	464.06	7.2
10-49-544 TOOLS	.00	913.00	.00	913.00	.0
10-49-551 FURNISHINGS & FIXTURES	.00	.00	1,300.00	1,300.00	.0
10-49-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	5,000.00	5,000.00	.0
10-49-581 SMALL EQUIPMENT	.00	.00	500.00	500.00	.0
10-49-582 EQUIPMENT	(22.50)	(22.50)	11,151.00	11,173.50	(.2)
10-49-583 COMPUTER/IT EQUIPMENT	.00	43.89	3,000.00	2,956.11	1.5
10-49-584 SOFTWARE SUBSCRIPTIONS	1,302.91	3,084.72	17,824.00	14,739.28	17.3
10-49-621 TELEPHONE SERVICE-UTILITY	267.84	535.68	4,263.00	3,727.32	12.6
10-49-622 TELEPHONE-EE ISSUED CELL PHONE	1,056.86	2,061.88	13,000.00	10,938.12	15.9
10-49-642 R&M-EQUIPMENT	.00	.00	2,000.00	2,000.00	.0
10-49-691 DISPOSAL/RECYCLING/SHREDDING	.00	48.37	650.00	601.63	7.4
10-49-704 CONTRACTED SERVICES (OTHER PRO	(420.00)	109,654.14	462,026.00	352,371.86	23.7
10-49-705 IT SERVICES	2,481.24	8,071.93	36,494.00	28,422.07	22.1
10-49-708 TRANSLATION SERVICES	10.66	47.76	342.00	294.24	14.0
10-49-711 TRAVEL-TRANSPORTATION	471.95	471.95	1,000.00	528.05	47.2
10-49-712 TRAVEL-MEALS	560.00	1,582.00	6,200.00	4,618.00	25.5
10-49-713 TRAVEL-LODGING	1,084.85	1,084.85	10,000.00	8,915.15	10.9
10-49-721 MEETING & TRAINING-SUPPLIES	.00	.00	1,000.00	1,000.00	.0
10-49-751 BOOKS & SUBSCRIPTIONS	.00	5.00	2,244.00	2,239.00	.2
10-49-761 INSURANCE & BONDS	17,433.16	34,866.32	68,846.00	33,979.68	50.6
10-49-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	.00	500.00	500.00	.0
10-49-792 DUES & MEMBERSHIPS	.00	860.00	1,135.00	275.00	75.8
10-49-793 TRAINING & SCHOOLS	2,454.00	3,404.77	24,000.00	20,595.23	14.2
10-49-794 TEAM BUILDING	156.72	242.30	900.00	657.70	26.9
TOTAL POLICE	130,513.72	467,332.89	2,173,783.00	1,706,450.11	21.5

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PARKS & REC. ADMIN</u>					
10-54-401 SALARIES	11,880.18	35,640.55	154,434.00	118,793.45	23.1
10-54-411 FICA	850.18	2,580.17	11,851.00	9,270.83	21.8
10-54-412 EMPLOYEE INSURANCE	3,527.23	10,585.60	35,036.00	24,450.40	30.2
10-54-413 PENSION	1,069.20	3,207.60	13,891.00	10,683.40	23.1
10-54-414 PHONE STIPEND	40.00	100.00	480.00	380.00	20.8
10-54-423 WORKERS COMPENSATION INSURANCE	34.62	52.64	144.00	91.36	36.6
10-54-501 OFFICE SUPPLIES	62.65	125.64	500.00	374.36	25.1
10-54-502 OPERATING SUPPLIES	.00	.00	200.00	200.00	.0
10-54-505 COPY/PRINTING	.00	.00	500.00	500.00	.0
10-54-584 SOFTWARE SUBSCRIPTIONS	45.64	206.72	448.00	241.28	46.1
10-54-601 GAS-UTILITY	2,251.17	5,502.22	13,618.00	8,115.78	40.4
10-54-602 ELECTRIC-UTILITY	2,299.11	4,424.88	23,411.00	18,986.12	18.9
10-54-603 WATER-UTILITY	374.23	748.46	6,509.00	5,760.54	11.5
10-54-604 SEWER-UTILITY	712.50	2,137.50	8,550.00	6,412.50	25.0
10-54-621 TELEPHONE SERVICE-UTILITY	228.72	457.44	1,253.00	795.56	36.5
10-54-705 IT SERVICES	405.65	1,011.09	3,764.00	2,752.91	26.9
10-54-731 RENTAL-EQUIPMENT	128.73	386.19	2,081.00	1,694.81	18.6
10-54-732 RENTAL-MISC.	.00	.00	350.00	350.00	.0
10-54-742 CONVENIENCE (CREDIT CARD PROCE	184.81	900.54	6,000.00	5,099.46	15.0
10-54-761 INSURANCE & BONDS	43.94	87.88	.00	(87.88)	.0
10-54-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	10,000.00	10,000.00	.0
10-54-794 TEAM BUILDING	.00	125.98	200.00	74.02	63.0
10-54-796 BOARD EXPENSES/VOLUNTEER APPRE	661.57	1,317.61	3,800.00	2,482.39	34.7
10-54-812 FURNITURE & FIXTURES	327.76	327.76	1,500.00	1,172.24	21.9
TOTAL PARKS & REC. ADMIN	25,127.89	69,926.47	298,520.00	228,593.53	23.4

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>RECREATION</u>					
10-55-401 SALARIES	18,472.31	55,416.90	240,141.00	184,724.10	23.1
10-55-402 PART TIME	615.00	810.00	80,000.00	79,190.00	1.0
10-55-411 FICA	1,409.25	4,166.69	18,371.00	14,204.31	22.7
10-55-412 EMPLOYEE INSURANCE	4,107.49	12,327.12	40,937.00	28,609.88	30.1
10-55-413 PENSION	1,662.54	4,987.62	20,181.00	15,193.38	24.7
10-55-423 WORKERS COMPENSATION INSURANCE	1,149.50	1,747.71	2,741.00	993.29	63.8
10-55-501 OFFICE SUPPLIES	(7.50)	57.39	500.00	442.61	11.5
10-55-502 OPERATING SUPPLIES	1,189.45	2,888.47	36,500.00	33,611.53	7.9
10-55-503 MAINTENANCE & CLEANING SUPPLIE	8.94	8.94	.00	(8.94)	.0
10-55-505 COPY/PRINTING	235.82	235.82	2,000.00	1,764.18	11.8
10-55-506 LOGO WEAR	.00	.00	900.00	900.00	.0
10-55-511 FUEL/OIL/OPERATING FLUIDS	62.04	62.04	1,000.00	937.96	6.2
10-55-543 SMALL TOOLS	.00	327.76	1,500.00	1,172.24	21.9
10-55-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	806.42	16,600.00	15,793.58	4.9
10-55-581 SMALL EQUIPMENT	.00	.00	2,500.00	2,500.00	.0
10-55-584 SOFTWARE SUBSCRIPTIONS	401.55	7,338.71	7,835.00	496.29	93.7
10-55-621 TELEPHONE SERVICE-UTILITY	.00	.00	1,497.00	1,497.00	.0
10-55-622 TELEPHONE-EE ISSUED CELL PHONE	81.36	122.04	504.00	381.96	24.2
10-55-632 LAUNDRY/CLEANING SERVICES	.00	.00	3,500.00	3,500.00	.0
10-55-704 CONTRACTED SERVICES (OTHER PRO	.00	35.00	15,400.00	15,365.00	.2
10-55-705 IT SERVICES	811.30	2,022.20	7,528.00	5,505.80	26.9
10-55-711 TRAVEL-TRANSPORTATION	.00	.00	2,500.00	2,500.00	.0
10-55-712 TRAVEL-MEALS	.00	.00	700.00	700.00	.0
10-55-713 TRAVEL-LODGING	.00	.00	3,000.00	3,000.00	.0
10-55-721 MEETING & TRAINING-SUPPLIES	.00	.00	200.00	200.00	.0
10-55-722 MEETING-REGISTRATION	.00	.00	1,000.00	1,000.00	.0
10-55-732 RENTAL-MISC.	.00	.00	3,400.00	3,400.00	.0
10-55-761 INSURANCE & BONDS	192.11	508.22	597.00	88.78	85.1
10-55-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	4,500.00	4,500.00	.0
10-55-782 KIDS CAMP-TRAINING/CERTIFICATI	614.27	614.27	2,400.00	1,785.73	25.6
10-55-783 KIDS CAMP-STAFF UNIFORMS	.00	.00	1,000.00	1,000.00	.0
10-55-784 KIDS CAMP-SUPPLIES & SNACKS	.00	.00	7,500.00	7,500.00	.0
10-55-785 KIDS CAMP-CONTRACTED ACTIVITIE	.00	.00	3,000.00	3,000.00	.0
10-55-786 KIDS CAMP-ADVERTISING	.00	.00	750.00	750.00	.0
10-55-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	.00	3,700.00	3,700.00	.0
10-55-792 DUES & MEMBERSHIPS	.00	700.00	.00	(700.00)	.0
10-55-793 TRAINING & SCHOOLS	.00	.00	500.00	500.00	.0
10-55-794 TEAM BUILDING	7.96	7.96	600.00	592.04	1.3
TOTAL RECREATION	31,013.39	95,191.28	535,482.00	440,290.72	17.8

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>COMM. DEVEL. ADMIN</u>					
10-62-401 SALARIES	8,208.94	24,626.82	106,716.00	82,089.18	23.1
10-62-411 FICA	599.10	1,796.15	8,201.00	6,404.85	21.9
10-62-412 EMPLOYEE INSURANCE	756.47	2,270.94	9,114.00	6,843.06	24.9
10-62-413 PENSION	738.80	2,216.40	9,599.00	7,382.60	23.1
10-62-414 PHONE STIPEND	40.00	100.00	480.00	380.00	20.8
10-62-423 WORKERS COMPENSATION INSURANCE	23.94	36.39	99.00	62.61	36.8
10-62-501 OFFICE SUPPLIES	.00	.00	300.00	300.00	.0
10-62-505 COPY/PRINTING	.00	.00	1,700.00	1,700.00	.0
10-62-511 FUEL/OIL/OPERATING FLUIDS	.00	46.00	200.00	154.00	23.0
10-62-581 SMALL EQUIPMENT	.00	205.32	.00	(205.32)	.0
10-62-584 SOFTWARE SUBSCRIPTIONS	361.21	4,301.09	13,766.00	9,464.91	31.2
10-62-621 TELEPHONE SERVICE-UTILITY	246.77	493.54	340.00	(153.54)	145.2
10-62-705 IT SERVICES	405.65	1,011.09	3,764.00	2,752.91	26.9
10-62-708 TRANSLATION SERVICES	.00	.00	200.00	200.00	.0
10-62-711 TRAVEL-TRANSPORTATION	.00	.00	400.00	400.00	.0
10-62-712 TRAVEL-MEALS	.00	.00	400.00	400.00	.0
10-62-713 TRAVEL-LODGING	.00	.00	1,200.00	1,200.00	.0
10-62-722 MEETING-REGISTRATION	785.00	785.00	1,000.00	215.00	78.5
10-62-761 INSURANCE & BONDS	129.67	259.34	93.00	(166.34)	278.9
10-62-792 DUES & MEMBERSHIPS	.00	50.00	1,030.00	980.00	4.9
TOTAL COMM. DEVEL. ADMIN	12,295.55	38,198.08	158,602.00	120,403.92	24.1

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>BUILDING</u>					
10-63-401 SALARIES	11,009.36	23,601.40	152,931.00	129,329.60	15.4
10-63-402 PART TIME	2,074.54	6,672.40	35,225.00	28,552.60	18.9
10-63-411 FICA	986.52	2,195.68	14,431.00	12,235.32	15.2
10-63-412 EMPLOYEE INSURANCE	3,552.15	7,139.23	26,846.00	19,706.77	26.6
10-63-413 PENSION	990.84	2,089.83	13,756.00	11,666.17	15.2
10-63-414 PHONE STIPEND	80.00	160.00	480.00	320.00	33.3
10-63-423 WORKERS COMPENSATION INSURANCE	800.18	1,216.60	3,501.00	2,284.40	34.8
10-63-501 OFFICE SUPPLIES	214.45	214.45	500.00	285.55	42.9
10-63-504 POSTAGE/SHIPPING	.00	.00	100.00	100.00	.0
10-63-505 COPY/PRINTING	.00	.00	250.00	250.00	.0
10-63-506 LOGO WEAR	.00	.00	450.00	450.00	.0
10-63-507 PERSONAL PROTECTIVE EQUIP.	.00	.00	150.00	150.00	.0
10-63-583 COMPUTER/IT EQUIPMENT	.00	.00	200.00	200.00	.0
10-63-584 SOFTWARE SUBSCRIPTIONS	716.20	992.16	1,398.00	405.84	71.0
10-63-621 TELEPHONE SERVICE-UTILITY	.00	.00	1,301.00	1,301.00	.0
10-63-622 TELEPHONE-EE ISSUED CELL PHONE	202.72	304.08	1,277.00	972.92	23.8
10-63-705 IT SERVICES	608.48	1,819.38	7,528.00	5,708.62	24.2
10-63-711 TRAVEL-TRANSPORTATION	.00	135.66	600.00	464.34	22.6
10-63-712 TRAVEL-MEALS	.00	644.00	700.00	56.00	92.0
10-63-713 TRAVEL-LODGING	708.53	708.53	1,800.00	1,091.47	39.4
10-63-721 MEETING & TRAINING-SUPPLIES	.00	.00	700.00	700.00	.0
10-63-722 MEETING-REGISTRATION	372.24	372.24	1,000.00	627.76	37.2
10-63-792 DUES & MEMBERSHIPS	.00	31.33	800.00	768.67	3.9
10-63-793 TRAINING & SCHOOLS	275.00	938.30	3,000.00	2,061.70	31.3
TOTAL BUILDING	22,591.21	49,235.27	268,924.00	219,688.73	18.3

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PLANNING</u>					
10-64-401 SALARIES	4,814.16	15,336.72	196,701.00	181,364.28	7.8
10-64-402 PART TIME	3,974.38	11,028.90	.00	(11,028.90)	.0
10-64-411 FICA	630.48	1,876.37	15,048.00	13,171.63	12.5
10-64-412 EMPLOYEE INSURANCE	2,190.44	6,574.02	47,547.00	40,972.98	13.8
10-64-413 PENSION	790.98	2,372.94	22,427.00	20,054.06	10.6
10-64-423 WORKERS COMPENSATION INSURANCE	44.10	67.05	183.00	115.95	36.6
10-64-501 OFFICE SUPPLIES	.00	.00	600.00	600.00	.0
10-64-504 POSTAGE/SHIPPING	.00	.00	750.00	750.00	.0
10-64-505 COPY/PRINTING	.00	.00	500.00	500.00	.0
10-64-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	400.00	400.00	.0
10-64-583 COMPUTER/IT EQUIPMENT	.00	.00	150.00	150.00	.0
10-64-584 SOFTWARE SUBSCRIPTIONS	1,365.75	7,884.54	7,085.00	(799.54)	111.3
10-64-621 TELEPHONE SERVICE-UTILITY	.00	.00	1,325.00	1,325.00	.0
10-64-704 CONTRACTED SERVICES (OTHER PRO	.00	110.00	2,000.00	1,890.00	5.5
10-64-705 IT SERVICES	405.65	1,919.27	9,410.00	7,490.73	20.4
10-64-711 TRAVEL-TRANSPORTATION	.00	.00	800.00	800.00	.0
10-64-712 TRAVEL-MEALS	315.00	315.00	1,000.00	685.00	31.5
10-64-713 TRAVEL-LODGING	.00	.00	2,200.00	2,200.00	.0
10-64-722 MEETING-REGISTRATION	963.00	963.00	2,000.00	1,037.00	48.2
10-64-743 RECORDING FEES	.00	352.00	750.00	398.00	46.9
10-64-751 BOOKS & SUBSCRIPTIONS	.00	.00	335.00	335.00	.0
10-64-791 ADVERTISING/PUBLIC NOTIFICATIO	270.27	270.27	1,000.00	729.73	27.0
10-64-792 DUES & MEMBERSHIPS	.00	.00	1,200.00	1,200.00	.0
10-64-793 TRAINING & SCHOOLS	.00	.00	600.00	600.00	.0
10-64-794 TEAM BUILDING	.00	.00	200.00	200.00	.0
10-64-796 BOARD EXPENSES/VOLUNTEER APPRE	661.57	1,594.81	12,877.00	11,282.19	12.4
TOTAL PLANNING	16,425.78	50,664.89	327,088.00	276,423.11	15.5

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>HOUSING</u>					
10-65-401 SALARIES	6,715.00	20,145.00	87,295.00	67,150.00	23.1
10-65-411 FICA	477.86	1,444.44	6,678.00	5,233.56	21.6
10-65-412 EMPLOYEE INSURANCE	2,011.90	6,037.54	9,075.00	3,037.46	66.5
10-65-413 PENSION	604.36	1,813.08	7,852.00	6,038.92	23.1
10-65-423 WORKERS COMPENSATION INSURANCE	19.58	29.77	81.00	51.23	36.8
10-65-501 OFFICE SUPPLIES	.00	.00	300.00	300.00	.0
10-65-584 SOFTWARE SUBSCRIPTIONS	346.69	427.24	548.00	120.76	78.0
10-65-603 WATER-UTILITY	354.11	752.41	4,378.00	3,625.59	17.2
10-65-604 SEWER-UTILITY	570.00	1,710.00	6,840.00	5,130.00	25.0
10-65-622 TELEPHONE-EE ISSUED CELL PHONE	81.36	122.04	512.00	389.96	23.8
10-65-704 CONTRACTED SERVICES (OTHER PRO	.00	.00	25,000.00	25,000.00	.0
10-65-705 IT SERVICES	202.83	505.55	1,882.00	1,376.45	26.9
10-65-711 TRAVEL-TRANSPORTATION	.00	.00	190.00	190.00	.0
10-65-712 TRAVEL-MEALS	.00	.00	160.00	160.00	.0
10-65-713 TRAVEL-LODGING	.00	.00	400.00	400.00	.0
10-65-722 MEETING-REGISTRATION	.00	.00	500.00	500.00	.0
10-65-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	7,500.00	7,500.00	.0
10-65-793 TRAINING & SCHOOLS	.00	.00	500.00	500.00	.0
TOTAL HOUSING	11,383.69	32,987.07	159,691.00	126,703.93	20.7

PROJECTS

10-66-401 SALARIES	6,336.12	19,008.36	82,370.00	63,361.64	23.1
10-66-411 FICA	489.05	1,454.80	6,338.00	4,883.20	23.0
10-66-412 EMPLOYEE INSURANCE	712.66	2,139.22	8,731.00	6,591.78	24.5
10-66-413 PENSION	570.26	1,710.78	5,614.00	3,903.22	30.5
10-66-414 PHONE STIPEND	40.00	100.00	480.00	380.00	20.8
10-66-423 WORKERS COMPENSATION INSURANCE	18.48	28.09	77.00	48.91	36.5
10-66-501 OFFICE SUPPLIES	.00	.00	200.00	200.00	.0
10-66-504 POSTAGE/SHIPPING	.00	.00	200.00	200.00	.0
10-66-505 COPY/PRINTING	.00	.00	200.00	200.00	.0
10-66-584 SOFTWARE SUBSCRIPTIONS	346.69	427.24	548.00	120.76	78.0
10-66-621 TELEPHONE SERVICE-UTILITY	.00	.00	340.00	340.00	.0
10-66-705 IT SERVICES	202.83	505.55	1,882.00	1,376.45	26.9
10-66-711 TRAVEL-TRANSPORTATION	.00	.00	200.00	200.00	.0
10-66-712 TRAVEL-MEALS	.00	.00	200.00	200.00	.0
10-66-713 TRAVEL-LODGING	.00	.00	600.00	600.00	.0
10-66-722 MEETING-REGISTRATION	.00	.00	600.00	600.00	.0
10-66-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	.00	100.00	100.00	.0
10-66-792 DUES & MEMBERSHIPS	.00	.00	150.00	150.00	.0
10-66-793 TRAINING & SCHOOLS	.00	.00	400.00	400.00	.0
10-66-812 FURNITURE & FIXTURES-CAPITAL A	.00	.00	200.00	200.00	.0
TOTAL PROJECTS	8,716.09	25,374.04	109,430.00	84,055.96	23.2

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>ADMIN. SERVICES ADMIN</u>					
10-80-403 OVERTIME	.00	.00	8,000.00	8,000.00	.0
10-80-405 ADDED PAY	2,023.82	2,023.82	6,500.00	4,476.18	31.1
10-80-411 FICA	154.82	154.82	920.00	765.18	16.8
10-80-412 EMPLOYEE INSURANCE	4.05	4.05	.00	(4.05)	.0
10-80-423 WORKERS COMPENSATION INSURANCE	1.74	2.65	500.00	497.35	.5
10-80-501 OFFICE SUPPLIES	86.25	222.40	2,650.00	2,427.60	8.4
10-80-502 OPERATING SUPPLIES	20.17	20.17	1,000.00	979.83	2.0
10-80-503 MAINTENANCE & CLEANING SUPPLIE	15.91	25.85	.00	(25.85)	.0
10-80-504 POSTAGE/SHIPPING	.00	292.00	2,500.00	2,208.00	11.7
10-80-505 COPY/PRINTING	425.34	500.19	2,800.00	2,299.81	17.9
10-80-521 DEPARTMENT MATERIALS	.00	.00	3,300.00	3,300.00	.0
10-80-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	1,100.00	1,100.00	.0
10-80-583 COMPUTER/IT EQUIPMENT	.00	.00	26,400.00	26,400.00	.0
10-80-584 SOFTWARE SUBSCRIPTIONS	.00	3,879.60	15,666.00	11,786.40	24.8
10-80-601 GAS-UTILITY	1,156.56	2,755.31	7,476.00	4,720.69	36.9
10-80-602 ELECTRIC-UTILITY	1,305.77	2,485.28	16,047.00	13,561.72	15.5
10-80-603 WATER-UTILITY	205.74	544.05	3,147.00	2,602.95	17.3
10-80-604 SEWER-UTILITY	285.00	855.00	3,420.00	2,565.00	25.0
10-80-621 TELEPHONE SERVICE-UTILITY	252.20	568.44	804.00	235.56	70.7
10-80-691 DISPOSAL/RECYCLING/SHREDDING	.00	48.38	650.00	601.62	7.4
10-80-702 ATTORNEY	12,661.50	24,268.00	120,000.00	95,732.00	20.2
10-80-705 IT SERVICES	(79.00)	(79.00)	.00	79.00	.0
10-80-706 EVENT SERVICES	.00	.00	17,000.00	17,000.00	.0
10-80-731 RENTAL-EQUIPMENT	182.00	273.00	1,250.00	977.00	21.8
10-80-732 RENTAL-MISC.	.00	.00	1,750.00	1,750.00	.0
10-80-741 FEES	76.50	147.78	2,500.00	2,352.22	5.9
10-80-742 CONVENIENCE (CREDIT CARD PROCE	189.77	796.08	4,500.00	3,703.92	17.7
10-80-743 RECORDING FEES	.00	.00	1,200.00	1,200.00	.0
10-80-751 BOOKS & SUBSCRIPTIONS	.00	.00	150.00	150.00	.0
10-80-761 INSURANCE & BONDS	432.24	997.53	9,354.00	8,356.47	10.7
10-80-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	.00	150.00	150.00	.0
10-80-792 DUES & MEMBERSHIPS	3,290.00	10,622.00	9,180.00	(1,442.00)	115.7
TOTAL ADMIN. SERVICES ADMIN	22,690.38	51,407.40	269,914.00	218,506.60	19.1

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>CLERK</u>					
10-81-401 SALARIES	17,014.89	52,829.69	232,799.00	179,969.31	22.7
10-81-411 FICA	1,206.51	3,765.39	17,809.00	14,043.61	21.1
10-81-412 EMPLOYEE INSURANCE	2,091.20	8,064.76	35,957.00	27,892.24	22.4
10-81-413 PENSION	1,454.57	4,677.89	20,940.00	16,262.11	22.3
10-81-423 WORKERS COMPENSATION INSURANCE	51.40	78.55	217.00	138.45	36.2
10-81-502 OPERATING SUPPLIES	11.59	11.59	.00	(11.59)	.0
10-81-584 SOFTWARE SUBSCRIPTIONS	1,061.95	64,158.33	60,168.00	(3,990.33)	106.6
10-81-621 TELEPHONE SERVICE-UTILITY	.00	.00	1,021.00	1,021.00	.0
10-81-703 AUDIT	.00	2,000.00	15,720.00	13,720.00	12.7
10-81-704 CONTRACTED SERVICES (OTHER PRO	.00	.00	5,000.00	5,000.00	.0
10-81-705 IT SERVICES	811.25	2,324.91	9,410.00	7,085.09	24.7
10-81-711 TRAVEL-TRANSPORTATION	.00	.00	1,150.00	1,150.00	.0
10-81-712 TRAVEL-MEALS	.00	.00	1,500.00	1,500.00	.0
10-81-713 TRAVEL-LODGING	.00	.00	4,600.00	4,600.00	.0
10-81-721 MEETING & TRAINING-SUPPLIES	.00	20.20	.00	(20.20)	.0
10-81-722 MEETING-REGISTRATION	.00	.00	2,675.00	2,675.00	.0
10-81-741 FEES	638.79	715.68	2,500.00	1,784.32	28.6
10-81-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	19.81	.00	(19.81)	.0
10-81-792 DUES & MEMBERSHIPS	245.00	245.00	430.00	185.00	57.0
10-81-793 TRAINING & SCHOOLS	.00	.00	350.00	350.00	.0
TOTAL CLERK	24,587.15	138,911.80	412,246.00	273,334.20	33.7

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>HR</u>					
10-82-401 SALARIES	11,511.56	34,514.06	145,929.00	111,414.94	23.7
10-82-411 FICA	799.14	2,415.01	11,164.00	8,748.99	21.6
10-82-412 EMPLOYEE INSURANCE	3,453.44	10,363.90	41,551.00	31,187.10	24.9
10-82-413 PENSION	1,036.04	3,106.26	11,551.00	8,444.74	26.9
10-82-421 EMPLOYEE ENRICHMENT	(789.45)	(680.93)	21,800.00	22,480.93	(3.1)
10-82-422 EMPLOYEE EDUCATION-TUITION REI	1,500.00	1,500.00	4,500.00	3,000.00	33.3
10-82-423 WORKERS COMPENSATION INSURANCE	32.72	49.75	136.00	86.25	36.6
10-82-501 OFFICE SUPPLIES	.00	56.09	.00	(56.09)	.0
10-82-504 POSTAGE/SHIPPING	.00	4.40	.00	(4.40)	.0
10-82-505 COPY/PRINTING	.00	19.30	.00	(19.30)	.0
10-82-506 LOGO WEAR	.00	.00	500.00	500.00	.0
10-82-584 SOFTWARE SUBSCRIPTIONS	693.38	854.46	9,649.00	8,794.54	8.9
10-82-621 TELEPHONE SERVICE-UTILITY	.00	.00	680.00	680.00	.0
10-82-704 CONTRACTED SERVICES (OTHER PRO	234.26	816.84	3,050.00	2,233.16	26.8
10-82-705 IT SERVICES	405.65	1,011.09	3,764.00	2,752.91	26.9
10-82-711 TRAVEL-TRANSPORTATION	.00	.00	450.00	450.00	.0
10-82-712 TRAVEL-MEALS	.00	.00	600.00	600.00	.0
10-82-713 TRAVEL-LODGING	.00	.00	1,950.00	1,950.00	.0
10-82-722 MEETING-REGISTRATION	.00	.00	1,650.00	1,650.00	.0
10-82-741 FEES	.00	.00	250.00	250.00	.0
10-82-761 INSURANCE & BONDS	272.07	544.14	.00	(544.14)	.0
10-82-791 ADVERTISING/PUBLIC NOTIFICATIO	740.25	959.75	3,500.00	2,540.25	27.4
10-82-792 DUES & MEMBERSHIPS	.00	.00	620.00	620.00	.0
10-82-793 TRAINING & SCHOOLS	.00	.00	250.00	250.00	.0
10-82-794 TEAM BUILDING	.00	.00	250.00	250.00	.0
TOTAL HR	19,889.06	55,534.12	263,794.00	208,259.88	21.1

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>TOWN MANAGER</u>					
10-83-401 SALARIES	12,166.00	36,498.00	158,158.00	121,660.00	23.1
10-83-411 FICA	863.16	2,598.24	12,099.00	9,500.76	21.5
10-83-412 EMPLOYEE INSURANCE	1,455.70	4,368.89	17,549.00	13,180.11	24.9
10-83-413 PENSION	1,094.94	3,284.82	14,226.00	10,941.18	23.1
10-83-423 WORKERS COMPENSATION INSURANCE	35.46	53.91	147.00	93.09	36.7
10-83-501 OFFICE SUPPLIES	6.64	6.64	.00	(6.64)	.0
10-83-584 SOFTWARE SUBSCRIPTIONS	346.69	461.57	976.00	514.43	47.3
10-83-621 TELEPHONE SERVICE-UTILITY	.00	.00	340.00	340.00	.0
10-83-622 TELEPHONE-EE ISSUED CELL PHONE	81.36	122.04	512.00	389.96	23.8
10-83-704 CONTRACTED SERVICES (OTHER PRO	291.00	2,666.00	25,000.00	22,334.00	10.7
10-83-705 IT SERVICES	202.83	808.27	3,764.00	2,955.73	21.5
10-83-711 TRAVEL-TRANSPORTATION	90.64	90.64	1,500.00	1,409.36	6.0
10-83-712 TRAVEL-MEALS	59.43	100.84	500.00	399.16	20.2
10-83-713 TRAVEL-LODGING	76.00	692.48	1,700.00	1,007.52	40.7
10-83-721 MEETING & TRAINING-SUPPLIES	.00	.00	750.00	750.00	.0
10-83-722 MEETING-REGISTRATION	.00	370.00	1,000.00	630.00	37.0
10-83-751 BOOKS & SUBSCRIPTIONS	.00	.00	350.00	350.00	.0
10-83-792 DUES & MEMBERSHIPS	175.00	464.00	1,400.00	936.00	33.1
10-83-793 TRAINING & SCHOOLS	149.00	149.00	.00	(149.00)	.0
TOTAL TOWN MANAGER	17,093.85	52,735.34	239,971.00	187,235.66	22.0
<u>COUNCIL</u>					
10-84-401 SALARIES	1,500.00	4,500.00	18,000.00	13,500.00	25.0
10-84-411 FICA	114.75	344.25	1,377.00	1,032.75	25.0
10-84-412 EMPLOYEE INSURANCE	3.00	9.00	36.00	27.00	25.0
10-84-423 WORKERS COMPENSATION INSURANCE	24.42	37.13	17.00	(20.13)	218.4
10-84-505 COPY/PRINTING	.00	29.08	.00	(29.08)	.0
10-84-584 SOFTWARE SUBSCRIPTIONS	.00	.00	1,523.00	1,523.00	.0
10-84-704 CONTRACTED SERVICES (OTHER PRO	9,315.99	9,315.99	.00	(9,315.99)	.0
10-84-711 TRAVEL-TRANSPORTATION	.00	.00	300.00	300.00	.0
10-84-712 TRAVEL-MEALS	176.73	176.73	400.00	223.27	44.2
10-84-713 TRAVEL-LODGING	.00	616.48	1,500.00	883.52	41.1
10-84-721 MEETING & TRAINING-SUPPLIES	.00	23.05	15,000.00	14,976.95	.2
10-84-722 MEETING-REGISTRATION	.00	250.00	900.00	650.00	27.8
10-84-761 INSURANCE & BONDS	.00	.00	6,686.00	6,686.00	.0
10-84-771 INITIATIVES & ECONOMIC DEVELOP	55,991.50	55,991.50	203,000.00	147,008.50	27.6
10-84-796 BOARD EXPENSES/VOLUNTEER APPRE	1,692.95	3,699.01	2,500.00	(1,199.01)	148.0
TOTAL COUNCIL	68,819.34	74,992.22	251,239.00	176,246.78	29.9
TOTAL FUND EXPENDITURES	450,110.46	1,317,254.02	5,983,342.00	4,666,087.98	22.0
NET REVENUE OVER EXPENDITURES	21,088.52	184,563.65	7,558.00	(177,005.65)	2442.0

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

CONSERVATION TRUST FUND

<u>ASSETS</u>			
21-10100	CASH IN COMBINED CASH FUND	86,316.69	
	TOTAL ASSETS		86,316.69
<u>LIABILITIES AND EQUITY</u>			
<u>FUND EQUITY</u>			
UNAPPROPRIATED FUND BALANCE:			
21-29800	FUND BALANCE	65,546.56	
	REVENUE OVER EXPENDITURES - YTD	20,770.13	
	BALANCE - CURRENT DATE	86,316.69	
	TOTAL FUND EQUITY		86,316.69
	TOTAL LIABILITIES AND EQUITY		86,316.69

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CONSERVATION TRUST FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	<u>INTERGOVERNMENTAL REVENUES</u>					
21-33-301	INTERGOVERNMENTAL TAX SHARING	.00	.00	85,000.00	85,000.00	.0
21-33-303	COLORADO LOTTERY/CTF	5,214.18	5,214.18	20,000.00	14,785.82	26.1
	TOTAL INTERGOVERNMENTAL REVENUES	5,214.18	5,214.18	105,000.00	99,785.82	5.0
	<u>MISCELLANEOUS REVENUES</u>					
21-36-603	INTEREST INCOME	290.79	555.95	500.00	(55.95)	111.2
	TOTAL MISCELLANEOUS REVENUES	290.79	555.95	500.00	(55.95)	111.2
	<u>INTERGOVERNMENTAL REVENUES</u>					
21-37-700	COUNTY LOTTERY	.00	15,000.00	.00	(15,000.00)	.0
	TOTAL INTERGOVERNMENTAL REVENUES	.00	15,000.00	.00	(15,000.00)	.0
	TOTAL FUND REVENUE	5,504.97	20,770.13	105,500.00	84,729.87	19.7

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CONSERVATION TRUST FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
	<u>FUND ADMINISTRATION-CTF</u>					
21-50-992	TRANSFER TO CAPITAL FUND	.00	.00	99,500.00	99,500.00	.0
	TOTAL FUND ADMINISTRATION-CTF	.00	.00	99,500.00	99,500.00	.0
	TOTAL FUND EXPENDITURES	.00	.00	99,500.00	99,500.00	.0
	NET REVENUE OVER EXPENDITURES	5,504.97	20,770.13	6,000.00	(14,770.13)	346.2

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

TRUST/IMPACT FUND

<u>ASSETS</u>			
31-10100	CASH IN COMBINED CASH FUND	1,075,429.96	
	TOTAL ASSETS		<u>1,075,429.96</u>
<u>LIABILITIES AND EQUITY</u>			
<u>LIABILITIES</u>			
31-23410	EAST END TRAIL DONATIONS	5,000.00	
31-23520	HEALTH ACCOUNT	194,125.20	
31-23585	CEMETERY MAINTENANCE FEE	23,478.77	
31-23586	VACATION RENTAL SURCHARGE	108,564.50	
31-23590	RESERVOIR HILL TICKET FEE	53,202.81	
31-23624	SUNRIDGE OF PAGOSA TOWNHOMES	24,505.00	
31-23626	WORKFORCE HOUSING FEE	62,000.00	
31-23627	TOURISM EVENT VENUE	524,878.28	
31-23628	PLASTIC BAG FEES LIABILITY	26,652.11	
31-23629	RIVER DOMES TRAIL IN LIEU FEE	16,848.75	
31-23630	OH PAGOSA 7TH ST BOND	1,000.00	
31-23631	ADA PROGRAM PAYMENT IN LIEU	1,000.00	
	TOTAL LIABILITIES		1,041,255.42
<u>FUND EQUITY</u>			
UNAPPROPRIATED FUND BALANCE:			
31-29800	FUND BALANCE	(20,444.10)	
	REVENUE OVER EXPENDITURES - YTD	<u>54,618.64</u>	
	BALANCE - CURRENT DATE	<u>34,174.54</u>	
	TOTAL FUND EQUITY		<u>34,174.54</u>
	TOTAL LIABILITIES AND EQUITY		<u>1,075,429.96</u>

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

TRUST/IMPACT FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	<u>FINES, FEES & FORFEITURES</u>					
31-35-504	DEPARTMENT SPECIFIC FEES	.00	.00	10,000.00	10,000.00	.0
31-35-506	WORKFORCE HOUSING FEES	1,000.00	52,500.00	57,500.00	5,000.00	91.3
31-35-507	CEMETERY FEES	450.00	900.00	3,000.00	2,100.00	30.0
	TOTAL FINES, FEES & FORFEITURES	1,450.00	53,400.00	70,500.00	17,100.00	75.7
	<u>MISCELLANEOUS REVENUES</u>					
31-36-419	PLASTIC BAG FEE	.00	(9,646.02)	.00	9,646.02	.0
31-36-603	INTEREST INCOME	1,889.24	4,004.60	.00	(4,004.60)	.0
31-36-604	PASS THROUGH REVENUE	.00	.00	40,000.00	40,000.00	.0
	TOTAL MISCELLANEOUS REVENUES	1,889.24	(5,641.42)	40,000.00	45,641.42	(14.1)
	<u>CONTRIBUTIONS & OTHR GRANT REV</u>					
31-37-704	PLASTIC BAG PROGRAM	.00	9,646.02	3,000.00	(6,646.02)	321.5
	TOTAL CONTRIBUTIONS & OTHR GRANT REV	.00	9,646.02	3,000.00	(6,646.02)	321.5
	TOTAL FUND REVENUE	3,339.24	57,404.60	113,500.00	56,095.40	50.6

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

		TRUST/IMPACT FUND				
		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>HEALTH ACCOUNT</u>						
31-43-421	EMPLOYEE ENRICHMENT	.00	.00	9,115.00	9,115.00	.0
31-43-424	TOWN FUNDED BENEFITS	978.24	2,785.96	15,753.00	12,967.04	17.7
TOTAL HEALTH ACCOUNT		978.24	2,785.96	24,868.00	22,082.04	11.2
<u>FUND ADMINISTRATION-TRUST/IMP.</u>						
31-50-561	COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	48,000.00	48,000.00	.0
31-50-666	R&M-RESERVOIR HILL PARK	.00	.00	5,000.00	5,000.00	.0
31-50-991	TRANSFER TO GENERAL FUND	.00	.00	7,500.00	7,500.00	.0
TOTAL FUND ADMINISTRATION-TRUST/IMP.		.00	.00	60,500.00	60,500.00	.0
TOTAL FUND EXPENDITURES		978.24	2,785.96	85,368.00	82,582.04	3.3
NET REVENUE OVER EXPENDITURES		2,361.00	54,618.64	28,132.00	(26,486.64)	194.2

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

LODGERS TAX FUND

<u>ASSETS</u>			
41-10100	CASH IN COMBINED CASH FUND	1,611,678.55	
41-11500	LODGERS TAX	231,471.73	
	TOTAL ASSETS		1,843,150.28
<u>LIABILITIES AND EQUITY</u>			
<u>LIABILITIES</u>			
41-21211	ACCRUED WAGES	12,200.90	
	TOTAL LIABILITIES		12,200.90
<u>FUND EQUITY</u>			
UNAPPROPRIATED FUND BALANCE:			
41-29800	FUND BALANCE	1,644,011.18	
	REVENUE OVER EXPENDITURES - YTD	186,938.20	
	BALANCE - CURRENT DATE	1,830,949.38	
	TOTAL FUND EQUITY		1,830,949.38
	TOTAL LIABILITIES AND EQUITY		1,843,150.28

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

LODGERS TAX FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	<u>TAXES</u>					
41-31-108	LODGERS TAX	71,137.78	217,963.03	950,000.00	732,036.97	22.9
41-31-510	VISITOR CENTER REVENUE	.00	204.20	.00	(204.20)	.0
	TOTAL TAXES	71,137.78	218,167.23	950,000.00	731,832.77	23.0
	<u>INTERGOVERNMENTAL REVENUES</u>					
41-33-301	INTERGOVERNMENTAL TAX SHARING	.00	.00	525,000.00	525,000.00	.0
41-33-304	ARCHULETA COUNTY	.00	149,630.77	.00	(149,630.77)	.0
41-33-305	STATE OF COLORADO GRANTS	.00	49,999.00	50,000.00	1.00	100.0
	TOTAL INTERGOVERNMENTAL REVENUES	.00	199,629.77	575,000.00	375,370.23	34.7
	<u>MISCELLANEOUS REVENUES</u>					
41-36-603	INTEREST INCOME	5,934.43	15,943.62	40,000.00	24,056.38	39.9
41-36-604	PASS THROUGH REVENUE	193.87	443.32	1,500.00	1,056.68	29.6
	TOTAL MISCELLANEOUS REVENUES	6,128.30	16,386.94	41,500.00	25,113.06	39.5
	<u>LEASES & RENTS</u>					
41-38-800	DEPT. SPECIFIC RENTAL REVENUE	.00	500.00	5,000.00	4,500.00	10.0
	TOTAL LEASES & RENTS	.00	500.00	5,000.00	4,500.00	10.0
	TOTAL FUND REVENUE	77,266.08	434,683.94	1,571,500.00	1,136,816.06	27.7

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

LODGERS TAX FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>TOURISM ADMIN.</u>					
41-71-401 SALARIES	12,708.68	38,126.04	161,329.00	123,202.96	23.6
41-71-411 FICA	942.92	2,843.41	12,342.00	9,498.59	23.0
41-71-412 EMPLOYEE INSURANCE	2,664.34	7,996.53	30,244.00	22,247.47	26.4
41-71-413 PENSION	1,143.78	3,431.34	10,365.00	6,933.66	33.1
41-71-423 WORKERS COMPENSATION INSURANCE	14.10	21.43	150.00	128.57	14.3
41-71-584 SOFTWARE SUBSCRIPTIONS	59.99	788.38	752.00	(36.38)	104.8
41-71-622 TELEPHONE-EE ISSUED CELL PHONE	162.72	244.08	1,025.00	780.92	23.8
41-71-703 AUDIT	.00	.00	3,277.00	3,277.00	.0
41-71-711 TRAVEL-TRANSPORTATION	.00	639.93	5,000.00	4,360.07	12.8
41-71-712 TRAVEL-MEALS	.00	28.51	.00	(28.51)	.0
41-71-713 TRAVEL-LODGING	.00	1,022.28	7,500.00	6,477.72	13.6
41-71-722 MEETING-REGISTRATION	.00	3,495.00	7,000.00	3,505.00	49.9
41-71-741 FEES	47.24	151.71	800.00	648.29	19.0
41-71-742 CONVENIENCE (CREDIT CARD PROCE	(.63)	(48.73)	375.00	423.73	(13.0)
41-71-761 INSURANCE & BONDS	163.55	327.10	.00	(327.10)	.0
41-71-792 DUES & MEMBERSHIPS	.00	.00	1,500.00	1,500.00	.0
41-71-796 BOARD EXPENSES/VOLUNTEER APPRE	650.03	1,300.06	6,100.00	4,799.94	21.3
TOTAL TOURISM ADMIN.	18,556.72	60,367.07	247,759.00	187,391.93	24.4
<u>TOURISM</u>					
41-72-401 SALARIES	4,834.09	14,502.27	62,835.00	48,332.73	23.1
41-72-411 FICA	356.02	1,079.83	4,807.00	3,727.17	22.5
41-72-412 EMPLOYEE INSURANCE	1,225.54	3,246.89	9,230.00	5,983.11	35.2
41-72-413 PENSION	435.06	1,305.18	5,652.00	4,346.82	23.1
41-72-423 WORKERS COMPENSATION INSURANCE	36.18	55.00	58.00	3.00	94.8
41-72-505 COPY/PRINTING	392.37	392.37	.00	(392.37)	.0
41-72-584 SOFTWARE SUBSCRIPTIONS	3,428.86	4,797.45	980.00	(3,817.45)	489.5
41-72-622 TELEPHONE-EE ISSUED CELL PHONE	101.36	152.04	544.00	391.96	28.0
41-72-659 R&M-WAYFINDING & SIGNAGE	.00	.00	5,000.00	5,000.00	.0
41-72-704 CONTRACTED SERVICES (OTHER PRO	.00	45,321.40	67,791.00	22,469.60	66.9
41-72-705 IT SERVICES	202.83	505.55	1,882.00	1,376.45	26.9
41-72-706 EVENT SERVICES	69,250.00	69,462.00	116,000.00	46,538.00	59.9
41-72-711 TRAVEL-TRANSPORTATION	.00	.00	750.00	750.00	.0
41-72-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	418,796.00	418,796.00	.0
41-72-791 ADVERTISING/PUBLIC NOTIFICATIO	1,824.57	19,259.40	438,410.00	419,150.60	4.4
41-72-793 TRAINING & SCHOOLS	.00	.00	450.00	450.00	.0
41-72-796 BOARD EXPENSES/VOLUNTEER APPRE	195.43	201.44	1,200.00	998.56	16.8
TOTAL TOURISM	82,282.31	160,280.82	1,134,385.00	974,104.18	14.1

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

LODGERS TAX FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>VISITOR CENTER</u>					
41-73-401 SALARIES	.00	446.98	68,687.00	68,240.02	.7
41-73-402 PART TIME	3,996.70	11,813.42	48,844.00	37,030.58	24.2
41-73-411 FICA	305.75	937.92	8,991.00	8,053.08	10.4
41-73-412 EMPLOYEE INSURANCE	7.99	24.53	15,013.00	14,988.47	.2
41-73-413 PENSION	.00	.00	4,413.00	4,413.00	.0
41-73-423 WORKERS COMPENSATION INSURANCE	26.36	40.07	109.00	68.93	36.8
41-73-501 OFFICE SUPPLIES	.00	45.96	3,900.00	3,854.04	1.2
41-73-502 OPERATING SUPPLIES	.00	6.98	1,000.00	993.02	.7
41-73-504 POSTAGE/SHIPPING	.00	2,906.54	4,000.00	1,093.46	72.7
41-73-505 COPY/PRINTING	1,621.70	1,649.69	12,500.00	10,850.31	13.2
41-73-543 SMALL TOOLS	.00	355.49	.00	(355.49)	.0
41-73-551 FURNISHINGS & FIXTURES	.00	.00	1,500.00	1,500.00	.0
41-73-583 COMPUTER/IT EQUIPMENT	.00	.00	1,500.00	1,500.00	.0
41-73-584 SOFTWARE SUBSCRIPTIONS	15.44	188.39	316.00	127.61	59.6
41-73-601 GAS-UTILITY	203.55	483.14	1,266.00	782.86	38.2
41-73-602 ELECTRIC-UTILITY	184.19	403.49	2,110.00	1,706.51	19.1
41-73-603 WATER-UTILITY	51.44	102.88	3,794.00	3,691.12	2.7
41-73-604 SEWER-UTILITY	71.25	213.75	855.00	641.25	25.0
41-73-621 TELEPHONE SERVICE-UTILITY	48.38	96.76	764.00	667.24	12.7
41-73-622 TELEPHONE-EE ISSUED CELL PHONE	.00	38.09	512.00	473.91	7.4
41-73-704 CONTRACTED SERVICES (OTHER PRO	.00	.00	7,000.00	7,000.00	.0
41-73-705 IT SERVICES	405.65	708.37	1,882.00	1,173.63	37.6
41-73-761 INSURANCE & BONDS	13.45	51.70	146.00	94.30	35.4
41-73-791 ADVERTISING/PUBLIC NOTIFICATIO	6,583.70	6,583.70	.00	(6,583.70)	.0
41-73-796 BOARD EXPENSES/VOLUNTEER APPRE	.00	.00	250.00	250.00	.0
TOTAL VISITOR CENTER	13,535.55	27,097.85	189,352.00	162,254.15	14.3
TOTAL FUND EXPENDITURES	114,374.58	247,745.74	1,571,496.00	1,323,750.26	15.8
NET REVENUE OVER EXPENDITURES	(37,108.50)	186,938.20	4.00	(186,934.20)	46734

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

<u>ASSETS</u>			
51-10100	CASH IN COMBINED CASH FUND	3,912,661.54	
51-10200	SERIES 2019 INTEREST ZIONS	.44	
51-10201	SERIES 2019 PRINCIPAL ZIONS	.30	
51-10202	SERIES 2019 CONSTRUCTION FUND	.12	
51-11510	SALES TAX	778,817.32	
	TOTAL ASSETS		4,691,479.72
<u>LIABILITIES AND EQUITY</u>			
<u>LIABILITIES</u>			
51-21000	WAGES PAYABLE	34,339.01	
51-22212	UNEARNED REVENUE	11,553.00	
	TOTAL LIABILITIES		45,892.01
<u>FUND EQUITY</u>			
	UNAPPROPRIATED FUND BALANCE:		
51-29800	FUND BALANCE	4,221,495.10	
	REVENUE OVER EXPENDITURES - YTD	424,092.61	
	BALANCE - CURRENT DATE	4,645,587.71	
	TOTAL FUND EQUITY		4,645,587.71
	TOTAL LIABILITIES AND EQUITY		4,691,479.72

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>TAXES</u>					
51-31-100 HIGHWAY USERS TAX	.00	(7,421.98)	.00	7,421.98	.0
51-31-103 SALES TAX	348,675.41	1,127,903.52	4,594,359.00	3,466,455.48	24.6
51-31-107 HIGHWAY USER TAX (HUTF)	7,160.84	21,679.67	74,057.00	52,377.33	29.3
51-31-109 ROAD MILL TAX	.00	.00	20,000.00	20,000.00	.0
51-31-310 SALES TAX	.00	(410.79)	.00	410.79	.0
51-31-640 PARK USER FEES	100.00	100.00	.00	(100.00)	.0
TOTAL TAXES	355,936.25	1,141,850.42	4,688,416.00	3,546,565.58	24.4
<u>LICENSES AND PERMITS</u>					
51-32-208 ROAD CUT PERMITS	.00	300.00	.00	(300.00)	.0
TOTAL LICENSES AND PERMITS	.00	300.00	.00	(300.00)	.0
<u>INTERGOVERNMENTAL REVENUES</u>					
51-33-305 STATE OF COLORADO GRANTS	.00	.00	906,579.00	906,579.00	.0
51-33-307 CDOT GRANTS	7,184.48	7,184.48	1,111,000.00	1,103,815.52	.7
TOTAL INTERGOVERNMENTAL REVENUES	7,184.48	7,184.48	2,017,579.00	2,010,394.52	.4
<u>CHARGES FOR SERVICES</u>					
51-34-401 CHARGES FOR ADDED SERVICES	346.35	346.35	.00	(346.35)	.0
51-34-409 EV CHARGING STATION REVENUES	2,073.15	5,973.98	13,000.00	7,026.02	46.0
TOTAL CHARGES FOR SERVICES	2,419.50	6,320.33	13,000.00	6,679.67	48.6
<u>FINES, FEES & FORFEITURES</u>					
51-35-500 DEPARTMENT SPECIFIC FINES	169.58	169.58	.00	(169.58)	.0
51-35-504 DEPARTMENT SPECIFIC FEES	.00	.00	18,000.00	18,000.00	.0
51-35-507 CEMETERY FEES	1,400.00	3,300.00	7,000.00	3,700.00	47.1
TOTAL FINES, FEES & FORFEITURES	1,569.58	3,469.58	25,000.00	21,530.42	13.9
<u>MISCELLANEOUS REVENUES</u>					
51-36-601 MISCELLANEOUS REVENUE	.00	5,783.05	22,000.00	16,216.95	26.3
51-36-603 INTEREST INCOME	14,072.58	41,631.34	120,000.00	78,368.66	34.7
TOTAL MISCELLANEOUS REVENUES	14,072.58	47,414.39	142,000.00	94,585.61	33.4

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>CONTRIBUTIONS & OTHR GRANT REV</u>					
51-37-701 PRIVATE/NON-PROFIT COLLABORAT.	.00	.00	3,000.00	3,000.00	.0
TOTAL CONTRIBUTIONS & OTHR GRANT REV	.00	.00	3,000.00	3,000.00	.0
<u>LEASES & RENTS</u>					
51-38-801 DEPT. SPECIFIC LEASE REVENUE	.00	.00	11,655.00	11,655.00	.0
51-38-810 DEPT. SPEC. RENTAL FEES-PARKS	1,495.00	4,105.00	.00	(4,105.00)	.0
51-38-811 DEPT. SPEC. LEASES-F&F	977.40	2,932.20	.00	(2,932.20)	.0
TOTAL LEASES & RENTS	2,472.40	7,037.20	11,655.00	4,617.80	60.4
<u>INTERFUND TRANSFERS</u>					
51-39-904 TRANSFER FROM CTF	.00	.00	99,500.00	99,500.00	.0
TOTAL INTERFUND TRANSFERS	.00	.00	99,500.00	99,500.00	.0
TOTAL FUND REVENUE	383,654.79	1,213,576.40	7,000,150.00	5,786,573.60	17.3

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>POLICE-CAPITAL</u>					
51-49-582 EQUIPMENT	865.53	17,096.79	17,017.00	(79.79)	100.5
51-49-641 R&M-VEHICLES	1,155.29	7,061.52	18,000.00	10,938.48	39.2
51-49-642 R&M-EQUIPMENT	.00	.00	100.00	100.00	.0
51-49-761 INSURANCE & BONDS	26.93	53.86	.00	(53.86)	.0
51-49-830 EQUIPMENT-CAPITAL OUTLAY	.00	13,610.00	.00	(13,610.00)	.0
51-49-832 VEHICLES	.00	.00	179,125.00	179,125.00	.0
TOTAL POLICE-CAPITAL	2,047.75	37,822.17	214,242.00	176,419.83	17.7
<u>PARKS & REC ADMIN-CAPITAL</u>					
51-54-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	20,000.00	20,000.00	.0
51-54-791 ADVERTISING/PUBLIC NOTIFICATIO	716.00	812.00	.00	(812.00)	.0
TOTAL PARKS & REC ADMIN-CAPITAL	716.00	812.00	20,000.00	19,188.00	4.1
<u>RECREATION-CAPITAL</u>					
51-55-812 FURNITURE & FIXTURES-CAPITAL A	.00	1,882.56	.00	(1,882.56)	.0
TOTAL RECREATION-CAPITAL	.00	1,882.56	.00	(1,882.56)	.0

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PARKS-CAPITAL</u>					
51-58-401 SALARIES	26,214.57	77,607.18	380,280.00	302,672.82	20.4
51-58-402 PART TIME	1,319.88	3,882.65	26,915.00	23,032.35	14.4
51-58-403 OVERTIME	39.30	294.33	5,988.00	5,693.67	4.9
51-58-404 ON-CALL	.00	.00	9,120.00	9,120.00	.0
51-58-411 FICA	2,006.78	6,005.84	32,007.00	26,001.16	18.8
51-58-412 EMPLOYEE INSURANCE	9,210.57	26,748.59	119,841.00	93,092.41	22.3
51-58-413 PENSION	2,244.08	6,673.20	30,771.00	24,097.80	21.7
51-58-414 PHONE STIPEND	.00	.00	322.00	322.00	.0
51-58-415 UNIFORM STIPEND	200.08	600.24	2,877.00	2,276.76	20.9
51-58-423 WORKERS COMPENSATION INSURANCE	2,254.32	3,427.47	9,494.00	6,066.53	36.1
51-58-501 OFFICE SUPPLIES	89.32	105.31	125.00	19.69	84.3
51-58-502 OPERATING SUPPLIES	124.36	2,789.18	33,000.00	30,210.82	8.5
51-58-503 MAINTENANCE & CLEANING SUPPLIE	.00	.00	125.00	125.00	.0
51-58-506 LOGO WEAR	.00	.00	2,000.00	2,000.00	.0
51-58-507 PERSONAL PROTECTIVE EQUIP.	29.99	65.74	750.00	684.26	8.8
51-58-511 FUEL/OIL/OPERATING FLUIDS	762.35	2,343.08	14,000.00	11,656.92	16.7
51-58-521 DEPARTMENT MATERIALS	391.46	391.46	5,000.00	4,608.54	7.8
51-58-542 EQUIPMENT PARTS	1,514.10	1,700.74	.00	(1,700.74)	.0
51-58-543 SMALL TOOLS	634.04	729.73	2,500.00	1,770.27	29.2
51-58-544 TOOLS	.00	1,500.00	4,000.00	2,500.00	37.5
51-58-551 FURNISHINGS & FIXTURES	7,621.04	8,587.04	11,500.00	2,912.96	74.7
51-58-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	400.00	400.00	.0
51-58-582 EQUIPMENT	.00	.00	2,000.00	2,000.00	.0
51-58-583 COMPUTER/IT EQUIPMENT	.00	1,654.26	2,800.00	1,145.74	59.1
51-58-584 SOFTWARE SUBSCRIPTIONS	22.82	426.77	547.00	120.23	78.0
51-58-601 GAS-UTILITY	172.20	406.74	1,248.00	841.26	32.6
51-58-602 ELECTRIC-UTILITY	1,637.34	3,378.91	20,261.00	16,882.09	16.7
51-58-603 WATER-UTILITY	750.05	2,507.64	44,631.00	42,123.36	5.6
51-58-604 SEWER-UTILITY	427.50	1,282.50	5,130.00	3,847.50	25.0
51-58-621 TELEPHONE SERVICE-UTILITY	25.30	50.60	304.00	253.40	16.6
51-58-622 TELEPHONE-EE ISSUED CELL PHONE	81.36	122.04	512.00	389.96	23.8
51-58-623 INTERNET SERVICE	695.52	695.52	2,800.00	2,104.48	24.8
51-58-642 R&M-EQUIPMENT	19.99	2,355.63	15,000.00	12,644.37	15.7
51-58-658 R&M-PARKS & TRAILS	.00	.00	41,200.00	41,200.00	.0
51-58-669 R&M-MARY FISHER PARK	1,119.06	1,119.06	.00	(1,119.06)	.0
51-58-670 R&M-TOWN PARK	.00	370.21	.00	(370.21)	.0
51-58-672 R&M-TRAILS/SIDEWALKS	.00	.00	13,500.00	13,500.00	.0
51-58-701 ENGINEERING & MODELING (NON CI	.00	.00	15,000.00	15,000.00	.0
51-58-704 CONTRACTED SERVICES (OTHER PRO	.00	.00	18,500.00	18,500.00	.0
51-58-705 IT SERVICES	202.83	505.55	1,882.00	1,376.45	26.9
51-58-711 TRAVEL-TRANSPORTATION	.00	.00	1,000.00	1,000.00	.0
51-58-712 TRAVEL-MEALS	.00	.00	500.00	500.00	.0
51-58-713 TRAVEL-LODGING	.00	.00	3,000.00	3,000.00	.0
51-58-722 MEETING-REGISTRATION	.00	.00	750.00	750.00	.0
51-58-731 RENTAL-EQUIPMENT	.00	.00	4,000.00	4,000.00	.0
51-58-732 RENTAL-MISC.	.00	270.00	2,100.00	1,830.00	12.9
51-58-741 FEES	102.33	102.33	.00	(102.33)	.0
51-58-761 INSURANCE & BONDS	2,951.81	5,903.62	10,176.00	4,272.38	58.0
51-58-793 TRAINING & SCHOOLS	.00	.00	2,500.00	2,500.00	.0
51-58-794 TEAM BUILDING	.00	.00	500.00	500.00	.0
51-58-812 FURNITURE & FIXTURES-CAPITAL A	.00	.00	30,900.00	30,900.00	.0
51-58-821 IMPROVE. OTHER THAN BUILDINGS	.00	.00	1,988,579.00	1,988,579.00	.0

FOR ADMINISTRATION USE ONLY

25 % OF THE FISCAL YEAR HAS ELAPSED

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TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
51-58-830	EQUIPMENT-CAPITAL OUTLAY	9,620.84	34,920.84	38,000.00	3,079.16	91.9
51-58-853	CAPITAL ENGINEERING	5,771.38	15,261.54	96,000.00	80,738.46	15.9
	TOTAL PARKS-CAPITAL	78,256.57	214,785.54	3,054,335.00	2,839,549.46	7.0
	<u>COMM. DEVEL. ADMIN.-CAPITAL</u>					
51-62-561	COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	10,000.00	10,000.00	.0
51-62-761	INSURANCE & BONDS	15.12	30.24	.00	(30.24)	.0
	TOTAL COMM. DEVEL. ADMIN.-CAPITAL	15.12	30.24	10,000.00	9,969.76	.3
	<u>PROJECTS-CAPITAL</u>					
51-66-704	CONTRACTED SERVICES (OTHER PRO	1,050.00	3,170.00	.00	(3,170.00)	.0
51-66-753	PRE-PROJECT ADVERTISING	17.19	17.19	300.00	282.81	5.7
51-66-754	PRE-PROJECT CONSULTING	.00	.00	15,000.00	15,000.00	.0
51-66-755	PRE-PROJECT ENGINEERING/DESIGN	.00	.00	15,000.00	15,000.00	.0
51-66-853	CAPITAL ENGINEERING	39,227.26	41,674.82	105,000.00	63,325.18	39.7
	TOTAL PROJECTS-CAPITAL	40,294.45	44,862.01	135,300.00	90,437.99	33.2
	<u>ADMIN. SERVICES ADMIN-CAPITAL</u>					
51-80-583	COMPUTER/IT EQUIPMENT	.00	149.55	23,500.00	23,350.45	.6
51-80-584	SOFTWARE SUBSCRIPTIONS	.00	.00	300.00	300.00	.0
51-80-761	INSURANCE & BONDS	13.98	27.96	.00	(27.96)	.0
51-80-771	INITIATIVES & ECONOMIC DEVELOP	18,750.00	18,750.00	110,000.00	91,250.00	17.1
51-80-944	LEASE PAYMENTS	167.90	167.90	521.00	353.10	32.2
	TOTAL ADMIN. SERVICES ADMIN-CAPITAL	18,931.88	19,095.41	134,321.00	115,225.59	14.2

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PUBLIC WORKS ADMIN.</u>					
51-90-401 SALARIES	16,461.75	44,757.06	220,615.00	175,857.94	20.3
51-90-411 FICA	1,182.10	3,266.73	16,877.00	13,610.27	19.4
51-90-412 EMPLOYEE INSURANCE	2,747.31	8,116.55	46,026.00	37,909.45	17.6
51-90-413 PENSION	1,481.54	4,028.10	18,752.00	14,723.90	21.5
51-90-423 WORKERS COMPENSATION INSURANCE	49.46	75.20	205.00	129.80	36.7
51-90-501 OFFICE SUPPLIES	122.00	420.42	2,000.00	1,579.58	21.0
51-90-502 OPERATING SUPPLIES	.00	.00	360.00	360.00	.0
51-90-503 MAINTENANCE & CLEANING SUPPLIE	25.18	25.18	300.00	274.82	8.4
51-90-504 POSTAGE/SHIPPING	.00	.00	50.00	50.00	.0
51-90-505 COPY/PRINTING	.00	541.87	1,618.00	1,076.13	33.5
51-90-511 FUEL/OIL/OPERATING FLUIDS	.00	.00	2,500.00	2,500.00	.0
51-90-543 SMALL TOOLS	19.59	19.59	.00	(19.59)	.0
51-90-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	1,900.00	18,000.00	16,100.00	10.6
51-90-583 COMPUTER/IT EQUIPMENT	29.99	316.29	225.00	(91.29)	140.6
51-90-584 SOFTWARE SUBSCRIPTIONS	732.32	7,787.08	13,204.00	5,416.92	59.0
51-90-601 GAS-UTILITY	2,523.87	5,937.13	16,990.00	11,052.87	34.9
51-90-602 ELECTRIC-UTILITY	774.86	1,544.37	8,690.00	7,145.63	17.8
51-90-603 WATER-UTILITY	305.08	476.53	14,213.00	13,736.47	3.4
51-90-604 SEWER-UTILITY	71.25	213.75	855.00	641.25	25.0
51-90-621 TELEPHONE SERVICE-UTILITY	53.61	107.22	949.00	841.78	11.3
51-90-622 TELEPHONE-EE ISSUED CELL PHONE	66.11	132.22	1,585.00	1,452.78	8.3
51-90-623 INTERNET SERVICE	.00	330.00	350.00	20.00	94.3
51-90-701 ENGINEERING & MODELING (NON CI	.00	.00	4,000.00	4,000.00	.0
51-90-703 AUDIT	.00	.00	14,482.00	14,482.00	.0
51-90-704 CONTRACTED SERVICES (OTHER PRO	.00	.00	5,000.00	5,000.00	.0
51-90-705 IT SERVICES	811.30	2,022.20	7,528.00	5,505.80	26.9
51-90-711 TRAVEL-TRANSPORTATION	.00	.00	550.00	550.00	.0
51-90-712 TRAVEL-MEALS	.00	.00	150.00	150.00	.0
51-90-713 TRAVEL-LODGING	.00	.00	332.00	332.00	.0
51-90-722 MEETING-REGISTRATION	160.00	160.00	460.00	300.00	34.8
51-90-732 RENTAL-MISC.	360.00	360.00	350.00	(10.00)	102.9
51-90-741 FEES	.00	.74	.00	(.74)	.0
51-90-751 BOOKS & SUBSCRIPTIONS	35.00	35.00	35.00	.00	100.0
51-90-761 INSURANCE & BONDS	430.03	860.06	250.00	(610.06)	344.0
51-90-791 ADVERTISING/PUBLIC NOTIFICATIO	.00	.00	1,000.00	1,000.00	.0
51-90-792 DUES & MEMBERSHIPS	.00	100.00	500.00	400.00	20.0
51-90-794 TEAM BUILDING	118.17	207.30	1,889.00	1,681.70	11.0
51-90-853 CAPITAL ENGINEERING	324.00	1,134.00	50,000.00	48,866.00	2.3
51-90-941 DEBT SERVICE-PRINCIPAL	.00	.00	307,000.00	307,000.00	.0
51-90-942 DEBT SERVICE-INTEREST	.00	.00	126,569.00	126,569.00	.0
51-90-943 DEBT SERVICE-FEES	.00	2,500.00	4,000.00	1,500.00	62.5
TOTAL PUBLIC WORKS ADMIN.	28,884.52	87,374.59	908,459.00	821,084.41	9.6

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>STREETS</u>					
51-91-401 SALARIES	29,882.12	81,751.18	381,855.00	300,103.82	21.4
51-91-403 OVERTIME	.00	.00	17,183.00	17,183.00	.0
51-91-404 ON-CALL	.00	.00	18,250.00	18,250.00	.0
51-91-411 FICA	2,210.24	6,074.85	31,049.00	24,974.15	19.6
51-91-412 EMPLOYEE INSURANCE	7,071.39	19,424.78	75,270.00	55,845.22	25.8
51-91-413 PENSION	2,689.38	7,357.60	34,348.00	26,990.40	21.4
51-91-414 PHONE STIPEND	80.00	200.00	960.00	760.00	20.8
51-91-415 UNIFORM STIPEND	184.68	507.87	2,407.00	1,899.13	21.1
51-91-423 WORKERS COMPENSATION INSURANCE	4,015.60	6,105.33	18,852.00	12,746.67	32.4
51-91-501 OFFICE SUPPLIES	86.45	132.74	500.00	367.26	26.6
51-91-502 OPERATING SUPPLIES	1,571.04	6,274.77	56,000.00	49,725.23	11.2
51-91-503 MAINTENANCE & CLEANING SUPPLIE	.00	.00	1,000.00	1,000.00	.0
51-91-505 COPY/PRINTING	217.15	217.15	.00	(217.15)	.0
51-91-506 LOGO WEAR	.00	.00	2,400.00	2,400.00	.0
51-91-507 PERSONAL PROTECTIVE EQUIP.	.00	53.26	2,000.00	1,946.74	2.7
51-91-511 FUEL/OIL/OPERATING FLUIDS	2,817.20	4,112.74	30,000.00	25,887.26	13.7
51-91-521 DEPARTMENT MATERIALS	(92.00)	1,133.48	50,000.00	48,866.52	2.3
51-91-541 VEHICLE PARTS	.00	.00	4,000.00	4,000.00	.0
51-91-542 EQUIPMENT PARTS	264.15	384.99	.00	(384.99)	.0
51-91-543 SMALL TOOLS	654.04	1,160.32	3,500.00	2,339.68	33.2
51-91-544 TOOLS	18,400.00	18,400.00	1,000.00	(17,400.00)	1840.0
51-91-551 FURNISHINGS & FIXTURES	1,086.00	1,086.00	.00	(1,086.00)	.0
51-91-581 SMALL EQUIPMENT	.00	1,340.01	2,000.00	659.99	67.0
51-91-582 EQUIPMENT	.00	.00	1,000.00	1,000.00	.0
51-91-584 SOFTWARE SUBSCRIPTIONS	117.34	508.89	1,461.00	952.11	34.8
51-91-602 ELECTRIC-UTILITY	3,489.86	7,110.62	43,379.00	36,268.38	16.4
51-91-621 TELEPHONE SERVICE-UTILITY	25.30	50.60	304.00	253.40	16.6
51-91-622 TELEPHONE-EE ISSUED CELL PHONE	169.23	338.46	2,800.00	2,461.54	12.1
51-91-642 R&M-EQUIPMENT	871.08	871.08	58,000.00	57,128.92	1.5
51-91-671 R&M-CEMETERY	.00	.00	10,000.00	10,000.00	.0
51-91-672 R&M-TRAILS/SIDEWALKS	.00	.00	20,000.00	20,000.00	.0
51-91-682 R&M-STREETS	.00	.00	334,000.00	334,000.00	.0
51-91-683 R&M-DRAINAGE	.00	.00	20,000.00	20,000.00	.0
51-91-684 R&M-STREET LIGHTS	.00	477.21	.00	(477.21)	.0
51-91-685 R&M-ALLEYS	.00	.00	30,000.00	30,000.00	.0
51-91-704 CONTRACTED SERVICES (OTHER PRO	125.00	125.00	600.00	475.00	20.8
51-91-705 IT SERVICES	405.66	708.38	1,882.00	1,173.62	37.6
51-91-711 TRAVEL-TRANSPORTATION	.00	.00	425.00	425.00	.0
51-91-712 TRAVEL-MEALS	.00	.00	875.00	875.00	.0
51-91-713 TRAVEL-LODGING	.00	.00	1,900.00	1,900.00	.0
51-91-721 MEETING & TRAINING-SUPPLIES	.00	.00	2,400.00	2,400.00	.0
51-91-722 MEETING-REGISTRATION	.00	.00	4,625.00	4,625.00	.0
51-91-741 FEES	.53	.53	.00	(.53)	.0
51-91-761 INSURANCE & BONDS	953.64	1,907.28	3,794.00	1,886.72	50.3
51-91-792 DUES & MEMBERSHIPS	.00	.00	225.00	225.00	.0
51-91-793 TRAINING & SCHOOLS	450.00	450.00	2,000.00	1,550.00	22.5
51-91-794 TEAM BUILDING	139.72	139.72	1,000.00	860.28	14.0
51-91-822 SIDEWALKS, CROSSINGS, CURB & G	.00	.00	30,000.00	30,000.00	.0
51-91-830 EQUIPMENT-CAPITAL OUTLAY	22,448.84	22,448.84	39,000.00	16,551.16	57.6
51-91-861 ROAD CONSTRUCTION-NEW OR REPLA	.00	.00	246,000.00	246,000.00	.0
51-91-931 DEBT SVC. DUE-GENERAL FUND	.00	.00	84,720.00	84,720.00	.0

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
TOTAL STREETS	100,333.64	190,853.68	1,672,964.00	1,482,110.32	11.4

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>FACILITIES & FLEET</u>					
51-94-401 SALARIES	10,049.42	30,148.24	171,112.00	140,963.76	17.6
51-94-403 OVERTIME	123.11	158.56	5,879.00	5,720.44	2.7
51-94-404 ON-CALL	50.00	1,350.00	18,250.00	16,900.00	7.4
51-94-411 FICA	783.02	2,433.28	14,007.00	11,573.72	17.4
51-94-412 EMPLOYEE INSURANCE	1,643.90	4,937.05	49,503.00	44,565.95	10.0
51-94-413 PENSION	904.44	2,713.32	14,584.00	11,870.68	18.6
51-94-414 PHONE STIPEND	80.00	200.00	1,282.00	1,082.00	15.6
51-94-415 UNIFORM STIPEND	61.56	184.68	1,072.00	887.32	17.2
51-94-423 WORKERS COMPENSATION INSURANCE	1,072.14	1,630.08	6,022.00	4,391.92	27.1
51-94-501 OFFICE SUPPLIES	.00	.00	150.00	150.00	.0
51-94-502 OPERATING SUPPLIES	406.25	506.10	3,000.00	2,493.90	16.9
51-94-503 MAINTENANCE & CLEANING SUPPLIE	336.92	940.72	17,000.00	16,059.28	5.5
51-94-506 LOGO WEAR	.00	.00	600.00	600.00	.0
51-94-507 PERSONAL PROTECTIVE EQUIP.	.00	.00	200.00	200.00	.0
51-94-511 FUEL/OIL/OPERATING FLUIDS	207.28	491.22	2,500.00	2,008.78	19.7
51-94-521 DEPARTMENT MATERIALS	.00	.00	1,000.00	1,000.00	.0
51-94-541 VEHICLE PARTS	.00	1,717.17	.00	(1,717.17)	.0
51-94-542 EQUIPMENT PARTS	246.39	246.39	3,100.00	2,853.61	8.0
51-94-543 SMALL TOOLS	143.23	198.22	1,500.00	1,301.78	13.2
51-94-544 TOOLS	.00	188.99	.00	(188.99)	.0
51-94-551 FURNISHINGS & FIXTURES	.00	998.00	2,500.00	1,502.00	39.9
51-94-581 SMALL EQUIPMENT	.00	966.91	1,500.00	533.09	64.5
51-94-582 EQUIPMENT	.00	769.00	1,500.00	731.00	51.3
51-94-583 COMPUTER/IT EQUIPMENT	20.98	160.97	200.00	39.03	80.5
51-94-584 SOFTWARE SUBSCRIPTIONS	361.21	3,102.84	3,088.00	(14.84)	100.5
51-94-602 ELECTRIC-UTILITY	1,046.29	2,140.27	11,802.00	9,661.73	18.1
51-94-621 TELEPHONE SERVICE-UTILITY	25.30	50.60	304.00	253.40	16.6
51-94-631 JANITORIAL SERVICES	10,276.16	30,664.37	138,000.00	107,335.63	22.2
51-94-641 R&M-VEHICLES	.00	18.00	25,000.00	24,982.00	.1
51-94-643 R&M-ART	.00	.00	2,000.00	2,000.00	.0
51-94-646 R&M-OTHER	.00	.00	9,000.00	9,000.00	.0
51-94-651 R&M-BUILDING	.00	177.51	.00	(177.51)	.0
51-94-652 R&M-TOWN HALL	63.38	1,726.42	27,000.00	25,273.58	6.4
51-94-653 R&M-MAINTENANCE FACILITY	146.34	666.80	5,000.00	4,333.20	13.3
51-94-654 R&M-VISITOR CENTER	54.95	83.23	12,000.00	11,916.77	.7
51-94-655 R&M-COMMUNITY CENTER	283.48	4,318.56	18,000.00	13,681.44	24.0
51-94-656 R&M-GEO BUILDING	.00	.00	500.00	500.00	.0
51-94-657 R&M-MUSEUM	.00	12.49	.00	(12.49)	.0
51-94-658 R&M-PARKS & TRAILS	.00	.00	10,000.00	10,000.00	.0
51-94-659 R&M-WAYFINDING & SIGNAGE	.00	.00	2,000.00	2,000.00	.0
51-94-660 R&M-YAMAGUCHI NORTH PARK	.00	.00	4,500.00	4,500.00	.0
51-94-661 R&M-SOUTH PAGOSA PARK	.00	291.86	500.00	208.14	58.4
51-94-663 R&M-BELL TOWER PARK	.00	.00	300.00	300.00	.0
51-94-664 R&M-RIVER CENTER PARK	.00	.00	300.00	300.00	.0
51-94-669 R&M-MARY FISHER PARK	.00	.00	500.00	500.00	.0
51-94-670 R&M-TOWN PARK	.00	455.86	1,000.00	544.14	45.6
51-94-691 DISPOSAL/RECYCLING/SHREDDING	65.00	65.00	.00	(65.00)	.0
51-94-692 ALARM MONITORING	.00	540.00	2,300.00	1,760.00	23.5
51-94-704 CONTRACTED SERVICES (OTHER PRO	997.50	1,526.50	5,150.00	3,623.50	29.6
51-94-705 IT SERVICES	405.65	1,313.83	5,646.00	4,332.17	23.3
51-94-707 SECURITY	.00	.00	7,450.00	7,450.00	.0
51-94-741 FEES	2.18	13.28	.00	(13.28)	.0

FOR ADMINISTRATION USE ONLY

25 % OF THE FISCAL YEAR HAS ELAPSED

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TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

CAPITAL IMPROVEMENT FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
51-94-761 INSURANCE & BONDS	11,363.76	22,727.52	42,109.00	19,381.48	54.0
51-94-793 TRAINING & SCHOOLS	.00	.00	900.00	900.00	.0
51-94-811 BUILDING IMPROVEMENTS	.00	.00	142,775.00	142,775.00	.0
51-94-812 FURNITURE & FIXTURES-CAPITAL A	.00	.00	1,000.00	1,000.00	.0
51-94-832 VEHICLES	56,131.75	56,131.75	110,000.00	53,868.25	51.0
51-94-852 CAPITAL ARCHITECTURAL	15,000.00	15,000.00	.00	(15,000.00)	.0
TOTAL FACILITIES & FLEET	112,351.59	191,965.59	904,585.00	712,619.41	21.2
TOTAL FUND EXPENDITURES	381,831.52	789,483.79	7,054,206.00	6,264,722.21	11.2
NET REVENUE OVER EXPENDITURES	1,823.27	424,092.61	(54,056.00)	(478,148.61)	784.5

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

SANITATION FUND

ASSETS

53-10100	CASH IN COMBINED CASH FUND	5,353,740.77	
53-10500	PETTY CASH	100.00	
53-11000	PLANT/SYSTEM	12,637,126.13	
53-11100	EQUIPMENT	1,421,915.45	
53-11250	WORK IN PROGRESS	216,473.25	
53-11400	PROPERTY TAX RECEIVABLE	58,148.00	
53-11500	ACCTS RECEIVABLE - SANITATION	119,433.59	
53-11550	ACCTS RECEIVABLE - TREAS LIENS	7,762.35	
53-11600	ALLOWANCE FOR DOUBTFUL ACCTS	(8,035.43)	
53-11700	RIGHT OF WAYS	16,376.00	
53-11800	ACCUMULATED DEPRECIATION	(3,596,825.88)	
	TOTAL ASSETS		<u>16,226,214.23</u>

LIABILITIES AND EQUITY

LIABILITIES

53-20310	INTEREST PAYABLE	9,761.81	
53-21400	PIPELINE LOAN WPCRF	1,120,859.09	
53-21405	NOTE PAYABLE TO UMB	4,524,951.97	
53-21800	ACCRUED VACATION	7,454.52	
53-21850	ACCRUED WAGES	6,236.58	
53-22210	UNEARNED REVENUE	58,148.00	
53-22215	LONG TERM LIABILITY PAWSD	1,828,646.49	
53-22221	LEASE PAYABLE GEN FUND VACUUM	(19,861.61)	
53-23000	ADVANCE TO GENERAL FUND	79,447.30	
	TOTAL LIABILITIES		7,615,644.15

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:		
53-29800	RETAINED EARNINGS-UNRESERVED	7,482,639.05	
53-29850	CONTRIBUTED CAPITAL	965,626.24	
	REVENUE OVER EXPENDITURES - YTD	<u>162,304.79</u>	
	BALANCE - CURRENT DATE	<u>8,610,570.08</u>	
	TOTAL FUND EQUITY		<u>8,610,570.08</u>
	TOTAL LIABILITIES AND EQUITY		<u>16,226,214.23</u>

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

SANITATION FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	<u>TAXES</u>					
53-31-101	PROPERTY TAX	13,950.31	15,304.94	58,148.00	42,843.06	26.3
53-31-102	SPECIFIC OWNERSHIP/MVL TAX	347.83	1,134.91	4,500.00	3,365.09	25.2
	TOTAL TAXES	14,298.14	16,439.85	62,648.00	46,208.15	26.2
	<u>INTERGOVERNMENTAL REVENUES</u>					
53-33-306	DOLA GRANTS	2,633.50	2,633.50	200,000.00	197,366.50	1.3
	TOTAL INTERGOVERNMENTAL REVENUES	2,633.50	2,633.50	200,000.00	197,366.50	1.3
	<u>CHARGES FOR SERVICES</u>					
53-34-400	DEPT. SPECIFIC SVC. CHARGES	532.39	2,506.56	9,600.00	7,093.44	26.1
53-34-401	CHARGES FOR ADDED SERVICES	.00	.00	3,500.00	3,500.00	.0
53-34-404	UTILITY CONNECTION FFES	.00	6,209.00	97,800.00	91,591.00	6.4
53-34-405	UTILITY BILLING	.00	.00	1,368,000.00	1,368,000.00	.0
	TOTAL CHARGES FOR SERVICES	532.39	8,715.56	1,478,900.00	1,470,184.44	.6
	<u>FINES, FEES & FORFEITURES</u>					
53-35-503	LATE FEES (PENALTIES & INT.)	.00	.00	5,000.00	5,000.00	.0
	TOTAL FINES, FEES & FORFEITURES	.00	.00	5,000.00	5,000.00	.0
	<u>MISCELLANEOUS REVENUES</u>					
53-36-601	MISCELLANEOUS REVENUE	.00	663.42	6,500.00	5,836.58	10.2
53-36-603	INTEREST INCOME	20,914.43	27,838.46	50,000.00	22,161.54	55.7
	TOTAL MISCELLANEOUS REVENUES	20,914.43	28,501.88	56,500.00	27,998.12	50.5
	<u>LEASES & RENTS</u>					
53-38-100	SANT MONTHLY COLLECTIONS	112,254.43	336,187.29	.00	(336,187.29)	.0
53-38-600	INTEREST	195.55	450.52	.00	(450.52)	.0
53-38-900	PENALTY	721.69	1,790.59	.00	(1,790.59)	.0
	TOTAL LEASES & RENTS	113,171.67	338,428.40	.00	(338,428.40)	.0
	TOTAL FUND REVENUE	151,550.13	394,719.19	1,803,048.00	1,408,328.81	21.9

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

SANITATION FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>SANITATION</u>					
53-92-401 SALARIES	11,464.30	44,482.72	217,240.00	172,757.28	20.5
53-92-403 OVERTIME	333.92	1,531.83	19,552.00	18,020.17	7.8
53-92-404 ON-CALL	1,400.00	4,200.00	18,249.00	14,049.00	23.0
53-92-411 FICA	984.95	3,772.20	18,471.00	14,698.80	20.4
53-92-412 EMPLOYEE INSURANCE	3,502.18	9,856.66	54,122.00	44,265.34	18.2
53-92-413 PENSION	753.46	3,109.82	19,541.00	16,431.18	15.9
53-92-415 UNIFORM STIPEND	61.56	230.85	1,204.00	973.15	19.2
53-92-423 WORKERS COMPENSATION INSURANCE	920.20	1,399.07	4,269.00	2,869.93	32.8
53-92-501 OFFICE SUPPLIES	.00	1.19	250.00	248.81	.5
53-92-502 OPERATING SUPPLIES	2,465.65	5,812.40	5,000.00	(812.40)	116.3
53-92-503 MAINTENANCE & CLEANING SUPPLIE	.00	239.61	.00	(239.61)	.0
53-92-504 POSTAGE/SHIPPING	742.99	752.67	4,000.00	3,247.33	18.8
53-92-506 LOGO WEAR	.00	.00	900.00	900.00	.0
53-92-507 PERSONAL PROTECTIVE EQUIP.	438.45	615.62	3,500.00	2,884.38	17.6
53-92-511 FUEL/OIL/OPERATING FLUIDS	2,086.09	3,383.96	14,000.00	10,616.04	24.2
53-92-521 DEPARTMENT MATERIALS	186.54	262.49	3,500.00	3,237.51	7.5
53-92-541 VEHICLE PARTS	94.98	229.95	4,000.00	3,770.05	5.8
53-92-542 EQUIPMENT PARTS	.00	143.63	.00	(143.63)	.0
53-92-543 SMALL TOOLS	1,108.12	2,682.73	4,500.00	1,817.27	59.6
53-92-544 TOOLS	4,100.00	4,100.00	4,800.00	700.00	85.4
53-92-551 FURNISHINGS & FIXTURES	.00	.00	1,800.00	1,800.00	.0
53-92-581 SMALL EQUIPMENT	.00	1,127.34	2,800.00	1,672.66	40.3
53-92-582 EQUIPMENT	2,009.00	3,445.16	1,000.00	(2,445.16)	344.5
53-92-583 COMPUTER/IT EQUIPMENT	260.61	260.61	4,100.00	3,839.39	6.4
53-92-584 SOFTWARE SUBSCRIPTIONS	65.46	1,921.97	2,152.00	230.03	89.3
53-92-602 ELECTRIC-UTILITY	8,950.69	17,758.96	105,295.00	87,536.04	16.9
53-92-603 WATER-UTILITY	68.58	137.16	1,423.00	1,285.84	9.6
53-92-621 TELEPHONE SERVICE-UTILITY	28.31	56.62	340.00	283.38	16.7
53-92-622 TELEPHONE-EE ISSUED CELL PHONE	137.21	274.42	1,200.00	925.58	22.9
53-92-623 INTERNET SERVICE	69.99	2,972.75	3,293.00	320.25	90.3
53-92-641 R&M-VEHICLES	.00	.00	14,500.00	14,500.00	.0
53-92-674 R&M-INFRASTRUCTURE/LINES	541.80	2,148.30	40,000.00	37,851.70	5.4
53-92-675 R&M-LIFT & PUMP STATIONS	.00	.00	7,500.00	7,500.00	.0
53-92-676 R&M-APACHE LS	.00	.00	8,000.00	8,000.00	.0
53-92-677 R&M-KOA LS	.00	.00	7,500.00	7,500.00	.0
53-92-678 R&M-CHAMBER LS	.00	.00	7,500.00	7,500.00	.0
53-92-679 R&M-5TH STREET PS	.00	3,527.67	45,000.00	41,472.33	7.8
53-92-680 R&M-TIMBER RIDGE PS	.00	.00	65,000.00	65,000.00	.0
53-92-681 R&M-PIPELINE ODOR SYSTEM	.00	.00	500.00	500.00	.0
53-92-691 DISPOSAL/RECYCLING/SHREDDING	140.30	180.60	.00	(180.60)	.0
53-92-701 ENGINEERING & MODELING (NON CI	.00	.00	400,000.00	400,000.00	.0
53-92-702 ATTORNEY	8,118.00	12,396.00	3,000.00	(9,396.00)	413.2
53-92-703 AUDIT	1,300.00	1,300.00	3,771.00	2,471.00	34.5
53-92-704 CONTRACTED SERVICES (OTHER PRO	50,788.95	70,292.12	230,000.00	159,707.88	30.6
53-92-705 IT SERVICES	608.48	2,122.10	9,410.00	7,287.90	22.6
53-92-711 TRAVEL-TRANSPORTATION	.00	.00	500.00	500.00	.0
53-92-712 TRAVEL-MEALS	.00	.00	150.00	150.00	.0
53-92-713 TRAVEL-LODGING	.00	.00	3,500.00	3,500.00	.0
53-92-721 MEETING & TRAINING-SUPPLIES	.00	.00	50.00	50.00	.0
53-92-722 MEETING-REGISTRATION	.00	.00	2,600.00	2,600.00	.0
53-92-741 FEES	949.88	2,157.60	2,800.00	642.40	77.1
53-92-742 CONVENIENCE (CREDIT CARD PROCE	524.42	1,560.59	9,600.00	8,039.41	16.3

FOR ADMINISTRATION USE ONLY

25 % OF THE FISCAL YEAR HAS ELAPSED

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TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

SANITATION FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
53-92-761 INSURANCE & BONDS	3,524.36	7,048.72	13,283.00	6,234.28	53.1
53-92-792 DUES & MEMBERSHIPS	.00	.00	700.00	700.00	.0
53-92-793 TRAINING & SCHOOLS	35.74	105.68	10,000.00	9,894.32	1.1
53-92-794 TEAM BUILDING	.00	68.63	500.00	431.37	13.7
53-92-853 CAPITAL ENGINEERING	4,744.00	4,744.00	.00	(4,744.00)	.0
53-92-865 SEWER/WATER SYSTEM CONST-NEW O	10,000.00	10,000.00	.00	(10,000.00)	.0
53-92-931 DEBT SVC. DUE-GENERAL FUND	.00	.00	20,606.00	20,606.00	.0
53-92-941 DEBT SERVICE-PRINCIPAL	.00	.00	236,655.00	236,655.00	.0
53-92-942 DEBT SERVICE-INTEREST	.00	.00	51,002.00	51,002.00	.0
53-92-944 LEASE PAYMENTS	.00	.00	1,320.00	1,320.00	.0
53-92-991 TRANSFER TO GENERAL FUND	.00	.00	20,000.00	20,000.00	.0
TOTAL SANITATION	123,509.17	232,414.40	1,735,448.00	1,503,033.60	13.4
TOTAL FUND EXPENDITURES	123,509.17	232,414.40	1,735,448.00	1,503,033.60	13.4
NET REVENUE OVER EXPENDITURES	28,040.96	162,304.79	67,600.00	(94,704.79)	240.1

TOWN OF PAGOSA SPRINGS
BALANCE SHEET
MARCH 31, 2025

GEOHERMAL FUND

ASSETS

55-10100	CASH IN COMBINED CASH FUND	290,666.05	
55-11500	ACCTS RECEIVABLE - GEOTHERMAL	13,679.63	
55-16000	PLANT/SYSTEM	80,527.01	
55-16210	WELL AND SYSTEM	1,182,419.00	
55-16300	EQUIPMENT	30,199.02	
55-16900	ACCUMULATED DEPRECIATION	(1,039,783.51)	
	TOTAL ASSETS		557,707.20

LIABILITIES AND EQUITY

LIABILITIES

55-23000	ADVANCE TO GENERAL FUND	(.26)	
55-25000	CONTRIBUTED CAPITAL	690,420.12	
	TOTAL LIABILITIES		690,419.86

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:		
55-29800	RETAINED EARNINGS-UNRESERVED	(140,094.44)	
	REVENUE OVER EXPENDITURES - YTD	7,381.78	
	BALANCE - CURRENT DATE	(132,712.66)	
	TOTAL FUND EQUITY		(132,712.66)
	TOTAL LIABILITIES AND EQUITY		557,707.20

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GEOHERMAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>INTERGOVERNMENTAL REVENUES</u>					
55-33-305 STATE OF COLORADO GRANTS	.00	.00	140,390.00	140,390.00	.0
TOTAL INTERGOVERNMENTAL REVENUES	.00	.00	140,390.00	140,390.00	.0
<u>CHARGES FOR SERVICES</u>					
55-34-405 UTILITY BILLING	.00	.00	57,000.00	57,000.00	.0
55-34-407 ENERGY USER REVENUES (GEO)	.00	.00	30,500.00	30,500.00	.0
55-34-408 MINERAL USER REVENUES (GEO)	.00	.00	24,500.00	24,500.00	.0
TOTAL CHARGES FOR SERVICES	.00	.00	112,000.00	112,000.00	.0
<u>MISCELLANEOUS REVENUES</u>					
55-36-603 INTEREST	1,070.11	2,193.60	.00	(2,193.60)	.0
TOTAL MISCELLANEOUS REVENUES	1,070.11	2,193.60	.00	(2,193.60)	.0
<u>LEASES & RENTS</u>					
55-38-100 GEOTHERMAL BILLINGS	12,042.69	37,598.07	.00	(37,598.07)	.0
TOTAL LEASES & RENTS	12,042.69	37,598.07	.00	(37,598.07)	.0
TOTAL FUND REVENUE	13,112.80	39,791.67	252,390.00	212,598.33	15.8

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2025

GEOHERMAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>GEOHERMAL</u>					
55-93-502 OPERATING SUPPLIES	76.78	311.57	.00 (	311.57)	.0
55-93-503 MAINTENANCE & CLEANING SUPPLIE	.00	33.66	.00 (	33.66)	.0
55-93-504 POSTAGE/SHIPPING	.00	.00	55.00	55.00	.0
55-93-543 SMALL TOOLS	.00	77.36	.00 (	77.36)	.0
55-93-581 SMALL EQUIPMENT	.00	298.01	.00 (	298.01)	.0
55-93-582 EQUIPMENT	.00	.00	9,000.00	9,000.00	.0
55-93-602 ELECTRIC-UTILITY	666.64	1,324.80	3,709.00	2,384.20	35.7
55-93-603 WATER-UTILITY	496.40	1,027.69	8,245.00	7,217.31	12.5
55-93-642 R&M-EQUIPMENT	.00	.00	167,500.00	167,500.00	.0
55-93-656 R&M-GEO BUILDING	.00	.00	16,000.00	16,000.00	.0
55-93-674 R&M-INFRASTRUCTURE/LINES	.00	6,721.73	50,000.00	43,278.27	13.4
55-93-701 ENGINEERING & MODELING (NON CI	.00	.00	2,500.00	2,500.00	.0
55-93-702 ATTORNEY	6,529.92	10,803.92	2,000.00 (	8,803.92)	540.2
55-93-704 CONTRACTED SERVICES (OTHER PRO	10,009.75	11,209.75	.00 (	11,209.75)	.0
55-93-761 INSURANCE & BONDS	300.70	601.40	1,072.00	470.60	56.1
55-93-821 IMPROVE. OTHER THAN BUILDINGS	.00	.00	50,000.00	50,000.00	.0
55-93-865 SEWER/WATER SYSTEM CONST-NEW O	.00	.00	3,000.00	3,000.00	.0
55-93-991 TRANSFER TO GENERAL FUND	.00	.00	1,000.00	1,000.00	.0
TOTAL GEOHERMAL	18,080.19	32,409.89	314,081.00	281,671.11	10.3
TOTAL FUND EXPENDITURES	18,080.19	32,409.89	314,081.00	281,671.11	10.3
NET REVENUE OVER EXPENDITURES	(4,967.39)	7,381.78	(61,691.00)	(69,072.78)	12.0

TOWN OF PAGOSA SPRINGS

Town Council-Expenditure Report
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Report Criteria:
Detail report type printed

Invoice Number	Invoice Date	Description	Invoice Amount	Check Amount	Check Number	Check Issue Date
4 Corners Trailers Inc						
3992	01/31/2025	F&F-2024 CM RD-02845842 Truck Bed	4,200.00	4,200.00	3242507	03/24/2025
Total 4 Corners Trailers Inc:			4,200.00	4,200.00		
4 RIVERS EQUIPMENT LLC						
1749409	03/04/2025	Streets-John Deere Washers (12)	28.72	28.72	1948	03/10/2025
Total 4 RIVERS EQUIPMENT LLC:			28.72	28.72		
A TO Z RECREATION LLC						
4056	02/21/2025	Parks-Swing replacement in parks	966.00	966.00	30625109	03/06/2025
Total A TO Z RECREATION LLC:			966.00	966.00		
ACCUSOURCEHR INC						
#120734	02/28/2025	HR-Background check	70.26	70.26	30625117	03/06/2025
Total ACCUSOURCEHR INC:			70.26	70.26		
ADAMSON POLICE PRODUCTS						
INV429726	02/21/2025	PD-PPC Launcher 13 CU HPA Kit Mags and Case	913.00	913.00	1926	03/06/2025
Total ADAMSON POLICE PRODUCTS:			913.00	913.00		
ADVANCED INFOSYSTEMS INC						
16694	03/04/2025	Sanit.-Sewer/GEO Billing Dept.	256.01	256.01	3102505	03/10/2025
Total ADVANCED INFOSYSTEMS INC:			256.01	256.01		
AELE LAW ENFORCEMENT LEGAL CENTER						
030524-02	03/05/2025	PD-Use of Force Training for Chief Rockensock	950.00	950.00	1933	03/06/2025
Total AELE LAW ENFORCEMENT LEGAL CENTER:			950.00	950.00		
AFLAC						
365604	03/11/2025	HR-EE Paid Premium March	474.40	474.40	3202500	03/20/2025
Total AFLAC:			474.40	474.40		
AMAZON CAPITAL SERVICES						
16LF-NF4H-MPCV	02/01/2025	Sanit.-28" Fluorescent Orange PVC Traffic Cones (2), 36"x36" Super	625.77	625.77	30625111	03/06/2025
16LF-NF4H-MPCV	02/01/2025	F&F-Mud Flaps F550	395.00	395.00	30625111	03/06/2025
16NG-XJVL-HHGX	02/21/2025	VC-Address Mailing labels for Visitor Guides	12.39	12.39	30625111	03/06/2025
16NG-XJVL-HHGX	02/21/2025	VC-Tape refill for labeling machine	39.99	39.99	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-Ball Bearings (2)	48.50	48.50	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-SmartSync Cartridges (6), Sanding Discs(2), Welding Gun N	788.55	788.55	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-iPad Stylus Pen	20.79	20.79	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-Indoor Outdoor Bulbs (48pk)	109.71	109.71	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-50' RV Extension Cord, Gas Cylinder Valve Indicators (3), Sp	255.13	255.13	30625111	03/06/2025
1C3M-X6RQ-LLCP	02/01/2025	Streets-Valved Respirators (80)	53.26	53.26	30625111	03/06/2025
1JRG-6D1F-4YHT	03/01/2025	F&F-Vacuum cleaner parts-Filter/Exhaust Cover, Filter(10pc), Filter B	66.97	66.97	3242506	03/24/2025
1JRG-6D1F-4YHT	03/01/2025	F&F- 3/8" Impact Driver Set(6pc), Milwaukee 6" Bit Holder,Non-conta	75.29	75.29	3242506	03/24/2025
1JRG-6D1F-4YHT	03/01/2025	F&F-Computer Display/Port Cable, 4K Display Post to HDMI Adapter	20.98	20.98	3242506	03/24/2025
1JRG-6D1F-4YHT	03/01/2025	F&F-Visitor Center Slim 10' Flat Plug Ext Cord (2pk)	26.98	26.98	3242506	03/24/2025
1JRG-6D1F-4YHT	03/01/2025	F&F-Community Center Water Closet Diaphragm Assembly Kit (3)	61.17	61.17	3242506	03/24/2025
1P4K-XVDC-4DMJ	03/01/2025	PW-Posters & Frames For Front Office, Sticky Notes	91.89	91.89	3102510	03/10/2025
1P4K-XVDC-4DMJ	03/01/2025	PW-Laundry Detergent	25.18	25.18	3102510	03/10/2025

TOWN OF PAGOSA SPRINGS

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1P4K-XVDC-4DMJ	03/01/2025	PW-Mouse & Keyboard	29.99	29.99	3102510	03/10/2025
1P4K-XVDC-4DMJ	03/01/2025	PW Admin.-20 Pc. Tool Kit for Office	19.59	19.59	3102510	03/10/2025
1PYN-HXF9-1DQG	03/01/2025	STREETS-Oil Dri Quick Sorb Absorbent (4x20 LB)	118.89	118.89	32025111	03/20/2025
1PYN-HXF9-1DQG	03/01/2025	Streets-Metallic Perm Marker, 6pc Expandable Blueprint Tubes (6), I	86.45	86.45	32025111	03/20/2025
1PYN-HXF9-1DQG	03/01/2025	STREETS-Quick Attach Kit compatible with Bobcat(2)	33.16	33.16	32025111	03/20/2025
1PYN-HXF9-1DQG	03/01/2025	STREETS-Switchable Arrow Welding Mag 2pc/Holder,Trans Punch	199.02	199.02	32025111	03/20/2025
1PYN-HXF9-1DQG	03/01/2025	Streets-48x36 White Board & 48x36 Cork Board	130.00	130.00	32025111	03/20/2025
1PYN-HXF9-1DQG	03/01/2025	Streets-AgraLink 5 pc Swivel Hitch Pin (2)	43.54	43.54	32025111	03/20/2025
1Q3P-DMHQ-ML6V	03/18/2025	Clerk-Tyvek CC Sleeves for all Departments	11.59	11.59	32025111	03/20/2025
1Q3P-DMHQ-ML6V	03/18/2025	Admin.-Replacement Bin for Kitchen Refrigerator Door	20.17	20.17	32025111	03/20/2025
1Q3P-DMHQ-ML6V	03/18/2025	Admin.-Common Kitchen Dish Soap	9.94	9.94	32025111	03/20/2025
1RWD-4MKL-7G6W	03/01/2025	SANIT.-Retractable Ratchet Straps 4pk (2)	151.78	151.78	32025111	03/20/2025
1WQY-CKQJ-R76V	02/01/2025	PW-Napkins (800)	8.36	8.36	30625111	03/06/2025
1WQY-CKQJ-R76V	02/01/2025	PW-Lumbar support pillow, Pens, Permanent Markers, Highlighters,	298.42	298.42	30625111	03/06/2025
1WQY-CKQJ-R76V	02/01/2025	PW Admin.-Printer Cartridges (3), Copy Paper (16)	541.87	541.87	30625111	03/06/2025
1WQY-CKQJ-R76V	02/01/2025	PW Admin.-Wireless Mouse (2)	44.98	44.98	30625111	03/06/2025
Total AMAZON CAPITAL SERVICES:			4,465.30	4,465.30		
ARCHULETA COUNTY FINANCE DEPARTMENT						
202502	03/03/2025	Courts-Inmate Processing February 2025	115.00	115.00	30625108	03/06/2025
Total ARCHULETA COUNTY FINANCE DEPARTMENT:			115.00	115.00		
ARCHULETA COUNTY SCHOLARSHIP-IN-ESCROW						
030625	03/06/2025	TC-Aim Higher Scholarship 1st Qtr	2,500.00	2,500.00	1960	03/20/2025
Total ARCHULETA COUNTY SCHOLARSHIP-IN-ESCROW:			2,500.00	2,500.00		
ARCHULETA COUNTY TREASURER						
31025	03/10/2025	Admin-January Aviation tax	352.75	352.75	32025100	03/20/2025
31025	03/10/2025	Admin-January Aviation tax	352.75	352.75	32025100	03/20/2025
Total ARCHULETA COUNTY TREASURER:			705.50	705.50		
ARREOLA TRUCKING						
061922	06/19/2023	Courts-Refund for Overpayment	.50	.00	56373	Multiple
061922	06/19/2023	Courts-Refund for Overpayment	.50-			
Total ARREOLA TRUCKING:			.00	.00		
ASPIRE MEDICAL SERVICES AND EDUCATION						
135	03/19/2025	TC-ECE 2025 Funding (Full Amount)	3,000.00	3,000.00	3242505	03/24/2025
Total ASPIRE MEDICAL SERVICES AND EDUCATION:			3,000.00	3,000.00		
AT&T MOBILITY						
287296307139 0225	02/20/2025	PD-Cellphone Bill for February	1,056.86	1,056.86	1943	03/10/2025
287298047432X02282025	02/20/2025	SANIT.-Employee Cellphones	137.21	137.21	1963	03/20/2025
287298047432X02282025	02/20/2025	PW-Director Cellphone	66.11	66.11	1963	03/20/2025
287298047432X02282025	02/20/2025	STREETS-Employee Cellphones & iPads	169.23	169.23	1963	03/20/2025
Total AT&T MOBILITY:			1,429.41	1,429.41		
AUTO TRUCK GROUP LLC						
2042892	02/11/2025	Streets-Western Wide-Out Snow Plows (2)	22,448.84	22,448.84	1945	03/10/2025
2044048	02/10/2025	Parks-V-plow for parks truck	8,888.43	8,888.43	1945	03/10/2025
Total AUTO TRUCK GROUP LLC:			31,337.27	31,337.27		

TOWN OF PAGOSA SPRINGS

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BALLANTINE COMMUNICATIONS INC						
45569	02/25/2025	Art- Advertising Art Call Durango Herald	500.00	500.00	1958	03/20/2025
Total BALLANTINE COMMUNICATIONS INC:			500.00	500.00		
BANK OF SAN JUANS VISA						
3-1-25-CC ADMIN	03/01/2025	Admin-Walmart paper clips, dividers, highlighter, kleenex	48.97	48.97	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Admin-Walmart ink cartridges	108.39	108.39	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Clerk-CGFOA Hessman Membership	65.00	65.00	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Admin-Walmart hand soap	5.97	5.97	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Admin-Walmart batteries	37.28	37.28	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	PW-Vistaprint Connell business cards	30.11	30.11	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	TM-Walmart binders	6.64	6.64	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	HR-Walmart buckets for voting	14.90	14.90	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	HR-Walmart 1st Qtr training supplies	201.41	201.41	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Sanit.-USPS CWPRDA Compliance letter for bond	31.40	31.40	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Sanit.-USPS letter for bond attorney	46.35	46.35	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Clerk-CMCA Membership	180.00	180.00	3052500	03/05/2025
3-1-25-CC ADMIN	03/01/2025	Sanit.-USPS letter for bond attorney	38.80	38.80	3052500	03/05/2025
3-1-25-CC BUILDING DIVI	03/01/2025	Bldg.-Stampmaker Plan Review Stamps (12)	214.45	214.45	3052500	03/05/2025
3-1-25-CC BUILDING DIVI	03/01/2025	Bldg.-Town Place Suites ICC Conference Hatch	708.53	708.53	3052500	03/05/2025
3-1-25-CC COMMUNITY C	03/01/2025	Rec.-CO Govt Child care license	614.27	614.27	3052500	03/05/2025
3-1-25-CC COMMUNITY C	03/01/2025	Rec.-Walmart Creamer & Candy	7.96	7.96	3052500	03/05/2025
3-1-25-CC COMMUNITY C	03/01/2025	P&R Admin-Amazon Notary stamp, record book, pouch, Walmart divi	62.65	62.65	3052500	03/05/2025
3-1-25-CC COMMUNITY C	03/01/2025	Rec.-Walmart Mr. Clean	8.94	8.94	3052500	03/05/2025
3-1-25-CC COMMUNITY D	03/01/2025	CD Admin.-APA Conference Registration Dickhoff	785.00	785.00	3052500	03/05/2025
3-1-25-CC COMMUNITY D	03/01/2025	Bldg.-ICC Training Braun	275.00	275.00	3052500	03/05/2025
3-1-25-CC COMMUNITY D	03/01/2025	Bldg.-ICC Conference Registration Hatch	372.24	372.24	3052500	03/05/2025
3-1-25-CC COMMUNITY D	03/01/2025	HR-Indeed Advertising Bldg. Official	360.00	360.00	3052500	03/05/2025
3-1-25-CC COURTS	02/28/2025	Courts-Postage for Mailing Court Order and Exhibits	2.04	2.04	3052500	03/05/2025
3-1-25-CC COURTS	02/28/2025	Courts- 2023 Edition of Colorado Revised Statutes Vehicles and Traf	145.89	145.89	3052500	03/05/2025
3-1-25-CC PARKS	03/01/2025	Parks-Skid steer tires	544.56	544.56	3052500	03/05/2025
3-1-25-CC PARKS	03/01/2025	Parks-Vehicle Safety inspection books (20)	89.32	89.32	3052500	03/05/2025
3-1-25-CC PARKS	03/01/2025	Parks-Chains, pintle hitch, cut off wheel	628.90	628.90	3052500	03/05/2025
3-1-25-CC PARKS	03/01/2025	Parks-Pesticide applicator license certificate	103.02	103.02	3052500	03/05/2025
3-1-25-CC PARKS	03/01/2025	Parks-Antifreeze coolant (2)	21.98	21.98	3052500	03/05/2025
3-1-25-CC PARKS AND R	03/01/2025	Rec.-Basketball Trophies (25)	197.93	197.93	3052500	03/05/2025
3-1-25-CC PARKS AND R	03/01/2025	Rec.-Volleyball Jerseys (74)	579.25	579.25	3052500	03/05/2025
3-1-25-CC PARKS AND R	03/01/2025	Parks-Message Kiosk Yamaguchi	1,126.04	1,126.04	3052500	03/05/2025
3-1-25-CC PARKS AND R	03/01/2025	Rec.-Equipment for Flag football (Footballs (24), Ladders (2), 6" Con	412.27	412.27	3052500	03/05/2025
3-1-25-CC PLANNING	03/01/2025	Plng.- ESRI Additional Tool/Add on (Annual)	664.07	664.07	3052500	03/05/2025
3-1-25-CC PLANNING	03/01/2025	Plng.- KMT APA Conference Registration	963.00	963.00	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-BLT LD Products, Toner for copier WorkCentre 6515	20.58	20.58	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-VistaPrint, Business cards for C. Calavan	46.57	46.57	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Blue to Gold Law Enforcement, Class Bullet Proof Report Writing	100.00	100.00	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Walmart, Tool bag with tools for Evidence Officer	35.94	35.94	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Walmart, Windex, disinfecting wipes	33.99	33.99	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Walmart, Tissue and coffee	39.06	39.06	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-TLO Transunion, Law enforcement search engine software	75.00	75.00	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Badgeandwallet.com, Uniform badge for Community Service Offi	163.90	163.90	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-LOGO & Team Sportswear, Community Service Officer uniform s	177.44	177.44	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Quartermaster, Community Service Officer uniform shirts (2) and	372.72	372.72	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Papa Johns Pizza, Lunch during officer training	41.72	41.72	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-Justice Clearing House, NACA ACO I & II training class for P. Bis	909.00	909.00	3052500	03/05/2025
3-1-25-CC POLICE EXPE	02/28/2025	PD-VistaPrint, Business Cards for P. Bishop	49.66	49.66	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-Costco, Fuel town car Westminster, CO S. Carter	45.31	45.31	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-Sirchie Acquisition, CSI and Forensic training class for S. Carter	495.00	495.00	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-7-Eleven, Windshield washer for town car Monument, CO S. Car	6.99	6.99	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-Every Day Store, Fuel for town car Pagosa Springs, CO S. Carte	46.19	46.19	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-Hwy 160 Auto Wash, Car wash for town car S. Carter	20.00	20.00	3052500	03/05/2025
3-1-25-CC POLICE TRAVE	02/28/2025	PD-Hampton Inns, Lodging Denver, CO S. Carter	568.78	568.78	3052500	03/05/2025

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3-1-25-CC PW ADMIN	03/01/2025	PW Admin.-Snacks, Candy & Soda for Town Shop, New Hire Lunch	118.17	118.17	3052500	03/05/2025
3-1-25-CC PW ADMIN	03/01/2025	PW Admin.-PO Box Rental	360.00	360.00	3052500	03/05/2025
3-1-25-CC PW ADMIN	03/01/2025	PW Admin.-Pagosa Springs Sun Subscription	35.00	35.00	3052500	03/05/2025
3-1-25-CC PW DIRECTOR	03/01/2025	PW-2025 CCMA Annual Conference	160.00	160.00	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Fuel-Loaner car for #140 Repair	10.65	10.65	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Vacuum Parts-Access Door, Rt hand Bearing Block, Exhaust Fil	172.43	172.43	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Community Center Parking Lot Lamps	63.37	63.37	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Town Hall Parking Lot Lamps	63.38	63.38	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-F-150 EV Level 2 Charger Station, 12' Fiberglass Step Ladder,	1,472.75	1,472.75	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Town Shop EV Charger Bagged Insulated Connector	146.34	146.34	3052500	03/05/2025
3-1-25-CC PW FACILITIES	03/01/2025	F&F-Floor Machine Battery	20.29	20.29	3052500	03/05/2025
3-1-25-CC PW SANIT	03/01/2025	Sanit.-CDL Permit Test (Justin Haag) (3)	35.74	35.74	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-Blueprint Printing 36x48 prints (4)	217.15	217.15	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-Mower-Kit, Pivot Bolt (2), 2x Pair of Armadillo Tracker Keys(4	202.27	202.27	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-HghPow XL In/Out Angl Broom(2), Mlt srf Fbrglss Hndl Angl	411.48	411.48	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-56oz Hndhld Multi-purpose Pump Sprayer (6), Pegboard Mo	656.44	656.44	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-DuraBoard 48x96 ABS Pegboard (4)	956.00	956.00	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-Safety on the Job Course (Lapin, Lattin, McNulty, Wilkin), Mo	450.00	450.00	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-New Hire Lunch for McNulty	139.72	139.72	3052500	03/05/2025
3-1-25-CC PW STREET	03/01/2025	Streets-DOT Physical (McNulty)	125.00	125.00	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-Murphy Express, Fuel Centennial, CO	39.47	39.47	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-Embassy Suites, Lodging Denver, CO	468.45	468.45	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-United Airlines, Flight to Las Vegas, NV	417.97	417.97	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-United Airlines, Luggage fee for flight to Las Vegas, NV	26.99	26.99	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-United Airlines, Luggage fee for flight from Las Vegas, NV	26.99	26.99	3052500	03/05/2025
3-1-25-CC ROCKENSOCK	02/28/2025	PD-Gold Coast Hotel, Lodging deposit in Las Vegas, NV, total bill \$3	47.62	47.62	3052500	03/05/2025
3-1-25-CC TOURISM	03/01/2025	Tourism-Google Ads	824.58	824.58	3052500	03/05/2025
3-1-25-CC TOURISM	03/01/2025	Tourism-Lunches for Blue Room Research and Tourism Board Memb	125.52	125.52	3052500	03/05/2025
3-1-25-CC TOURISM	03/01/2025	Tourism-Software Subscriptions Visit Widget, Vertical Response, Mai	2,003.00	2,003.00	3052500	03/05/2025
3-1-25-CC TOURISM	03/01/2025	Tour Admn.-Adobe Subscription	59.99	59.99	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-Speedway Fuel & Car wash	90.64	90.64	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-Kips TM & EE, PS FroYo TM & LM	64.22	64.22	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-Beaver Run CAST meeting Parking	76.00	76.00	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-Local Govt Hisp Network	175.00	175.00	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-ICMA AI training for staff	149.00	149.00	3052500	03/05/2025
3-1-25-CC TOWN MANAG	03/01/2025	TM-CAST, strategic planning	176.73	176.73	3052500	03/05/2025
3-1-25-CC VISITOR CENT	03/01/2025	Tourism-Open AI, Adobe, Apple, Loomly (Annual) Subscriptions	1,403.04	1,403.04	3052500	03/05/2025
3-1-25-CC VISITOR CENT	03/01/2025	VC-Ink for VC Printer	27.99	27.99	3052500	03/05/2025
3-1-25-CC VISITOR CENT	03/01/2025	Tourism-Breakfast and Coffee Creamer for Blue Room Research Wo	58.37	58.37	3052500	03/05/2025
3-1-25-CC VISITOR CENT	03/01/2025	Tourism-Visit Pagosa Springs Magnets (1000)	924.99	924.99	3052500	03/05/2025
Total BANK OF SAN JUANS VISA:			25,953.12	25,953.12		
BLACK HILLS ENERGY						
02-25	02/27/2025	Admin.-TH Gas	1,156.56	1,156.56	1931	03/06/2025
02-25	02/27/2025	PW Admin-Maint. Fac. Gas	2,523.87	2,523.87	1931	03/06/2025
02-25	02/27/2025	Parks-Gazebo Gas	172.20	172.20	1931	03/06/2025
02-25	02/27/2025	VC-VC Gas	203.55	203.55	1931	03/06/2025
02-25	02/27/2025	P&R Admin.-CC Gas	2,251.17	2,251.17	1931	03/06/2025
Total BLACK HILLS ENERGY:			6,307.35	6,307.35		
BOYD NEAGLE						
031825	03/18/2025	HR-Tuition Assistance 2025	1,500.00	1,500.00	1962	03/20/2025
Total BOYD NEAGLE:			1,500.00	1,500.00		
BRANDON BISHOP						
021925	02/19/2025	PD-Per Diem Officer B. Bishop L.E.A.D Instructor Training Yuma, CO	442.00	442.00	1936	03/06/2025

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Total BRANDON BISHOP:			442.00	442.00		
BUCKSKIN TOWING & REPAIR LLC						
99514	02/25/2025	F&F-D.O.T. Inspection #127	127.50	127.50	3242500	03/24/2025
99515	02/25/2025	F&F-D.O.T. Inspection #140	127.50	127.50	3242500	03/24/2025
99521	02/26/2025	F&F-DOT INSPECTION #319	127.50	127.50	3242500	03/24/2025
99522	02/26/2025	F&F-DOT INSPECTION #303	127.50	127.50	3242500	03/24/2025
99523	02/26/2025	F&F-DOT INSPECTION #316	127.50	127.50	3242500	03/24/2025
Total BUCKSKIN TOWING & REPAIR LLC:			637.50	637.50		
CAPITAL BUSINESS SYSTEMS INC						
38597933	02/18/2025	Admin.-Copier Lease Fee	91.00	91.00	3242508	03/24/2025
38820392	03/21/2025	Admin.-Copier Lease	91.00	91.00	3242508	03/24/2025
38820392	03/21/2025	Admin.-Copy Fees	316.95	316.95	3242508	03/24/2025
38820392	03/21/2025	Admin.-Fee	26.00	26.00	3242508	03/24/2025
Total CAPITAL BUSINESS SYSTEMS INC:			524.95	524.95		
CASCADE WATER/COFFEE SERVICE						
1257-738626	03/21/2023	Water 3 Gallons Patrol	22.50	.00	55895	Multiple
1257-738626	03/21/2023	Water 3 Gallons Patrol	22.50-			
6313-738628	03/21/2023	Cascade Water Srv Comm. Center	7.50	.00	55895	Multiple
6313-738628	03/21/2023	Cascade Water Srv Comm. Center	7.50-			
819523	03/03/2025	PD-Water (8)	65.00	65.00	3102504	03/10/2025
819524	03/03/2025	Courts-Water Delivery (3)	27.50	27.50	3102504	03/10/2025
821193	03/18/2025	PD-Water (6)	50.00	50.00	32025104	03/20/2025
821194	03/18/2025	Courts-Water Delivery (1)	12.50	12.50	32025104	03/20/2025
Total CASCADE WATER/COFFEE SERVICE:			155.00	155.00		
CENTURYLINK						
300899699-0225	02/19/2025	Sanit.-PS DSL 0225	67.99	67.99	1923	03/06/2025
300899699-0225	02/19/2025	Admin.-TH Elevator Phone 0225	69.17	69.17	1923	03/06/2025
Total CENTURYLINK:			137.16	137.16		
CHAUNCEY INVESTMENTS LLC						
REF 4.484.2	05/23/2024	Sanit-Refund Account Credit	40.00	40.00	Multiple	Multiple
Total CHAUNCEY INVESTMENTS LLC:			40.00	40.00		
CHIMNEY ROCK INTERPRETIVE ASSOC, INC						
2946	02/06/2025	Tourism-Event Funding Life at Chimney Rock	3,000.00	3,000.00	3102502	03/10/2025
Total CHIMNEY ROCK INTERPRETIVE ASSOC, INC:			3,000.00	3,000.00		
CHRISTA RIVERA						
11012024	11/01/2024	Courts-Per Diem for CAMCA Annual Meeting and Training	151.00	151.00	Multiple	Multiple
Total CHRISTA RIVERA:			151.00	151.00		
CMJA						
03052025-DZIELAK	03/05/2025	Courts-CMJA Spring 2025 Conference Registration	175.00	175.00	1932	03/06/2025
03052025-EDWARDS	03/05/2025	Courts-CMJA Spring 2025 Conference Registration	175.00	175.00	1932	03/06/2025
03052025-FAY	03/05/2025	Courts-CMJA Spring 2025 Conference Registration	175.00	175.00	1932	03/06/2025
03052025-REMMERT	03/05/2025	Courts-CMJA Spring 2025 Conference Registration	175.00	175.00	1932	03/06/2025
03052025-RIVERA	03/05/2025	Courts-CMJA Spring 2025 Conference Registration	175.00	175.00	1932	03/06/2025

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Total CMJA:			875.00	875.00		
COLLINS COLE FLYNN WINN & ULMER						
7402	03/11/2025	Admin-February attorney fees	12,661.50	12,661.50	32025117	03/20/2025
7402	03/11/2025	Geo-February attorney fees	3,972.92	3,972.92	32025117	03/20/2025
7402	03/11/2025	Sanit-February attorney fees	8,118.00	8,118.00	32025117	03/20/2025
Total COLLINS COLE FLYNN WINN & ULMER:			24,752.42	24,752.42		
COLORADO ASSOCIATION OF SKI TOWNS						
2008	02/07/2025	TC-CAST Meeting Registration 1/30-1/31	250.00	250.00	30625107	03/06/2025
2040	03/03/2025	Admin.-Annual dues 2025	2,700.00	2,700.00	3102508	03/10/2025
Total COLORADO ASSOCIATION OF SKI TOWNS:			2,950.00	2,950.00		
COLORADO BUREAU OF INVESTIGATION						
070522	07/05/2022	Fingerprint Background	79.00	.00	54450	Multiple
070522	07/05/2022	Fingerprint Background	79.00-			
Total COLORADO BUREAU OF INVESTIGATION:			.00	.00		
COLORADO POLICE PROTECTIVE ASSOCIATION						
4014	03/05/2025	PD-Postage for State Traffic Pocket Books	7.58	7.58	32025122	03/20/2025
Total COLORADO POLICE PROTECTIVE ASSOCIATION:			7.58	7.58		
CORDANT HEALTH SOLUTIONS						
FS-980022825	02/28/2025	Courts-Drug Testing and Monitoring February 2025	83.10	83.10	3102500	03/10/2025
Total CORDANT HEALTH SOLUTIONS:			83.10	83.10		
DALTON STEVENSON						
012021	01/20/2021	2021 Courts Refund	.20	.00	51957	Multiple
012021	01/20/2021	2021 Courts Refund	.20-			
Total DALTON STEVENSON:			.00	.00		
DAVIS ENGINEERING SERVICE INC						
15122B	03/12/2025	Parks-1st St Pedestrian bridge engineering. Invoice was not sent unt	181.59	181.59	32025101	03/20/2025
17223	02/28/2025	Parks-1st St Pedestrian Bridge engineering	147.67	147.67	3102501	03/10/2025
17226	02/28/2025	PW-2nd St. Drainage Engineering	162.00	162.00	3242501	03/24/2025
17231	02/28/2025	Parks-TTLT: 10 st to GW ave engineering	5,442.12	5,442.12	3102501	03/10/2025
Total DAVIS ENGINEERING SERVICE INC:			5,933.38	5,933.38		
DELTA DENTAL OF COLORADO						
1899239	02/11/2025	HR-March Premiums	2,917.85	2,917.85	3062502	03/06/2025
Total DELTA DENTAL OF COLORADO:			2,917.85	2,917.85		
DESIGN A SIGN						
27041	02/13/2024	Streets-Crosswalk flag instruction signs for 1st St crosswalk.	92.00	.00	1006	Multiple
27041	02/13/2024	Streets-Crosswalk flag instruction signs for 1st St crosswalk.	92.00-			
27863	03/03/2025	F&F-Vehicle Numbers & Graphics	362.59	362.59	1971	03/24/2025
Total DESIGN A SIGN:			362.59	362.59		
DURANGO MOTOR CO						
2514	03/05/2025	Parks-Snow plow installation 2024 F-350	732.41	732.41	32025109	03/20/2025

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Total DURANGO MOTOR CO:			732.41	732.41		
ECHO IT CONSULTING						
112740	02/10/2025	PD-Amazon Digital Storage Fee for January	444.39	444.39	30625106	03/06/2025
112741	02/01/2025	Clerk-IT Services	756.83	756.83	30625106	03/06/2025
112741	02/01/2025	TM-IT Services	302.72	302.72	30625106	03/06/2025
112741	02/01/2025	HR-IT Services	302.72	302.72	30625106	03/06/2025
112741	02/01/2025	CD Admin.-IT Services	302.72	302.72	30625106	03/06/2025
112741	02/01/2025	Plng.-IT Services	756.81	756.81	30625106	03/06/2025
112741	02/01/2025	Bldg.-IT Services	605.45	605.45	30625106	03/06/2025
112741	02/01/2025	Proj.-IT Services	151.36	151.36	30625106	03/06/2025
112741	02/01/2025	Hsg-IT Services	151.36	151.36	30625106	03/06/2025
112741	02/01/2025	Courts-IT Services	908.17	908.17	30625106	03/06/2025
112741	02/01/2025	PD-IT Services	2,573.15	2,573.15	30625106	03/06/2025
112741	02/01/2025	P&R Admin.-IT Services	302.72	302.72	30625106	03/06/2025
112741	02/01/2025	Rec.-IT Services	605.45	605.45	30625106	03/06/2025
112741	02/01/2025	Parks-IT Services	151.36	151.36	30625106	03/06/2025
112741	02/01/2025	F&F-IT Services	454.09	454.09	30625106	03/06/2025
112741	02/01/2025	PW Admin.-IT Services	605.45	605.45	30625106	03/06/2025
112741	02/01/2025	Streets-IT Services	151.36	151.36	30625106	03/06/2025
112741	02/01/2025	Sanit.-IT Services	756.81	756.81	30625106	03/06/2025
112741	02/01/2025	VC-IT Services	151.36	151.36	30625106	03/06/2025
112741	02/01/2025	Tourism-IT Services	151.36	151.36	30625106	03/06/2025
112804	02/11/2025	Parks-Amazon Fire tablets with case and set up	1,204.20	1,204.20	30625106	03/06/2025
112804	02/11/2025	PW-2 monitors for Public Works admin assistant V Connell	241.32	241.32	30625106	03/06/2025
112826	03/01/2025	Clerk-IT Software	90.34	90.34	30625106	03/06/2025
112826	03/01/2025	TM-IT Software	22.82	22.82	30625106	03/06/2025
112826	03/01/2025	HR-IT Software	45.64	45.64	30625106	03/06/2025
112826	03/01/2025	CD Admin.-IT Software	37.34	37.34	30625106	03/06/2025
112826	03/01/2025	Plng.-IT Software	53.94	53.94	30625106	03/06/2025
112826	03/01/2025	Bldg.-IT Software	68.46	68.46	30625106	03/06/2025
112826	03/01/2025	Proj.-IT Software	22.82	22.82	30625106	03/06/2025
112826	03/01/2025	Hsg.-IT Software	22.82	22.82	30625106	03/06/2025
112826	03/01/2025	Courts-IT Software	98.66	98.66	30625106	03/06/2025
112826	03/01/2025	PD-IT Software	256.30	256.30	30625106	03/06/2025
112826	03/01/2025	P&R Admin.-IT Software	45.64	45.64	30625106	03/06/2025
112826	03/01/2025	Rec-IT Software	77.68	77.68	30625106	03/06/2025
112826	03/01/2025	Parks-IT Software	22.82	22.82	30625106	03/06/2025
112826	03/01/2025	F&F-IT Software	37.34	37.34	30625106	03/06/2025
112826	03/01/2025	PW Admin.-IT Software	84.58	84.58	30625106	03/06/2025
112826	03/01/2025	Streets-IT Software	22.82	22.82	30625106	03/06/2025
112826	03/01/2025	Sanit.-IT Software	65.46	65.46	30625106	03/06/2025
112826	03/01/2025	VC-IT Software	15.44	15.44	30625106	03/06/2025
112826	03/01/2025	Cemetery-Streets-IT Software	14.52	14.52	30625106	03/06/2025
112826	03/01/2025	Tour-IT Software	22.82	22.82	30625106	03/06/2025
112862	03/01/2025	Admin.-Phones	177.90	177.90	30625106	03/06/2025
112862	03/01/2025	CD Admin.-Phones	246.77	246.77	30625106	03/06/2025
112862	03/01/2025	Courts-Phone	148.58	148.58	30625106	03/06/2025
112862	03/01/2025	PD-Phones	267.84	267.84	30625106	03/06/2025
112862	03/01/2025	Rec-IT Services	228.72	228.72	30625106	03/06/2025
112862	03/01/2025	Parks-Phone	25.30	25.30	30625106	03/06/2025
112862	03/01/2025	F&F-Phone	25.30	25.30	30625106	03/06/2025
112862	03/01/2025	PW Admin.-Phones	53.61	53.61	30625106	03/06/2025
112862	03/01/2025	Streets-Phone	25.30	25.30	30625106	03/06/2025
112862	03/01/2025	Sanit.-Phone	28.31	28.31	30625106	03/06/2025
112862	03/01/2025	VC-Phones	48.38	48.38	30625106	03/06/2025
112910	03/01/2025	PD-Amazon Digital Storage Fee for February	452.99	452.99	30625106	03/06/2025
112911	03/01/2025	Clerk-IT Services	811.25	811.25	30625106	03/06/2025
112911	03/01/2025	TM-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	HR-IT Services	405.65	405.65	30625106	03/06/2025

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112911	03/01/2025	CD Admin.-IT Services	405.65	405.65	30625106	03/06/2025
112911	03/01/2025	Plng.-IT Services	405.65	405.65	30625106	03/06/2025
112911	03/01/2025	Bldg.-IT Services	608.48	608.48	30625106	03/06/2025
112911	03/01/2025	Proj.-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	Hsg.-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	Courts-IT Services	608.48	608.48	30625106	03/06/2025
112911	03/01/2025	PD-IT Services	2,028.25	2,028.25	30625106	03/06/2025
112911	03/01/2025	P&R Admin.-IT Services	405.65	405.65	30625106	03/06/2025
112911	03/01/2025	Rec-IT Services	811.30	811.30	30625106	03/06/2025
112911	03/01/2025	Parks-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	F&F-IT Services	405.65	405.65	30625106	03/06/2025
112911	03/01/2025	PW Admin.-IT Services	811.30	811.30	30625106	03/06/2025
112911	03/01/2025	Streets-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	Sanit.-IT Services	608.48	608.48	30625106	03/06/2025
112911	03/01/2025	VC-IT Services	405.65	405.65	30625106	03/06/2025
112911	03/01/2025	Cemetery-Streets-IT Services	202.83	202.83	30625106	03/06/2025
112911	03/01/2025	Tour-IT Services	202.83	202.83	30625106	03/06/2025
112930	03/03/2025	Bldg-Adobe Annual Subscriptions	647.74	647.74	30625106	03/06/2025
112930	03/03/2025	CD Admin.-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112930	03/03/2025	Clerk-Adobe Annual Subscriptions	971.61	971.61	30625106	03/06/2025
112930	03/03/2025	Courts-Adobe Annual Subscriptions	971.61	971.61	30625106	03/06/2025
112930	03/03/2025	F&F-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112930	03/03/2025	Hsg.-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112930	03/03/2025	HR-Adobe Annual Subscriptions	647.74	647.74	30625106	03/06/2025
112930	03/03/2025	PD-Adobe Annual Subscriptions	971.61	971.61	30625106	03/06/2025
112930	03/03/2025	Plng.-Adobe Annual Subscriptions	647.74	647.74	30625106	03/06/2025
112930	03/03/2025	Proj.-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112930	03/03/2025	PW Admin.-Adobe Annual Subscriptions	647.74	647.74	30625106	03/06/2025
112930	03/03/2025	Rec.-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112930	03/03/2025	TM-Adobe Annual Subscription	323.87	323.87	30625106	03/06/2025
112967	03/06/2025	Courts-Switch for Christa's printer	50.00	50.00	32025106	03/20/2025
Total ECHO IT CONSULTING:			32,528.68	32,528.68		
FLYERS ENERGY LLC						
CFS-4160562	02/15/2025	PD-Patrol Vehicle Fuel	1,186.36	1,186.36	30625112	03/06/2025
CFS-4171356	02/28/2025	PD-Patrol Vehicle Fuel	848.65	848.65	31025111	03/10/2025
CFS-4188378	03/15/2025	PD-Patrol Vehicle Fuel	1,155.58	1,155.58	32025115	03/20/2025
Total FLYERS ENERGY LLC:			3,190.59	3,190.59		
FOUR CORNERS FLYERS INC						
004	03/12/2025	Tourism-Event Funding Reggae in the Park	10,000.00	10,000.00	1965	03/20/2025
005	03/12/2025	Tourism-Event Funding Big Picture Classic	5,000.00	5,000.00	1965	03/20/2025
Total FOUR CORNERS FLYERS INC:			15,000.00	15,000.00		
FRIENDS OF THE UPPER SAN JUAN RIVER						
031925	03/19/2025	Tourism-Event Funding Pagosa Paddle	1,250.00	1,250.00	1961	03/20/2025
Total FRIENDS OF THE UPPER SAN JUAN RIVER:			1,250.00	1,250.00		
GECKO						
080218	08/02/2018	refund park user fees	100.00	.00	47665	Multiple
080218	08/02/2018	refund park user fees	100.00-			
Total GECKO:			.00	.00		
GEORGE T SANDERS COMPANY						
15957690-00	02/28/2025	SANIT.-Bolt on Conduit Hub, 2" PVC Plug	26.76	26.76	32025108	03/20/2025
15968876-00	03/19/2025	F&F-Coil Cleaner-Community Cleaner	19.45	19.45	3242503	03/24/2025

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Total GEORGE T SANDERS COMPANY:			46.21	46.21		
GREATAMERICA FINANCIAL SERVICES						
38684962	03/03/2025	Courts-Xerox 7020 Lease Agreement	115.03	115.03	3102506	03/10/2025
38684962	03/03/2025	Courts-Xerox 7020 Printing and Copying	24.57	24.57	3102506	03/10/2025
Total GREATAMERICA FINANCIAL SERVICES:			139.60	139.60		
HANDLEBAR PR LLC						
032025	03/20/2025	Tourism-CTO summer media reception fee	75.00	75.00	1977	03/24/2025
Total HANDLEBAR PR LLC:			75.00	75.00		
HINTONBURDICK						
319097	02/28/2025	Sanit.-2024 Audit Progress Billing	1,300.00	1,300.00	1957	03/20/2025
Total HINTONBURDICK:			1,300.00	1,300.00		
HWY 160 AUTO WASH						
1	03/05/2025	PD-Car Wash Patrol Vehicles	8.00	8.00	32025124	03/20/2025
3	03/08/2025	PD-Car Washes for Patrol Vehicles	55.50	55.50	32025124	03/20/2025
Total HWY 160 AUTO WASH:			63.50	63.50		
INDUSTRIAL CHEM LABS & SVCS						
400333	09/16/2024	Sanit.-Lift Station Degreaser 100 LBS	541.80	541.80	1967	03/20/2025
Total INDUSTRIAL CHEM LABS & SVCS:			541.80	541.80		
INTERMOUNTAIN SWEEPER CO						
121520	02/26/2024	Streets-Solenoid Valve & Valve Assembly	554.04	554.04	Multiple	Multiple
Total INTERMOUNTAIN SWEEPER CO:			554.04	554.04		
JAMES GARRETT ATTORNEY						
030525-24MC105	03/05/2025	Courts-Court Appointed Counsel	140.00	140.00	1942	03/10/2025
032125-25MC003	03/21/2025	Courts-Court Appointed Counsel	140.00	140.00	1975	03/24/2025
Total JAMES GARRETT ATTORNEY:			280.00	280.00		
JANETTE WENNERLUND						
031525	03/15/2025	PD-Per Diem for NIBRS Training April 10th and 11th	238.00	238.00	1964	03/20/2025
Total JANETTE WENNERLUND:			238.00	238.00		
KAREN DALY						
2025-002	03/10/2025	TC-Strategic Planning Facilitator Services 2025	9,315.99	9,315.99	3252500	03/25/2025
Total KAREN DALY:			9,315.99	9,315.99		
KATELYN TUNNELL						
03122025	03/12/2025	Plng.- Tunnell Travel to National Conference	315.00	315.00	1970	03/20/2025
Total KATELYN TUNNELL:			315.00	315.00		
LA PLATA ELECTRIC ASSOCIATION						
02-25	02/25/2025	Admin.-TH Electric	1,305.77	1,305.77	1940	03/10/2025
02-25	02/25/2025	Streets-Electric	3,489.86	3,489.86	1940	03/10/2025
02-25	02/25/2025	Parks-Electric	1,637.34	1,637.34	1940	03/10/2025
02-25	02/25/2025	Sanit.-Electric	8,950.69	8,950.69	1940	03/10/2025

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02-25	02/25/2025	GEO-Electric	666.64	666.64	1940	03/10/2025
02-25	02/25/2025	VC-Electric	184.19	184.19	1940	03/10/2025
02-25	02/25/2025	P&R Admin-CC Electric	2,299.11	2,299.11	1940	03/10/2025
02-25	02/25/2025	F&F-EV Charging Station	1,046.29	1,046.29	1940	03/10/2025
02-25	02/25/2025	PW Admin.-Maint. Fac. Electric	774.86	774.86	1940	03/10/2025
Total LA PLATA ELECTRIC ASSOCIATION:			20,354.75	20,354.75		
LA PLATA ELECTRIC ASSOCIATION-PROJECTS						
7043	01/02/2025	Admin.-Fiber attached to LPEA poles (10)	167.90	167.90	1959	03/20/2025
Total LA PLATA ELECTRIC ASSOCIATION-PROJECTS:			167.90	167.90		
LANGUAGE LINE SOLUTIONS						
11534020	02/28/2025	PD-Translation Services for February	10.66	10.66	3102512	03/10/2025
11544519	02/28/2025	Courts-Translation and Interpretation Services February 2025	4.10	4.10	3102512	03/10/2025
Total LANGUAGE LINE SOLUTIONS:			14.76	14.76		
LEGACY MARK LLC						
105221-000	09/26/2024	PW-Final Payment On Upgrade To CemCoor For Hilltop Cemetery.	2,863.00	2,863.00	1929	03/06/2025
Total LEGACY MARK LLC:			2,863.00	2,863.00		
MBE CPAS LLP						
#INV1690545	02/28/2025	HR-FSA Admin Fees	77.00	77.00	1968	03/20/2025
Total MBE CPAS LLP:			77.00	77.00		
MEDICAL AIR SERVICES ASSOCIATION						
2061883	03/01/2025	HR-EE Paid Premium March	601.00	601.00	32025119	03/20/2025
Total MEDICAL AIR SERVICES ASSOCIATION:			601.00	601.00		
MOTOROLA SOLUTIONS INC						
828208886	03/04/2025	PD-3 Radio Batt Liion Impres 2 Equipment	390.93	390.93	32025112	03/20/2025
8282089424	01/03/2025	PD-Radio Remote Mics (3) Desk Chargers (3)	474.60	474.60	32025112	03/20/2025
Total MOTOROLA SOLUTIONS INC:			865.53	865.53		
MOUNTAIN HOME SECURITY						
2993	03/21/2025	F&F-Town Hall Alarm Monitoring April 2025 through June 2025	120.00	120.00	3242513	03/24/2025
3129	03/21/2025	F&F-Visitor Center Alarm Monitoring April 2025 through June 2025	120.00	120.00	3242513	03/24/2025
3130	03/21/2025	F&F-Maintenance Center Alarm Monitoring April 2025 through June	120.00	120.00	3242513	03/24/2025
Total MOUNTAIN HOME SECURITY:			360.00	360.00		
NET X IT SOLUTIONS						
369802MUNI	03/01/2025	Courts-Xerox 6515 and Xerox C325 (2) Service Agreements	40.00	40.00	1947	03/10/2025
369802MUNI	03/01/2025	Courts-Xerox 6515 and Xerox C325 (2) Printing and Copying	133.13	133.13	1947	03/10/2025
Total NET X IT SOLUTIONS:			173.13	173.13		
NEW YORK LIFE						
022425	02/24/2025	HR-EE Paid Premium	70.00	70.00	1937	03/06/2025
031025	03/10/2025	HR-EE Paid Premiums	70.00	70.00	1966	03/20/2025
Total NEW YORK LIFE:			140.00	140.00		
NFA PRODUCTIONS LLC						
021225 SUNDOWN FEST	02/12/2025	Tourism-Event Funding Sundown Fest 6/30/25	10,000.00	10,000.00	1946	03/10/2025

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021225 SUNRISE FEST	02/12/2025	Tourism-Event Funding Sunrise Fest 5/24/25	10,000.00	10,000.00	1946	03/10/2025
Total NFA PRODUCTIONS LLC:			20,000.00	20,000.00		
NORTHWEST INSTRUMENTS AND CONTROLS INC						
114029	02/07/2025	Geo-Flowmeter Test & Validation	1,200.00	1,200.00	30625120	03/06/2025
Total NORTHWEST INSTRUMENTS AND CONTROLS INC:			1,200.00	1,200.00		
ODP BUSINESS SOLUTIONS						
409150690001	02/26/2025	PD-Printer Paper	251.94	251.94	3102503	03/10/2025
409150690001	02/26/2025	PD-Folders, Evidence Labels, Tape, Binder Clips	143.25	143.25	3102503	03/10/2025
411718843001	02/20/2025	Courts-Classification Folders (3 Bx)	68.70	68.70	3102503	03/10/2025
411732200001	02/14/2025	PD-Dual Computer Monitor Mount	43.89	43.89	30625100	03/06/2025
411733304001	02/14/2025	PD-Office Supplies, staples and notepads	6.49	6.49	3102503	03/10/2025
Total ODP BUSINESS SOLUTIONS:			514.27	514.27		
PAGCO INCORPORATED						
F370536	02/24/2025	Sanit.-Nitrile Ribbed Gloves (3 Boxes)	86.97	86.97	32025116	03/20/2025
F370537	02/24/2025	Sanit.-Inverted Green Marking Paint Rustoleum (24), Inverted Purple	396.00	396.00	32025116	03/20/2025
Total PAGCO INCORPORATED:			482.97	482.97		
PAGOSA AREA WATER & SAN						
2-25	02/28/2025	Admin-TH & Hwy 84 Water 2/25	205.74	205.74	1952	03/20/2025
2-25	02/28/2025	HSG.-Water Availability 2/25	354.11	354.11	1952	03/20/2025
2-25	02/28/2025	Parks-Water 2/25	681.47	681.47	1952	03/20/2025
2-25	02/28/2025	Sanit.-Water 2/25	68.58	68.58	1952	03/20/2025
2-25	02/28/2025	Geo-Water 2/25	496.40	496.40	1952	03/20/2025
2-25	02/28/2025	PW Admin-Main Facility water 2/25	305.08	305.08	1952	03/20/2025
2-25	02/28/2025	VC-Water 2/25	51.44	51.44	1952	03/20/2025
2-25	02/28/2025	P&R Admin-CC-Water 2/25	374.23	374.23	1952	03/20/2025
2-25	02/28/2025	Parks-Cemetery water 2/25	68.58	68.58	1952	03/20/2025
2-25	02/28/2025	Sanit.-Sewage Processing 2/25	17,033.80	17,033.80	1952	03/20/2025
INVOICE #7	03/06/2025	Sanit.-Design for Vista Plant upgrades	32,463.59	32,463.59	1952	03/20/2025
Total PAGOSA AREA WATER & SAN:			52,103.02	52,103.02		
PAGOSA CHAMBER OF COMMERCE						
3476	03/15/2025	Admin.-Annual Chamber membership	590.00	590.00	1951	03/20/2025
Total PAGOSA CHAMBER OF COMMERCE:			590.00	590.00		
PAGOSA COMMUNITY INITIATIVE						
BLOOM141 (13)	03/19/2025	TC-ECE 2025 Funding (1/2 Amount)	2,125.00	2,125.00	3242511	03/24/2025
Total PAGOSA COMMUNITY INITIATIVE:			2,125.00	2,125.00		
PAGOSA FUN LLC						
1005	02/18/2025	Tourism-Event Funding Barktoberfest	5,000.00	5,000.00	1935	03/06/2025
426	02/18/2025	Tourism-Event Funding Brews for Rescues	5,000.00	5,000.00	1935	03/06/2025
Total PAGOSA FUN LLC:			10,000.00	10,000.00		
PAGOSA SPRINGS COMMUNITY DEVELOPMENT CO						
BB 1-2290	03/05/2025	Admin-1st Qtr Main Street Program	8,750.00	8,750.00	30625104	03/06/2025
BB 1-2290	03/05/2025	Admin-1st Qtr Economic Development Support	12,500.00	12,500.00	30625104	03/06/2025
BB 1-2290	03/05/2025	Admin-1st Qtr Broadband Support	18,750.00	18,750.00	30625104	03/06/2025

CONSENT AGENDA VI.2.

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Total PAGOSA SPRINGS COMMUNITY DEVELOPMENT CO:			40,000.00	40,000.00		
PAGOSA SPRINGS FARMERS MARKET						
1166	02/25/2025	Tourism-Event Funding Farmers Market	1,500.00	1,500.00	1924	03/06/2025
Total PAGOSA SPRINGS FARMERS MARKET:			1,500.00	1,500.00		
PIEDRA AUTOMOTIVE LLC						
77699	02/19/2025	PD-C28 Replace Engine Oil Cooler	757.39	757.39	30625102	03/06/2025
77741	02/25/2025	PD-2023 Ford Responder Lube, Oil and Filter	112.39	112.39	30625102	03/06/2025
77794	03/05/2025	PD-C33 Lube, Oil and Filter Change	107.07	107.07	32025103	03/20/2025
77795	03/05/2025	PD-C30 Windshield Glass and Wiper Blades	594.82	594.82	32025103	03/20/2025
77807	03/06/2025	PD-115 Lube, Oil and Filter Change	98.46	98.46	32025103	03/20/2025
77848	03/17/2025	PD-C27 Lube, Oil, and Filter	98.46	98.46	32025103	03/20/2025
77878	03/18/2025	PD-C24 Lube, Oil, Filter, and Battery Replacement	172.98	172.98	32025103	03/20/2025
Total PIEDRA AUTOMOTIVE LLC:			1,941.57	1,941.57		
PINNACOL ASSURANCE						
21979157	02/20/2025	Admin.-WC Premium March	.87	.87	3062501	03/06/2025
21979157	02/20/2025	Bldg.-WC Premium March	400.09	400.09	3062501	03/06/2025
21979157	02/20/2025	CD Admin.-WC Premium March	11.97	11.97	3062501	03/06/2025
21979157	02/20/2025	Clerk-WC Premium March	25.20	25.20	3062501	03/06/2025
21979157	02/20/2025	Courts-WC Premium March	32.05	32.05	3062501	03/06/2025
21979157	02/20/2025	F&F-WC Premium March	536.07	536.07	3062501	03/06/2025
21979157	02/20/2025	Housing-WC Premium March	9.79	9.79	3062501	03/06/2025
21979157	02/20/2025	HR-WC Premium March	16.36	16.36	3062501	03/06/2025
21979157	02/20/2025	P&R Admin.-WC Premium March	17.31	17.31	3062501	03/06/2025
21979157	02/20/2025	P&R Board -WC Premium March	5.77	5.77	3062501	03/06/2025
21979157	02/20/2025	Parks-WC Premium March	1,127.16	1,127.16	3062501	03/06/2025
21979157	02/20/2025	PD-WC Premium March	2,966.05	2,966.05	3062501	03/06/2025
21979157	02/20/2025	Planning-WC Premium March	22.05	22.05	3062501	03/06/2025
21979157	02/20/2025	Planning Boards-WC Premium March	5.77	5.77	3062501	03/06/2025
21979157	02/20/2025	Projects-WC Premium March	9.24	9.24	3062501	03/06/2025
21979157	02/20/2025	PW Admin.-WC Premium March	24.73	24.73	3062501	03/06/2025
21979157	02/20/2025	Rec.-WC Premium March	574.75	574.75	3062501	03/06/2025
21979157	02/20/2025	Sanit.-WC Premium March	460.10	460.10	3062501	03/06/2025
21979157	02/20/2025	Streets-WC Premium March	2,007.80	2,007.80	3062501	03/06/2025
21979157	02/20/2025	TC Boards-WC Premium March	10.72	10.72	3062501	03/06/2025
21979157	02/20/2025	TM-WC Premium March	17.73	17.73	3062501	03/06/2025
21979157	02/20/2025	Tourism-WC Premium March	7.05	7.05	3062501	03/06/2025
21979157	02/20/2025	Tourism Admin.-WC Premium March	18.09	18.09	3062501	03/06/2025
21979157	02/20/2025	Tourism Board-WC Premium March	5.77	5.77	3062501	03/06/2025
21979157	02/20/2025	TC-WC Premium March	12.21	12.21	3062501	03/06/2025
21979157	02/20/2025	Visitor Center-WC Premium March	13.18	13.18	3062501	03/06/2025
21979157	02/20/2025	HR-Cost Containment Discount	502.88-	502.88-	3062501	03/06/2025
Total PINNACOL ASSURANCE:			7,835.00	7,835.00		
PONDEROSA LUMBER CO						
JOB 14 STMT 013125	01/31/2025	SANIT.-Blk Marker	1.19	1.19	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-Hillman Fasteners Varied(2), 2" PVC Elbow Insert	11.99	11.99	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-Super Glue, 6' Braided Heat Tape,	33.98	33.98	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-30gal Blk Trash Bag, Drum Liner Blk, 44gal Brute Vented, 32	108.44	108.44	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-30gal Blk Trash Bag, Drum Liner Blk, 44gal Brute Vented, 32	75.47	75.47	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-L Gloves Synthetic (1), XL Gloves Synthetic(3)	91.96	91.96	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-Diesel Fuel Additive	16.99	16.99	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-3"Knife LB(2), 12"Recip Saw Bld, Hdlt COB 330L,5"Hole Sa	274.89	274.89	1927	03/06/2025
JOB 14 STMT 013125	01/31/2025	SANIT.-4pk Marker, 25" Tape Measure(2),24pc HD Bungee Cord Set	112.95	112.95	1927	03/06/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-Shovel Pro Fbrgls, 20V Flex 5" Grinder, Diablo Metal 5" Gri	722.92	722.92	1954	03/20/2025

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JOB 14 STMT 022825	03/01/2025	SANIT.-Padlock 2" Combination, Laminated Padlock (3pk)	26.49	26.49	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-Padlock 2" Combination, Laminated Padlock (3pk)	26.49	26.49	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-AWP Heavy Duty Workgloves L(3), Replacement Garage Do	69.94	69.94	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	GEO-Privacy Lever Lock GR2, Chain Link 1'	76.78	76.78	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-One Sided Key	5.97	5.97	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-PB Blaster Catalyst Penetrating Oil	6.99	6.99	1954	03/20/2025
JOB 14 STMT 022825	03/01/2025	SANIT.-Finance Charge	10.92	10.92	1954	03/20/2025
JOB 5 STMT 013125	01/31/2025	STREETS-Blue Waterproof Wire Connectors, White Marker Paint, Hi	35.33	35.33	1927	03/06/2025
JOB 5 STMT 030325	03/03/2025	Streets-Chip Brush Wood Handle 2" (3) & 2-1/2" (3)	12.54	12.54	1939	03/10/2025
JOB 5 STMT 030325	03/03/2025	Streets-Finance charge	.53	.53	1939	03/10/2025
JOB 6 STMT 013125	01/31/2025	F&F-Water Intake Bolts-Hillman Fasteners	65.47	65.47	1927	03/06/2025
JOB 6 STMT 013125	01/31/2025	F&F-Glue Traps (4)	25.96	25.96	1927	03/06/2025
JOB 6 STMT 013125	01/31/2025	F&F-Glue Rat Traps (4)	25.96	25.96	1927	03/06/2025
JOB 6 STMT 013125	01/31/2025	F&F-AC Cord 6ft	17.99	17.99	1927	03/06/2025
JOB 6 STMT 013125	01/31/2025	F&F-1-3/4 SS Cover Sink Hole (2)	9.98	9.98	1927	03/06/2025
JOB 6 STMT 022825	02/28/2025	F&F-Snow Blower Repair Gripper Clip	6.99	6.99	1972	03/24/2025
JOB 6 STMT 022825	02/28/2025	F&F-Dremel Cutting Bits, 5/8" Grinding Stone, Carb 1/8" Cutter Shan	67.94	67.94	1972	03/24/2025
JOB 6 STMT 022825	02/28/2025	F&F-Visitor Center Fire Inspection Items-Universal Mounting base(2)	27.97	27.97	1972	03/24/2025
JOB 6 STMT 022825	02/28/2025	F&F-Community Center - Flushometers Batteries (AA 4-4PKs), Gym	139.49	139.49	1972	03/24/2025
JOB 6 STMT 022825	02/28/2025	F&F- Finance Charge	2.18	2.18	1972	03/24/2025
STMT 012825 JOB 7	03/01/2025	Parks-Fasteners, rebar, tie wire twistors, 2*4 (1) & Plywood (1)	119.97	119.97	1927	03/06/2025
STMT 012825 JOB 7	03/01/2025	Parks-Bar and Chain Oil	15.99	15.99	1927	03/06/2025
Total PONDEROSA LUMBER CO:			2,248.65	2,248.65		
PROCOM LLC						
138115	02/28/2025	HR-Pre-employment Drug Screen (2)	164.00	164.00	32025121	03/20/2025
Total PROCOM LLC:			164.00	164.00		
PSYCHOLOGICAL RESOURCES						
2209136	09/06/2022	Psychological Evaluation x2	270.00	.00	54913	Multiple
2209136	09/06/2022	Psychological Evaluation x2	270.00-			
2311127	11/05/2023	PD-Pre-Hire Psych Evaluation Shane Bracken	150.00	.00	57303	Multiple
2311127	11/05/2023	PD-Pre-Hire Psych Evaluation Shane Bracken	150.00-			
Total PSYCHOLOGICAL RESOURCES:			.00	.00		
PUBLIC SECTOR HEALTH CARE GROUP AUTHORIT						
202503	03/01/2025	HR-Vision March Premium	694.34	694.34	30625119	03/06/2025
202503	03/01/2025	HR-Basic Life March Premium	191.56	191.56	30625119	03/06/2025
202503	03/01/2025	HR-Voluntary Life March Premium	723.70	723.70	30625119	03/06/2025
202503	03/01/2025	HR-Supplemental March Premium	925.67	925.67	30625119	03/06/2025
202503	03/01/2025	HR- Short Term Disability March Premium	828.04	828.04	30625119	03/06/2025
202503	03/01/2025	HR-FSA/HSA March Fees	50.70	50.70	30625119	03/06/2025
202503	03/01/2025	HR-Health Insurance March Premium	73,680.00	73,680.00	30625119	03/06/2025
Total PUBLIC SECTOR HEALTH CARE GROUP AUTHORIT:			77,094.01	77,094.01		
QUILLER ELECTRIC LLC						
4650	03/18/2025	Parks-Light pole maintenance at Mary Fisher Park	1,119.06	1,119.06	32025107	03/20/2025
Total QUILLER ELECTRIC LLC:			1,119.06	1,119.06		
ROARING FORK ENGINEERING INC						
7465	01/24/2025	Sanit.-Engineering Sewer Replacement, EIAF-A0302	676.00	676.00	32025118	03/20/2025
7549	02/21/2025	Sanit.-Sewer Replacement Design & Engineering	4,744.00	4,744.00	32025118	03/20/2025
7549	02/21/2025	Geo-Geothermal Rate Studies, Design & Engineering	10,009.75	10,009.75	32025118	03/20/2025
Total ROARING FORK ENGINEERING INC:			15,429.75	15,429.75		

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ROTARY INTL PAGOSA SPRINGS						
342	01/18/2025	TM-Q1 dues	69.00	69.00	30625116	03/06/2025
Total ROTARY INTL PAGOSA SPRINGS:			69.00	69.00		
SALT LAKE WHOLESALE SPORTS						
102762	02/18/2025	PD-Ammunition 9mm 115 GR FMJ Blazer, Qty 5	1,110.00	1,110.00	30625118	03/06/2025
103068	03/04/2025	PD-Ammunition	485.00	485.00	32025123	03/20/2025
103254	03/12/2025	PD-Ammunition	2,094.00	2,094.00	32025123	03/20/2025
Total SALT LAKE WHOLESALE SPORTS:			3,689.00	3,689.00		
SEBIS DIRECT INC						
1-31-25	02/06/2025	Sanit.-Utility Billing Postage January	305.94	305.94	32025105	03/20/2025
3-3-25	03/03/2025	Sanit.-Utility Billing Postage February	306.52	306.52	32025105	03/20/2025
Total SEBIS DIRECT INC:			612.46	612.46		
SLATE COMMUNICATIONS LLC						
2798	01/31/2023	Slate Inv 2798	2,084.00	.00	55924	Multiple
2798	01/31/2023	Slate Inv 2798	2,084.00-			
3269	02/28/2025	TM-Communications Manger Feb.	2,375.00	2,375.00	3102513	03/10/2025
Total SLATE COMMUNICATIONS LLC:			2,375.00	2,375.00		
SMART MOBILITY LLC dba FORD PRO						
INV32597353	02/28/2025	Streets-Telematics Vehicle Tracking/Monitoring (4)	80.00	80.00	1944	03/10/2025
Total SMART MOBILITY LLC dba FORD PRO:			80.00	80.00		
SOS DRAIN OPENING						
013125	01/31/2025	Sanit.-287 MESA DR(SHABRO) Line Camera Service	760.00	760.00	1925	03/06/2025
021225	02/12/2025	Sanit.-875 PIKE DR Line Camera Service	340.00	340.00	1925	03/06/2025
Total SOS DRAIN OPENING:			1,100.00	1,100.00		
SOUTHWEST GASES, LTD						
4986	02/27/2025	Streets-Argon & CO2 Exchange to Fill Bottles	89.75	89.75	3102509	03/10/2025
4999	03/03/2025	Streets-Solid Welding Wire 0.035" 33# Spool (1)	79.95	79.95	3102509	03/10/2025
Total SOUTHWEST GASES, LTD:			169.70	169.70		
SOUTHWEST RIVER ENGINEERING						
1247	02/28/2025	Proj.-Yamaguchi S. River Improvement Project design/permitting.	24,818.25	24,818.25	32025114	03/20/2025
Total SOUTHWEST RIVER ENGINEERING:			24,818.25	24,818.25		
SOUTHWEST WATER AND PROPERTY LAW LLC						
3178	03/12/2025	Geo.-February attorney fees	2,557.00	2,557.00	32025113	03/20/2025
Total SOUTHWEST WATER AND PROPERTY LAW LLC:			2,557.00	2,557.00		
STAPLES						
6024963919	02/24/2025	Admin.-Copy Paper	37.06	37.06	30625114	03/06/2025
Total STAPLES:			37.06	37.06		
TARGET RENTAL & BOBCAT OF DURANGO						
62831	11/26/2024	Parks-Edge cut blade	186.64	186.64	30625105	03/06/2025

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Total TARGET RENTAL & BOBCAT OF DURANGO:			186.64	186.64		
TERESA MAEL						
#01	03/19/2025	TC-ECE 2025 Funding (Full Amount)	2,000.00	2,000.00	1976	03/24/2025
Total TERESA MAEL:			2,000.00	2,000.00		
TERRY'S ACE HARDWARE						
JOB 3 STMT 021025	02/10/2025	F&F-Outlet Covers For Community Center	5.87	5.87	1928	03/06/2025
JOB 3 STMT 021025	02/10/2025	F&F-3" Letter & Number Set, 3" Block Set, Carabiner Strap (2)	17.93	17.93	1928	03/06/2025
JOB 3 STMT 021025	02/10/2025	F&F-Step Stool For Town Shop	54.99	54.99	1928	03/06/2025
JOB 3 STMT 021025	02/10/2025	F&F-Electrical Tape, Wiring Nuts	30.55	30.55	1928	03/06/2025
JOB 3 STMT 031025	03/10/2025	F&F-Sandpaper (WetDry220, 120 Grit),Spray paint 2x, Nuts/Bolts/W	23.37	23.37	1973	03/24/2025
JOB 4 STMT 02-10-25	02/10/2025	Streets-Spray Primer Paint (6)	54.67	54.67	1928	03/06/2025
JOB 4 STMT 02-10-25	02/10/2025	Streets-Paint Tray Set, Foam Rollers, Paint Brushes, Chip Brushes	27.84	27.84	1928	03/06/2025
STMT 032625 JOB 9	03/01/2025	Parks-utility hog panels (3), Spray paint (12), Spring Snap Links (2),	391.46	391.46	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Wiper blade	19.99	19.99	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Nuts, Bolts, Washers, Striping Brush	64.80	64.80	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Seeds	71.98	71.98	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Drill bits	45.59	45.59	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Credit nuts and bolts	4.20-	4.20-	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Over payment credit	20.89-	20.89-	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Over payment credit	128.19-	128.19-	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Over payment credit	40.45-	40.45-	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Fee discount credit	.69-	.69-	1956	03/20/2025
STMT 032625 JOB 9	03/01/2025	Parks-Gloves	29.99	29.99	1956	03/20/2025
Total TERRY'S ACE HARDWARE:			644.61	644.61		
THE PAGOSA SPRINGS SUN						
403383	02/27/2025	Art- Public Arts Call Newspaper Ad	216.00	216.00	3102514	03/10/2025
403384	02/27/2025	Plng.-Sun Posting for Planning Commission Alternate Member (3 We	240.00	240.00	32025120	03/20/2025
403385	02/27/2025	HR-Job Posting KIDS Camp	65.25	65.25	30625115	03/06/2025
403386	02/27/2025	HR-Job Posting Referees	43.50	43.50	30625115	03/06/2025
403387	02/27/2025	HR-Job Posting Utility Operator	40.50	40.50	30625115	03/06/2025
404492	03/18/2025	Proj.-Town Hall Renovation ITB ad in Pagosa Sun	17.19	17.19	32025120	03/20/2025
404494	03/18/2025	Plng.- Sun notice for Pagosa West Sketch Subdivision	30.27	30.27	3242512	03/24/2025
Total THE PAGOSA SPRINGS SUN:			652.71	652.71		
THOMSON REUTERS - WEST						
851590901	03/01/2025	Courts-Legal Research Subscription February 2025	1,386.29	1,386.29	3102507	03/10/2025
Total THOMSON REUTERS - WEST:			1,386.29	1,386.29		
TIFFANY WILKINS						
0017	03/19/2025	TC-ECE 2025 Funding (Full Amount)	2,000.00	2,000.00	3242509	03/24/2025
Total TIFFANY WILKINS:			2,000.00	2,000.00		
TOWN OF PAGOSA SPRINGS						
0225	02/28/2025	Hsg.-Housing Sewer	570.00	570.00	1930	03/06/2025
0225	02/28/2025	PW Admin.-Maint. Sewer	71.25	71.25	1930	03/06/2025
0225	02/28/2025	Admin.-TH Sewer	285.00	285.00	1930	03/06/2025
0225	02/28/2025	Parks-Sewer	427.50	427.50	1930	03/06/2025
0225	02/28/2025	VC-VC Sewer	71.25	71.25	1930	03/06/2025
0225	02/28/2025	P&R Admin.-CC Sewer	712.50	712.50	1930	03/06/2025
11-30-24	11/30/2024	Hsg.-Housing Sewer Availability	532.00	532.00	1941	03/10/2025
11-30-24	11/30/2024	PW Admin.-Maint. Fac. Sewer	66.50	66.50	1941	03/10/2025
11-30-24	11/30/2024	Admin.-TH Sewer	266.00	266.00	1941	03/10/2025

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11-30-24	11/30/2024	Parks-Sewer	399.00	399.00	1941	03/10/2025
11-30-24	11/30/2024	VC-VC Sewer	66.50	66.50	1941	03/10/2025
11-30-24	11/30/2024	P&R Admin.-CC Sewer	665.00	665.00	1941	03/10/2025
Total TOWN OF PAGOSA SPRINGS:			4,132.50	4,132.50		
TRACKING PADS LLC						
201911-250	03/17/2025	Streets-7 x 12 Tracking Pads (8)	18,400.00	18,400.00	32025125	03/20/2025
Total TRACKING PADS LLC:			18,400.00	18,400.00		
ULINE						
189903378	03/04/2025	Rec.-Office Chair	327.76	327.76	1955	03/20/2025
Total ULINE:			327.76	327.76		
UNCC						
225011046	01/31/2025	GEO-Locate Call Center Fees (Annual)	225.00	225.00	32025102	03/20/2025
225011047	01/31/2025	SANIT.-300+ TRANSMISSION BILLED MONTHLY	69.00	69.00	30625101	03/06/2025
225021048	02/28/2025	Sanit.-Locate Call Center Fees (Monthly)	70.55	70.55	32025102	03/20/2025
Total UNCC:			364.55	364.55		
VAHID SHABRO						
031025	03/10/2025	Sanit.-Reimbursement for sewer diagnostic charges for sewer clog c	700.00	700.00	1969	03/20/2025
Total VAHID SHABRO:			700.00	700.00		
VAL'S VIP CLEANING LLC						
165B	02/21/2025	F&F-Park Bathroom Cleaning and Locking Town Bathrooms(2 wks)	1,653.42	1,653.42	30625113	03/06/2025
166B	03/07/2025	F&F-Parks Bathrooms Cleaning	1,654.91	1,654.91	30625113	03/06/2025
167B	03/21/2025	F&F-Park Cleaning and Locking Bathrooms	1,682.38	1,682.38	3242510	03/24/2025
187	02/21/2025	F&F-Town Building Cleaning	3,450.50	3,450.50	30625113	03/06/2025
188	03/07/2025	F&F-Town Buildings Cleaning	3,450.50	3,450.50	30625113	03/06/2025
189	03/21/2025	F&F-Town Building Cleaning	3,450.50	3,450.50	3242510	03/24/2025
Total VAL'S VIP CLEANING LLC:			15,342.21	15,342.21		
VERIZON WIRELESS						
6106792850	02/23/2025	Tourism-Staff Cell Phone	50.68	50.68	1938	03/10/2025
6106792850	02/23/2025	TM-Staff Cell Phone	40.68	40.68	1938	03/10/2025
6106792850	02/23/2025	Bldg.-Staff Cell Phones	101.36	101.36	1938	03/10/2025
6106792850	02/23/2025	Courts-Staff Cell Phone	40.68	40.68	1938	03/10/2025
6106792850	02/23/2025	Rec.-Staff Cell Phone	40.68	40.68	1938	03/10/2025
6106792850	02/23/2025	Parks-Staff Cell Phone	40.68	40.68	1938	03/10/2025
6106792850	02/23/2025	Hsg.-Staff Cell Phone	40.68	40.68	1938	03/10/2025
6106792850	02/23/2025	Tourism Admin-Staff Cell Phones	81.36	81.36	1938	03/10/2025
Total VERIZON WIRELESS:			436.80	436.80		
VISIONARY COMMUNICATIONS, INC.						
1178330	03/01/2025	Parks-Parks Internet Service 1st Qtr	695.52	695.52	1934	03/06/2025
Total VISIONARY COMMUNICATIONS, INC.:			695.52	695.52		
WALMART STORE, INC.						
25MC002-1	03/18/2025	Courts-Fillmore-Espinosa Restitution Payment	100.16	100.16	166	03/20/2025
Total WALMART STORE, INC.:			100.16	100.16		

TOWN OF PAGOSA SPRINGS

Town Council-Expenditure Report
Check issue dates: 3/1/2025 - 3/31/2025

Page: 17
Apr 02, 2025 04:34PM

Invoice Number	Invoice Date	Description	Invoice Amount	Check Amount	Check Number	Check Issue Date
WESTERN PAPER DISTRIBUTORS						
5066625	01/22/2025	F&F-Hand roll towels (4 CS), Bath Tissue (3 CS)	603.80	603.80	30625103	03/06/2025
5092899	02/19/2025	F&F-Prem. M-Fold Towel Wht (6 case), BSL Prem. 8" HRT (1 Case),	336.92	336.92	3242502	03/24/2025
5092900	02/19/2025	Parks-can liners (2 CS)	53.70	53.70	30625103	03/06/2025
Total WESTERN PAPER DISTRIBUTORS:			994.42	994.42		
WILLIAM ROCKENSOCK						
030525	03/05/2025	PD-Per Diem for Chief Rockensock, Courtroom Testimony Training i	322.00	322.00	1953	03/20/2025
Total WILLIAM ROCKENSOCK:			322.00	322.00		
Winter Equipment Company						
IV63623	03/19/2025	Parks-Winter Plow Equipment Parts	969.54	969.54	1974	03/24/2025
Total Winter Equipment Company:			969.54	969.54		
WORLD FUEL SERVICES INC						
3069633-41525	01/24/2025	F&F-Equipment Fuel for Week of 01/24/25	42.64	42.64	30625110	03/06/2025
3069633-41525	01/24/2025	PARKS-Equipment Fuel for Week of 01/24/25	145.45	145.45	30625110	03/06/2025
3069633-41525	01/24/2025	SANIT.-Equipment Fuel for Week of 01/24/25	310.65	310.65	30625110	03/06/2025
3069633-41525	01/24/2025	STREETS-Equipment Fuel for Week of 01/24/25	52.00	52.00	30625110	03/06/2025
3078017-41525	01/31/2025	PARKS-Equipment Fuel for Week of 01/31/25	125.35	125.35	30625110	03/06/2025
3078017-41525	01/31/2025	SANIT.-Equipment Fuel for Week of 01/31/25	216.50	216.50	30625110	03/06/2025
3078017-41525	01/31/2025	STREETS-Equipment Fuel for Week of 01/31/25	520.39	520.39	30625110	03/06/2025
3084123-41525	02/07/2025	F&F-Equipment Fuel for Week of 02/17/25	59.27	59.27	30625110	03/06/2025
3084123-41525	02/07/2025	PARKS-Equipment Fuel for Week of 02/07/25	471.78	471.78	30625110	03/06/2025
3084123-41525	02/07/2025	SANIT.-Equipment Fuel for Week of 02/07/25	78.66	78.66	30625110	03/06/2025
3084123-41525	02/07/2025	STREETS-Equipment Fuel for Week of 02/07/25	237.74	237.74	30625110	03/06/2025
3089340-41525	02/13/2025	F&F-Equipment Fuel For Week Of 2/13/25	62.07	62.07	30625110	03/06/2025
3089340-41525	02/13/2025	Parks-Equipment Fuel For Week Of 2/13/25	279.45	279.45	30625110	03/06/2025
3089340-41525	02/13/2025	Sanit.-Equipment Fuel For Week Of 2/13/25	89.21	89.21	30625110	03/06/2025
3089340-41525	02/13/2025	Streets-Equipment Fuel For Week Of 2/13/25	163.71	163.71	30625110	03/06/2025
3097040-41525	02/21/2025	F&F-Equipment Fuel for Week 2/14/25	55.23	55.23	3242504	03/24/2025
3097040-41525	02/21/2025	PARKS-Equipment Fuel for week 2/14/25	93.65	93.65	3242504	03/24/2025
3097040-41525	02/21/2025	SANIT.-Equipment Fuel for week 2/14/25	83.69	83.69	3242504	03/24/2025
3097040-41525	02/21/2025	STREETS-Equipment Fuel for week 2/14/25	751.03	751.03	3242504	03/24/2025
3106991-41525	02/28/2025	F&F-Equipment Fuel for week 2/21/25	21.82	21.82	3242504	03/24/2025
3106991-41525	02/28/2025	PARKS-Equipment Fuel for week 2/21/25	143.86	143.86	3242504	03/24/2025
3106991-41525	02/28/2025	SANIT.-Equipment Fuel for week 2/21/25	319.42	319.42	3242504	03/24/2025
3106991-41525	02/28/2025	STREETS-Equipment Fuel for week 2/21/25	905.64	905.64	3242504	03/24/2025
3106991-41525	02/28/2025	REC.-Equipment Fuel for week 2/21/25	62.04	62.04	3242504	03/24/2025
3113683-41525	03/07/2025	F&F-Equipment Fuel for Week 3/3/25	119.58	119.58	3242504	03/24/2025
3113683-41525	03/07/2025	PARKS-Equipment Fuel for Week 3/3/25	332.14	332.14	3242504	03/24/2025
3113683-41525	03/07/2025	SANIT.-Equipment Fuel for Week 3/3/25	84.50	84.50	3242504	03/24/2025
3113683-41525	03/07/2025	STREETS-Equipment Fuel for Week 3/3/25	661.94	661.94	3242504	03/24/2025
3119427-41525	03/13/2025	PARKS-Equipment Fuel for Week of 031325	175.62	175.62	32025110	03/20/2025
3119427-41525	03/13/2025	STREETS-Equipment Fuel for week of 03132025	498.59	498.59	32025110	03/20/2025
Total WORLD FUEL SERVICES INC:			7,163.62	7,163.62		
Grand Totals:			546,502.86	546,502.86		

Report Criteria:
Detail report type printed



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: James Dickhoff, Development Director

PROJECT: Resolution 2025-09, Appointing Brian Reid to the Planning Commission

ACTION: Council Action

PURPOSE/BACKGROUND:

Staff has advertised the open Alternate Planning Commissioner position on the Town's website, MyPagosa.org as well as in the Pagosa Sun newspaper from February 9th -April 3rd, 2025.

Applications were due to the Town Planning Division by April 4th, with two interested individuals Ms. Jane Weitzel and Mr. Brian Reid submitting an application for consideration of appointment, both eligible applicants as Town residents.

The Planning Commission interviewed both candidates at their meeting on April 8, 2025 and unanimously approved a recommendation for Town Council to appoint Mr. Brian Reid to the Planning Commission as an Alternate Member to a four year term.

Current Planning Commission members include:

- Chris Pitcher, 2025 Chair, Regular member, term expires May 17, 2028
- Kristin McCollam, 2025 Vice Chair, term expires November 18, 2025
- Chad Hodges, term expires January 16, 2028
- Julie Gurule, term expires July 5, 2026
- Mark Weiler, term expires November 18, 2025
- David Pribble, Alternate Member, term expires August 5, 2028

ATTACHMENTS:

[Brian Reid](#)

[Jane Weitzel](#)

[Res 2025-09 Appointing Brian Reid to the Planning Commission](#)

RECOMMENDATIONS:

1. Move to Approve Resolution 2025-09, Appointing Brian Reid to the Planning Commission.
2. Provide Direction to staff.



Board/Commission Membership Application

Date of Application: 3/29/2025

Please complete the following information in full and return to the Town Clerk. **DO NOT** attach additional information to this application, i.e., resume, cover letter.

Board or Commission Applying for: (select one)

- ☐ Town Council (appointment only)
 ☐ Combined Parks & Recreation Advisory Board
☐ Code Board of Appeals
 ☐ Pagosa Area Tourism Board
☒ Planning Commission/Design Review Board

Applicant Information

REID BRIAN 214 207 3613
 Last Name First Name MI Cell Phone
308 MSA DRIVE PAGOSA SPRINGS CO 81147
 Physical Address Street Address City State Zip
PO 993 PAGOSA SPRINGS CO 81147
 Mailing Address (if different) PO Box City State Zip
brian.reid.0563@gmail.com
 Email Address

I have been a resident of Pagosa Springs (within town limits) for 0.5 years (6 months)

Are you currently serving, or previously served, on any Boards for the Town of Pagosa Springs? N/A

Please list any training, experience, education, or skills that you believe would enhance your ability to serve on the board or commission you are interested in:

Masters in Land Economics and Real Estate - Texas A&M University. 35 years' experience with Ernst & Young Kenneth Leventhal, Fannie Mae Multifamily Mortgage Business, and other real estate consulting firms focusing on complex real estate valuation, finance, and consulting assignments on a wide variety of property types throughout the United States and Mexico. (e.g. LIHTC, market studies, site selection, litigation support, capital markets, bankruptcy and restructuring)

Explain why you are seeking appointment to this board or commission:

I am seeking appointment to the Town of Pagosa Springs Planning Commission because I am committed to helping the local community prosper. After recently moving to Pagosa Springs, I have been working with the PSCDC on workforce housing, developing lots in CMV 2, and working with HFHAC as a current board member and construction volunteer. I am also a Vestry member (Jr. Warden) at Saint Patrick's church here in Pagosa Springs and have been involved with various local and regional ministries at the church.

I believe the variety of experiences in my 35-year career in real estate outlined above will bring a depth of knowledge and a unique perspective to the Town of Pagosa Springs Planning Commission. Thanks for considering me.

Affirmation and Signature

I hereby certify and affirm that all the information contained in this application is true, complete, and correct. I understand that false or misleading statements or omission of important information made on this application or any time during the process may disqualify me. I understand that appointments to a Board or Commission is subject to approval by Town Council, and in cases of joint boards, the Archuleta County Board of Commissioners.

Brian Reid

Signature

4/4/2024

Date

PAGOSA SPRINGS

Board/Commission Membership Application

Date of Application: 3/3/25

Please complete the following information in full and return to the Town Clerk. **DO NOT** attach additional information to this application, i.e., resume, cover letter.

Board or Commission Applying for: (select one)

☐ Town Council (appointment only)
 ☐ Combined Parks & Recreation Advisory Board
☐ Code Board of Appeals
 ☐ Pagosa Area Tourism Board
☒ Planning Commission/Design Review Board

Applicant Information

Last Name: Weitzel First Name: Jane MI: C Cell Phone: 303.549.2652
 Physical Address: 152 VISTA SAN JUAN Street Address: Pagosa Springs Co City: 81147 State: CO Zip: 81147
 Mailing Address (if different): _____ PO Box: _____ City: _____ State: _____ Zip: _____
 Email Address: jane.weitzel@comcast.net

I have been a resident of Pagosa Springs (within town limits) for 7 years.

Are you currently serving, or previously served, on any Boards for the Town of Pagosa Springs? no

Please list any training, experience, education, or skills that you believe would enhance your ability to serve on the board or commission you are interested in:

- Retired now, but was a successful business owner for 20 years +.
- Have been very involved in discussions on development in PS
- M.S. in Marketing, did market research for 20+ years

Explain why you are seeking appointment to this board or commission:

I have been following developments (proposed + actual) the past few years. I feel that there have been areas/ideas carried out that were not in the public's best interests. Also very interested in preserving historic value of PS.

Affirmation and Signature

I hereby certify and affirm that all the information contained in this application is true, complete, and correct. I understand that false or misleading statements or omission of important information made on this application or any time during the process may disqualify me. I understand that appointments to a Board or Commission is subject to approval by Town Council, and in cases of joint boards, the Archuleta County Board of Commissioners.

Signature: Jane C Weitzel Date: 3/3/25

Town of Pagosa Springs, PO Box 1859, 551 Hot Springs Blvd, Pagosa Springs, CO 81147



TOWN OF PAGOSA SPRINGS, COLORADO

RESOLUTION NO. 2025-09

**A RESOLUTION OF THE TOWN OF PAGOSA SPRINGS, COLORADO
APPOINTING BRIAN REID TO THE PLANNING COMMISSION**

WHEREAS, the Town of Pagosa Springs (“Town”) is a home rule municipality duly organized and existing under Article XX of the Colorado Constitution and the Pagosa Springs Home Rule Charter of 2003, as amended (“Charter”); and

WHEREAS, Town Ordinance No. 745 adopting the Land Use Development Code (LUDC), establishes powers and duties, qualifications, and terms for members of the Planning Commission, as amended; and

WHEREAS, Pursuant to LUDC Section 2.5.2.B, the Planning Commission shall consist of five (5) regular members and two (2) alternate members, who shall be appointed by the Town Council by resolution, with each member of the planning commission serving terms of four (4) years, and all members shall be either (a) a Town Resident; or (b) an owner of a business located within the Town which business or owner also owns real property within the Town, and which owner is a resident of Archuleta County; or (c) the Chair or Co-Chair of the Archuleta County Planning Commission; and

WHEREAS, Brian Reid is a Town resident, and has submitted an application of interest to serve on the Planning Commission.

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

1. Appointment of Town Planning Commissioner: Mr. Brian Reid is hereby appointed to serve as an Alternate member of the Town Planning Commission, commencing a four (4) year term on April 15, 2025 and concluding on April 14, 2029.
2. Severability: If any part, section, subsection, sentence, clause or phrase of this Resolution is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining provisions.

3. Effective Date: This Resolution shall take effect and be enforced immediately upon its approval by the Town Council.

ADOPTED THIS _____ DAY OF _____, 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



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: David Harris, Town Manager

PROJECT: Sales Tax Report - February 2025

ACTION: Council Information

ATTACHMENTS:

[Sales Tax Report - Apr 2025](#)

Sales Tax Revenue Report
Town of Pagosa Springs
February 2025

	Feb-25	Feb-24	Δ	% Δ
Total Town & County	1,373,364	1,230,171	143,192	11.64%

Industry breakdown

Categories	Difference	%
Construction	(4,876)	▼17.34%
Manufacturing	(22,708)	▼32.22%
Retail Trade	61,344	▲9.24%
Information	1,200	▲4.90%
Finance and Insurance	501	▲47.23%
Real Estate and Rental and Leasing	1,170	▲5.59%
Professional, Scientific and Technical Services	(6,371)	▼39.75%
Accommodation and Food Services	48,822	▲23.22%
Other Services (except Public Administration)	995	▲5.48%
Miscellaneous	63,113	▲35.71%
Total	143,191	▲11.64%

Town distribution

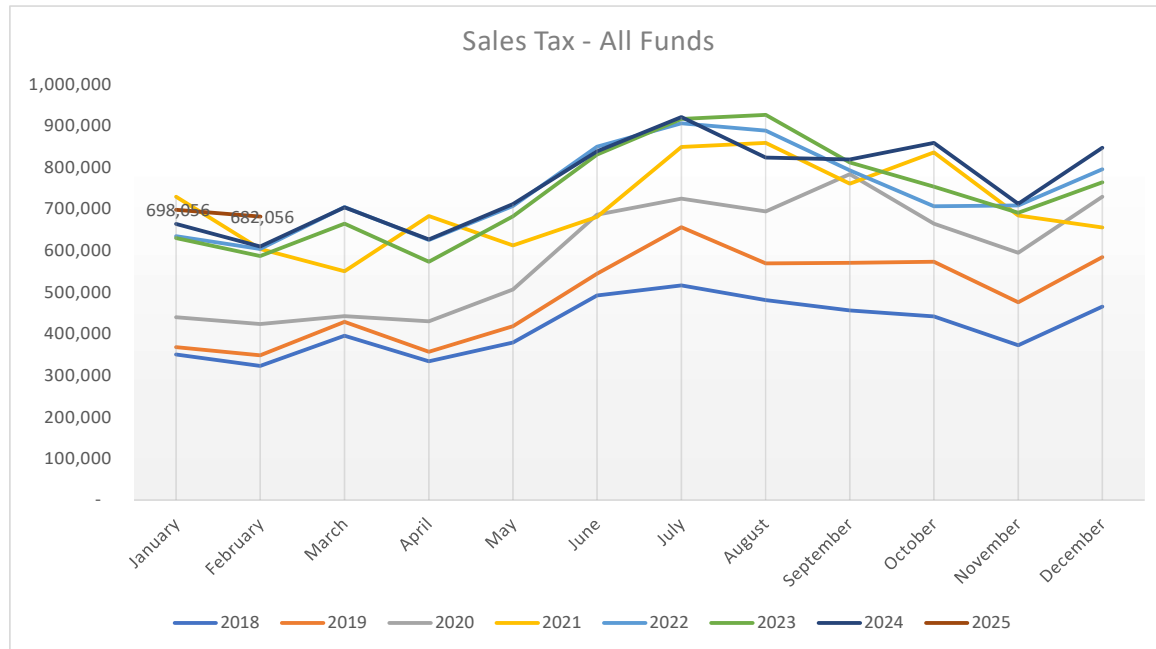
The County and Town split the total sales tax 50/50 with an adjustment made for aviation sales tax which is credited to the County-run airport. Below are actual sales tax funds deposited with the Town. It does not include Marijuana Tax which is listed below. The Town's portion is split evenly between the General Fund and the Capital Improvement Fund.

	Feb-25	Feb-24	Δ	% Δ
General Fund	341,028	305,080	35,948	
Capital Improvement Fund	341,028	305,080	35,948	
TOTAL	682,056	610,161	71,895	11.78%

Sales tax collections for the Town for the past three years has steadied.

February		
2022	603,721	
2023	587,117	-2.75%
2024	610,161	3.92%
2025	682,056	11.78%

The six year history of the Town's Sales Tax collections is reflected in the chart below, reflecting the stabilization of receipts over the past three years.

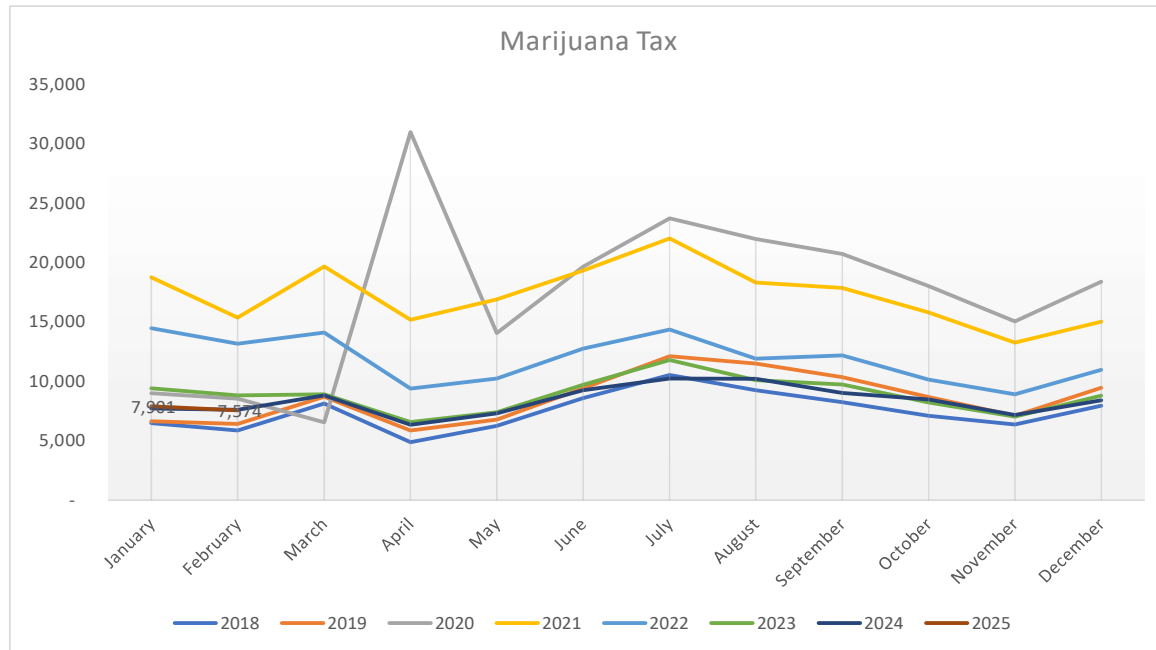


The 2025 change to the 2-year average remains flat. No changes in operations are anticipated.

	2023	2024	2025	% Δ
January	629,643	664,047	698,056	5.1%
February	587,117	610,161	682,056	11.8%
March	664,583	703,873	-	5.9%
April	573,226	626,539	-	9.3%
May	682,779	712,247	-	4.3%
June	831,354	839,367	-	1.0%
July	916,135	921,473	-	0.6%
August	926,641	823,879	-	-11.1%
September	811,673	818,895	-	0.9%
October	753,851	859,248	-	14.0%
November	690,953	712,691	-	3.1%
December	764,524	847,074	-	10.8%
TOTAL	8,832,478	9,139,494	1,380,112	

Marijuana Tax

The six year history of the Town's Marijuana Tax collections is reflected in the chart below. This tax is not longer combined in the Sales Tax numbers above.



	2023	2024	2025	% Δ
January	9,425	7,726	7,901	2.3%
February	8,807	7,616	7,574	-0.6%
March	8,924	8,817	-	-1.2%
April	6,584	6,355	-	-3.5%
May	7,408	7,329	-	-1.1%
June	9,708	9,257	-	-4.6%
July	11,789	10,233	-	-13.2%
August	10,108	10,223	-	1.1%
September	9,722	9,023	-	-7.2%
October	8,242	8,470	-	2.8%
November	7,040	7,169	-	1.8%
December	8,793	8,412	-	-4.3%
TOTAL	106,549	100,630	15,474	



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: April Hessman, Town Clerk

PROJECT: Administration Report

ACTION: Update and Discussion

PURPOSE/BACKGROUND:

The administration department is excited to welcome Traci Bishop to the admin team. She worked for the Town previously and is very familiar with the Town and our values. Growing up in Pagosa she has vast knowledge of the community.

A big congratulations to the administration team (Kathy, Michelle, Kate, and April) and the Hinton Burdick team for their hard work in the recognition of the Certificate of Financial Reporting from GFOA. This is a great honor to receive this designation for our 2023 audit. We hope to continue this by achieving this standard of excellence each year.

Staff is expecting the auditors with Hinton Burdick CPAs to be onsite in April 21st for the 2024 audit review. The audit is expected to be complete by the end of June. The administration department spends a great deal of time providing documentation for the auditors and having easily accessible items is preferred.

Staff created new general ledger revenue accounts for use in 2025. Once the 2024 audit is complete, the old accounts will merge with the new ones.

Staff continues to have monthly gatherings to celebrate birthdays, work anniversaries, and new employees. The core values team works hard to provide opportunities to focus on the Town's core values and put them into action.

Business License Process and MuniRevs:

Staff continues to work on processing business licenses and sending out renewal notices through the new iWorq system. There are 925 active business licenses issued within the Town and 9 new business license applications under review. Currently, there are 102 issued vacation rental licenses, five currently in the application and approval stage, and nine (9) on the waitlist. Staff is in the process of renewing vacation rental licenses for 2025.

Personnel/Recruitment:

The Town is actively recruiting for the following positions:

- Facilities & Fleet Maintenance Tech 1 (Fleet & Facilities)
- Parks Maintenance (Parks & Recreation)
- Planning Manager (Development Department)
- Police Officer (Police)
- Projects Manager (Development Department)
- Utility Operator (Sanitation)

The following positions have been recently filled:

- Administrative Assistant (Administration)

Current Staffing Numbers:

- 59 Full-time Positions - 53 Filled, 6 Open
- 10 Part-time Positions - 10 Filled, 0 Open



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: James Dickhoff, Development Director

PROJECT: Development Department Reports

ACTION: Council information

ATTACHMENTS:

[Development Department Reports April 2025](#)



DEVELOPMENT DEPARTMENT MONTHLY REPORT

APRIL 2025

FROM: JAMES DICKHOFF, DEVELOPMENT DEPARTMENT DIRECTOR
BUILDING DIVISION / PLANNING DIVISION / PROJECTS DIVISION / HOUSING DIVISION

RECENT HIGHLIGHTS

Project Manager Opening

We are currently interviewing to fill this position. David Hilborn has submitted his resignation. He will remain on the payroll for a period of time to help with the transition period. David excelled in this position and had written and been awarded numerous grants that have activated important town projects, developed an ADA compliance plan for the Town, coordinated numerous efforts on multiple important Town projects, and worked with all Town departments. David proved how valuable this position is for the Town.

Planning Manager and Building Official Positions Advertised

The Development Department is currently advertising to fill the vacant Planning Manager Position.

Online Town Zoning Map

We are currently developing a more comprehensive ARC GIS Town Zoning Map. The intent is to structure the data and information so that it is much more user friendly with the typically public information being sought readily available. We expect to roll out the new map in mid- April.

GENERAL INFORMATION

Upper San Juan Water Shed Enhancement Partnership (WEP)

The Town's Development Department Director serves on the Board as a Town Representative. WEP has recently identified a grant opportunity to benefit an agricultural related water conservation project that can benefit from the current available state funding, specifically the Park Ditch diversion structure, which needs substantial structural and efficiency improvements. Additionally, WEP continues to effectively manage the Town's Gateway River Improvement Project which is currently in the final Design Phase of the project.

FEMA and Colorado Water Conservation Board (CWCB) Phase Two – Floodplain Mapping Updates

The Colorado Water Conservation Board (CWCB) will begin notifying property owners along the portions of waterways that they intend to re-map in April, for conducting surveying and data collection to inform the re-mapping process. The full phase two mapping process is expected to take 18-24 months, with a public review period prior to final adoption by the State and FEMA.

In 2022, FEMA and the CWCB completed phase one of a flood hazard mapping project that started at the south end of Town boundaries south through Archuleta County. The Town's Development Director serves as the Town's Floodplain Manager, and has actively advocated that phase two include remapping of the San Juan River and McCabe Creek above and through Town, as well as adding Rumbaugh Creek (Horse Gulch) and West McCabe Creek to Great West Ave. The new mapping technology uses Light

Detection and Ranging (LIDAR) equipment that collects data for more accurate mapping for ground and water elevations. Over the years, there have been multiple circumstances in which the current FEMA Flood Hazard map seemed inaccurate in portions of the community for the purposes of determining 100 year flood elevations to inform development approvals through a Certificate of Elevation application process.

BUILDING DIVISION, PLANNING DIVISION, PROJECTS DIVISION AND HOUSING DIVISION REPORTS FOLLOW



BUILDING DIVISION

MONTHLY REPORT

APRIL 2025

Development Department

Building Code Official Hired

The Town has hired Tim Hatch as our new Building Code Official. Mr. Hatch started on February 10th and has been becoming familiar with our active building permit projects and processes.

Training

Building Division staff attended the annual International Code Council training conference March 3rd-7th. This conference provides informative sessions on current trends, building code updates and many subject specific sessions. The conference is also important for required education credits for maintaining building code certifications.

Springs Resort Hotel

The new Springs Resort Hotel and facilities have been issued a Certificate of Occupancy, conditioned on the completion of a few outstanding improvements, including landscaping and the Hot Springs Blvd crosswalk at Innsbrook Drive.

Archuleta Country Transit Facility

83 Harman Drive, new commercial building - 2,652 sq. ft. transit facility and 3,262 sq. ft. bus bay. This project is nearing a request for Certificate of Occupancy.

Timberline Apartments

135 Legacy, Multi-Family Residential Complex (50 dwellings, leasing office and clubhouse within two buildings). The building permit was issued 7/25/24. The project has made good progress given the lack of snowfall this winter. Staff is in the process of reviewing mechanical plans for inspections. Staff has requested that the site be cleaned of debris and alpha drive kept free of materials tracked onto the roadway.

Sunridge of Pagosa Townhomes

480 Boulder Drive, 10 townhome units, in 5 buildings building permit issued October 2022. Two buildings – four units are complete, and Certificate of Occupancies issued. Three buildings (six units) are well under construction.

Building Division Activity:



PLANNING DIVISION MONTHLY REPORT

APRIL 2025

FROM: JAMES DICKHOFF/KATELYN TUNNELL

Planning Commission Meetings

The upcoming Planning Commission meeting is scheduled for April 22, 2025. On the agenda, the Commission will review the Sketch Major Design for Pagosa Bible Church, located at 209 Harman Park Drive, as well as the Design Review for an Electric Vehicle Supercharger Station at 105 Country Center Drive.

Additionally, during their March 25th session, the Planning Commission confirmed their regular meeting schedule, which will occur on the second and fourth Tuesday of each month. The commission also elected Chris Pitcher as Chair, and Kristin McCollam was appointed as Co-chair for 2025.

New Online Town Zoning Map

Planning staff have been working on a new online Town zoning map that will provide links to information to help answer questions we frequently receive. The property information has been structured to be clear and user friendly.

The Planning Division has recently conducted several pre-application conferences for proposed developments. We are expecting a busy start to 2025 with several expected development applications to be submitted in the 2nd quarter.

The Town Planning Division has issued 4 Outdoor Commercial Establishment (OCE) permits for food trucks/trailers for the 2025 season thus far. There have been 9 sign permits approved for 2025 (1 temporary sign permit and 8 regular sign permits).

Two Town Development Department Staff Members attended the National Planning Conference, which was held in Denver at the end of March this year.

The Town received two applications for the alternate member seat on the Planning Commission. The application period was open for 8 weeks, and the submitted applications will be presented to the Planning Commission on April 8, 2025.

CURRENT DEVELOPMENT PROPOSAL UPDATES:

209 Harman Park Drive, Pagosa Bible Church: Staff has received a complete Sketch Major Design Review application for an addition to the existing Pagosa Bible Church at 209 Harman Park Drive. The proposed multi-story addition will include a 5,800 SF main level and a 4,200 SF upper level, to be constructed adjacent to the southern boundary of the current building. This application will be reviewed by the Design Review Board on April 22, 2025.

105 Country Center Drive, Electric Vehicle Supercharging Station (EVCS): Staff has received a complete Design Review application for the paved parking area at 105 Country Center Drive. The applicant is proposing the installation of supercharger cabinets, charging posts, a switchboard, a utility transformer, a meter, and pole-mounted luminaires. The project will utilize 10 existing parking spaces at the site. This application will be reviewed by the Design Review Board on April 22, 2025.

Pagosa West Sketch Major Subdivision Application: Staff received a complete Sketch Major Subdivision application for the 100-acre vacant land located on the SE corner of S. Pagosa Blvd and Hwy 160. The vacant land is comprised of 3 total parcels. The applicant proposes commercial and residential housing. The application was considered at the Planning Commission meeting on March 25, 2025. The application was continued.

811 San Juan Street, Ruby Sisson Library Expansion: The library has submitted a Final Design Review application which was approved by the Design Review Board on December 10, 2024. The proposed project includes a renovation of the existing facility along with a 3,300 SF building addition, exterior facade upgrades, and full site improvements. The site improvements will include reconfiguring the existing parking lot, a large community reading garden and a smaller children's garden.

232 Pagosa Street, Eagle Mountain Mixed Use Project: The applicant has submitted a request for extension of their Final Design Review approval by July 2026 due to the potential conflict with the Main Street reconstruction project. The Planning Commission approved the requested extension on December 10, 2024. There are no changes to the previously approved development proposed.

2737 Cornerstone Drive, Pagosa Peak Family Dentistry: New proposed development of a vacant parcel for a two-story 4,932 S.F. (4,058 S.F. first floor and 865 S.F. second floor) Dental office/clinic facility. A building permit application has been submitted and approved. The Design Review Board approved the Final Design Review application on Tuesday, October 22nd.

140 Hot Springs Blvd., The Healing Waters Spa Resort and Spa: The applicant submitted a Sketch Major Design Review application for the phased redevelopment of the entire property. The Design Review Board approved the sketch concept plan on July 23rd.

Town's Enclave Workforce Housing Project: Council conducted a work session on July 25, 2024, and supported continuing to work on a means to pencil the project out with Servitas. The Housing Coordinator is working with Servitas to identify a path forward for this project, with plans to bring the matter to Town Council in the coming months.

2911 Cornerstone Drive, Circle K Stores: Town staff has not heard back from the design and construction team in 6 months and is currently uncertain if this project is moving forward.

600 W. Highway 160, Pagosa Views PUD: The applicant is now expected to move forward with their subdivision application process in the 2nd Q of 2025, for consideration by the Planning Commission and subsequently by the Town Council. The recorded PUD agreement for the 80 acres just west of the Elementary School includes a mix of up to 675 housing units, to include 78 deed-restricted workforce units, along with 144 lodging units and recreational and commercial level amenities. Subsequent applications would include Major Design Review for each phase.



PROJECT DIVISION MONTHLY REPORT

APRIL 2025

Middle School Sidewalk Improvement

The middle Sidewalk replacement project will be constructed in 2025, most likely during school summer break. The Town has been granted the Revitalizing Main Street (RMS) grant for the proposed sidewalk enhancements along Pagosa Street, adjacent to the Middle School. This grant allocates \$250,000, requiring a 10% contribution from the applicant. The project aims to encompass the replacement of the sidewalk spanning from the middle school to the Hwy. 160 curbside, alongside the incorporation of various amenities including benches, a bus stop, trash receptacles, and a solar bike repair station.

Due to the delay in the CDOT Mainstreet Reconstruction project staff received a grant extension through the end of April 2026. Preliminary engineering and design phases have already been completed.

400 Block Sidewalk Reconstruction

The reconstruction of the 400 block sidewalk is planned to coincide with CDOT's Main Street Reconstruct Project in 2025. The Town will assume the financial responsibility for the demolition and reconstruction of the sidewalk on the 400 block, in addition to the installation of new street trees with 4'x4' flush-mounted tree grates and standard Town streetlights.

Main Street Reconstruction Project

On April 1, 2025 the Town Council approved a number of improvements along and adjacent to main street to be completed by WW Clyde, including the 400-block sidewalk, middle school sidewalk, sewer service line replacements, fire hydrant installation, S. 8th, S. 7th, HSB, intersection improvements, 2nd Street drainage improvements and reconstruction of S. 5th Street to Centennial Park.

The Town's scope of work within the CDOT project includes, landscaping, geothermal line relocation and replacement, street lighting, to name a few.

Additionally, the Piedra Road/Hwy 160 crosswalk project will be incorporated into the broader Main Street Reconstruction Project, with construction occurring in 2026.

First Street Pedestrian Bridge – Design/Engineering Phase

Multiple iterations of the bridge design and alignment have been conducted to evaluate the feasibility of accommodating future waterlines. However, the project team has determined that incorporating waterlines into this project is not the most effective approach for advancing its progress. Consequently, the decision has been made to exclude the waterlines, significantly reducing the overall structural weight and enabling a return to the original Pratt Truss design.

Bridge manufacturer BCS is currently in the process of finalizing the bridge design and Davis Engineering is finalizing the bridge abutment and trail connection designs. Upon finalization of the design and

engineering phases, BCS Fabrication will require a 25% down payment to initiate the fabrication process. This expenditure is anticipated to occur mid-2025.

Project completion is projected for Spring 2026.

Gateway River project

The Gateway project, aimed at enhancing the river ecosystem and improving water quality, is progressing under the oversight of the Watershed Enhancement Partnership (WEP). Thus far, FlyWater, the contractor, has completed a riparian health assessment, river surveys, endangered species surveys, identified and pre-ordered a portion of the required containerized plantings, organized meetings with all property owners along the project reach, and concluded two public comment periods. Two public meetings have occurred for this project and comments received were used to inform the design progression. The Town has expended the obligated \$54,000 match for this project.

The project design based on including public comments for inclusion created a \$140,000 shortfall in the construction budget. However, In an effort to include these design concepts without creating a shortfall staff applied for and was awarded an additional \$296,000 from the Colorado Water Conservation Board, utilizing existing grant awards for required matching funds to cover the expected additional estimated cost.

The project is currently advancing with the 100% design plans expected to be up on MyPagosa in the coming weeks. Construction is expected to start in September 2025.

Yamaguchi South River Improvements Project and Grant

The Yamaguchi South River Improvement Project aims to enhance stream and river access for recreational and ecological purposes. The Town has secured funding for this project through grants from the Colorado Water Conservation Board (CWCB), Southwest Water Conservation District, Archuleta County, and Town matching funds.

Surveys, biological assessments, 95% designs plans, and project cost estimates have been completed to-date. Two public meetings have taken place and comments received have been used to inform the final design.

The project is advancing as scheduled with final design and permitting expected to be completed in June and project completion expected in November of 2025.

Town-to-Lakes: 10th St to Great West Ave

The Town was awarded Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds for the design and construction of the Town to Pagosa Lakes Trail segment, spanning from 10th St to Great West Ave. These funds were granted as part of the last available funding through the CMAQ program in late 2019, as the CMAQ program no longer exists. The Town was awarded \$662,320 in funding with a local match obligation of \$137,680. This project involves the design and construction of a ten-foot-wide asphalt or concrete non-motorized shared-use path between 10th Street and Great West Ave.

In alignment with the Pagosa Views Planned Development set to proceed in 2025-26, the development bears the responsibility of constructing the trail along their frontage. The Town's role is to finalize engineered construction plans and execute the connections to the Pagosa Views property from 10th St and Great West Ave. The awarded CMAQ funds are expected to cover the expenses associated with the Town's portion of the project.

Site surveys are completed, and trail design is currently on schedule for 2025 completion. The engineered construction plans are scheduled to be finalized in 2025, with construction set to commence during the 2026 construction season. This project is funded with federal funding, thus progress will be determined on the continued availability of the awarded federal funds.

A Field Inspection Review (FIR) meeting will occur in the coming month to review the 30% design plans and seek direction from CDOT for plan revisions.

East Gateway River Park Project

Property Closing is planned for April 21st.

Land & Water Conservation Fund (LWCF) and GOCO funding grants support the purchase of the property located at 1040 E. Highway 160 (Basin Coop). This funding will facilitate the initial phase of the East Gateway River Park Project, focusing on the strategic acquisition and development of 4.315 acres adjacent to the San Juan River. Upon acquiring the property, the first phase will include conducting an environmental assessment, site cleanup, refining park improvement designs, enhancing parking areas, and installing a boat ramp to provide public river access and CDOT access permit.

Town of Pagosa Springs ADA Accessibility Grant Program

Staff has established an ADA working group consisting of key departmental personnel. The purpose of this working group is to establish the required ADA standards for Title II entities (includes municipal facilities, parks, programs, and employment). Some of these standards include acceptable grievance procedures, employee accommodation request procedures, facility and program self-assessments, and accessibility transition plans. To date, the working group has conducted six meetings and has established a plan to complete the ADA self-assessment and transition plans for all applicable Town facilities and parks by the middle of 2025. Additionally, staff has completed seven ADA inspection checklists and has generated self-assessments for Town Hall, the Community Center, the Visitor Center, and the Public Works Facility.

Town Hall Remodel

The Safety Committee has identified the security of the Town Hall building as a significant concern for staff. In response, a minor remodel aimed at limiting uninterrupted public access to the entire Town Hall has been included in the 2025 budget. Archis Architects has finalized the construction documentation for this project. Town staff initially solicited construction bids, however, received no bids before the deadline. The project has been readvertised with bids expected by the end of April. Corey Eisenbarth, Facilities Manager, is now overseeing the project.

Regional Workforce Center

The Town of Pagosa Springs has been awarded \$600,000 in Community Development Block Grant funds through the Department of Local Affairs to support the construction of a Regional Workforce and Technical Training Center. This new facility will be located on property owned by the Archuleta School District and will serve as a resource for the school district and regional partners. It will be equipped to provide technical training in a variety of trades, contributing to the development of the future workforce. The design phase of the project is set to commence in mid-2025, with completion anticipated by December 2026.

CALSTART Clean Energy Strategic Plan

Staff is working with the non-profit organization Four Corners Office for Resource Efficiency (4CORE) to collaborate on the development of a zero-emissions mobility plan for the greater Pagosa Springs area. In

collaboration with Archuleta County, Pagosa Springs Community Development Corporation, Town staff is gathering existing conditions data for advancing the project to the next phase. This initiative aims to deliver an actionable clean transportation and mobility plan for the community, serving as a valuable resource for pursuing future funding opportunities related to sustainable transportation in the greater Archuleta County region.

4CORE has secured a \$135,000 grant to support the creation of this plan and is seeking Community-Based Organizations (CBOs) to assist with current condition inventories and community outreach efforts. The Town, Archuleta County, and Pagosa Springs Community Development Corporation (PSCDC) have been identified as potential CBO partners to coordinate these efforts. Compensation for participation will be provided through the grant funding, with \$50,000 in revenue to be shared equally among the Town, Archuleta County, and PSCDC.



HOUSING DIVISION MONTHLY REPORT

APRIL 2025

FROM: JEFF SAMS, HOUSING COORDINATOR

Housing Needs Assessment (HNA)

Continue to work with Emily Lashbrooke, James Dickhoff and Pam Flowers including biweekly meetings with ECONorthwest. Completed review of the HNA draft last week and reviewed feedback. Updated Final Draft being sent on 4/4/2025 to our team for final review. The HNA Document will be presented at the Joint Work Session on 4/14/25 and the presented for adoption at the Board of County Commissioners Meeting and Town Council Meeting on 4/15/25.

Phase 1 CDC Chris Mountain Work Force Ownership Housing

Continued contact with buyers that have applied to purchase. The first two houses closed on February 20th. A third home was placed under contract on March 28th. A fourth home is scheduled to be under contract on 4/4/25. A Fifth buyer should also be ready to close the week of 4/7/25.

The Workforce Housing Guidelines with Jennifer Kermode of Kermode Consulting, LLC continue to progress. We completed our work sessions on March 17th and 19th. Key stakeholders attended those with representation from the Town and County. There was great progress made towards identifying key goals around workforce housing to guide the completion of this document. The Guidelines will be referenced by Town and County officials, Other Government Agencies (including state agencies and those working on Prop 123), Developers, those looking for housing, etc.

Expecting to hear back on our Land Banking application to purchase 11 lots currently owned by the county in Chris Mountain II with in 2 weeks. Land Banking is designed to hold land to be build affordable housing so we have 5 years to build on them. The approvals have been delayed for all, which coincides with other prop 123 programs being delayed.

Potential Developments

- Pagosa Views is still working towards submitting subdivision applications for getting their project built.
- Town's Enclave property with a development agreement with Servitas is on hold as they look at other financial and construction options. I have connected them with a Modular Construction Company, [Vederra](#). They have been working on pricing for the project and reviewing options to build . Continued meetings with Servitas have produced a rough estimate of construction costs. They have continued to work on a model that would work and finalizing the financial structure. Planning to present to Town Council in May.
- Colorado Outdoors, LLC is moving forward with a proposed middle income (60-140% of AMI) apartment rental project east of the Pagosa Springs Medical Center. Attend the planning commission meet for sketch review. The Commission voted for a continuance to allow the

Developer to make some changes and give additional time for review. The Town received a \$2 million DOLA More Housing Now grant that will be used towards the costs of the public infrastructure needed to serve the housing project.

- Timberline Apartment LITCH project next to Walmart is making good progress on the 50 units. They are planning on submitting for a second project of 50 units as well. The projected rental range is broad, which helps us hit multiple income ratios in the lower income brackets, with units serving 30%-80% of AMI. The target is to have occupancy late 2025, but could move into 2026.
- Looking at other construction options for Single Family homes in Chris Mountain. Meetings with Vederra Modular to review options and pricing to see how that would fit for us. Working towards some final pricing to give a full review of the project and compare it to traditional construction.

Other Work in Progress

I have also been attending several meetings with Region 9, DOLA and other Prop 123 groups and updates. It helps to keep up with changes and helps me understand what is going on in the industry.

Continued attending C.A.S.T. (Colorado Area Ski Towns) Housing Task Force Meetings. This group has had a big focus on Workforce Housing.

Continue to review alternative construction methods, mostly focused on modular construction. Met with Higher Purpose homes that does panelized construction and will continue to look at other companies. Recently heard from them again and they are interested in bidding a project this year.

Started working towards Phase 2 of the Chris Mountain Workforce housing project. Many buyers that have inquired are looking at purchasing in 2025. Will be working to get them qualified. Grant approval was received for Phase 2 at the end of February.



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: Jennifer Green, Executive Director

PROJECT: Lodging Tax Report

ACTION: Update and Discussion

PURPOSE/BACKGROUND:

TOURISM BOARD MEETINGS

The Tourism Board held meetings on Wednesday, March 24th at 4pm via zoom and the regular meeting on Wednesday, April 2nd. The March 24th meeting minutes have been included for reference. The next regularly scheduled meeting is Wednesday, April 2nd at 4pm at Town Hall. A special meeting might be scheduled to consider funding requests that were tabled during the March meeting. Adopted minutes from February and draft minutes from March have been included for review. The next regularly scheduled Tourism Board meeting will be held on Wednesday, May 7th at 4pm at Town Hall.

LODGERS TAX FINANCIAL REPORT

Town lodging tax collections are due on the 20th of each month, following the month of collections. Reports from the Town are usually available at the beginning of each month. County collections are received quarterly from the State and are typically received about two months after the last month of the quarter.

For Town collections, 2024 saw increases compared to 2023. YTD 2024 showed a 10.72% increase over 2023, or \$85,808. County lodging tax collections showed an 8.01% increase over 2024, or \$39,357. Combined, lodging tax collections in 2024 were up 9.7%, or \$125,166. January 2025 shows a 4.75% increase over January of 2024, or \$2,942.

February 2025 was up 25.36% over 2024, or \$14,269. November 2024 - February 2025 was up 19.7%, or \$45,552.

Staff is actively trying to engage with lodgers to get better information, such as ADR and occupancy. Staff has proposed a meeting on May 7th with a demo of CoStar.

The full detailed report is available through google drive:

<https://drive.google.com/drive/folders/1VCvv4F3PFlixRkzwxXmdAMoVS-9Ksrp?usp=sharing>

BLUE ROOM RESEARCH

The most recent report through Blue Room is in the 2025 data folder on google drive:

<https://drive.google.com/drive/folders/1BhAKSC8LD5zdX2ZogJX1oJK17RSDZm9o?usp=sharing>. We are working with the website vendor to get better GA4 info. Everything is implemented correctly, but we do not yet know where the disconnect is occurring.

VISITOR CENTER UPDATE

The Visitor Center lobby is open 7 days per week from 10am - 4pm. We aim to be open 362 day a year, closed only on Thanksgiving, Christmas and New Years. However, we do adjust the schedule and hours based on inclement weather, power outages, town staff trainings, if needed. We remain able to seamlessly switch to virtual operations if needed. Continuous promotion of the app across all channels helps complete the virtual operations.

STAFFING UPDATE

Director would like to promote one staff member and add a new part time employee to handle new ambassador program and assist with visitor center. The Tourism Department currently has three (3) full time employees: Director, Marketing Manager and Administrative Assistant, plus 2 part time visitor center employees and one bonus very part time person to help fill in weekends, holidays and summer (full time teacher). All employees report to the Director and the Director oversees all activities, projects and manages visitor center operations.

Staff compiled a list of tasks handled in March for review (in packet). Staff has stepped up, continued to handle all tasks and provide all of the services expected and requested. However, staff is overwhelmed. Director is working at least 60 hours each week, with at least 20 hours each week of meetings while trying to keep staff from getting too overwhelmed and overloaded and also trying to get all tasks completed as expected. Director is concerned about staff and huge expectations from business community.

CONSTRUCTION PLANNING / MESSAGING

Director has been involved in most construction meetings and updates in recent months. A few areas that staff is working on:

- **Complete:** Re-launched bike planter scavenger hunt - more scavenger hunts will be added in the next few months.
- **Complete:** Prize wheel at visitor center (for rewards of all hunts, etc) - completed full inventory of swag and ordered new pieces. The prize wheel will have a mix of branded prizes - keychains, soft sided coolers, koozies with caribeaner, bucket hats, fanny packs, tumblers, insulated water bottles, earbuds, camp chairs, beach towels, duffel bags and back up options of sunscreen / chapstick and pens if needed.
- **Complete:** Construction-themed stress balls will be handed out to visitors that mention "frustration" with construction (Director will work with CDOT contractor team to expand this program if helpful)
- **Soon:** Hotel lobby signage, pedestrian routes with sidewalk decals will be considered once barricades are in place - staff is prepared to be nimble and react quickly as needs are identified
- Leveraging Glenwood Springs plan for more ideas
- **In Progress:** Distribute magnets, stickers and / or table tent options to area lodgers
- **Soon:** Downtown parking "tour" will be added to app, the same way we led visitors to public restrooms during COVID (will launch with new signage)

SOCIAL MEDIA UPDATE

- Facebook - www.facebook.com/visitpagosasprings: 38,589 followers
- Instagram - www.instagram.com/visitpagosa: 25,992 followers
- Twitter / X - www.twitter.com/visitpagosa - 2,202 followers
- Youtube - www.youtube.com/visitpagosa - 1,540+ subscribers; 298,334 video views
- TikTok @visitpagosa - 3,687 followers, 19,200+ likes

All detailed social media data can be reviewed in the google drive by month:

<https://drive.google.com/drive/folders/1U7dqMzDtK4YsLLSVySGWHeQqe1Qb1Fw?usp=sharing>

TOURISM BOARD INFORMATION

The google drive folder featuring all materials related to the Tourism Board continues to be updated. The folder includes a variety of information, such as meeting minutes, contact information, brand overview, marketing plan, budget, research, bylaws, data, statewide research, mission statement and much more.

https://drive.google.com/drive/folders/12Cy6vSyq_8oF5_nEMsG0tfe8aZgPV3Hu?usp=sharing

RECENT & UPCOMING PROMOTIONS

The 2025 Marketing Plan was presented to the Tourism Board during the December meeting. The plan can be reviewed at: <https://docs.google.com/presentation/d/1ySwY7ZRPgoS3vWGk1Lv2C06wOBMGj1tqMa-i4weK9wU/edit?usp=sharing>

Spring advertising is ongoing. Orange 142 Spring campaign launched February 26th and will run through the end of May. The final pieces of the Atlas Obscura campaign has launched -with already 2000+ requests for information.

Director recently hired a consultant to handle paid social. Multiple meetings have occurred and first campaign running.

Additionally, final 2024 CTO grant report was submitted (and approved). The final report took Director approximately 30 hours of time to complete...for a \$40,000 grant. The results were very positive:

https://drive.google.com/drive/folders/1jspGVTBS4XGtzRe4_5l-rodqT90oVNW0?usp=sharing

EMAIL VENDOR UPDATE

Staff has transitioned email vendors for weekly email to stakeholders and monthly newsletter to our subscriber base. Staff has selected mailchimp as the new platform, with onboarding being conducted on March 3rd. We will be carefully monitoring open rates and other metrics, but we are optimistic the switch will improve existing stats.

PRESS & MEDIA RELATIONS

All media tracking can be found at: https://docs.google.com/spreadsheets/d/1d1pXYOK_IUk6dxSps9b9GRvNJ2_-4UNh5XLrVzFls2g/edit?usp=sharing. 2025 requests have begun.

DESTINATION BLUEPRINT

Director is working with Dave Santucci on the Destination Blueprint deliverables. We have a meeting every two weeks to review and address needs. Staff is actively working on implementing new aspects of the plan.

ATTACHMENTS:

[Minutes_032425](#)

[March 2025 Staff Updates](#)



Zoom Meeting
Pagosa Springs, CO 81147

MINUTES

Pagosa Springs Area Tourism Board Meeting
March 24, 2025 @ 3:00 PM

A regular meeting of the Pagosa Springs Area Tourism Board was called to order on March 24, 2025, at 3:00 PM in the Zoom Meeting.

BOARD PRESENT: Board Member Johnson, Board Member Lucero, Board Member Dufour, Board Member Thornton, Shane Prince, Sarah Mashue, Board Member Marchand, and Board Member Ranson

BOARD ABSENT: Council Member Williams

I. CALL MEETING TO ORDER – Meeting called to order at 4:02pm

II. PUBLIC COMMENT – There was no public comment.

III. **CONSENT AGENDA**

1. **Approval of the March 5th Meeting Minutes**

Board Member Johnson moved to approve the consent agenda, Shane Prince seconded.

Carried.

IV. **NEW BUSINESS**

1. **2025 Events & Funding Budget**

Board Chair Lucero explained the board should have reviewed all of the eight applications in the meeting packet. We will go through each application and if there are questions for the event organizers and they are on the meeting, we can allow 5 minutes for questions and answers. Once we get through all eight applications the Board will discuss, make recommendations, and vote at the end. He also reminded the Board to pay attention to our funding criteria as we go through each application. Board Member Thornton asked for those criteria to be reviewed again now. Director explained that events during shoulder season (Spring, Fall, Winter, Non-holiday), events that attract out of town visitors, and events who are working with lodgers should be weighted more heavily. The Board has moved away from limiting applicants to 3 years of funding and has also moved away from a twice yearly Spring/Fall event funding application process. These changes were made several years ago.

Director gave an update on the Event Funding discussion with Town Council on March 18th. She provided the information in the Agenda Brief in the packet as well. Town Council authorized the Tourism board to approve the 4th of July event and to allocate funds for Hootenanny and Old Fashioned Christmas, the recycling / trash services, and honor the funding approved in the February meeting. We also have up to \$40,000 in addition to the \$100,000 that we had originally had budgeted that we're going to pull likely out of our personnel budget for 2025. So the funding requests the Board has before them today are a total of \$38,500. To date with what has been approved, the Board has spent \$98,220 and we have up to \$140,000. Director explained she sends out the Event Funding Applications to event organizers in December and applications are considered on a first come, first serve basis until funds are fully extended. The first board meetings of the year are when the majority of the applications come through. We do have one application to consider for the April meeting that was not submitted before

Pagosa Springs Area Tourism Board
March 24, 2025

the March 5th meeting.

After interviews and Board Discussion, the Board voted for the recommended funding for the events that had no direct conflict of interest for Board members. The other decisions were handled separately, to allow Board members to recuse themselves.

Board Member Johnson moved to approve \$2,000 for Pickle in Pagosa, \$2,000 for Spanish Fiesta, \$2,500 for Pints, Pools, & Paddles, \$2,000 for Hot Springs Fest, \$3,500 for Museum Reopening, and \$5,000 for Skis & Saddles Skijoring as recommended for a total of \$17,000, Sarah Mashue seconded.

Carried.

2. Event Funding Application - Pagosa Springs Artists Studio Tour

Kathie Disner with the Pagosa Springs Arts Council was in attendance. They are requesting \$3,000 in funding. Board Member Prince stated they weren't able to recap how much additional lodging the event brought in for 2024, they have not sought out any other sponsorships aside from the Tourism Board's funding, and the event falls during peak season. Board Member Marchand asked how they gathered their data for out of town vs local attendance. Board Member DuFour mentioned she is no longer involved in organizing this event but still has access to their Meta and website analytics. Board Chair Lucero stated that information needs to come from the applicant. Board Member DuFour explained she has stepped away from organizing this event but will still recuse herself from the vote. Kathie answered that in the past they had a sign in sheet at each studio to track the visitors and where they are coming from. She also clarified they have had several sponsors the last couple of years, Bootlegger, Two Old Crows, and several others as well as some of the participating artists. When she completed the application they had not set up sponsors for this year but now they do have Two Old Crows and the Arts Council as sponsors for 2025 so far. Board Member Prince asked Kathie to clarify the lodging partnerships for this year. Kathie stated they have a room block with The Springs Resort as well as RV space block with one of the RV Parks. Board Member DuFour explained the Springs Resort reported more bookings than they anticipated during the event last year and that is why they are willing to do a room block this year. Board Member Prince said he would like to see more specific data presented on bookings in the future. County Commissioner John Ranson asked if their request is 40% of their budget. Kathie answered that is correct.

Board Member Thornton recommends funding the event \$1,500 since it is not in the shoulder season. There was agreement from the Board to fund that amount. Rosanna Dufour recused herself as she has been involved in this event in the past.

Shane Prince moved to approve \$1,500 for the Studio Tour, Board Member Johnson seconded.

Carried.

3. Event Funding Application - Pickle in Pagosa

Pagosa Pickleball Club is requesting \$2,000 in event funding for Pickle in Pagosa Pickleball Tournament. There were no representatives from the Pickleball Club in attendance.

Board Member Johnson commented Pickleball tournaments attract out of town audience so it does fit with some of the Board's criteria. Board Member Mashue made a recommendation to fund the full \$2,000. There was general consensus for full funding.

4. Event Funding Application - Spanish Fiesta

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Toni Gallegos with Spanish Fiesta was not able to attend the meeting. They are requesting \$2,000 in funding for the Spanish Fiesta. Board Member Marchand stated his only issue with this event is that is on the same day as the Car Show and he does not believe it will attract many tourists. Board Chair Lucero pointed out this event is not during shoulder season.

Board Member Prince stated he understands other Board members concerns with the event being on the car show weekend but he feels this event is a culturally meaningful event and recommends full funding of \$2,000. There was general consensus for full funding.

5. Event Funding Application - Chamber Grillin and Distillin

Director explained this is a new Chamber of Commerce event. They originally asked for \$5,000 but once Mary Jo reached out to the Fairgrounds she increased the ask to \$8,000 based on additional costs for using the Fairgrounds property. Board Member Prince stated when he reviewed the application he found it was pretty open ended and he is wondering if they have any confirmed vendors. Chamber of Commerce Rep and Board Member Marchand stated he is not sure who is confirmed but they did have interest in distillers from Denver as well as NM. Board Member Lucero agreed the application seems open ended and is also during summer season. Board Member Mashue pointed out the event falls during the same weekend as the artist studio tour. Director stated Mary Jo felt the events would compliment one another. Ava Carter with the Chamber of Commerce joined the meeting to answer questions. Ava explained tickets are not on sale yet, they emailed distillers last week and already have four interested distillers, one of which is Stranahan's. They have two confirmed commercial BBQ-ers and a ton of interest. They are excited to have a BBQ event in the 4 corners region. Board Member Prince asked about how the funds will be used. Ava explained the funds will be used for lodging for distillers. They travel here for the event and pour their own liquor which is a big expense for them so covering their lodging allows for them to pull from a wider area than just Pagosa. County Commissioner Rep John Ranson asked if the Chamber of Commerce is the beneficiary of the funding. Ava explained that yes, events are the primary funding source for the Chamber. They increased their request from \$5,000 to \$8,000 because they are now expecting a bigger turn out that they originally thought.

Board Member Prince explained that Mary Jo and the Chamber of Commerce are a known entity in the community with other successful events. This events seems like it has potential to kick off something new and would recommend the full \$8,000. Board Chair Lucero stated he felt differently because it seems open ended and Mary Jo will not be here to do the event in future years and he knows how hard she works on events. For him, even the \$5,000 is too much. Board Member Prince stated if they do it well he believes the Chamber would still continue to do their events and he sees this as a continuation and expansion of their role in events as we shed some other community events. Board Member Johnson stated she likes that it is a new event and feels there is potential to draw a crowd with BBQ and distilleries. There are many people who look for those kinds of events in Colorado mountain towns but she is also hearing from the event production side that they are uncertain how much they are going to need to make the event happen. County Commissioner John Ranson suggested \$5,000 in funding. There was general consensus for \$5,000 in funding.

Board Member DuFour and Board Member Marchand recused themselves from this Grillin' and Distillin' vote. Board Member DuFour's business has a business relationship with Stranahan's and Board Member Marchand is on the Chamber of Commerce Board.

Board Member Ranson moved to approve \$5,000 in Event Funding for Grillin' & Distillin', Sarah Mashue seconded.

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Carried.

6. Event Funding Application - Pints, Pools & Paddles

Mary Cocke with The Springs Resort was in attendance. They are requesting \$5,000 for Pints, Pools, & Paddles. Board Member Prince asked to confirm that the request is 30% of their budget. Mary confirmed that is correct. He also asked which lodging properties they are working with besides Motel SOCO. Mary stated they are also working with Riverwalk Inn and have their brewer's lodging secured. Board Member Prince asked Mary to clarify if this is a Springs event and what is the funding going toward. Mary answered it is a Springs Resort event and they just happen to do it at the same weekend as Pagosa Paddle which is separate but people can soak and watch the races happening in the river. They are requesting \$4,000 for lodging and \$1,000 for music. The lodging funds would be distributed to all three lodgers. Board Chair Lucero stated when Pagosa Paddle requested funds last month they made it seem like it was a collaborative event and the board funded them some money for their event. Mary clarified they are two separate events because the Springs is not involved in their planning but it is a collaboration in that The Springs donates soaking passes to everyone who enters into the races, give them a banner to hang, they do their awards ceremony at the beer festival. They are separate as far as expenses and the revenue collected. Board Member Mashue pointed out on the budget it shows the Springs is not making a profit on the event and asked if that is correct. Mary stated that is correct.

Board Member Johnson pointed out this is a ticketed event, a for-profit entity, we already funded the non-profit portion of that with Pagosa Paddle so unsure how our funding is going to help them. Board Member DuFour stated she felt like it was a double dipper. Board Member Johnson added it is put on by The Springs and they obviously have lodging so this request feels out of our realm in her opinion. County Commissioner Rep John Ranson asked if some of the funding goes to the other two hotels. Board Member Prince stated that Mary eluded to dispersing the lodging funds for the brewer's lodging at the three hotels. Board Member Lucero clarified that the other properties are not getting any of the revenue from the event. Board Member Prince stated he feels this event is for the Springs on behalf of the Springs and benefitting the Springs. John Ranson agreed but stated the Springs has done a lot for the community and he would support this event. He feels the other smaller hotels will get a little benefit out of this event. Board Chair Lucero pointed out this is the 10th year for this event. Board Member Prince stated they have not reached out to the Wyndham for lodging partnerships or sponsorships so how much are they helping everyone else? However he feels like they do a lot for the community and he would be willing to recommend half of the funding for the event. There was general consensus for \$2,500 in funding.

7. Event Funding Application - Hot Springs Fest

Mary Cocke with The Springs Resort was in attendance. They are requesting \$5,000 for Hot Springs Fest. Board member Thornton asked how funding an influencer affects their event. Mary stated they have to go heavy on marketing and advertising for this event. Board Member Thornton asked if the influencer is just for the event or if they are hired on for the year. Mary clarified the influencer is just for the event and to get a good influencer it can be up to \$1,500 or so and the remainder for the deliverables for the influencer. The goal is to use the content for advertising and promoting for future events. They will also be promoting the event as they are there too. Board Member Prince asked how attendees access the event. Mary explained it is a ticketed, collaborative event with The Springs Resort, Healing Waters, and the Overlook. With one ticket you get access to soak in all of the pools. Board Member Thornton asked if the influencer will be shared with the other two properties. Mary confirmed that is correct. Board Member Marchand commented the influencer won't benefit the event for this year. Mary explained she is not involved in the influencers but it helps while they are here at the event because they are posting. But then they also have footage and deliverables to use for future events. Board Member Prince asked if the marketing material would be shared with the Tourism Board. Mary stated she couldn't speak for the

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March 24, 2025

team but it makes sense to her that it would be. Mary came back later in the meeting and explained she reached out to her team and they are willing to share the media from the influencer.

Board Member Marchand stated he doesn't feel that \$3,000 for an influencer is beneficial for the community or the board. Board Member DuFour agreed and recommended \$2,000 in funding. Board Member Mashue asked Director if it would be helpful for Visit Pagosa Springs to use their content. Director stated it would really depend on the influencer. The impact of influencers is more in the current situation and not so much for future promotion. Board Member Marchand agreed that by the time the content was released the event would be over. There was general agreement for \$2,000 in funding.

8. Event Funding Application - Pagosa History Museum

Shari Pierce was not available to attend the meeting. They are requesting \$3,500 in funding. Director explained the museum is planning to reopen this summer after being closed for the last two summers. We do get a lot of visitors asking about the museum. The funds are to help them promote the reopening of the museum. The visitor center still has museum rack cards that will be reused this year.

County Commissioner Rep John Ranson stated he would be in favor of full funding of \$3,500. Board Member Marchand agreed. Board Member Johnson agreed the museum is important to Pagosa and helping them get their feet back on the ground is a good thing to do. The group agreed with recommendation for full funding.

9. Event Funding Application - Skis & Saddles Skijoring

Becky Deitemeyer had a schedule conflict and was unable to attend the meeting today. They are requesting \$10,000 for 2026 Skis and Saddles Skijoring. Board Member Prince asked why we are being asked to approve a 2026 event in 2025. Director explained since we are on a calendar year budget year when funding opens up we can't actually disperse funds until the beginning of the calendar year. That cuts very close with this event in January. So they have always applied in the year prior.

Board Member Prince stated he is a fan of skijoring and he is excited to see it back. He is concerned we have other funding requests for this year. He asked Director if it was possible to fund half of it and they can come back next year to fund the other half. Director explained that they can't commit to a future budget so it would have to be contingent upon budget allocation. Board Member Marchand asked if there is a guarantee the event will happen since it was cancelled in 2023. Board Member DuFour pointed out that it is different event organizers than it was in 2023. Board Member Mashue made a recommendation to fund the full amount because it is a shoulder season event and they bring in a lot of lodging. Board Chair Lucero stated he supports skijoring but is hesitant to fund events when the money is going just for the prize purse. He also pointed out we have funded them \$40,000 in the last 5 years. Board Member Johnson clarified according to their application the funds are for track building, snow removal, fees and event costs. She also stated it brings in a lot of people who follow those circuits, participants and spectators. Building the track is a lot of work especially with such little snow. She recommends we fund half now and they can apply again for more. Board Chair Lucero agreed with half funding of \$5,000. Board Member Marchand pointed out they had over \$7,000 left over in their expense report from this year. He is comfortable with \$5,000. There was general consensus for \$5,000 in funding.

V. OLD BUSINESS

VI. NEXT TOURISM BOARD MEETING APRIL 2ND AT 4:00 PM

Pagosa Springs Area Tourism Board
March 24, 2025

VII. ADJOURNMENT – Meeting was adjourned at 4:05pm.

March 2025 Staff Updates

General Tourism

- Completed March 5th and 24th meeting minutes
- Compiled report for Town Council
- Presented to Town Council for event funding direction
- Answered questions for Town Council and County Commissions on Tourism IGA during March joint work session
- Process invoices for payment
- Attended weekly Department Head meetings
- Weekly Tourism staff meetings and project review / collaboration
- Continued to work with CTO Consultant on Destination Blueprint Workplan
- Staff completed monthly required Town trainings
- Prepared 3 packets for monthly board meetings
- Weekly Events Newsletter with updates / info for local business and stakeholders (200+ subscribers)
- Compiled meeting space overview to add to website
- Worked with Town staff on riverwalk signage and street signs for Country Center Drive

Marketing / PR

- Submitted ad materials to Atlas Obscura for remaining promotion
- Monitored Orange 142 results Spring campaign (launched end of Feb and runs through end of May)
- Sent monthly email to visitors (75,000 subscribers), updated design to be mobile-friendly
- Converted to new email platform and completed onboarding with Mailchimp
- Distributed Refrigerator Magnet with QR code to direct visitors to key information - to distribute to area vacation rentals and other properties; with new landing page for upcoming important info ie construction, fire restrictions, etc
- Created business cards with QR codes linking to welcome page for Wyndham distribution
- Drafted coaster for bars / restaurants linking to welcome page with safe ride options included
- Working with CTO / Brand USA to host Mega FAM on May 14th
- Began working with consultant to focus on Meta advertising - kicks off April 1st
- Create / Plan monthly social calendar with posts and reels for Facebook, Instagram, TikTok, and YouTube Shorts
- Monitor social media platforms daily, reply to comments, answer questions, provide resources/links as needed
- Evaluated additional AI options for website trip planning enhancement
- Worked with website vendor on site fixes / enhancements
- Film original reels - involves planning, traveling locally to film outdoor locations or collaborate with businesses (ie PSCA), and editing
- Call with Crowdriff to review assets, galleries, issues, learn new tactics and more ways to use the platform

- Google Ads meeting, learn new performance max and ways to optimize ads
- Review Colorado.com PS pages and report updates/changes
- Cultural Tourism Meeting held with possible future new community-wide subcommittee

Events

- Compile weekly Events & Live Music
- Add events to website
- Assisted event organizers in Event Funding Process
- Worked with Event Organizers to reserve event services (trailer, stage, trash, recycling)
- Held marketing meeting for Summer Concert Series
- Began distributing Spring/Summer 2025 Events poster

Visitor Center

- Organized storage unit at Town Shop, brochure room and completed inventory accounting - more work being done week of March 31st
- Processed leads and mailed Travel Planners
- Update restaurant hours on spreadsheet shared with businesses and visitors
- Staffed visitor center and assisted visitors 10am-4pm daily
- Developed new inventory tracking system for entire team
- Re-launched bike planter scavenger hunt and summer "prize wheel" to run hunts and tours
- Staff working on other tour / scavenger hunt ideas
- Handing out stress ball construction cones to any visitors that express issues with construction (zero in week 1)

Data Analysis

- Worked within Placer.AI platform to set up and organize Point of Interests (POIs) for all key summer / winter trailheads for PARC efforts
- Met with other Town staff to provide overview of POIs for their uses
- Met with Placer.AI to add traffic pins and understand data irregularities
- Monthly Analytics reporting and review to inform content calendar
- Working with website vendor on GA4 misfiring for new and unique visitors on website
- Compiled monthly data
- Worked with Blue Room Research on monthly report



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: Candace Dzielak, Court Administrator

PROJECT: Municipal Court Department Report

ACTION: Council Update

PURPOSE/BACKGROUND:

IN-COURT ACTIVITY UPDATE AND SUPERVISION CASELOAD UPDATE

COURT SESSIONS ~ Three (3) court sessions were conducted in March 2025.

- Please see attachment for Case Characteristics and Supervision Caseload.

COURT FILINGS -- YEAR TO DATE

	<u>2025 [through March]</u>	<u>2024 [through March]</u>	<u>2023 [through March]</u>
Traffic	104	91	76
Parking	98	52	59
Criminal Adult	11	16	18
Criminal Juvenile	3	11	33
Civil	0	0	0

TRAINING

- Court staff participated in the Town's quarterly training which provided updates to accident reporting processes.
- Court staff completes all assigned trainings on the KnowBe4 security awareness platform.

FUNDING OPPORTUNITY

Court staff is reviewing a potential funding opportunity through the Colorado Division of Criminal Justice. If funded, the Municipal Court will enhance the diversion program to serve more youth in the community.

LEGISLATIVE WATCH

The proposed bills listed below will have direct impacts on municipal courts statewide. Court staff is monitoring these bills as they progress through the legislature. Jeremy Schupbach, Legislative and Policy Advocate for the Colorado Municipal League [CML] regularly communicates with the Colorado Association of Municipal Court Administration [CAMCA] regarding the status of the bills and CML's position on the bills. Significant impacts on court operations, resulting from the passage of any of these bills, will be communicated to the Town Council.

- HB25-1147 Fairness and Transparency in Municipal Court
- HB25-1276 Court Actions Related to Failure to Appear in Court
- SB25-062 Failure to Appear Charges in Municipal Court

ATTACHMENTS:

[Supervision Caseload and Case Characteristics for March 2025, Report to Council April 2025](#)



Pagosa Springs Municipal Court
Report to Council
April 15, 2025

Pagosa Springs Municipal Court Activity March 2025		
Cases Docketed	18	
Criminal	5	
Adults		4
Juveniles		1
Traffic	13	
Adults		13
Juveniles		0
Civil	0	
Adults		0
Juveniles		0

Pagosa Springs Municipal Court Supervision Caseload March 31, 2025		
Cases Under Supervision	Total	Percentage of Caseload
Criminal	14	42.42%
Adults	10	
Juveniles	4	
Males	10	
Females	4	
Diversion	2	6.06%
Adults	0	
Juveniles	2	
Males	1	
Females	1	
Traffic	17	51.52%
Adults	17	
Juveniles	0	
Males	8	
Females	9	
Civil	0	0.00%
Adults	0	
Juveniles	0	
Males	0	
Females	0	

Pagosa Springs Municipal Court Debt Recovery Report March 31, 2025						
Year Referred	CRIMINAL			TRAFFIC		
	Cases Referred	Amount Referred	Amount Recovered	Cases Referred	Amount Referred	Amount Recovered
2018	0	\$0.00	\$0.00	0	\$0.00	\$0.00
2019	11	\$3,155.45	\$35.00	2	\$8,643.14	\$0.00
2020	16	\$3,438.72	\$0.00	3	\$1,680.00	\$0.00
2021	10	\$3,065.00	\$328.00	4	\$12,429.25	\$0.00
2022	16	\$2,425.00	\$0.00	34	\$8,721.50	\$156.00
2023	11	\$3,640.63	\$135.00	20	\$5,627.00	\$823.00
2024	10	\$1,435.00	\$0.00	27	\$5,065.00	\$335.00
2025	12	\$1,362.99	\$0.00	0	\$0.00	\$197.00
TOTALS	86	\$18,522.79	\$498.00	90	\$42,165.89	\$1,511.00
Criminal Restitution Owed \$4,597.80				Traffic Restitution Owed \$23,948.89		
Amounts Unrecoverable \$0.00				Amounts Unrecoverable \$450.00		



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: Darren Lewis, Parks & Recreation Director

PROJECT: Parks and Recreation Department Monthly Report

ACTION: Information

PURPOSE/BACKGROUND:

Recreation:

In March, we had a total of 940 participants in our free or donation-based community center classes. These included open pickleball, open gym, drop-in volleyball, yoga, and dance, in addition to new sessions of Chinese Medicine and Emotional Freedom Techniques lectures.

Our youth sports programs continue to expand. Our newest program, flag football for 6-8 year olds, already has a waiting list after maxing out at 32 kids. This program will begin on April 25, and we're excited to work with our volunteer coaches to ensure its success.

The staff remains actively involved with the Pagosa Area Recreation Coalition (PARC) and has had productive discussions with task force members regarding the key impacts of recreation in our area, such as access, infrastructure, and management.

Our next in-person meeting will be held on April 17th, 3:30-5:30 pm at the Community Center, and all are welcome to attend and discuss the survey results.

Registration for KIDS camp, Summer Bike Camp, and Adventure Camp opened on April 1st. We are offering these "adventure-based" programs for the first time to provide activities for older children this summer.

We are still planning our Arbor Day celebration for April 25th at 10 am, during which we will plant trees at Centennial Park. Staff is developing a "get-a-tree" program for children attending the celebration. Additionally, the CSU extension office will be present to provide educational information.

Park

The Parks Department staff have been busy throughout the parks performing early spring cleanup as well as tree and brush trimming. Staff have started their training for the CO applicators license, with a possible testing date at the end of April, or early May. Parks staff have poured concrete pads and installed 5 of the 6 bollard lights on the River Center Riverwalk. Staff are currently working on installing conduit for the "Hippy Dip" security camera. The current opening in the Parks Department has been posted on the Town's website and staff are anticipating starting a new team member around the first of May. Parks received their newest truck last week unit#141, replacing Unit # 108. Unit #140 will be upfitted with a flatbed. Parks staff have been working with the Recreation Department and AmeriCorps for the possibility of one day a week having 8 to 10 volunteers helping the Parks Department accomplish current projects or tasks designed for them. Centennial Park landscaping is starting. Rocks have been placed; tree's will be planted as well as grass seed



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: Bill Rockensock, Police Chief

PROJECT: Police Department Report

ACTION: Update and Discussion

PURPOSE/BACKGROUND:

POLICE DEPARTMENT INCIDENT REPORTING

The Pagosa Springs Police Department Statistics for March 2025.

Officers responded to 462 calls for service.

Officers completed 59 incident offense reports.

Officers completed 8 accident investigation reports.

<https://docs.google.com/spreadsheets/d/1wTRyKCLNmDyYXmoldE3BsEnFz0r98NIJ/edit?usp=sharing&ouid=110596842914264149875&rtpof=true&sd=true>

OFFICER TRAINING UPDATE

Training for March 2025.

Daily training bulletins are administered to each officer by Lexipol to keep current on police department policy.

All officers completed Body Armor for public safety training.

Officer Bishop completed Law Enforcement Against Drugs and Violence (LEAD) training.

Chief Rockensock completed Courtroom Testimony for drug cases training.

RECRUITING UPDATE

The police department has 1 position open - Patrol Officer

(one candidate in background investigation process)

COMMUNITY EVENTS UPDATE

The police department has increased foot patrol in the downtown area and the community policing effort.

The police department is participating in the statewide DUI Enforcement Campaign.

The police department is participating in the statewide Click it or Ticket Campaign.

The police department has secured licensing for two family movie nights for 2025.

You can follow the police department's updated events and local information on Facebook.

CAPITAL IMPROVEMENTS UPDATE

The police department has submitted a Colorado POST in-service training grant for the 2025/2026 fiscal year.

The police department received a \$2000 Walmart community grant for National Night Out.

The police department has submitted CIRSA Law Enforcement Endowment Fund grant for 2025.

The police department has received a \$3500 CDOT Click it or Ticket grant for 2025.

The police department has received multiple regional POST scholarships for advanced training in multiple disciplines.

The Police Department has received the 2024 patrol F-150 from the dealer and it is being upfitted.

TOWN COUNCIL GOALS & OBJECTIVES:

Parking Enforcement: The police department is actively enforcing parking violations in the restricted areas.

Community Communications: The police department has an active online presence to provide information flow to the public through its use of Facebook.



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: Karl Johnson, Public Works Director

PROJECT: Public Works Department Brief

ACTION: Council Information

PURPOSE/BACKGROUND:

Staffing/Other:

- Staff has been working on RFPs reviews, awards and contracting for multiple projects.
- Staff has been working on a Sewer account audit.
- Staff has been participating in CDOT's Southwest 2050 Regional Transportation Plan updates.
- Public Works Streets is completely staffed. PW Facilities has an newly created for 2025 open position advertised. PW Utilities has an open position advertised.
- Staff continues to review and edit the construction standards for work on public property including Streets, Sanitation, and Facilities.
- Staff has found additional language to continue updates to the Right of Way permit to better reflect Town's Municipal Code, and updates in industry standards, additional changes to verbiage under review.
- The Town continues to promote iWorq as a way for the community to bring maintenance items to the Town's attention.
- Staff has been in training for new Iworq modules including fleet, permitting, and cemetery.

PROJECTS/ADMINISTRATION:

Status of projects:

- 1 St Street Pedestrian Bridge Design continues to move forward with pre-design locating, verifications and investigations nearing completion. Initiation of outside agency approvals started with FEMA flood plain reviews and environmental impacts.
- Staff has been re-working 10 year Capital Plan to a more manageable 5 Year Plan for current budget and near future budget processes.

Streets Division:

- The right of way permit issuance moratorium for Winter 2024/25 was lifted on April 1, 2025 in conjunction with Archuleta County Road and Bridge.
- Staff has been working on temporary parking locations. Staff assisted WW Clyde during milling operations to accept the millings for temporary parking locations at the Springs Resort and West of the Library.
- Staff has been meeting with Utility providers to review updates to Right of Way permitting process.
- Staff has been working with Davis Engineering to complete Hwy 160 reconstruction interfacing project design completion.
- Staff has been performing maintenance on equipment.
- Completed stands for V box sanders for easier loading and off loading between storms.
- Completed a Stand for the asphalt hot box.
- Staff has been making additions to heavy equipment for safety improvements.
- Staff has been working on converting an old V-box sander into a material spreader to improve should rehabilitation after paving operations.
- Staff has reviewed work completed by Black Hills energy's sub-contractor for satisfactory completion. Project areas are being monitored for warranty issues.
- Staff has received the 2025 proposed Black Hills steel pipe replacement project plans for review, and is developing a sequencing plan to minimize sanitary system and paving improvement conflicts.

- Staff has been working on temporary signage on parking locations, rules of stay and wayfinding.
- Performing a sign inventory with inspection, repair and replacement.

Facilities/Fleet Division:

- Staff has been performing maintenance on boiler units at all Town facilities.
- Staff has been working on office realignment at Town Hall, and installation of additional partition walls.
- Staff has been working on safety upgrades at Town shop.
- Staff has ordered two new pickups with the Fleet/Facilities F150 being the electric Lightening version.
- Staff is assessing fleet vehicles to be auctioned off before end of 2024.
- Staff has an open RFP for Town Hall security improvements.
- Staff working on ADA compliance improvements.

Utilities Division:

- Staff has been Jetting and videoing for CDOT Hwy 160 reconstruct project, assist in pothole locating of sewer service line along the project area.
- Staff has been working on water rights.
- Staff is monitoring Geothermal daily for heating loop efficiency with reduces flows.
- Staff worked with contractor to replace KOA lift station pumping equipment and controls. Working with :PEA on transformer upgrade.
- Worked with Contractor on 3rd St emergency replacement project. Approximately 650 lineal feet of sewer main replaced.
- Staff working with Municipal Advisor Joey McKliney on ballot language for potential sales tax increase for sanitation system repairs and replacements.
- Jetting of trouble spots in PSSGID collection system.
- Repair and replace Manhole ring and covers during CCTV inspection project to ensure MH access.
- Geothermal grant award contract paperwork in final stages.
- Pump and Lift Station routine maintenance.
- Jetting of Category 4 areas before camera inspection.
- Staff is completed video inspection of all known Category 5 areas. Working on RFQ for replacement engineering and construction.
- Staff working on lagoon decommissioning budgetary numbers with contractors and Roaring Fork Engineering.
- Staff working on replacement budget for Category 5 and 4 location.



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: James Dickhoff, Development Director

PROJECT: Metropolitan District Policy and Model Service Plan

ACTION: Council information and direction to staff

PURPOSE/BACKGROUND:

The Development Department has been approached regarding the Town's receptiveness to allowing Metropolitan (Metro) Districts within Town Boundaries.

On January 7, 2025 the Development Director introduced information regarding Metro Districts to Town Council.

On January 21, 2025 the Town's attorney, Robert Cole, presented Metro District pros and cons to the Town Council.

The presentation at the April 15, 2025 Town Council meeting will review how to adopt a Metro District Policy and what guidance from Town Council is needed to inform staff in drafting an ordinance for consideration at a future TC meeting to formalize approval of allowing Metro Districts. The first decision of course is if the Town Council is interested in allowing Metro Districts within Town Boundaries. A sample ordinance with Municipal Code amendment is attached. If the answer is yes, some of the questions that staff will need direction on include:

1. Allow Metro Districts in Town Boundaries?
2. What type of Metro District does the Town Council want to allow?
3. Should the Metro District have the power of eminent domain?

The presentation will also review a Model Service Plan template that an eligible developer would use for submitting their proposals for Town Council's discretionary decision for approving development specific Metro District applications. A sample resolution with a Model Service Plan is attached. Town can impose additional requirements and protections in the Service Plan, including:

1. Capping the operating mill levy.
2. Capping the authorized debt service mill levy.
3. Capping the authorized debt amount.
4. Limiting the debt repayment term.
5. Limiting or removing the eminent domain power.
6. Limiting boundary adjustments via inclusions and exclusions.
7. Limitation on applying for certain grants that would compete with Town (i.e. GOCO and Conservation Trust Fund)
8. Consistency with Identified goals within Comprehensive Plan and Strategic Plan.

Robert Cole's presentation, attached, will dive much deeper into the considerations for Metro Districts.

ATTACHMENTS:

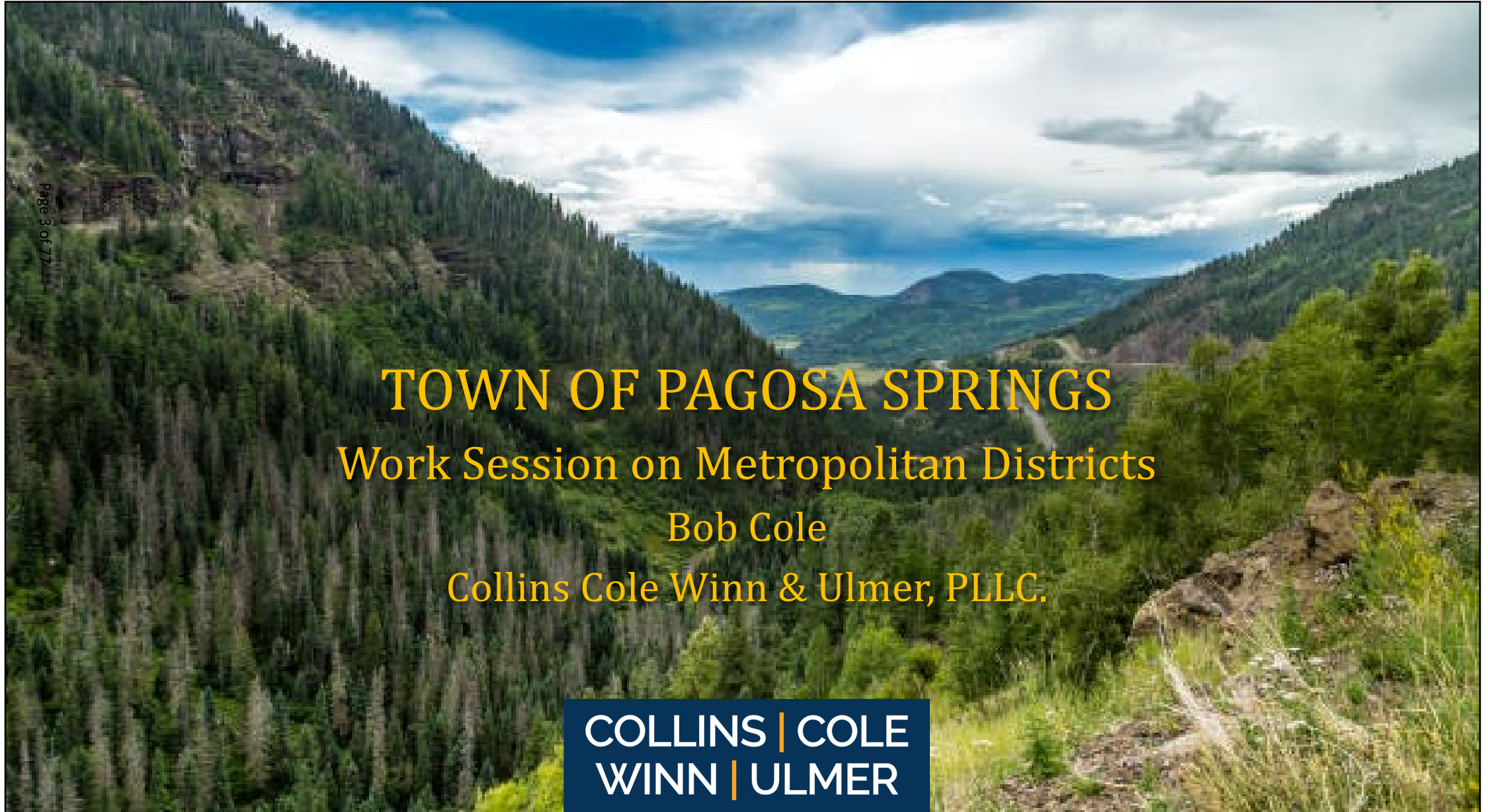
[Pagosa Springs - Metro District Presentation Cole 04.15.25](#)

[Ordinance adopting Metro District Policy Sample 04.15.25](#)

[Resolution adopting Model Service Plan Sample 04.15.25](#)

RECOMMENDATIONS:

1. Move to Direct Staff to Draft Metro District Policy and Service Plan Documents based on Town Council direction for Inclusions and Exclusions.
2. Move to Direct to staff to Provide Additional Information.
3. Move to Conduct a Work Session for a more in Depth Discussion.



TOWN OF PAGOSA SPRINGS
Work Session on Metropolitan Districts
Bob Cole
Collins Cole Winn & Ulmer, PLLC.

COLLINS | COLE
WINN | ULMER

WHAT IS A SPECIAL DISTRICT

Special districts are a type of local government entity that can operate in multiple jurisdictions and provide specific services, with authority to levy taxes (with voter approval) and impose fees and charges to pay for such services.

Types of Special Districts. § 32-1-301(2)(a), C.R.S.

Water and/or
Sanitation

Fire

Park

Ambulance

Metropolitan
(multiple-service
districts)

Health
Service/Health
Assurance

Tunnel

WHAT IS A METROPOLITAN DISTRICT

Metro Districts are special districts that provide at least two of the following services:

Water and/or Sewer

Fire

Park and Recreation

Street Lighting

Safety Protection

Security Services

Mosquito Control

Street Improvements

Television Relay and Translator Facilities

Solid Waste

Safety Protection

Covenant Enforcement

PURPOSE OF A METROPOLITAN DISTRICT

- Primary purpose is to construct and finance public improvements.
 - Metro Districts have become one of the primary financial tools for the construction of public improvements in Colorado. (Approximately 2,473 Metro Districts currently in Colorado)
 - Can finance, construct and provide public improvements and services to new and existing development that county and municipal governments are unable or unwilling to provide.
- May provide on-going operations and maintenance of public areas (e.g. clubhouses, pools, parks, open space).
- May provide covenant enforcement

FORMATION OF A METROPOLITAN DISTRICT

Steps to Create a Metro District:

1. **Approval of the Service Plan by the Town Council following a public hearing**
2. **The developer files a Petition for Organization with the District Court. The Court holds a public hearing and orders an election for the organization of the District.**
3. **Election: Majority of the electors of the metro district must vote to organize the District.**
4. **Court issues an Order and Decree organizing the District, which is recorded against all property within the District.**

POWERS OF METROPOLITAN DISTRICTS

Power of eminent domain (condemnation).

Power to levy taxes, assess fees, rates, tolls and charges.

Power to issue bonds and other forms of financial obligations.

STATUTORY PROTECTIONS & LIMITATIONS

- C.R.S. § 32-1-1101(6), imposes limitations upon the ability of a metropolitan district to issue debt.
- Subject to the same open meetings, open records, budget & audit laws of other Colorado local governments, and TABOR, and election laws (with some variance).
- Governmental immunity for the District and Directors acting within the scope of their duties.
- Reporting requirements to the State (filing and updating a map of the District boundaries, filing Director oaths of office, filing budgets and audits)

SERVICE PLAN CONSIDERATIONS

The Town can impose additional requirements and protections in the Service Plan, such as:

- Capping the operating mill levy.
- Capping the authorized debt service mill levy.
- Capping the authorized debt amount.
- Limiting the debt repayment term.
- Limiting or removing the eminent domain power.
- Limiting boundary adjustments via inclusions and exclusions.
- Limitation on applying for certain grants that would compete with Town (i.e. GOCO and Conservation Trust Fund)

REQUIRED FINDINGS TO APPROVE A SERVICE PLAN

The Town Council may approve without condition, approve with condition or disapprove a Service Plan, applying the following 9 criteria:

There is sufficient existing and projected need for organized service in the area to be serviced by the proposed District.

The existing service in the area to be served by the proposed District is inadequate for present and projected needs.

The proposed District is capable of providing economical and sufficient service to the area within its proposed boundaries.

The area to be included in the proposed District has, or will have, the financial ability to discharge the proposed indebtedness on a reasonable basis.

REQUIRED FINDINGS TO APPROVE A SERVICE PLAN (continued)

Adequate service is not, and will not be, available to the area through the Town or other existing municipal or quasi-municipal corporations, including existing special districts, within a reasonable time and on a comparable basis.

The facility and service standards of the proposed District are compatible with the facility and service standards of the Town.

The proposal is in substantial compliance with the Town's master plan.

The proposal is in compliance with any duly adopted county, regional, or state long-range water quality management plan for the area.

The creation of the proposed District will be in the best interests of the area proposed to be served.

PROS & CONS OF METRO DISTRICTS

PROS

Promotes development by providing an independent source of revenue to finance the costs of constructing, operating and maintaining public improvements.

CONS

Buyer beware – notices regarding mill levies are required to be recorded and should be picked up with title search, but buyers may not be aware of the metro district taxes until they are at the closing table. Buyers may also not fully understand the full impact of the metro district taxes until 2 years after the home is built and sold due to the 2-year timeline for reassessment of property values.

PROS & CONS OF METRO DISTRICTS

PROS

Metro districts may issue tax-exempt bonds, which can result in lower financing costs than private financing, in some cases between 20% to 30%.

CONS

Financing costs shift from the developer to the future homeowners. Metro districts also require a somewhat sophisticated buyer to understand the additional mill levy obligation. It can be confusing why two equivalent homes may hold the same market value but one has a higher tax burden. Residents, especially subsequent buyers, may not be aware of the nature of the metro district taxes and mistakenly believe the Town has some control over their additional taxes.

PROS & CONS OF METRO DISTRICTS

PROS

Can provide enhancements to the area that the Town may not be able to otherwise afford Town-wide, such as landscaping features, road improvements, water systems, parks, etc. (e.g. roundabout).

CONS

If the developer does not fully sell out the proposed development or the taxes collected are not sufficient to successfully generate the monies to repay the bonds, it falls to the current owners within the District to carry the burden of repayment.

PROS & CONS OF METRO DISTRICTS

PROS

In cases of default on bonds, the bond holders assume the risk. State controls developed in the last 10 years provide protections from residents having to take on new, higher taxes to resolve defaults.

CONS

Although bond holders assume risk, residents may find infrastructure and services in poor condition in the case of default. In such cases, residents might be inclined to come to the Town to request assistance, rather than the metro district board. Declining conditions and the specter or taint of bond defaults may further depress sales, and thus metro district tax revenues.

PROS & CONS OF METRO DISTRICTS

PROS

Development pays its own way, with little to no strain on existing property owners or the Town. Instead, costs are allocated to those who directly benefit from the improvements, based upon how long they live in the District and therefore in relation to the benefit they receive from the improvements. Elections on the issue of debt and taxes, as well as spending of revenue is limited to electors of the metro district.

CONS

Because metro districts are tax-exempt, they do not pay sales tax on the materials used in constructing public improvements. This reduces the construction costs but also reduces the sales tax that would be collected by the Town if the development were privately constructed.

Also, the Town's future ability to increase taxes may be limited due to high mill levy within the metro district. Voters only have so much tolerance for property taxes.

PROS & CONS OF METRO DISTRICTS

PROS

May encourage new development within the Town/discourage potential development from going elsewhere.

CONS

If too much debt is incurred by a metro district, it can leave residents without a way of adequately financing or paying for operating costs.

PROS & CONS OF METRO DISTRICTS

PROS

Can provide & finance a variety of services, such as fire protection, water, sanitary sewer, park and recreation services, street construction and improvements, mosquito control, television relay and translation, transportation, and traffic-related safety enhancements.

CONS

Metro districts do have significant statutory authority which, if not limited or restricted appropriately in the service plan, can have unintended consequences.

PROS & CONS OF METRO DISTRICTS

PROS

Metro districts are political subdivisions of the State of Colorado, subject to filing, open meetings, TABOR, and other oversight laws. Metro districts are required to have greater transparency than HOAs and POAs.

CONS

Some metro districts are structured so that the developer retains control of the district board until the development is fully built-out. This can be a significant period of time, decades in the case of larger or stalled developments, leaving residents disenfranchised.

PROS & CONS OF METRO DISTRICTS

PROS

May provide services that residents desire which the Town either doesn't provide or doesn't provide at as high a level as metro district residents desire.

CONS

If the District is providing higher "public" amenities than in other parts of the Town, it may lead to perceptions of inequality.

PROS & CONS OF METRO DISTRICTS

PROS

Metro districts are independent units of local government, and the Town is not responsible for the debt or other financial obligations incurred by the district.

CONS

Formation of metro districts contribute to the fragmentation of government at the local level and can create confusion as to which public entity is responsible for providing certain facilities & services.

PROS & CONS OF METRO DISTRICTS

PROS

Can provide for perpetual maintenance without relying on either Town revenues for operations and maintenance, or an HOA. Metro district taxes may be preferable to residents over HOA dues.

CONS

Too high of a property tax mill levy and/or fee structure can adversely affect the marketability of property within a metro district, ultimately affecting the property value and tax revenues available to repay debt and operate the district.

PROS & CONS OF METRO DISTRICTS

PROS

Tax deductions may be available to property owners for metro district property taxes.

CONS

Decisions such as waiving term limits, waiving TABOR limits, approvals of long-term obligations and IGAs, can be determined at the time of organization by a vote of the initial electors, which is usually controlled by the developer.

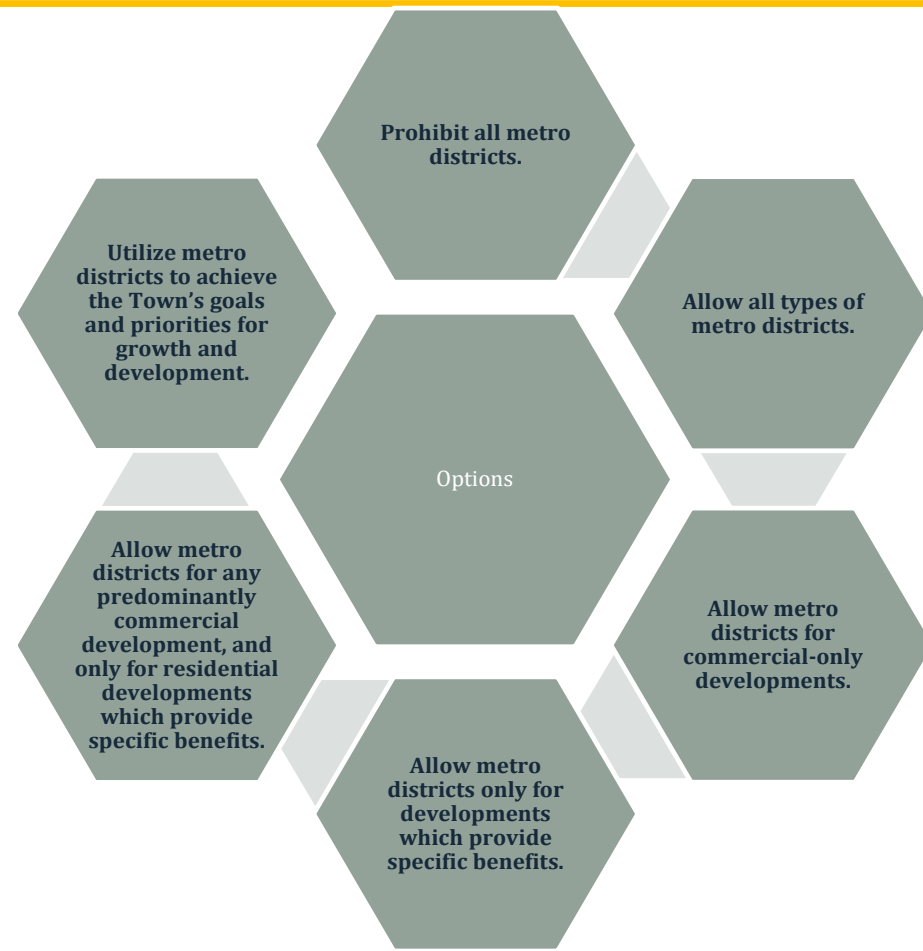
PROS & CONS OF METRO DISTRICTS

Conclusion:

Metropolitan districts are an important mechanism for financing, operating and maintaining the public infrastructure needed to serve new development.

Problematic aspects of metropolitan districts can be addressed through policies and a model service plan, and through the service plan approval process.

METRO DISTRICT OPTIONS



TOWN OF PAGOSA SPRINGS, COLORADO

**ORDINANCE NO. 10 __
(SERIES 2025)**

**AN ORDINANCE ADOPTING A NEW TITLE 22 OF THE
PAGOSA SPRINGS MUNICIPAL CODE REGARDING SPECIAL DISTRICTS**

WHEREAS, the Town of Pagosa Springs (“Town”) is a home rule municipality duly organized and existing under Article XX of the Colorado Constitution and the Pagosa Springs Home Rule Charter of 2003 as amended (“Charter”); and

WHEREAS, pursuant to Section 1.4 of the Charter, the Town has all the power of local self-government and home rule and all power possible for a municipality to have under the Constitution and laws of the State of Colorado; and

WHEREAS, pursuant to Sections 11.2 and 11.3 of the Charter, the Town Council of the Town (the “Town Council”) may by adopt land use and development ordinances, and create taxing districts by ordinance; and

WHEREAS, the Town Council has adopted various master plans, including Pagosa Springs Forward, dated April 2018 (the “Comprehensive Plan”), the Town-to-Lakes Trail Master Plan, the Pagosa Springs Streetscape Furnishings and Signage Plan, the Downtown Master Plan, Historic Building and District Guidelines, and the Highway 160 Access Control Plan (collectively, the “Master Plans”); and

WHEREAS, the Comprehensive Plan identifies the Town’s overall vision that *“Pagosa Springs sustains an authentic mountain experience in a culturally rich, economically diverse rocky mountain town set in a spectacular, healthy environment situated at the confluence of the ancient geothermal hot springs and the headwaters of the San Juan River”* (the “Comprehensive Plan Vision”); and

WHEREAS, the Comprehensive Plan identifies the following goals and specific actions (the “Comprehensive Plan Themes”), the natural environment, alternative energy, community identity, heritage and historic preservation, arts, housing, transportation and mobility, land use, supporting economic vibrancy, childhood development and lifelong learning, infrastructure, government, intergovernmental cooperation and coordination; and

WHEREAS the Comprehensive Plan Theme for housing identifies that the Town will “[a]pply housing strategies and practices to ensure high quality housing for all Pagosa Springs area families, households and employees with a mix of dwelling and unit types that meet the needs of residents of different income levels[;]” and

Town of Pagosa Springs
Ordinance No. 10## (Series 2025)
Page 2

WHEREAS, the Town Council supports a broad spectrum of practices to enable the efficient and cost-effective development of land when development is consistent with the Comprehensive Plan Vision and Comprehensive Plan Themes, and the goals of the master Plans; and

WHEREAS, Title 32 of the Colorado Revised Statutes permits the organization of a variety of governmental districts, including metropolitan districts (“Metro Districts”) to finance, construct and operate certain public improvements and services to serve the residents and businesses in those districts; and

WHEREAS, pursuant to §32-1-203(1), C.R.S., organization of a metropolitan district wholly within the boundaries of the Town requires approval of the Service Plan by the Town Council, including a finding that the proposal is in “substantial compliance” with the Town’s master plan; and

WHEREAS, the Board hereby finds and determines that a metropolitan district which is associated with a development project that furthers the objectives of the Master Plans is in “substantial compliance” with the Master Plans, and may provide extraordinary public benefits, either directly through the metropolitan district or indirectly by providing public services and facilities that would otherwise be the responsibility of the developer, thus allowing the developer to provide the extraordinary public benefit; and

WHEREAS, the Town wishes to adopt a policy for the consideration and approval of metropolitan district service plans when the development project for which metropolitan district formation is sought is consistent with the Town’s strategic priorities, will result in a demonstrated extraordinary public benefit, and formation of the metropolitan district to provide public services and facilities is needed for the development project to provide the extraordinary public benefit.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF PAGOSA SPRINGS, COLORADO, AS FOLLOWS:

Section 1. Incorporation of Recitals. The above Recitals are hereby incorporated into this Ordinance by this reference and adopted as findings and determinations of the Town Council.

Section 2. Amendment of the Town Municipal Code A new Title 22 of the Town of Pagosa Springs Municipal Code (the “Code”) is hereby adopted in its entirety to read as set forth in Exhibit A, attached hereto and incorporated herein.

Section 5. Public Inspection. The full text of this Ordinance, with any amendments, is available for public inspection at the office of the Town Clerk.

Town of Pagosa Springs
Ordinance No. 10## (Series 2025)
Page 3

Section 6. Severability. If any portion of this Ordinance is found to be void or ineffective, it shall be deemed severed from this Ordinance and the remaining provisions shall remain valid and in full force and effect.

Section 7. Public Hearing. A public hearing on this Ordinance shall be held on the 15th day of April, 2025, at 7:00 p.m. at the Pagosa Springs Town Hall, 551 Hot Springs Boulevard, Pagosa Springs, Colorado.

Section 8. Effective Date. This Ordinance shall become effective and be in force immediately upon final passage at second reading.

Town of Pagosa Springs
Ordinance No. 10## (Series 2025)
Page 4

INTRODUCED, READ, AND ORDERED PUBLISHED PURSUANT TO SECTION 3.9, B) OF THE PAGOSA SPRINGS HOME RULE CHARTER, BY THE TOWN COUNCIL OF THE TOWN OF PAGOSA SPRINGS, COLORADO, UPON A MOTION DULY MADE, SECONDED AND PASSED AT ITS REGULAR MEETING HELD AT THE TOWN OF PAGOSA SPRINGS, ON THE 15TH DAY OF APRIL, 2025.

TOWN OF PAGOSA SPRINGS, COLORADO

By: _____
Shari Pierce, Mayor

ATTEST:

By: _____
April Hessman, Town Clerk

Town of Pagosa Springs
Ordinance No. 10## (Series 2025)
Page 5

FINALLY ADOPTED, PASSED, APPROVED, AND ORDERED PUBLISHED
PURSUANT TO SECTION 3.9, D) OF THE PAGOSA SPRINGS HOME RULE
CHARTER, BY THE TOWN COUNCIL OF THE TOWN OF PAGOSA SPRINGS,
COLORADO, UPON A MOTION DULY MADE, SECONDED AND PASSED AT ITS
REGULAR MEETING HELD AT THE TOWN OF PAGOSA SPRINGS, ON THE 6TH
DAY OF MAY, 2025.

TOWN OF PAGOSA SPRINGS, COLORADO

By: _____
Shari Pierce, Mayor

ATTEST:

By: _____
April Hessman, Town Clerk

EXHIBIT A

**TOWN OF PAGOSA SPRINGS MUNICIPAL CODE
TITLE 22
SPECIAL DISTRICTS**

SAMPLE

Town of Pagosa Springs
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CERTIFICATE OF PUBLICATION

I, the duly appointed, qualified and acting Town Clerk of the Town of Pagosa Springs, Colorado, do hereby certify the foregoing Ordinance No. 10__ (Series 2025) was approved by the Town Council of the Town of Pagosa Springs on first reading at its regular meeting held on the 15th day of April, 2025, and was published by title only, along with a statement indicating that the full text of the Ordinance is available at the office of the Town Clerk, on the Town's official website, on _____, 2025, which date was at least ten (10) days prior to the date of Town Council consideration on second reading.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Town of Pagosa Springs, Colorado, this __ day of _____, 2025.

April Hessman, Town Clerk

(S E A L)

I, the duly appointed, qualified and acting Town Clerk of the Town of Pagosa Springs, Colorado, do hereby certify the foregoing Ordinance No. 10__ (Series 2025) was approved by the Town Council of the Town of Pagosa Springs on second reading, at its regular meeting held on the 6th day of May, 2025, and was published by title only, along with a statement indicating the effective date of the Ordinance and that the full text of the Ordinance is available at the office of the Town Clerk, on the Town's official website, on _____, 2025.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Town of Pagosa Springs, Colorado, this __ day of _____, 2025.

April Hessman, Town Clerk

(S E A L)

TITLE 22 - SPECIAL DISTRICTS

Chapter 22.1 - Metropolitan Districts

Sections:

- 22.1.1 – Policy Statement
- 22.1.2 – Objectives and Statements
- 22.1.3 – Evaluation Criteria.
- 22.1.4 – Strategic Priorities
- 22.1.5 – Additional Public Benefit Considerations.
- 22.1.6 – Application Process
- 22.1.7 – Service Plans
- 22.1.8 – District Structure
- 22.1.9 – Dissolution of the District
- 22.1.10 – Default of District
- 22.1.11 – Material Modification of Service Plan
- 22.1.12 – Annual Report
- 22.1.13 – Fees
- 22.1.14 – Town Consent
- 22.1.15 – Intergovernmental Agreement

22.1.1 - Policy Statement

The policy set forth in this Chapter 22.1 (the “Policy”) establishes the criteria, guidelines and procedures to be followed by the Town Council (the “Town Council”) and Town staff in considering, reviewing and approving or disapproving of service plans of Title 32 metropolitan districts, including any amendments thereof; and by applicants in submitting to the Town service plans for the organization of metropolitan districts or amendments to those plans.

22.1.2 - Objectives and Statements

A. A district, when properly structured, can enhance the quality of development in the Town. The Town will consider proposed service plans when formation of the district would provide extraordinary public benefits which could not be practically provided by the Town or an existing public entity within a reasonable time and on a comparable basis. It is not the intent of the Town to allow creation of multiple entities which result in the provision of competing or duplicative services or infrastructure.

B. This policy is intended as a guide only. The approval of a service plan is at the sole discretion of the Town Council, which may reject, approve, or conditionally approve service plans on a case-by-case basis. Nothing in this Title is intended, nor shall it be construed, to limit the discretion of the Town Council which retains full discretion and authority regarding the terms and limitations on all district service plans.

22.1.3 - Evaluation Criteria.

To provide the Town Council with information and an assessment consistent with this Policy, staff will review and report on district proposals in the following areas:

A. Statutory Compliance. All district proposals must comply with Title 32, C.R.S.

B. Financial Assessment. All district proposals are required to submit a financial plan to the Town for review. The Town will evaluate a district's debt capacity and servicing ability utilizing the financial plan and any other relevant information. Additionally, should a district desire to utilize funding for basic infrastructure improvements, staff will assess the value of the benefit against the public benefits received in exchange.

C. Policy Evaluation. All proposals will be evaluated by Town staff against this Policy, the Town's Model Service Plan, and the priorities and public benefits set forth in Sections 22.1.4 and 22.1.5 of this Chapter, with any areas of difference being identified, evaluated and reported to the Town Council.

22.1.4 - Strategic Priorities

Formation of a district shall advance the Town's strategic priorities. The Town's strategic priorities are articulated in the Town's Comprehensive Plan and such other master plans involving public infrastructure and services that are adopted by the Town, including but not limited to the Town-to-Lakes Trail Master Plan, the Pagosa Springs Streetscape Furnishings and Signage Plan, the Downtown Master Plan, Historic Building and District Guidelines, and the Highway 160 Access Control Plan as the same may be amended from time to time (collectively the "Town Plans"). The applicant shall demonstrate that the development project for which district formation is sought is consistent with the Town's strategic priorities and will result in a demonstrated extraordinary public benefit, and formation of the district to provide public services and facilities is needed for the development project to provide the extraordinary public benefit. A district which is associated with a development project that furthers the objectives of the Town Plans can be seen as providing extraordinary public benefit, either directly through the district or indirectly by providing public services and facilities that would otherwise be the responsibility of the developer, thus allowing the developer to provide the extraordinary public benefit. An applicant for a district must address, either

in the Letter of Interest, and/or service plan or cover letter, how the district and/or associated development project will impact the following specific Town Plan objectives and elements:

A. Furthering the vision of the Town's Comprehensive Plan of sustaining an authentic mountain experience in a culturally rich, economically diverse rocky mountain town set in a spectacular, healthy environment situated at the confluence of the ancient geothermal hot springs and the headwaters of the San Juan River; and

B. Furthering, or at a minimum not hindering, the vision, themes, and goals of the Comprehensive Plan (as such may be amended from time to time).

22.1.5 - Additional Public Benefit Considerations.

A. In the absence of special circumstances, district formation is not permitted where the future assessed valuation of all property within the district at full build-out is projected to be less than five million dollars (\$5,000,000), adjusted annually beginning in 2026 based on the Consumer Price Index for the Mountain-Plains statistical region as prepared by the U.S. Bureau of Labor Statistics.

B. The costs of Public Improvements (defined in Section 22.1.7.J) are to be paid from taxes and not from fees.

22.1.6 - Application Process.

A. Process Overview. The application process is designed to provide early feedback to an applicant, adequate time for a comprehensive staff review, and the appropriate steps and meeting opportunities with decision makers. Applicants are encouraged to submit proposals well in advance of election deadlines.

B. Letter of Interest. Applicant will provide Town with a Letter of Interest and pre-application fee (refer to Land Use Code Section 2.3.3.). The Letter of Interest shall contain the following:

1. Summary narrative of the proposed development and district proposal.
2. Sketch plan showing: property location and boundaries; surrounding land uses; proposed use(s); proposed improvements (buildings, landscaping, parking/drive areas, water treatment/detention, drainage); existing natural features (water bodies, wetlands, large trees, wildlife, canals, irrigation ditches); utility line locations (if known); and photographs (helpful but not required).
3. Clear justification for why a district is needed.

4. Explanation of extraordinary public benefits, making specific reference to this Policy, the Town Plans, and other relevant Town documents.

5. District proposal and service plan specifics, including: district powers and purpose; district infrastructure and costs; mill levy rate (both debt and, operations and maintenance); term of district; forecasted period of build-out; proposed timeline for formation; and current development status of project.

C. Staff Response to Letter of Interest. Staff will provide a written response to a Letter of Interest within thirty (30) days of receipt and payment of the pre-application fee.

D. Preliminary Staff Meeting with Applicant (Optional). Based on an initial review of the Letter of Interest, staff may meet with the applicant to discuss the district proposal, potential extraordinary public benefits, relevant provisions of the Town Plans for the application to address, initial staff feedback, the evaluation process, fees, and other application elements.

E. Formal Application and Service Plan Submittal. Upon taking account of staff input, applicant may submit a formal application for consideration, including the service plan and a cover letter in which the applicant shall highlight any substantive provisions that deviate from this Policy and the Model Service Plan. The formal application and application fees must be received by the Town no later than the third Tuesday of December in the preceding year for a May election or the third Tuesday of May for a November election. The Town cannot commit to timely processing of applications submitted after these dates for their respective elections and approval of a service plan in time to meet certain election deadlines is not guaranteed even when submitted by these deadlines.

F. Formal Staff Review. Town staff will review the application materials along with any follow-up documentation that is requested in order to assess the application according to this Policy other appropriate Town policies, and state law. Applicants should plan sufficient time in the application process for several rounds of feedback and review from Town staff.

G. Town Council Work Session Meeting (optional). Based on the magnitude and complexity of the development project and district proposal, staff may recommend a work session with the Town Council.

H. Public Meeting Notice. Notice of the public meeting at which the Town Council will consider the service plan may be provided in accordance with Land Use Code Section 2.5.6 and, if provided, the applicant should submit an affidavit of mailing, including the lists of all property owners notified, along with the publisher's affidavit of

publication, to Town staff prior to the meeting date. The mailed and published notices should include the following information:

1. A description of the general nature of the Public Improvements and services to be provided by the district;
2. A description of the real property to be included in the district and in any proposed future inclusion area, with such property being described by street address, lot and block, metes and bounds if not subdivided, or such other method that reasonably appraises owners that their property will or could be included in the district's boundaries;
3. A statement of the maximum amount of property tax mill levy that can be imposed on property in the district under the proposed service plan;
4. A statement that property owners desiring to have the Town Council consider excluding their properties from the district must file a written petition for exclusion with the Town Clerk no later than ten (10) days before the scheduled meeting date in accordance with Section 32-1-203(3.5) of the Colorado Revised Statutes;
5. A statement that a copy of the proposed service plan can be reviewed in the Town Clerk's Office; and
6. The date, time and location of the public meeting at which the Town Council will consider the service plan.

I. Public Comment. At a regular or special meeting, the Town Council will consider a resolution approving the proposed service plan. The public will have an opportunity at the meeting to submit public comments on the proposed service plan in accordance with any applicable procedures of the Town Council and applicable state law.

J. Legislative Action. The consideration of a service plan to allow the organization of a district is policy determination to be made by the Town Council based on its consideration of the best interests of the Town as a whole, the current and future residents of the proposed district, and the ability of the district to provide extraordinary public benefits and to further the goals of the Town's Plans.

22.1.7 - Service Plans.

A. Model Service Plan.

1. The Town Council may, by resolution, adopt and from time to time amend, a Model Service Plan consistent with this Policy.
2. All service plans submitted to the Town should follow the basic outline, form, sequence and structure of the Model Service Plan. Service plans should

duplicate the language contained in the Model Service Plan and explanation and justification provided for any material departures. Notwithstanding the preceding, any service plan approved by the Town shall be deemed to be in compliance with all Town requirements.

B. Compliance with Applicable Law. Any service plan submitted to the Town for approval must comply with all state, federal and local laws and ordinances, including the Special District Act.

C. Eminent Domain NOT Authorized. The service plan shall contain language that prohibits the District from exercising the power of eminent domain without approval of the Town Council.

D. Limitations on Operations and Maintenance.

1. A district is permitted to collect a mill levy in an amount as specified in subsection 22.1.7.E., to fund customary administrative expenses incurred in operating the district, such as accounting and legal expenses and other costs of complying with applicable reporting requirements (the “Operations and Maintenance Mill Levy”). District service plans shall generally call for dissolution of the district upon payment of the debt associated with the Public Improvements for which it is formed, and will not be approved for ongoing district operations and maintenance of Public Improvements or services. Where it can be demonstrated that it is in the best interest of the Town and the existing or future residents and taxpayers of the district, the district, on an ongoing basis, may operate and maintain Public Improvements and services and impose an Operations and Maintenance Mill levy as set forth in the service plan approval.

2. To avoid duplication of entities and economic inefficiency, overlapping owners associations and districts are discouraged. When the boundaries of a district overlap with the boundaries of an owner’s association, during any year or portion of a year, when the declarant of the association is a developer, homebuilder, or other entity and not the residents, consent of the Town is required prior to the levy and collection of an Operations and Maintenance Mill Levy by the district for operating or maintaining any Public Improvements or services, other than routine administration of the governance of the district.

E. Maximum Mill Levy.

1. The service plan shall set forth a maximum debt mill levy that may be imposed by the district (“Debt Mill Levy”), taking into consideration the costs of the Public Improvements to be paid for with property tax revenues used to service debt and the anticipated assessed valuation; however, in no event shall the Debt Mill Levy exceed 50 mills, subject to adjustment as provided in subsection 22.1.7.E.5 and any required offset for an Operations and Maintenance Mill Levy. The Debt Mill Levy shall be

imposed for a term not greater than 40 years from the date of its first imposition in any amount, and notwithstanding any provision set forth in Section 22.1.7.F.

2. For districts that are authorized to impose an Operations and Maintenance Mill Levy, such shall be limited to no more than ten (10) mills, subject to adjustment as provided in subsection 22.1.7.E.5.

3. The aggregate of any Debt Mill Levy and any Operations and Maintenance Mill Levy shall not exceed fifty (50) mills (the “Maximum Mill Levy”), subject to adjustment as provided in 22.1.7.E.5.

4. Increased Debt, Operations and Maintenance, and Maximum Mill Levies may be considered for districts that are predominately commercial in use, at the sole discretion of the Town Council.

5. The Maximum Mill Levy may be adjusted from the base year of the district as provided for in the Model Service Plan, so that to the extent possible, the actual tax revenues generated by the district’s mill levy, as adjusted, for changes occurring after the base year, are neither diminished nor enhanced as a result of the changes. Unless otherwise provided in the approved service plan, the base year shall be the first year in which a district imposes the Maximum Mill Levy.

F. Debt Term Limit. Generally, district debt is to be issued and taxes are to be imposed within five (5) years of a Court Order organizing the district. District debt, payable from property taxes, shall be for a term no more than the useful life of the Public Improvements that are funded by such debt, and in no event more than 30 years, such term to be calculated from the date of completion of installation of the Public Improvements and their acceptance by the Town or other governmental entity for ownership or maintenance. Such debt term limit may be extended if a majority of the district’s board of directors are residents of the district and have voted in favor of refunding a part or all of the debt, and such refunding is for one or more of the purposes authorized in Section 11-56-104, C.R.S. and is authorized by law. Notwithstanding any provision of this subsection F, payment of district debt from the Debt Mill Levy shall be subject to the limitations set forth in Subsection 22.1.7.E.1. Funding of Public Improvements for purposes of this subsection F shall include direct payment of the costs of the Public Improvements or reimbursement by the district of the costs to the Developer or other entity who initially paid the costs.

G. Developer Advances. The service plan shall address any costs anticipated to be incurred by a developer and to be repaid by the district for the Public Improvements and/or operational costs, either in the form of direct payments by the Developer for such costs, or by means of advances by the Developer to the district (all of which are considered “Developer Advances”). Developer Advances shall count against the Total Debt Limit (as defined in subsection 22.1.7.I) and may be reimbursed by the district from

debt, contractual reimbursement agreement(s) and/or any revenue source available by law and permitted by the service plan. Developer Advances shall not be subject to compound interest. Developer Advances will be considered subordinate to any general obligation bonds of the district. The interest rate on Developer Advances shall not exceed the current Bond Buyer 20-Bond GO Index plus 4%, or a maximum of 12%, whichever is the lesser.

H. District Fees. Fees and charges imposed and collected by a district are generally prohibited. The service plan shall identify with specificity any proposed fee categories (i.e. impact fees, development fees, service fees, capital improvement fees, etc.) and proposed uses of revenues from such fees or other charges. Unless approved in the service plan, fees and charges will require written consent of the Town Council prior to implementation.

I. Financial Plan. The service plan must include debt and operating financial projections prepared by an investment banking firm or financial advisor qualified to make such projections. The financial firm must be listed in the Bond Buyers Marketplace or, in the Town's sole discretion, other recognized publication as a provider of financial projections. The Financial Plan must include debt issuance and service schedules and calculations establishing the District's projected maximum debt capacity (the "Total Debt Limitation") based on assumptions of: (i) Projected Interest Rate on the debt to be issued; (ii) Projected Assessed Valuation of the property within the District; and (iii) Projected Rate of Absorption of the assessed valuation within the District. These assumptions must use market-based, market comparable valuation and absorption data and may use an annual inflation rate of two percent (2%) or the Consumer Price Index for the preceding 12-month period for the Mountain-Plains statistical region as prepared by the U.S. Bureau of Labor Statistics, whichever is lesser. The Financial Plan must also include foreseeable administrative, operational and maintenance costs.

J. Public Improvements and Estimated Costs.

1. Every service plan must include, in addition to all materials, plans and reports required by Title 32, C.R.S., a summary of public improvements to be constructed and/or installed by the district (the "Public Improvements"). Due to its preliminary nature, the service plan must indicate that the Town's approval of the Public Improvements shall not bind the Town, its boards and commissions, or the Town Council in any way relating to the review and consideration of land use applications within the district. The service plan must contain a description of these Public Improvements which includes, at a minimum:

(i) A map or maps, and construction drawings of such a scale, detail and size as required by the Town Manager, providing an illustration of Public Improvements proposed to be built, acquired or financed by the district;

(ii) A written narrative and description of the Public Improvements; and

(iii) A general description of the District's proposed role with regard to the same.

2. The warranty and security requirements set forth in Section 7.5.1.F of the Land Use Code shall apply to all Public Improvements.

K. Extraterritorial Service Agreement. The service plan must describe any planned extraterritorial service. Any extraterritorial service by the district that is not described in the service plan will require prior approval of Town Council.

L. Service Plan Amendments. In the event a district seeks a material modification or other amendment to its service plan, the letter of intent, application, public meeting and notice procedures set forth in Section 22.1.6 shall be followed.

22.1.8 - District Structure.

It is the intent of the Town that citizen/resident control of districts be encouraged to occur as early as possible. For that reason, multiple-district structures are not permitted.

22.1.9 - Dissolution of the District.

A. Perpetual districts shall not be allowed except in cases where ongoing operation and maintenance of Public Improvements is required and permitted by the service plan. Except where ongoing operations and maintenance has been authorized, the district's board of directors will take all action as required to dissolve the district as soon as practical upon the payment of all debt and obligations and the completion of district development activity.

B. If, within five (5) years from the date of approval of a service plan, the Town and district have not entered into an intergovernmental agreement as required by Section 22.1.15 of the Code, the Town may opt to pursue the remedies available to it under C.R.S. Section 32-1-701(3) in order to compel the district to dissolve in a prompt and orderly manner. In such event: (i) the limited purposes and powers of the district, as authorized herein, shall automatically terminate and be expressly limited to taking only those actions that are reasonably necessary to dissolve; (ii) the board of directors of the district will be deemed to have agreed with the Town regarding its dissolution without an election pursuant to C.R.S. §32-1-704(3)(b); (iii) the district shall take no action to contest or impede the dissolution of the district and shall affirmatively and diligently cooperate in securing the final dissolution of the district, and (iv) subject to the statutory requirements of the Special District Act, the district shall thereupon dissolve.

22.1.10 - Default of District.

A. An “Event of Default” by the District shall include:

1. Failing or defaulting in the performance of any obligation that has been agreed to between the district and the Town, which obligation has been identified by the Town as a material obligation, and such default continues after delivery of notice from the Town.

2. A court of competent jurisdiction has made a final determination that a district has defaulted on any of its financial obligations, and such determination is not subject to further appellate review.

3. Failure to timely file a responsive Annual Report required by Section 22.1.12.

B. In the Event of Default, the district shall be precluded from issuing additional debt, except to refund or refinance a financial obligation for the purpose of avoiding or curing a default without receiving written permission from the Town Council following a public meeting on the matter.

22.1.11 - Material Modification of Service Plan.

A. In the event of a material modification of the service plan, the Town and the electors of the district shall be entitled to exercise their respective rights pursuant to §32-1-207, C.R.S. Actions expressly authorized in the service plan, changes in quantities of facilities or equipment, timing or phasing of Public Improvements, collection of fees or charges following written consent of the Town Council, and immaterial cost differences are not material modifications of the service plan. Departures from the service plan that constitute a material modification include, without limitation:

1. Actions or failures to act that create greater financial risk or burden;

2. Performance of a service or function or acquisition of a major facility that is not closely related to a service, function or facility authorized in the service plan;

3. Failure to perform a service or function or to acquire a facility required by the service plan;

4. Collection of any fees or charges without the written consent of the Town Council; and

5. The taking of any action that requires consent of the Town without the Town’s consent given in the manner required pursuant to Section 22.1.14.

B. In the event the required Annual Report required by Section 22.1.12 is not timely filed with the Town or is not fully responsive, in addition to being an Event of Default, the Town may provide notice to the district's board of directors at its last-known address. The failure of the district to file a responsive annual report within 45 days of the mailing of such notice by the Town Clerk may constitute a material modification of the service plan, at the discretion of the Town.

22.1.12 - Annual Report.

All districts must file an Annual Report no later than September 1 of each year with the Town Clerk for the year ending the preceding December 31, the requirements of which may be waived in whole or in part by the Town Manager. Unless waived by the Town Manager, the Annual Report shall include the following:

A. A narrative summary of the progress of the district in implementing its service plan for the report year.

B. The audited financial statement of the district for the report year, including a statement of financial condition as of December 31 of the report year and the statement of operations, except when exemption from audit has been reported has been granted.

C. A summary of the capital expenditures incurred by the district in development of improvements in the report year.

D. A summary of the financial obligations of the district at the end of the report year, including the amount of outstanding indebtedness, the amount and terms of any new district indebtedness or long-term obligations issued in the report year, the amount of payment or retirement of existing indebtedness of the district in the report year, the total assessed valuation of all taxable properties within the district as of January 1 of the report year, and the current mill levy of the district pledged to debt retirement in the report year.

E. Any other information deemed relevant by the Town Council or deemed reasonably necessary by the Town Manager.

22.1.13 - Fees.

No request to approve a district service plan shall proceed until the fees set forth herein are paid.

A. Letter of Intent Submittal Fee: At the time of submittal of the Letter of Intent, the applicant shall pay a non-refundable fee in the amount established by the Town Council by Resolution.

B. Application Fee: An applicant shall submit, along with an application and a draft service plan (based on the Model Service Plan), a nonrefundable fee in the amount established by the Town Council by Resolution, along with a deposit in the same amount towards the reasonable consultant, legal, and other external fees and expenses incurred by the Town to review the draft service plan.

C. Annual Fee: Each district shall pay an annual fee for the Town's on-going monitoring of the district. This annual fee shall be in the amount established by the Town Council by Resolution and due and payable by January 1 of each year.

D. Service Plan Amendment Fee: A non-refundable service plan amendment fee in the amount established by the Town Council by Resolution, along with a deposit in the same amount towards the Town's outside review expenses shall be paid at the time of submittal of the application and draft amended service plan.

E. External Review Expenses: An applicant shall pay all of the Town's outside expenses associated with review of a proposed service plan, service plan amendment, or any matter required under this Policy or an approved service plan, including enforcement of conditions or requirements associated with an existing service plan. If deposits paid are insufficient to cover all the Town's expenses associated with external review, the applicant shall pay all such reasonable expenses prior to the Town's approval becoming effective. All such fees and expenses shall be paid within 30 days of receipt of an invoice for these additional fees and expenses.

22.1.14 - Town Consent.

Any consent of the Town required under to this Policy shall be given, if at all, by a Resolution of the Town Council. Failure of the Town to respond to a notice provided pursuant to Section 32-1-207(3)(b), C.R.S., within 45 days shall be deemed to be disapproval by the Town.

22.1.15 - Intergovernmental Agreement

A district shall enter into an intergovernmental agreement with the Town that addresses such details, terms and conditions as the Town and district deem necessary in connection with the construction and funding of any Public Improvements, including the posting of security and warranty periods necessary to meet the requirements of Section 22.1.7.J, herein. Execution of the intergovernmental agreement is a precondition to a district issuing any debt or imposing any fees or levying of taxes. In addition, failure of a district to enter into the intergovernmental agreement as required herein shall constitute a material modification of the service plan and may result in dissolution per Section 22.1.9.B.

TOWN OF PAGOSA SPRINGS, COLORADO

RESOLUTION NO. 2025-_____

RESOLUTION APPROVING A MODEL SERVICE PLAN FOR
METROPOLITAN DISTRICTS

WHEREAS, the Town of Pagosa Springs (“Town”) is a home rule municipality duly organized and existing under Article XX of the Colorado Constitution and the Pagosa Springs Home Rule Charter of 2003, as amended (the “Charter”); and

WHEREAS, pursuant to Section 1.4.A of the Charter the Town has all the power of local self-government and home rule; and

WHEREAS, pursuant to Section 22.7.A of the Town of Pagosa Municipal Code (the “Code”), the Town has the power to approve special district service plans and to adopt policies regarding the establishing of any special district; and

WHEREAS, pursuant to §32-1-203(1), C.R.S., organization of a metropolitan district wholly within the boundaries of the Town requires approval of a Service Plan by the Town Council of the Town of Pagosa Springs (the “Town Council”); and

WHEREAS, the Board finds that adoption of a Model Service Plan is in the best interest of the Town, its residents, and the general public.

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

1. Model Service Plan. The Model Service Plan, in substantially the form attached hereto as **EXHIBIT A**, is approved. The Town Manager, in consultation of the Town Attorney and other applicable staff or consultants, may make technical or otherwise non-substantive modifications to the Model Service Plan. The Town Council may make substantive changes to the Model Service Plan by Resolution.
2. Public Inspection. The full text of this Resolution, with any amendments, is available for public inspection at the office of the Town Clerk.
3. Severability. If any part, section, subsection, sentence, clause or phrase of this Resolution is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining provisions.
4. Effective Date. This Resolution shall take effect and be enforced immediately upon adoption.

The foregoing Resolution was approved and adopted this ____ day of _____, 2025.

TOWN OF PAGOSA SPRINGS, COLORADO

By: _____
Shari Pierce, Mayor

Attest:

April Hessman, Town Clerk

EXHIBIT A

Model Service Plan

[Attached]

TOWN OF PAGOSA SPRINGS

Metropolitan District Model Service Plan (Single District)

**This model service plan template should be referenced in conjunction with
Chapter 22.1 of the Town of Pagosa Springs Municipal Code.**

SERVICE PLAN

FOR

**_____ METROPOLITAN DISTRICT
TOWN OF PAGOSA SPRINGS, COLORADO**

Prepared by

[Name of Person or Entity]

[Address]

[Approval Date]

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Exhibits

- Exhibit A - Legal Description
- Exhibit B - Boundary Map
- Exhibit C - Inclusion Area Legal Description
- Exhibit D - Inclusion Area Boundary Map
- Exhibit E - Public Improvements
- Exhibit F -Vicinity Map
- Exhibit G - Cost Estimate
- Exhibit H - Public Improvement Location Maps
- Exhibit I - Financial Plan
- Exhibit J – Public Benefits
- Exhibit K - Disclosure Notice
- Exhibit L -Intergovernmental Agreement

I. INTRODUCTION

A. Purpose and Intent.

The Town of Pagosa Springs' ("Town"), objective in approving the Service Plan for the _____ Metropolitan District (the "District") is to authorize the District to provide for the planning, design, acquisition, construction, installation, relocation and redevelopment of the Public Improvements identified in this Service Plan. The District is intended to be an independent unit of local government separate and distinct from the Town and is governed by this Service Plan, the Special District Act (Title 32, C.R.S.) and other applicable State law. Except as may otherwise be provided by State law, the Town of Pagosa Springs Municipal Code ("Code"), or this Service Plan, the District's activities are subject to review and approval by the Town Council ("Town Council") only insofar as they are a material modification of this Service Plan as identified in this Service Plan or pursuant to C.R.S. Section 32-1-207 of the Special District Act.

It is intended that the District will provide all or part of the Public Improvements for the Project for the use and benefit of all anticipated inhabitants and taxpayers of the District. The primary purpose of the District will be to finance the construction of these Public Improvements by the issuance of Debt. The District shall not be authorized to issue any Debt or impose a Debt Mill Levy, *[add if appropriate: Operations and Maintenance Mill Levy]* *[add if appropriate: or impose any Fees]* unless and until the delivery of Public Improvements has been secured in accordance with Section 22.1.7.J of the Town Code and the District has entered into an intergovernmental agreement with the Town as required by Section XVII herein.

The District is not intended to provide ongoing operations and maintenance services except as expressly authorized in this Service Plan.

It is the intent of the District to dissolve upon payment or defeasance of all Debt incurred or upon a court determination that adequate provision has been made for the payment of all Debt, except that if the District is authorized in this Service Plan to perform continuing operating or maintenance functions, the District shall continue in existence for the sole purpose of providing such functions and shall retain only the powers necessary to impose and collect the taxes or Fees authorized in this Service Plan to pay for the costs of those functions.

It is the intent of this Service Plan to assure to the extent possible that no property bear an economic burden that is greater than that associated with revenues from the Debt Service Mill Levy, Fees, Special Assessments, and/or other source of revenue, even under bankruptcy or other unusual situations. Generally, the costs of Public Improvements that cannot be funded within these parameters are not costs to be paid by the District.

It is intended that the District shall comply with the provisions of this Service Plan and that the Town may enforce any non-compliance with these provisions as provided in Section XVI of this Service Plan.

B. Need for the District.

There are currently no other governmental entities, including the Town, located in the immediate vicinity of the District that consider it desirable, feasible or practical to undertake the planning, design, acquisition, construction, installation, relocation, redevelopment and financing of the Public Improvements. Formation of the District is therefore necessary in order for the Public Improvements required for the Project to be provided in the most economic manner possible.

C. Objective of the Town Regarding District's Service Plan.

The Town's objective in approving this Service Plan is to authorize the District to provide for the planning, design, acquisition, construction, installation, relocation and redevelopment of the Public Improvements from the proceeds of Debt to be issued by the District, but in doing so, to also establish in this Service Plan the means by which the Public Benefits will be provided. Except as specifically provided in this Service Plan, all Debt is expected to be repaid by taxes imposed and collected for no longer than the Maximum Debt Term Limit, and at a tax mill levy no higher than the Maximum Debt Mill Levy. Debt which is issued within these parameters and, as further described in the Financial Plan, will insulate property owners from excessive tax and Fee burdens to support the servicing of the Debt and will result in a timely and reasonable discharge of the Debt.

D. Relevant Intergovernmental Agreements.

[Add description of any relevant intergovernmental agreements.]

E. Town Approvals.

Any provision in this Service Plan requiring "Town" or "Town Council" approval or consent shall require the Town Council's prior written approval or consent exercised in its sole discretion, evidenced by resolution. Failure of the Town to respond to a notice provided pursuant to Section 32-1-207(3)(b), C.R.S., within 45 days shall be deemed to be disapproval by the Town. Any provision in this Service Plan requiring "Town Manager" approval or consent shall require the Town Manager's prior written approval or consent exercised in the Town Manager's sole discretion. The Town Manager may determine in his or her sole discretion to refer any issue requiring the Town Manager's consent to the Town Council.

II. DEFINITIONS

In this Service Plan, the following words, terms and phrases which appear in a capitalized format shall have the meaning indicated below, unless the context clearly requires otherwise:

Approved Development Plan: means a Town-approved development plan or other land use application required by the Town Code for identifying, among other things, public improvements necessary for facilitating the development of property within the Service Area, which plan shall include, without limitation, any development agreement required by the Town Code.

Board: means the duly constituted Board of Directors of the District.

Bond, Bonds or Debt: means bonds, notes or other multiple fiscal year financial obligations for the payment of which the District has promised to impose an ad valorem property tax mill levy, or other legally available revenue permitted pursuant to this Service Plan. Such terms do not include contracts through which the District procures or provides services or tangible property.

Town: means the Town of Pagosa Springs, Colorado, a home rule municipality.

Town Manager: means the Town Manager of the Town.

Town Council: means the Town Council of the Town of Pagosa Springs.

Town Code: means collectively the Town's Home Rule Charter, Municipal Code, Land Use Code and ordinances as all are now existing and hereafter amended.

C.R.S.: means the Colorado Revised Statutes.

Debt Mill Levy: means a property tax mill levy imposed on Taxable Property by the District for the purpose of paying Debt as authorized in this Service Plan, at a rate not to exceed the limitations set in Section IX.B of this Service Plan. The Debt Mill levy shall have a term not to exceed forty (40) years from the date of its first imposition. Any unpaid Developer Advances and/or Debt payments shall be discharged at that time.

Developer: means a person or entity that is the owner of property or owner of contractual rights to property in the Service Area that intends to develop the property.

Developer Advances: means any advances to the District by the Developer for the costs of the Public Improvements and/or operational costs, either in the form of direct payment for such costs or by means of advances to the District. Such

advances, which the Board is obligated to appropriate on an annual basis, shall count against the maximum allowable debt limit under this Service Plan and may be repaid by the District from bond proceeds, or legally available sources of revenue. Developer Advances will be considered subordinate to the District general obligation bonds. The interest rate on Developer Advances shall not exceed the current Bond Buyer 20-Bond GO Index plus 4% or a maximum of 12%, whichever the lesser.

Disclosure Notice: Written notice, in substantially the form attached hereto as **Exhibit K**, and approved by the Town Manager, provided to potential purchasers of property within the District, which includes the maximum amount of debt authorized, the amount of debt already issued, the debt term remaining, the expected date of repayment, the Maximum Mill Levy and anticipated property tax bill based on the anticipated sale price.

District: means the *[Name of District]* organized under and governed by this Service Plan.

District Boundaries: means the boundaries of the area legally described in **Exhibit A** attached hereto and incorporated by reference and as depicted in the District Boundary Map.

District Boundary Map: means the map of the District Boundaries attached hereto as **Exhibit B** and incorporated by reference.

End User: means any owner, or tenant of any owner, of any property within the District, who is intended to become burdened by the imposition of ad valorem property taxes and/or Fees. By way of illustration, a resident homeowner, renter, commercial property owner or commercial tenant is an End User. A Developer and any person or entity that constructs homes or commercial structures is not an End User.

External Municipal Advisor: means a Municipal Advisor that: (1) is qualified to advise Colorado governmental entities on matters relating to the issuance of securities by Colorado governmental entities including matters such as the pricing, sales and marketing of such securities and the procuring of bond ratings, credit enhancement and insurance in respect of such securities; and (2) is not an officer or employee of the District; and (4) is approved by the Town Manager.

External Municipal Advisor Certificate: Opinion of a registered Municipal Advisor as to the reasonableness of the terms of any debt instrument issued by the District in substantially the form cited below:

We are [I am] a Municipal Advisor within the meaning of

the District's Service Plan. We [I] certify that (1) the net effective interest rate (calculated as defined in Section 32-1-103(12), C.R.S.) to be borne by [insert the designation of the Debt] does not exceed a reasonable current [tax-exempt] [taxable] interest rate, using criteria deemed appropriate by us [me] and based upon our [my] analysis of comparable high yield securities; and (2) the structure of [insert designation of the Debt], including maturities and early redemption provisions, is reasonable considering the financial circumstances of the District.

Fees: means the fees, rates, tolls, penalties and charges the District is authorized to impose and collect under this Service Plan, if any.

Financial Plan: means the Financial Plan described in Section IX of this Service Plan which was prepared or approved by *[Name]*, an External Financial Advisor approved by the Town Manager, in accordance with the requirements of this Service Plan and describes (a) how the Public Improvements are to be financed; (b) how the Debt is expected to be incurred; and (c) the estimated operating revenue derived from property taxes and Fees (if any) for the first budget year through the year in which all District Debt is expected to be defeased or paid in the ordinary course.

Inclusion Area Boundaries: means the boundaries of the property that is anticipated to be added to the District Boundaries after the District's organization, which property is legally described in **Exhibit C** attached hereto and incorporated by reference and depicted in the map attached hereto as **Exhibit D** and incorporated herein by reference.

Maximum Debt Authorization: means the total Debt the District is permitted to issue as set forth in Section IX.B.7 of this Service Plan.

Maximum Debt Term Limit: means the maximum term during which the Debt Mill Levy may be imposed on property developed in the Service Area. This maximum term, including refunding bonds, unless approved by the District's Board as defined herein, shall not exceed _____ *[enter a term that will not extend past the useful life of the Public Improvements funded by such debt measured from the date of completion of the improvements; but not to exceed 30 years]* years from the calendar year in which the District issues Bonds.

Maximum Mill Levy: means the maximum mills that the District may levy for its combined Debt Mill Levy and Operations and Maintenance Mill Levy (if any), at a rate not to exceed the limitation set in Section IX.B.1 of this Service Plan.

Municipal Advisor: means as any person (who is not a municipal entity or an employee of a municipal entity) that provides advice to or on behalf of a municipal entity or obligated person with respect to municipal financial products or the issuance of municipal securities, or that undertakes a solicitation of a municipal entity or obligated person. Said person shall be registered under Section 15B of the Securities Exchange Act of 1934, as amended from time to time.

Operations and Maintenance Mill Levy: means a property tax mill levy imposed on Taxable Property for the purpose of funding District administration, operations and maintenance as authorized in this Service Plan, including, without limitation, repair and replacement of Public Improvements, and imposed at a rate not to exceed the limitations set in Section IX.B.3. of this Service Plan.

Planned Development: means the private development or redevelopment of the properties in the Service Area, commonly referred to as the *[Name]* development, under an Approved Development Plan.

Project: means the installation and construction of the Public Improvements for the Planned Development.

Public Improvements: means the improvements and infrastructure the District is authorized by this Service Plan to finance, plan, design, acquire, construct and install *[add “operate and maintain” only if the Town has approved such function]* for the Planned Development to serve the future taxpayers and inhabitants of the District, except as specifically prohibited or limited in this Service Plan. Public Improvements shall include, without limitation, the improvements and infrastructure described in **Exhibit E** attached hereto and incorporated by reference.

Service Area: means the property within the District Boundaries and the property in the Inclusion Area Boundaries when it is added, in whole or part, to the District Boundaries.

Special District Act: means Article 1 in Title 32 of the Colorado Revised Statutes, as amended.

Service Plan: means this service plan for the District approved by the Town Council.

Service Plan Amendment: means a material modification of the Service Plan approved by the Town Council in accordance with the Special District Act, this Service Plan and any other applicable law.

State: means the State of Colorado.

Taxable Property: means the real and personal property within the District Boundaries and within the Inclusion Area Boundaries when added to the District Boundaries that will be subject to the ad valorem property taxes imposed by the District.

TABOR: means Colorado's Taxpayer's Bill of Rights in Article X, Section 20 of the Colorado Constitution.

Vicinity Map: means the map attached hereto as **Exhibit F** and incorporated by reference depicting the location of the Service Area within the regional area surrounding it.

III. BOUNDARIES AND LOCATION

The area of the District Boundaries includes approximately *[Insert Number]* acres and the total area proposed to be included in the Inclusion Area Boundaries is approximately *[Insert Number]* acres. A legal description and map of the District Boundaries are attached hereto as **Exhibit A** and **Exhibit B**, respectively. A legal description and map of the Inclusion Area Boundaries are attached hereto as **Exhibit C** and **Exhibit D**, respectively. It is anticipated that the District's Boundaries may expand or contract from time to time as the District undertakes inclusions or exclusions pursuant to the Special District Act, subject to the limitations set forth in this Service Plan. The location of the Service Area is depicted in the vicinity map attached as **Exhibit F**.

IV. DESCRIPTION OF PROJECT, PLANNED DEVELOPMENT, PUBLIC BENEFITS & ASSESSED VALUATION

A. Project and Planned Development.

[Describe the nature of the Project and Planned Development, estimated population at build out, timeline for development, estimated assessed value after 5 and 10 years and estimated sales tax revenue. Also, please identify all plans, including but not limited to Town-wide Plans, Small Area Plans, and General Development Plans that apply to any portion of the District's Boundaries or Inclusion Area Boundaries and describe how the Project and Planned Development are consistent with the applicable plans. Please state if the proposed District is to be located within an urban renewal area and if the proposed development is anticipating the use of tax increment financing (TIF). If the District intends to pursue TIF, provide information on how the TIF financing will interact with the District's financing and how the necessary Public Improvements will be shared across the two funding sources.]

Approval of this Service Plan by the Town Council does not imply approval of the development of any particular land use for any specific area within the District. Any such approval must be contained within an Approved Development Plan.

B. Public Benefits.

In addition to providing the Public Improvements, the organization of the District is intended to enable the Project to deliver a number of extraordinary direct and indirect public benefits, including: [Describe Public Benefits] (collectively, the “Public Benefits”). The Public Benefits to be provided under this Service Plan are specifically described in **Exhibit J** attached hereto and incorporated herein by reference.

C. Assessed Valuation.

The current assessed valuation of the Service Area is approximately [*Dollar Amount*] and, at build out, is expected to be [*Dollar Amount*]. These amounts are expected to be sufficient to reasonably discharge the Debt as demonstrated in the Financial Plan.

V. INCLUSION OF LAND IN THE SERVICE AREA

Other than the real property in the Inclusion Area Boundaries, the District shall not include any real property into the Service Area without the Town Council’s prior written approval and in compliance with the Special District Act. Once the District has issued Debt, it shall not exclude real property from the District’s boundaries without the prior written consent of the Town.

VI. DISTRICT GOVERNANCE

The District’s Board shall be comprised of persons who are a qualified “eligible elector” of the District as provided in the Special District Act. It is anticipated that over time, the End Users who are eligible electors will assume direct electoral control of the District’s Board as development of the Service Area progresses. The District shall not enter into any agreement by which the End Users’ electoral control of the Board is removed or diminished.

VII. AUTHORIZED AND PROHIBITED POWERS

A. General Grant of Powers.

The District shall have the power and authority to provide the Public Improvements and related operation and maintenance services, within and without the District Boundaries, as such powers and authorities are described in the Special District Act, other applicable State law, common law and the Colorado Constitution, subject to the prohibitions, restrictions and limitations set forth in this Service Plan.

If, after the Service Plan is approved, any State law is enacted to grant additional powers or authority to metropolitan districts by amendment of the Special District Act or otherwise, such powers and authority shall not be deemed to be a part hereof. These new

powers and authority shall only be available to be exercised by the District if the Town Council first approves a Service Plan Amendment to specifically allow the exercise of such powers or authority by the District.

B. Prohibited Improvements and Services and other Restrictions and Limitations.

The District's powers and authority under this Service Plan to provide Public Improvements and services and to otherwise exercise its other powers and authority under the Special District Act and other applicable State law, are prohibited, restricted and limited as hereafter provided. Failure to comply with these prohibitions, restrictions and limitations shall constitute a material modification under this Service Plan and shall entitle the Town to pursue all remedies available at law and in equity as provided in Sections XV and XVI of this Service Plan:

1. Eminent Domain Restriction

The District shall not exercise its statutory power of eminent domain without first obtaining approval from the Town Council. This restriction on the District's exercise of its eminent domain power is being voluntarily acquiesced to by the District and shall not be interpreted in any way as a limitation on the District's sovereign powers and shall not negatively affect the District's status as a political subdivision of the State as conferred by the Special District Act.

2. Fee Limitation

The District is not authorized to impose and collect any fees ***[if the Town approved specific fees, add: "except that District may seek written approval in the form of a resolution from the Town Council to collect and impose the following fees: _____"]***.

3. Operations and Maintenance

The primary purpose of the District is to plan for, design, acquire, construct, install, relocate, redevelop and finance the Public Improvements. The District shall dedicate the Public Improvements to the Town or other appropriate jurisdiction or owners' association in a manner consistent with the Approved Development Plan and the Town Code, provided that nothing herein requires the Town to accept a dedication. ***[Add if appropriate: The District is specifically authorized to operate and maintain all or any part of the Public Improvements not otherwise conveyed or dedicated to the Town or another appropriate governmental entity until such time as the District is dissolved]***.

If the boundaries of the District overlap with the boundaries of an owners' association, then during any year (including any portion of a year) when the Developer is the declarant of the association, written consent of the Town is required prior to the levy and collection of an Operations and Maintenance Mill Levy (defined below) by the metropolitan district.

4. Fire Protection Restriction

The District is not authorized to plan for, design, acquire, construct, install, relocate, redevelop, finance, own, operate or maintain fire protection facilities or services. The authority to plan for, design, acquire, construct, install, relocate, redevelop, finance, own, operate or maintain fire hydrants and related improvements installed as part of the Project's water system shall not be limited by this subsection.

5. Public Safety Services Restriction

The District is not authorized to provide policing or other security services. However, the District may, pursuant to C.R.S. §32-1-1004(7), as amended, furnish security services pursuant to an intergovernmental agreement with the Town.

6. Grants from Governmental Agencies Restriction

The District shall not apply for grant funds distributed by any agency of the United States Government or the State, including but not limited to the Department of Local Affairs, Conservation Trust Fund, and Great Outdoors Colorado, without the prior written approval of the Town Manager. This restriction does not apply to specific ownership taxes which shall be distributed to and be a revenue source for the District without any limitation.

7. Television Relay and Translation Restriction

The District is not authorized to plan for, design, acquire, construct, install, relocate, redevelop, finance, own, operate or maintain television relay and translation facilities and services, other than for the installation of conduit as a part of a street construction project, unless such facilities and services are provided pursuant to prior written approval from the Town Council as a Service Plan Amendment.

8. Potable Water and Wastewater Treatment Facilities

Acknowledging that the Town currently owns and operates treatment facilities for potable water and wastewater that are available to provide services to the Service Area, the District shall not plan, design, acquire,

construct, install, relocate, redevelop, finance, own, operate or maintain such facilities without obtaining the Town Council's prior written approval either by intergovernmental agreement or as a Service Plan Amendment.

9. Sales and Use Tax Exemption Limitation

The District shall not exercise any sales and use tax exemption otherwise available to the District under the Town Code.

10. Sub-district Restriction

The District shall not create any sub-district pursuant to the Special District Act without the prior written approval of the Town Council.

11. External Municipal Advisor Statement

Prior to the issuance of any Debt, the District shall obtain the certification of a Municipal Advisor acceptable to the Town substantially as follows:

We are [I am] a Municipal Advisor within the meaning of the District's Service Plan.

We [I] certify that (1) the net effective interest rate (calculated as defined in C.R.S. Section 32-1-103(12)) to be borne by [insert the designation of the Debt] does not exceed a reasonable current [tax-exempt] [taxable] interest rate, using criteria deemed appropriate by us [me] and based upon our [my] analysis of comparable high yield securities; and (2) the structure of [insert designation of the Debt], including maturities and early redemption provisions, is reasonable considering the financial circumstances of the District.

12. Special Assessments

The District shall not impose special assessments without the prior written approval of the Town Council.

13. Limitation on Extraterritorial Service

The District shall not be authorized to provide services or facilities outside the District boundaries or to establish Fees, rates, tolls, charges, penalties or charges for any such service or facilities.

14. Overlap Limitation

Without the prior consent of the Town Council, which consent shall be evidenced by resolution, the boundaries of the District shall not overlap with any other metropolitan district formed under the Special District Act.

15. Consolidation Limitation

The District shall not file a request with any Court to consolidate with another Title 32 district without the prior consent of the Town, which shall be evidenced by resolution.

VIII. PUBLIC IMPROVEMENTS AND ESTIMATED COSTS

Exhibit E summarizes the type of Public Improvements that are projected to be constructed and/or installed by the District. The cost, scope, and definition of such Public Improvements may vary over time. The total estimated costs of Public Improvements, as set forth in **Exhibit G**, are approximately [**Dollar Amount**] in [**Year**] dollars and total approximately [**Dollar Amount**] in the anticipated year of construction dollars. The cost estimates are based upon preliminary engineering, architectural surveys, and reviews of the Public Improvements set forth in **Exhibit E** and include all construction cost estimates together with estimates of costs such as land acquisition, engineering services, legal expenses and other associated expenses. Maps of the anticipated location, operation, and maintenance of Public Improvements are attached hereto as **Exhibit H**. Changes in the Public Improvements or cost, which are approved by the Town in an Approved Development Plan and any agreement approved by the Town Council pursuant to Section IV.B of this Service Plan, shall not constitute a Service Plan Amendment.

The Public Improvements shall be listed using an ownership and maintenance matrix in **Exhibit E**, either individually or categorically, to identify the ownership and maintenance responsibilities of the Public Improvements.

The Town Code has development standards, contracting requirements and other legal requirements related to the construction and payment of public improvements and related to certain operation activities. Relating to these, the District shall comply with the following requirements:

A. Development Standards.

The District shall ensure that the Public Improvements are designed and constructed in accordance with the standards and specifications of the Town Code and of other governmental entities having proper jurisdiction, as applicable. The District directly, or indirectly through any Developer, will obtain the Town's approval of civil engineering plans and will obtain applicable permits for construction and installation of Public Improvements prior to performing such work. Unless waived by the Town Council, the

District shall be required, in accordance with the Town Code, to post a letter of credit, or other approved development security for any Public Improvements to be constructed by the District. Such development security may be released in the Town Manager's discretion when the District has obtained funds, through Debt issuance or otherwise, adequate to insure the construction of the Public Improvements, unless such release is prohibited by or in conflict with any Town Code provision, State law or any agreement approved and entered into under Section IV.B of this Service Plan. Any limitation or requirement concerning the time within which the Town must review the District's proposal or application for an Approved Development Plan or other land use approval is hereby waived by the District.

B. Contracting.

The District shall comply with all applicable State purchasing, public bidding and construction contracting requirements and limitations.

C. Land Acquisition and Conveyance.

The purchase price of any land or improvements acquired by the District from the Developer shall be no more than the then-current fair market value as confirmed by an independent MAI appraisal for land and by an independent professional engineer for improvements. Land, easements, improvements and facilities conveyed to the Town shall be free and clear of all liens, encumbrances and easements, unless otherwise approved by the Town Manager prior to conveyance. All conveyances to the Town shall be by special warranty deed, shall be conveyed at no cost to the Town, shall include an ALTA title policy issued to the Town shall meet the environmental standards of the Town and shall comply with any other conveyance prerequisites required in the Town Code.

D. Equal Employment and Discrimination.

In connection with the performance of all acts or activities hereunder, the District shall not discriminate against any person otherwise qualified with respect to its hiring, discharging, promoting or demoting or in matters of compensation solely because of race, color, religion, national origin, gender, age, military status, sexual orientation, gender identity or gender expression, marital status, or physical or mental disability, and further shall insert the foregoing provision in contracts or subcontracts entered into by the District to accomplish the purposes of this Service Plan.

IX. FINANCIAL PLAN/PROPOSED DEBT

This Section IX of the Service Plan describes the nature, basis, method of funding and financing limitations associated with the acquisition, construction, completion, repair, replacement, operation and maintenance of Public Improvements.

A. Financial Plan.

The District's Financial Plan, attached as **Exhibit I** and incorporated by reference, reflects the District's anticipated schedule for incurring Debt to fund Public Improvements in support of the Project. The Financial Plan also reflects the schedule of all anticipated revenues flowing to the District derived from District mill levies, [***Fees imposed by the District***], specific ownership taxes, and all other anticipated legally available revenues. The Financial Plan is based on economic, political and industry conditions as they presently exist and reasonable projections and estimates of future conditions. These projections and estimates are not to be interpreted as the only method of implementation of the District's goals and objectives but rather a representation of one feasible alternative. Other financial structures may be used so long as they are in compliance with this Service Plan. The Financial Plan incorporates all of the provisions of this Article IX. [***Add if Developer Advances are to be used: The Developer will incur costs for Public Improvements, either in the form of direct payments for such costs, or by means of advances to the District. These Developer Advances will be reimbursable by the District from Debt, contractual reimbursement agreements and/or any other revenue sources available by law and permitted by this Service Plan, and are subject to the Maximum Debt Authorization, Maximum Mill Levy, and Maximum Debt Term Limit.***]

Based upon the assumptions contained therein, the Financial Plan projects the issuance of Bonds to fund Public Improvements and anticipated Debt repayment based on the development assumptions and absorptions of the property in the Service Area by End Users. The Financial Plan anticipates that the District will finance the planning, design, acquisition, construction, installation and completion of all Public Improvements needed to serve the Service Area.

The Financial Plan demonstrates that the District will have the financial ability to discharge all Debt to be issued as part of the Financial Plan on a reasonable basis. Furthermore, the District will secure the certification of a Municipal Advisor who will provide an opinion as to whether such Debt issuances are in the best interest of the District at the time of issuance.

B. Mill Levies.

It is anticipated that the District will impose a Debt Mill Levy and an Operations and Maintenance Mill Levy on all property within the Service Area. In doing so, the following shall apply:

1. Maximum Mill Levy

The Maximum Mill Levy shall not exceed _____ [***50 mills , or the amount of the Debt Mill Levy + Operations and Maintenance Mill Levy from below, whichever is less***] mills in the aggregate of the Debt Mill Levy and any Operations and Maintenance Mill Levy (if authorized), subject to Gallagher adjustments.

2. Debt Mill Levy

The District may impose a Debt Mill levy of up to _____ mills [*Note: debt mill levy must take into account the costs of the Public Improvements to paid for through debt mill levy and anticipated AV, but must not exceed 50 mills when combined with O&M mill levy*], subject to Gallagher adjustments; however, the Maximum Mill Levy may not be exceeded. The Debt Mill Levy shall be imposed for a term not greater than 40 years from the date of its first imposition

3. Operations and Maintenance Mill Levy

The District is not authorized to impose an Operations and Maintenance Mill Levy.

or

The District may impose an Operations and Maintenance Mill Levy of up to ten (10) mills, subject to Gallagher adjustments; however, the Maximum Mill Levy must not be exceeded.

4. Gallagher Adjustments

In the event the State's method of calculating assessed valuation for the Taxable Property changes after January 1, [current year] or any constitutionally mandated tax credit, cut or abatement, the District's Mill Levy, Debt Mill Levy, Operations and Maintenance Mill Levy, and Maximum Mill Levy, amounts herein provided may be increased or decreased to reflect such changes; such increases or decreases shall be determined by the District's Board in good faith so that to the extent possible, the actual tax revenues generated by such mill levies, as adjusted, are neither enhanced nor diminished as a result of such change occurring after January 1, [current year]. For purposes of the foregoing, a change in the ratio of actual valuation to assessed valuation will be a change in the method of calculating assessed valuation.

5. Excessive Mill Levy Pledges

Any Debt issued with a mill levy pledge, or which results in a mill levy pledge that exceeds the Maximum Mill Levy, shall be deemed a material modification of this Service Plan and shall not be an authorized issuance of Debt unless and until such material modification has been approved by a Service Plan Amendment.

6. Refunding Debt

The Maximum Debt Term Limit may be exceeded for Debt refunding purposes if: (1) a majority of the District Board is composed of End Users and have voted in favor of a refunding of a part or all of the Debt; or (2) such refunding will result in a net present value savings.

7. Maximum Debt Authorization

The District anticipates approximately [*Dollar Amount*] in project costs in [*Year*] dollars as set forth in **Exhibit E** and anticipate issuing approximately [*Dollar Amount*] in Debt to pay such costs as set forth in **Exhibit G**, which Debt issuance amount shall be the amount of the Maximum Debt Authorization. The District shall not issue Debt in excess of the Maximum Debt Authorization. Bonds, loans, notes or other instruments which have been refunded shall not count against the Maximum Debt Authorization. The District must obtain from the Town Council a Service Plan Amendment prior to issuing Debt in excess of the Maximum Debt Authorization.

C. Maximum Voted Interest Rate and Underwriting Discount.

The interest rate on any Debt is expected to be the market rate at the time the Debt is issued. The maximum interest rate on any Debt, including any defaulting interest rate, is not permitted to exceed Twelve Percent (12%). The maximum underwriting discount shall be two and a half percent (2.5%). Debt, when issued, will comply with all relevant requirements of this Service Plan, the Special District Act, other applicable State law and federal law as then applicable to the issuance of public securities.

D. Disclosure to Purchasers.

In order to notify future End Users who are purchasing residential lots or dwellings units in the Service Area that they will be paying, in addition to the property taxes owed to other taxing governmental entities, the property taxes imposed under the Debt Mill Levy [*and the Operations and Maintenance Mill Levy*], the District shall not be authorized to issue any Debt under this Service Plan until there is included in the Developer's Approved Development Plan provisions that require the following:

1. That the Developer, and its successors and assigns, shall prepare and submit to the Town Manager for his approval the Disclosure Notice in substantially the form attached hereto as **Exhibit K**, which includes the maximum amount of debt authorized, the amount of debt already issued, the debt term remaining, the expected date of repayment, the Maximum Mill Levy and anticipated property tax bill based on the anticipated sale price;

2. That when the Disclosure Notice is approved by the Town Manager, the Developer shall record the Disclosure Notice in the Archuleta County Clerk and Recorder's Office; and
3. That the approved Disclosure Notice shall be provided by the Developer, and by its successors and assigns, to each potential End User purchaser of a residential lot or dwelling unit in the Service Area as early as possible in the purchasing process, but at least before that purchaser enters into a written agreement for the purchase and sale of that residential lot or dwelling unit.

E. Municipal Advisor.

A Municipal Advisor acceptable to the Town shall be retained by the District to provide a written opinion regarding the proposed terms and whether Debt terms and conditions are reasonable based upon the status of development within the District, the projected tax base increase in the District, the security offered and other considerations as may be identified by the Advisor. The District shall include in the transcript of any Bond transaction or other appropriate financing documentation for related Debt instrument, a signed letter from the Municipal Advisor providing an official opinion on the structure of the Debt, the cost of issuance, sizing, repayment term, redemption feature, couponing, credit spreads, payment, closing date, and other material transaction details of the proposed Debt. Debt shall not be undertaken by the District if the Debt terms and conditions are found to be unreasonable by the Municipal Advisor.

F. Disclosure to Debt Purchasers.

District Debt shall set forth a statement in substantially the following form:

“By acceptance of this instrument, the owner of this Debt agrees and consents to all of the limitations with respect to the payment of the principal and interest on this Debt contained herein, in the resolution of the District authorizing the issuance of this Debt and in the Service Plan of the District. This Debt is not and cannot be a Debt of the Town of Pagosa Springs, Colorado”

Similar language describing the limitations with respect to the payment of the principal and interest on Debt set forth in this Service Plan shall be included in any document used for the offering of the Debt for sale to persons, including, but not limited to, a Developer of property within the Service Area.

G. Security for Debt.

The District shall not pledge any revenue or property of the Town as security for the indebtedness set forth in this Service Plan. Approval of this Service Plan shall not be

construed as a guarantee by the Town of payment of any of the District's obligations; nor shall anything in the Service Plan be construed so as to create any responsibility or liability on the part of the Town in the event of default by the District in the payment of any such obligation.

H. TABOR Compliance.

The District shall comply with the provisions of TABOR. In the discretion of the District's Board, the District may set up other qualifying entities to manage, fund, construct and operate facilities, services, and programs. To the extent allowed by law, any entity created by a District will remain under the control of the District's Board.

I. District's Operating Costs.

The estimated cost of acquiring land, engineering services, legal services and administrative services, together with the estimated costs of the District's organization and initial operations, are anticipated to be [*Dollar Amount*], which will be eligible for reimbursement from Debt proceeds.

In addition to the capital costs of the Public Improvements, the Districts will require operating funds for administration and to plan and cause the Public Improvements to be operated and maintained. The first year's operating budget is estimated to be [*Dollar Amount*].

Ongoing administration, operations and maintenance costs may be paid from property taxes collected through the imposition of an Operations and Maintenance Mill Levy, as set forth in Section IX.B.3, as well as from other revenues legally available to the District.

J. Monies from Other Governmental Sources. The District shall not apply for or accept monies from the Conservation Trust Fund, Great Outdoors Colorado, or other funds available from or through governmental or non-profit entities that the Town is eligible to apply for, except with prior approval of the Town. This limitation shall not apply to specific ownership taxes which shall be distributed to and available as a revenue source for the District without limitation.

X. **TOWN FEES**

The District shall pay all applicable Town fees as required by the Town Code.

XI. **BANKRUPTCY LIMITATIONS**

All of the limitations contained in this Service Plan, including, but not limited to, those pertaining to the Maximum Mill Levy, Maximum Debt Term Limit and Fees, have been established under the authority of the Town in the Special District Act to approve this

Service Plan. It is expressly intended that by such approval such limitations: (i) shall not be set aside for any reason, including by judicial action, absent a Service Plan Amendment; and (ii) are, together with all other requirements of State law, included in the “political or governmental powers” reserved to the State under the U.S. Bankruptcy Code (11 U.S.C.) Section 903, and are also included in the “regulatory or electoral approval necessary under applicable non-bankruptcy law” as required for confirmation of a Chapter 9 Bankruptcy Plan under Bankruptcy Code Section 943(b)(6).

XII. ANNUAL REPORTS AND BOARD MEETINGS

A. General.

The District shall be responsible for submitting an Annual Report to the Town Clerk no later than September 1st of each year following the year in which the Order and Decree creating the District has been issued. The annual report may be made available to the public on the Town’s website.

B. Board Meetings.

The District’s board of directors shall hold at least one public board meeting in three of the four quarters of each calendar year, beginning in the first full calendar year after the District’s creation. Notice for each of these meetings shall be given in accordance with the requirements of the Special District Act and other applicable State law. This meeting requirement shall not apply until there is at least one End User of property within the District. Also, this requirement shall no longer apply when a majority of the directors on the District’s Board are End Users.

C. Report Requirements.

Unless waived in writing by the Town Manager, the District Annual Report must include the following in the Annual Report:

1. Narrative

A narrative summary of the progress of the District in implementing its Service Plan for the report year.

2. Financial Statements

Except when exemption from audit has been granted for the report year under the Local Government Audit Law, the audited financial statements of the District for the report year including a statement of financial condition (i.e., balance sheet) as of December 31 of the report year and the statement of operation (i.e., revenue and expenditures) for the report year.

3. Capital Expenditures

Unless disclosed within a separate schedule to the financial statements, a summary of the capital expenditures incurred by the District in development of improvements in the report year.

4. Financial Obligations

Unless disclosed within a separate schedule to the financial statements, a summary of financial obligations of the District at the end of the report year, including the amount of outstanding Debt, the amount and terms of any new District Debt issued in the report year, the total assessed valuation of all Taxable Property within the Service Area as of January 1 of the report year and the current total District mill levy pledged to Debt retirement in the report year.

5. Board Contact Information

The names and contact information of the current directors on the District's Board, any District manager, and the attorney for the District shall be listed in the report. The District's current office address, phone number, email address and any website address shall also be listed in the report.

6. Other Information

Any other information deemed relevant by the Town Council or deemed reasonably necessary by the Town Manager.

7. Reporting of Significant Events

The Annual Report shall also include information as to any of the following that occurred during the report year:

- (1) Boundary changes made or proposed to the District Boundaries as of December 31 of the report year.
- (2) Intergovernmental Agreements with other governmental entities, either entered into or proposed as of December 31 of the report year.
- (3) Copies of the District's rules and regulations, if any, or substantial changes to the District's rules and regulations as of December 31 of the report year.

- (4) A summary of any litigation which involves the District's Public Improvements as of December 31 of the report year.
- (5) A list of all facilities and improvements constructed by the District that have been dedicated to and accepted by the Town as of December 31 of the report year.
- (6) Notice of any uncured events of default by the District, which continue beyond a ninety (90) day period, under any Debt instrument.
- (7) Any inability of the District to pay its obligations as they come due, in accordance with the terms of such obligations, which continue beyond a ninety (90) day period.

D. Failure to Submit.

In the event the Annual Report is not timely received by the Town Clerk or is not fully responsive, notice of such default shall be given to the District Board at its last known address. The failure of the District to file the Annual Report within forty-five (45) days of the mailing of such default notice by the Town Clerk may constitute a material modification of the Service Plan, at the discretion of the Town Manager.

XIII. SERVICE PLAN AMENDMENTS

This Service Plan is general in nature and does not include specific detail in some instances. The Service Plan has been designed with sufficient flexibility to enable the District to provide required improvements, services and facilities under evolving circumstances without the need for numerous amendments. Modification of the general types of improvements and facilities making up the Public Improvements, and changes in proposed configurations, locations or dimensions of the Public Improvements, shall be permitted to accommodate development needs provided such Public Improvements are consistent with the then-current Approved Development Plans for the Project and any agreement approved by the Town Council pursuant to Section IV.B of this Service Plan. Any action of the District, which is a material modification of this Service Plan requiring a Service Plan Amendment as provided in Section XIV of this Service Plan or that does not comply with provisions of this Service Plan, shall be deemed to be a material modification to this Service Plan unless otherwise expressly provided in this Service Plan. All other departures from the provisions of this Service Plan shall be considered on a case-by-case basis as to whether such departures are a material modification under this Service Plan or the Special District Act.

XIV. MATERIAL MODIFICATIONS

Material modifications to this Service Plan may be made only in accordance with C.R.S. Section 32-1-207 as a Service Plan Amendment. No modification shall be required for an action of the District that does not materially depart from the provisions of this Service Plan, unless otherwise provided in this Service Plan.

Departures from the Service Plan that constitute a material modification requiring a Service Plan Amendment include, without limitation:

1. Actions or failures to act that create materially greater financial risk or burden to the taxpayers of the District;
2. Performance of a service or function, construction of an improvement, or acquisition of a major facility that is not closely related to an improvement, service, function or facility authorized in the Service Plan;
3. Failure to perform a service or function, construct an improvement or acquire a facility required by the Service Plan; and
4. Failure to comply with any of the preconditions, prohibitions, limitations and restrictions of this Service Plan.

XV. DISSOLUTION

Upon independent determination by the Town Council that the purposes for which the District was created have been accomplished, the District shall file a petition in district court for dissolution as provided in the Special District Act. In no event shall dissolution occur until the District has provided for the payment or discharge of all of its outstanding indebtedness and other financial obligations as required pursuant to State law.

In addition, if within five (5) years from the date of the Town Council's approval of this Service Plan the intergovernmental agreement contemplated by Section XVII of this Service Plan has not been entered into by the Town with the District and/or any Developer, despite the parties conducting good faith negotiations attempting to do so, the Town may opt to pursue the remedies available to it under C.R.S. Section 32-1-701(3) in order to compel the District to dissolve in a prompt and orderly manner. In such event: (i) the limited purposes and powers of the District, as authorized herein, shall automatically terminate and be expressly limited to taking only those actions that are reasonably necessary to dissolve; (ii) the Board of the District will be deemed to have agreed with the Town regarding its dissolution without an election pursuant to C.R.S. §32-1-704(3)(b); (iii) the District shall take no action to contest or impede the dissolution of the District and shall affirmatively and diligently cooperate in securing the final dissolution of the District, and (iv) subject to the statutory requirements of the Special District Act, the District shall thereupon dissolve.

XVI. SANCTIONS

Should the District undertake any act without obtaining prior Town Council approval or consent or Town Manager approval or consent under this Service Plan, that constitutes a material modification to this Service Plan requiring a Service Plan Amendment as provided herein or under the Special Districts Act, or that does not otherwise comply with the provisions of this Service Plan, the Town Council may impose one (1) or more of the following sanctions, as it deems appropriate:

1. Exercise any applicable remedy under the Special District Act;
2. Withhold the issuance of any permit, authorization, acceptance or other administrative approval, or withhold any cooperation, necessary for the District's development or construction or operation of improvements or provision of services;
3. Exercise any legal remedy under the terms of any intergovernmental agreement under which the District is in default; or
4. Exercise any other legal and equitable remedy available under the law, including seeking prohibitory and mandatory injunctive relief against the District, to ensure compliance with the provisions of the Service Plan or applicable law.

XVII. INTERGOVERNMENTAL AGREEMENT WITH TOWN

The District and the Town shall enter into an intergovernmental agreement, the form of which shall be in substantially the form attached hereto as **Exhibit L** and incorporated by reference (the "IGA"). However, the Town and the District may include such additional details, terms and conditions as they deem necessary in connection with the Project and the construction and funding of the Public Improvements and the Public Benefits. The District's Board shall approve the IGA at its first board meeting, unless agreed otherwise by the Town Manager. Entering into this IGA is a precondition to the District issuing any Debt or imposing any Debt Mill Levy, Operations and Maintenance Mill Levy or Fee for the payment of Debt under this Service Plan. In addition, failure of the District to enter into the IGA as required herein shall constitute a material modification of this Service Plan and subject to the sanctions in Article XVII of this Service Plan. The Town and the District may amend the IGA from time-to-time provided such amendment is not in conflict with any provision of this Service Plan.

XVIII. CONCLUSION

It is submitted that this Service Plan, as required by C.R.S. Section 32-1-203(2), establishes that:

1. There is sufficient existing and projected need for organized service in the Service Area to be served by the District;
2. The existing service in the Service Area to be served by the District is inadequate for present and projected needs;
3. The District is capable of providing economical and sufficient service to the Service Area; and
4. The Service Area does have, and will have, the financial ability to discharge the proposed indebtedness on a reasonable basis.

XIX. RESOLUTION OF APPROVAL

The District agrees to incorporate the Town Council's resolution approving this Service Plan, including any conditions on any such approval, into the copy of the Service Plan presented to the District Court for and in Archuleta County, Colorado.



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: David Harris, Town Manager

PROJECT:	Discussion and request for authorization to engage Slate Communications to provide communications services related to funding needs for sewer system and related improvements.
ACTION:	Discussion and action

PURPOSE/BACKGROUND:

Two companies--Slate Communications and SWC--have submitted proposals to the Town to assist in efforts to communicate funding needs for sewer system and related improvements. After reviewing the proposals, staff and the Town's Municipal Financial Advisor recommend Slate Communications due to their team's familiarity with the Town.

Due to the need to create a community education plan in a timely manner, the Town Manager recommends Council appoint two members to assist the Manager to finalize a scope of services with Slate Communications at a cost not to exceed \$25,000, engage and to begin work before the end of the month.

ATTACHMENTS:

[2025-03-21 Pagosa Springs Ballot Initiative Proposal](#)

FISCAL IMPACT:

Not to exceed \$25,000

RECOMMENDATIONS:

1. Council appoint ____ and ____ to assist the Town Manager to finalize a scope of services with Slate Communications at a cost not to exceed \$25,000, authorizing the Town Manager to execute the agreement, and to begin work before the end of the month.
2. Authorize the Town Manager to finalize a scope of services with Slate Communications at a cost not to exceed \$25,000, authorizing the Town Manager to execute the agreement, and to begin work before the end of the month.
3. Direct staff.....

slate

COMMUNICATIONS

We are local government communicators. Nothing more, nothing less*.

*Okay, maybe a bit more. We're also strategists, storytellers, and kinda nerdy when it comes to local government.



STRATEGY

Some challenges require perspective from those who have been there before. That's us.



STORYTELLING

Every community, every decision, every service has a story behind it. We help you tell it.



PUBLICATIONS

Digital or print, publications consume a lot of staff time and sanity. Let's take it off your plate.

slate

OUR PARTNERS

That's right, partners, not clients. We're in this together. We're proud to support this growing list of collaborators.



COMPANY QUALIFICATIONS

EXPECT SOMETHING DIFFERENT

Not all communications firms are local government communications firms. Many don't know how to balance best practices and community expectations, day-to-day tasks with big-picture strategy – we do. Since 2013, Slate has been helping communities nationwide build understanding and engagement.

WHY SLATE?

We believe that informed and engaged residents make better communities.

- | communications strategy and support | graphic design |
- | photography | videography | copywriting | content creation
- | social media management | publications | and more!

INDUSTRY EXPERTISE

We are proud members of the following organizations:

- | City-County Communications and Marketing Association (3CMA)
- | International City/County Management Association (ICMA)
- | Colorado City/County Management Association (CCCMA)
- | National Association of Government Communicators (NAGC)
- | State Associations: GovCo, TAPIO, CAPIO



INDUSTRY KNOWLEDGE

We've been working for local governments to support strategic community engagement for a combined 80+ years.



PARTNERSHIP-DRIVEN

We are collaborative and passionate about your success.



HOW WE DO IT

Our proven EPIC process results in improved education, awareness, and support.



NATIONALLY RECOGNIZED

We're honored to have won awards for both strategy and implementation from organizations across the country.

EXPERIENCE & BACKGROUND

Election Support:

TOWN OF MEAD POLICE – SALES TAX INCREASE

Services Provided:

- Messaging
- Police highlight videos
- Print collateral
- Social media strategy and implementation
- Newsletter content
- Event materials
- Direct mail
- Town Board support materials
- Website updates and graphics



POLICE RESOURCES & SUPPORT SURVEY

WHAT DOES PUBLIC SAFETY MEAN IN MEAD?

With an emphasis on community policing, beyond just reacting to emergency calls, we focus on preventing crimes, and enforcing traffic regulations, the department also focuses on prevention efforts and education. This includes staffed School Resource Officers in the community providing support services for victims, actively participating in community events, and responding to mental health crises.

RESPONDING TO COMMUNITY NEEDS

The Mead Police Department is dedicated to expanding its community policing efforts to meet the growing needs of the Town. To ensure the department is adequately prepared for future operations, residents are invited to take our short survey that asks about your willingness to support additional police resources in the community.



FIVE- AND 10-YEAR BUDGET PROJECTIONS

TOTAL TOWN BUDGET
Projected Town Budget
Projected Police Budget



This is our vision for the Police Department

MISSION STATEMENT

The Mead Police Department is a dedicated and diverse group of professionals who are committed to working with the community to make the town a safe and desirable place to live, work or visit. Our mission is to provide excellent service to the Mead community and make it a safer place to live and work.

CORE VALUES

- COURAGE**
Perseverance in the face of adversity and peril
- LEADERSHIP**
Setting the precedent of service to the community
- COMMITMENT**
Unwavering dedication to the mission
- HONOR**
Superior standing as a model of character, respect, and pride
- INTEGRITY**
Displaying high moral principles and honesty above all else

EXPERIENCE & BACKGROUND

Election Support:

TOWN OF SEVERANCE STREETS – SALES TAX INCREASE

Services Provided:

- Messaging
- Explainer videos
- Print collateral
- Social media strategy and implementation
- Newsletter content
- Event materials
- Presentation materials
- Direct mail
- Town Board support materials
- Website updates and graphics
- Yard signs



EXPERIENCE & BACKGROUND

Election Support:

CITY OF CASTLE PINES - HOME RULE

Services Provided:

- Messaging
- Explainer video
- Print collateral
- Social media strategy and implementation
- Newsletter content
- Website updates and graphics



EXPERIENCE & BACKGROUND

Election Support:

CITY OF LITTLETON & SOUTH METRO FIRE RESCUE

What They Needed:

A comprehensive communication campaign to explain and generate support for a ballot initiative to hand over fire protection services to a regional district.

Services Provided:

- Messaging
- Explainer videos
- Print collateral
- Social media strategy and implementation
- Event materials
- Presentation materials
- Website updates and graphics



DEVELOPMENT PROCESS

IT'S EPIC

People ask, "What is your process?"

It starts with a proven framework, but it's never a one-size-fits-all model.

Each process is customized to fit the partner and the community.



(E)XPLORE

We take pride in understanding the communities we serve. That means conversations with stakeholders, staff, and residents. It's digging into plans and communication materials. Above all, it's listening more than talking.



(P)OSITION

At the end of the day, you have something to share. Smart positioning helps break through the clutter. In this phase, we create messaging and develop visual concepts that resonate.



(I)MPLEMENT

Smart positioning is only effective if we share it. In this implementation phase, we'll outline specific strategies and tactics to bring your messaging to life.



(C)REATE

Here comes the fun part, creating solutions through a tangible user experience. We get to take all those great ideas and develop deliverables to accomplish your goals.

WORK PLAN & FEE SCHEDULE

PAGOSA SPRINGS WASTEWATER INFRASTRUCTURE FUNDING

MONTH	APR	MAY	JUN	JUL	AUG		COST
PHASE 1: Research							\$3,500
Research similar program/past efforts							
Conversations with Town Council							
Conversations with internal team to establish goals and timeline							
Develop community survey (not statistically valid, general sentiment only)							
Launch survey to community and create marketing material to promote the survey							
PHASE 2: Messaging & Campaign Development							\$2,000
Establish core thoughts and research additional details							
Develop key messages related to purpose and intent of ballot initiative							
Share survey results with the community							
PHASE 3: Strategic Communications Plan							\$3,000
Outline outreach and collateral development schedule (print, mail, electronic, etc.)							
Determine social media strategy							
Create event calendar/coordinate with existing town events							
Outline Council calendar and actions							
Review communications plan with internal communications team							
PHASE 4: Implementation							\$16,000
Design and distribution of direct mail postcard							
Create talking points and fact sheets for Town Council and staff							
Create letter from Town Council to residents							
Create social media posts and images							
Produce two short videos (overview of what the new funding would be used for and why it's needed)							
Create content for website							
Create ballot initiative rack card							
Design event materials (handouts and displays)							
Design material for a ballot initiative Town Hall meeting							
Create press releases							
Write newsletter content for Town and community partners							
TOTAL							\$24,500
* Cost estimate includes labor only - 3/21/25							

BALLOT LANGUAGE SET / CITIZEN-LED CAMPAIGN BEGINS

DON'T TAKE OUR WORD FOR IT

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The Slate team built a strong and personal campaign to recruit local applicants. They tailored messaging for different demographics. Not only has this campaign brought in more applications, but it has boosted internal employee morale knowing that we support our own drivers and their unique interests.

Jamie Tatsuno

Communications Manager
Roaring Fork Transportation
Authority

With their assistance, the City has been able to increase transparency efforts and community engagement through projects such as the design of a new city logo and branding campaign as well as two comprehensive strategic communications plans.

Lee Ann Bunselmeyer

Director of Finance &
Strategic Services
City of Corinth, TX

We loved working with Slate so much and LOVE our new brand! Slate's experience working with the government sector was extremely valuable during our process.

Connie Odom

Director,
Communications &
Media Relations
County of
Williamson, TX

Slate Communications excels in communication and has shown the ability to work seamlessly with cross-functional teams, including municipal leaders and elected officials. In addition to technical skills, Slate is highly reliable and always meets deadlines.

Lorelei Nelson

Community Engagement Director
Town of Mead, CO

I have entrusted Slate with my brand for over five years, and through many different products and projects, from community magazines and annual reports to strategy creation and consensus-building. That trust has been built with a group of people who just get it, and on a genuine understanding of what it is like to work for and with public agencies.

Thomas Reeves

Director of Public Affairs
City of Baytown, TX

Slate has been an excellent partner. Their team is experienced, professional, and responsive. I appreciate that they handle the tasks of the day, but they also anticipate future needs and bring ideas back to our organization. The variety of services and skills they provide are the perfect fit for us.

Aaron Adams

Town Manager
Town of Timnath, CO



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WE DON'T LIKE TO BRAG, BUT...

Slate is proud to
have won several
awards on behalf of
our community
partners.

2024 3CMA Silver Circle Award

Logo and Branding Design
Williamson County, TX

2024 3CMA SAVVY Award

Printed Publication
City of Baytown, TX

2023 TAMI Award

Printed Publication
City of Baytown, TX

2022 - 3CMA SAVVY Award

City Logo and Community Branding
City of Salida, CO

2022 - 3CMA Award of Excellence

Ballot Initiative for Tax Increase Communications
City of Corinth, TX

2021 - TAMI Award of Excellence

Pumpkin Palooza Website
City of Corinth, TX

2021 3CMA Savvy Award

Website Redesign
cityofsalida.com

2018 3CMA Savvy Award

Printed Publication
Englewood Citizen Magazine

2019 TAMI Award

Communications Plan
City of Corinth, TX



AGENDA BRIEF

MEETING: Town Council - 15 Apr 2025

FROM: James Dickhoff, Development Director

PROJECT: 2025 Regional Housing Needs Assessment Adoption

ACTION: Council action

PURPOSE/BACKGROUND:

Archuleta County received a grant award from DOLA in 2024 for completing an updated Housing Needs Assessment (HNA) for our entire regional community, that includes specific data for the Town and the County, where available data supported doing so.

Through a competitive bid process, ECONorthwest was recommended as the consultant to develop the updated HNA, by an RFP review committee that included: Emily Lashbrooke, Pagosa Springs Community Development Corporation (PSCDC) Executive Director; Jeff Sams, Multi-Jurisdictional Housing Coordinator; Pam Flowers, Archuleta County Development Director; and James Dickhoff, Town of Pagosa Springs Development Director, with the Archuleta Board of County Commissioners formally selecting ECONorthwest.

Pagosa Springs and Archuleta County are one of the first communities in the state to complete an HNA under the new state guidelines. One of the reasons we selected ECONorthwest to complete our HNA is due to their knowledge of the new state requirements.

On March 24, 2025 ECONorthwest presented the Draft HNA at the joint BoCC / Town Council work session, receiving no questions or comments dictating any document amendments.

The HNA is an informational tool that provides data and guidance to our community members, elected officials and developers on current and future housing needs, and is a valuable tool for supporting grant applications.

The HNA will also help support the Town and County's separate petition to the State to request higher Area Median Income (AMI) levels for available PROP 123 grant funding opportunities. Once the HNA is adopted, both the Town and County can submit our own separate petitions.

A HNA identifies the type and amount of housing needed in a community or region to ensure current and future resident and employee households at all income levels have access to quality housing that they can afford. As a result, an HNA does more than estimate the number of housing units needed to accommodate projected population or job growth. An HNA evaluates demographic trends, economic characteristics, housing unit inventory, housing market conditions, development opportunities and constraints, and existing housing programs and services, combined with input from stakeholders and residents, to identify where the market is providing suitable housing and where it is not. The HNA uses this information to estimate how much additional housing is needed to address current housing shortfalls and keep up with future growth. The objective is to estimate the housing needed to ensure quality housing is available and affordable for resident and employee households at all income levels and at different life stages to sustain community and economic health and vibrancy.

Colorado passed Senate Bill 24-174 which requires each local government, with some exceptions, to conduct and publish an HNA no later than December 31, 2026, and to update the HNA **at least every six years** thereafter. The bill's objective is to promote comprehensive planning for housing needs throughout Colorado, by providing accurate data for statewide, regional, and local government planning, while minimizing the fiscal impact on jurisdictions completing HNAs. Therefore, jurisdictions are not required to build a certain number of housing units or produce a certain type of affordable housing. Rather, completed HNAs are to be used as an informational tool to develop housing action plans

that are tailored to the unique constraints, resources, and capacity of a community or region (see Section 24-32-3705). Each local government must conduct and publish an HNA that adheres to the requirements established by SB 24-174, unless exempt under Section 24-32-3703(4). HNAs submitted to the Department for approval must include information outlined in Section 24-32-3702(1)(c)(I) through (VI) for a regional assessment and Section 24-32-3702(1)(d)(I) through (VI) for a local assessment. In producing these outputs, HNAs must demonstrate consideration of the baseline data specified in Section 24-32-3702(2). Requirements and timelines for completing, publishing, and submitting HNAs for review by the Department of Local Affairs ("Department") are detailed in Section 24-32-3703 for local HNAs and Section 24-32-3704 for regional HNAs.

Water Supply Needs Assessment now Required: One of the now required inclusions into the HNA pursuant to SB24-174, is an estimate of the water supply needs for dwelling units using per capita water use rates identified in consultation with the department of natural resources and Pagosa Area Water and Sanitation District. This estimate is not complete, however, is now underway and expected to be complete by the end of April. This estimate will be included as an appendix to the HNA, and will not change any of the data or conclusions within the HNA. Staff will share this appendix with Town Council once available.

A HNA is not:

A Market Housing Study: Commissioned for specific proposed projects by the developers to identify the feasibility of a specific project.

A Housing Action Plan: An new additional state requirement is the development of a Housing Action Plan. Archuleta County is submitting a grant application to DOLA to help offset this cost. The Town is asked to provide half the matching funds, which is expected to be funded out of the Housing Trust Fund account.

A Deed Restriction Guidelines: Separately, we are working with Archuleta County and PSCDC to develop Deed Restriction Guidelines, which will come forward in May-June for elected officials' consideration for adoption. This is partially funded under the DOLA Local Capacity Grant the Town was awarded in 2024.

ATTACHMENTS:

[Housing Needs Assessment PP Presentation](#)

[Executive Summary Final 04 09 2025](#)

[Archuleta County HNA Final 04.08.2025](#)

FISCAL IMPACT:

The grant award to Archuleta County was \$59,200 and the cost of the HNA is \$68,565. The Town's portion of the financial match is \$4,400 which is to be expensed from the Housing Initiatives account.

TOWN COUNCIL GOALS & OBJECTIVES:

Work Force Housing

RECOMMENDATIONS:

1. Move to Approve the Adoption of the 2025 Archuleta County and Town of Pagosa Springs Regional Housing Needs Assessment.
2. Move to Deny Adoption of the 2025 Housing Needs Assessment (providing direction to staff).
3. Move to Continue the Consideration of Adopting the 2025 Housing Needs Assessment until May 6, 2025 (providing direction to staff).



Archuleta County & Pagosa Springs Regional Housing Needs Assessment

Work Session

April 14, 2025



Agenda

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What is a Housing Needs Assessment and Why Complete One?

Background and Key Takeaways

Housing Shortfall and Meeting Future Growth

Using the Housing Needs Assessment



What is a Housing Needs Assessment?

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A collaborative process:

- Partnership between Archuleta County, Town of Pagosa Springs and Pagosa Springs Community Development Corporation
- DOLA funding support
- Consultant team (ECOnorthwest, Western Spaces)



HNA Framework

Using this framework will facilitate a smoother review process by the Department of Local Affairs (DOLA).

1. Demographic Trends

Establishes the foundation for understanding changes in population, household characteristics, and income, which drive housing demand and needs.

2. Economic Trends

Analyzes the interplay between jobs, wages, and housing to understand if the current housing supply meets the needs of employees.

3. Housing Inventory

Evaluates the condition, diversity, and supply of housing units to identify where there may be gaps based on demographic and economic needs.

4. Housing Market Trends

Assesses how housing market factors like rental rates, sales trends, and available supply impact housing affordability and availability for different income groups and household types.

5. Housing Problems

Evaluates challenges such as cost burden, overcrowding, homelessness, and housing instability, providing insight into the need for targeted housing programs and unique needs.

6. Housing Resources

Identifies available financial, institutional, and community resources that can support housing programs and the development, maintenance, and preservation of affordable housing opportunities.

7. Housing Development Challenges and Opportunities

Examines obstacles to the development of housing, such as regulatory, cost, and community factors, as well as land and partnership opportunities to produce housing.

8. Current & Projected Housing Needs

Ties together data from all other sections to estimate current and future housing needs across all income levels.

9. Policy Programs & Recommendations

Provides initial strategies to address identified housing needs to improve housing affordability, accessibility, and stability, and guide the development of a future housing action plan.

Why complete a Housing Needs Assessment?

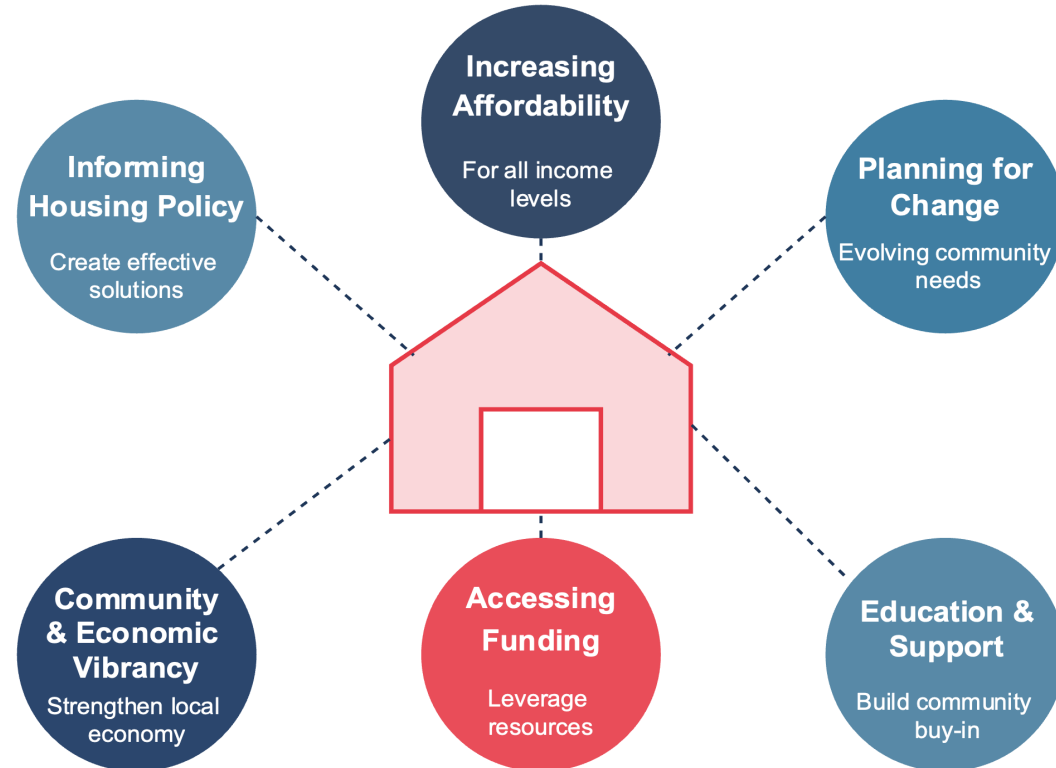
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State Incentives and Requirements

- Proposition 123
- SB24-174

Why We Need a Housing Assessment

A foundation for community housing solutions



Archuleta County Housing Needs Assessment - 2025



How We Built the Assessment

A community driven approach.

Resident Survey:

- 600 responses gathered in late 2024
- Captured local perspectives on housing barriers, commuting, and future needs

Employer Survey:

- 96 responses covering 1,374 employees
- Included businesses of various sizes and industries

Stakeholder Engagement:

- Input from nonprofits, developers, property managers, housing providers, and community organizations

What We Found

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- **The region is at a crossroads** — balancing its working local identity with growing tourism, in-migration, and investment pressures.
- **Rising housing costs are reshaping who can live here**, with affordability slipping for year-round residents.
- **The local workforce is feeling the squeeze**, even at middle-income levels.



Household Income

Archuleta County Area Median Income (AMI) 2024

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AMI Level	1-person	2-person	3-person	4-person	5-person	6-person
160% AMI	\$105,600	\$120,640	\$135,680	\$150,720	\$162,880	\$174,880
140% AMI	\$92,400	\$105,560	\$118,720	\$131,880	\$142,520	\$153,020
120% AMI	\$79,200	\$90,480	\$101,760	\$113,040	\$122,160	\$131,160
100% AMI	\$66,000	\$75,400	\$84,800	\$94,200	\$101,800	\$109,300
80% AMI	\$52,800	\$60,320	\$67,840	\$75,360	\$81,440	\$87,440
50% AMI	\$33,000	\$37,700	\$42,400	\$47,100	\$50,900	\$54,650
30% AMI	\$19,800	\$22,620	\$25,440	\$28,260	\$30,540	\$32,790

Average Household Size in Archuleta County: 2.3 persons
(2-person column highlighted as closest to county average)

Source: Archuleta County Housing Needs Assessment (2025); CHFA Income Limits

Archuleta County Housing Affordability by AMI

Based on 2-person Household Size

AMI Level	Household Income	Max Monthly Rent	Max Purchase Price
30% AMI	\$22,620	\$570	\$71,500
50% AMI	\$37,700	\$940	\$119,100
80% AMI	\$60,320	\$1,510	\$190,600
100% AMI	\$75,400	\$1,890	\$238,200
120% AMI	\$90,480	\$2,260	\$285,900

Housing Affordability in Archuleta County

Maximum affordable monthly rent calculated at 30% of monthly household income
Maximum purchase price based on 30-year mortgage at 7% with 5% down payment

Source: Archuleta County Housing Needs Assessment (2025)



Personalizing AMI

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AMI	Total %
≤30% AMI	12%
31-50% AMI	10%
51-80% AMI	21%
81-100% AMI	11%
100-120% AMI	9%
120-160% AMI	15%
160-200% AMI	6%
Over 200%	15%
Total	100%



\$19,800 - \$33,000

\$33,000 - \$60,300

\$52,800 - \$75,400

\$75,400 +

30-50% AMI

Maria

Part-time server
Single mom with two children
Works multiple jobs
\$34,500/year

Jim

Retired senior on fixed income
Lived in county for 35 years
\$29,800/year

Housing Needs

Deeply subsidized rental housing
Often cost-burdened (>50% of income on housing)

50-80% AMI

Carlos & Ana

Retail worker & hotel housekeeper
Young couple with infant child
\$54,000/year

Mike

Entry-level construction worker
Single, lives with roommates
\$47,200/year

Housing Needs

Affordable rentals and starter homes
Often cost-burdened (>30% of income on housing)

80-100% AMI

Jennifer

Administrative assistant
Single parent with teenage child
\$65,000/year

David & Sarah

Recreation guide & customer service rep
Young couple saving for first home
\$72,000/year

Housing Needs

Moderate income rental & ownership
Entry-level homeownership opportunities

Above 100% AMI

James & Lisa

Teacher & registered nurse
Family with two school-age children
\$110,000/year

Robert

IT specialist (remote worker)
Recently relocated to the county
\$135,000/year

Housing Needs

Market-rate housing with more options
Still facing challenges in tight market with limited inventory

Source: Archuleta County Housing Needs Assessment (2025); Based on households with 1.7 workers on average

Income/Wages Needed to Afford to Buy

Resident Voices – On Buying a Home

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“If we hadn’t bought our home in 2001, we wouldn’t be able to afford to live here today.”

“We’re prequalified with a strong down payment for a \$500,000 house — and we can barely find anything livable at that price.”

“I’d love to own, but unless you already own something to pull equity from, you aren’t buying in Pagosa.”

Archuleta County Housing Market Snapshot

Metrics	Values
Median sale price (2020)	\$354,000
Median sale price (2025)	\$553,500
Price increase	56%
Income needed to purchase	\$150,800
Percent of AMI	200%
Average wages needed	2.9

Based on a 2-person household (2.3 is county average)

Average annual wage in Archuleta County: \$52,670 (2023)

Source: Archuleta County Housing Needs Assessment (2025)



Income/Wages Needed to Afford Rents

Resident Voices – On Renting a Home

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“If my rent was actually affordable, I could get ahead and save for a down payment. But every time we build savings, we have to dip into it again just to get by.”

“I work two jobs just to live here. Everything has gone up, and the working class — the ones making this town run — have nowhere to live.”

Archuleta County Rental Affordability (2025)

Income needed to afford rent + utilities assumes that households do not spend more than 30% of their income on housing costs.

Unit Type	Studio	1-bedroom	2-bedroom	3-bedroom
Advertised rent (2025)	\$1,250	\$1,225	\$3,150	\$3,220
AMI level	93%	92%	167%	171%
Income to afford rent + utilities	\$50,000	\$49,000	\$126,000	\$128,800
# of average wages	0.9	0.9	2.4	2.4

Source: Archuleta County Housing Needs Assessment (2025); Average annual wage: \$52,670



Positive Trends

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- **The year-round workforce is growing**, especially among residents aged 25 to 64.
- **Job growth is strong**, with construction, health care, and services leading recovery post-COVID.
- **Recent housing development includes more variety**, like townhomes, ADUs, and small-lot subdivisions.
- **173 affordable units are already in place**, creating a solid foundation for future efforts.
- **Local employers are actively engaged** — over half offer housing support, and 70% are interested in doing more.



Concerning Trends (1): Countywide

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- **Home prices are out of reach for most locals** — the median sales price requires nearly **200% of AMI** to afford.
- **Average market rent of \$2,783/month** requires an income of **\$111,300 — 148% of AMI**.
- **Entry-level homes under \$400,000 are nearly gone**, and new development tends to target higher price points.
- **Rental vacancy rate is critically low at 0.5%**, well below the healthy 5% benchmark.

Concerning Trends (2): Countywide

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- **Cost-burden is widespread** — over **60% of renters** pay more than 30% of income on housing.
- **Tourism, service, and health care jobs dominate job growth**, but pay remains low relative to housing costs.
- **Employers report unfilled jobs and high turnover** — **76%** say housing access impacts workforce retention.
- **Land availability, infrastructure, and costs** make building affordable housing increasingly difficult.

Concerning Trends (3)

Employer Voices

"Housing is almost not achievable for the standard working class. There is almost nothing available, and what is, is unaffordable."

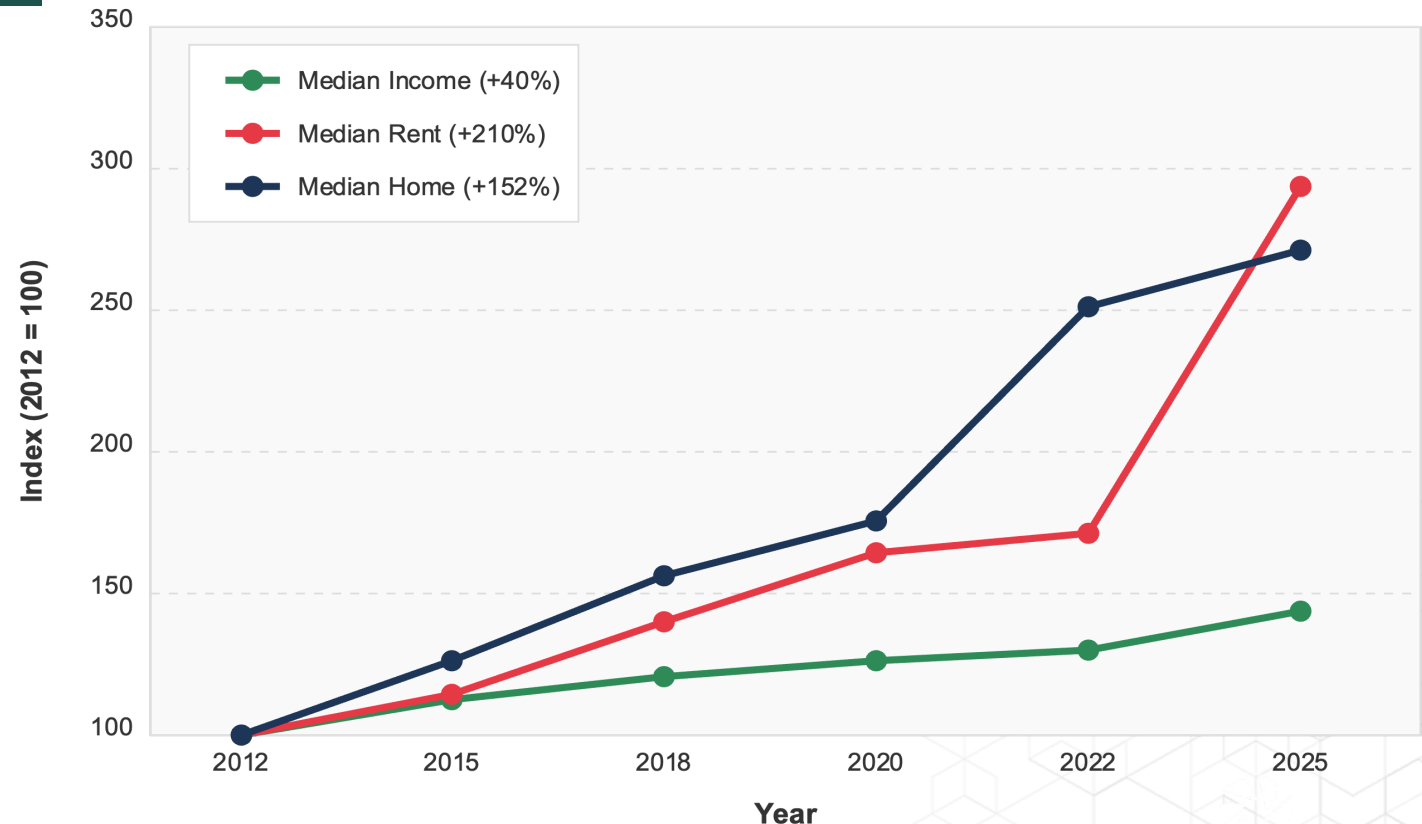
"I sold a successful business employing 38 employees because retaining employees due to housing availability was too taxing."

"To address housing cost issues for my employees, I would have to pay them well above what I do now... then locals couldn't afford my prices."



Archuleta County Housing Costs vs. Income

Indexed to 2012 values (2012 = 100)



Key Insights:

- Housing costs have risen dramatically faster than incomes since 2012
- The gap widened significantly after 2020, creating severe affordability challenges

Archuleta County – Current Housing Shortfall (catch-up)

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Measure	Inputs	Units Needed
Unfilled Jobs	6% of jobs remain unfilled, impacting service delivery and business operations. Housing is needed for the workers to fill these roles.	215
Overcrowding	4% of households are overcrowded (281 households); building enough units to relieve 30% of this is the target.	84
Rental Market Tightness	Vacancy rates are under 1%. A healthy rental market requires 5% vacancy to ensure mobility and affordability.	63
Total Catch-Up Need	Combined impact of workforce gaps, overcrowding, and tight rental conditions on current residents.	362



Future Housing Need (keep-up)

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Measure	Inputs	Units Needed
Growth Job	506 new jobs projected by 2035 (CDLE) 408 new employees (1.24 jobs per employee) 1.7 employees per household 5% vacancy adjustment included	252
Overcrowding	9% of workforce retiring in next 5 years 81% of retirees plan to stay in their homes New workers filling jobs will need housing	702
Total Keep-Up Need	Combined need from job growth and retirements	954



Sum of Shortfall and Future Growth

Relating AMI to Jobs in Archuleta

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CATEGORY	AMI CATEGORY	TOTAL
Extremely Low Income	≤30% AMI	52
Very Low Income	31-50% AMI	43
Low Income	51-80% AMI	434
Moderate Income	81-100% AMI	76
	100-120% AMI	364
Middle Income	120-160% AMI	274
	160-200% AMI	73
	Total	1,316

30% - 50% AMI

\$22,620 - \$37,700

Most part-time workers and some seasonal positions

50% - 80% AMI

\$37,700 - \$60,320

Restaurant Server
Retail Sales Associate
Cashier

Hotel/Motel Desk Clerk
Food Service Worker
Entry-Level Construction

80% - 100% AMI

\$60,320 - \$75,400

Tour Guide
Administrative

Outdoor Guide
Customer Service Rep

100% - 120% AMI

\$75,400 - \$90,480

Teacher
Property Manager

Bookkeeper
Executive Assistant

120% - 160% AMI

\$90,480 - \$120,640

Registered Nurse
Police Officer

Construction Supervisor
Business Owner

Above 160% AMI

\$120,640+

Engineer
Physician

Architect
IT Specialist

Based on average household with 1.7 workers per household (2024)



Using the Housing Needs Assessment

Policy & Funding Alignment

- Align with **Proposition 123, OEDIT/CHFA, DOLA/DOH**, and other state/federal programs.

Local Action & Resource Dedication

- Help prioritize use of local tools: STR fees, trust funds, sales tax, land contributions.
- Build justification for new or expanded local funding sources.

Market Guidance

- Inform developers and nonprofits about what types of housing are needed.
- Clarify affordability levels and unit sizes to guide future investment.



Using the Housing Needs Assessment

Community Education

- Share a unified message with residents, stakeholders, and funders.
- Use visuals and quotes to humanize the data and build support.

Cross-Sector Collaboration

- Formalize your partnerships.
- Engage employers, housing authorities, nonprofits, and developers.
- Coordinate efforts to pool resources and build implementation capacity.

Strategy & Program Development

- Support SB 24-174 compliance and **Housing Action Plan** development.
- Define measurable housing goals and affordability targets.
- Setup an Implementation and Responsibility Structure



Comments/ Questions

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Any Comments or Questions?



Contact Us:



Sarah Brown McClain



sarah@westernspaces.com



Bob Parker



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**ARCHULETA
COUNTY**
COLORADO



Archuleta County & Town of Pagosa Springs Regional Housing Needs Assessment

Executive Summary

Archuleta County and the Town of Pagosa Springs commissioned this housing needs assessment **in response to a shared challenge: housing that no longer meets the needs of the community or its workforce.** Home prices have surged. Rental options are scarce. And employers are struggling to hire and retain workers because those workers can't find a place to live.

The County and Town initiated this study to ground their planning efforts in data and to meet new state requirements under Senate Bill 24-174. More importantly, they wanted a clear picture of local housing conditions and a strategy to move forward. This study is the result of that effort.

The assessment draws on extensive federal, state, and local data, including input from **over 600 residents and nearly 100 employers.** Their message is consistent: **the shortage of affordable housing is hurting families and holding back the local economy.**

- **Sixty percent of businesses** said housing shortages make it harder to attract and keep employees.
- **Over 80%** of businesses identify housing availability as a major or severe issue in the county.
- **About 86% of households** view housing availability as a major or severe issue in the county.
- Over **half of renter households** in Archuleta County spend more than 30% of their income on housing, classifying them as housing 'cost burdened.' While 15% of county renter households spend more than 50% of their income on housing, classifying them as 'severely cost burdened.'
- Rental availability is critically low, with a **vacancy rate of just 0.5%**, far below the healthy standard of 5%.

These numbers tell a story that many residents already know firsthand. Service workers are having to commute farther away to afford housing. Families are priced out of the market. Employers are scaling back hours or leaving jobs unfilled.

In response, the Town and County are not standing still. Both have made significant strides to encourage housing development:

- **Pagosa Springs** has adopted density bonuses, short-term rental limits, and land use reforms to allow smaller units and "missing middle" housing. It has also created a housing trust fund and secured state grants for infrastructure in workforce housing developments.

- **Archuleta County** has supported affordable housing through land donations, fee waivers, and tax incentives for deed-restricted housing. It also allows employer-provided housing at higher densities and has eased development regulations to unlock new housing options.

But local policies alone won't close the gap. The analysis shows that Archuleta County as a region (Unincorporated Archuleta County and Town of Pagosa Springs) needs **at least 1,316 new housing units by 2035** to meet current shortages and support future workforce growth. This translates to an average of **132 housing units needed annually in the next 10 years**. Of the new housing units, **362 units are needed to 'catch-up' to meet current housing demand**. This number accounts for projected job and population growth, current housing shortages, and the number of workers expected to live in the county. The analysis also factors in how many jobs each household holds and how many workers are likely to form new households, ensuring the estimate reflects actual demand from the local labor force.

The largest category of need is for:

- **Rental units** serving households earning between **51–80% AMI** (434 units)
- **Rental units** serving households earning between **101–120% AMI** (182 units)
- **Ownership units** serving households in the **101–120% AMI** (182 units)
- **Ownership units** serving households in the **121–160% AMI** range (192 units)
- **Middle-income rental units** in the **121–160% AMI** range (82 units)

The County and Town are already taking important steps. This assessment gives them the data to take the next ones. It's a call to action—for developers, policymakers, and community members—to make housing attainable in Archuleta County.

Exhibit 1. Total Projected Housing Needs by AMI, Tenure, and Jurisdiction

	AMI CATEGORY	PAGOSA SPRINGS OWN	PAGOSA SPRING RENT	UNINCORP. ARCHULETA COUNTY OWN	UNINCORP. ARCHULETA COUNTY RENT
Extremely Low Income	≤30% AMI	0	26	0	25
Very Low Income	31-50% AMI	0	22	0	21
Low Income	51-80% AMI	0	221	0	213
Moderate Income	81-100% AMI	19	19	19	19
	101-120% AMI	93	93	89	89
Middle Income	121-160% AMI	98	42	94	40
	161-200% AMI	26	11	25	11
	Total	236	435	227	418



APRIL 2025

ARCHULETA COUNTY & TOWN OF PAGOSA SPRINGS: REGIONAL HOUSING NEEDS ASSESSMENT

ACKNOWLEDGMENTS

The Colorado Department of Local Affairs (DOLA) awarded Archuleta County and the Town of Pagosa Springs funding to pay for consultant services to assist staff in developing the Housing Needs Assessment.

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Archuleta Housing Corp

Habitat for Humanity Archuleta County

Pagosa Community Initiative

Pagosa Springs Chamber of Commerce

Archuleta Seniors, INC

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EXECUTIVE SUMMARY

The Archuleta County and Town of Pagosa Springs Housing Needs Assessment (HNA) offers a detailed examination of housing conditions, affordability concerns, and projected housing needs in the region. Driven by rising housing costs and challenges faced by local employers, this study aims to inform strategies for workforce housing and long-term community planning. Additionally, the assessment complies with Colorado's legislative requirement (SB 24-174) for local and regional housing needs assessments by December 2026.

The study builds on past research, including the 2021 Regional Housing Needs Assessment & Strategy, while providing an updated, localized perspective on Archuleta County's unique housing landscape. A combination of demographic analysis, employer and resident surveys, and market data collection was used to identify gaps and develop policy and programmatic recommendations.

Throughout this report, data and information are presented for both Archuleta County and the Town of Pagosa Springs. Wherever "Unincorporated Archuleta County" is stated, it refers to all areas of the county outside the Town of Pagosa Springs. References to "Archuleta County" should be understood to include both Archuleta County and the Town of Pagosa Springs, as the U.S. Census and American Community Survey summary data encompass both the unincorporated areas of the County and Pagosa Springs.

Key Findings

POPULATION & EMPLOYMENT TRENDS

- According to the Colorado State Demography Office, Archuleta County has experienced steady growth, adding over 2,100 residents (18%) since 2012, with the population projected to reach 16,218 by 2035. Most of the County's growth is attributed to the rapid population growth happening in Unincorporated Archuleta County growing by 1,967 residents or 19% since 2012.
- Population growth in the Town of Pagosa Springs has grown more slowly (at about 5% since 2012) this is according to data from the Colorado State Demography Office.
- Employment in Archuleta County has expanded, with 7,523 jobs in 2024 and an estimated 8,069 jobs projected by 2034. However, labor shortages are a major concern, with an estimated 17% of positions going unfilled at peak seasons.

HOUSING MARKET CONDITIONS

- Home prices have risen sharply, with the median single-family home price increasing 56% since 2020 (\$553,500 in early 2025).
- Rental availability is critically low, with a 0.5% vacancy rate—far below the healthy threshold of 5%.



- Median rents have increased 57% since 2012, reaching \$2,783 in Archuleta County and \$2,237 in Pagosa Springs in 2025.

AFFORDABILITY & HOUSING BURDEN

- Forty-four percent of households in Archuleta County and 48% of households in Pagosa Springs spend more than 30% of their income on housing, meeting the federal definition of cost-burdened.
- The median home price in Archuleta County now requires a household income over 300% of the Area Median Income (AMI) to afford.
- Only 16% of current rental listings are affordable to households earning 80% of AMI or less, while over 55% of listings exceed \$3,020/month. Affordability is measured as households not spending more than 30% of their income on housing costs (including rent, utilities, etc.)

WORKFORCE & EMPLOYER CHALLENGES

- The lack of affordable housing is a primary barrier to hiring and retaining employees, affecting 60% of businesses surveyed.
- Pagosa Springs has 3.5 jobs per housing unit, indicating a severe housing shortage for workers.
- Seasonal workers face particularly high barriers to securing housing, with employers ranking it as a major difficulty.

PROJECTED HOUSING NEEDS

- By 2035, Archuleta County will need at least 1,316 new housing units to accommodate workforce growth and reduce existing housing shortages.
- To meet current shortages and support future workforce growth. The largest single category of need is for:
 - Rental units serving households earning between 51–80% AMI (434 units)
 - Ownership units serving households in the 120–160% AMI range (192 units)
 - Middle-income rental units in the 120–160% AMI range (82 units)



1. INTRODUCTION

Archuleta County and the Town of Pagosa Springs developed this Regional Housing Assessment as an urgent response to rapidly increasing housing costs, challenges employers are having attracting talent due to a lack of available housing, and a widespread need for high-quality, affordable housing opportunities for all. The study builds on a Regional Housing Needs Assessment & Strategy conducted in 2021 by Root Research. The study brought together past and current efforts to identify and address housing needs in the region into one document. The strategy covered the counties of Archuleta, Dolores, La Plata, Montezuma, and San Juan. The regional study was an important effort, but it was not intended to assess housing needs for Archuleta County. Moreover, the Colorado legislature adopted new requirements on planning for housing.

SB 24-174 requires subject jurisdictions (including Archuleta County and the Town of Pagosa Springs) to develop a local or regional housing needs assessment by December 31, 2026. In December 2024, from the Colorado Department of Local Affairs (DOLA) released guidance for local governments to use in complying with SB 24-174.

To better understand housing needs, Archuleta County applied for funding from the Colorado Department of Local Affairs (DOLA) to conduct a housing needs assessment (HNA) that is compliant with the requirements of SB 24-174. The goal to identify gaps between the current housing market and local workforce housing needs to inform the development of a workforce housing strategy and to adjust other initiatives to support potential housing developments and programs intended to serve the needs of the greater Archuleta County workforce in 2025 and beyond. More specifically, the study will help facilitate and support the preservation, rehabilitation, and development of appropriate affordable/attainable housing for the workforce essential to the long-term economic sustainability and resiliency of Archuleta County and the Town of Pagosa Springs.

This study has several objectives:

- To better understand the housing needs of Archuleta County's and Pagosa Springs' workforce and all households (families, seniors, etc.)
- To guide developers on housing needs by type and price points
- To help staff support residents and housing providers in accessing various housing programs under Prop 123, which increases Area Median Income (AMI) for communities designated as 'Rural Resort Community.'¹

¹ A "rural resort" community refers to counties designated by the Division of Housing under C.R.S. 29-4-1107 (1)(d), along with municipalities and housing authorities within these counties. The petition is to apply different percentages of area median income (AMI) than the percentages specified for certain Proposition 123 programs, based upon the demonstrated average needs within the community identified in a Housing Needs Assessment (HNA).



- To guide local government staff to develop programs, make necessary land use updates, and provide with obtaining future grants (Prop 123)

Why Study Housing in Archuleta County?

Archuleta County has experienced trends similar to other high-amenity rural counties throughout the West. A combination of demographic shifts has contributed to rising housing costs in the region. Many wealthy Baby Boomers have chosen to retire in Archuleta County, drawn by its natural beauty and quality of life. At the same time, an increase in younger remote workers relocating to the area has further intensified housing demand. Together these trends have contributed to upward pressure on housing prices and reduction in the availability of housing for year-round residents. Additional demand for recreational opportunities has supported investor housing purchases and the conversion of units into short-term rentals (STRs).

The COVID-19 pandemic and the substantial federal investments that came with it had major—but uneven—impacts on housing markets across the country. As part of stimulus efforts, the Federal Reserve cut interest rates to near zero, driving down mortgage rates and spurring higher demand from buyers even during the brief pandemic-induced recession. This increased competition for limited housing inventory. Moreover, with many workplaces shutting down and adopting remote work, many Americans sought larger homes, many in resort communities or so-called “zoom towns,” driving up prices for larger homes with amenities such as home offices.

The net effect of these trends pushed housing availability and affordability to crisis levels in Archuleta County. Wealthy households drive up housing prices (an increase of \$150,000 in a single year, according to the five-county regional housing needs assessment conducted by Root Research),² distort the market for new housing, and compete for housing with local residents and workers. Available workforce housing then diminishes to the point where residents and needed service workers can no longer afford or even find housing. The influx of new residents creates new demands for a broad range of services, from education, to healthcare, to restaurants, which further increases labor force needs. Additionally, the factors preventing the production of affordable housing are complex and intertwined, and include limited rental and low-cost housing supply, an increase in short-term rentals, high demand for seasonal housing to name a few. Unfortunately, these trends are not unique to Archuleta County—they have played out across the American West.

While market trends affecting housing in Archuleta County are not uncommon, the county is significantly different from other counties. Archuleta County’s location in the San Juan Mountains offers stunning alpine scenery and a more remote, unspoiled natural setting compared to some of the more developed resort towns in Colorado. Moreover, Pagosa Springs and the other communities in Archuleta County have maintained a small-town, laid-

² <https://swhousingsolutions.com/wp-content/uploads/2021/09/Regional-Housing-Needs-Assessment-August-2021.pdf>



back atmosphere, offering a more authentic and low-key experience for visitors. This has enhanced the county's attractiveness as a retirement and second home destination.

Process & Community Involvement

The Colorado State Demography Office (SDO) estimates that Archuleta County had 14,178 residents and 6,133 households in 2023. HNAs rely on a range of secondary government data sources, including the American Community Survey (ACS), Bureau of Labor Statistics (BLS), the State Demography Office and others. Given the small population of Archuleta County, standard data sources like the American Community Survey have inherent limitations including their level of granularity. Moreover, the ACS uses sampling methodologies that combine data gathered over five years. Small sample sizes often result in large margin of errors making data unreliable or inaccurate.

To supplement standard data sources, this project included surveys of Archuleta County households and employers. The surveys collected data on the needs and experiences of households, workers, and employers in the county to develop a detailed portrait that standard data sources cannot provide.

The surveys were fielded in November and December 2024. Residents and businesses could complete the survey online or submit a completed paper copy of the survey form. The consulting team received 96 responses to the employer survey and 600 responses to the household survey. Respondents were targeted through a variety of methods including personal contact, posting links on websites and social media, employers forwarding the link for the household survey to their employees, community events, and other methods.

What is “affordable housing”?

Affordable housing refers to the degree to which a household or individual can afford to pay for housing without experiencing financial hardship or sacrificing other essential needs.

According to the US Department of Housing and Urban Development (HUD), affordable housing refers to a residence that a household or family can acquire—either through buying, renting, or other means—that requires payment of no more than 30 percent of the household's income. Typically, households paying more than 30 percent of their annual income toward housing are considered to be “cost burdened.”

Are “affordable housing” and “subsidized housing” the same thing?

Affordable housing and subsidized housing are related but distinct concepts. *Affordable housing* refers to homes that are priced so that they do not exceed 30 percent of a household's income, making them manageable for those with a median or lower income. This includes various housing types, some of which are naturally affordable due to market conditions.

Subsidized housing, on the other hand, involves direct financial and policy assistance from governments or private entities to help low and moderate-income families afford housing. This support can include rent assistance, tax credits, or incentives for developers to build affordable units. Therefore, while all subsidized housing is affordable, not all affordable housing is subsidized.



The employer survey represents business from the range of industries, business sizes, as well as geographic areas in Archuleta County. Moreover, responding employers reported a total of 1,374 employees or a little over 18% of total employment in the county. Given the number of businesses and employees represented in the sample, the consulting team is confident the results are representative of businesses in Archuleta County.

A key concern for organizations conducting surveys is statistical validity and reliability. Assuming the household sample is perfectly random and free from response bias, the survey would have a margin of error of $\pm 4\%$ at the 95% confidence level. This means that if the survey were conducted 100 times, the results would fall within $\pm 4\%$ of those reported here.

While the household survey was not distributed to a random sample of Archuleta County households, a detailed analysis of various demographic characteristics of respondents (age, income, race, location) suggests the sample is representative of the broader Archuleta County population.



2. DEMOGRAPHIC CHARACTERISTICS

This section provides a county-wide profile of Archuleta County households and residents. The intent is to develop a deeper understanding of demographic characteristics to better understand housing needs in the region.

Throughout this report, data and information are presented for both Archuleta County and the Town of Pagosa Springs. Wherever "Unincorporated Archuleta County" is stated, it refers to all areas of the county outside the Town of Pagosa Springs.

Lifecycle and Housing Choice

Many demographic and socioeconomic variables affect housing choice. However, the literature about housing markets finds that age of the householder, size of the household, and income are most strongly correlated with housing choice.

- ◆ **Age of householder** reflects life stage and housing preferences—young adults often rent smaller units in urban areas, middle-aged adults seek family-sized homes, and older adults may downsize or prioritize accessibility.
- ◆ **Size of household** is the number of people living in the household. Younger and older people are more likely to live in single-person households. People in their middle years are more likely to live in multi-person households (often with children).
- ◆ **Household income** is probably the most important determinant of housing choice. Income is strongly related to the type of housing a household chooses (e.g., single-dwelling detached housing, duplexes, or buildings with more than five units) and to household tenure (e.g., rent or own).

An individual's housing needs change throughout their life, with changes in income, family composition, and age, as shown in [Exhibit 1](#). The types of housing needed by a 20-year-old college student differ from the needs of a 40-year-old parent with children, or an 80-year-old single adult. As Archuleta County and Pagosa Springs' populations age, different types of housing will be needed to accommodate older residents.

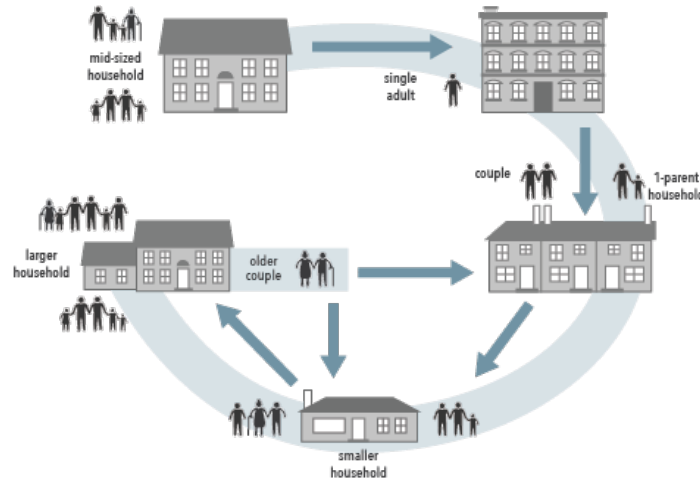


Housing needs and preferences change in predictable ways over time, such as with changes in marital status and size of family.

Households of different sizes need different types of housing.

Exhibit 1. Effect of Demographic Changes on Housing Need

Source: ECONorthwest, adapted from Clark, William A.V. and Frans M. Dieleman. 1996. Households and Housing. New Brunswick, NJ: Center for Urban Policy Research.



Housing cost has a direct relationship to housing choice for households at all income levels. In general, if housing supply exceeds housing demand, housing prices will decrease. If housing demand exceeds housing supply, housing prices typically increase. The availability of housing—which is measured by vacancy rates—can also affect housing cost.

POPULATION TRENDS

Between 2012 and 2023, Archuleta County experienced robust population growth, increasing by 18 percent (2,188 residents), exceeding the statewide growth rate of 13 percent. In contrast, Pagosa Springs saw minimal growth, adding about 79 residents (5%) with a very low annual growth rate of 0.4 percent. Examining population growth in Unincorporated Archuleta County reveals that the unincorporated area has experienced substantial growth and accounts for a significant portion of the county's overall population increase. These growth trends suggest that while Archuleta County is attracting new residents, growth is concentrated outside the Pagosa Springs town limits. This may be due to there being more available residential land to build housing right outside the town limits which falls within Archuleta County jurisdiction.



Exhibit 2. Historical Population Growth, Archuleta County, Unincorporated Archuleta County, and Pagosa Springs (2012-2023)

	Population		Change 2012-2023		
	2012	2023	Number	Percent	AAGR
Archuleta County	11,990	14,178	2,188	18%	1.5%
Pagosa Springs	1,649	1,728	79	5%	0.4%
Unincorporated Archuleta County	10,341	12,308	1,967	19%	1.6%
Colorado	5,194,662	5,876,300	681,638	13%	1.1%

Source: Colorado State Demography Office

POPULATION PROJECTIONS

Exhibit 3 shows 10-year (2025-2035) population projections for Archuleta County, the Town of Pagosa Springs, and the state of Colorado. The State Demography Office (SDO) projects that Colorado will add nearly 700,000 residents between 2025 and 2035 or an increase of almost 12%. Archuleta County is projected to add 1,828 persons for a 2035 population of 16,218. Pagosa Springs is projected to add 423 new residents by 2035 and a projected population of 2,357 by 2035. SDO projects that Archuleta County will grow at a slightly higher annual rate (1.2%) than the state (1.1%). Based on recent growth trends and information from staff, Pagosa Springs is projected to grow at an annual growth rate of 2.0%, much higher than Archuleta County and state.

Exhibit 3. Projected Population Growth, Archuleta County and Pagosa Springs (2025-2035)

	2023	2025	2030	2035	Change 2025-2035		
					Persons	Percent	AAGR**
Archuleta County	14,178	14,391	15,207	16,218	1,828	12.7%	1.2%
Pagosa Springs	1,728	1,933*	2,134*	2,357*	423	21.9%	2.0%
Colorado	5,876,300	5,970,544	6,324,128	6,667,744	697,199	11.7%	1.1%

Source: Colorado State Demography Office; Town of Pagosa Springs

Note(s):

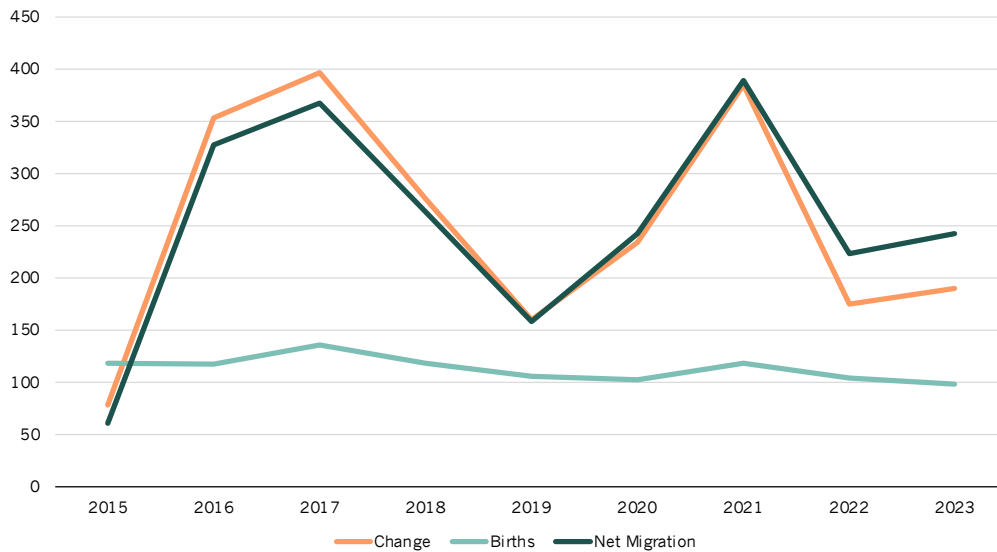
* these population projections for Pagosa Springs are estimates using a baseline population of 1,728 in 2023 and an annual growth rate of 2.0%.

**AAGR = Average Annual Growth Rate.

MIGRATION TRENDS

Archuleta County's population growth is largely driven by in-migration rather than natural increased (e.g., more births than deaths). Birth rates decreased slightly between 2015 and 2023. The spike in migration after 2020 is likely reflective of the remote work migration to mountain towns as a result of COVID-19 workforce shifts. Recent trends suggest a potential slowing of this post-2020 surge, however the overall population change is still experiencing positive growth overall due to in-migration.



Exhibit 4. Net Migration, Archuleta County (2015 – 2023)

Source: Colorado State Demography Office

AGE DISTRIBUTION

With a median age of 34 years, Pagosa Springs has a notably younger population than Archuleta County where the median age was 50 in 2022. Twenty-nine percent of Pagosa Springs residents were under 18 years old, compared to 18 percent in Archuleta County. Conversely, Archuleta County has a much larger share of older adults aged 65 and older (27%) compared to 15 percent in Pagosa Springs. While both areas have similar shares of working-age adults, Pagosa Springs has a higher proportion of young adults age 18 to 29 (18%). Between 2012 to 2022, Pagosa Springs and Archuleta County both experienced a decline in prime working-age population – those aged 30 to 49. This trend could indicate challenges related to housing affordability and/or limited employment opportunities.



Exhibit 5. Age Distribution, Archuleta County and Pagosa Springs (2022)

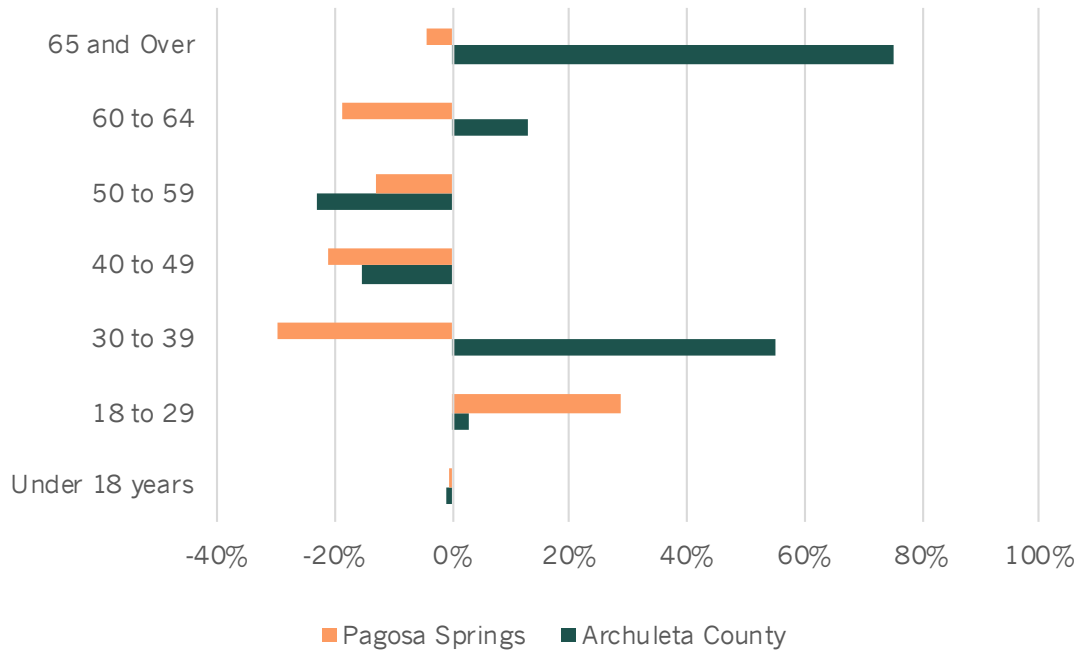
	Archuleta County					
	2012		2022		2012 - 2022	
	Total	Share	Total	Share	Difference	% Change
Under 18 years	2,420	21%	2,393	18%	-27	-1%
18 to 29	1,238	10%	1,275	9%	37	3%
30 to 39	959	8%	1,488	11%	529	55%
40 to 49	1,737	14%	1,468	11%	-269	-15%
50 to 59	2,252	19%	1,729	13%	-523	-23%
60 to 64	1,297	11%	1,463	11%	166	13%
65 and Over	2,088	17%	3,653	27%	1565	75%

	Pagosa Springs					
	2012		2022		2012 - 2022	
	Total	Share	Total	Share	Difference	% Change
Under 18 years	474	28%	473	29%	-1	0%
18 to 29	224	13%	288	18%	64	29%
30 to 39	252	14%	177	11%	-75	-30%
40 to 49	272	15%	214	13%	-58	-21%
50 to 59	154	9%	134	8%	-20	-13%
60 to 64	134	8%	109	7%	-25	-19%
65 and Over	258	14%	247	15%	-11	-4%

Source: Colorado State Demography Office

[Exhibit 6](#) shows population aged 30 to 39 and 65 and over decreased in Archuleta County. Pagosa Springs population declined in all age groups but persons 18 to 29. When considered with migration statistics, the data suggest that Archuleta County is attracting older adults (60 and above) and persons 30 to 39. Pagosa Springs is attracting young adults who are likely seeking the outdoor amenities and lifestyle offered in Archuleta County and the Town of Pagosa Springs.

Exhibit 6. Change in Population by Age Class, Archuleta County and Pagosa Springs (2012 – 2022)



Source: Colorado State Demography Office

Age and household size are two population characteristics that can indicate the housing typology needs of a community. For instance, older adults may have different housing location and size needs/preferences than young families. The data suggest that many older households in Archuleta County are choosing to live in unincorporated areas of the county which families with children prefer Pagosa Springs. As of 2022, Archuleta County's population was significantly older than local communities like Pagosa Springs and Durango. The median age of Archuleta County residents was 50.8, approximately 16.6 and 14.2 years older than Pagosa Springs and Durango, respectively. The State Demography Office projects that the median age in Archuleta county in 2035 will be 51.3 years.



Exhibit 7. Median Age and Average Household Size, Archuleta County, Pagosa Springs, Arboles, Durango (2022)

	Archuleta County	Pagosa Springs	Arboles	Durango
MEDIAN AGE	50.8	34.2	52.7	36.6

Source: American Community Survey (ACS) 2022 5-year estimates

HOUSEHOLD CHARACTERISTICS

Similar to population growth, between 2012 and 2023, Archuleta County experienced substantial household growth, increasing by 17 percent (913 households), outpacing Colorado's statewide growth rate of 15 percent. In comparison, Pagosa Springs saw minimal growth, adding just 103 households (6%) resulting in a minimal annual growth rate of 0.6 percent.

Exhibit 8. Historical Household Growth, Archuleta County and Pagosa Springs (2012-2023)

	Households		Change 2012-2023		
	2012	2023	Number	Percent	AAGR
Archuleta County	5,220	6,133	913	17%	1.5%
Pagosa Springs	1,587	1,690	103	6%	0.6%
Colorado	2,036,225	2,342,884	306,659	15%	1.3%

Source: Colorado State Demography Office

Exhibit 9 shows projected growth in households for Archuleta County, Pagosa Springs and Colorado. Between 2025 and 2035 Archuleta County is projected to grow by 934 new households, while Pagosa Springs is projected to grow by 161 new households. Pagosa Springs household growth is projected to grow at a faster rate than the Archuleta County and Colorado.

Exhibit 9. Projected Household Growth, Archuleta County and Pagosa Springs (2025-2035)

	2023	2025	2030	2035	Change 2025-2035		
					Households	Percent	AAGR
Archuleta County	6,133	6,268	6,718	7,202	934	14.9%	1.4%
Pagosa Springs	665	734	810	894	161	21.9%	2.0%
Colorado	2,342,884	2,395,374	2,569,198	2,727,488	332,114	13.9%	1.3%

Source: Colorado State Demography Office; Town of Pagosa Springs

Note(s): Pagosa Springs projected households are estimates derived from estimate population projections for each year and assuming a 2.6 average household size.

In 2022, the average household size was 2.3 persons in Archuleta County, which was slightly smaller than Pagosa Springs and Arboles. Between 2012 and 2022, the share of 3-person households increased by 3 percent in Archuleta County. Conversely, the share of 3-person households decreased by 6 percent in Pagosa Springs.

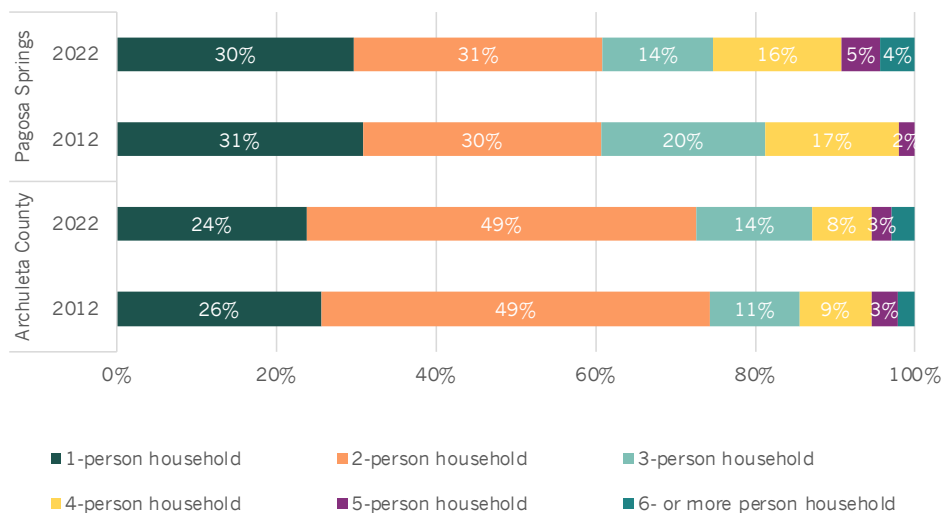


Exhibit 10. Median Age and Average Household Size, Archuleta County, Pagosa Springs, Arboles, Durango (2022)

	Archuleta County	Pagosa Springs	Arboles	Durango
AVERAGE HOUSEHOLD SIZE	2.3	2.6	2.7	2.2

Source: American Community Survey (ACS) 2022 5-year estimates

Both Archuleta County and Pagosa Springs have a substantial percentage of smaller households, particularly 1- and 2-person household, reflecting a retiree-heavy population and empty nesters. Sixty-one percent of Pagosa Springs households were 1 or 2 persons in 2022; 49 percent of households in Archuleta County were 2 person households in 2022. Larger households (4-persons or more) remain a small share of the total population suggesting a limited presence of larger families in Archuleta County and Pagosa Springs.

Exhibit 11. Household Size, Archuleta County and Pagosa Springs (2012-2022)

Source: American Community Survey (ACS) 2012 and 2022 5-year estimates

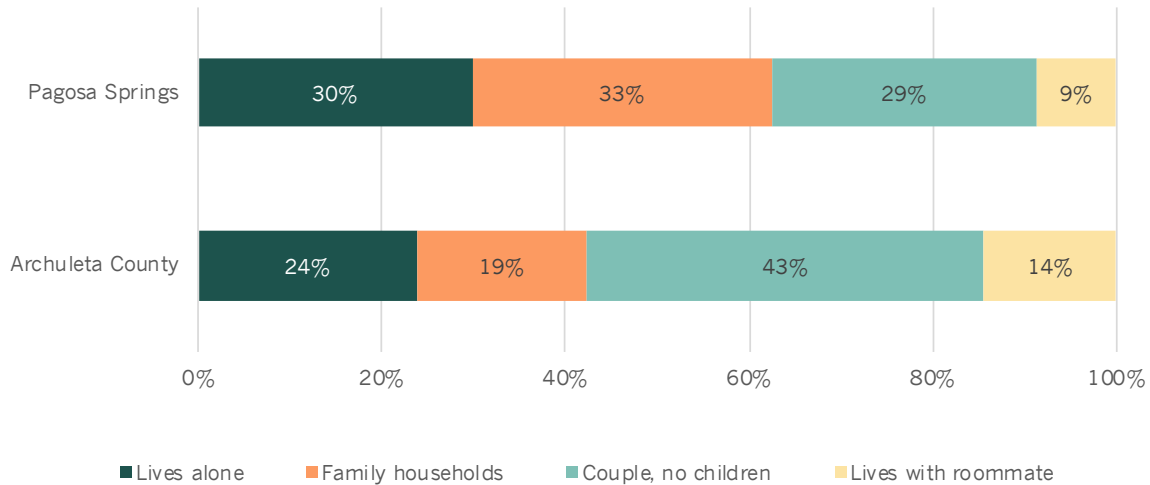
HOUSEHOLD TYPE

[Exhibit 12](#) shows data on the types of households that exist in the Archuleta County and Pagosa Springs. In Archuleta County, approximately 43 percent of households are couples with no children, which, when considered with the County's age distribution, suggests a large share of county households are empty nester households. In Pagosa Springs, 39 percent of households are single person or unrelated individuals (e.g., roommates) which is likely influenced by housing affordability challenges and the town's younger population which require multiple incomes for many households to afford housing within Pagosa Springs.



These trends suggest sufficient units for single-person households at appropriate price points are needed to accommodate these households. Approximately 33 percent of households are family households in Pagosa Springs, compared to 19 percent in Archuleta County suggesting family households are seeking amenities that are offered in Pagosa Springs.

Exhibit 12. Household Type, Archuleta County and Town of Pagosa Springs, 2022



Source: American Community Survey (ACS) 2022 5-year estimates

RACE AND ETHNICITY

Persons of color are more likely to face housing discrimination, underscoring the importance of exploring the intersection of housing and race in the local community. Pagosa Springs's population is more diverse and diversifying faster than Archuleta County's population. Between 2012 and 2022, the share of people of color in Pagosa Springs increased by 16 percentage points compared to a two-percentage point growth in Archuleta County. As of 2022, 24 percent of the County's population identifies as a person of color compared to 62 percent in Pagosa Springs. The Hispanic population makes up the largest share of the populations of color throughout the County, with nearly half of Pagosa Spring's population identifying as Hispanic.



Exhibit 13. Race and Ethnicity, Archuleta County and Town of Pagosa Springs, 2012-2022

	Archuleta County		Pagosa Springs	
	2012	2022	2012	2022
White	78%	76%	58%	42%
Black	0%	0%	0%	0%
Native American	0%	1%	0%	3%
Asian	1%	1%	1%	1%
Pacific Islander	0%	0%	0%	1%
Other	0%	0%	0%	0%
Two or More Races	2%	3%	6%	5%
Hispanic	18%	18%	36%	48%

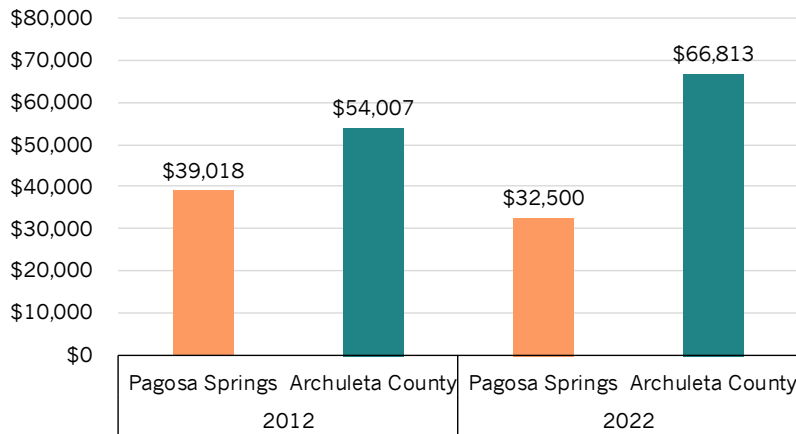
Source: American Community Survey (ACS) 2012 and 2022 5-year estimates

Income

The ability of a household to acquire adequate housing is related to household income, whether earned or from other sources. Research suggests household income is the most significant variable affecting the size and type of housing preferences for any given household. Household income can vary greatly across many demographic factors, including race, gender, tenure, and household type. Higher-income households have more discretionary income to spend on housing, while low- and moderate-income households often face limited choices in the housing they can afford.

Over the past decade, Archuleta County has experienced significant economic growth, with median household income rising from \$54,007 in 2012 to \$66,813 in 2022, a 24 percent increase in household incomes. This growth has outpaced household income in Pagosa Springs, where household median incomes declined. Pagosa Springs median household income declined from \$39,018, in 2012 to \$32,500 in 2022, a 17 percent decrease in household income.



Exhibit 14. Median Household Income, Archuleta County and Pagosa Springs (2012-2022)

Source: American Community Survey (ACS) 2012 and 2022 5-year estimates

The Colorado Housing and Finance Authority (CHFA) sets the Average Median Income (AMI) limits utilized by state housing programs to determine eligibility for households. These income limits are helpful in understanding what households are able to afford and what the typical area median income for Archuleta County looks like for different sized households.

Archuleta County's AMI (100% AMI) in 2024 ranged from \$66,000 for a 1-person household to \$94,200 for a 4-person household.

Exhibit 15. Archuleta County Income Limits (2024)

AMI	Household Size							
	1	2	3	4	5	6	7	8
160%	105,600	120,640	135,680	150,720	162,880	174,880	187,040	199,040
140%	92,400	105,560	118,720	131,880	142,520	153,020	163,660	174,160
120%	79,200	90,480	101,760	113,040	122,160	131,160	140,280	149,280
100%	66,000	75,400	84,800	94,200	101,800	109,300	116,900	124,400
80%	52,800	60,320	67,840	75,360	81,440	87,440	93,520	99,520
50%	33,000	37,700	42,400	47,100	50,900	54,650	58,450	62,200
30%	19,800	22,620	25,440	28,260	30,540	32,790	35,070	37,320

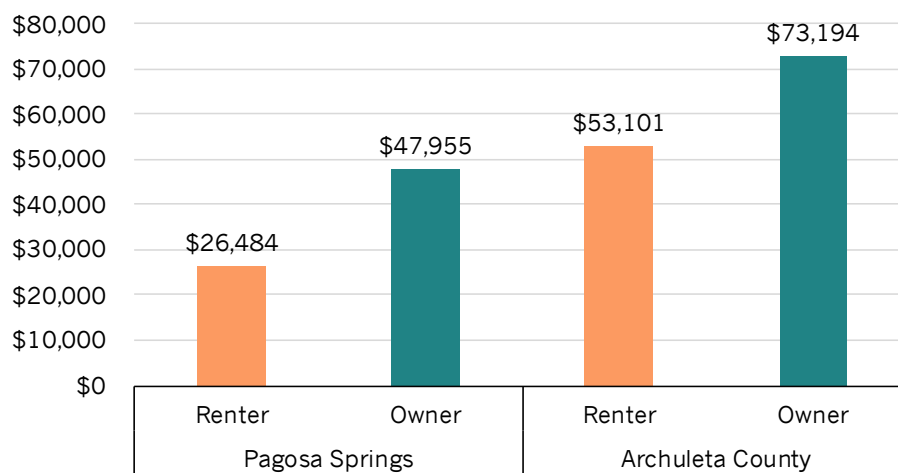
Source: CHFA

Analyzing income disparity between renters and homeowners helps identify potential disparities in housing affordability. For example, if the median income of renters is significantly lower than that of homeowners, it would suggest a larger portion of renter incomes are being dedicated to housing costs, potentially highlighting affordability issues for renters.



In 2022, Archuleta County and Pagosa Springs saw considerable differences in income levels between owner and renter households (see [Exhibit 16](#)). Owner households in Archuleta County had a median income of \$73,194, which was \$20,093 more than renter households. Pagosa Springs owner households had a median income of \$47,955, exceeding renters' income by \$21,471. Notably, renters in Archuleta County earned almost twice as much as renters in Pagosa Springs, while owners in Archuleta County earned more than \$25,000 than owners in Pagosa Springs. These findings show that owners households tend to have higher household incomes and reveal significant income gaps compared to renter households.

Exhibit 16. Renter Median Household vs Owner Median Household Income, Archuleta County and Pagosa Springs (2022)



Source: American Community Survey (ACS) 2022 5-year estimates

The income distribution in Archuleta County and Pagosa Springs reveal a concentration of lower-income households, with 61 percent in Pagosa Springs and 73 percent in Archuleta County earning \$49,000 or less annually. Moderate-income households, those earning \$50,000 to \$99,000, comprise 30 percent in Pagosa Springs and 22 percent in the County. Higher-income households, those earning \$100,000 and above, represent a small proportion of 9 percent in Pagosa Springs and 6 percent in Archuleta County.



Exhibit 17. Household Income Distribution, Archuleta County and Pagosa Springs (2022)

Household Income	Pagosa Springs		Archuleta County	
	Count	Share	Count	Share
\$25,000 or less	220	30%	906	24%
\$25,000 to \$49,000	159	31%	1,185	49%
\$50,000 to \$74,000	96	14%	1,109	14%
\$75,000 to \$99,000	22	16%	686	8%
\$100,000 to \$149,000	60	5%	1,107	3%
\$150,000 and over	41	4%	745	3%
Total Households	598	100%	5,738	100%

Source: American Community Survey (ACS) 2022 5-year estimates

Exhibit 18 shows the income range for the average household size in the County (2-persons) at each Area Median Income (AMI) level by tenure (own or rent). About 43 percent of households earn less than 80% AMI, or about \$60,320 for a 2-person household, most of which are renters. Approximately 16 percent of households earn over 200% AMI, or about \$150,800, for a 2-person household.

The table also illustrates the point at which households that are renting often become homeowners, which occurs when income rises between 80% and 100% of AMI. As shown below, a similar percentage of owners and renters earn between 80% and 100% of AMI. A much higher percentage (51%) of owner households earn over 100% AMI than renter households (28%). Conversely, a much higher percentage (63%) of renters earn less than 80% compared to owners (38%). This trend is common among communities and helpful to understand when devising homeownership programs.

Exhibit 18. Household Income Distribution by Tenure, Archuleta County, 2024

Income Range (2-person household)		Renters	Owners	Total
<30%	< \$22,620	24%	9%	12%
30-60%	\$22,621 - \$45,240	12%	10%	10%
60-80%	\$45,241 - \$60,320	27%	19%	21%
80-100%	\$60,321 - \$75,400	9%	11%	11%
100-120%	\$75,400 - \$90,480	3%	11%	9%
120-160%	\$90,480 - \$120,640	7%	17%	15%
160-200%	\$120,640 - \$150,800	4%	7%	6%
> 200%	\$150,800 +	14%	16%	16%
Total		100%	100%	100%

Source: HISTA



Exhibit 19 shows wages typical of a range of occupations in Archuleta County and how the correspond to AMI and affordable monthly housing costs. Many essential workers filling important community roles have incomes below 80% of AMI, including cashiers, educators, and construction workers. Maintaining and supplying a housing stock that meets the affordability needs of the community from the lowest earners to the highest earners will help match supply with demand and mitigate cost burdening.

Exhibit 19. Occupations, Income, and Affordable Housing Cost by AMI Range, Archuleta County (2023)

	1-Person Household Income	Affordable monthly housing costs	2024 AMI Range
Cashiers	\$29k - \$38k	\$730 - \$960	40% - 60%
Childcare workers	\$31k - \$35k	\$770 - \$880	50% - 60%
Community and social service	\$40k - \$68k	\$1,000 - \$1,690	60% - 100%
Construction laborers	\$33k - \$49k	\$830 - \$1,230	50% - 80%
Customer service representatives	\$35k - \$42k	\$890 - \$1,060	50% - 60%
Educational instruction and library	\$32k - \$56k	\$810 - \$1,390	50% - 80%
Food preparation and serving related	\$29k - \$47k	\$730 - \$1,170	40% - 70%
Healthcare practitioners and technical	\$45k - \$145k	\$1,130 - \$3,640	70% - 225%
Janitors and cleaners	\$30k - \$40k	\$770 - \$990	50% - 60%
Maintenance and repair workers	\$36k - \$53k	\$910 - \$1,310	50% - 80%
Personal care and service	\$30k - \$42k	\$740 - \$1,040	40% - 60%
Police and sheriff's patrol officers	\$51k - \$76k	\$1,270 - \$1,900	80% - 120%
Receptionists and information clerks	\$29k - \$36k	\$720 - \$900	40% - 60%
Registered nurses	\$74k - \$100k	\$1,850 - \$2,510	110% - 150%
Retail salespersons	\$31k - \$74k	\$770 - \$1,090	50% - 110%

Source: Colorado Department of Labor and Employment, OEWS (2023). AMI and housing cost analysis done by ECONorthwest using accepted cost burden thresholds and HUD income limits.



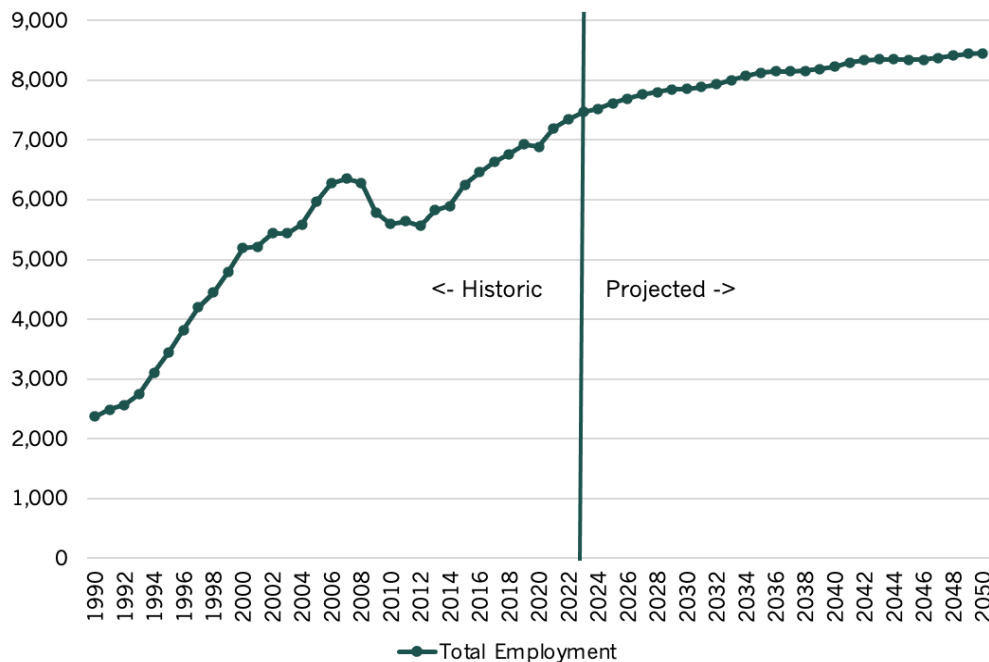
3. ECONOMIC CONDITIONS

This section discusses key components of Archuleta County and Pagosa Springs economy, which affect the demand for and cost of housing. The section summarizes trends in employment, wages, commute patterns, household incomes, and other labor market indicators.

Employment Trends and Economic Conditions

Between 1990 and 2000, Archuleta County's employment grew rapidly, adding approximately 2,800 jobs. Total employment increased from about 2,300 jobs in 1990 to 5,100 jobs in 2000. Between 2000 and 2020, Archuleta County's employment continued to grow adding about 1,700 jobs, while experiencing a notable decrease in employment during the Great Recession. The State Demography Office estimated Archuleta County has 7,523 jobs in 2024. Looking into the longer-term future, steady but moderate job growth is projected through 2050. The projections estimate Archuleta County's employment will grow to 8,069 by 2034 – an increase of 546 jobs. The state expects employment will grow at a modest rate of 0.7% between 2024 and 2034.

Exhibit 20. Historic and Projected Employment by Year, Archuleta County, 1990-2050



Source: Colorado State Demography Office



Exhibit 21 shows covered employment figures for Archuleta County. Covered employment includes employees covered by unemployment insurance. Examples of workers not included in covered employment are sole proprietors, some types of contractors (often referred to as “1099 employees”). About 60 percent of jobs in Archuleta County were covered in 2023. In 2023, Archuleta County had a total covered employment of 4,647 which covered employment from 719 establishments in the County. Average wages in the County for 2023 were at \$45,507 with a monthly wage of about \$3,500.

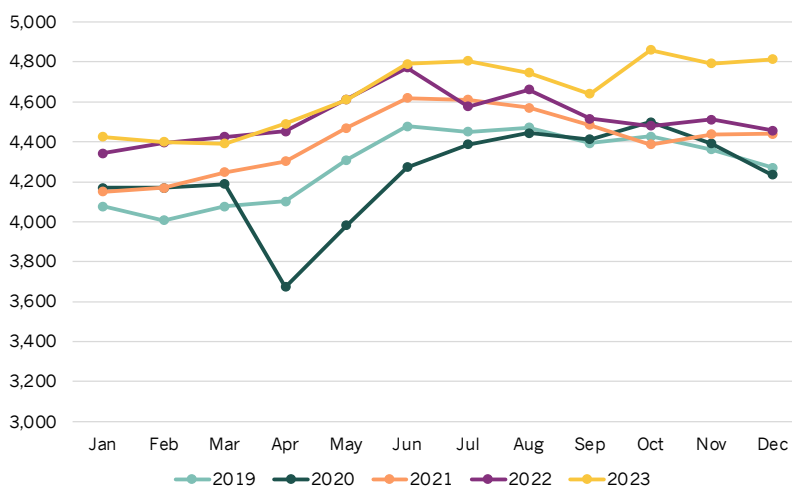
Exhibit 21. Covered Employment and Wages, Archuleta County (2019-2023)

YEAR	COVERED EMPLOYMENT	TOTAL WAGES	AVERAGE ANNUAL WAGE	MONTHLY WAGE
2019	4,285	\$157,136	\$36,668	\$2,820
2020	4,236	\$166,317	\$39,267	\$3,020
2021	4,407	\$177,947	\$40,374	\$3,104
2022	4,517	\$194,607	\$43,087	\$3,316
2023	4,647	\$211,482	\$45,507	\$3,500

Source: Colorado Department of Labor and Employment

Exhibit 22 shows employment by month for the years 2019 through 2023. The trendlines highlight the seasonality of employment, with summer peaks following a winter slump. In tourism and outdoor recreation-oriented economies, employment often follows the seasonality of visitation numbers. In 2023, Archuleta County experienced an unusual uptick in employment during Q4.

Exhibit 22. Covered Employment by Month, Archuleta County, 2019-2023



Source: Bureau of Labor Statistics



Exhibit 23 shows the share of jobs by industry sector in Archuleta County and Pagosa Springs. Archuleta County's employment landscape reflects its tourism-driven economy with 40 percent of employment in industries supporting tourism: accommodations and food (14%), construction (13%) and retail trade (13%). The County's employment growth continues to be heavily influenced by tourism with hospitality, retail, and construction sectors experiencing growth to meet the demand of tourism, and second-home ownership. The rise in arts and entertainment jobs further support the county's identity as a recreational destination. The increase in education and transportation jobs highlight the growing need for community infrastructure and logistics support as the county's population and visitor base grows.

The average wage in Archuleta County was \$52,670 in 2023. Growth rates aside, professional services, wholesale trade, and utilities sector offer the highest average wages in Archuleta County. The largest employment concentrations in the County such as accommodation and food services and retail trade have substantially lower wages than the average county wage.

Pagosa Springs employment base is mostly comprised in accommodations and food services (25%), retail trade (16%), and healthcare and social assistance (15%). Pagosa Springs tourism-driven economy continues to see strong job growth in accommodations and food services, and retail trade. Finance, construction, and public administration also experienced growth between 2019 and 2022, likely in response to increased development and local government needs. Between 2019 and 2022, Pagosa Springs experienced employment declines in the art, entertainment, and recreation, and healthcare and social assistance industry possibly due to the Covid-19 pandemic.



Exhibit 23. Jobs by Industry Sector and Wages, Archuleta County and Pagosa Springs (2022 and 2023)

	Archuleta County		Average Wages	Pagosa Springs	
	2023 Count	2023 Percent	2023	2022 Count	2022 Percent
Agriculture	426	6%	\$47,451	1	0%
Mining	30	0%	\$59,162	0	0%
Utilities	-	-	\$83,436	17	1%
Construction	937	13%	\$52,923	153	5%
Manufacturing	107	1%	\$42,233	53	2%
Wholesale trade	54	1%	\$87,755	7	0%
Retail Trade	936	13%	\$34,386	488	16%
Transportation and Warehousing	78	1%	\$52,674	3	0%
Information	62	1%	\$43,550	37	1%
Finance and Insurance	138	2%	\$63,317	74	2%
Real Estate and Rental and Leasing	509	7%	\$43,376	149	5%
Professional and Technical Services	415	6%	\$87,764	61	2%
Management of companies and enterprise	-	-	Confidential	35	1%
Administrative and Waste Services	364	5%	\$35,434	93	3%
Education	119	2%	Confidential	277	9%
Health Care and Social Assistance	516	7%	\$57,920	442	15%
Arts, Entertainment, and Recreation	198	3%	\$24,702	15	0%
Accommodation and Food Services	1,015	14%	\$29,845	769	25%
Other Services, except Public Admin	556	8%	\$41,975	55	2%
Government	953	13%	\$60,163	297	10%

Source: Colorado State Demography Office

In tourism-based economies, jobs supporting that industry can be a big driver of housing needs. Moreover, seasonal employment often stresses limited housing supply making it difficult for some employees to find affordable housing. [Exhibit 24](#) shows low and high employment projections for Archuleta County. The low and high scenarios reflect growth rates assumed in the State Demography Office's employment projections. These figures help inform the estimates of housing need presented in Section 6.

Exhibit 24. Employment Estimates and Projections

	2029			2034		Average Annual Growth Rate	
	2024	Low	High	Low	High	Low	High
Archuleta County	7,523	7,791	7,843	8,069	8,177	0.70%	0.84%
Pagosa Springs	3,026	3,134	3,155	3,246	3,289	0.70%	0.84%

Source: Colorado State Demography Office, LEHD, Consultant Team



JOBS PER EMPLOYEE AND EMPLOYEES PER HOUSEHOLD

Because jobs require people to fill them, and people need homes to live in, this section provides the information necessary to translate new or unfilled jobs into the number of housing units needed by workers filling them.

- Based on the 2024 household survey, employed residents hold an average of 1.24 jobs. This estimate is based on household survey responses. Employees in most mountain resort communities hold 1.2 to 1.3 jobs on average.³
- Households with at least one employed person have about 1.7 employees on average as estimated based on the 2024 household survey.

Exhibit 25. Translation of Jobs to Households

	ARCHULETA COUNTY	PAGOSA SPRINGS
Total jobs	7,523	3,026
Jobs per Employees	1.24	3.57
Employee Filling Jobs	6,081	847
Employees per Household with Worker	1.7	1.1
Total Employee Households	3,577	770

Source: Colorado Demography Office, OnTheMap, 2024 Archuleta County Household Survey.

COMMUTING PATTERNS

Archuleta County retains the majority (64%) of its workforce locally, with 3,229 residents both living and working within the county. However, 1,780 residents commute out of the county for work, primarily to nearby counties like La Plata and Rio Grande. Simultaneously, 1,456 workers commute into Archuleta County, highlighting possible challenges with availability and affordability of housing in the county. A small percentage of Archuleta County residents work remotely for employers based in Denver and Mesa counties. Alternatively, another explanation to the long commutes is that a major employer has its headquarters or primary office in Denver or Mesa counties but operates satellite offices in Archuleta County. In such cases, Archuleta County residents may be considered to be “commuting” to Denver or Mesa Counties, as the company’s official address is located there but could actually be working in Archuleta County.

³ https://www.crestedbutte-co.gov/vertical/Sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/GunnisonValley_HNA_Phase1_2024.pdf

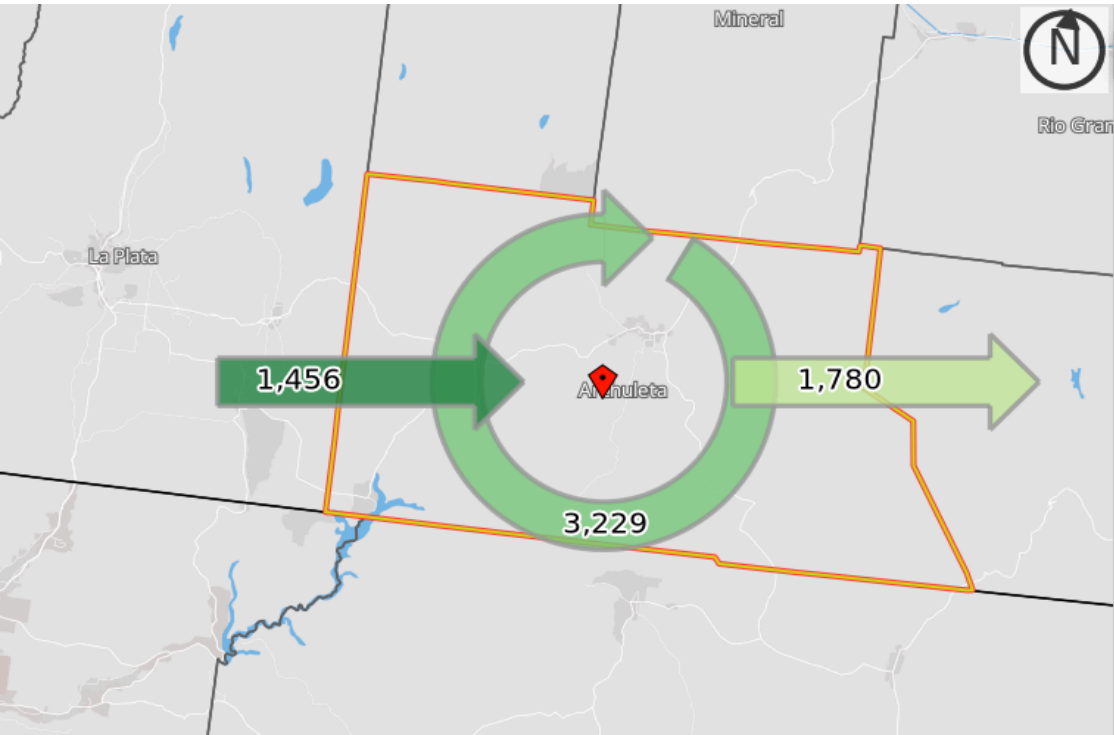


The top 5 counties where residents of **Archuleta County** travel for work include the following:

64.5%	9.0%	2.7%	2.4%	1.5%
3,229	453	136	122	77
Archuleta County	La Plata County	Denver County	San Juan County	Mesa County

Source: OnTheMap

Exhibit 26. Commuting Patterns in Archuleta County, 2022

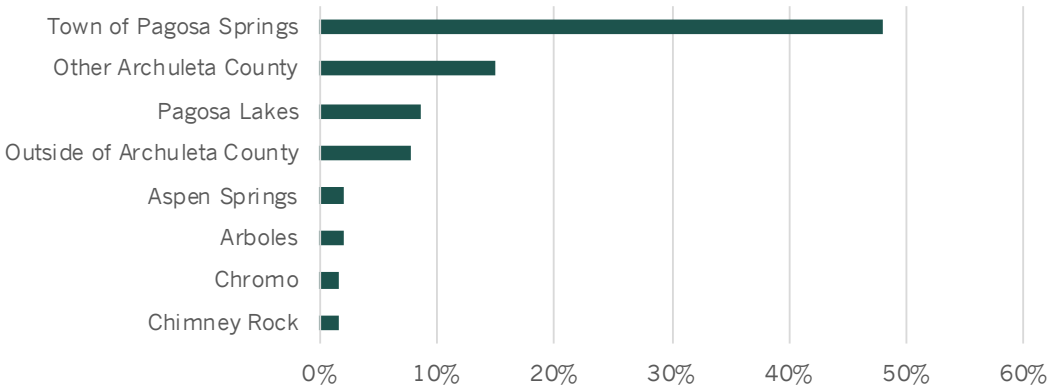


Source: OnTheMap

The commuting patterns in the 2024 household survey illustrate similar commuting patterns, with 79 percent of respondents living and working locally within Archuleta County and 8 percent of respondents reporting working outside of the county.



Exhibit 27. Archuleta County Residents’ Work Locations



Source: 2024 Archuleta County Household Survey.

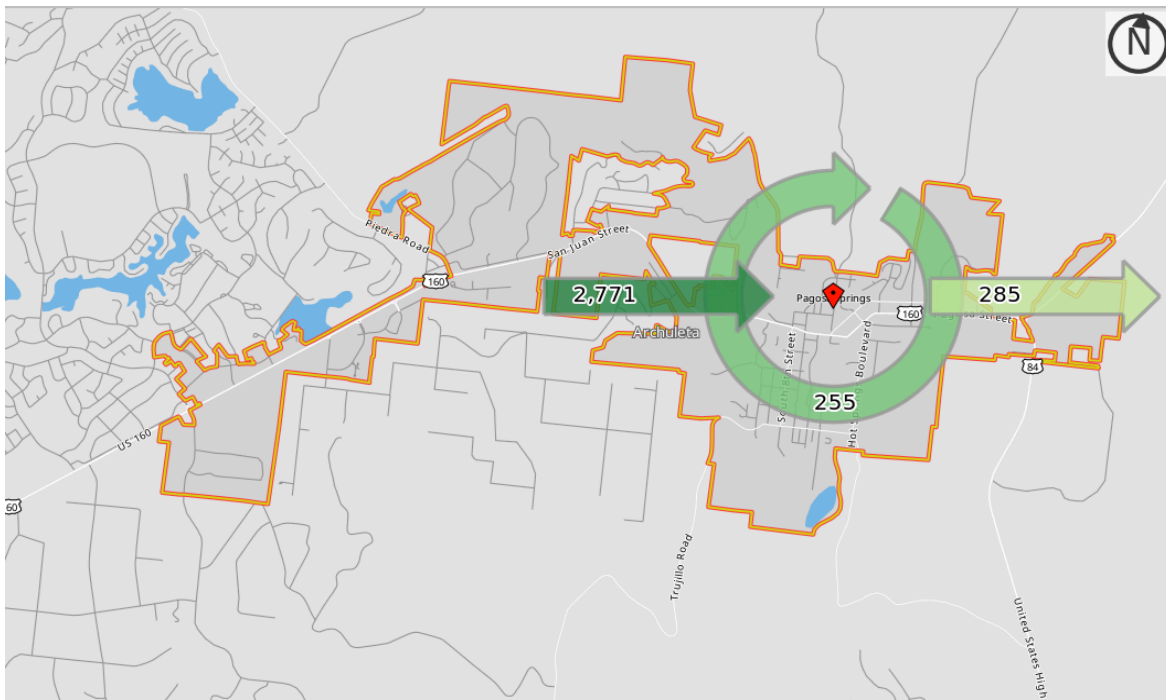
Pagosa Springs serves as a regional employment hub, with significant net in commuters of workers. While 47 percent of its residents work locally, 285 residents commute out for work primarily to other parts of Archuleta County, La Plata, Denver, San Juan and Mesa Counties. Meanwhile, 2,771 workers commute into Pagosa’s Springs, reflecting the town’s economic role as a major employment destination. Although data suggests that Pagosa Springs residents employed in Denver and Mesa counties are likely working remotely, it may also reflect employment with companies headquartered in those counties that possibly maintain satellite offices in Pagosa Springs. The OnTheMap data source tracks commute patterns based on the location of a resident’s home and their employer’s official address.

The top 5 counties where residents of **Pagosa Springs** travel for work include the following:

64.4%	7.0%	3.1%	2.8%	2.0%
348	38	17	15	11
Archuleta County	La Plata County	Denver County	San Juan County	Mesa County

Source: OnTheMap



Exhibit 28. Commuting Patterns in Pagosa Springs, 2022

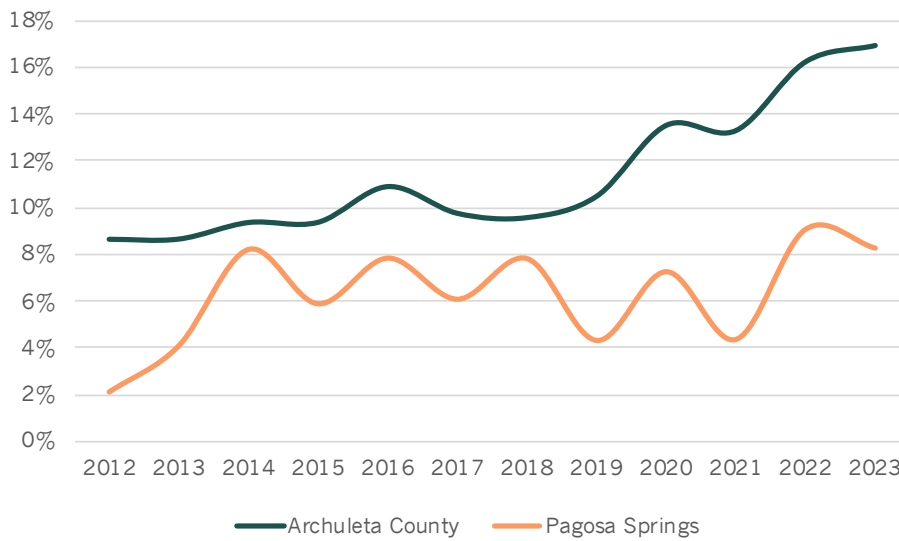
Source: OnTheMap

WORK FROM HOME TRENDS

Exhibit 29 shows work from home trends in Archuleta County and Pagosa Springs. According to ACS data, the share of workers that have reported working from home have risen sharply since 2019, reaching 17 percent in 2023. This increase highlights a significant shift toward more county households having the opportunity to work from home. In contrast, Pagosa Springs shows more modest growth, with the share of workers working from home being at about 8 percent in 2023. These trends suggest contrasting trends in the types of jobs that Archuleta County residents work in compared to those that Pagosa Springs residents work that provide less opportunities for remote work.



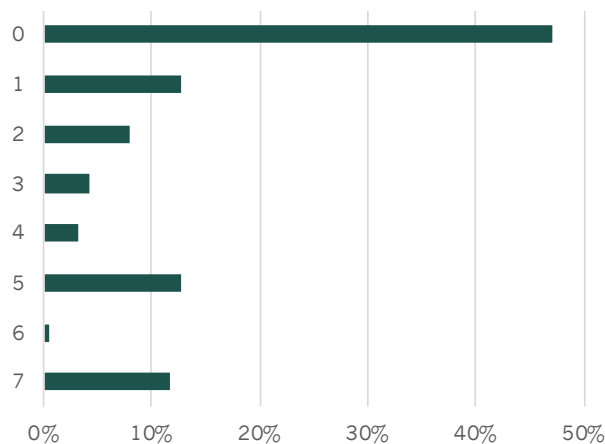
Exhibit 29. Share of Workers Who Work From Home, Archuleta County and Pagosa Springs (2012-2023)



Source: American Community Survey (ACS) 2012-2022 5-year estimates

The number of individuals working from home in Archuleta County was even more prominent in the 2024 household survey. When respondents were asked how many days per week they worked from home on average, 53 percent of respondents reported working from home at least once a week. Additionally, 22 percent of respondents reported working from home 5 or more days per week.

Exhibit 30. Days Per Week Working From Home



Source: 2024 Archuleta County Household Survey.



4. HOUSING INVENTORY

This section profiles the supply of housing in Archuleta County. The profile addresses a broad set of variables – total housing units, units by type, occupancy status, tenure of households, age of housing, housing cost, and housing production. It also includes an assessment of displacement risk as required by SB 24-174. Throughout the report we use a variety of local, state, and federal sources to summarize trends to Archuleta County and Pagosa Springs' housing inventory. This means that we will sometimes use one data source over another because it provides the most recent data or specific information is not available at the local level and use federal data sources to supplement the information.

Housing Profile

According to the Colorado State Demography Office, Archuleta County had 9,864 housing units in 2022 and 1,021 housing units in Pagosa Springs. Approximately 10 percent of the housing units in Archuleta County are located in Pagosa Springs ([Exhibit 31](#)).

Exhibit 31. Total Housing Units, Archuleta County and Pagosa Springs, 2012 and 2022

	2012	2022
Archuleta County	8,807	9,864
Pagosa Springs	929	1,021

Source: Colorado State Demography Office

[Exhibit 32](#) shows that 73 percent of units in Archuleta County were single-family detached homes, a significantly higher percentage than in Pagosa Springs, where 56 percent of housing units were single-family detached homes. Multifamily units (5+ units) made up only six percent of Archuleta County's housing supply, reflecting limited availability of higher density rental housing. In comparison, multifamily units made up 18 percent of Pagosa Spring's housing supply.

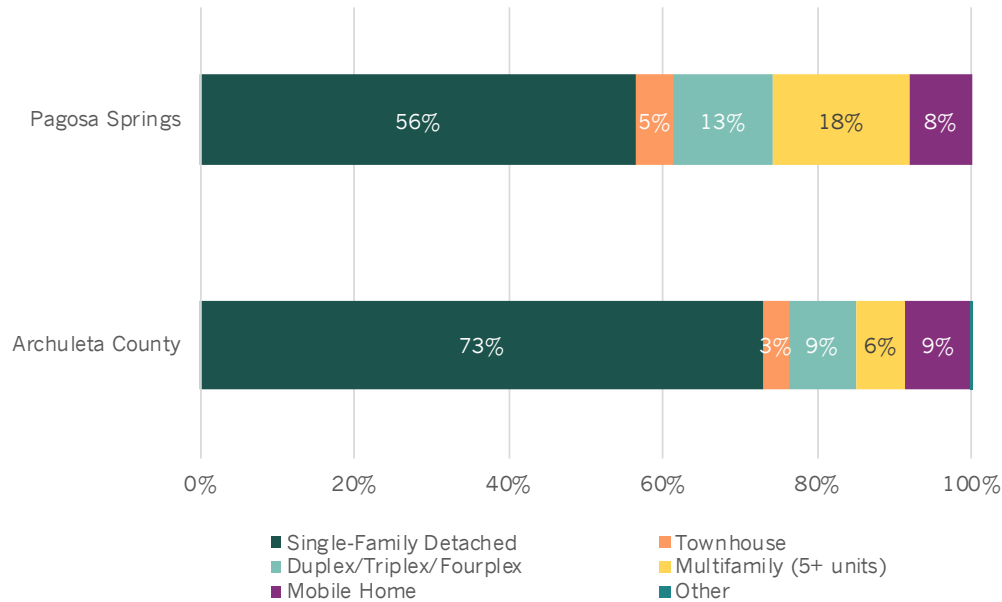
Townhouse-style units comprised only three percent of Archuleta's housing stock and five percent of Pagosa Spring's housing supply. Duplex, triplex, and fourplex housing made up about nine percent of Archuleta's housing supply and 13 percent of Pagosa Spring's housing supply, while mobile homes made up nine percent of Archuleta County's housing supply and eight percent in Pagosa Springs.

Ownership condominiums make up roughly two percent of Pagosa Springs' housing stock, while in Archuleta County it makes up about 0.5 percent of the county's overall housing stock.

Archuleta's predominately single-family profile indicates a focus on detached homes, which appeal to families and large households. However, the limited share of multifamily units may indicate a gap in housing options for individuals or smaller 1- or 2-person households.



Exhibit 32. Housing Units by Units in Structure, Archuleta County and Town of Pagosa Springs, 2022



Source: American Community Survey (ACS) 2022 5-year estimates

The distribution of housing units by unit type in Archuleta County remained largely unchanged from 2012 to 2022. In contrast, Pagosa Springs experienced greater fluctuations, with the share of single-family detached housing declining by a 7 percent. Meanwhile, the share of multifamily housing (5+ units), duplexes, triplexes, fourplexes, and townhouses increased by about 14 percentage points, increasing the Town's supply of multifamily housing and accommodating different household's needs.



Exhibit 33. Percent of Units by Unit Type, Archuleta County and Pagosa Springs, 2012-2022

Unit Type	2012	2022	2012	2022	2012-2022	
	Archuleta County	Archuleta County	Pagosa Springs	Pagosa Springs	Archuleta County	Pagosa Springs
Single-Family Detached	73%	73%	63%	56%	0%	-7%
Townhouse	4%	3%	1%	5%	-1%	4%
Duplex/Triplex/Fourplex	7%	9%	8%	13%	1%	5%
Multifamily (5+ units)	5%	6%	12%	18%	1%	5%
Mobile Home or Other	10%	9%	15%	8%	-2%	-7%
Total Housing Units	8,742	9,591	854	868	849	14

Source: American Community Survey (ACS) 2012 and 2022 5-year estimates

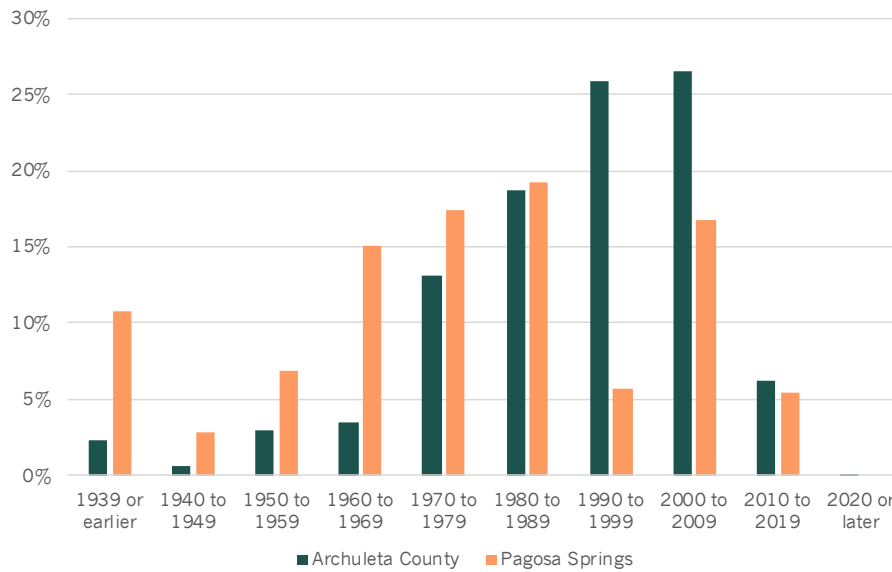
AGE OF HOUSING

Housing age can be an important indicator of housing condition within a community. Like any other tangible asset, housing is subject to gradual physical or technological deterioration over time. If not properly and regularly maintained, housing can deteriorate and discourage reinvestment, depress neighboring property values, and eventually impact the quality of life in a neighborhood. Many federal and state programs also use the age of housing as one factor in determining housing rehabilitation needs. Typically, housing over 30 years of age is more likely to have rehabilitation needs that may include new plumbing, roof repairs, foundation work, and other repairs.

Most of Archuleta's housing units—78 percent—were built in the last 45 years (after 1980). Most (71 percent) housing units were built in the 1990's and early 2000's. Six percent of Archuleta's housing stock was built between 2010 and 2024, and approximately 41 percent of Archuleta's housing units are more than 30 years of age.

A significantly larger share of Pagosa Springs' housing stock was built before 1970 (36 percent) compared to Archuleta County (10 percent), indicating that Pagosa Springs has an older housing stock overall. Most housing units were built in the 1970s and 1980s, followed by a sharp decline in housing production in the 1990s.



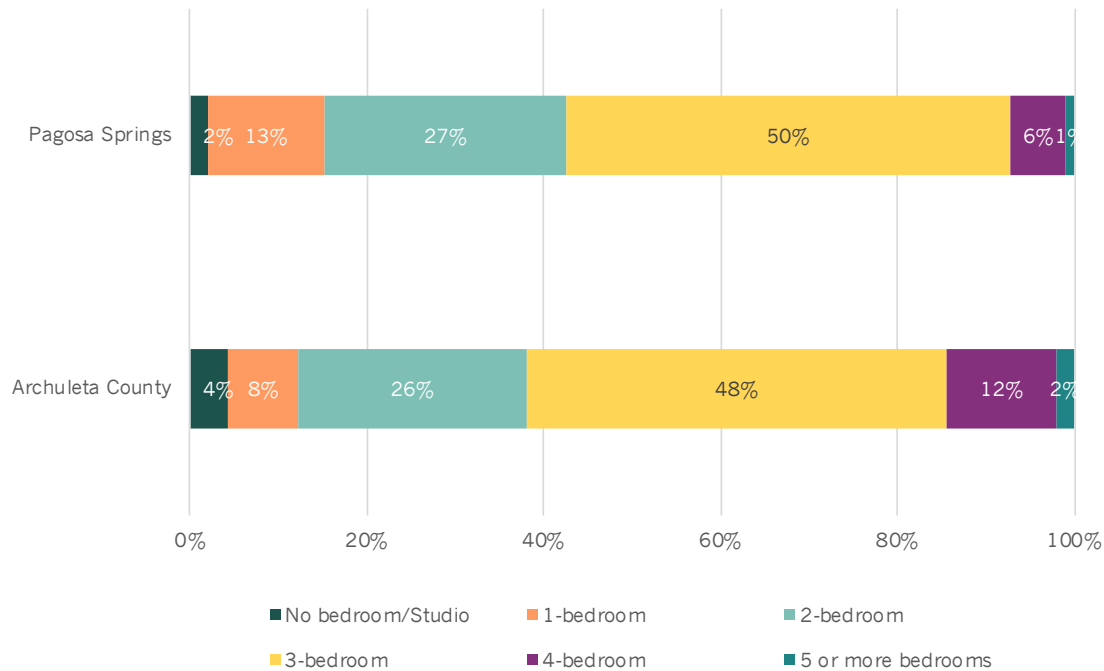
Exhibit 34. Age of Housing Unit, Archuleta County and Town of Pagosa Springs, 2022

Source: American Community Survey (ACS) 2022 5-year estimates

NUMBER OF BEDROOMS

In Archuleta County and Pagosa Springs, 3-bedroom units account for approximately 48 percent and 50 percent of the total housing stock, respectively. Two-bedroom units make up the second highest share of total housing in both communities, at 26 percent in Archuleta County and 27 percent in Pagosa Springs. The share of 4-bedroom units in Archuleta County (12 percent) is greater than in Pagosa Springs (6 percent). Conversely, the share of one-bedroom units (13 percent) is higher in Pagosa Springs than in Archuleta County (8 percent). The share of units with five or more bedrooms is low in both jurisdictions, at 2 percent in Archuleta County and 1 percent in Pagosa County ([Exhibit 35](#)).



Exhibit 35. Number of Bedrooms in Unit, Archuleta County and Town of Pagosa Springs, 2022

Source: American Community Survey (ACS) 2022 5-year estimates

HOUSING VACANCY

Vacancy is a measure of the availability of housing units in a given area. When there are more vacant units than there are people looking for a place to live, there are more units available and it can lead to lower rents and other housing costs. This can make housing more affordable for people who are looking for a place to live. On the other hand, when there is a low vacancy rate and high demand for housing, it can lead to higher rents and other housing costs. This can make housing less affordable for people who are looking for a place to live. Therefore, vacancy rates can have a significant impact on housing affordability in an area.

[Exhibit 36](#) shows vacancy rates for Archuleta County and Pagosa Springs in 2012 and 2022. As of 2022, both areas have notably high vacancy rates, as reported by residents and local officials. Pagosa Springs has a slightly lower vacancy rate (31 percent) compared to Archuleta County (40 percent). From 2012 to 2022, the vacancy rates decreased in both Archuleta County and Pagosa Springs by eight percentage points and seven percentage points, respectively.



Exhibit 36. Housing Vacancy Rate, Archuleta County and Pagosa Springs (2012 and 2022)

	Archuleta County		Pagosa Springs	
	Count	Share	Count	Share
2012				
Housing Units	8,742		854	
Occupied Units	4,536	52%	532	62%
Owner Occupied	3,532		309	
Renter Occupied	1,004		223	
Vacant Units	4,206	48%	322	38%
2022				
Housing Units	9,591		868	
Occupied Units	5,738	60%	598	69%
Owner Occupied	4,349		256	
Renter Occupied	1,389		342	
Vacant Units	3,853	40%	270	31%

Source: American Community Survey (ACS) 2022 5-year estimates

[Exhibit 37](#) shows that most vacant units are due to seasonal, recreational, or occasional use—uses that are often associated with short-term rental units and/or vacation and second homes. Seventy-seven percent of vacant units in Archuleta County are for seasonal use as are 55 percent of units in Pagosa Springs. Notably, 11 percent of vacant units in Archuleta County were for sale or for rent; 37 percent of vacant units in Pagosa Springs were for rent.

The "Other Vacant" category defined by the American Community Survey includes homes left empty due to foreclosure, personal or family reasons, legal disputes, or preparations to rent or sell. Some units are used for storage, need repairs, or are actively being renovated. Others serve specific uses like military or student housing, remain vacant due to extended absences, or are abandoned, possibly condemned, or set for demolition. A final category covers unknown or uncategorized reasons.



Exhibit 37. Vacant Units by Reason, Archuleta County and Pagosa Springs (2022)

	Archuleta County		Pagosa Springs	
	Count	Share	Count	Share
For rent	279	7%	101	37%
Rented, not occupied	0	0%	0	0%
For sale only	136	4%	2	1%
Sold, not occupied	0	0%	0	0%
For seasonal, recreational, or occasional use	2,967	77%	148	55%
For migrant workers	4	0%	0	0%
Other vacant	467	12%	19	7%
Total	3,853		270	

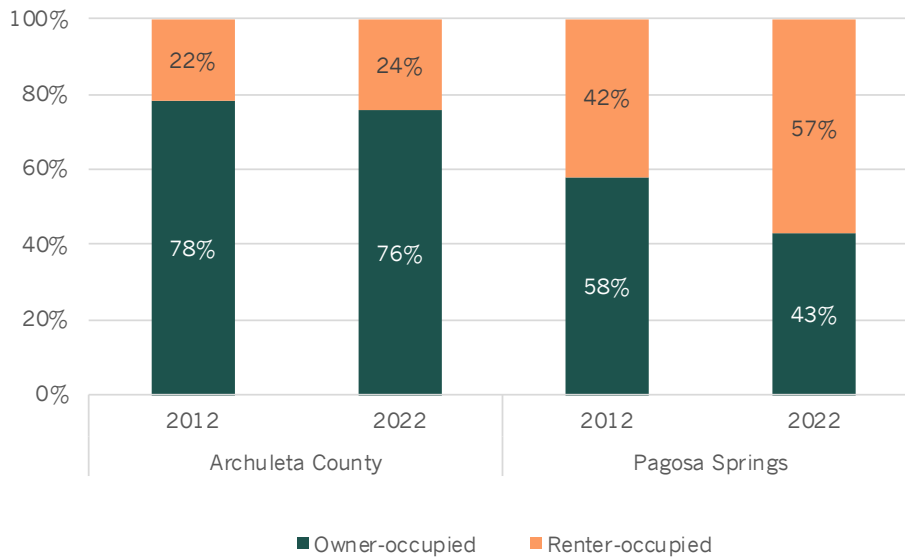
Source: American Community Survey (ACS) 2022 5-year estimates

HOUSING TENURE (OWNER V RENTER)

Household tenure is an important component of housing needs, as it helps to determine whether future housing should be built as ownership units or rental units. In many areas, a notable portion of households choose to rent their homes, emphasizing the significance of having rental housing that is both of good quality and reasonably priced.

Housing tenure in Archuleta County remained steady between 2012 and 2022, with the share of owner-occupied housing declining by just two percentage points and the share of renter-occupied housing increasing by the same amount ([Exhibit 38](#)). Pagosa Springs, however, experienced a more significant shift in ownership during this period, with the share of owner-occupied units dropping from 58 percent to 43 percent. Meanwhile, the share of renter-occupied units increased from 42 percent to 57 percent. The rising rentership rate in Pagosa Springs is consistent with a younger population that works in service sector industries.

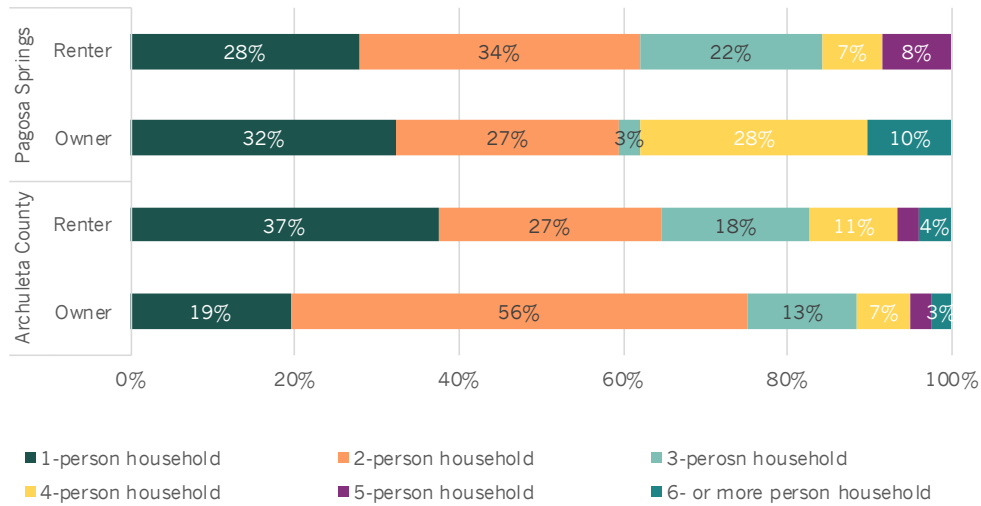


Exhibit 38. Housing Tenure, Archuleta County and Pagosa Springs (2012-2022)

Source: American Community Survey (ACS) 2022 5-year estimates

[Exhibit 39](#) shows household size by tenure for Archuleta County and Pagosa Springs. Renters in Archuleta County are primarily found in one-person households (37 percent) or two-person households (27 percent). Just under 30 percent of renters live in three- or four-person households, while less than 7 percent reside in five- or six-person households. A larger share of homeowners than renters live in one- or two-person households (75 percent), with all other household sizes accounting for approximately 25 percent of owner-occupied housing. In Pagosa Springs, renters are more evenly distributed across household sizes. While homeowners are similarly concentrated in one- and two-person households, only a small share (3 percent) of owners live in three-person households, compared to about 22 percent of renters. Conversely, a much smaller share of renters (7 percent) are in four-person households, compared to about 28 percent of homeowners.



Exhibit 39. Household Size by Tenure, Archuleta County and Pagosa Springs (2022)

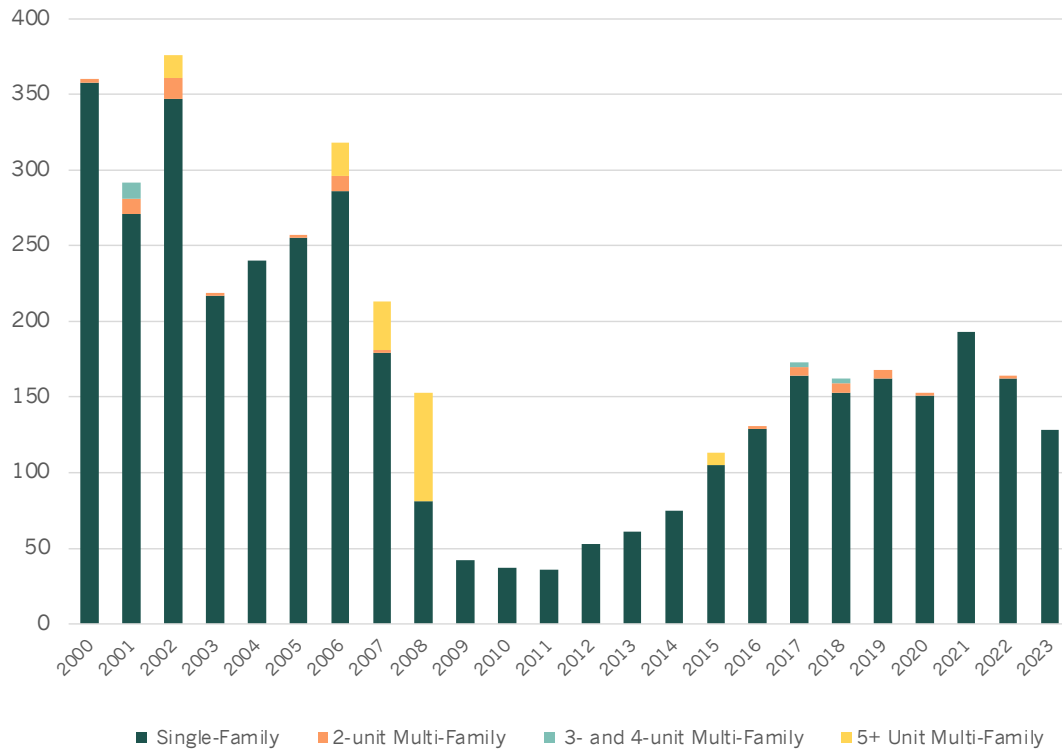
Source: American Community Survey (ACS) 2022 5-year estimates

Housing Production

Building permit activity and development in Archuleta County have primarily focused on single-dwelling units, with notable peaks in the early 2000s and a less prominent surge in 2021. Building permit data from 2006 to 2008 show a marked increase in permits for multi-dwelling units (buildings with five or more units). However, multi-dwelling developments, including two-unit and three- to four-unit buildings, have generally been limited, with few permits issued in these categories over the years. This trend in building permits indicates a preference among home builders for single-family homes, presumably reflecting market demand in Archuleta County.



Exhibit 40. Residential Dwelling Units Approved for New Construction by Housing Type in, Archuleta County, (2000-2023)

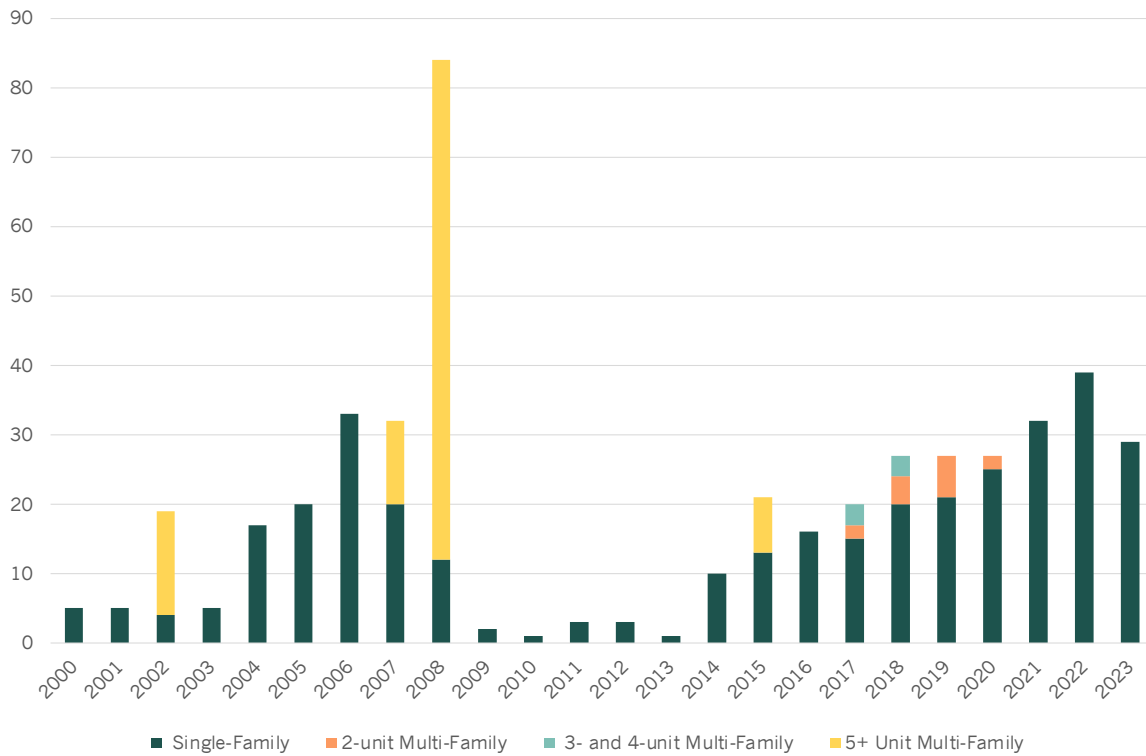


Source: HUD SOCDS Building Permits

In Pagosa Springs, building permit activity and development has primarily focused on single-family dwelling units, indicating a general preference for single-family homes. However, 2008 saw a significant surge in permits for multi-family units with 5+ units. Of the 84 total units for which permits were issued that year, 72 were for multi-dwelling units of that kind. In the years since, issuing of permits for multi-family dwellings has been more limited. From 2009 until 2013, very few to no permits were issued for any housing category ([Exhibit 41](#)).



Exhibit 41. Residential Dwelling Units Approved for New Construction by Housing Type in, Pagosa Springs, (2000-2023)



Source: HUD SOCDS Building Permits

REGULATED AFFORDABLE HOUSING IN ARCHULETA COUNTY & PAGOSA SPRINGS

An important component of any community's housing inventory is the stock of housing that is affordable to households earning lower incomes. This housing can be regulated or unregulated and is most often rental housing. This inventory is consistent with guidance provided in the DOLA HNA guidebook.

Unregulated affordable housing is affordable to lower income households by virtue of its location, age, condition, amenities or housing type. Typically, unregulated affordable housing units are older, smaller, and or lower quality with fewer amenities, older appliances, or older appearances. Often these properties have some deferred maintenance or capital needs. Because there is not enough regulated affordable housing across the country, unregulated housing is an important part of the housing stock in a community. But because it is unregulated, the rent(s) charged at the property can change suddenly and can be influenced by the larger real estate market. In addition, these properties can sometimes have habitability issues and quickly turn into disrepair if they are not well maintenance by the landlord.



Regulated affordable housing often has public funding that restricts the maximum incomes of the tenants or restricts the rents that can be charged to ensure that the housing is serving low-income households. This housing is sometimes referred to as government-assisted housing referencing the public funds utilized to support the development of the property. These restrictions vary by the type of funding and the affordability level at the property and sometimes have a limited duration for which the property is affordable for a specified period of time.

Regulated affordable housing in Archuleta County is concentrated in Pagosa Springs. There are six properties in the area, providing a total of 173 subsidized units. These units accommodate a total of 184 residents (not including residents at Rose Mountain Townhomes, for which resident count data is not publicly available). Archuleta Housing, owned by Archuleta Housing Corporation, is the largest development, offering 52 units for 135 residents. It is affordable to those earning 0-30% of the area median income (AMI). Casa de Los Arcos, managed by the Archuleta County Housing Authority, has 16 units serving 15 residents, also affordable to the 0-30% AMI range. The Archuleta County Housing Authority also operates Rose Mountain Townhomes, which includes 34 subsidized units for residents earning 30-60% AMI. Socorro Senior Living, operated by Southwest Housing Providers, consists of 19 units housing 20 residents. Archuleta Housing for the Elderly offers 12 units for 14 residents. Both are affordable to those earning 0-30% AMI. These properties provide a mix of general and senior-focused affordable housing. Hickory Ridge Apartments is a Low Income Housing Tax Credit project that provides 40 housing units to households earning up to 60% AMI.

Exhibit 42. Regulated Affordable Housing in Archuleta County

Property Name	Owner Organization	Location	Total Subsidized Units	Number of Residents	2024 AMI range
Archuleta Housing	Archuleta Housing Corporation	Pagosa Springs	52	135	0-30%
Casa de Los Arcos	Archuleta County Housing Authority	Pagosa Springs	16	15	0-30%
Rose Mountain Townhomes	Archuleta County Housing Authority	Pagosa Springs	34	NA	30-60%
Socorro Senior Living	Southwest Housing Providers	Pagosa Springs	19	20	0-30%
Archuleta Housing for the Elderly	Archuleta Housing for the Elderly	Pagosa Springs	12	14	0-30%
Hickory Ridge Apartments	Archuleta County Housing Authority	Pagosa Springs	40	NA	30-60%

Source: PolicyMap

UNREGULATED AFFORDABLE HOUSING

Mobile home parks can serve as an important source of unregulated affordable housing, but they face unique risks that other housing types do not. Residents are particularly vulnerable to sudden rate increases, land sales, and redevelopment pressures, which can result in displacement. Furthermore, inadequate maintenance by park owners can lead to deteriorating infrastructure and possible unsafe living conditions.



There are two mobile home parks located in Unincorporated Archuleta County. The Airport Trailer Park has 14 total lots, with 9 rented mobile home lots, including 8 lots rented to mobile homeowners and 1 park-owned mobile home rented to a tenant. Rock Ridge has 63 total lots, with 29 rented mobile home lots, including 24 lots rented to mobile homeowners and 5 park-owned mobile homes rented to tenants. Across both parks, there are 77 lots in total, with 38 rented mobile home lots and mobile homes.

Exhibit 43. Mobile Home Parks

Park Name	Lot rented to a mobile homeowner	Park-owned mobile home rented to a tenant	Other mobile home	Other non-mobile home	Total Rented MH Lots and MHs	Total Number of Lots
Airport Trailer Park	8	1	1	4	9	14
Rock Ridge	24	5	5	29	29	63
Total	32	6	6	33	38	77

Source: DOLA, Division of Housing

In its efforts to support a diversity of housing types in Archuleta County, the County is in the process of permitting two tiny home villages. Tiny home villages are small neighborhoods made up of small, tiny homes, often under 400 square feet. The first tiny home village has been approved in 2025 and will feature three tiny homes designated as employer-provided housing. The second Tiny Home Village is still awaiting final approval. If approved as currently proposed, it would include 40 tiny home lots.

JOB-HOUSING BALANCE/RATIO

The job-housing ratio is a measure of whether a community has enough housing to support its workforce. A balanced ratio typically falls between 1.0 and 1.5 jobs per housing unit, ensuring that local workers can find housing near their employment.

With a 3.5 jobs per housing unit, Pagosa Springs has a severe housing shortage relative to its workforce needs. Typically, a ratio above 1.5 suggest many workers must commute from outside the town or struggle to find local housing. This imbalance of jobs to housing typically leads to higher transportation costs, longer commutes, and labor shortages—which combining this information with that from the employer survey reinforces that Pagosa Springs has a severe workforce housing shortage.

Countywide (Archuleta County) there are 0.8 jobs per housing unit, which indicates that there is more housing than jobs in Archuleta County. However, this does not consider that 40 percent of the housing in Archuleta County is vacant and comprised of second/vacation homes or short-term rentals. Archuleta County may be experiencing a severe housing shortage like Pagosa Springs if second/vacation or short-term rentals were excluded from this ratio. This broader perspective highlights the regional nature of the housing and workforce dynamic:

- Pagosa Springs is the employment hub, meaning workers from the surrounding unincorporated areas commute into town.



- Unincorporated Archuleta County functions as a key housing provider for regional workers, though its housing stock is constrained by second-home ownership.
- Commuting patterns reflect the imbalance—many employees live in the county but work in town, which places pressure on transportation infrastructure and limits the accessibility of jobs for those without reliable

Examining the job-housing ratio by considering only the number of jobs relative to occupied housing units ([Exhibit 44](#)), we find that Archuleta County maintains a balanced ratio of 1.3 jobs per housing unit. In contrast, Pagosa Springs has a significantly higher ratio of approximately 5.1 jobs per housing unit, highlighting an imbalance where jobs are concentrated, but there is insufficient housing to accommodate the local workforce.

Exhibit 44. Job-Occupied Housing Ratio, Archuleta County and Pagosa Springs, (2022)

Jurisdiction	Jobs	Occupied Housing Units	Job-Occupied Housing Ratio
Archuleta County	7,346	9,591	1.3
Pagosa Springs	3,026	868	5.1

Source: DOLA, Division of Housing, OnTheMap, ECONorthwest Calculations

POPULATION-EMPLOYMENT RATIO

The ratio between population and employment is an indicator that provides insight into the overall economic activity and labor market health within a community. [Exhibit 45](#) shows that Pagosa Springs had a population-to-jobs ratio of 1.9 in 2022 (13,988 residents and 7,346 jobs). This means that there are almost two residents for every available job. In contrast, Pagosa Springs has a population-to-jobs ratio of 0.6, with 1,669 residents and 3,026 jobs. The population/employment ratio indicates Pagosa Springs is a regional employment center in the county.

Exhibit 45. Job-Housing and Population-Jobs Ratio, Archuleta County and Pagosa Springs (2022)

Jurisdiction	Population	Jobs	Total Housing Units	Job-Housing Ratio	Population-Jobs Ratio
Archuleta County	13,988	7,346	9,591	0.8	1.9
Pagosa Springs	1,669	3,026	868	3.5	0.6

Source: DOLA, OnTheMap, ECONorthwest Calculations

Short-Term Rentals

An analysis of short-term rentals in Unincorporated Archuleta County reveals that there were approximately 503 properties permitted for short-term use in 2024. The data on short term rentals excludes the Town of Pagosa Springs as the Town has separate regulations and permitting process. In the start of 2020, Archuleta County utilized an online registration tool to make registrations available online and keep track of the licenses issued. While 2021 saw a substantial increase in permitted short-term rentals from 2020, it is unclear if its due to an

increase in demand for short-term rentals in the county or a result of increased licensing compliance. Based on short-term rental data from the County, the number of permitted short-term rentals peaked in 2022 at 661 permitted short-term rentals, before decreasing down to 503 permitted properties in 2024. Between 2020 and 2024, there were 65 new short-term rentals, an increase of 15 percent. The Town of Pagosa Springs also regulates short-term rentals within the Town boundaries. Since 2021 the number of permitted short-term rentals have steadily declined from 135 in 2021, down to 109 in 2024. Overall, there were 612 permitted short-term rental across Unincorporated Archuleta County and Pagosa Springs.

It is also important to note that a permitted short-term rental does not necessarily represent a full-unit rental; in many cases, it may involve the rental of a single room within a home. This distinction has implications for how the short-term rental market affects local housing availability.

Exhibit 46. Number of Permitted Short-Term Rentals in Unincorporated Archuleta County and Pagosa Springs

	2020	2021	2022	2023	2024
Unincorporated Archuleta County	438	551	661	589	503
Pagosa Springs	-	135	128	118	109

Source: Archuleta County

The regional housing needs assessment conducted by Housing Solutions for the Southwest and the Southwest Colorado Council of Governments found that in the first quarter of 2021, Archuleta County had 1,290 short-term rental listings. Overall, in 2021, Archuleta County ranked among the top two counties in southwest Colorado with the highest number of short-term rental listings.

Exhibit 47. Short Term Rental Listings by Quarter, Archuleta County and Southwest Colorado Region, 2018 and 2021

Place	2018	2021	# Change	% Change
Archuleta County	689	1,290	601	87%
Dolores County	10	12	2	20%
La Plata County	872	1,286	414	47%
Montezuma County	171	250	79	46%
Region	1,781	2,939	1,158	65%
San Juan County	39	101	62	159%

Housing Solutions for the Southwest & Southwest Colorado Council of Governments



5. HOUSING MARKET CONDITIONS

This section examines the for-sale and rental markets, focusing on changes in pricing and availability, as well as the affordability of housing for the local workforce and all Archuleta County residents. It aims to provide a comprehensive understanding of the housing market dynamics and their implications for residents and workers in the area.

Ownership For-Sale Market

[Exhibit 48](#) below shows the median sale price, average sale, price and number of sales by housing type in Archuleta County and Pagosa Springs. Overall Archuleta County's housing market trends mirrors that of Pagosa Springs. Home prices in both Archuleta County and Pagosa Springs have risen significantly from 2020 to 2024 across all housing types.

Based on sale prices reported in Archuleta County by the Multiple Listing Service (MLS) between 2020 and 2024, single-family homes are generally the most expensive, while condos typically have the lowest prices. Townhomes and duplexes fall in between, offering a mid-range price point compared to condos and single-family houses.

SINGLE FAMILY

- Single-family home median prices increased substantially, with Archuleta County rising from \$354,000 in 2020 to \$553,500 in 2024 (about a 56% increase). Similarly, in Pagosa Springs, single-family homes saw an increase from \$355,000 in 2020 to \$553,500 in 2024 (56% increase).
- The number of home sales has declined in all housing categories, especially for single-family homes, which dropped from 455 sales in Archuleta County in 2020 to 49 sales in 2024.

CONDOS

- Condo prices fluctuated but overall increased from \$220,000 in 2020 to \$352,250 in 2024 in Archuleta County (about 60% growth).
- A similar trend is seen in Pagosa Springs, where the condo median price grew from \$220,000 to \$349,500.
- Sales volume of condos has dropped significantly, from 35 sales in 2020 to 20 in 2024 in Archuleta County.



TOWNHOMES/DUPLEX

- Prices have increased consistently, with median prices rising from \$280,000 in 2020 to \$425,000 2024 in Archuleta County.
- In Pagosa Springs, townhome/duplex prices followed similar trends to that of Archuleta County.
- In terms of sales volume, sales have remained very low, with only 3 sales recorded in 2024 in both Archuleta County and Pagosa Springs.

The following MLS data for Archuleta County combines listings for both the Unincorporated Archuleta County and the Town of Pagosa Springs due to the limited number of sales in unincorporated areas of the county. This approach allows for more meaningful year-over-year trends across the different housing types shown below.

Exhibit 48. Sale Price by Housing Type, Archuleta County and Pagosa Springs, 2020 and 2022-2024

	Archuleta County			Pagosa Springs		
	Median Sale Price	Average Sale Price	Sales (#)	Median Sale Price	Average Sale Price	Sales (#)
2020						
Single Family	\$354,000	\$405,445	455	\$355,000	\$407,136	444
Condo	\$220,000	\$232,550	35	\$220,000	\$232,766	36
Townhomes/Duplex	\$280,000	\$268,667	14	\$280,000	\$268,667	14
2022						
Single Family	\$486,250	\$546,206	338	\$485,000	\$544,474	330
Condo	\$332,000	\$339,817	90	\$332,000	\$339,817	89
Townhomes/Duplex	\$312,000	\$393,091	11	\$312,000	\$393,091	11
2023						
Single Family	\$560,000	\$640,531	315	\$562,500	\$643,399	311
Condo	\$274,250	\$234,543	41	\$276,000	\$234,543	41
Townhomes/Duplex	\$387,000	\$422,000	3	\$387,000	\$422,000	3
2024						
Single Family	\$553,500	\$589,539	49	\$553,500	\$589,539	49
Condo	\$352,250	\$353,245	20	\$349,500	\$353,245	20
Townhomes/Duplex	\$425,000	\$427,500	3	\$425,000	\$427,500	3

Source: MLS

Exhibit 49 shows home sales by price for 2020, 2022, 2023, and 2024. Between 2022 and 2023, the percentage of homes sold for less than \$300K dropped substantially, from 39



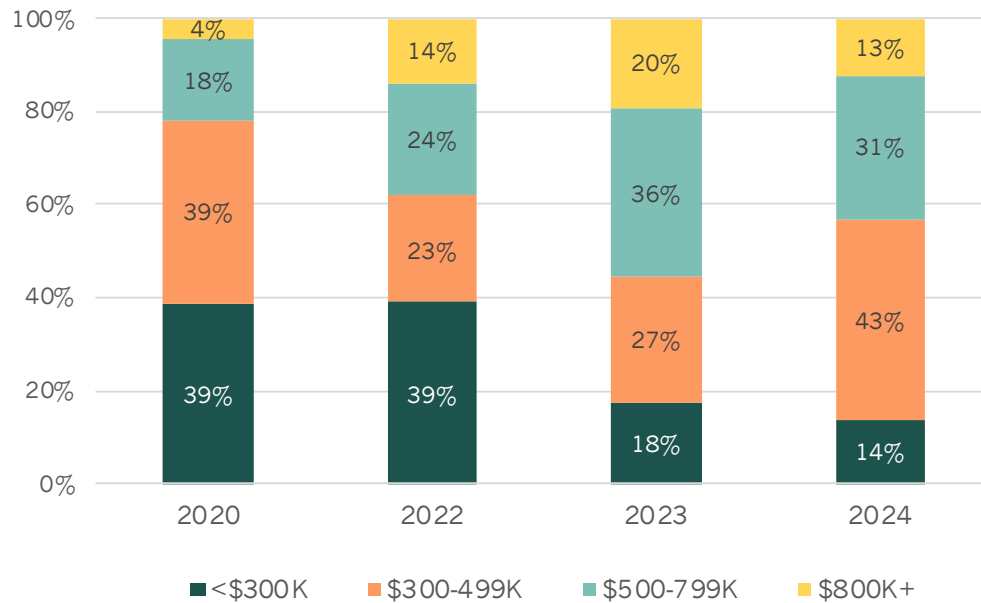
percent in 2020 to just 14 percent in 2024 suggesting reduced availability of housing priced at lower prices.

Homes in the \$300K–\$499K range initially declined from 39 percent in 2020 to 23 percent in 2022 but have since increased to 43 percent in 2024, showing a concentration of sales in the mid-price tier.

The \$500K–\$799K sale price category has grown over time from 18 percent in 2020 to 36 percent in 2023, before slightly declining to 31 percent in 2024. This indicates that more homes are being priced at higher sale prices reducing the number of lower housing costs.

The \$800K+ luxury market has more than tripled from 2020 to 2024. Homes priced at \$800K or more have increased from 4 percent in 2020 to 13 percent in 2024. These trends indicate that Archuleta County has experienced growth in high-end homes sales but have recently cooled.

Exhibit 49. Home Sales by Price, Archuleta County, 2020 and 2022-2024



Source: MLS

Archuleta County's housing market experienced a significant slowdown in overall sales between 2023 to 2024. While sales were relatively strong in 2020 and 2022 (with 500 sales in 2020 and about 439 in 2022), the decline in single-family home transactions is the most striking. The sharp drop in condo and townhome/duplex sales could potentially be attributed to broader housing market trends such as rising prices, declining affordability, higher interest



rates, or supply constraints. Overall, the substantial decline in sales over the years indicate a tightening market with fewer buyers able to participate at current price levels.

Exhibit 50. Sales per Year, Archuleta County, 2020 and 2022-2024



Source: MLS

AVAILABILITY

Month-to-month trends in housing markets—particularly in smaller or more rural areas like Archuleta County—can show significant variability in both the number of active listings and asking prices. As a result, a single month's data may not fully capture typical market conditions or long-term pricing trends. However, looking at a snapshot of the current state of the housing market in Archuleta County for the month of February can help provide valuable insights into the availability of housing and the price points at which homes are being put on the market.

Below we summarize trends of asking price for homes in Archuleta County and Pagosa Springs. Asking prices reflect what sellers hope to receive, while sold prices represent the actual amount buyers are willing to pay. The difference between the two can highlight market conditions such as negotiation trends or shifts in demand.

As of February 2025, the single-family housing market dominates home sale listings in both Archuleta County and Pagosa Springs (see [Exhibit 51](#)). Townhomes/condos listings are limited in Archuleta County (2), but more available in Pagosa Springs (21).

Based on listings for the month of February 2025, the median asking price for single-family homes in Archuleta County is \$1,043,500, substantially higher than Pagosa Springs with a



median asking price of \$649,500. Townhomes/condos remain more affordable, but still costly, with a median asking price of \$519,950 in Archuleta County and \$325,000 in Pagosa Springs.

Generally, the MLS data shows greater price variability in Archuleta County, especially for single-family homes, due to a much higher upper-end listing. In contrast, Pagosa Springs has a broader range of affordability at the low end, especially for single-family homes starting under \$200,000, suggesting more entry-level housing options.

The MLS data on housing listed in February 2025 show that housing costs continue to rise and are becoming increasingly out of reach for workers in Archuleta County.

In Archuleta County, a household would need to earn more than 300% of the Area Median Income (AMI) to afford the median asking price of a single-family home of \$1,043,500, and 200% to 250% AMI for a townhome/condo. While Pagosa Springs' housing market has lower median asking home prices, it still requires households to make 250 to 300% AMI to afford a single-family home and 120 to 160% AMI for townhomes/condos. These trends indicate homeownership is largely unattainable for middle- and lower-income households.

Exhibit 51. Availability, Price, and Affordability of Homes for Sale, February 2025

	Unincorporated Archuleta County	Pagosa Springs
Number of Listings		
Single Family	56	130
Townhomes/Condos	2	21
Median Asking Price		
Single Family	\$1,043,500	\$649,500
Townhomes/Condos	\$519,950	\$325,000
Low Asking Price		
Single Family	\$390,000	\$174,900
Townhomes/Condos	\$365,000	\$195,000
High Asking Price		
Single Family	\$29,500,000	\$6,980,000
Townhomes/Condos	\$674,900	\$624,900
AMI to Afford Median Price		
Single Family	>300%	250-300%
Townhomes/Condos	200-250%	120-160%

Source: MLS

Observing local listing in February of 2025 we can see that Archuleta County's housing market is skewed toward higher-priced listings, with the largest share (40%) in the \$800K+ range. The mid-tier homes in the \$300K–\$799K range make up a smaller share of available inventory (33% each), while lower priced homes under \$300K remain limited (only 10% of listings).



Exhibit 52. February 2025 Listings by Price, Archuleta County

Source: MLS

LOCAL WORKFORCE AFFORDABILITY

Archuleta County is experiencing a severe housing affordability crisis, with a critical shortage of homes for low and middle-income households. Most available homes are priced far beyond what the local workforce can afford. About 49 percent of owner households earn 100% of the area median income or less (<\$75,400). The majority of available homes (50%) are priced above \$476,500 despite only 16% of owner households earning enough to afford them.

Owner households with incomes of 100% to 160% of AMI (\$75,400 to \$120,640) struggle to afford housing with only 13 percent of listings falling within their affordability range, even though they make up 39 percent of the owner households.



Exhibit 53. Homeowner Income Distribution Compared to Available Housing For Sale

AMI	Household Income Range (2-Person Household)	Maximum Affordable Price	Owner Household Income Distribution	Archuleta County Sales Listings (%)	Archuleta County Sales Listings (#)
< 30%	\$22,620	\$71,500	9%	0%	0
31-50%	\$37,700	\$119,100	10%	0%	0
51-80%	\$60,320	\$190,600	19%	1%	2
81-100%	\$75,400	\$238,200	11%	4%	9
101-120%	\$90,480	\$285,900	11%	3%	7
121-160%	\$120,640	\$381,200	17%	6%	13
161-200%	\$150,800	\$476,500	7%	14%	33
>200%	>\$150,800	>\$476,500	16%	72%	145
Total	-	-	100%	100%	209

Source: MLS; HUD MFI; Ribbon Demographics, LLC; ECONorthwest Calculations

Note(s):

1. Maximum affordable price assumes 30-year mortgage at 7% with 5% down payment and 20% of the payment covering property taxes, HOA, PMI and Insurance.
2. Max affordable price assumes that households spend no more than 30% of their income on monthly mortgage payments

DEVELOPMENT IN THE PIPELINE

The majority of housing development occurs in the Town of Pagosa Springs. Records on pending development show a total of 178 new housing units are planned across four developments, all located in Pagosa Springs. These projects will deliver much needed housing units to households with low-incomes (30-80% AMI) and moderate incomes (60-140% AMI). The Springs Resort has purchased and converted the San Juan Motel into employee housing specifically for their business staff. The three development projects are expected to be delivered between 2025 and 2027. The Pagosa Springs Community Development Corporation in partnership with Habitat for Humanity of Archuleta County are building 50 new single family detached homes over the next three years. These homes will support households earning up to 100% of AMI. To ensure long-term affordability of these ownership units, these units will be deed restricted for up to 30-years. Additionally, there are three major proposed projects—Pagosa Views Planned Development, Pagosa West Subdivision, and the Enclave Project—that will deliver over 878 new residential units in Pagosa Springs. While these projects are proposed and at different stages of permitting process, proposed projects do not indicate actual entitlements or that these projects will break ground. Nonetheless, it is great seeing that the development community are working toward delivering much needed housing units in Archuleta County.

The new housing units proposed under these projects in Pagosa Springs will significantly expand workforce housing options, especially for households earning 60%-140% AMI. The Pagosa Views and Pagosa West projects will provide a mix of single-family and multifamily homes, while the



Enclave Project will add rental and/or ownership opportunities. However, only a small percentage of the total units are expected to be deed-restricted as permanently affordable for 30-years.

Exhibit 54. Pending Affordable Housing Projects in Archuleta County, February 2025

Name	Location	Total Units	Type	Affordable Type	AMI Category Served	Expected Completion
Timberline Apartments	Pagosa Springs	50	MF	Affordable	30-80% AMI	2025-2026
Pagosa Peaks Apartments	Pagosa Springs	88	MF	Affordable and Market-rate	60-140% AMI	2026-2027
San Juan Motel	Pagosa Springs	30	MF	Employee housing	N/A	2025
Chris Mountain Phase II	Pagosa Springs	10	SFD	Workforce housing	80-100% AMI	2025

Source: Pagosa Springs Community Development Corporation

Potential Projects

- Pagosa Views Planned Development.** Located at 600 W. Hwy 160, is a 80-acre Planned (Unit) Development approved in 2022, for 650 residential units with a required 10% of units to be in an affordable category between 60%-140% of AMI. Some of these units will be multi-family, most units will be for sale deed restricted single family homes. Applicants are currently preparing submittal of Preliminary Subdivision application. Project is located on west edge of downtown, and will be a walkable to downtown businesses, services and existing parks and trails.
- Pagosa West Subdivision.** Located at 100 S. Pagosa Blvd, is a 100-acre major subdivision proposing a mix of residential and commercial, located in the uptown core area, walkable to businesses, services and trails. Approximately 160 multifamily apartments are planned with Pagosa Peaks Apartment 88 units to break ground in late 2025, serving 60%-140% of AMI with a project average under 90% of AMI. An additional 148 Single family home lots included with potential to deed restrict 10% for workforce ownership housing units. DOLA More Housing Now Grant awarded to Town for public infrastructure to serve the Pagosa Springs apartments.
- Enclave Project.** Located at 250 Aspen Village Drive, a Public Private Partnership project with the Town of Pagosa Springs with Servitas. The project is proposing 58 rental apartments serving 60%-140% (90% project average) of AMI and 12 ownership townhomes serving up to 140% of AMI. Preliminary consideration based on funding. Although still uncertain if the Town will move forward, the earliest the project could break ground is in 2026.



Rental Market

Archuleta County faces a severe rental housing shortage, with a vacancy rate well below the healthy market range (typically 5-7%). Rental listings in Archuleta County were monitored in January and February of 2025. An average of 23 listings were found during this time period.

Exhibit 55. Estimated Vacancy Rates, February 2025

	January Listings	February Listings	Average Number of Listings	Total Rental Households	Average Monthly Vacancy Rate
Pagosa Springs	13	17	15	342	4.38%
Unincorporated Archuleta County	11	4	7.5	1,389	0.54%

Source: Redfin, American Community Survey (ACS) 2022 5-year estimates, ECONorthwest Calculations

Based on listings from various sources, the average rent in Archuleta County in February 2025 was \$2,783, while in Pagosa Springs it is \$2,237, indicating that rents in Archuleta County are about 24% higher on average. Studio and one-bedroom units have comparable rents between Archuleta County and Pagosa Springs, with Pagosa Springs being slightly higher for one-bedroom units (\$1,544 vs. \$1,225).

In Archuleta County, households of 2-persons would need to earn an income of at least \$111,300 or 148 percent of AMI to afford the average rental unit, making it unaffordable for the majority of renter households. In Pagosa Springs, a household would need to earn an income of 119% AMI to earn the average asking rent, however it's still out of reach for lower-income households.

Overall, families and couples needing larger units (2 or more bedrooms) face significant affordability challenges, as rents exceed what most local workforce households can afford.

The most significant rent gap appears in two-bedroom units, where Archuleta County rents (\$3,150) are 41% higher than in Pagosa Springs (\$2,238).



Exhibit 56. Current Rents by Bedroom Size, Archuleta County and Pagosa Springs, 2025

Number of Bedrooms	Archuleta County			Pagosa Springs		
	Average Rent	Average Sq.Ft.	Affordable AMI	Average Rent	Average Sq.Ft.	Affordable AMI
0	\$1,250	700	66%	\$1,233	1,070	65%
1	\$1,225	650	65%	\$1,544	663	82%
2	\$3,150	1,838	167%	\$2,238	1,251	119%
3	\$3,220	1,881	171%	\$3,113	1,729	165%
4	\$3,117	2,645	165%	\$3,192	2,098	169%
Average	\$2,783	1,779	148%	\$2,237	1,352	119%

Source: Redfin

LOCAL WORKFORCE AFFORDABILITY

The rental market in Archuleta County is currently failing to meet the needs of lower-income renters, with a substantial shortage of affordable units for households earning 80% of the area median income or less (\$60,320).

Approximately 63 percent of renter households earn 80% of AMI or less, but only 16 percent of January and February rental listings were affordable for them, creating a significant affordable gap in rental units.

There is a disproportionate representation of rental listings with asking rents of over \$3,020 per month, representing 55 percent of the January and February listings, despite serving only 24 percent of renter households who could afford these monthly rents. Archuleta County is in urgent need of more affordable rental units, particularly under \$1,500 per month, to support the majority of renter households.



Exhibit 57. Renter Income Distribution Compared to Available Units for Rent, Archuleta County and Pagosa Springs, 2025

AMI	Household Income Range (2-Person Household)	Maximum Affordable Monthly Rent	Renter Household Income Distribution	Rental (Jan/Feb) Listings (%)	Rental (Jan/Feb) Listings (#)
< 30%	\$22,620	\$570	24%	0%	0
31-50%	\$37,700	\$940	12%	7%	3
51-80%	\$60,320	\$1,510	27%	9%	4
81-100%	\$75,400	\$1,890	9%	18%	8
101-120%	\$90,480	\$2,260	3%	11%	5
121-160%	\$120,640	\$3,020	6%	33%	15
161-200%	\$150,800	\$3,770	4%	13%	6
>200%	>\$150,800	>\$3,770	14%	9%	4
Total	-	-	100%	100%	45

Source: MLS; HUD MFI; Ribbon Demographics, LLC; ECONorthwest Calculations

Note(s):

1. Maximum affordable monthly rent assumes that a household does not pay more than 30% of their income on housing costs.



6. HOUSING PROBLEMS

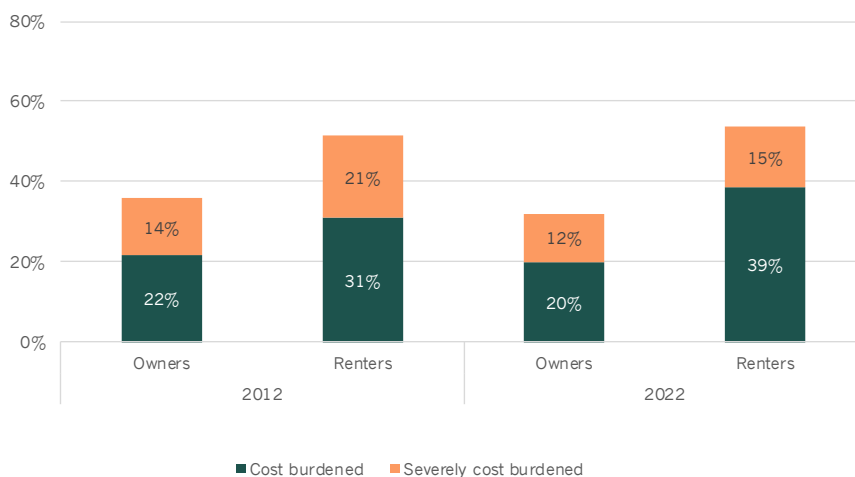
This section summarizes the housing challenges faced by households and employers in Archuleta County and Pagosa Springs. It also examines local employers' experiences with recruiting and retaining workers and the impact of housing on employment.

Cost Burden

State and federal standards specify that households spending more than 30 percent of gross annual income on housing experience “housing cost burden.” Housing cost burden can occur when housing costs increase faster than household income. When a household spends more than 30 percent of its income on housing costs (including rent, utilities, etc.), households have less disposable income for other necessities, including health care, food, and clothing. In the event of unexpected circumstances such as the loss of employment or serious health problems, lower-income households with a burdensome housing cost are more likely to become homeless or be forced to double up with other households. Homeowners with a housing cost burden have the option of selling their homes and becoming renters. Renters, on the other hand, are more vulnerable and subject to constant changes in the housing market.

In Archuleta County, 39 percent of renters experienced cost burden, and 15 percent faced severe cost burden in 2022. During the same year, approximately 20 percent of homeowners experienced cost burden, while 12 percent faced severe cost burden. These rates have remained relatively consistent since 2012.

Exhibit 58. Cost Burden by Tenure, Archuleta County (2012-2022)



Source: American Community Survey (ACS) 2022 5-year estimates



The combined share of renters experiencing cost burden or severe cost burden in Pagosa Springs (57 percent) was similar to that of Archuleta County (54 percent) in 2022, though the share of renters experiencing severe cost burden was slightly higher in Pagosa Springs.

Among homeowners in Pagosa Springs, 16 percent experienced cost burden, and 21 percent faced severe cost burden. The share of homeowners experiencing either form of cost burden has increased significantly, rising from 19 percent in 2012 to 37 percent in 2022.

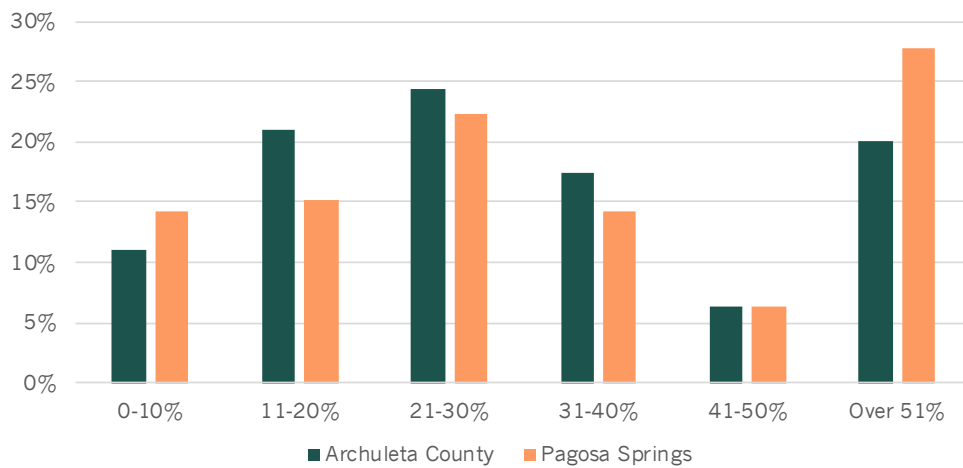
Exhibit 59. Cost Burden by Tenure, Pagosa Springs (2012-2022)



Source: American Community Survey (ACS) 2022 5-year estimates

In the 2024 household survey, the percentage of households with a high-cost burden – households spending greater than 30 percent of their household income on housing costs – of Archuleta County was 44 percent while for Pagosa Springs it was 48 percent. There are slightly more cost burdened households in Pagosa Springs which aligns with findings from the American Community Survey data findings.



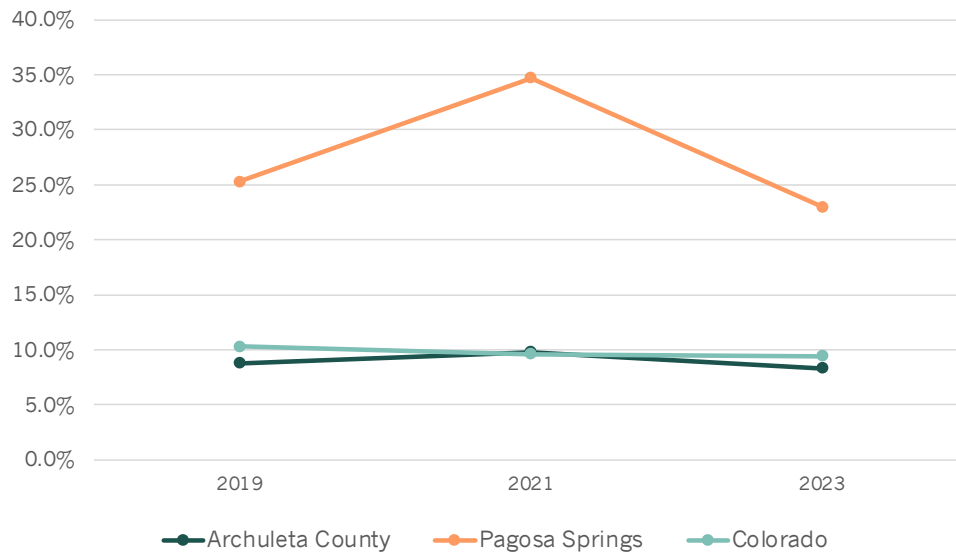
Exhibit 60. Share of Income Spent on Housing Costs, Archuleta County and Pagosa Springs

Source: 2024 Archuleta County Household Survey.

Monitoring the poverty rate over time is critical for assessing a community's needs and understanding hardships. A substantial change in the poverty rate over time can be a sign of an important trend, such as a deepening of economic distress or improvement to housing conditions within the area.

[Exhibit 61](#) shows Pagosa Springs has faced persistently high poverty rates, peaking in 2021 and remaining substantially higher than both Archuleta County and Colorado, with about 23 percent of Pagosa Springs below the poverty threshold in 2023. This is consistent with household incomes in Pagosa Springs where 30% of households earned less than \$25,000 in 2022. Meanwhile, Archuleta County's poverty rate has followed similar trends to that of Colorado with a poverty rate of 8.3 percent in 2023, while Colorado had a poverty rate of 9.4 percent.



Exhibit 61. Poverty Rates, Archuleta County, Pagosa Springs, and Colorado (2019 – 2023)

Source: American Community Survey (ACS) 2019, 2021, 2023 5-year estimates

Overcrowding

According to the U.S. Department of Housing and Urban Development (HUD), a household is considered overcrowded when there is a ratio of more than one person per room within a housing unit. In this context, "rooms" refer to spaces such as living rooms, dining rooms, kitchens, bedrooms, finished recreation rooms, enclosed porches suitable for year-round use, and lodger's rooms. This definition serves as a guideline to identify living situations where the available space may not be adequate for the number of occupants, potentially impacting their comfort, safety, and overall quality of life.

In Archuleta County, approximately 3.5 percent of owner-occupied households experience overcrowding (146 households), compared to just 1 percent of renter-occupied households (8 households). In Pagosa Springs, no owner-occupied households meet the criteria for overcrowding, while about 2 percent of renter-occupied households (8 households) are considered overcrowded.



Exhibit 62. Persons per Room, Archuleta County and Pagosa Springs, 2022

Occupants per Room	Archuleta County		Pagosa Springs	
	Owner Occupied	Renter Occupied	Owner Occupied	Renter Occupied
0.50 or less	78%	60%	63%	57%
0.51 to 1.00	19%	40%	38%	40%
1.01 to 1.50	3%	0%	0%	0%
1.51 to 2.00	0.2%	1%	0%	2%
2.01 or more	0.3%	0%	0%	0%
Total Overcrowding households (>1 person per room)	146	8	0	8

Source: American Community Survey (ACS) 2022 5-year estimates

Diving deeper into the 2024 household survey, the consultant team found the number of households overcrowded to be slightly higher in Pagosa Springs (7 percent or 14 households) compared to Archuleta County overall (4 percent or 20 households). This mismatch to the American Community Survey is likely due to different definitions of overcrowding with the American Community Survey using more than 1 person per bedroom compared to the 2024 household survey's definition of more than 2 persons per bedroom. It could also be contributed to variance in sample size.

Accessible and VISIBLE Unit

According to the HUD CHAS data, A total of 2,685 households in Archuleta County and 425 households in Pagosa Springs reported at least one member with a disability requiring accessibility accommodations. The most common disabilities are hearing/vision impairments, ambulatory and cognitive limitations. Approximately 315 Archuleta County households and 75 Pagosa Springs households report experiencing self-care or independent living limitations.

Exhibit 63. Accessible and VISIBLE Unit Estimate, Archuleta County and Town of Pagosa Springs (2021)

Household Member has:	Archuleta County	Pagosa Springs
	Number of Households	Number of Households
Hearing or vision impairment	1,075	145
Ambulatory limitation	700	140
Cognitive limitation	595	65
Self-care or independent living limitation	315	75
Total	2,685	425

Source: CHAS 2017-2021



Homelessness in Archuleta County

Based on data and information gathered by Colorado Coalition for the Homeless, in 2023 Archuleta County recorded 13 households experiencing homelessness, with all of these households being unsheltered ([Exhibit 97](#)). The total number of homeless persons was 21, with notable age concentrations among 0-17 years and 25-34 years. There were 12 males and 8 females experiencing homelessness.

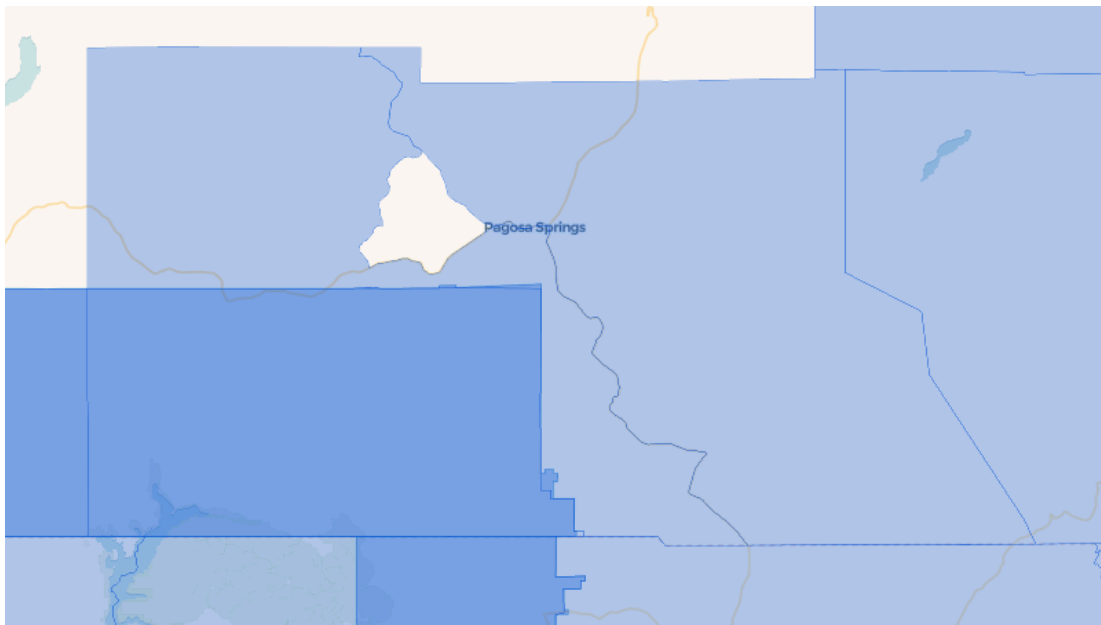
Key issues include chronic homelessness, domestic violence, substance use disorder, and with individuals also experiencing serious mental illness, PTSD, and brain injury. Veterans made up roughly 10 percent of the population, while those impacted by domestic violence accounted for 14 percent.

These findings underscore the need for targeted interventions addressing unsheltered homelessness, mental health support, substance use treatment, and services for veterans and those with chronic health needs. Expanding emergency shelter capacity and developing transitional housing could help support these vulnerable populations in Archuleta County.

Displacement Risk

The map below highlights the census tracts in Archuleta County that the Climate and Economic Justice Screening Tool (CEJST) identifies as having demographic characteristics commonly associated to a higher risk of displacement. These areas face a high risk of displacement due to several factors, including a history of underinvestment, high housing costs, limited green spaces, lack of indoor plumbing, and the presence of lead paint. Many residents have low incomes, and the community struggles with economic hardships such as language barriers, low median income, high poverty and unemployment rates. Additionally, fewer than 10 percent of adults over 25 have completed high school. Additionally, two census tracts to the southeast are highlighted as disadvantaged due to the area being within federally recognized tribes such as the Southern Ute Reservation, which historically federal tribes have experienced long-standing underinvestment.



Exhibit 64. Disadvantaged Areas in Archuleta County

Source: Climate and Economic Justice Screening Tool (CEJST)

Experiences of Archuleta County Employers

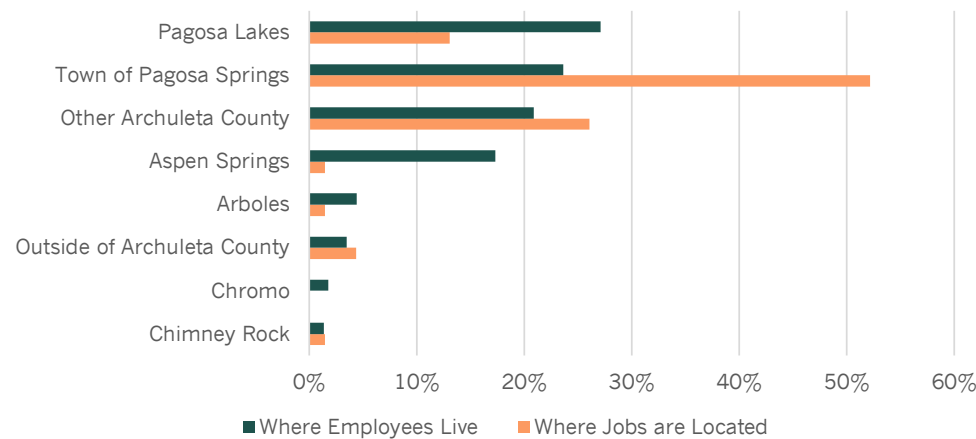
This section describes how housing is affecting employers in Archuleta County. Much of the data is drawn from the survey of 96 Archuleta County employers. The survey collected data on a broad range of variables that are not available through any standard data source, including: experience finding and retaining employees, which employees will retire, and jobs that are unfilled due to a lack of available/affordable housing. The survey also asked employers about their perceptions of housing issues in Archuleta County.

WHERE WORKERS LIVE

Employer respondents indicated that the largest share of their Archuleta County employees—27 percent—reside in Pagosa Lakes, even though only 13 percent of the county’s jobs are located there ([Exhibit 65](#)). While a smaller share of employees live in the town of Pagosa Springs (24 percent), it supports 52 percent of jobs in the County. Additionally, 17 percent of employees reside in Aspen Springs, where only 1 percent of county jobs are located. In all other communities, both the percentage of residents and the share of county jobs are below 5 percent.



Exhibit 65. Where Archuleta County Jobs are Located Compared to Where Employees Live



Source: 2024 Archuleta County Employer Survey

RETIRING EMPLOYEES

In total, survey respondents reported they employ about 864 full time employees and 199 part time employees (see [Exhibit 66](#)). In Pagosa Springs, respondents reported employing a total of 389 full time employees and 141 part time employees. Note that the total number of employees listed in [Exhibit 66](#) does not equate to the sum of full-time and part-time employees. This is due to the fact that several respondents listed a figure for total employment that exceeded the sum of the figures they reported for full-time and part-time employment.

Exhibit 66. Employee Characteristics as Reported by Responding Businesses

	Archuleta County	Pagosa Springs
Retiring employees	121	80
Full time employees	864	389
Part time employees	199	141
Total employees	1321	906

Source: 2024 Archuleta County Employer Survey

Note: Figures do not represent total employment in Archuleta County - they include employment reported by survey respondents

Employer respondents reported that about 9.2 percent of their workforce will likely retire over the next 5 years.

[Exhibit 67](#) shows estimates of the number of retiring employees based on survey findings, adjusted to reflect total employment in Archuleta County (7,523 jobs) and Pagosa Springs (3,026 jobs). Assuming these percentages are representative of all employees, nearly 700 employees will be needed to fill jobs vacated by retirees in Archuleta County. In Pagosa Springs, specifically, 8.8



percent of employees will retire over the next 5 years, and about 267 vacated positions will need to be filled.

Exhibit 67. Estimate Number of Retiring Employees

	Archuleta County	Pagosa Springs
Total jobs	7,523	3,026
Retiring employees	689	267

Source: 2024 Archuleta County Employer Survey

UNFILLED JOBS AND STAFFING LEVELS

Responses to the employer survey indicate the labor market is experiencing a shortage of workers in Archuleta County. In this competitive landscape, attracting labor to the area is further complicated by a constrained housing market and increasing costs of home prices and rents. These factors exacerbate the challenges businesses face in recruiting and retaining workers. Approximately 60 percent of employer respondents stated that the lack of housing affected their ability to find and retain employees. Employers and businesses need more affordable housing for local employees to attract and retain the workers essential for their success.

Exhibit 68 shows employer respondents were asked to report the number of unfilled positions during two time periods—Fall/Winter of 2024 and Summer of 2024. About 17 percent (229 jobs) were unfilled in Fall/Winter 2024, and about 17 percent (219 jobs) were unfilled in Summer of 2024, indicating minimal differences based on time frame.

The number of unfilled jobs was scaled up to the total county and Pagosa Springs employment. Approximately 1,276 jobs are estimated to be unfilled in Archuleta County based on 2024 survey percentages.

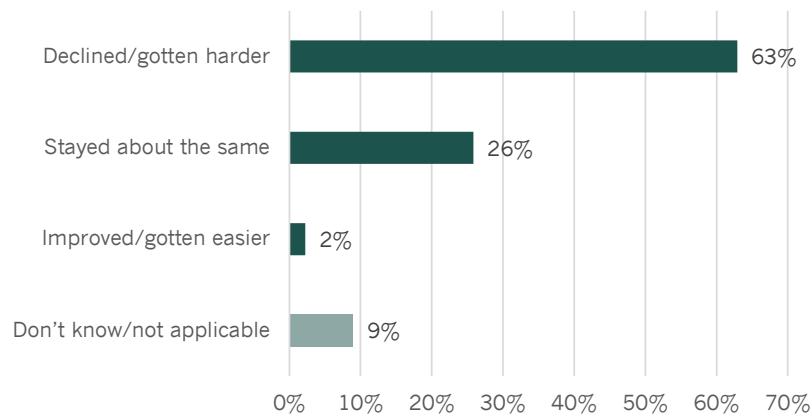
Exhibit 68. Unfilled Jobs

	PERCENT	COUNT
Unfilled Jobs in Fall/Winter 2024	17.34%	229
Unfilled Jobs in Summer 2024	16.58%	219

Source: 2024 Archuleta County Employer Survey

HIRING AND RETAINING EMPLOYEES

Employer respondents were asked to report on how their ability to recruit and retain qualified employees has changed over the past two years (Exhibit 69). About 63 percent reported that recruitment and retention had declined/gotten harder, while 26 percent reported that it has stayed about the same. Due to the limited sample size by industry/job type, it was not possible to identify any meaningful trends regarding employer respondents' perceptions of their ability to recruit and retain employees across different industry types.

Exhibit 69. Ability to Recruit and Retain Employees

Source: 2024 Archuleta County Employer Survey

Employer respondents were asked about the specific challenges they have faced in finding or retaining qualified employees. The most prevalent issue was the cost of living (67 percent), followed by a lack of adequate housing (60 percent). Beyond housing-related challenges, employers also reported broader workforce difficulties. The most common issue was receiving no or too few applicants (43 percent). Additionally, many employers struggled with applicants lacking the necessary skills for available positions, with unskilled applicants ranking among the top concerns (42 percent).



Exhibit 70. Issues in Hiring and Keeping Employees

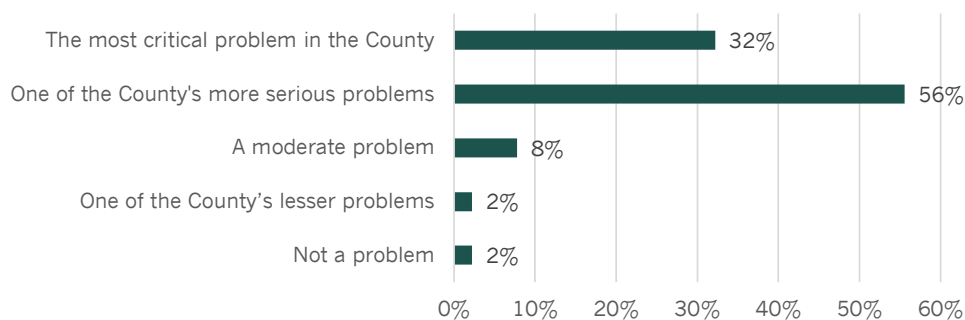
	PERCENT
Found the cost of living in the area too high	67%
Could not find/lacked adequate housing	60%
No/few applicants	43%
Unskilled applicants	42%
Could not find/lacked childcare	35%
Work ethic/dedication problems	34%
Lacked transportation	26%
Drug/substance abuse	22%
Found a different job closer to their residence	22%
Long commute/tired of commuting	19%
None of the above	13%
Other	6%

Source: 2024 Archuleta County Employer Survey

Note: Multiple response question.

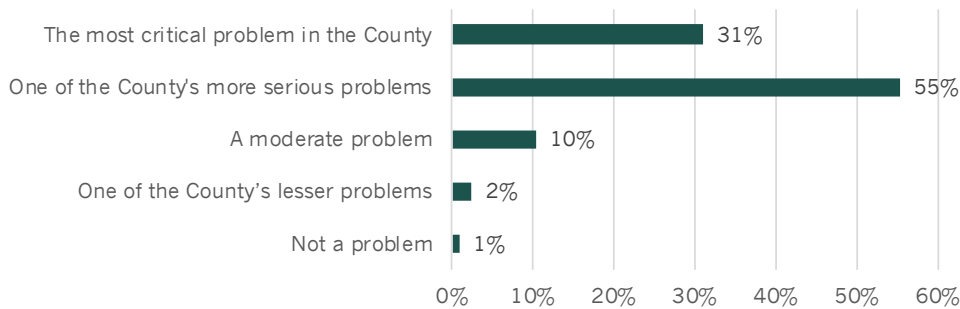
Availability of Housing

Nearly all employer respondents stated that the availability of housing is either the most critical problem (32 percent) or one of the most serious problems in Archuleta County (56 percent). Similar sentiments are evident from residents, with the majority of household respondents also reporting the availability of housing is either the most critical problem (31 percent) or one of the most serious problems in Archuleta County (55 percent).

Exhibit 71. Availability of Housing, Employers

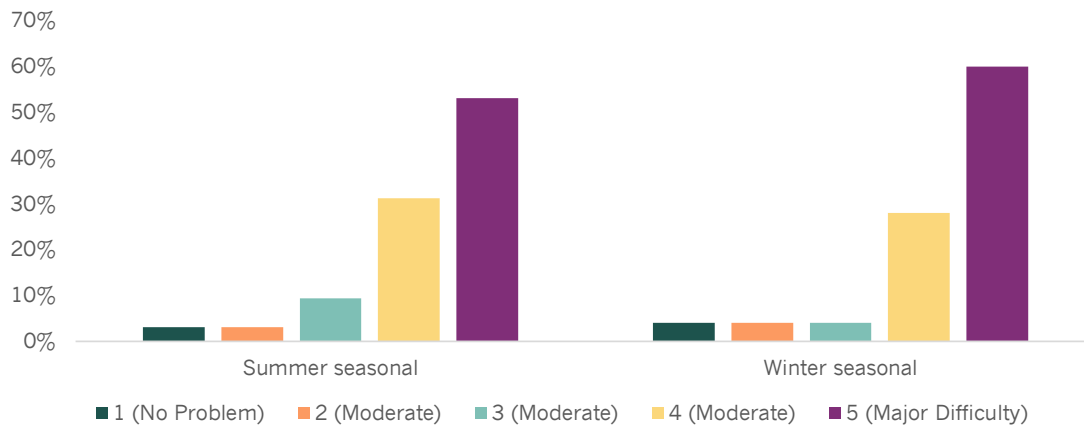
Source: 2024 Archuleta County Employer Survey



Exhibit 72. Availability of Housing, Residents

Source: 2024 Archuleta County Household Survey

Similarly, when ranking the difficulty of finding housing for seasonal workers, more than half of employer respondents rated the difficulty as a 5 (major difficulty) for both summer and winter seasonal workers. The second-highest share for both groups was associated with a ranking of 4 (moderate difficulty). Less than 10 percent of respondents in both categories selected 1 (no problem) or either of the two other moderate rankings (2 or 3).

Exhibit 73. Difficulty of Finding Housing (Seasonal Workers)

Source: 2024 Archuleta County Employer Survey

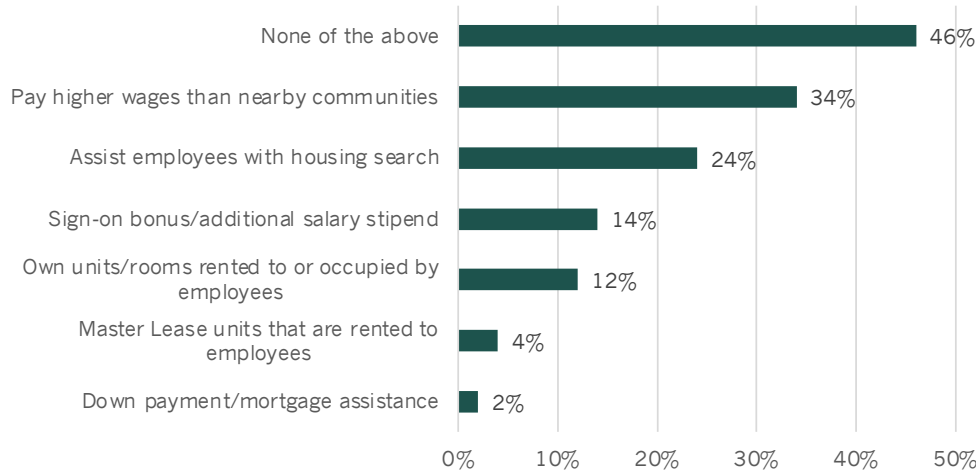
Employer Assisted Housing

Approximately 54 percent of employers that responded to the survey question about employer assisted housing reported that they provide housing or cost-of-living assistance to their employees. Among those offering such support, the most common methods were



paying higher wages compared to nearby communities (34 percent) and assisting employees with their housing search (24 percent).

Exhibit 74. Employer Assisted Housing

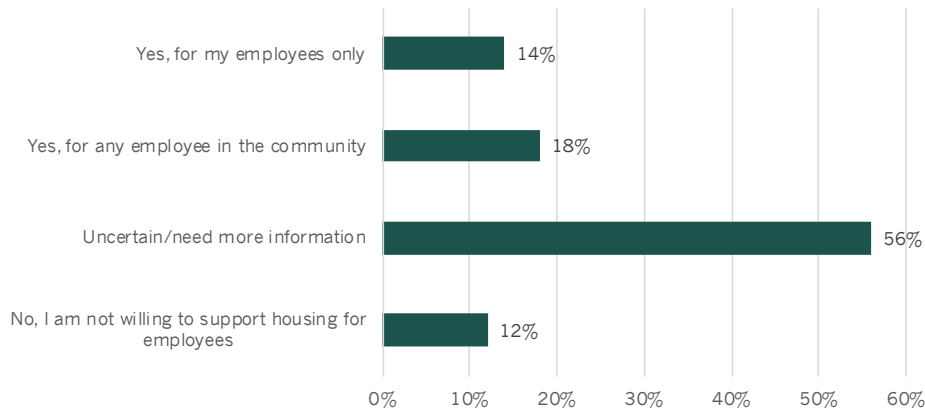


Source: 2024 Archuleta County Household Survey

Note: Multiple response question.

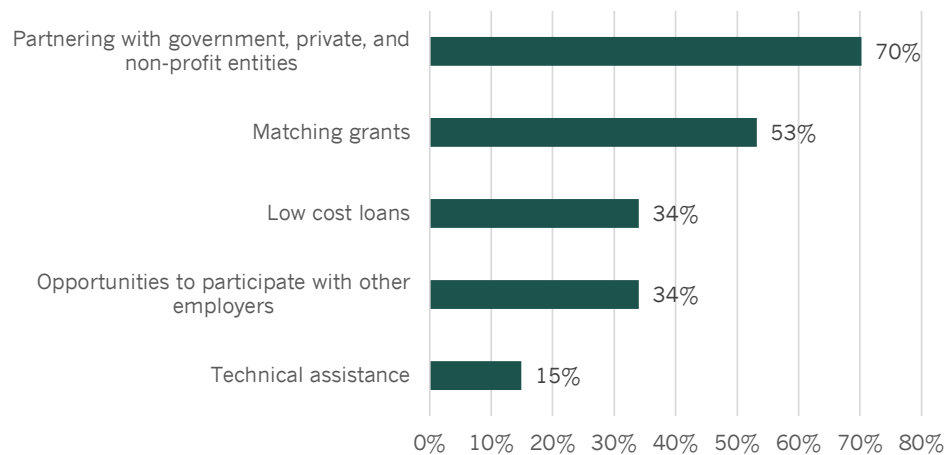
All respondents, including those who currently provide assistance, were asked about their willingness to support workforce housing in the future. Of the 50 employers who answered this question, approximately 56 percent were uncertain and indicated they would need more information to decide. About 14 percent expressed a willingness to assist their employees with housing, while 18 percent were willing to support employees in the broader community. Meanwhile, 12 percent stated they were unwilling to provide housing support.



Exhibit 75. Employer Consideration for Housing Assistance Provision

Source: 2024 Archuleta County Household Survey

When asked what would encourage them to offer or continue providing housing or cost-of-living assistance, the 47 responding employer most commonly cited partnering with government, private, and nonprofit entities (70 percent), followed by matching grants (53 percent), low-cost loans (34 percent), and opportunities to collaborate with other employers (34 percent).

Exhibit 76. Employer Encouragement for Housing Support

Source: 2024 Archuleta County Household Survey

Note: Multiple response question.



Student School Enrollment Trends

A recent demographic and enrollment forecast study by the Archuleta County School District found that due to current birth rates, cohort enrollment shifts, student migration patterns, and housing market dynamics, the district is experiencing an annual decline of approximately 35 students. However, proposed new housing developments could potentially offset this loss if projects in Pagosa Springs proceed as planned and affordability measures remain in place. Over the past four years, enrollment at the elementary, middle, and high school levels has decreased following a brief recovery from Pandemic-related losses.

Housing Costs

Rising Cost of Housing

Organizations like Habitat for Humanity struggle with bridging the affordability gap as housing costs have increased much faster than household incomes. While there is no shortage of interest in their programs, a growing number of potential homeowners struggle to meet financial requirements. Many households meet Habitat's income limits but still cannot afford the total cost of construction, largely due to increasing material and labor costs. The affordability gap continues to widen, forcing the organization to explore alternative financing mechanisms, such as USDA loans, to bridge the gap. However, even with these efforts, challenges remain. The administrative cost of loan processing, for example, is an additional burden that Habitat is hoping to offset through local government support.

On the other hand, local housing developers are focused on addressing the workforce housing shortage, targeting middle-income households earning 60-140% of the area median income (AMI). While the demand for workforce housing is evident, the cost of construction along with high cost of infrastructure upgrades can significantly impact the project's viability.

Infrastructure and Regulatory Barriers

Beyond financial constraints, the process of building in Archuleta County comes with its own set of logistical hurdles. One of the most pressing concerns for developers is the complex and often confusing process of securing utility connections for new developments. Local developers interviewed described their experiences as frustrating, with unclear guidance and conflicting information from utility providers. The risk of unexpected costs for infrastructure upgrades further complicates the equation, making it difficult to plan with certainty.

Additionally, zoning and land use regulations present another set of challenges. In some areas, homeowners' associations (HOAs) enforce stringent design guidelines that add significant costs to affordable housing projects. Habitat for Humanity, for instance, has found it difficult to work around these requirements, which prevent them from using cost-saving modular or "cross-mod" construction techniques. Although the county has generally been supportive of affordable housing efforts, the influence of local HOAs can severely limit what gets built.



Additionally, one of the most significant barriers to condominium development in Colorado stems from the state's construction defect laws. For years, these laws made it relatively easy for homeowners' associations to file lawsuits against developers for even minor construction flaws. While intended to protect consumers, the legal climate created an environment for high risk for builders. Developers became wary of constructing condos, knowing they could be tied up in expensive litigation years after the project was completed. Insurance premiums for these types of developments skyrocketed, and many insurance providers became reluctant to even cover condo projects. As a result, developers shifted their focus to building rental apartments, which carry far less legal liability. This shift has contributed to long-term shortage of for-sale multifamily housing in Archuleta County and across the state.



7. HOUSING NEED

This chapter examines both current and future housing needs over the next 10 years, considering where gaps exist today and where needs are expected to grow. The total estimated need represents the number of housing units required to support the local workforce, but communities are not expected to meet 100% of identified needs. Instead, these estimates provide a framework to help jurisdictions set informed priorities and allocate resources effectively.

The analysis provides a breakdown of:

- Housing needed for employees filling new jobs in Archuleta County and the Town of Pagosa Springs.
- Housing units needed in the County and the Town based on their share of jobs and households.
- The distribution of housing needed by ownership and rental, as well as by price points attainable for resident employee households.

The extent to which housing needs are addressed will depend on regional capacity, funding, partnerships, and policies. The housing need estimates in this section focus on workforce-related housing shortages but do not represent the full spectrum of housing demand. This analysis excludes:

- Current residents seeking to buy a different home within the area.
- Out-of-area buyers purchasing vacation or retirement homes.

By understanding these components of need, local governments, businesses, and stakeholders can better anticipate housing challenges and make data-driven decisions about how to support the local workforce.



Analysis Framework

Jobs to Housing Translation:

- Jobs per employee: Employees in the county hold an average of 1.24 jobs
- Employees per household: 1.7 employees per household with a worker
- Vacancy rate: A healthy market typically requires a 5% vacancy rate

Households Distribution by Income and AMI:

- Distribution based on 2024 County AMI distribution patterns
- Needs directly related to job growth are distributed based on wages and household formation

Tenure Allocation Assumptions:

- Households below 80% AMI (approximately \$65,920): Assumed to be primarily renters
- Households between 80%-120% AMI (\$65,920 to \$98,887): Distributed 50% owners and 50% renters
- Households above 120% AMI (above \$98,887): Distributed 70% owners and 30% renters

Catch-Up Housing Needs

This section identifies the impact that the housing shortage for residents making their living in Archuleta County and the Town of Pagosa Springs has on employers, employees, and the community. Because some of these issues are duplicative (e.g., some households are both cost-burdened and overcrowded) and some will be addressed by providing enough housing for all future employees, they are not quantified as part of the estimated future housing needs.

When devising programs, prioritizing objectives, and planning housing to serve residents, however, it is important to understand these underlying issues and impacts.

Unfilled Jobs

Employers are facing increasing challenges in recruiting and retaining workers, making it difficult to maintain service quality and sustain revenue, particularly during peak business periods. Unfilled jobs highlight the urgent need for additional housing options to support the workforce. (See Section 3 – Economic Conditions, Unfilled Jobs)

Labor shortages are a widespread issue both locally and nationally. In this competitive hiring environment, near-zero rental vacancy rates, rising home prices, and escalating rents further limit an employer's ability to attract and retain workers. Over 70% of employers report difficulty in hiring or retaining employees due to the lack of available and affordable housing.



Employer survey results indicate that 6% of jobs remain unfilled, directly impacting business operations and employee workloads. To accommodate the workforce required to fill these positions, approximately 215 additional housing units are needed.

Exhibit 77. Unfilled Jobs and New Housing Units Needed

DESCRIPTION	NUMBER
Archuleta County Jobs (2025 est.)	7,617
Percent Unfilled (%)	6%
Unfilled Jobs	457
Jobs per Employee	1.24
Employees Filling Jobs	369
Employees per Household with a Worker	1.7
New Housing Units Needed	215

Source: Employer and household survey, Colorado Department of Labor and Employment, Consultant team

Overcrowding

Overcrowded units are indicators of unhealthy housing conditions and high housing costs relative to incomes and can be a precursor to homelessness. Employers noted that many of their employees who live in the area must have roommates to afford housing. (See Section 6 – Housing Problems, Overcrowding)

Overcrowding is still a problem in Archuleta County with 4% of households experiencing overcrowding.

This translates to 281 overcrowded households in the county. Overcrowding can only be addressed by building additional units. Due to the price of housing, cultural needs, and household preferences, increasing the supply of workforce housing for one-third of these households will help address the issue.

Exhibit 78. Overcrowding and New Housing Units Needed

CATEGORY	NUMBER
Households (2025)	7,023
% overcrowded	4%
Total overcrowded households	281
% needed to address overcrowding	30%
New housing units needed	84

Source: Household survey, Colorado State Demography Office, Consultant team

Functional Rental Market Adjustment

The rental market in Archuleta County is severely constrained, with a vacancy rate of less than 1%—far below the healthy market standard of 5%. This tight rental supply drives up rents, limits



housing mobility, and reduces affordability, making it harder for local residents to secure stable housing.

A balanced rental market provides enough vacancies for normal turnover, reducing excessive competition for limited housing. Without these additional units, many renters face rising costs, fewer choices, and greater risk of displacement. To stabilize the market, new rental units are needed to reach a 5% vacancy rate and improve affordability. This estimate is not double-counted under unfilled jobs or overcrowding. Instead, it stabilizes the rental market as a distinct need.

Exhibit 79. Functional Rental Market and New Housing Units Needed

CATEGORY	NUMBER
Total Rental Units in Archuleta County (2025)	1,564
Current Rental Vacancy Rate	1%
Targeted Functional Vacancy Rate	5%
Vacant Units Needed for a Functional Market	63

Source: Redfin, Colorado State Demography Office, Consultant team

Summary of Catch-up Needs

362 total units are needed to accommodate current housing need in the county.

As shown below, the largest share of need (59%) is generated by unfilled jobs, followed by the need for a functional rental market (17%). Housing to address overcrowding (23%) accounts for the remaining portion of existing housing need.

Exhibit 80. Catch-Up Needs Summary

CATCH-UP NEED CATEGORY	UNITS NEEDED	PERCENTAGE
Unfilled Jobs	215	59%
Overcrowding	84	23%
Functional Rental Market	63	17%
Total Catch-Up Needs	362	100%

Source: Employer and Household Surveys, Colorado State Demography Office, Colorado Department of Labor and Employment, Consultant team

Most of the existing need is for rental units.

To better understand how housing needs vary across income levels, total catch-up need has been distributed by Area Median Income (AMI) category and tenure type. This helps inform future planning and program design, particularly for workforce housing solutions.

Catch-up needs were allocated across AMI bands up to 200% of AMI to reflect where the local housing need actually falls, based on household income distributions, tenure trends, and affordability gaps observed in Archuleta County. Households earning above this threshold are not



included in this analysis, as their housing challenges are more likely to stem from market availability than affordability constraints.

As shown below, 70% of needed units are rental housing. Within the rental market, the greatest need is for units affordable to households earning between 51–80% AMI (approximately \$37,700 to \$60,300 for a three-person household). On the ownership side, the most significant need is for households earning between 120–160% AMI, who are often priced out of market-rate homes but do not qualify for traditional affordability programs. This distribution highlights the ongoing mismatch between housing costs and local incomes for both renters and prospective homebuyers across the county.

Exhibit 81. Catch-Up Needs Summary by AMI and Tenure

	AMI CATEGORY	TOTAL UNITS	OWNER UNITS	RENTER UNITS
Extremely Low Income	≤30% AMI	52	0	52
Very Low Income	31-50% AMI	43	0	43
Low Income	51-80% AMI	90	0	90
Moderate Income	81-100% AMI	47	24	24
	100-120% AMI	39	19	19
Middle Income	120-160% AMI	65	45	19
	160-200% AMI	26	18	8
	Total	362	106	255

Note: The distribution follows the tenure allocation assumptions where households below 80% AMI are primarily renters, households between 80%-120% AMI are split 50/50 between owners and renters, and households above 120% AMI are distributed 70% owners and 30% renters.

Keep-Up Needs

While catch-up needs address existing housing shortages, keep-up needs focus on maintaining adequate housing supply to accommodate future job growth and changes in the workforce over the next decade. This forward-looking analysis ensures that Archuleta County and the Town of Pagosa Springs can continue to support economic development without exacerbating housing challenges.

Keep-up needs are calculated based on two primary factors:

- New jobs created through economic growth
- Existing jobs that will need to be filled as current workers retire

The combination of these factors determines the total number of housing units required to maintain a balanced housing market through 2035. This analysis ensures that housing production keeps pace with employment changes, preventing future shortages that could constrain economic growth and community development.



Employment Growth Projections

Employment growth in Archuleta County is based on 10-year job projections from the State Demography Office (SDO) and the current distribution of occupations in the county. These employment projections provide a foundation for estimating future housing needs, ensuring that housing availability keeps pace with job growth and supports workforce retention in Archuleta County.

As shown in [Exhibit 82](#), the Colorado Department of Labor and Employment projects an additional 506 jobs in Archuleta County by 2035. Given an average of 1.24 jobs per employee, this equates to 408 new employees. Based on 1.7 employees per household, this translates to 240 new households requiring housing.

To maintain a functional housing market, a 5% vacancy adjustment is included, bringing the total estimated new housing units needed to 252.

Exhibit 82. Employment Growth and New Units Needed

OCCUPATION SECTORS	ALL OCCUPATIONS
New Jobs (2025-2035)	506
New Employees (1.24 jobs/employee)	408
New Households (1.7 employees/hh)	240
Vacancy adjustment 5%	12
New Units	252

Source: Employer and Household Surveys, Colorado Department of Labor and Employment, Consultant team

Retiring Workers

As employees retire, employers will need to fill those jobs, and the new employees will need housing. The retirement of existing workers creates significant demand for housing in Archuleta County. Based on the employer survey, approximately 9% of the current workforce is expected to retire within the next five years. While this may appear high, other Colorado resort towns have reported retirement rates as high as 17% over the same period.

According to the resident survey, among households with at least one person planning to retire in the next five years, 81% indicated they intend to stay in Archuleta County after retirement. While many retirees will remain in their current homes, their jobs will need to be filled by new workers who will require housing. This creates additional housing demand even when population growth is modest.

The table below calculates the estimated housing units needed over the next 10 years to accommodate workers who will fill jobs vacated by retirees:



Exhibit 83. Retiring Workers and New Units Needed

DESCRIPTION	RETIRING IN 1-5 YEARS	RETIRING IN 6-10 YEARS	TOTAL
Archuleta County Jobs	7,617	8,123	--
% of employees planning to retire	9%	9%	--
Retiring employees	686	731	1,417
Employees per household	1.7	1.7	1.7
Estimated retiring households	403	430	833
% of retirees likely to stay in Archuleta County	81%	81%	81%
Additional households needing units	327	348	675
Vacancy adjustment	5%	5%	5%
Estimated additional housing units	339	363	702

Source: Employer and Household Surveys, Colorado Department of Labor and Employment, Consultant team

Summary of Keep-Up Needs

An estimated 954 housing units will be needed to accommodate workforce growth in Archuleta County through 2035.

As shown in the table below, nearly three-quarters (74%) of this need is driven by the need to house employees replacing retiring workers, while approximately one-quarter (26%) is generated by new job creation. This significant impact of retirement-driven housing demand highlights the demographic shifts occurring in Archuleta County and underscores the importance of workforce housing strategies that address both growth and replacement needs.

The distribution of keep-up needs across different income levels reflects the wages associated with both new and replacement jobs, with the greatest needs in the low-income (51-80% AMI) and moderate-income (100-120% AMI) categories. This pattern suggests that future housing development should prioritize units affordable to households within these income ranges to effectively support the county's evolving workforce needs.

Exhibit 84. Keep-Up Needs Summary

KEEP-UP NEED CATEGORY	UNITS NEEDED	PERCENTAGE
Job Growth	252	26%
Retiring Workers	702	74%
Total Keep-Up	954	100%



Source: Employer and Household Surveys, Colorado State Demography Office, Colorado Department of Labor and Employment, Consultant team

Keep-Up Needs Distribution by AMI

These new jobs are translated to housing need using the median wage for each occupation sector. Unlike the current AMI distribution, which reflects all households—including those without workers—this analysis is specific to workforce housing needs. Archuleta County has a high percentage of non-working households, which skews traditional AMI-based calculations. By using wage data tied to new jobs, this approach provides a more accurate representation of the housing needs of the local workforce.

Exhibit 85. Jobs by AMI

OCCUPATION SECTORS	MEDIAN ANNUAL WAGE	HOUSEHOLD INCOME (1.7 EMPLOYEES/HH)	AMI LEVEL	DISTRIBUTION
Accommodation and Food Services	\$29,744	\$50,565	61%	15%
Retail Trade	\$34,684	\$58,963	72%	12%
Construction	\$59,400	\$100,980	123%	9%
Arts, Entertainment, and Recreation	\$38,532	\$65,504	80%	9%
Health Care and Social Assistance	\$60,000	\$102,000	124%	9%
Public Administration	\$57,900	\$98,430	120%	8%
Educational Services	\$57,900	\$98,430	120%	10%
Administrative and Support Services	\$44,800	\$76,160	92%	3%
Professional and Technical Services	\$78,500	\$133,450	162%	5%
Real Estate and Rental and Leasing	\$58,700	\$99,790	121%	3%
Other	\$49,333	\$83,866	102%	16%
All Occupations	\$49,333	\$83,866	102%	100%

Source: QCEW, Colorado Department of Labor and Employment, Department of Housing and Urban Development, Consultant team

The distribution of keep-up housing needs by AMI category reflects the share of jobs held by residents in different income ranges. These projections estimate the number of housing units needed to accommodate new workers and replacements for retiring workers through 2035.

The largest portion of job-associated housing need (36%) falls within the 51–80% AMI range, which includes many service-sector and entry-level positions. Additional concentrations of need fall between 100–120% AMI (34%), representing many middle-income professional jobs, and 120–160% AMI (22%), which reflects higher-paid professional and managerial roles.



While the job-based approach effectively captures workforce-related housing need, it does not include households earning below 50% AMI, as these households often fall outside of the conventional employment-to-housing pipeline. These households are instead reflected in the catch-up portion of this needs assessment.

Conversely, housing needs for households earning above 200% AMI have been excluded from this analysis. It is assumed that the market is generally able to meet the needs of these higher-income households without requiring policy or public intervention.

This distribution underscores the importance of focusing housing strategies on the low- to middle-income ranges, where the majority of current and future workforce need is concentrated.

Exhibit 86. Keep-Up Summary by AMI

	AMI CATEGORY	% JOBS	NEW JOB UNITS	RETIRING WORKER UNITS	TOTAL
Extremely Low Income	≤30% AMI	0%	0	0	0
Very Low Income	31-50% AMI	0%	0	0	0
Low Income	51-80% AMI	36%	91	253	344
Moderate Income	81-100% AMI	3%	8	21	28
	100-120% AMI	34%	86	241	325
Middle Income	120-160% AMI	22%	55	154	210
	160-200% AMI	5%	12	35	47
	Total	100%	252	702	954

Keep-Up Needs by Tenure and AMI

The greatest need for rental units is for new households earning 51-80% AMI (\$37,700-\$60,320 for a 2-person household). This includes those working in accommodations and food services, retail trade, arts & entertainment, and administrative support occupations.

The greatest need for ownership units is for new households earning 100-120% AMI (\$75,400-\$90,480 for a 2-person household). This includes those working in construction, healthcare, public administration, education, and real estate occupations.



Exhibit 87. Keep-Up Summary by AMI and Tenure

CATEGORY	AMI CATEGORY	TOTAL UNITS	OWNER UNITS	RENTER UNITS
Extremely Low Income	≤30% AMI	0	0	0
Very Low Income	31-50% AMI	0	0	0
Low Income	51-80% AMI	344	0	344
Moderate Income	81-100% AMI	28	14	14
	100-120% AMI	325	163	163
Middle Income	120-160% AMI	210	147	63
	160-200% AMI	47	33	14
	Total	954	356	597

Note: The distribution follows the tenure allocation assumptions where households below 80% AMI are primarily renters, households between 80%-120% AMI are split 50/50 between owners and renters, and households above 120% AMI are distributed 70% owners and 30% renters.

Total Projected Housing Needs

The combined analysis of catch-up and keep-up needs indicates that Archuleta County will require a total of 1,316 new housing units through 2035 to address both current shortages and future demand. This comprehensive assessment shows that approximately 35% of the need (463 units) is for homeownership opportunities, while 65% (853 units) is for rental housing.

The distribution across AMI categories reveals key priorities for housing development. The largest single category of need is for rental units serving households earning between 51–80% AMI (434 units), followed by ownership units serving households in the 120–160% AMI range (192 units) and middle-income rental units in the same AMI band (82 units).

Households earning below 50% of AMI represent a smaller share of overall demand but have distinct needs. These households often require deeply affordable, accessible, or supportive housing, as their income levels are well below the local wage distribution. Addressing this portion of the need typically involves specialized strategies, such as rental assistance, service-enriched housing, or partnerships with nonprofit and public sector providers.

This distribution underscores the importance of developing housing solutions across the income spectrum, with a particular focus on workforce housing for low- to moderate-income households.

Exhibit 88. Total Projected Housing Needs by AMI and Tenure

CATEGORY	AMI CATEGORY	TOTAL	TOTAL OWN	TOTAL RENT
Extremely Low Income	≤30% AMI	52	0	52
Very Low Income	31-50% AMI	43	0	43
Low Income	51-80% AMI	434	0	434
Moderate Income	81-100% AMI	76	38	38
	100-120% AMI	364	182	182
Middle Income	120-160% AMI	274	192	82
	160-200% AMI	73	51	22
	Total	1,316	463	853

Total Projected Housing Needs by Jurisdiction

To support coordinated housing planning across the county, housing needs have been geographically allocated between the Town of Pagosa Springs and unincorporated Archuleta County. This allocation uses job location data from the LEHD Census, which shows that approximately 51% of jobs are located within Pagosa Springs and 49% in unincorporated areas. Since local employment concentration influences where housing is most urgently needed, this distribution serves as a proxy for where new housing resources should be prioritized.

The table below presents net housing needs by Area Median Income (AMI) category and tenure (ownership vs. rental). This provides a localized view of affordability gaps and helps guide future investments and programmatic responses in both jurisdictions.

Exhibit 89. Total Projected Housing Needs by AMI and Tenure

	AMI CATEGORY	PAGOSA SPRINGS OWN	PAGOSA SPRING RENT	UNINCORP. ARCHULETA COUNTY OWN	UNINCORP. ARCHULETA COUNTY RENT
Extremely Low Income	≤30% AMI	0	26	0	25
Very Low Income	31-50% AMI	0	22	0	21
Low Income	51-80% AMI	0	221	0	213
Moderate Income	81-100% AMI	19	19	19	19
	100-120% AMI	93	93	89	89
Middle Income	120-160% AMI	98	42	94	40
	160-200% AMI	26	11	25	11
	Total	236	435	227	418



Net Needs

This table presents net needs, adjusted to account for both development pipeline projects and current for-sale listings. Due to the nature of development projects, the exact distribution of units by Area Median Income (AMI) category represents our best estimate, with some margin of variability particularly in the middle- and moderate-income categories (which have been condensed accordingly).

The table shows total catch-up and keep-up housing needs by tenure for the county, with pipeline projects and current listings subtracted to calculate the net housing needs that remain to be addressed.

Exhibit 90. Allocated Net Need by AMI Archuleta County Total

	AMI CATEGORY	GROSS OWN	PIPELINE OWN	NET OWN	GROSS RENT	PIPELINE RENT	NET RENT
Extremely Low Income	≤30% AMI	0	0	0	52	0	52
Very Low Income	31-50% AMI	0	0	0	43	20	23
Low Income	51-80% AMI	0	0	0	434	165	269
Moderate Income	81-120% AMI	220	85	135	220	160	60
Middle Income	120-200%	243	96	147	104	41	63
	Total	463	181	282	853	386	467

Net Needs by Jurisdiction

To support coordinated housing planning across the county, net housing needs have been geographically allocated between the Town of Pagosa Springs and unincorporated Archuleta County. This allocation uses job location data from the LEHD Census, which shows that approximately 51% of jobs are located within Pagosa Springs and 49% in unincorporated areas. Since local employment concentration influences where housing is most urgently needed, this distribution serves as a proxy for where new housing resources should be prioritized.

The table below presents net housing needs by Area Median Income (AMI) category and tenure (ownership vs. rental). This provides a localized view of affordability gaps and helps guide future investments and programmatic responses in both jurisdictions.



Exhibit 91. Net Needs by Geographic Distribution

	AMI CATEGORY	PAGOSA SPRINGS OWN	PAGOSA SPRING RENT	UNINCORPORATED ARCHULETA COUNTY OWN	UNINCORPORATED ARCHULETA COUNTY RENT
Extremely Low Income	≤30% AMI	0	26	0	25
Very Low Income	31-50% AMI	0	12	0	11
Low Income	51-80% AMI	0	137	0	132
Moderate Income	81-120% AMI	69	30	66	29
Middle Income	120-200%	75	32	72	31
	Total	144	238	138	229

Accessible and Supportive

The housing needs numbers outlined above are based on readily quantifiable factors that generate a net new need for housing. In addition to these factors, there are additional generators of need for housing in the county that are more related to housing assistance programs (rather than units). These include needs for accessible and supportive housing (which is a subset of overall needs outlined above), and needs generated by cost burdened households.

Needs for accessible and supportive housing are estimated using data on prevalence of disability in the county. As of 2022, approximately 15% of households in Archuleta County have one or more people with a disability. Local social service organizations are important partners in understanding the accessible and supportive housing needs of this population.

As noted previously, a significant percentage of households in the county are cost burdened, spending more than 30% of their income on housing. This indicates a substantial need for additional housing assistance and/or better awareness of and utilization of existing programs, as well as a general need for more housing affordable to households so they are not forced to overpay for housing because of limited inventory.

Senior Living Assistance

Estimates of dementia prevalence and incidence in the U.S. differ based on the methodology used to determine the number of affected individuals. Studies consistently indicate that most people with dementia or Alzheimer's disease are aged 65 and older, with incidence rates



increasing significantly with age.⁴⁵⁶⁷ Research suggests that approximately 13% of individuals over the age of 65 are affected by dementia or Alzheimer's disease.

According to the Colorado Demography Office, Archuleta County is projected to gain 1,468 new residents aged 65 and older, representing a total of 5,789 residents in this age group by 2035. If 13 percent of people over 65 years old have dementia or Alzheimer's disease, Archuleta County may have more than 700 individuals that need some type of living assistance. While not all of these individuals will require (or desire) beds in memory care facilities, these figures clearly demonstrate a need for memory care facilities in Archuleta County. Based on an inventory conducted by ECONorthwest, there are two facilities located in Pagosa Springs the Visting Angels and Bee Hive Homes of Pagosa Springs.

⁴ Hebert LE, Beckett LA, Scherr PA, Evans DA. "Annual incidence of Alzheimer disease in the United States projected to the years 2000 through 2050." *Alzheimer Disease & Associated Disorders* 2001; 15(4): 169–73. <http://www.ncbi.nlm.nih.gov/pubmed/11723367>.

⁵ Hebert LE, Scherr PA, Bienias JL, Bennett DA, Evans DA. "Alzheimer disease in the US population: prevalence estimates using the 2000 census." *Archives of Neurology* 2003; 60(8): 1119–22. <http://www.ncbi.nlm.nih.gov/pubmed/12925369>.

⁶ Plassman, B.L., et al. "Prevalence of Dementia in the United States: The Aging Demographics, and Memory Study." *Neuroepidemiology*. 2007 November; 29(1-2): 125–132. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2705925/>

⁷ 2010 Alzheimer's disease facts and figures. *Journal of the Alzheimer's association*. http://www.alz.org/documents_custom/report_alzfactsfigures2010.pdf



8. HOUSING RESOURCES

Existing Housing Resources

Below we provide a summary of the different organizations that provide housing resources to county residents. These include non-profit housing organizations, public housing authority that address housing needs through programs and developments.

- **Archuleta County Housing Authority (ACHA).** ACHA owns and operates two properties in the county with 50 total units. One property serves low-income seniors and the other provides a mix of bedroom sizes to households and families serving households with incomes between 30% to 60% of area median income.
- **Archuleta Housing Corporation.** Archuleta Housing is a nonprofit housing provider in Pagosa Springs, founded in 1965 by local residents committed to offering affordable housing for low-income families and seniors. The organization manages 52 centrally located affordable units for families and 12 units for the elderly, providing housing for over 166 residents.
- **Habitat for Humanity Archuleta County.** Habitat for Humanity builds affordable ownership homes for households earning up to 80% of AMI. Habitat for Humanity has built 36 homes since they were founded in 1994, serving 146 children and 116 adults.
- **Pagosa Springs Community Development Corporation.** Working in collaboration with Archuleta County, Habitat for Humanity of Archuleta County, local banks, community stakeholders and local developers the Pagosa Springs CDC has initiated a strategic plan to development workforce housing in the county. Beginning in 2023, it is set to build 10 new single-family homes in the Chris Mountain II subdivision. These housing units are targeted to serve households with incomes between 80% to 120% of AMI.
- **Southwest Center for Independence.** The Southwest Center for Independence champions the rights of individuals with disabilities and serves as the region's Independent Living service provider. The organization also operates Southwest Rides, an accessible transportation service; helps long-term care residents transition to their preferred communities with supportive services; offers employment training and job access programs; assists youth with disabilities in their transition to adulthood; and aids individuals with disabilities in securing housing.
- **Housing Solutions for the Southwest.** Founded in 1981, Housing Solutions has been providing affordable housing services and programs to Southwest Colorado for more than 40 years. As a HUD-certified housing counseling agency and state-certified Community Housing Development Organization (CHDO), it plays a key role in housing support and development. The organization administers the region's Coordinated Entry System, streamlining access to services for individuals experiencing homelessness. Housing Solutions has developed and managed numerous affordable



housing projects, including workforce housing, senior housing, and supportive housing, such as the 60-unit workforce development in La Plata County and the 40-unit Espero project. Housing Solutions also owns and manages Socorro Senior Living Center in Pagosa Springs provided much needed senior housing to the area. Additionally, it operates a revolving loan fund for home repairs, rehabilitating 350 homes, and provides energy bill assistance to low-income households.

- **Pagosa Outreach Connection (POC).** A collaboration between Archuleta County Department of Human Services (DHS) and local and regional service providers groups and non-profits offers emergency financial assistance to Archuleta County residents facing housing crises. The program provides one-time emergency assistance of up to \$1,500 to county residents.
- **Archuleta Seniors INC.** Supporting independence and advance community resilience by empowering individuals who are 60 and better as well as run the community café and meals on wheels for county seniors.
- **Colorado Low Income Energy Assistance Program (LEAP).** A program that helps pay a portion of household's winter home heating costs for low-income families and seniors.
- **Durango Community Shelter.** The Durango Community Shelter provides residential services for individuals and families experiencing homelessness, including survivors of domestic violence. Alongside the Southwest Safehouse, it supports housing affordability and sustainability in Durango and Southwest Colorado communities by offering a safe, clean, and sober environment. In addition to shelter, clients receive assistance to achieve self-sufficiency and transition into independent housing.

Proposition 123. is set to provide funding to Archuleta County and Pagosa Springs, aimed at supporting affordable rental and homeownership opportunities. The allocated funds will cater to a range of initiatives, including:

- Downpayment assistance for homebuyers: Helping prospective homeowners overcome financial barriers to purchasing a home.
 - New construction/acquisition rehabilitation: Facilitating the development and refurbishment of affordable housing units.
 - Single-family owner-occupied rehab: Supporting the renovation of existing homes to maintain and improve affordable housing options.
 - Infrastructure and acquisition funds for mobile home parks: Investing in the maintenance and expansion of mobile home parks to support preservation of this housing type.
- **More Housing Now & Land Use Initiatives.** The Town of Pagosa Springs applied and was granted \$1.9 million in grant funds for infrastructure improvements supporting Affordable Homeownership Model single-family residences in the Chris Mountain and Trails subdivisions. The town will utilize the funds to support the proposed Pagosa Peak apartments development in Pagosa Springs. The Pagosa Springs apartment is



proposing 88 rental units that will serve households earning between 80 to 100 percent of the AMI.

- **HomesFund.** Homesfund is a certified Community Development Financial Institution (CDFI) and HUD-approved counseling agency dedicated to promoting homeownership. It offers down payment assistance, homebuyer education, and mortgage lending programs, including shared appreciation loans, to support low- and moderate-income households. The organization serves families earning 60 to 125 percent of the Area Median Income (AMI).



9. POLICY AND PROGRAMMATIC RECOMMENDATIONS

The Town of Pagosa Springs has taken significant, strategic steps to expand access to affordable housing and address workforce housing needs. Through a combination of policy tools, regulatory flexibility, and targeted investments, the Town has built a strong foundation to support diverse housing options. These efforts include:

- **Density Bonus Policy.** Allows the Town Council's consideration for modifying development regulations including reduction of minimum lots sizes, landscaping, parking, and setbacks; as well as additional unit density and building heights.
- **Short Term Rental Workforce Housing Fee Adopted.** A Nexus study demonstrated impacts to affordable housing caused by STRs. Town Council has approved collecting 40% of the total financial impact identified in the nexus study, which collects approximately \$25,000 annually that is placed in a Housing Trust Fund.
- **Development Application Fee Exemptions.** The Town Council can consider on a case-by-case basis development application fee exemptions for housing projects serving up to 100% of AMI or entire projects serving an average of up to 100% of AMI.
- **Tap Fee Exemptions from the Pagosa Springs Sanitation General Improvement District (PSSGID).** The PSSGID Board (Town Council) can consider on a case-by-case basis Sanitary Sewer Tap fee exemptions for housing projects serving up to 100% of AMI or entire projects serving an average of up to 100% of AMI. The Town Council must then consider back filling the amount exempted from the Town's General Revenue, preferably from the Housing Trust Fund.
- **Missing Middle Housing Types & Assessor Dwelling Units (ADUs) Allowed by Right.** The Town allows by right missing middle and ADU housing types in residential districts, with unit density limited to those allowed in each zone district, unless a Density Bonus is approved.
- **Short Term Rental Restrictions.** Town Council adopted ordinances which instituted restrictions on STRs including: Limiting to no more than 10% of housing units in each residential zone district and 10% within each multi-family condo and townhome complex, STRs cannot be located closer than 250 feet from each other, 2-year ownership required prior to eligibility to apply, STR license transfer is prohibited, limit of one STR per property, and exemptions for owner occupied properties.
- **Affordable Housing Use By Right.** Affordable Housing is a use by right in all residential and mixed-use zoning districts.
- **Smaller Than 400 sq. ft. Units Allowed.** Smaller square foot units allowed in multi-family developments and ADUs.



- **Land Banking.** Town Council has acquired a number of properties to help facilitate development of affordable housing.

Unincorporated Archuleta County has also implemented several regulatory and policy options that are designed to encourage and facilitate the development designed to have a positive impact on affordable housing in the region.

- **Density Bonus Regulation.** The ability to increase the density on any parcel that is at least one acre in size as a use by right with a commitment to provide affordable housing for the local workforce by deed restriction.
- **County Property Tax Incentive.** Any development that provides an affordable home for an owner or occupant at the 100% AMI or below who is also employed within Archuleta County may receive a tax incentive covering the County portion of the property taxes for the parcel for up to five years.
- **Affordable Housing as a Use By Right.** Affordable Workforce Housing Units are allowed as a use by right in all zoning districts within the County.
- **Employer Provided Workforce Housing.** Employers can provide housing for their employees at a higher density as a use by right throughout the County.
- **Land Donation.** The Board of County Commissioners have donated more than 60 lots in the past 3 years to non-profit organizations for development as affordable housing.
- **Development Fee Waivers.** The County has instituted a 100% fee-discount for affordable housing and employer-provided housing development throughout the County. This waiver applies to building, planning, and on-site wastewater permitting fees.

The following policy and programmatic recommendations are informed by the Housing Needs Assessment, stakeholder input, and a review of current initiatives led by the Town of Pagosa Springs and Archuleta County.

Financial and Incentives

Strategies listed here aim to explore local financing mechanism to create a dedicated funding stream that support affordable housing development.

- **Consider modifying the short-term rental (STR) lodging tax** to increase revenue and allocate the funds to support workforce development projects and programs. The lodging tax would apply to all lodging accommodations, including STRs. It is likely that an increase in lodging tax can be considered in the near future, thus an opportune time to ask for a piece of the increased revenue.
 - The Town of Pagosa Springs should consider collecting the full short-term rental (STR) fee amount as recommended in the nexus study.



- **Consider conducting a nexus study to quantify the impact of short-term rentals on affordable housing** in Archuleta County. Use the findings to implement a fee on STR's that reflect their contribution to housing pressures, with revenues supporting local housing programs.
- **Consider Establishing a local housing trust fund** to support the development and preservation of affordable housing. A dedicated housing fund provides flexible, long-term tool to address evolving housing needs and leverage state, federal, and private investments. Possible revenue sources could consist of one or more of the following:
 - General fund allocations
 - Short-term rental lodging tax
 - Inclusionary zoning in-lieu fees
 - Developer fees or linkage fees
 - Tax increment financing
 - Bonds
 - Private donations and philanthropic grants
- **Consider subsidizing or exempting development fees** for affordable and workforce housing projects (e.g., impact fees, permit fees, tap fees). This could include:
 - **Pagosa Fire Protection District (PFPD):** Exempt new impact fees for projects serving households earning up to 140% of AMI.
 - **Pagosa Area Water and Sanitation District (PAWSD):** Expand fee exemptions for projects serving households earning up to 140% of AMI, and for projects averaging below 100% AMI, provided they include strong affordability deed restrictions.
 - A coordinated, community-wide approach is recommended—developing a unified incentive package that includes participation from Pagosa Area Water and Sanitation District, Pagosa Springs Sanitation General Improvement District, Town of Pagosa Springs, Pagosa Fire Protection District, and Archuleta County.
- **Consider pursuing a ballot measure to increase the local sales tax**, dedicating the revenue to affordable housing and early childhood education and care facilities. This approach would create a dedicated funding source to address two of the region's most critical needs: housing stability and access to quality childcare.
- **Commission a nexus study to assess the impact of new residential and commercial development** on local housing needs. Use the findings to establish a justifiable impact fee that contribute to a dedicated housing trust fund.

Preservation and Management

Strategies listed here aim to create and preserve existing affordable housing stock.



- **Support the conversion of hotel and motels rooms to housing units.** Funding from Prop 123 can assist with the acquisition of land or property to develop ownership housing units.
- **Consider the creation of a “Buy Down” Program to preserve existing affordable housing stock.** Partner with Archuleta County Housing Authority and/or Pagosa Springs CDC to purchase homes (through Prop 123 funds) that are for sale on the market, place a local workforce restriction on the property, and sell the home at a reduced price to local residents. This strategy helps keep homes affordable to the local workforce in perpetuity, while supporting homeownership.
- **Leverage the local housing trust fund and available state grants to acquire Low-Income Housing Tax Credit (LIHTC) properties** nearing the end of their affordability period. Preserving these properties ensures long-term affordability and protects existing affordable housing stock from market-rate conversion.
- **Leverage the local housing trust fund to acquire tax sale properties, foreclosed homes, and other underutilized housing assets**—especially during economic downturns. Covert these properties into workforce housing to expand the local supply and stabilize housing access during times of economic stress.

Land Use and Zoning Incentives, Mandates, Reforms

Strategies listed here aim to explore modifications to the land use and regulatory development code to support the development of a variety of housing options.

- **Consider adopting an inclusionary zoning policy** that requires major subdivisions and planned unit developments (PUDs) to designate at least 10% of new units as affordable housing. This ensures new development contributes to the community’s long-term housing affordability. Consider an in-lieu fee that provide developers an opt out of building affordable units on-site, where they are able to pay into a housing trust fund instead.
- **Consider reduced parking requirements** for multifamily, affordable/workforce, and mixed-use housing developments. Right-sizing parking supports housing affordability, lowers, development costs, and makes more efficient use of land.
- **Update development regulations**—such as minimum lot size, setbacks, height limits—to enable a broader range of housing types. Flexible standards can support innovative, space-efficient housing that meets local needs while respecting community character.
- **Amend zoning regulations to allow “missing middle” housing types**—such as duplexes, triplexes, quadplexes and townhouses—in single-family residential districts without needing a density bonus if the underlying zone district allows lower density levels. Expanding these options increase housing choice and support gentle density in established neighborhoods.



Partnerships and Collaboration

Strategies listed here support the on-going partnerships among the town, county, local and regional housing provider and builders to continue providing these services and to build housing.

- **Formalize partnerships with Pagosa Springs Community Development Corporation and other local housing organizations** to strengthen coordination and project delivery. Leverage these partnerships to implement Proposition 123 eligible initiatives, including:
 - Construction of new homeownership units
 - Acquisition and rehabilitation of existing ownership units
 - Acquisition of land for future homeownership development
- **Strengthen partnerships to support rehabilitation/renovation and weatherization programs** for low-income owner households.
- **Consider the creation of a Community Land Trust (CLT).** A community land trust is a nonprofit organization that acquires and holds land permanently to provide affordable housing to residents. The CLT retains ownership of the land, while individuals or families lease the homes on it, ensuring long-term affordability. This model balances homeownership with community control, making housing accessible for low- and moderate-income residents.
- **Employer-Assisted Housing (EAH).** Employer assisted housing refers to housing benefits and support programs that employers provide to help employees secure affordable housing near their workplaces. These programs can include down payment assistance, rental subsidies, homebuyer education, or direct investment in workforce housing. EAH programs are often used to attract and retain employees, especially in areas with high housing costs.

Archuleta County can support EAH through the following:

- Offer matching funds for employer contributions toward down-payment or closing costs assistance, Interest rate buy down, and rental assistance and security deposits.

Housing Programs

Strategies listed here support the on-going partnerships among the town, county, local and regional housing provider and builders to continue providing these services and to build housing.

- **Consider the creation of a land banking program.** Create a formalized program and partnership with the county, town, and local housing providers to continue to build affordable housing using vacant/publicly owned land or acquire land and then resell the land to further housing goals of affordable/workforce housing.



- **Implement a Down payment Assistance Program.** Archuleta County can establish a Down Payment Assistance Program to help first-time homebuyers and expand homeownership opportunities. By collaborating with existing housing provider who already administers a down payment program, the county can leverage Proposition 123 funds to provide financial support for eligible buyers. Assistance would be available to households earning up to 120% of the Area Median Income (AMI), with loans covering up to 20% of the home's actual cost.
- **Senior Housing Rehabilitation and Accessibility Program.** Using funds from Prop 123, the County in partnership with local housing providers and non-profits can help seniors make repairs and improvements to their owner-occupied homes to make it more accessible for their needs. This ensures senior residents are able to age-in-place.
- **Establish a multi-jurisdictional or regional housing authority** to coordinate key housing efforts across Archuleta County and Pagosa Springs. Responsibilities could include managing a land banking program, overseeing housing vouchers, administering middle income (workforce housing) initiatives, enforcing deed restrictions, and verifying tenant and ownership eligibility. A unified approach will strengthen capacity, improve program efficiency, and align resources across the county.



10. APPENDICES

The following appendices accompany and support the housing strategies and actions in this report. The appendices include detailed data and results of the housing needs assessment, development feasibility, and public engagement efforts.

Public Outreach Summary

Interviews were conducted as part of the public outreach phase of the project to solicit feedback from stakeholders and gather additional insights and perspectives to supplement survey and other data collected for the housing needs assessment. One-on-one interviews were conducted with stakeholders from representatives of housing providers, real estate agents, developers, property managers, and special interest groups such as the Pagosa Springs Chamber of Commerce, Pagosa Community Initiative, and Archuleta Seniors, INC. Their insights provided a more comprehensive understanding of the housing experiences of Archuleta County residents.

Insights from Local Housing Providers and Developers

In Archuleta County, the need for affordable and workforce housing continues to grow, yet the barriers to providing adequate housing options remain significant. Interviews with local housing providers and developers shed light on the complex realities of housing development, the struggles of potential homeowners, and the efforts underway to create solutions that can address the county's growing housing needs.

RISE IN COST OF HOUSING

Groups like Habitat for Humanity are finding it increasingly difficult to close the affordability gap as housing prices rise much faster than household incomes. Although there is strong demand for their programs, more prospective homeowners are struggling to meet financial qualifications. Many families fall within Habitat's income guidelines but still can't afford the full construction costs, primarily due to rising material and labor expenses. As the affordability gap grows, Habitat is exploring alternative funding options like USDA loans to help bridge the divide. Still, these solutions come with their own obstacles—loan processing costs, for instance, are an added strain that Habitat hopes to ease through local government assistance.

Meanwhile, local housing developers are concentrating on the need for workforce housing, aiming to serve middle-income households earning between 60% and 140% of the area median income (AMI). Despite strong demand, high construction and infrastructure improvement costs pose significant challenges to project feasibility.



INFRASTRUCTURE AND REGULATORY BARRIERS

In addition to financial limitations, developers in Archuleta County face significant logistical challenges when attempting to build. A major obstacle is navigating the complicated and often unclear process of obtaining utility hookups for new developments. Local developers have described the experience as frustrating, citing inconsistent information and a lack of clear direction from utility providers. The potential for unexpected infrastructure upgrade costs adds further uncertainty, making planning difficult.

Zoning and land use rules also create barriers. In certain neighborhoods, homeowners' associations (HOAs) enforce strict design standards that drive up the cost of building affordable housing. For example, Habitat for Humanity has struggled with these restrictions, which prevent them from using more affordable construction methods such as modular or "cross-mod" homes. While the county is generally supportive of affordable housing, the authority of HOAs can significantly constrain what types of housing are feasible.

GROWING DEMAND FOR RENTAL AND HOMEOWNERSHIP OPPORTUNITIES

Affordable rental housing remains a critical need in Archuleta County. The Archuleta Housing Corporation manages a portfolio of subsidized apartments, all of which have long waitlists, especially for one-bedroom units. Larger apartments have slightly higher turnover rates, but demand remains high across the board.

For those seeking homeownership, the path is often daunting. First-time homebuyers face significant obstacles, from securing financing to navigating complex deed restrictions. Habitat for Humanity is working to simplify the application process by offering personalized assistance and homebuyer education courses. However, many applicants—particularly non-English speakers—struggle with financial terminology and documentation. In response, Habitat is exploring partnerships with local organizations to provide translation services and better reach diverse populations.

Interestingly, there appears to be a perception issue that may be discouraging some qualified applicants from even applying. The name "Habitat for Humanity" itself may carry a stigma, leading some to assume that they do not qualify or that the program is only for those in dire financial situations.

COLLABORATION SOLUTIONS & IDEAS

Despite these challenges, there is strong momentum toward collaboration between housing providers, developers, and local government agencies. The county and town have been in great support of workforce housing projects, local developers noting that local officials recognize the urgency of the issue. Still, more could be done. Some interviewees suggested the creation of a county-funded affordable housing pool that could provide direct financial assistance to homebuyers or developers working on affordable housing projects.

For the county and town, one of the most immediate opportunities lies in streamlining the utility application process. Developers emphasized the need for clear, well-defined steps and greater



transparency from utility providers. Addressing these infrastructure hurdles could accelerate housing development and reduce unwanted delays in the development process.

Employer Survey

Responses were collected from 91 employers, accounting for 1,374 jobs, which make up 18 percent of all jobs in Archuleta County.

The employer survey aimed to gather insights on various aspects of the workforce, including the quantity of both year-round and seasonal employees (summer and winter), commuting patterns, employee retention, and recruitment challenges. Additionally, the survey sought to gauge employer perceptions regarding the impact of housing on their workforce, assess the severity of housing-related issues experienced by different employee types, and evaluate employers' interest in providing housing assistance to their staff members.

We greatly appreciate the support of Archuleta County, Town of Pagosa Springs, and Pagosa Springs Community Development Corporation for their assistance in distributing the employer survey, conducting individual outreach to employers and following up with them to encourage participation.

Below we summarize the industries of the employers that participated in the employer survey.

Industry	% Respondents
Government/civic service (excluding public schools)	25%
Other (please specify)	13%
Construction / trades	13%
Real estate, property management	8%
Non-profit	8%
Health care, social assistance	6%
Recreation, arts, entertainment (incl. ski areas)	6%
Educational services (public/private schools, training programs, etc)	6%
Bar / restaurant	4%
Other services (personal, daycare, auto repair, security, etc)	4%
Utilities, transportation, warehousing	2%
Accommodations / lodging	2%
Home services (housekeeping, landscaping, snow removal, etc.)	2%
Professional, scientific, technical (computers, legal, accounting, etc)	2%
Total	100%

Household / Employee Survey

Responses were collected from 600 household/employees in Archuleta County. The purpose of the household/employee survey was to gather insights on housing affordability challenges and housing preferences. The survey also sought to gauge household's satisfaction of their existing housing, reasons for the dissatisfaction and identify potential policy and programmatic recommendations to supporting households who want to become first-time homeowners.

Below we provide a summary of the race and ethnicity of survey respondents. Note percents add up to more than 100 percent because respondents were asked to check all that applied.



	Percent
Caucasian/Non-Hispanic White	91%
Hispanic/Latino	15%
African American/Black	1%
American Indian	4%
Asian	3%
Indigenous Group	1%
At least one household member is two or more races	7%



Definitions

Affordable Housing – Housing that costs no more than 30 percent of a household’s total, monthly pre-tax income. This is consistent with the definition provided in the Proposition 123 Statute.

Area Median Income (AMI) – The area median income (AMI) is the midpoint of a community’s income distribution, which means that 50 percent of the households in that community have a total, pre-tax income higher than the AMI and 50 percent of the households in the community have a total, pre-tax income lower than the AMI.

Average Annual Growth Rate (AAGR) – The average annual growth rate (AAGR) refers to the percent increase in population size per year.

Cost Burdened Household – A household is considered “cost burdened” when it spends more than 30 percent of its total, pre-tax income on housing (including utility payments).

Community Development Block Grant (CDBG) Program – A federal program which provides flexible funding to support a variety of development needs in urban, rural, and suburban areas, primarily aimed at helping low- and moderate-income individuals. It funds activities like affordable housing, anti-poverty programs, and infrastructure improvements, allowing localities to address their most pressing issues.

Community Housing – Dwellings occupied by residents who live and/or work in Archuleta County and that carry an occupancy, use, income, and/or price restriction. This concept is also referred to as “workforce” or “attainable” housing. The intent is that community housing meets the full range of rental and ownership housing types and prices needed to support household changes over time.

Extremely Low-Income Households – A household is considered to be an ‘extremely low-income household’ when its total, pre-tax income is less than 30 percent of the community’s AMI.

Housing Needs Assessment (HNA) – A Housing Needs Assessment (HNA) provides the quantitative data and analysis required to understand a community’s housing needs. The HNA serves as the foundation for policy recommendations and implementing actions contained in the Strategic Housing Plan. This HNA was produced to be compliant with SB24-174.

Housing Tenure – Household tenure refers to the way in which an individual or a household occupies their home, such as renting a home or owning a home.

Low-Income Housing Tax Credit (LIHTC) – The Low-Income Housing Tax Credit (LIHTC) program is a program designed to create affordable housing in communities across the United States. The LIHTC gives state and local agencies an annual budget to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.



Severely Cost Burdened Household – A household is considered “severely cost burdened” when it spends more than 50 percent of its total, pre-tax income on housing (including utility payments).

Very Low-Income Households – A household is considered to be a ‘very low-income household’ when its total, pre-tax income is less than 50 percent of the community’s AMI.



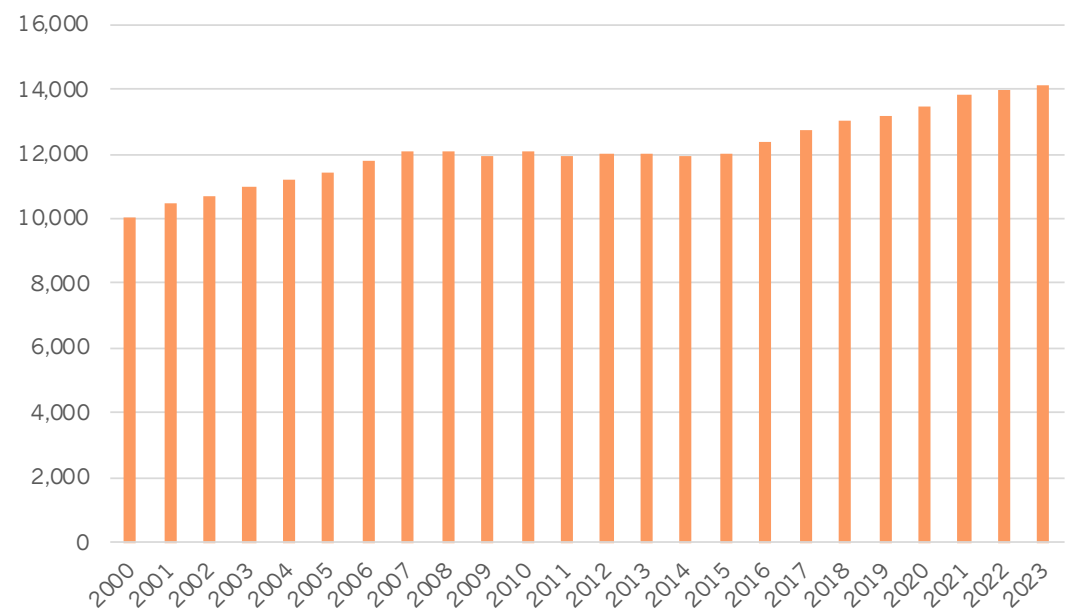
Socio-Economic Data

This appendix provides additional socio-economic data for Archuleta County and the Town of Pagosa Springs.

Population

Archuleta County’s population has demonstrated consistent long-term growth, increasing from about 10,000 residents in 2000 to over 14,000 residents in 2023. (Exhibit 92). While Archuleta County experienced rapid population growth between 2000 to 2007, growth slowed during the 2007 to 2015 period, likely due to broader economic challenges like the Great Recession of 2008-2009, but accelerated after 2015, with steady gains continuing through 2023. The increase in population in recent years highlights the county’s increasing attractiveness for residents, and those potentially seeking second homes.

Exhibit 92. Archuleta County Population Estimates, (2000-2023)



Source: Colorado State Demography Office

Pagosa Springs has experienced minimal population growth over the past few decade, hovering around 1,600 to 1,700 residents since 2000 (Exhibit 93). Pagosa Springs experienced a slight population decline between 2010 and 2015 which was followed by a stable population until 2020. Pagosa Springs has experienced modest growth since 2020, reaching 1,728 residents in 2023. As the sole incorporated municipality in Archuleta County, Pagosa Springs makes up approximately 12 percent of the county’s total population.



Exhibit 93. Pagosa Springs Population Estimates, (2000-2023)

Source: Colorado State Demography Office

EDUCATIONAL ATTAINMENT

Educational attainment influences incomes. Twenty-four percent of Archuleta County residents 25 and over have a bachelor's degree and 15 percent holding an advanced degree. In comparison, 14 percent of Pagosa Springs residents have a bachelor's degree and 8 percent have an advanced degree. The share of residents completing some college or an associate's degree remains substantial in both areas (27% in Pagosa Springs, 31% countywide), indicating a strong presence of individuals pursuing post-secondary education but not completing a four-year degree.

Many residents of Archuleta County and Pagosa Springs pursue post-secondary education, as reflected by the high share with some college or an associate's degree. However, fewer complete a four-year degree due to factors such as limited local access to universities, the high cost of higher education, and a labor market that rewards technical skills and associate-level credentials. Cultural, economic, and geographic barriers also play a role, making shorter, career-oriented education paths more practical and appealing than completing a bachelor's degree.



Exhibit 94. Education Attainment for Persons 25 and over, Archuleta County and Pagosa Springs (2022)

Education Attainment	Pagosa Springs		Archuleta County	
	Persons	Share	Persons	Share
Less than High School Degree	115	11%	571	5%
High School Degree	401	40%	2,495	24%
Some College or Associate's Degree	270	27%	3,243	31%
Bachelor's degree	138	14%	2,539	24%
Advanced Degree	80	8%	1,569	15%
Population 25+ years	1,004		10,417	

Source: American Community Survey (ACS) 2022 5-year estimates

WAGES

Wage growth varied by industry between 2019 and 2023, with wages increasing an average of 28 percent across all industries. The average wage in Archuleta County was \$52,670 in 2023. Mining and wholesale trade have increased wages by 52 and 74 percent since 2019. Growth rates aside, professional services, wholesale trade, and utilities sector offer the highest average wages in Archuleta County. The largest employment concentrations in the County such as accommodation and food services and retail trade have substantially lower wages than the average county wage.



Exhibit 95. Average Wages by Industry, Archuleta County (2019 – 2023)

Industry	2019	2023	% Growth
Agriculture	\$38,358	\$47,451	24%
Mining	\$38,984	\$59,162	52%
Utilities	\$70,698	\$83,436	18%
Construction	\$39,786	\$52,923	33%
Manufacturing	\$30,909	\$42,233	37%
Wholesale Trade	\$50,330	\$87,755	74%
Retail Trade	\$27,946	\$34,386	23%
Transportation and Warehousing	\$43,625	\$52,674	21%
Information	\$42,902	\$43,550	2%
Finance and Insurance	\$51,442	\$63,317	23%
Real Estate and Rental and Leasing	\$42,583	\$43,376	2%
Professional and Technical Services	\$74,140	\$87,764	18%
Administrative and Waste Services	\$26,563	\$35,434	33%
Health Care and Social Assistance	\$47,140	\$57,920	23%
Arts, Entertainment, and Recreation	\$20,357	\$24,702	21%
Accommodation and Food Services	\$21,855	\$29,845	37%
Other Services, except Public Admin	\$30,158	\$41,975	39%
Public Administration	\$46,088	\$60,163	31%

Source: Colorado Department of Labor and Employment, QCEW

Pagosa Springs employment base is mostly comprised in accommodations and food services (25%), retail trade (16%), and healthcare and social assistance (15%). Pagosa Springs tourism-driven economy continues to see strong job growth in accommodations and food services, and retail trade. Finance, construction, and public administration also experienced growth between 2019 and 2022, likely in response to increased development and local government needs. Between 2019 and 2022, Pagosa Springs experienced employment declines in the art, entertainment, and recreation, and healthcare and social assistance industry possibly due to the Covid-19 pandemic.



Exhibit 96. Pagosa Springs Employment (2019 – 2022)

Industry	2019		2022		Change	
	Count	Share	Count	Share	Count	Percent
Agriculture, Forestry, Fishing and Hunting	3	0.1%	1	0.0%	-2	-67%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0	0.0%	0	-
Utilities	10	0.3%	17	0.6%	7	70%
Construction	106	3.6%	153	5.1%	47	44%
Manufacturing	44	1.5%	53	1.8%	9	20%
Wholesale Trade	11	0.4%	7	0.2%	-4	-36%
Retail Trade	330	11.2%	488	16.1%	158	48%
Transportation and Warehousing	10	0.3%	3	0.1%	-7	-70%
Information	48	1.6%	37	1.2%	-11	-23%
Finance and Insurance	46	1.6%	74	2.4%	28	61%
Real Estate and Rental and Leasing	143	4.8%	149	4.9%	6	4%
Professional, Scientific, and Technical Services	46	1.6%	61	2.0%	15	33%
Management of Companies and Enterprises	0	0.0%	35	1.2%	35	-
Administration & Support, Waste, Remediation	87	2.9%	93	3.1%	6	7%
Educational Services	267	9.0%	277	9.2%	10	4%
Health Care and Social Assistance	521	17.6%	442	14.6%	-79	-15%
Arts, Entertainment, and Recreation	407	13.8%	15	0.5%	-392	-96%
Accommodation and Food Services	633	21.4%	769	25.4%	136	21%
Other Services (excluding Public Administration)	33	1.1%	55	1.8%	22	67%
Public Administration	212	7.2%	297	9.8%	85	40%

Source: Census OnTheMap

Exhibit 97. Homeless Point-in-Time Count in Archuleta County (2023)

	EMERGENCY SHELTER	TRANSITIONAL HOUSING	UNSHELTERED	TOTAL
Total Persons	0	0	21	21
Total Households	0	0	13	13
Gender				
Male	0	0	12	12
Female	0	0	8	8
Age				
0-17	0	0	5	5
18-24	0	0	2	2
25-34	0	0	5	5
35-44	0	0	3	3
45-54	0	0	4	4
55-64	0	0	2	2
65+	0	0	0	0
Chronically Homeless	0	0	10	10
Veteran	0	0	2	2
Domestic Violence	0	0	3	3
Serious Mental Illness	0	0	3	3
Substance Use Disorder	0	0	3	3
Chronic Illness	0	0	3	3
HIV/AIDS	0	0	0	0
Developmental Disability	0	0	1	1
PTSD	0	0	4	4
Brain Injury	0	0	2	2

Source: Colorado Coalition for the Homeless; 2023 Homeless Point-in-Time Study, Sheltered and Unsheltered Count



Between 2012 and 2023, rental prices in both Archuleta County and Pagosa Springs experienced a steady increase, with more pronounced growth in recent years. In Archuleta County, the average rent rose from \$897 in 2012 to \$1,409 in 2023, reflecting a 57 percent increase. Similarly, Pagosa Springs saw rental prices climb from \$792 in 2012 to \$1,068 in 2023, marking a 35 percent increase. Notably, both areas experienced relatively stable rents from 2012 to 2020, followed by sharper increases starting in 2021. This trend suggests a significant rise in housing costs in the post-2020 period, likely driven by increased demand or broader economic factors.

Exhibit 98. Median Rent, Archuleta County and Pagosa Springs (2012 – 2023)



Source: American Community Survey (ACS) 2022 5-year estimates

