



Pagosa Lakes Property Owners Association

Strategic Plan

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PLPOA Strategic Plan

Introduction

An organization's Strategic Plan ("Plan") is developed to identify and plan the following: its purpose, its product or service, short-term and long-term goals, offer strategy, initial funding, ongoing funding, revenue and profit goals, reserve and capital needs, staffing requirements, departmental structure, real property needs, business and personal property needs, governing asset needs, infrastructure, growth objectives, owner, and stakeholder interests. One specific to a Property Owners Association ("POA or Association,") will include these items specific to the needs of the Association.

Strategic plans are needed to guide an Association's interests towards its identified short and long-term objectives. If a plan is not developed it can be difficult to properly plan for the operational, reserve and capital needs of the community as well as its desired community objectives. It is important to understand that a strategic plan is a fluid document, in that the needs of an Association may change over time and changes may need to be implemented to affect those needs.

There are two types of strategic plans, the 1st is one that a founding entity develops to build its organization, and the 2nd is one that an existing entity develops at some stage of its maturity as an organization; PLPOA (Pagosa Lakes Property Owners Association) is the latter in that it is developing its first Strategic Plan.

This plan is based on descriptive documents and resources which define the Association, its departments, department job functions, purpose of the Association's formation, governing documents (can be viewed on-line), operating budget, reserve and capital budgets, revenue source documents, desired project and funding document and other ad hoc documents as needed.

The Strategic Plan contains the direction of the Association. A clear Mission and Vision Statement is critical to aligning the owners of property within the PLPOA and the organization's overall goals and strategies to obtain those goals.

It is critically important that owners are fully aware of the purpose of the Association and why one buys into such. The key factor is to protect property values by creating community guidelines by which all stakeholders operate. These governing criteria are what keeps communities like PLPOA aesthetically pleasing, focused on desired amenities, and maintaining and enhancing property values. In that light the Association's decisions have-to be made for the owner community as-a-whole with the Association's employees and Board affecting their decisions and behavior towards these ends. Community as-a-whole is the focus.

These documents provide the Board, owners, various PLPOA committees, and staff with a directional map to run the entity and focus on its long-term success. Understanding what is required of each department, committee and owner is vital to ensure the long-term viability and health of the Association. Without these it is difficult to properly plan for and operate such a vast entity.

The Pagosa Lakes Property Owners Association engaged in the development of a strategic plan in 2016 which included owner meetings, owner survey, staff survey, multiple board meetings and facilitated work sessions. The resulting Strategic Plan will be adopted and used by current and future Boards, staff, and owners to direct, guide, and manage the success of the PLPOA. The plan was approved in 2018, updated in 2020 and again in 2023.

It is important to note that this Strategic Plan is critical to the Association's long-term success. As this Plan is used, additions and changes can be made so that it remains current in its definition, verbiage, focus and financial needs, thus reflecting the daily operating and long-term reserve and capital needs of the PLPOA.

The Operating, Reserve and Capital Budgets ("Budgets") are critical to the long-term success of the Association and are integral to the Strategic Plan as they are the financial engines driving everything. If the Association does not have a firm handle on these it cannot be successful. Each of these goes through multiple drafts and Board discussions as they are prepared, researched, and developed. Once finalized, the Board adopts the budgets, and the Association operates from them. They are working documents with all budgets managed monthly. The Board will review and adjust budgets throughout the year if needed with a strong focus on staying on the original budget as designed.

The individuals involved in the Strategic Plan process have collectively spent hundreds of hours on the development of the Plan; analyzing, researching, and developing the necessary tools to manage the Plan and its strategic requirements. This process has captured the base, immediate and future needs and what it takes to run our Association long-term. This in-depth process encompassed looking at the make-up of 21 square miles of land, - 14,000 acres, over 6,100 Owner properties, 15,000 plus deeded timeshare owners, 100 plus commercial properties, 27 subdivisions many with their own home owners associations, 5 lakes, numerous raw water diversion channels, over 800 acres of greenbelts, parks, playgrounds, gazebos recreation center, clubhouse, administration building, maintenance building, parking areas, forest service access points, 7-miles of national forest fencing and gates, 14 miles of paved and graveled trails, Association owned lots, equipment, 17 full-time staff members and the overall day-to-day needs and operating requirements. As this Plan is used, additions will be made to ensure that it remains current in its definition and verbiage and that the budget reflect the daily operating and the long-term reserve and capital needs of the PLPOA.

The current Board of Directors thanks all who have provided input, considerable time, expertise, and knowledge in developing the Pagosa Lakes Property Owner Association Strategic Plan.

Strategic Plan Purpose

- Establish goals & objectives that are important to the owners & community.
- A guide, creating consistency for current & future leaders, owners, staff, and partners.
- A tool to focus and simplify the short- and long-term Association objectives.
- Identify desired projects, funding sources and schedule implementation.
- Identify where financial and staff resources need to be allocated.

Main Areas of Priority:

- Short and long-term financial health of PLPOA
 - Identify operations, reserve & capital budget need.
 - Research new revenue drivers & streams
 - Identify funding sources for the Trails and Parks Seven-Year Master Plan
 - Identify funding sources for the Recreation Center Master Plan
 - Identify funding sources for greenbelt development.

Successful Implementation

- The Plan must be simple, easy to follow and focused.
- Key players must understand its importance and why it is needed.
- Adopt Plan, implement and follow.

Tasks of Successful Implementation

- Use the Plan as the operational, financial and project guiding document going forward.
- Use as a working document, review, and adjust as needed.
- Board, staff, and owners ensure this is the guide for the community.
- Review Plan for progress of identified goals annually every January
- Monitor results of objectives, adjust resources and deadlines as needed.
- Engage owners to be a part of overall success of the Plan with annual communications/ survey.
- Continued education of owners, staff, and Board of the need for a Strategic Plan
- Educate owners, staff, and Board about financially sound practices.

Reviewing the Strategic Plan

- Board & staff review annually and as needed.
- Obtain staff input of needs and objectives, critical to success.
- Continue owner input surveys, these are an invaluable tool.
- Review and implement Reserve, Recreation and Trails Plans and adjust as dictated by financial and Association needs.

Key Strategic Plan Working Documents

- Strategic Plan – which includes master plans, studies, etc.
- Operations Budget - annual
- Reserve Budget – critical to long-term funding success
- Capital Budget – identify, plan, and prioritize projects.
- Revenue Stream Worksheet – current, proposed, and conceptual – feeds budgets
- Capital Project Worksheet and Priority Schedule – feeds capital budget.
- Project Review Process – idea presenting, funding needs & informational document, covers all aspects of a proposed project for Board consideration.

Focus of the Board of Directors

- Strategic Plan
 - Ensure Strategic Plan is utilized as the driving direction of the Association.
 - Set and oversee the General Manager’s objectives and goals.
 - Direct General Manager to affect all aspects and initiatives of the Strategic Plan
 - Focus on, review and take action on Board level items requiring decisions or direction.
 - Act in accordance with the defined Vision & Mission statements
 - Review and decide on projects presented through the Project Review Process
 - Take actions based on the Strategic Plan
 - Focus on the financial stewardship of the Association.
 - Focus on preservation of property values through its actions.
 - Focus on sustainable, long-term financial health of the PLPOA.
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PLPOA Vision • Mission • Values

“Providing the most benefit, for the most people.”

Vision

To be the best POA in the state by enriching the lives of our residents, protecting property values, providing sound financial management and creating a harmonious, well-maintained, and beautiful community.

Mission

To protect property values, further and promote community welfare, protect, and enhance the civic, social, and recreational interests of PLPOA Owners.

Operating Values

- Enriching the lives of our owners is a key focus.
- Focus on great owner service, helping our owners whenever we can.
- Highly committed to quality services, programs, and facilities
- Continue striving to be innovative and make improvements.
- Staff will exercise the upmost integrity, honesty, and ethical behavior.
- Focus on positive solutions and alternatives.
- Respect for the employees, for their service and dedication

- Make safety a priority and protect the environment.
- Provide services and amenities to owners and residents.
- Protect the aesthetics of the community.
- Focus on protecting property values.
- Manage the Association for the benefit of the entire community of owners.
- Cultivate a true sense of community, active homeowner involvement and a culture of building consensus.
- Protect the community's financial health by using best management, financial and business practices.

Strategic Priorities – Goals and Objectives

Identified Opportunity Strategies

- Review and update the Strategic Plan on a regular basis.
- Review and update the Reserve Budget & Study – critical to long-term funding success – coincides with Reserve Study
- Maintain the Capital Improvement Funding Plan – using recent owner survey information, identify, plan, and prioritize projects short and long term.
- Develop Revenue Stream Worksheet – current, proposed, and conceptual.
- Identify new revenue opportunities and develop a financial strategy around them.
- Develop stronger community harmony and spirit.
- Update Reserve Study in 2026 and follow funding plan.
- Plan for improvement of community infrastructure
 - Chris Mountain II – research developing partnerships and work toward the installation of electric and seek solar opportunities.
 - Non-Utility Lots – seek partnerships and working with utilities and county to improve the lots.
 - ⊖ Proceed with Greenbelt Fire Mitigation Plan, pursue grant opportunities, current fire hazard, research use for recreation opportunities.
 - Update Trails and Parks Plan
 - Update Lakes and Fisheries improvement plans
 - Improvements to Mailbox facilities and pullouts-consolidate where possible.
 - Update Recreation Master Plan
 - Gradual increase in pace of adding amenities and lifestyle events, prioritize amenity improvements to address demographic changes.
 - Continue to develop and maintain staff – possible staff retention plan.
- Preserve home values in the community by taking the following action steps:
 - Providing sound financial management

- Enforcement of CCRs
- Maintain existing recreation amenities and common areas to high level.
- Expand and improve as the community grows.
- Provide recreation and social programs, events, and activities.
- Construct additional recreation amenities where feasible.
- Create a harmonious community.

Ownership Focus Strategies

- Encourage owner volunteer participation in the board, committees, programs, and events.
- Schedule annual owner surveys to ensure a feedback loop for association, can be included with ownership dues mailing.
- Create necessary committees with a specific focus and accountability. Work with new standing committee, Community Gardens, and research additional committee for Youth Sports.
- Encourage and educate owners in the value of volunteering.
- Create feedback loops for committees to use with association.
- Create staff awareness around inviting feedback from owners.
- Inform staff to remind owners to participate in new annual surveys.
- Building Community Spirit / Harmony
 - Help people to live well rather than merely look good.
 - Provide social, recreation and civic activities.
 - Develop positive impression of the Association.
 - Develop community partnerships.
 - Maintain a people focused, service-oriented mindset.
 - Perform homeowner surveys, owner involvement.

Continue to build owner communication.

Quarterly new owner education, monthly discussion meeting with owners, research methods

- Research idea for communication with owners through You -Tube / Podcast

Stewardship Focus – Financial Health Strategies

- Finalize financial strategies – The financial planning component of the plan is designed to avoid special assessment levies. Without the plan, special assessments could be inevitable.
 - Review operations budget and approve using zero-based budgeting.
 - Develop reserve and capital budgets and approve.
 - Develop current and new revenue items spreadsheet.
 - Develop capital items review and priority spreadsheet.
 - Maintain plan with Investment Committee for additional revenue.
 - Modest annual budget increases to capital projects and lifestyle

- Plan annual increases at minimum based on CPI.
- Items to Research and Review
 - Capital projects, reserve projects, dues assessment (inflation, bad debt, lot consolidation), master plans, reserve studies, trails reserve funds, and growth impacts on finances.
 - Research monthly, quarterly, or annual payment options; pros and cons
 - Identify and research new revenue streams.
 - Doubtful account options
 - Subdivisions not built out and options for property.
 - Options for Chris Mountain, Trails, and Vista non-utility lots
 - Research associate memberships with outside subdivisions and property management.
 - Research impact of population increase and housing density on community.
 - Continue to research tax lien sales and treasurer deeds and determine best options.
 - Continue to review and update collections policy if necessary.
 - Examine lot consolidation policy, long-term impacts.
 - Install natural gas through Hatcher / Pagosa Highlands / Martinez
- Research Existing and New Revenue Channels and Fees
 - Transfer, home inspection, review, inspection, new construction fees
 - Increase clubhouse rental fees.
 - Explore fishing permit fee increase.
 - Explore reducing daily bag limits on trout (our biggest expense)
 - Pure PLPOA expense service fees
 - Sale of assets or real property
 - Capital improvement donation program.
 - Recreation business partnerships
 - Grant funding
 - Vacation Rental registration fee
 - Gifts in memory program
 - Fiber service for PLPOA
- Create Relationships with Town, County, and other local agencies:
 - Develop and maintain working relationship with local government on key issues affecting PLPOA. Continue with joint quarterly meetings and information sharing on short-term rentals.
 - Work with County and Utility Companies on developing plans to upgrade infrastructure in PLPOA.
 - Define purpose and outcomes for connecting with town and county for the benefit of PLPOA ownership.
 - Develop close cooperation between agencies to benefit the association. Partnering to apply for grants for development of recreation amenities behind recreation center and additional trail projects.

- Process for sharing information with other community associations in our area.
- Promote PLPOA as a benefit to the county.
- Communication and relationship with County Road and Bridge Dept.
- Internet infrastructure developments
- Research collaboration opportunities
- Work with Town and County on Trail Projects.
- Veterans Park-County owned, managed by Veterans Board. Land donated by PLPOA.
- Work with Forest Service to develop and enhance wildfire mitigation efforts near Pagosa Lakes boundary, both sides.
- Work with Colorado Parks and Wildlife on wildlife issues in the community such as bear problems, geese populations, human/wildlife conflicts.
- Work with Wildfire Adapted Partnership to help owners create wildfire defensible spaces around homes and properties. Assist owners with technical guidance and timely tree removal permits.
- Work with PAWSD to support water conservation in the community through education and demonstration areas (xeriscape), over 50% of treated water is used for outdoor irrigation currently.

ECC Strategies

- Assist the property owner in arriving at a solution to benefit them and the community.
- Driving mantra is to help the owner develop their property as easily as can be within the framework of the CC&R's.
- Staff and ECC continue to review and update the Project Permit Process & Permit Applications every two years.

Administration and Accounting Strategies

- Mitigate dues, and fines, delinquency rates via prompt, consistent and persistent actions.
- Identify new areas in each department to become more efficient.
- Continue working on Vantaca software to maximize its capabilities.
- Using Vantaca, produce accurate financial statements with clean audit reports.
- Review existing software contract and functionality every two years.
- Review and update as needed, the Bylaws every 2 years beginning 2024.
- Ensure all PLPOA staff are up to date on the CC& R's and are acting in accordance with their intent.
- Encourage sub-associations to update their CC&R's (Covenants, Conditions & Restrictions) in-order-to bring them to current standards and compliance with CCIOA (Colorado Common Interest Ownership Act) statutes.
- Develop new standing committee for community gardens and youth sports.
- Bi-annual review of Policies and Procedures
- Provide feedback through groups interacting with Legislature.
- Perform scheduled risk management evaluation.

Community Standards Strategies

- Develop wildfire reduction programs in coordination with Department of Property and Environment
- Review and Update emergency preparedness program
- Work closely with County in communication and information sharing process regarding STR permits and violations.
- Maintain good communication and customer focus climate. Create a positive working environment towards owners.
- Review and update, as needed, the Rules and Regulations every 2-years beginning in 2025.
- Work with owners and landlords of short-term rentals to limit the increasing negative impact on neighborhoods in-order-to reduce the issues associated with this activity.
- Provide education for sub-associations about the hierarchy of CC&R's, Management and perform on-site inspections.
- Continue real estate education meetings and packets for realtors.
- Promote positive stories happening in the community and recognize owner properties and projects.
- Review, update, permit application forms and process for efficiency and customer service
- Develop a class on the permit process. Educating and assisting owners regarding the improvements they have in-mind. Targeting the February/March time frame and again later in the year.
- Review and Update Project Permit Process
- Provide owner education and services to assist in home ownership and prevent violations.

Parks & Trails Strategies

- Review and update Parks & Trails Master Plan and begin development of new plan as approach completion.
 - 2013- Seven Year Parks and Trails Master Plan should be updated in 2023 or 2024 to reflect completed projects and high priority upcoming projects
- Create a plan for the greenbelts for the development of additional recreation amenities utilizing Parks and Trails Committee for input.
- Continue work with town and County in development of Town to Lakes Trail, Identify, apply for and manage State and Federal Grants for Trail Projects
- Identify, and apply for State and Federal Grants for forest health and wildfire mitigation.
- Research US Forest Service: trails access points and parking options and alternatives
- Using the Wildfire Mitigation and Implementation Plan, coordinate greenbelt yearly mitigation work.
- Identify and apply for State and Federal Grants for forest health and wildfire mitigation.
- Maintain brush chipping and pine needle pick-up services as important parts of wildfire mitigation program. Continue to look for feasible alternate sites for brush chipping.
- Support community gardens in Vista, develop a strong group of core gardeners to enhance and improve facilities and provide sustainable food production. Support Garden Committee
- Foster and support a strong Parks, Trails, and Outdoor Recreation Committee
- Consider impacts on wildlife when planning any development

Lakes, Dams & Spillways Strategies

- Conduct Fish Survey and develop habitat plan to maintain desired population.
- Develop, implement, and review yearly action items to maintain and improve the following:
 - lake water quality
 - lake habitat
 - High quality fishing experiences for owners
 - High quality boating experiences for owners
 - aquatic weed and algae control
 - riparian areas protections
 - Covered gazebos and lakefront parks.
 - Shoreline stabilization
 - Installing new vaulted restroom facilities at lakes
 - Boat ramp improvements
 - Floating docks
 - Lake aerator systems
 - Explore possibility of small-scale dredging operations at key locations such as boat ramps and inlet areas if opportunities arise.
- Research constructing and improving lake vicinity parks in Common areas owned by PLPOA.
- Develop program for people or groups to purchase trees, park equipment etc. and in turn install a memory plaque.
- Continue to plan and host fishing and boating events such as ice fishing tournaments, kids fishing derby.
- Maintain dams according to State Dam Safety standards.
- Update Emergency Action Plan in the event of dam failure-Required by state
- Work closely with PAWSD on dam and spillway management (PAWSD operates the water release valves)
- Utilize Davis Engineering Dam Condition Study to plan for long range, potentially high-cost dam maintenance items such as outlet works and slide gates.
- Work with owners of Tract A, South Village Lake to secure long term boat ramp easement access.

Buildings, Facilities and Other Assets Strategies

- Investigate solar panel applications – roof.
 - Note- Administration was hardwired electrically for future photo-voltaic solar in 2014 reconstruction.
 - Rec Center solar system dismantled in 2022 – research solar for building and heated roof valleys when replaced.
- Develop plan for electric vehicle charging stations and research funding for the installation and operation.
- Develop strategy to improve lake facilities.
- Update plan for mailbox consolidation and facility improvement
- Continue research and documentation for brush site usage and fencing of site for safety.
- Explore new HVAC system for Rec Center pool room to replace 35-year-old equipment including Energy Recovery System and conditioned air and dehumidification.
 - Note- new HVAC system for Rec Center main area was installed in 2015, not including pool room.
- Explore future replacement of Association vehicles with Electric vehicles.
- Work with Wolf Creek Gun & Bow Club regarding the development of the Archery Range

- Review existing facilities, determine population growth, and based on the information, conclude necessary action items to accommodate more owners and guests.

Recreation and Amenities Department Strategies

- Research and develop a plan to provide youth sports facilities, teams, leagues, and programs in PLPOA.
- Develop Youth Sports Committee to provide volunteer support of youth sports programs and facilities.
- Utilize a software to track facility and equipment maintenance and review software for functionality.
- Stay current in recreation and fitness trends whether this be programs, latest equipment, classes etc
- Find effective and efficient methods to market the Rec Center and improve communications with members.
- Review and update Master Plan for the recreation center
- Research solar feasibility for recreation center, wired and outfitted to accept a solar system.
- Research having solar or some type of heating on the Rec Center Roof, so we do not get ice damns.
- Develop and incorporate into the Master Plan a site plan for the entire property.
- Increase health, wellness, and fitness programs along with new recreation activities.
- Create a feeling of community - Covid-19 has educated us on one thing: the importance of community. Outdoor workout places have become more important in communities across the country. Communities will continue to give physical activity opportunities to individuals of all ages by establishing outdoor fitness spaces, whether a specific outdoor fitness area or an outdoor obstacle course.
- Using Outdoor Spaces for Educational Purposes - As a result of the pandemic outside the classroom, learning has replaced online learning. Students and teachers both will prefer to do the activities outside. It is also fun to learn outside the traditional classroom.
- Increase recreation, social and civic programs for all ages. – Place more emphasis and budget on these programs that will improve community harmony. More focus on ages 11-18.
- Look into acquiring equipment to groom trail behind Rec Center for Nordic activities.
- Develop new programs through Rec Coordinator position.
- Research the installation of coin operated dog wash system next to dog park

Lifestyle Strategies

- Increase offerings of enrichment classes, cultural activities, health and wellness programs and community-wide celebrations
- Work with new Garden Committee to ensure success of programs, events, community involvement and facility volunteers.
- Provide recreation and social programs, events, and activities to meet the needs of the owners. Place more emphasis and budget on these programs that will improve community harmony. More focus on ages 11-18.
- Create and implement new programs such as and around: Easter, Earth Day, dances, paddleboard, Welcome Santa, Thanksgiving dinner and yard sales

- Maintain a robust volunteer network of owners providing opportunities for owners to connect by volunteering that aligns with their interests.
- Maintain block party program to bring neighborhoods together.
- Market the community to owners to promote unifying elements and why people chose to live in PLPOA. Express what is special and unique about PLPOA. Distribute promotional items to owners to promote the Association. Get owners to show pride in their community.
- Place importance on welcoming new owners into the community. Continue with new owner's receptions, welcome letters, and discount coupons.

Lifestyle – Communication Strategies

- Continue expansion of web-based, e-mail and social media methods of communications in-order-to save costs of printing, creating, mailing and return mail/response handling costs. Research use of texting as a new communication method.
- Continue and expand self-funding options for current printed materials, ads, etc.
- Include a one-page projects update, board developed surveys and news piece with dues mailing.
- Create local subdivision awareness program/process and point of contact.
- Schedule an annual owner survey

PLPOA Current Status –2023

The Association today is experiencing a lot of growth in the number of homes being built in the community. PLPOA has averaged 81 new homes built per year over the past five years. The Association now has close to 3,700 homes in the community making it around 62% built-out. According to Archuleta County Growing Water Smart, the population is forecasted to increase 1.9% per year. The Pagosa area is a tourist destination which has seen a 12% increase of room stays each year over the last several years. Plus, the Archuleta School District has been provided statistics to include the expected median increase of 352 additional students over the next five years.

With the increase of new homes, the Association has to consider population growth and diversity of owners within the community. The largest segment of the population are seniors, and most have retired here. This directs the Association to plan for recreation amenities, programs and community services aimed at this large segment and implement planning for an aging in place community. It is important to note that young families and out-of-state owners make up a good portion of our population, a truly diverse community.

The more owners living within the community, the more impact there will be on staff, recreation amenities recreation center, programs, assets, lakes, services, permits, and compliance. This increase in demand will increase expenses. The Association must therefore focus on the revenue streams to accommodate the increase in expenses.

Several additional factors over the last 53-years have dramatically impacted the Association's primary revenue source, POA owner's dues. Two primary drivers are lot consolidations and bad debt, both impacting the revenue received through annual dues. At the outset PLPOA collected on 6,600 lots, lot consolidation has reduced that number to 6,037 and subsequently the total revenue from dues. Bad debt is when a lot owner does not pay the annual dues, this has added up to millions of dollars over 47-years. The Association has recovered some of those outstanding dues, but there are administrative and legal expenses which have been absorbed by the Association. The 3rd factor impacting dues and how far they go is inflation, it has impacted the value of the 1970-dollar vs. the current-dollar; expenses to operate have gone up due to that value decrease, with annual dues not keeping pace.

An additional factor that impacts the dues revenue source is the initial setup of how the PLPOA dues amount is assessed. Some POA's and HOA's base annual dues on the square footage of the property owned, whether it is raw land or contains a housing structure. The PLPOA annual dues are equal across all owners, regardless of the size of the property or number or size of the structure(s) the property contains except for timeshares and vacation rental which pay 3x the annual dues assessment.

Despite this, the Association has maintained a stable financial status, controlling costs, and seeking new forms of revenue. The dues are currently \$300 for 2023. The audit report shows the Association in good financial shape with cash and assets. The balance sheet from the 2021 audit shows total assets of \$6,356,532 and a total net cash flow of \$218,294. An update to the Reserve Study was completed in 2022 and the Association is slightly under reserve fund deposits but has been keeping up with reserve projects per the study. The organizational structure has remained consistent with the only changes in the past five years being the addition of a receptionist and the creation of a Lifestyle Coordinator / Communications in place of the Assistant Manager.

Each staff member is dedicated to their work, demonstrating pride and a service of excellence. The average length of time for employees with PLPOA is currently 7 years. In-order-to keep dues assessments in check, the Association must explore ways of finding new sources of revenue and continue to look for ways to become more efficient, with a heavy focus on generating additional revenue through current programs and new unique opportunities and programs.

The Association conducts consistent and thorough audits through a third-party auditor in-order-to assess the maintenance and financial requirements of the entire Association. The importance of this is critical to ensuring a well-maintained community and asset base.

The facilities and assets in the community are well maintained. Maintenance programs and schedules are followed each day to keep equipment, buildings, and vehicles in good condition and to extend their life. The dams have passed state inspections and a Dam Condition Study has just been completed. They are constantly maintained to standards. As with everything, age of equipment and facilities will eventually force their replacement. The Rec Center has had a major renovation to include an expansion, HVAC, and sprinkler systems, added insulation, new mezzanine level, aerobics room floor, and some locker room upgrades. The pool mechanical room and pool surface have been replaced to improve health safety, efficiency and meet industry standards.

The administration building is only a few years old and is in great condition. The clubhouse has just received a new roof and furnaces. The clubhouse received a floor replacement, new divider curtain and the bathrooms upgraded. The maintenance building is an old clubhouse. The Association has chosen not to construct a new one on the administration site, which means plans should be followed to upgrade the existing maintenance

shop. The outdoor facilities are in overall good shape but need continued maintenance such as crack filing and sealing the trails. The boat ramps need constant maintenance.

The recreation programs, as part of the lifestyle department, have been increasing dramatically. For instance, the number of clubs using the clubhouse has doubled, the Easter program went from 50 attendees in 2016 to over 200 the last several years. The clubhouse rentals have remained steady over the last several years. These programs have a positive impact on the quality of life in the community. Fishing permits continue to remain steady each year and the lakes are the most popular recreation amenity. Other added services to owners over the last few years include tree limb and brush drop-off, pine needle pick-up, dumpster days, weed spraying and Christmas tree pick-up.

In 2022 the Association instituted a Vacation Rental Policy, setting in place rules to reduce complaints about conduct of Vacation Rental guests, and increasing dues for Vacation Rental properties. The Association is now coordinating with the County regarding permitted properties. The Association will continue working with absentee landlords and owners so everyone can enjoy their homes in Pagosa Lakes.

The ownership has given the PLPOA staff a huge thumbs up, with the vast majority of comment cards coming in with accolades to staff, processes, and owner overall experience. In recent years, the Association has changed its philosophy to provide incredible owner service, concentrating on a “what can we do for you” by providing great owner service and a living by a true assistance attitude. Increased recreational programs, community services and improved owner services are making a difference for the better.

PLPOA History

Pagosa Lakes Property Owners Association was established in 1970 with recording of the Declaration of Restrictions. The Association contains 27 subdivisions, 14,000 acres of property in a 21 square mile area consisting of single-family homes, condominiums, timeshares, multi-family units, ranches, farms, and highly varied commercial properties. Property sizes vary from condominium footprints to larger ranches. It is the second largest POA in the state of Colorado.

The Association has experienced a long battle beginning with the developer’s filing Chapter 11 bankruptcy in 1990. The Association, along with Archuleta County, filed claim against the developer’s estate for defaulted obligations. The Association was involved in the bankruptcy proceedings to protect the interests of the property owners. The bankruptcy provided the County and the Association with some funds for uncompleted roads, utilities, and common areas in the uncompleted subdivisions. Some amenities were transferred to the POA. The greenbelts, and multiple ponds on which the golf course was built, tennis courts and Pinon Lake and other private ponds, these are all privately owned.

The bankruptcy funds from the settlement were inadequate to properly provide for road construction and utility installations to certain subdivisions. The lack of build out has created areas within PLPOA that are not developed as planned and would require a huge funding outlay to bring the lots to a developable status.

These lots are also a large source of bad debt as owners refuse to pay on these lots. The Association is exploring options for these areas.

The Association in 1989 filed suit against the developer to preserve open space also known as the greenbelts from development and sale. Most of the greenbelts, built to preserve small and sometimes-large open spaces, were retained by the developer, some have been sold to private entities with many being retained by the developer's successors. These greenbelts are interspersed throughout the Association and are in, and amongst many of the private properties. The status of use of the greenbelts however have not changed and are for the access and enjoyment of the Association's owners. In 2022, the Association took ownership of over 600 acres of greenbelts.

The Association owns five lakes and surrounding shoreline located in the community. These lakes serve as important recreational resource and provide an aesthetic beauty for the community as well as hold its drinking water supply. An agreement between the Association and PAWSD, who owns the water, allows for the recreational use, fish stocking and maintenance of the lakes.

As noted, some of the recreational amenities, open land areas, lakes/ponds, etc., originally designed to be part of the Association, were retained by the Developer, or subjected to the bankruptcy proceedings and were court-ordered sold to private entities.

The organizational structure has changed some over the years. While the recreation center has stayed the same, other departments have been restructured. The biggest change was the elimination of the Public Safety Department. This created the Department of Community Standards being separated from the Department of Property and Environment. The Administration Department added the Lifestyle Coordinator to replace the Assistant Manager position. From the year 2000, the Association has decreased the number of full-time employees from 22 to 17, while operating costs continue to increase from \$2,047,140 in 2018 to \$2,650,632 in 2023. This has resulted in a minimal dues assessment annual average increase of \$8.00 over the last ten years.

There have also been several capital improvement projects at the Recreation Center in the last five years. This has consisted of the construction of an addition and multiple upgrades to the facility. A mezzanine level was constructed in 2017 for added space. These projects follow the ownership approval of 83%, voted on at the 2013 Annual Meeting.

The Trails and Parks Seven-Year Plan was also completed, outlining proposed trail and park projects over a seven-year period. This plan was spearheaded by the Parks, Trails, and Outdoor Recreation Committee in 2011 and included 15 trail segments and 6 park improvements. A total of 8 trail segments and the Vista and Highlands Park project have been completed. PLPOA partnered with the County to apply for and subsequently receive approval of grant funding to construct some of these projects. The plan was voted on and approved, 83%, by owners at the 2013 Annual Meeting.

Since the elimination of the Public Safety Department the Association has implemented various types of services, programs and has focused on providing exceptional owner customer service. The staff now work with owners to meet the requirements of the community or to comply with the rules and regulations established by the Association. This concerted effort has dramatically reduced the number of violations that are issued. Additionally, an enhanced ownership communication program has improved the educational component and reduced issues that cause non-compliance.

SWOC Analysis – Strengths, Weaknesses, Opportunities, and Challenges

An objective analysis of an organization related to each of these areas, providing it with identifiable targets on which to focus its Strategic Plan and operational strategies. This allows an organization to direct its time, money and efforts towards improving its short and long-term success by focusing on what is important to its mission, vision and end-goals.

Strengths

- Quality, knowledgeable, highly trained, dedicated staff
- Established policies and procedures.
- Up to date on CCIOA (Colorado Common Interest Ownership Act) required documents.
- Operational efficiencies within each department
- Location, topography, vistas
- Recreational programs, events, activities, and community services
- Master Plans for Recreation Center and Trails and Parks
- Reserve Study
- Financial stability
- Detailed Operations Budget
- Increasing property values
- Diverse property types and sizes, not homogenous
- Diverse housing types and sizes, not homogenous
- Committee volunteers – drive costs down
- Board of Directors – understand financials and have long-term vision.
- Developed 1st Strategic Plan and have periodically updated it.
- Highly desirable amenities, quality of life
- Owner Communication
- Productive interaction between Board, Management, Staff and Committees

Weaknesses

- Update of technology to become more efficient – with project permits and inspections, violations, maintenance and recreation membership, registration.
- Not all subdivisions have roads completed or utilities available.
- Unbuildable lots with no value due to no utility infrastructure
- Unbuildable lots with high bad debt to the county and PLPOA, well beyond their value

- PLPOA has no control over building, repairing, or maintaining the roads, snow removal and bridges within the subdivisions – existing roads in poor shape.
- Diverse owner interests
- Does not collect annual dues from commercial properties.
- Facilities and offered services are not self-funding, they are paid or offset through dues.
- Most services used by some owners are funded by all owners, vs. user-based model.
- Home vacancy hovers around 40% in home occupancy which includes vacation homes (Archuleta County Growing Water Smart 2019)
- Lack of volunteers on needed PLPOA committees
- Recreational amenities, insufficient to meet growing needs.
- Over-saturation of vacation rentals certain areas.
- Small lots, houses close together.
- Two large greenbelts in Twin creek Village are owned by a private party.
- The main boat ramp and access area to Village Lake at Lakeside Dr (Tract A, South Village Lake) is not owned by PLPOA, a workable easement and access should be pursued.
- Population Growth
- Reluctance to increase dues to keep up with inflation.
- Lot consolidations continue to reduce dues income.
- Many owners do not understand POA Governance
- Improve owner feedback.

Opportunities

Implement Board-based additional revenue streams.
 Research tying dues to property tax assessment.
 Investigate feasibility in 2023 with plan to fold into 2023 budget cycle.
 Expand fee-based recreation and lifestyle programs.
 Annual review of all service, recreation, lifestyle activity, PPP, rental fees
 Schedule reviews, resolutions in advance of budget cycle
 Improve interaction with County Commissioners and staff.
 Improve visibility at BoCC work sessions & meetings, Planning Commission, Road & Bridge
 Build plan for attendance by management, directors for 2023.

Challenges

- Impact of population increase on Association.
- Increase number of staff to keep up with growing community.
- More strain on provided services.
- Aging population, increase in retiree population moving to area.
- Small lots, houses close together, increased neighbor complaints to office – remaining vacant lots are more difficult to build-on.
- Vacation rental unit demand on PLPOA resources, unconstrained growth

- Facilities able to meet demand from increased membership at those facilities.
- Lakes capacity – could become overcrowded.
- Cost increases – inflation and operational
- Buyers don't know they are buying into a POA.
- Owners think the Association owns & maintains the roads.
- Owners have not read the CC&R's (Covenants, Conditions & Restrictions) – causes misunderstanding and requires staff to have to educate the owner.
- Association does not seem to have a voice in the county, even though 60% of the population lives in PLPOA and 72% of the housing units are within PLPOA borders.
- Realtors do not understand the CC&R's and are unable to articulate them to a prospective buyer which can cause confusion.
- Greenbelts – wildfire hazard, safety risk, home insurance increases, drought issues
- Inaccurate surveys lead to prospective buyer confusion and Association staff must deal with the issues.
- All subdivisions originally planned are not in PLPOA or constructed, therefore the Association is not collecting dues from them.
- Injury and violation litigation costing ownership

Challenges Details

• Property Values

- Inability to control property value drivers originally designed into the master plan can wreak havoc and cause property values to fluctuate, in some cases dramatically.
 - Recreational facilities – value to own and revenue source.
 - Greenbelts –use, fire hazard,
 - Tennis courts – who can use, privately owned.
 - Golf course property – future property use, privately owned.
 - Lakes – do not own all lakes adjacent to Association, privately owned Pinon Lake and golf course ponds are privately owned.
 - Decaying adjacent commercial property – no or small power to affect
 - Adjacent land – privately owned & multi-use, no power to control.
- Long-term funding for reserve and capital improvement projects
 - Not enough revenue to support funding new capital projects.
 - Impact – facility and asset maintenance will suffer, effect on quality of life.
 - Impact - inability to fund new capital projects.
- Owners are reluctant to increase dues to maintain increasing operating, reserve, and capital project cost.
 - Operating – these costs rise annually and is line item dependent,

- Reserve – these costs rise annually and are costs associated with maintaining the assets of the Association. Reserve budgets must be maintained at required levels or the assets of the Association will become in disrepair and require larger capital outlays to bring back.
- Capital – capital costs increase annually but are solely based on whether owners desire new capital benefits such as: paved or improved trails, recreation facilities, lake improvements, trail head improvements, parks, playgrounds, clubhouse, facilities, administrative supplies, computer upgrades, etc. Of any other new program that would require an outlay for assets. Negatively impacts quality of life.
- What Happens?
 - Owner services must be reduced.
 - Capital projects are not implemented.
 - Community standards deteriorate.
 - Overall quality of community living compromised
- Serve a wide range of demographics, ownership type, land topography and incomes.
 - Singles, couples, families, children, workforce, retirees, aging, etc.
 - Incomes vary from low to extremely wealthy.
 - Primary, second, full time rental, vacation, time shares, short term rental, ranch, property, and homes.
 - Small to large acreage properties with differing community impacts
 - Creates a wide variety of interests and priorities.
- Lack of Owner Involvement – Committee Volunteer & Board of Directors
 - Needed committees suffer, they are understaffed.
 - Needed committees cannot be implemented, budget issue.
 - Lack of volunteers can limit services, programs, and events.
 - Lack of volunteers increases costs of program, event, and services.
 - Lack of volunteers increases hired payroll to conduct those services.
 - Volunteers come from the owners, critical to provide consistent direction.
 - Volunteer owners have a unique perspective of what the community wants.
 - Volunteer owners save the POA hundreds of thousands of dollars annually.

Ownership Focus

Recognizing Owner Priorities

Purpose

Creating and maintaining open channels for discovering what is important to all owners within the PLPOA.

Ongoing Initiatives

- Direct owners to PLPOA web site for up-to-date information and articles
- Direct owner to provide an email address to receive weekly e-blasts.
- Hold monthly meetings with owners of 2-3 subdivisions to discuss future direction of Association.

Stewardship Focus - Guiding Financial Health

Purpose

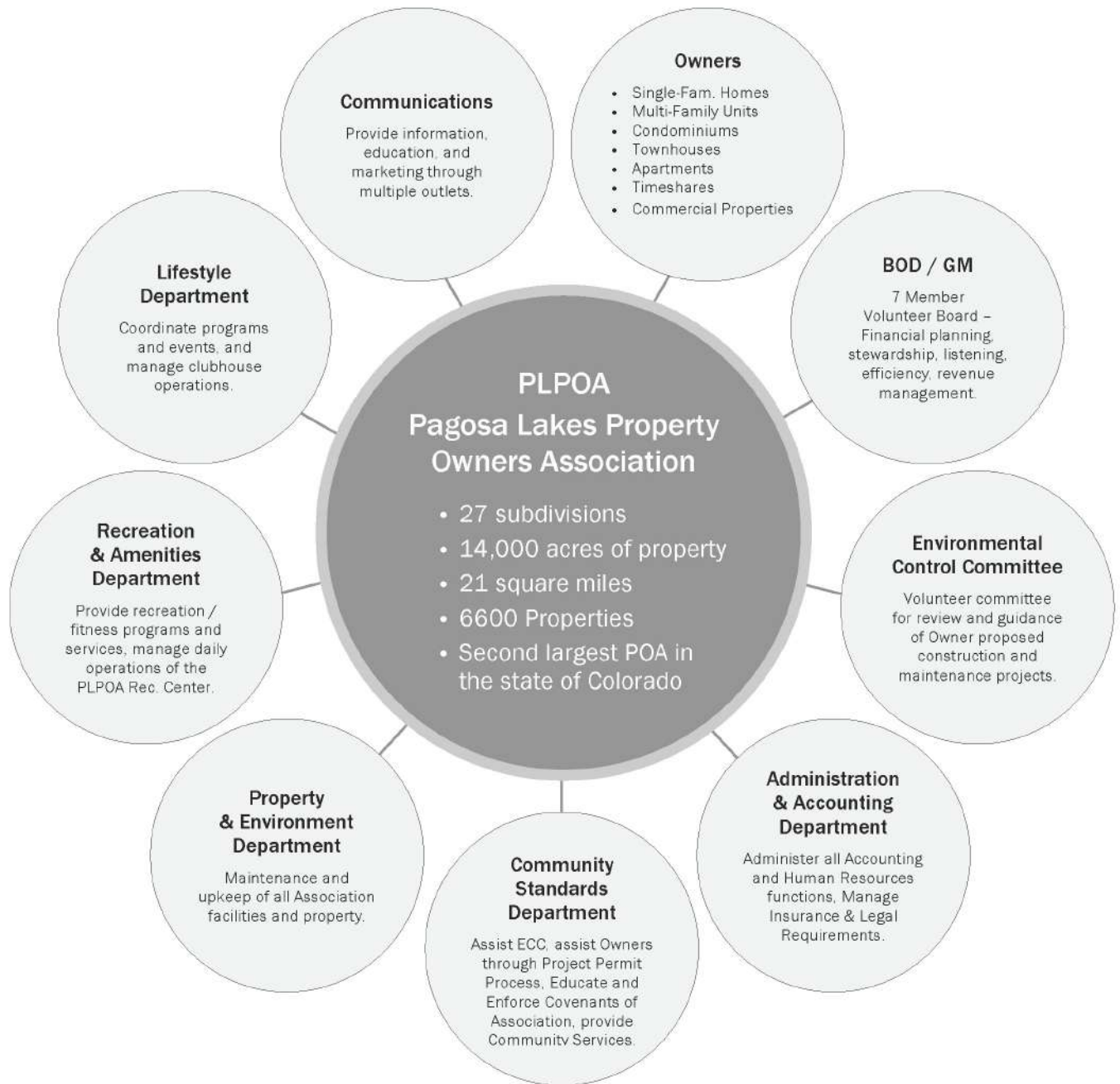
Responsible financial management and intelligent planning for the future.

Managing Reserves and Capital Improvement projects: major repair and replacement of assets according to Reserve Study Plan and Capital Improvement Projects.

Preparing for the Future by Considering the Following:

Population Increase - Impact on Association

- 60% of the countrys population lives within PLPOA
- The county population is expected to increase 1.9% each year (*Archuleta County Growing Water Smart 2019*),
- Project an 8-10% growth every five years in residential units (*Archuleta County Growing Water Smart 2019*)
- Expected median increase of 352 additional students over the next five years per Report from the Archuleta County School District
- Largest segment of the population is seniors
- Planning for an aging in place community
- 100% build out estimate.
- Identify and inventory surplus vacant properties for files.
- Identify and inventory highly desirable properties for acquisition for recreation amenities.
- Impact considerations on recreation amenities, programs, services, permits, and violations.



Department Heads and Staff - Important

It is important to note that there are 17 full-time staff members that conduct the day-to-day operation of the PLPOA and that all functions inherently required to manage the staff are born by the General Manager and Department Heads. There are numerous day-to-day requirements of managing a staff of this size and they include but are not limited to: hiring, firing, counseling, work plan development, job criteria, goal

setting, HR, work-time recording, safety training, safety, staff processes, scheduling, coaching, efficiency, and productivity, etc.

Staff management is not noted in each of the departments but is assumed and is part of the ongoing job function of the department head. This is a critical component of any entity and without it the entity will not maximize its potential nor achieve its goals.

Additionally, each job requires various levels of work product to include: day-to-day paperwork, reports, budget development, budget management, expense control, process development, computer entry, research, education, certification, staff communication and meetings, owner communication and meetings, outside entity communications and meetings, working with governmental (federal, state, county and city) departments, grant identification and submissions and reporting, board meeting preparation, and board ad-hoc information requests, etc. These are a part of each job and depth and width of these requirements vary depending on strategic priorities and ongoing functions outlined herein.

Additionally, it is very important to create a team atmosphere, focused on maximizing productivity and efficiency while maintaining an enjoyable work environment. The PLPOA staff exemplifies these attitudes.

Environmental Control Committee

Project Review, Guidance, Inspection and Monitoring

Purpose

Maintain property values through maintaining the integrity of the community.

Who Is The ECC?

The Environmental Control Committee (“ECC”) is made up of your PLPOA neighbor owners who volunteer a great deal of personal time every month reviewing a large number of project plans from simple fence changes to complete multi-unit construction plans. It is made up of 8 rotating owners and 3 voting owners who meet several times a month to review plans. The Association’s General Manager attends the ECC meetings, and a board member is the liaison for the Board.

This key group saves the Association \$46,000 per year in labor costs and provides an invaluable product and service. Their view is that they want a project to succeed, one that will enhance the community and build out this great Association. They will work with an owner to accomplish the owner’s goals.

Ongoing Functions

- Maintain the ECC, made up of volunteer property owners, in good standing for a three-year commitment. The volunteers are appointed by the Board of Directors and supported by the Department of Community Standards staff.

- Department of Community Standards and Environmental Control Committee provide assistance for any structures, additions, or improvements to be constructed or maintained on any lot by the following:
 - Consultation on project
 - Review of project plans
 - Guidance to help owner or builder with plans.
 - Approval/disapproval of plans with alternatives if not approved.
 - Plan review and suggestions if does not meet specs.
 - Specifications and guidance,
 - Review and make sure variance requests meet requirements
-

Administration and Accounting Departments

Ensuring Efficient Operations and Responsible Management

Purpose

The overall management of the day-to-day activities of the Property Owners Association and managing, accounting for tracking the annual operations, reserve, and capital budgets. Working closely with the Board of Directors and committees to provide services to owners, facilitate legal expenses, ensure insurance requirements are met and provide human resources.

Ongoing Functions

- Work closely with the Board of Directors to ensure executive level functions are met.
- Work closely with various committees to ensure effectiveness and efficiency.
- Establish and maintain processes to ensure owner database accuracy.
- Oversee and administer all bookkeeping and accounting functions
- Maintain general ledger, balance sheets and financial reports.
- Process payroll and payroll reporting
- Budget preparation and oversight
- Maintain chart of accounts and vendor accounts
- Assure proper coding, accuracy and posting of invoices
- Establish accounting methods and procedures in conjunction with the auditor and GM.
- Prepare special reports and financial analyses as requested by the GM, Treasurer or BOD
- Reconcile all bank and market fund accounts on a monthly basis.

- Work with CPA to make adjustments and reclassifications for the audit report.
- Conduct all legal matters with Attorney as needed.
- Maintain property owner records and account status.
- Prepare all requested reports, from the property owner database
- Manage operating fund deposits for maximum interest earnings with guidelines
- Maintain consistent liquidity and projected cash flow requirements.
- Manage the billing and collections functions of the organization.
- Manage accounts receivables and accounts payables.
- Track, report on and manage all bad debt accounts and provide solutions-based collection strategies.
- Research, negotiate and manage liability, P&C, health, workers comp and other as needed insurance policies.

- Manage Association Departments and Sub-Departments
 - Administration
 - Accounting
 - Environmental Control
 - Community Standards
 - Property and Environment
 - Lifestyle and Communications

- Manage Association Committees – owner volunteer based and Board liaison.
 - Finance
 - Parks and Trails
 - Lakes, Fish & Boat
 - Environmental Control
 - Community Garden
 - Recreation Committee

Department of Community Standards

Preserving Property Values

Purpose

To ensure community appearance and property values are maintained in accordance with the CC&Rs of the Association through the following focus area's processes and day-to-day management.

- Environmental Control Committee (ECC) permit processing
- Owner support and solutions to issues
- Project inspections, multiple depending on project needs and scope.

- Property compliance services, inspections, follow up and follow through.
- Providing community services.

Ongoing Functions

- Assist Environmental Control Committee
- Help property owners with permit applications.
- Assist property owners through the Project Permit Process
- Review all project applications.
- Inspect proposed project site presented to the ECC and document findings.
- Bring findings of site inspection before ECC at their bi-monthly meetings
- Regular inspections of projects in process
- Communicate with property owners throughout the entire process.

Enforce Association Covenants

- Regularly inspecting of all neighborhoods
- Respond, research and manage all owner compliance complaints.
- Communicate with and assist owners to bring properties into compliance.
- Follow up with compliance issues through completion.

Assist Property Owners

- Educate potential and new property owners about Association amenities, living in a community association, service provider referrals and life in Pagosa Lakes
- Assist real estate agents with information about specific properties and subdivisions.
- Assist real estate agents with proper association documentation that they are required to provide prospective buyers.
- Help owners obtain PLPOA fishing licenses and inform them of proper fishing locations within PLPOA, provide map to fishing lakes, identify private ponds and lakes that prohibit fishing and any other water activity.
- Assist owners in obtaining PLPOA boating permits along with the rules and regulations, authorized boating lakes, private non-boating lakes where boating is prohibited and map of lakes that can be used.
- Create community services such as:
 - Pine needle collection
 - Christmas tree collection
 - House checks
 - Other programs

Property and Environment Department

Preserving a Well-Maintained Community

Purpose

Management, maintenance, and upkeep of the Association's amenity assets and real property geared towards maintaining community-wide property values.

Areas of Concentration

- Parks, trails, national forest fence and gates and common areas
- 5 lakes and associated dams
- Lake habitat and fishery programs such as stocking and management
- PLPOA administration building, clubhouse, recreation center, maintenance building and other buildings and facilities
- Management and maintenance of real property
- Management, maintenance, and repair of business personal property
- Noxious weed control through planned spraying programs
- Snow removal from Association parking lot, walkways, trails, access points, etc.
- Equipment purchasing, management and maintenance.
- Greenbelts-Improve Forest health and implement board approved future improvements.

Parks and Trails

Parks, Trails, and Outdoor Recreation Committee formed in 2011.

Ongoing Functions

- Manage, maintain and repair 7 miles of hard surface trails constructed over the past 15 years -
- Manage and Implement the Pagosa Lakes Trails and Parks 7-Year Master Plan
- Maintain playgrounds
 - Capital Projects Completed to Date
 - 2016 construction of Vista Blvd path
 - 2017 construction of 2 new segments on North Pagosa Blvd. and construction of pedestrian bridge & walkway across the dam in 2022
 - Completed new playgrounds in Vista, Rec Center, and Highlands Park
 - National forest trailhead gates and parking areas
 - 15 trail segments and 6 park improvements as identified in the Parks and Trails Master Plan

- 8 trail segments and 1 park project have been completed at the end of 2022 according to the Master Plan
- Development of Highlands Park
- Construction of Community Gardens
- Construction of Dog Park at the Rec Center
- Additional lake docks added.
- Mailbox sites added, expanded, and improved.
- Project Funding by Partners
 - Trail projects have been made possible by partnering with the County to receive grant funds for the construction of some of these projects.
 - Partially funded by a Colorado State Trails Grant, Colorado Parks & Wildlife State Trails Grant and partially funded by Association Parks and Trails Funds

Lakes, Dams and Spillways

Ongoing Functions

Maintenance and upkeep of lakes and amenities

- Background
 - PLPOA owns 5 lakes that are for the use and enjoyment of the owners.
 - The land or basins under the water and dams is the property of PLPOA.
 - The water rights in the lakes are controlled and managed by PAWSD.
 - PLPOA manages, maintains, cleans, stocks, and enforces lakes use regulations at polices each of the lakes.
 - All amenities at each lake are owned, operated, and maintained by PLPOA.
 - Private lakes dedicated to the benefit and enjoyment of the owners.

Lakes Owned By PLPOA

- Lake Forest - 42 surface acre lake
- Village - 72 surface acre lake.
- Pagosa - 100 surface acre lake.
- Vista – 7 surface acre lake
- Hatcher - 133 surface acre lake.

Assets - Four Lakes, Dams, Spillways, and Infrastructure

- Dams, spillways, and infrastructure
- 5 parks
- Parking areas

- Docks
- Aerators
- Boat ramps
- Fishing parks

Lake Habitat and Fishery Programs

- Implement, administer, and enforce:
 - Recreational fishery programs
 - Kids fishing derby.
 - Annual winter ice fishing tournaments
 - Fishing permit sales process
 - Fish stocking operations – approximately 6 thousand largemouth bass, 5 thousand crappie, 3 thousand bluegill and 20,000 pounds of rainbow, cutbow, and brown trout stocked annually.
 - Fishing permit programs & policing for the lakes
 - Boat registration program
 - Scientific fishery surveys
 - Regulation evaluation
 - Shoreline erosion control
 - Riparian management
 - Wetlands management – as identified and as needed.
 - Diversion channels
 - Aquatic weed control
 - Lake algae eradication
 - Lake dredging – when opportunities arise in key, limited areas.
 - Employ part time Conservation Officers to patrol and enforce lake use regulations.

Noxious Weed Control of the Following Invasive Species

Target Areas

- Buildings, properties, storage areas and other assets
- Land parcels owned by Association.
- Open spaces
- Lake shoreline and peripheral property
- Diversion channels
- Along roadways
- Private properties – when requested by owner, owner pay a small fee.
- Target species

- Musk thistle, Canada thistle, leafy spurge, yellow toadflax, Russian knapweed, and other invasive weeds
- Non-native highly aggressive invasive weeds

Buildings, Facilities and Other Assets

Ongoing Functions

Maintenance and upkeep of:

- Administration office
- Clubhouse
- Recreation center
- Shop facility in Trails
- Lawns and landscaping
- Electrical, HVAC systems, painting, roofs
- Association vehicles
- Snow removal on all association facilities, properties, trails, and cluster boxes
- 7-Miles of national forest fence line and gates to keep grazing cattle out of the community
- 7 miles of hard surface asphalt and 4 miles of gravel / natural surface trails
- Irrigation systems at each facility
- Parking lots
- Roads on Association property – asphalt, gravel, etc.
- Landscape and landscaping
- Tree, shrub, flower beds, rock beds
- Association signage at: each facility, parks, clubhouse, lakes, etc.
- 7-Miles of national forest fence line and gates

Owner Tree, Shrub and Landscape Issue Assistance

- Help owners with tree issues, specifically insect and disease problems.
- Rocky Mountain Pine Bark Beetle, Pine Bud Worm, Pine Tip Moth
- Provide timely tree removal permits for insect affected trees and wildfire fuel mitigation work.
- Provide a brush collection area for owners who are doing tree and brush mitigation work.

Wildfire Fuel Reduction Projects

- Greenbelts – multiple acres have been treated to reduce wildfire fuels.
- In the fall of 2022, two larger greenbelt tracts were treated utilizing a WAP cost assistance grant (40% match) in Twincreek Village and Highland Estates.
- In 2022, Board approved a 5-year wildfire mitigation plan for the greenbelts.

- Work with WAP, CSFS and USFS to explore future cost assistance grants and cooperative projects and implement 5-Year mitigation plan.
 - Utilize CSFS mitigation and forest health standards for wildfire defensible space Zone II and Zone III standards in the greenbelts.
- Utilize DPE crew for some portions of the greenbelt mitigation work especially in the tighter areas near homes. Utilize DPE crew for hazard tree removals in the greenbelts.
- Brush collection area in Trails subdivision for owners conducting wildfire defensible space clearing and thinning.
- Improve brush collection area facility.
 - Research fencing/screening options at Maintenance property to reduce visual and noise impacts of chipping operations.
 - Run frost free water supply out to brush chipping site for safety and dust control.
 - Enforce load limits- we can help but we are not able to process the vast amounts of necessary materials for all of Pagosa lakes.
 - Provide tools and resources list to owners to assist them in wildfire reduction projects.
 - Research alternate materials processing facilities in or near the community
 - Foster tree removal contractor relationships – explore working with contractors on a Pagosa Lakes discount for groups or subdivisions.
 - Continue to look for opportunities for state or federal grants to assist individuals with defensible space projects especially on larger properties.

Wildlife Issues

- Work with Colorado Parks and Wildlife to address wildlife causing damage or potentially dangerous to owners.
- Provide owners with information on potentially removing nuisance wildlife such as skunks; Woodpecker deterrents; racoon re-location etc.
- Geese control measures- spring egg oiling under permit from US Fish and Wildlife
- Monitor geese populations.
- Skunk, raccoon and woodpeckers' relocation
- Bear monitoring and owner living in bear country education.
- Consult with owners on how-to live-in wildlife country.
- Consult with owners on wildlife management.
- Conduct agency referrals as needed.

Recreation and Amenities Department

Promoting Healthy Lifestyles - Inside & Out

Purpose

Manage recreation center programs, facilities, growth, and outside facility programs, in-order-to promote the association's value to its Owners.

Recreation Center

- Owned and operated by the Association.
- It is a 19,500 square foot facility on 12 acres of land.
- Originally built in 1987
- Renovated in 2014 adding approximately 2,500 sq. feet.
- Renovated in 2017 adding an 800 sq. ft. mezzanine level.
- 25 yard indoor pool, kiddie pool
- Indoor hot tub
- Outside sundeck off of pool area
- Second floor exercise/classroom with functional trainer
- 2 racquetball courts with wallyball, pickle ball and basketball options
- Free weights and Cybex weight machines
- Cardiovascular equipment including treadmills, ellipticals and bikes.
- Exercise, dance and fitness room
- Men and women's locker room facilities
- Children's playground,
- Outdoor basketball court
- Sand volleyball court
- Dog Park
- Exercise Trail
- Parking area
- Incorporated are own swim lessons.
- Have started an after-school program.
- Created more programs such as walking, running, and paddling groups.
- We do our own CPR certifications – extend this to the community.
- Junior Triathlon
- Swim team competing in USA Swimming
- Create and adult and youth fitness challenge (Run so many miles, swim so many miles and lift so much weight)
- Adult swim lessons

Facility Users

- Property owners
- Time-share owners
- Time share guests
- Sponsored guests – sponsored by owners.
- Vacation rental guests – sponsored by owners.
- Short term rental residents – owners who rent to short term renters.
- Long term rental residents – owners who rent to long term renters.
- Pagosa Lakes Porpoises Swim Team
- Personal trainers – offered through association or 3rd party
- Fitness classes – offered through Association or 3rd party

Ongoing Functions

- Building administration, management, maintenance, repair related to each of the areas identified above.
- Capital project implementation and management
- Program development
- Fee Structure management and recommendations

Lifestyle and Leisure Department

Enriching Our Community through Activity and Connection

Purpose

Create a sense of neighborhood through cultivating community spirit, harmony and 'Good Neighbors' initiatives by providing events, programs, and classes.

Background

- Pagosa Lakes Lifestyle Department coordinates a variety of programs and events. Though lifestyle is young in existence here at Pagosa Lake we already have numerous events and programs that we offer.
- Pagosa Lakes supports the development of resident-led clubs, where neighbors and friends with shared interests can get together for walking, dancing, biking, photography, and more.
- There is interest of other clubs regarding various activities-based surveys and community interest.

Ongoing Functions

- See the Background and strategic initiatives sections as many of these programs have been developed since the inception of the Lifestyle department.
- See communications section as many of these job functions are already in existence and on-going. Develop layout, content, administration, and delivery of the various communications medium.
- Develop and maintain website.

Communications

Function of the Lifestyle Department

Maintaining Easily Accessible News and Resources

Purpose

Provide education, information, and news updates about and for the community via:

- PLPOA website – administration and management
- Pagosa Lakes newsletter – develop, administer & manage.
- Weekly E-news – develop, administer, and manage.
- Resident directory – maintain.
- Annual ballot packages – prepare, build and mail.
- PLPOA brochures – administer and manage.
- Maps – administer and manage.
- Personalized accounts
- Annual Survey – build, administer and manage.
- Board Packets – build, post, and e-mail to board

Ongoing Functions

- Department of Community Standards – articles around: wildlife awareness and interactions, what to plant in mountain climate, etc.
- Good Neighbors tips/articles included in newsletters.
- Community news, Catch of the Week, Property of the Month, Youth of the Month.
 - Neighborly updates in newsletters – Pet of the Month, PLPOA youth recognition, Volunteer of Month
- Stay connected via social media on Facebook.
- Administer and manage personalized accounts connected to property.

RESOLUTION 2018- 06– ADOPTED THE STRATEGIC PLAN
RESOLUTION 2020-01 UPDATED THE STRATEGIC PLAN
RESOLUTION 2023- UPDATED THE STRATEGIC PLAN