



**Board of Directors Regular Meeting
October 14, 2025 6pm
Pagosa Lakes Administration Building
AGENDA**

- 1. 6:00 pm Call to Order**
- 2. Verification of Quorum by Board Secretary**
 - a. Approval of Agenda
- 3. Approval of the minutes**

October 14, 2025 Regular Meeting of the Board
- 4. Disclosures of Conflicts**
- 5. Owner/Member comments (individual comments are limited to three (3) minutes)**
- 6. Staff Reports:**
 - a. General Manager's Report
 - b. Treasurers Report
 - c. Department of Property & Environment Report
 - d. Department of Recreation Amenities Report
 - e. Department of Community Standards Report
 - f. Lifestyle Report
- 7. Committee Reports:**
 - a. ECC Liaison Report October 2025 Meeting Minutes
- 8. Unfinished Business**
 - a. Capital Improvement Plan Update
 - b. Strategic Plan Update
 - c. 2026 Budget Review
- 9. New Business**
 - a. Close Administration Services on December 26 & Jan 2
- 10. Owner/Member comments (individual comments are limited to three (3) minutes)**
- 11. Adjournment**



**Board of Directors Regular Meeting
October 14, 2025 6pm
Pagosa Lakes Administration Office
MINUTES**

Board Attendees: Eric Johnson-President
Sasha King-Secretary
J. Turk-Treasurer
Directors: Wade Lundy, Al Pfister, Paul Zeman
via ZOOM Ben Garcia, Vice President

Staff: Allen Roth- GM, Heather Lundy-CT,
Larry Lynch-DPE, Chris Simpson-DCS,
Ryan Graham- RA Mgr
Jen Pitcher-Lifestyles
Recording Secretary-Candace Selk Barnes

Owners/Visitors: L. Lee, K. Smith, E & M Bailey, B & D Munro, K. Raymond
via Zoom: J. Shugar, Dan Mayer

- 1. Call to Order at 6:03 pm** by President Johnson
- 2. Verification of Quorum by Board Secretary King**
 - a. Approval of Agenda - * Motion to approve Agenda by King, 2nd Pfister. Unanimous
- 3. Approval of the minutes** * Motion to approve minutes of the September 9, 2025 Regular Meeting of the Board by Turk, 2nd King. Passed. Pfister recused himself as he was not in attendance, otherwise unanimous.
- 4. Disclosures of Conflicts – None.**
- 5. Owner/Member comments** – Owner Lee asked when pine needle pick up is ending. Barnes replied Friday, October 31, 2025 to be announced in eblast and office posting.
- 6. Staff Reports:**
 - a. General Manager’s Report as submitted by Roth. Pfister stated his appreciation for Roth’s attention to detail updating Strategic Plan line by line. Johnson summarized GM Report to attendees as it is not published. Suggestion by Pfister that Roth submit two reports one for Ex Session and another for Regular Mtg.
 - b. Treasurers Report presented by Board Liaison Turk.
 - c. Department of Property & Environment Report as submitted by Lynch. Additionally he shared recent rains increased proposed refilling of Lake Pagosa which PAWSD had recently completed sewer pipe repair. Three other lakes were recently stocked and fishing is great. Brush Collection/Mulch site will be closing in November and owners appreciate that amenity.
 - d. Department of Recreation Amenities Report – as submitted by Graham. Fall activities are underway. HVAC went down, parts expected soon for repair.
 - e. Department of Community Standards Report- “As is” by Simpson. Took a moment to thank his front desk staff and their signing of a “civility pledge” and encouraged all staff and Board Members to consider signing one as well. Zeman requested update status of a complaint about barking dogs, admitted he was owner and that many owners had submitted complaints. Simpson



clarified DCS had received only Zeman's and one other neighbors complaint and explained once again the process and update.

- f. Lifestyle Report – as submitted by Pitcher. Staff training regarding server based system is ongoing. Winter Newsletter deadline is approaching.

*Motion to accept Staff Reports as presented by Lundy, 2nd Pfister. Unanimous.

7. Committee Reports:

- a. ECC Liaison Report September 2025 Meeting Minutes by Board Liaison Lundy.

*Motion to accept ECC Liaison Reports as presented by Pfister, 2nd Turk. Passed. No acknowledgement either aye or nay by Zeman.

- b. Finance Committee – 2026 Budget Presentation/recommendation - See below in 9. New Business b. 2026 Budget First Draft Review.

8. Unfinished Business

- a. Insurance Policy Update – Three bids had been received and sent to all Board members to vote/approve.

*Motion to ratify the auto insurance policy email vote results by Pfister, 2nd Turk, Zeman opposed. Passed.

- b. Capital Improvement Plan Update. GM Roth reported all committees except Garden had submitted Plans prior to deadline of October 6, 2025 and he had created spreadsheet with large and small project requests which Roth requested Board members to review, Johnson will email a selection of dates for a Work Session which owners may attend but not participate. Board approved Youth Committee to apply for a 100% grant due this coming Friday October 17, 2025 from "Game Time" for outdoor youth playground equipment. Owner Mayer commented due to budget constraints prioritizing capital projects is of utmost importance. An Owner Survey will be developed to prioritize community input for both Capital Improvement and Strategic Plans.

*Motion to commit \$45K as matching for GameTime play equipment by Johnson, 2nd by Pfister. Passed. No acknowledgement aye or nay by Zeman.

9. New Business

- a. Strategic Plan Review GM submitted to board in their packet the status of all the strategic goals and objectives in the plan. The staff has done a great job accomplishing most of the goals and objectives and many are ongoing. Recommendation for the Board to schedule time to revisit the Strategic Plan and update.
- b. 2026 Budget First Draft Review – Roth summarized Budget Draft reminding all of the dramatic \$377K deficit entering into the 2026 fiscal year due to: 1. Increase in Property and Liability insurance 2. Anticipated 36 % increase in Health Insurance and 3. Wyndam withdrawal/bankruptcy of several townhome/condo communities resulting in revenue losses of 3x multiplier of those units, Rec Ctr fees, and fishing permit fees. \$100K carryforward, utility

expenses anticipate minimum 10% increase. Reserves 18% increase, (actually a contribution reduction) forego replacement of dam headgate (which split ½ costs with PAWSD – not applicable to Operations only Reserves). No Capital projects resulting in decrease of funds transferred. Proposed increase in annual dues of \$25.00 from \$335 to \$360 (\$2.90 per month), Board Members asked the GM about creating alternative draft budgets with a focus on keeping reserve and capital fund transfers relatively stable. GM responded that he has done alternative budgets in the past and could provide alternatives for the board to view. Kendall Smith, Finance Chair stated the draft was great, though several top expenditures were of concern. Foremost Employee Salaries and Benefits, which she requested access too. A lively discussion followed led by King regarding confidentiality of employee salaries, benefit packages. Lundy recused himself from discussion regarding employee compensation. Owner B. Munro expressed her opposition to any access to employee benefits, Owner Mayer; previous Board President, stated that in 2020 the Board of Directors took the position that balancing the budget should never be placed on the backs of employees. Owner Shugar suggested “hunkering down” on other line items. Thoughts regarding entering into Executive Session to further discuss access to personnel files, Garci suggested getting legal advice, Roth suggested tabling further discussion until consulting with legal with Johnson and Turk in attendance

10. Owner/Member comments incorporated above.

11. Motion to adjourn at 8:47pm by King, 2nd Pfister. Unanimous.

Respectfully submitted by:

Sasha King, Secretary

Candace Selk Barnes, Recording Secretary

**Pagosa Lakes Property Owners Association
General Managers Report
November, 2025
By: Allen Roth, CMCA®, AMS®, PCAM®**

Governance

Budget: The first draft of the 2026 budget was provided to the board during the last meeting. The concern with the first draft was the large reduction in capital and reserve fund transfers in order to keep the dues at a \$25 increase. It was recommended that a second draft be made as an alternative to the first draft. I have done this before with previous boards providing different drafts to review and determine in what direction they want head.

I will be working on Draft B of the budget in the week of November 3 and plan on providing the Board with a copy of that by the end of the week. Please keep in mind that after reviewing Draft B, the Board will still have plenty of opportunity to make further changes with the goal of having the final draft for vote at the December 9 board meeting.

Business

Capital improvement Plan: During the last meeting, the board had opportunity to review the individual committee projects for the capital improvement plan and the spreadsheet listing them altogether. Now discussion will have to take place prioritizing the projects to place on a survey sent out to owners. There is currently not any timeline for updating the plan. The 2026 budget reflects that there is not any capital projects scheduled until the plan is updated.

Strategic Plan: During my report at the last meeting, I mentioned that I provided a status on the strategic plan. I took the strategic plan document and made comments on each of the strategic objectives. Because there is so much information here, I tried to be brief and not go into a lot of detail regarding the status of the objectives. The document was included in your previous board packet. You will notice that a lot has been accomplished and there are a lot of goals that are on-going. After you review the status comments, I would recommend that the Board have discussion regarding updating the plan.

Cell Tower Update: I received a letter and spoke via phone with ARX Wireless regarding the lease agreement for use of PLPOA greenbelt for the construction of a cell tower. First, ARX Wireless is proceeding with the lease option extension and is working on finalizing all their necessary permits in hopes of breaking ground on the cell tower construction in the spring.

The next item is that ARX Wireless has entered into a Tower Purchase Contract with TowerCo VI LLC. This means that TowerCo will purchase the assignment of the lease agreement from ARX

Wireless. The terms, conditions, obligations and rights of the lease agreement will not be modified or amended but remain the same. TowerCo will not assume any tenant obligations under the lease agreement until the purchase transaction is completed. This may take a few months. ARX Wireless has requested that this information remain confidential as it has not been announced publicly yet.

Emergency Procedures Manual: I have been working on the Emergency Procedures Manual with reviewing and updating. We already have had two major emergencies in Pagosa this year. One with the fire and the other with the flooding. It is important that this stays current and staff are familiar with the procedures.

Rec Center Repairs: The Rec Center HVAC has been repaired after being inoperable for weeks. The OEM Blower Shaft and rear and front bearings on the blower assembly had to be replaced. This large shaft and bearings were specific to our system and not kept in stock. The shaft and bearings had to be made at the Carrier plant in Mexico and could not be substituted. The estimate for the repair is \$7,100. This will be taken out of the Reserves Fund.

The other necessary repair which was discussed with the Board is the gable end on the west side of the building over the pool. After soliciting bids for the work, we ended up with TFI being the only bidder able to fit it into their schedule. This comes after we could not find a contractor able to do the work this past spring or summer. The work will take place on November 6 and 7. This problem started with bats getting into the pool area and droppings on the deck. Upon staff inspection of how they are getting in, it was discovered that the gable end was crumbling. The siding is attached to drywall board rather than OSB. The bats are getting in through the cracks and this material behind the siding is crumbling. It needs repaired before snow and rain cause bigger damage and we have constant heat loss.

Vacation: Reminder. I will be out of the office November 10 – 14

Community

Thanksgiving Meal Donations: Every year Jen coordinates and promotes this program. This year, donations have more than doubled. Owners can sign up to purchase food from a grocery list and a gift certificate for a turkey to be donated to other members in the community. Some owners have opted just to donate money for PLPOA to purchase the items and donate them. This is a great program promoting community.

Santa Event: Ericka will be coordinating this year's Santa Event which will be held the first two weekends in December. This is the Association's main event of the year. Each year, the event is changed to bring Santa into Pagosa Lakes a different way. The event averages 150 – 200 kids attending each year with their families.

INTEROFFICE MEMORANDUM

TO: JONATHAN TURK

FROM: HEATHER LUNDY

SUBJECT: ACCOUNTING NOTES FOR OCTOBER 2025.

DATE: October 31, 2025

As of October 31, 2025, the Association has received \$1,991,240 or 97.8% of the total billed 2025 regular assessments of \$2,035,125. For the same period in 2024, the collections were approximately \$1,941,225 or 97.7% of the total of \$1,982,825 billed.

Certificates of Deposit as of October 31, 2025:

MATURITY	RATE	VALUE	FUND
12/19/2025	4.2%	\$35,000	Trails Reserve
1/15/2026	3.85%	\$125,000	Em Oper
1/22/2026	3.9%	\$175,000	Reserve
1/23/2026	3.95%	\$150,000	Capital
3/20/2026	4.10%	\$35,000	Trails Reserve
12/18/2026	3.95%	\$35,000	Trails Reserve

DEPARTMENT OF PROPERTY AND ENVIRONMENT

NOVEMBER, 2025 BOARD REPORT

By Larry D Lynch

1. **Lakes and Fisheries** – The lakes are in good condition headed into the late fall. Water quality is good as water temps drop into the low 50's and the fishing has been excellent. Anglers are reporting high quality fishing in all the lakes currently with exceptional activity and catch rates, the recently stocked rainbow and Brook trout are showing heavily as well. The flooding rains in mid-October did cause some minor issues in the community with some road ditch issues, minor roadway damage and erosion but also resulted in a couple of the lakes adding a foot and a half of depth from storm runoff in a four-day period including Lake Pagosa and Hatcher Lake, both of which were down substantially late in the summer. The PAWSD did complete the sewer infrastructure repair work near Lake Pagosa in early October and actually began re-filling the lake just before the heavy rains came in which was good timing. We took care of a few late season dam maintenance projects in October and moved a couple of the floating docks in preparation for winter.
2. **DPE Projects** – The DPE crew has been busy the past few weeks working on a number of fall projects including continued chipping operations at the brush collection area at the maintenance facility; boat ramps gravel and grading work (taking advantage of lower lake levels at Hatcher and Lake Pagosa boat ramps); additional concrete pads and mailboxes at a couple of mailbox locations; some trail maintenance work on Lake Forest paved trail where heavy rains eroded a shoulder gravel section near Mosswood; winterized irrigation systems at 3 facilities; stained the new cedar split rail fence at Village Lake boat ramp; installed drip irrigation lines at the new landscaping at Rec Center parking lot islands; and lake aerator system maintenance and repairs in preparation for winter activation. Upcoming projects will include construction of a new perimeter fence at the maintenance building in Trails where we will be installing a couple thousand feet of four-foot tall security fencing around the property (6-inch round posts in concrete every 10 feet); we will be tackling a shoreline improvement project near the Hatcher Lake boat ramp repairing about 150 feet of shoreline with grade work and rock rip-rap install just east of the boat ramp (again, taking advantage of low lake level to do so); will be working on a natural surface trail in the Vista gas-line and greenbelt corridor where we will be removing some oak brush in the proposed alignment; and will be winding up chipping operations mid-month with a final grinding of material and winterizing the Rayco horizontal drum grinder and storing it (final day is November 14th). The DPE crew also constructed a new small boat ramp at the common

boat storage and lakefront park in the northwest corner of Lake Pagosa. With the low lake level, it was the perfect time to get in and excavate a small ramp (8 feet wide and 30 feet down), install gravel and rock work as well as a concrete landing and pier for a future small floating dock. This ramp will allow for easier hand launching of small kayaks, canoes and stand-up paddle boards at this popular lakefront park and boat storage amenity. It is located near the intersection of Cloud Cap Ave and Inspiration Drive on a property that the Association owns for lake access, fishing and small boat storage.

3. **Parks and Trails Projects** – The Parks and Trails committee updated the long-range Parks and Trails Master Plan this past spring which was adopted by the board in July. The plan includes around 30 future park and trails projects in the community which include a number of new trail proposals, some of which are hard surface trails but many are natural surface trails. The committee has recommended that some of these natural surface trails be constructed in the next few years, possibly with some volunteer support from active members and staff support. A couple of these trails may be proposed for next year if we can get some logistics lined up. One such project is the possibility of constructing a natural surface trail (a dirt trail) on North Pagosa Blvd that would serve the community temporarily for safe walking and biking until the future hard surface trail could be constructed down the road, which may be several years. The idea being that we could utilize community volunteers and DPE staff to cut in a natural surface trail from the intersection of Lake Forest Circle (north end) up to Aspenglow Blvd and perhaps even Sweetwater Drive in the Twin Creek subdivision. Kurt Raymond, the Parks and Trails Committee chairman has been spearheading this effort and would like to bounce these ideas off the board in the coming weeks with a proposal for some limited funding next year, 2026 to help with survey costs and some possible drainage features such as a couple culverts and the rental of small mini-excavator in 2026. The other project being considered would be to begin natural surface trail construction on a portion the Vista gas-line trail proposed in the Master Plan that would connect the Vista Lake trail to the neighborhoods in Vista and Trails and Chris Mountain II subdivisions. We are planning to do some preliminary work such as brush clearing and some limited trails work this fall if weather and time allow. In fact, Kurt Johnson, our board president and Parks and Trails Committee liaison who is also an active hiker and biker has volunteered to help us out with some work this fall which is much appreciated.



**Pagosa Lakes Property Owners Association
Regular Board of Directors Meeting
Recreation Center Report**

Attendance report for October	2025
Timeshare Sign Ins	1,607
Member Sign Ins	5,938
Total User Attendance	7,545
Programs and Activities Attendance	
All programs in Aerobics Room	126
Water Aerobics	122
Racquetball	84
Basketball	89
Lap Lane	1,038

Manager's Summary

October 2025 saw a strong increase in overall attendance, with total user visits rising to 7,545, up from 7,369 in 2024. Also, please keep in mind, the rec center was closed for three days for maintenance. October was a productive and successful month for the Recreation Center. Attendance increased compared to the previous year, new programs are performing well, and several key maintenance projects were completed during the annual shutdown. The facility is operating smoothly as we move into the winter season, with only a few repairs scheduled for early November.

Recreation Center Monthly Report – October 2025

Membership & Attendance

Overall attendance showed a positive increase in October 2025, with a total of 7,545 visits, up from 7,369 in October 2024. This growth occurred despite the Recreation Center being closed for three days for annual maintenance.

- **October 2024:**
 - Total Attendance: 7,369
 - Wyndham Check-ins: 1,676
 - Membership Attendance: 5,693
 - **October 2025:**
 - Total Attendance: 7,545
 - Wyndham Check-ins: 1,607
 - Membership Attendance: 5,938
-

Events & Programs

- **October Swim Lessons:** Group swim lessons for October are currently halfway completed. Two beginner and two intermediate sessions are being offered.
- **New Programs:**

- Rise and Align Yoga: Began September 8. This class welcomes all skill levels and continues to maintain consistent participation.
 - Yoga with Kim: Recently launched and showing strong attendance. Classes are held Tuesday evenings from 5:30 to 6:30 p.m.
-

Facilities & Maintenance

- Annual Shutdown: The Recreation Center was closed from October 20–22 for annual maintenance.
- Upcoming Repairs: On November 6–7, TFI will address roofing issues near the pool area to repair access points where bats have been entering the facility.

Projects Completed During Shutdown:

- Sanded and re-coated all hardwood floors (excluding the aerobics room)
- Completed painting of the aerobics room
- Reinstalled pool grab rails
- Deep cleaned locker rooms and locker room floors
- Repaired multiple dripping showers

HVAC System:

Repairs to the HVAC system have been completed, and it is now operating efficiently with no reported issues.

October 2025 – Department of Community Standard Report

Dear Pagosa Lakes Property Owners Association Board Members,

Statistics: The Pagosa Lakes Property Owners Association's Department of Community Standards strives for compliance, not violations or fines. YTD 1,551 Properties have been brought into compliance through engagement, education, and outreach methods, in conjunction with enforcement procedures as necessary, being 48 properties; 4 Legal. In the month of October, 34 concerns were received, 21 courtesy notices, and 7 notices of violations.

52 Construction of new single-family residential homes - Home building provides a substantial and lasting economic boost to a local area through job creation, increased income, and higher tax revenues. This economic activity is driven by both the initial construction phase and the long-term effects of new residents

30 New Solar Projects – The DCS team is very proud to announce co administratively streamlining the solar application and the permitting process, community partnership with local solar energy contractors, SOCO and Shaw Solar, contributing to the advantages of solar energy to include its environmental benefits, such as reduced greenhouse gas emissions and air pollution, and financial benefits like lower electricity bills and increased property value. Solar energy is also a renewable and inexhaustible resource that provides energy independence, creates jobs, and is suitable for remote locations. Aligning and together, administratively streamlining the solar application and the permitting process, so the construction process can proceed smoothly.

100 Trees and Fire Mitigation - Wildfire mitigation in Colorado, which includes strategic tree removal and thinning, offers widespread benefits for community safety, property protection, and ecological health. These proactive measures are critical for managing the state's forests, which have become unnaturally dense due to a century of fire suppression and are at greater risk of climate change. A BIG THANK YOU for the collective efforts, especially to the Department of Property and Environmental team, and Mr. Larry Lynch, DPE Manager.

791 Total Application Submissions – Think about all the touches, how many interactions from the property owner, consultants and professionals, builders and contractor to the Department of Community Standards team, administrative staff, inspectors and oversight of the scope of work, along with the Environmental Control Committee, and agency coordination; for one project let alone seven hundred and ninety-one, the amount of touches and interactions is in the hundreds, if not in the thousands'.

Vacation Rentals - 410 registered by the Pagosa Lakes Property Association. In October, —410 registered by the Pagosa Lakes Property Association. In October, we teamed up with the Archuleta County Code Enforcement Officer, the DCS lead Inspector, and the DCS administrative staff we teamed up with the Archuleta County Code Enforcement Officer, along with the DCS lead Inspector, the DCS administrative staff, to track, document, and perform compliance inspections. Another community partnership! :)

Recognition: We are honored and privileged to announce that Luke has been promoted to the Department of Community Standards Lead Inspector in the Department of Community Standards Lead Inspector. His work ethic, his "can do" attitude, positive customer service interactions, and professional credentials include but are not limited to his "can do" attitude, positive customer service interactions, and professional credentials include but are not limited to a qualified storm water manager and a building inspector. Luke has embraced the DCS's philosophy and the experience to move to the next level. On a personal note, I am very PROUD of Luke! I'm looking forward to the next chapter on the DCS journey together. [Congratulations](#), Luke! From the entire DCS team.

Finances: As directed by the general manager, along with the comptroller, a completed a comprehensive analysis of the inherited 2025 DCS budget, each and every line item of every category; a projected 2026 DCS budget was submitted. The Department of Community Standards team is very aware of the political climate, and financial deficit created by outside influences, and out of the department's control, yet remain cautious and understand the challenges.

Accomplishments and the future: On October 15th, being one year of my employment with the PLPOA, reflection is a good start when looking towards the future; I put together a few pictures. Please take a second and appreciate the DCS team's journey.

<https://photos.app.goo.gl/1KCpENhfefhrZpR9q7>

The Department of Community Standards reports have been shortened, as previous reports were lengthy, given the number of documents you review, every month. I am always available to elaborate on topics and am committed to transparency and open dialogue.

Submitted, as is.

Christopher S. Simpson, DCS Manager, PLPOA

Pagosa Lakes Property Owners Association

Nov 13, 2025

Jenifer Pitcher

Department Update

Technology

Microsoft 365, Adobe, and Outlook are now fully operational across all staff computers. The migration to cloud-based file access is underway, with a focus on prioritizing the *E-File* system to create a more efficient workflow for the DCS Department. One training session has already been completed, with additional sessions scheduled as calendars and operational protocols are implemented.

Public Relations

Work continues the launch of our new PR plan, which includes a much-needed website redesign. This has proven to be a larger and more complex project than initially anticipated, but progress is strong. I hope to have preliminary links available to share by Tuesday's board meeting.

Lifestyle Services & Upcoming Offerings

Neighbor-to-Nighbor Thanksgiving Program

- The program officially launched on **October 28th**, and within the first **30 minutes**, we received a record number of requests—exceeding the total number of baskets distributed in previous years.
 - While several community members volunteered to donate baskets, the initial demand far outweighed supply. On **October 29th**, we reached out to the community for the option to help with a straight monetary donation, and the response was overwhelming.
 - As of now:
 - **52** families have requested baskets
 - **71** monetary donations totaling **\$8,100**
 - **18** full baskets have been donated
 - Thanks to the generosity of our community, every family will receive a Thanksgiving meal. Donors have also agreed to roll over remaining funds to support our upcoming **Christmas Lasagna Dinner Drive** for these same families.
-

Winter Printed Newsletter- Newsletter Timeline & Submission Expectations

- **December 1:** First and *final* draft due to Allen for managerial approval. Please have your piece reviewed by someone other than yourself before submission.
- **December 5:** Final, Allen-approved articles due. *Late submissions cause significant production delays; please submit only final, polished versions.*
- **December 8–12:** Newsletter layout and design period. *Changes after this date disrupt workflow and should be avoided.*
- **December 15:** Newsletter sent to printer.

CMIA Conference

Planning for the **CMIA Conference** is progressing well. The event is scheduled for **April 26–29**, with **The Springs Hotel and Resort** confirmed as the host and home base. Initial logistics for meeting spaces, receptions, and meals are being developed.

Special Groups & Clubhouse Events

- **Nov 1–2:** Holiday Market
 - **Nov 4:** Polling Station
 - **Nov 8:** Ecstatic Dance
 - **Nov 21–22:** Beasley Market
 - **Dec 1–19:** Clubhouse closed for Christmas Event
-
- **Nov 21–22:** Beasley Market
 - **Dec 1–19:** Clubhouse closed for Christmas Event

November 2025						
SUN 26	MON 27	TUE 28	WED 29	THU 30	FRI 31	SAT Nov 1
	9:30am Line Dancing (Beginn 12pm Bridge 4:30pm Esacentrics	8:30am Tai Chi with JUNE 12pm Bridge 5:30pm Zumba	10am Call ahead Line Dance 5pm HOLD - MEETING	Reserved 8:30am Tai Chi Chih	Reserved - Market	
2	3	4	5	6	7	8
Reserved - Market	9:30am Line Dancing (Beginn 12pm Bridge	Election Voting locations 12pm Bridge	10am Call ahead Line Dance	8:30am Tai Chi Chih 10am Fitness with June 11am Line Dance 2 more	Reserved	7pm Ecstatic Dance
9	10	11	12	13	14	15
	9:30am Line Dancing (Beginn 12pm Bridge	8:30am Tai Chi with JUNE 12pm Bridge	10am Call ahead Line Dance	8:30am Tai Chi Chih 10am Fitness with June 11am Line Dance 12:30pm Bridge	Hold	HOLD
16	17	18	19	20	21	22
12:30pm Spiritual Experience	9:30am Line Dancing (Beginn 12pm Bridge	8:30am Tai Chi with JUNE 12pm Bridge	10am Call ahead Line Dance	8:30am Tai Chi Chih 10am Fitness with June 11am Line Dance 12:30pm Bridge	Beasley Market	
23	24	25	26	27	28	29
	9:30am Line Dancing (Beginn 12pm Bridge	8:30am Tai Chi with JUNE 12pm Bridge	10am Call ahead Line Dance	8:30am Tai Chi Chih 10am Fitness with June 11am Line Dance 12:30pm Bridge	Hold	Hold
30	Dec 1	2	3	4	5	6
	clubhouse closed 9:30am Line Dancing (Beginn 12pm Bridge	8:30am Tai Chi with JUNE 12pm Bridge	10am Call ahead Line Dance	8:30am Tai Chi Chih 10am Fitness with June 3 more		

ECC Liaison Report

DESCRIPTIONS	October		YTD	Previous YTD		
	10/2	10/16	2025	2024	2023	2022
Construction of a new single-family Residential and Modular Home	2	0	52	69	45	69
Mobile /Manufactured New or used placement	0	0	0	4	0	5
Major Projects	1	2	50	55	49	53
Minor Projects	12	8	255	307	256	320
Owner-initiated Variance Request	0	0	3	9	9	8
Solar	2	5	30	24	27	17
Boat Dock and Shoreline Permit	4	6	18	8	0	7
Sign/ Banner permanent and temporary	0	0	2	7	2	2
Seasonal and Temporary structures	0	2	10	12	11	27
Written Request: Tree Removal/Fire Mitigation)	4	1	100	129	102	126
Written Request: Extensions/Revisions	14	9	180	283	280	255
Written Request: Miscellaneous	0	0	87	114	85	92
Construction of a new Commercial Structure	0	0	1	0	2	2
Construction of multi-family structures	0	0	1	0	2	0
Total Application submissions	39	33	791	1029	883	981
Total Approved Applications	39	33	786	1001	871	955
Total Preliminary Reviews	0	0	7	15	unk	unk
As Form Inspection Additions	1	0	34	70	54	54
Notes						

Lot Changes	Aug & Sept 7	Oct. 1	Nov.	Dec.	Total 8
Consolidations 130 E Golf Pl 295 Hills Cir 36 Burro Ct 359 Antelope Ave 113 Big Sky Pl Plat amendment 56 Shadow & 1125 Carino Pl 514 Twincreek Cir					
Un-Consolidations 59 Rincon & 19 Rincon Ct.					

2025 Capital Project Summary

			POSSIBLE	NOTES
PROJECT	PRIORITY	COST ESTIMATE	GRANT FUNDIN	
PARKS & TRAILS COMMITTEE				
N. Pagosa Trail extension-8ft. Asphalt	1	\$507,000	Yes	
Piedra Road natural surface-Aspenglow-Cloud Cap	2	\$5,000	No	
Park Avenue Eagles Loft-Holiday - 8ft. Asphalt	3	\$403,000	Yes	
Hatcher Trail Grave Extension - Saturn to Pabble Circle	4	\$31,000	No	
Dutton Creek Trialhead	5	\$25,000	No	
RECREATION COMMITTEE				
Rec Center Weight Room Addition	1	\$478,964	No	Not included in Rec Master Plan
Construct Lap Pool	2	\$1,796,509	No	
YOUTH COMMITTEE				
Multi-purpose sports field	1	\$794,000	Yes	Parking area already constructed to support field
Play area & Outdoor Fitness expansion	2	\$40,000-\$52,000 - \$90,000 high end	Yes	Game Time Grant - Deadline Oct. 17
LAKES, FISH & BOATING COMMITTEE				
Restroom Building - Lake Forest	1	\$45,000	No	Lake Pagosa & Hatcher already completed
Restroom Building - Village Lake	2	\$45,000	No	
GARDEN COMMITTEE				
Nothing Submitted				
GENERAL				
Rec Center outside restroom building		\$115,000		Previously on Capital Plan-could combine with field
Youth Center - Wyndham				Information Meeting on October 7



Pagosa Lakes Property Owners Association

Strategic Plan

Implemented May 10, 2018

Updated April 9, 2020

Updated June 8, 2023



230 Port Ave., Pagosa Springs, CO 81147
970-731-5635 | www.plpoa.com

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.
-

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. *Last updated on June 8, 2023*
- Review and update the Reserve Budget & Study – critical to long-term funding success – coincides with Reserve Study. *Study Update scheduled for 2027*
- Maintain the Capital Improvement Funding Plan – using recent owner survey information, identify, plan, and prioritize projects short and long term. *Plan scheduled to be updated in Fall 2025*
- Develop Revenue Stream Worksheet – current, proposed, and conceptual. *Worked with Finance Committee over the past few years but nothing formal has been developed.*
- Identify new revenue opportunities and develop a financial strategy around them. *Purchase of the Golf Course to protect against adverse usage and a potential revenue done in 2018 and can be researched again, PLPOA provide property management to STRs and other associations was researched and staffing and ROI were not favorable. Associate memberships to use recreation amenities by other nearby associations. Five different associations were interested. Revenue would be good, however, associate memberships not popular with existing owners and Board refused every association. Implement capital improvement fee to go with property transfer, Legal Counsel opinion advised against it due to governing docs conflict. Fishing Guide Contract to provide guide service on the lakes to PLPOA fish permit holders. Fish & Boat Committee advised against it. Increased swim lessons and rec programs have increased revenue close to \$20,000. House inspections program is scheduled to be refurbished, PLPOA contract trash disposal service and include fee as part of the dues. Never made it past board discussion. Coin operated dog wash – could not establish concrete revenue numbers making it too much of a risk.*
- Develop stronger community harmony and spirit. – ongoing – various programs and events have been implemented. *A marketing plan is being developed.*
- Update Reserve Study in 2026 and follow funding plan. *Reserve Study Update is scheduled for 2027 according to Reserve Policy.*
- Plan for improvement of community infrastructure

- Chris Mountain II – research developing partnerships and work toward the installation of electric and seek solar opportunities. Partnered with Community Development Corporation and County in obtaining \$1.9 million grant for roads and electric. Another grant for construction of affordable housing.
- Non-Utility Lots – seek partnerships and working with utilities and county to improve the lots. See above. Also, the County was owed several million in back taxes on these lots and the Association was owed over \$500,000. The debt would continue to rise with no current action. Working together, the lots were taken by the County. All debts written off. Developers were targeted for the lots and grant funds obtained. The Association is now receiving dues on these delinquent lots.
- ⊕ Proceed with Greenbelt Fire Mitigation Plan, pursue grant opportunities, current fire hazard, research use for recreation opportunities. 2022-2025 – 200 acres has been mitigated, 50% grant match received from Wildfire Adapted Partners. Greenbelt recreation use included in Parks and Trails Master Plan. Agreement with Red Cross for Clubhouse use in emergency. Collaborated with Division of Emergency Management in Sheriff's Department in updating emergency plan for use of PLPOA facilities, staff and communication during an emergency.
- Update Trails and Parks Plan Completed July 2025
- Update Lakes and Fisheries improvement plans – facility improvements completed 2025, Plans for lake water quality, habitat, herbicide, stocking, dam maintenance set each year.
- Improvements to Mailbox facilities and pullouts-consolidate where possible. Total of 14 sites have been upgraded with expansion for safe pull-off, additional CBUs, paved area and some lighting. Total of 7 sites have been consolidated with others. Over \$500,000 has been spent on mailbox facilities.
- Update Recreation Master Plan – Completed November 14, 2024
- Gradual increase in pace of adding amenities and lifestyle events, prioritize amenity improvements to address demographic changes. – There have been 4 capital projects from 2023-to 2025 that added recreation amenities – New Community Garden site, Northlake Trail, Rec Center parking lot, and Lake Restroom buildings.
- Continue to develop and maintain staff – possible staff retention plan. Education & Training plays a big role every year in providing staff with the tools they need to perform quality work. In order to maintain staff, they need to be recognized and paid appropriately, keeping up with the cost of living.
- Preserve home values in the community by taking the following action steps:
 - Providing sound financial management – The Association does not have any debt. It has met all transfers for the Reserve Fund and followed the Reserve Study. Established a capital improvement plan and strategic plan, In the last ten years, the Association has stayed within budget each year, only increased full-time staff by one position and never required a special assessment. Creation of the Investment Committee. The Finance Committee has consistently had experts in the field providing sound oversight and advice.
 - Enforcement of CCRs – ongoing. DCS is implementing strategy of engagement, education and compliance. A newer version of the philosophy of working with owners to obtain compliance. As the population has increased, more demand is being put on staff to keep up with complaints.
 - Maintain existing recreation amenities and common areas to high level. – ongoing. PE has done a great job. A good team.
 - Expand and improve as the community grows. In the last ten years, a total of 760 new homes have been built in PLPOA along with 7 multi-family buildings. This relates to thousands of more residents living in the association. The mailbox projects, trails, parking, rec center mezzanine, lake improvements are all examples of having to expand with the community.
 - Provide recreation and social programs, events, and activities. We have increased programs and activities such as various clubs, aquatic programs, fitness programs,

- educational programs, youth programs and special events. Specific examples include a number of senior card groups, swim lessons, gardening classes, puppy yoga, Walking group, Santa Event.
- Construct additional recreation amenities where feasible. Capital improvement plan is in process of being updated in cooperation with the standing committees.
- Create a harmonious community. ongoing – marketing plan is developed. Realigned staff duties to allow Jen to focus more on communications and lifestyle. Focus is on communication, recreation and events.

Ownership Focus Strategies

- Encourage owner volunteer participation in the board, committees, programs, and events. Ongoing – Eblasts, website, meetings, and events have been methods of promoting volunteer participation. This is included in the marketing plan as well.
- Schedule annual owner surveys to ensure a feedback loop for association, can be included with ownership dues mailing. Surveys were completed in 2020, 2023, 2024. Strategic Plan Survey done 2017-2018. Assisted with County Strategic Plan Survey done in 2024. Majority of survey respondents from PLPOA. Surveys can be done anytime, but a good opportunity comes with adding it onto the annual meeting ballot at no extra cost. Surveys need to be focused on what information the Association is seeking. Marketing company could assist with this.
- Create necessary committees with a specific focus and accountability. Work with new standing committee, Community Gardens, and research additional committee for Youth Sports. Youth Sports Committee was established as a standing committee reporting to the board. 57% of youth attending Pagosa Area Schools live in PLPOA. Garden Committee is established with providing garden beds, maintaining garden areas, providing education classes and information, and community garden area where harvests are donated to the food bank.
- Encourage and educate owners in the value of volunteering. Same as above
- Create feedback loops for committees to use with association. This still needs more development. Work with Committees to provide more updates to the board and assist them in communicating to owners regarding their specific work taking place on the committee.
- Create staff awareness around inviting feedback from owners. This is an on-going process with no end. Whether it be seeking feedback from recreation members, owners going through the permit process, programs or events or having discussions with committees.
- Inform staff to remind owners to participate in new annual surveys. This takes place each time there is a survey.
- Building Community Spirit / Harmony
 - Help people to live well rather than merely look good.
 - Provide social, recreation and civic activities. This is on-going and increasing. These activities are part of the mission statement and the purpose of PLPOA. We are looking to increase programs and activities to fill the needs of the community.
 - Develop positive impression of the Association. We need to continue providing more programs, activities, events and various services at a high quality. Review marketing and communication efforts and implement a marketing plan.

- Develop community partnerships. These are important as they open the association to other resources and opportunities. Some examples are partnership with the Archuleta Food Coalition that led to the development of community gardens. Wildfire Adaptive Partners has assisted in owner grants for individual properties as well as 50% grant match on greenbelt mitigation. Working in cooperation with CDC has led to grant funds for affordable housing, roads and utilities in the Chris Mountain & Trails subdivisions.
- Maintain a people focused, service-oriented mindset. This comes with setting staff goals, staff meetings, training and daily work environment.
- Perform homeowner surveys, owner involvement. See ownership focus strategies above.
- Continue to build owner communication. Ongoing. Researching best methods of communication and new alternatives.
- Quarterly new owner education, monthly discussion meeting with owners, research methods. New owner meetings are scheduled every quarter and have been very successful. We continue to seek new alternatives to owner communication.
- Research idea for communication with owners through You -Tube / Podcast This idea was considered during COVID. We will review this as a possibility providing, we have the equipment and staff time.

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. Budgeting is done according to the timeline in the Bylaws with the Finance Committee review and recommendations. A balance needs to be maintained when increasing services, communication, programs and facilities. Do additional strategies require more equipment, supplies, and staff time. This can result in more spending and the hiring of additional staff.
 - Develop reserve and capital budgets and approve. Reserve Study Update due 2027 according to Reserve Policy. Capital Improvement Plan is being updated. The budget for these two funds are based off these plans each year.
 - Develop current and new revenue items spreadsheet. New revenue strategies listed above in opportunity strategies. Last spreadsheet that was developed was in 2017.
 - Develop capital items review and priority spreadsheet. Capital improvement plan is reviewed and updated every year usually coinciding with the budget process.
 - Maintain plan with Investment Committee for additional revenue. Investment Committee meets to determine where and how much to invest from each fund and reports status each month to the Board.
 - Modest annual budget increases to capital projects and lifestyle. Capital fund transfer amounts remained the same until a 5% increase for FY 2025. Lifestyle budget has remained relatively the same each year.
 - Plan annual increases at minimum based on CPI. Over the past 10 years, the Association has increased dues assessments an average of \$11.50 per year. Five of those years the dues were not increased at all. According to the Foundation for Community Association Research, PLPOA ranks in the 18th percentile compared to all associations across the country meaning 82% of all associations across the country have higher dues than PLPOA. The median is \$1,050.

- 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. Capital Improvement Plan is reviewed yearly as well as both reserve funds. Both Recreation Committee and Parks and Trails have updated their master plans. Dues assessments are researched each year during the formation of the budget. Recent years of high inflation have had a huge impact on expenditures. The Association is averaging only 1% or less going to collections. Continued lot consolidations have reduced the dues assessment revenue by \$46,070 over the past five years. More definitive research needs to be completed on the impact of a higher population in PLPOA.
 - Research monthly, quarterly, or annual payment options; pros and cons. This was researched and the cons outweighed the pros. Mainly due to added administrative burden of tracking payments and complying with state statutes regarding payment and collection policies.
 - Identify and research new revenue streams. This is noted above under opportunity strategies. More research could always be done in this area.
 - Doubtful account options – Completed with consultation through annual audit
 - Subdivisions not built out and options for property. We will continue to work with the County in claiming lots with back-due taxes and PLPOA assessments. Those lots can then be turned over to a developer, CDC, Archuleta Housing or Habitat for Humanity. If these delinquent lots are left go, the debt will only increase, and they will continue to sit vacant.
 - Options for Chris Mountain, Trails, and Vista non-utility lots Partnered with Community Development Corporation and County in obtaining \$1.9 million grant for roads and electric. Another grant for construction of affordable housing.
 - Research associate memberships with outside subdivisions and property management. As stated above, Revenue would be good, however, associate memberships are not popular with existing owners and Board refused every outside association proposal.
 - Research impact of population increase and housing density on community. In the last ten years, a total of 760 new homes has been built in PLPOA along with 7 multi-family buildings. This relates to thousands of more residents living in the association. The mailbox projects, trails, parking, rec center mezzanine, lake improvements are all examples of having to expand with the community. Increase population puts more demand on facilities and services. Current staff levels are stressed. Streamlining processes are a priority, for instance the use of AI. As housing density increases, more inspection time is warranted on permits due to drainage, setbacks etc. Also, there is an increase in complaints regarding neighbor compliance. This topic can be further researched in more detail.
 - Continue to research tax lien sales and treasurer deeds and determine best options. This research was completed. It was determined that it was not in PLPOA's best interest to redeem property before the Treasurers Deed.
 - Continue to review and update collections policy if necessary. Collections Policy updated 8/12/25 to comply with HB1043
 - Examine lot consolidation policy, long-term impacts. The policy was last updated in 2023. A total of 152 lots have been consolidated from 2020-2024. Lot consolidations have a big impact on the budget. Over the last five years, PLPOA has received \$218,811 in lot consolidation fees. During the same five years, PLPOA dues assessment revenue has been reduced by \$135,815. If the Association were to eliminate lot consolidations, these funds would have to be made up in the budget.

- Install natural gas through Hatcher / Pagosa Highlands / Martinez I worked with a group involving Black Hills Energy, Chamber of Commerce, CDC, and Echo Communications. The idea was to partner Black Hills Energy with the fiber installation. Black Hills Energy wanted PLPOA to front the installation cost with percent payback on owners registering for service. The Association does not have millions to put toward installation. This project ended up closing.
- Research Existing and New Revenue Channels and Fees
 - Transfer, home inspection, review, inspection, new construction fees – Transfer fee increased \$15 in 2025. Permit fees were increased in 2021 and 2024. Restructuring of permit fees has been reviewed a couple times but never approved by the board.
 - Increase clubhouse rental fees. Fees increased in 2025
 - Explore fishing permit fee increase. Permits have been increased in 2023 and 2025
 - Explore reducing daily bag limits on trout (our biggest expense) – This topic is discussed every year with the Fish, Boat & Lakes Committee. Their recommendation goes to the Board for inclusion in the budget.
 - Pure PLPOA expense service fees ?
 - Sale of assets or real property – Ongoing, if the Association forecloses on a property, it goes to Sheriff's sale. If the lot remains after Sheriff's sale, the Association takes ownership in which it is sold.
 - Capital improvement donation program. A program has not been established.
 - Recreation business partnerships Only a few PLPOA businesses have signed up for this.
 - Grant funding - Successful with new trail construction, wildfire mitigation, community garden partnership
 - Vacation Rental registration fee: Completed in 2021
 - Gifts in memory program - ongoing. This has been done through park benches and tree plantings
 - Fiber service for PLPOA – Expected completion in 2026
- 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. The PLPOA Board and the BoCC meet every quarter regarding PLPOA issues and concerns. PLPOA General Manager & Department Managers meet monthly with County Manager & Department Managers. DCS and Accounting staff work cooperatively with County staff on sharing information and providing assistance to one another regarding STRs.
 - Work with County and Utility Companies on developing plans to upgrade infrastructure in PLPOA. Chris Mountain and Trails subdivisions have seen major development in electric mains being laid, roads being developed and fiber installation. Fiber install grant project is expected to be completed in 2026. LPEA is upgrading electric lines throughout PLPOA. Easement agreement approved for Hatcher area to upgrade lines. A lease agreement has been signed with ARX Wireless for a cell tower on PLPOA greenbelt. Waiting for ARX wireless to sell tower space before they begin construction.
 - Define purpose and outcomes for connecting with town and county for the benefit of PLPOA ownership. Not Completed

- 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. BoCC & PLPOA Board quarterly meetings, PLPOA & County monthly staff meetings, MOU signed for multi-purpose field, partnered for several grants for trail projects.
- Process for sharing information with other community associations in our area. This has been a struggle as some of the associations within PLPOA have management companies and others do not. These sub-associations do not update their officers with us or when they change management companies. We have done some training sessions and provided consultation when requested.
- Promote PLPOA as a benefit to the county. This has not been formally done. It has been shared at Joint sessions and joint staff meetings.
- Communication and relationship with County Road and Bridge Dept. This has been accomplished mainly through monthly county / PLPOA staff and manager meetings. Also, constant communication and information sharing throughout the year.
- Internet infrastructure developments The County & Echo Communications received a state grant for the installation of fiber in a majority of PLPOA subdivisions. The project should be completed in 2026.
- Research collaboration opportunities – We have collaborated on an MOU for a multi-purpose field, several grants for trail projects, share information regarding STRs. Collaborate on permitting for property improvements, communication to PLPOA owners regarding roads, projects etc. I have worked with the County regarding workforce housing within PLPOA.
- Work with Town and County on Trail Projects. We continue to work with the Town on the Town to Lakes trail grant project. We have provided support in the grant application. We have been involved in the planning of the reconfiguration of 160 and N. Pagosa with the implementation of that trail portion. As mentioned before, we have partnered with the County several times on grant funding for trail projects and have been successful in receiving those grants.
- Veterans Park-County owned, managed by Veterans Board. Land donated by PLPOA. This has been turned over to the County and they maintain it with overview from Vet Board. We maintain working relationship with Veterans Board
- Work with Forest Service to develop and enhance wildfire mitigation efforts near Pagosa Lakes boundary, both sides. A five-year wildfire mitigation Plan was established for all PLPOA common areas and greenbelts. Many organizations with wildfire mitigation expertise provided input into the plan including the Forest Service. PLPOA worked with the Forest Service on simultaneous mitigation work along the forest boundary line in Pagosa Highlands.
- Work with Colorado Parks and Wildlife on wildlife issues in the community such as bear problems, geese populations, human/wildlife conflicts. Received a grant from CPW providing 365 bear resistant trash containers for Vista and Trails subdivisions. Formed bear education committee with this grant as well. We receive a permit each year from CPW to oil goose eggs for population control. Maintain a working relationship and use CPW to educate owners on wildlife and habitat.
- 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. We have worked with WAP in promoting defensible space around homes with homeowner funding assistance from WAP, providing the brush collection site, pine needle collection program and streamlining the tree permit process. Both PLPOA and WAP have provided site visitations for guidance on wildfire mitigation on owners property.

- 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. This has not been completed. More education is necessary. The PPP has been updated to comply with state statutes regarding approving xeriscape projects.

ECC Strategies

- Assist the property owner in arriving at a solution to benefit them and the community. This is an on-going philosophy with the ECC. Not every project submitted complies with the PPP or governing documents. Those that do not are not automatically denied. Instead, the ECC and DCS staff work with the owner to achieve the same goal for their project but also complying with the documents. This philosophy is emphasized in training new ECC members.
- Driving mantra is to help the owner develop their property as easily as can be within the framework of the CC&R's. This is the same as above in working with owners to achieve their project goals by providing options and alternatives that satisfies the owners needs and still comply with the governing documents.
- Staff and ECC continue to review and update the Project Permit Process & Permit Applications every two years. This is actually on-going and not waiting every two years. Staff and ECC use the PPP constantly and with state statues and CCIOA changes, the PPP is immediately updated. The same if it is recognized a change is needed due to certain consistent issues with owners needing a permit.

Administration and Accounting Strategies

- Mitigate dues and fines, delinquency rates via prompt, consistent and persistent actions. Accounting has implemented a process which goes beyond the state requirements for dues delinquency. This has resulted in less than 1% having to be referred to legal for collections.
- Identify new areas in each department to become more efficient. This is an on-going effort and high priority to make our work processes more efficient. Introducing AI in working with Vantaca is currently the main focus. The fishing permit process has been re-vamped and working more efficiently and satisfying audit concerns.
- Continue working on Vantaca software to maximize its capabilities. Consistent training and being current on new software updates.

Using Vantaca, produce accurate financial statements with clean audit reports. The Comptroller has accurately reported financial statements, account reconciliation, transfers, payroll, investments, etc. with the result of a clean audit with only one or two adjustments.

- Review existing software contract and functionality every two years. Completed and on-going
- Review and update as needed, the Bylaws every 2 years beginning 2024. Next review will take place in 2026. Any changes should be put on the ballot for the annual meeting.
- Ensure all PLPOA staff are up to date on the CC& R's and are acting in accordance with their intent. Every work process is based on following the CC&Rs. Big part of training for new employees.
- 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. Maintaining contact information has been a big obstacle as new board members come on and we do not receive any updates. We have provided a training class for sub-associations and assist them when contacted. We also work with the property management companies who are contracted to manage sub-associations.

- Develop new standing committee for community gardens and youth sports. Both Committees have been developed
- Bi-annual review of Policies and Procedures - Ongoing
- Provide feedback through groups interacting with Legislature. I brief the board regarding new bills the legislature is passing and the impact it will have on PLPOA. More information can be provided when a bill is first being discussed. This depends on how much detail the Board would prefer.
- Perform scheduled risk management evaluation. Risk evaluation is always being done. However, we do need to implement a scheduled and formal process and document.

Community Standards Strategies

- Develop wildfire reduction programs in coordination with Department of Property and Environment Eblasts with information and brochures have been sent to owners. An informational program has been done with WAP. Additional programs are difficult with limited staff time.
- Review and Update emergency preparedness program – The Emergency Procedures Manual needs being updated. This will be scheduled for winter 2025-2026.
- Work closely with County in communication and information sharing process regarding STR permits and violations. We have developed good open communications in sharing information on STR permit status, STR violations, even the sharing of software.
- Maintain good communication and customer focus climate. Create a positive working environment towards owners. Good Customer Service is a priority across all departments. We have implemented new processes, goals and updated philosophy of Education, Engagement and Compliance within DCS. The goal is to work with the owners to avoid violations, bring the property into compliance versus issue a fine. DCS staff work with the owner to achieve the same goal for their permit project while complying with the documents.
- Review and update, as needed, the Rules and Regulations every 2-years beginning in 2025. Any recommended changes are brought in front of the Board. Only a couple minor changes have been made based on state legislation.
- 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. We have developed a STR rules sheet for STRs to share and review with their vacationers. It is a one-page document highlighting the most pertinent rules they need to follow rather than giving them a 25-page document.
- Provide education for sub-associations about the hierarchy of CC&R's, Management and perform on-site inspections. Some on-site inspections have taken place in which staff have worked with board of directors or the property management company. Some formal education has been provided and requested information and meetings by the sub-associations have been accomplished.
- Continue real estate education meetings and packets for realtors. The last realtor's education meeting was done February 14, 2025. This is an annual program.
- Promote positive stories happening in the community and recognize owner properties and projects. There have been a few stories included in the eblast. However it is not consistent. This has been included in our marketing plan in which most of it will be initiated in 2026.
- Review, update, permit application forms and process for efficiency and customer service This is an on-going process. We are currently working on improving the process with the implementation of AI
- 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. The last permit class

took place on March 17, 2025 as well as separate class for area contractors. This program takes place annually.

- Review and Update Project Permit Process The staff and ECC review around 1,000 permit projects each year. In the review process, if any consistent concerns or changes need to be made, a formal recommendation to update the PPP is approved by the ECC and then forwarded to the Board for their approval.
- Provide owner education and services to assist in home ownership and prevent violations. This has been accomplished through the weekly eblasts. Whether it is educating owners are the most common violations taking place or tips on home maintenance or dealing with the weather at their property.

Parks & Trails Strategies

- Review and update Parks & Trails Master Plan and begin development of new plan as approach completion. Master Plan was updated and approved by the Board in June 2025
 - 2013- Seven Year Parks and Trails Master Plan should be updated in 2023 or 2024 to reflect completed projects and high priority upcoming projects. Completed
- Create a plan for the greenbelts for the development of additional recreation amenities utilizing Parks and Trails Committee for input. This has been completed and included in the Master Plan.
- 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. We continue to work with the Town on the Town to Lakes Trail grant project. We have provided support in the grant application. As mentioned before, we have partnered with the County several times on grant funding for trail projects and have been successful in receiving those grants. We plan to continue to seek grant funding where applicable for trails projects.
- Identify, and apply for State and Federal Grants for forest health and wildfire mitigation. Forest Service grant funds have been reduced. We have been able to receive 50% match from Wildfire Adapted Partners for four consecutive years.
- Research US Forest Service: trails access points and parking options and alternatives We currently have 13 gates for access to the national forest. We also have a few parking areas at specific gates to access the forest. The issue we have is Non-PLPOA people using the parking areas preventing PLPOA owners from using it and the cost to maintain the parking areas, gates and fencing comes from the Association.
- Using the Wildfire Mitigation and Implementation Plan, coordinate greenbelt yearly mitigation work. We have completed 4 years of mitigation work following the Wildfire Mitigation Plan. All the large acreage tracts have been completed. We plan to continue according to the plan and then update for yearly mitigation maintenance.
- 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. The Board formed an Ad-hoc Committee to research alternate sites for the brush site. Some options were explored but costs and efficiency were prohibitive. We now have a contract for the pine needles to be picked up and used for compost.
- 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 There is a core group of members leading the committee. DPE supports the committee with maintenance and installed a secondary water line for irrigation back-up if the lake level falls too low. Lifestyle also assists with the garden bed reservations and the various informational programs.

- Foster and support a strong Parks, Trails, and Outdoor Recreation Committee This committee is very active and have just completed updating the master plan.
- Consider impacts on wildlife when planning any development - Ongoing

Lakes, Dams & Spillways Strategies

- Conduct Fish Survey and develop habitat plan to maintain desired population. The last study was done in 2018. Another study needs to be scheduled if funds allow.
- Develop, implement, and review yearly action items to maintain and improve the following: All items listed below are identified in the DPE yearly goals and objectives.
 - 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. This is reviewed by both the Lakes, Fish & Boat Committee and the Parks and Trails Committee.
- Develop program for people or groups to purchase trees, park equipment etc. and in turn install a memory plaque. The program has been active for a long time. We have installed benches and trees with memory plaques at our lakes and Recreation Center.
- Continue to plan and host fishing and boating events such as ice fishing tournaments, kids fishing derby. Both ice fishing and kids fishing derby are held every year
- Maintain dams according to State Dam Safety standards. DPE performs yearly maintenance on the dams and receives state inspections. We have received good inspection reports meeting all state requirements.
- Update Emergency Action Plan in the event of dam failure-Required by state The Emergency Action Plan for the dams is updated according to state requirements. This plan is used in the County's Emergency action plan.
- Work closely with PAWSD on dam and spillway management (PAWSD operates the water release valves) We have an ongoing working relationship with PAWSD regarding the lakes. Whether it is aquatic weed control, dam maintenance or a PAWSD maintenance issue.
- Utilize Davis Engineering Dam Condition Study to plan for long range, potentially high-cost dam maintenance items such as outlet works and slide gates. These items are identified in the Reserve Study and an agreement is in place for PAWSD to share the costs. A dive team was hired to inspect and video the slide gates and outlet components. The gates were exercised and operating fine. Any repair or replacement would require lowering or even draining of the lakes which PAWSD is reluctant to do unless necessary.

- Work with owners of Tract A, South Village Lake to secure long term boat ramp easement access. A perpetual easement agreement was completed in 2025 for use of the boat ramp and parking area at Village Lake.

Buildings, Facilities and Other Assets Strategies

- Investigate solar panel applications – roof. This has not been completed.
 - 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. Research was completed and determined that no charging station was necessary at this time. An EV policy was created and approved by the Board of Directors.
- Develop strategy to improve lake facilities. The Lakes, Fish and Boat Committee review this and make recommendations to the board.
- Update plan for mailbox consolidation and facility improvement Total of 14 sites have been upgraded with expansion for safe pull-off, additional CBUs, paved area and some lighting. Total of 7 sites have been consolidated with others. Over \$500,000 has been spent on mailbox facilities. Only a few more sites remain that will need to be reviewed for improvements if any.
- Continue research and documentation for brush site usage and fencing of site for safety. Signage with required check-in book is at the site to track usage and amounts. Reserve funds have been approved for 2025 to install a border fence around the property.
- Explore new HVAC system for Rec Center pool room to replace 35-year-old equipment including Energy Recovery System and conditioned air and dehumidification. Completed in 2024
 - 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. Has not been done.
- Work with Wolf Creek Gun & Bow Club regarding the development of the Archery Range A lease agreement was signed for two greenbelt tracts next to Trails Blvd. and Bonanza. The Club received a grant and is in the process of trying to obtain the funds to begin construction of the range.
- Review existing facilities, determine population growth, and based on the information, conclude necessary action items to accommodate more owners and guests. This effort continues with working with all the committees determining their capital improvement priorities. Capital funds are limited, and the risk is that the community will outgrow its current recreation amenities and will not be to accommodate additional needs.

Recreation and Amenities Department Strategies

- Research and develop a plan to provide youth sports facilities, teams, leagues, and programs in PLPOA. Two facilities have been planned to accommodate youth sports. The first was the gymnasium and it was voted down by the membership. The second one is the multi-purpose field in which a MOU was signed with the County to seek grant funding, and the parking lot was constructed. The only facility the association has to support teams or leagues is the pool. The youth swim team keeps growing and the High School Girls swim team uses the pool for practice.
- Develop Youth Sports Committee to provide volunteer support of youth sports programs and facilities. The Youth Committee was formed as a standing committee to board.

- Utilize a software to track facility and equipment maintenance and review software for functionality. New software was not purchased, but a spreadsheet has been developed to track the maintenance, age, and use of equipment.
- Stay current in recreation and fitness trends whether this be programs, latest equipment, classes etc. Maintaining membership in professional organizations and communicating with other facilities across the country has been the main source of fulfilling this strategy.
- Find effective and efficient methods to market the Rec Center and improve communications with members. The Rec Center has its own newsletter and email / text list, along with the weekly eblasts, website, association newsletter and flyers and brochures. A yearly membership drive program coincided with an end-of-the-year bash has been successful. This brought in \$25,000 in 2025.
- Review and update Master Plan for the recreation center This was completed in 2024.
- Research solar feasibility for recreation center, wired and outfitted to accept a solar system. Has not been done. The old system was outdated and disabled.
- Research having solar or some type of heating on the Rec Center Roof, so we do not get ice damns. A few different methods have been used but unsuccessful. More research will need to be done.
- Develop and incorporate into the Master Plan a site plan for the entire property. A site plan was included in the 2024 update of the Master Plan.
- Increase health, wellness, and fitness programs along with new recreation activities. Additional programs have been developed, space is limited in the Rec Center
- 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. Outdoor fitness areas with equipment have been researched. There is not a demand in Pagosa Lakes. Plus, recreation departments across the country report that the usage drops dramatically after the first year. There are higher priority items with much more demand.
- 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. We have offered some limited classes but we plan to place more emphasis on this in 2026
- 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. This helps us fulfill our mission. The budget increased slightly in 2024 but has not since then. More recreation programs have been developed and will be a continue focus each year. With limited facilities for youth sports, the emphasis has been on more passive recreation, social activities for youth.
- Look into acquiring equipment to groom trail behind Rec Center for Nordic activities. We did obtain a small groomer, but it has not worked well. The issue is that a good groomer costs \$3-5,000 and then we need a snowmobile to pull it. Borrowing a snowmobile has not always been successful.
- Develop new programs through Rec Coordinator position. As previously stated additional programs have been developed for all age groups but more emphasis on youth. Here is a list of some examples:

Ready Set Tri	Wilderness & Water Safety	Camp 911
Mini Movers	Swim Clinics & Increased swim lessons	Shamrock Splash Bash
Pumpkins in the pool	Little Anglers Fishing Derby	Babysitter Training
Walking Club	Geri Actives	Sand Volleyball League

- Research the installation of coin operated dog wash system next to dog park – could not establish concrete revenue numbers making it too risky.

Lifestyle Strategies

- Increase offerings of enrichment classes, cultural activities, health and wellness programs and community-wide celebrations Owners Appreciation BBQ, End of Year Bash, Music in the Mountains Concert have been added events. We have increased the number of senior groups using the Vista Conference room each day for card clubs, book clubs, various games and education programs. We will continue to work with owners in developing clubs in using the Clubhouse such as various dance groups, arts, crafts, and education programs.
- Work with new Garden Committee to ensure success of programs, events, community involvement and facility volunteers. All raised beds have been rented, and the committee continues with community beds to provide fresh vegetables for the food banks. Education and youth programs centered around food and gardening are held throughout the year.
- 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. This helps us fulfill our mission. The budget increased slightly in 2024 but has not since then. More recreation programs have been developed and will be a continue focus each year. With limited facilities for youth sports, the emphasis has been on more passive recreation and social activities for youth.
- Create and implement new programs such as and around: Easter, Earth Day, dances, paddleboard, Welcome Santa, Thanksgiving dinner and yard sales. A few big events have been added such as Flea Markets, Triathlon / End of Year Bash, Owner Appreciation Picnic, Music in the Mountains Concert.
- Maintain a robust volunteer network of owners providing opportunities for owners to connect by volunteering that aligns with their interests. We have been promoting the various committees and the Rec Center established a volunteer program. More focus and expansion could be done in this area.
- Maintain block party program to bring neighborhoods together. This is an on-going program which we plan to promote more in the future.
- 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. We have developed a marketing plan that will promote PLPOA, build community harmony / spirit, express the association's value and how it benefits the community. The marketing plan includes efforts to raise community awareness, increase participation and support consistent branding. More promotion of recreation programs, services, and events.
- Place importance on welcoming new owners into the community. Continue with new owner's receptions, welcome letters, and discount coupons. We continue to provide new owners' receptions, letters and coupons. As part of the marketing plan, a new video of PLPOA will be made promoting the community, welcoming new owners and providing information on Pagosa Lakes.

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. The Marketing Plan strategies include all these items along with others such as You-Tube, Podcasts, SWAG and promotional videos.
- Continue and expand self-funding options for current printed materials, ads, etc. Advertisements in the newsletters cover the cost of printing.
- Include a one-page projects update, board developed surveys and news piece with dues mailing. A news piece was included with dues mailing, but the perceived benefit did not exceed the added staff time. This could be re-examined again.
- Create local subdivision awareness program/process and point of contact. This has not been completed.
- Schedule an annual owner survey We have done many surveys. The important thing is to identify the information we choose to obtain from the survey and how it will be beneficial to the association going forward. The best opportunity for a survey is to add it to the annual meeting ballot. Consideration may be given to having a marketing professional develop the 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 Twincreek 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 Associations 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

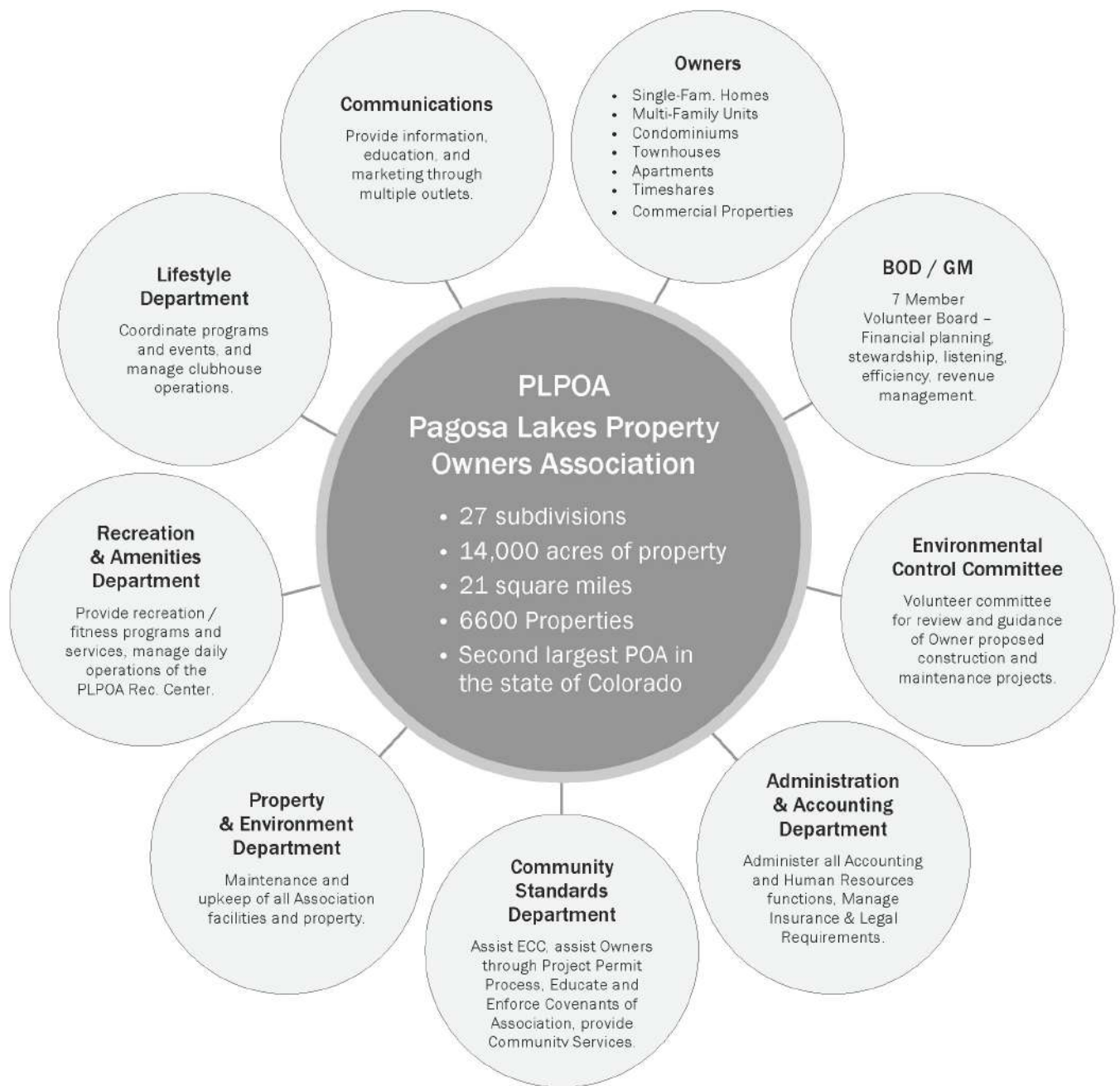
Responsible financial management and intelligent planning for the future.

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 policies 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 Twin creek 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

DEPARTMENT OF PROPERTY AND ENVIRONMENT

NOVEMBER, 2025 BOARD REPORT

By Larry D Lynch

1. **Lakes and Fisheries** – The lakes are in good condition headed into the late fall. Water quality is good as water temps drop into the low 50's and the fishing has been excellent. Anglers are reporting high quality fishing in all the lakes currently with exceptional activity and catch rates, the recently stocked rainbow and Brook trout are showing heavily as well. The flooding rains in mid-October did cause some minor issues in the community with some road ditch issues, minor roadway damage and erosion but also resulted in a couple of the lakes adding a foot and a half of depth from storm runoff in a four-day period including Lake Pagosa and Hatcher Lake, both of which were down substantially late in the summer. The PAWSD did complete the sewer infrastructure repair work near Lake Pagosa in early October and actually began re-filling the lake just before the heavy rains came in which was good timing. We took care of a few late season dam maintenance projects in October and moved a couple of the floating docks in preparation for winter.
2. **DPE Projects** – The DPE crew has been busy the past few weeks working on a number of fall projects including continued chipping operations at the brush collection area at the maintenance facility; boat ramps gravel and grading work (taking advantage of lower lake levels at Hatcher and Lake Pagosa boat ramps); additional concrete pads and mailboxes at a couple of mailbox locations; some trail maintenance work on Lake Forest paved trail where heavy rains eroded a shoulder gravel section near Mosswood; winterized irrigation systems at 3 facilities; stained the new cedar split rail fence at Village Lake boat ramp; installed drip irrigation lines at the new landscaping at Rec Center parking lot islands; and lake aerator system maintenance and repairs in preparation for winter activation. Upcoming projects will include construction of a new perimeter fence at the maintenance building in Trails where we will be installing a couple thousand feet of four-foot tall security fencing around the property (6-inch round posts in concrete every 10 feet); we will be tackling a shoreline improvement project near the Hatcher Lake boat ramp repairing about 150 feet of shoreline with grade work and rock rip-rap install just east of the boat ramp (again, taking advantage of low lake level to do so); will be working on a natural surface trail in the Vista gas-line and greenbelt corridor where we will be removing some oak brush in the proposed alignment; and will be winding up chipping operations mid-month with a final grinding of material and winterizing the Rayco horizontal drum grinder and storing it (final day is November 14th). The DPE crew also constructed a new small boat ramp at the common

boat storage and lakefront park in the northwest corner of Lake Pagosa. With the low lake level, it was the perfect time to get in and excavate a small ramp (8 feet wide and 30 feet down), install gravel and rock work as well as a concrete landing and pier for a future small floating dock. This ramp will allow for easier hand launching of small kayaks, canoes and stand-up paddle boards at this popular lakefront park and boat storage amenity. It is located near the intersection of Cloud Cap Ave and Inspiration Drive on a property that the Association owns for lake access, fishing and small boat storage.

3. **Parks and Trails Projects** – The Parks and Trails committee updated the long-range Parks and Trails Master Plan this past spring which was adopted by the board in July. The plan includes around 30 future park and trails projects in the community which include a number of new trail proposals, some of which are hard surface trails but many are natural surface trails. The committee has recommended that some of these natural surface trails be constructed in the next few years, possibly with some volunteer support from active members and staff support. A couple of these trails may be proposed for next year if we can get some logistics lined up. One such project is the possibility of constructing a natural surface trail (a dirt trail) on North Pagosa Blvd that would serve the community temporarily for safe walking and biking until the future hard surface trail could be constructed down the road, which may be several years. The idea being that we could utilize community volunteers and DPE staff to cut in a natural surface trail from the intersection of Lake Forest Circle (north end) up to Aspenglow Blvd and perhaps even Sweetwater Drive in the Twin Creek subdivision. Kurt Raymond, the Parks and Trails Committee chairman has been spearheading this effort and would like to bounce these ideas off the board in the coming weeks with a proposal for some limited funding next year, 2026 to help with survey costs and some possible drainage features such as a couple culverts and the rental of small mini-excavator in 2026. The other project being considered would be to begin natural surface trail construction on a portion the Vista gas-line trail proposed in the Master Plan that would connect the Vista Lake trail to the neighborhoods in Vista and Trails and Chris Mountain II subdivisions. We are planning to do some preliminary work such as brush clearing and some limited trails work this fall if weather and time allow. In fact, Kurt Johnson, our board president and Parks and Trails Committee liaison who is also an active hiker and biker has volunteered to help us out with some work this fall which is much appreciated.



**Pagosa Lakes Property Owners Association
Regular Board of Directors Meeting
Recreation Center Report**

Attendance report for October	2025
Timeshare Sign Ins	1,607
Member Sign Ins	5,938
Total User Attendance	7,545
Programs and Activities Attendance	
All programs in Aerobics Room	126
Water Aerobics	122
Racquetball	84
Basketball	89
Lap Lane	1,038

Manager's Summary

October 2025 saw a strong increase in overall attendance, with total user visits rising to 7,545, up from 7,369 in 2024. Also, please keep in mind, the rec center was closed for three days for maintenance. October was a productive and successful month for the Recreation Center. Attendance increased compared to the previous year, new programs are performing well, and several key maintenance projects were completed during the annual shutdown. The facility is operating smoothly as we move into the winter season, with only a few repairs scheduled for early November.

Recreation Center Monthly Report – October 2025

Membership & Attendance

Overall attendance showed a positive increase in October 2025, with a total of 7,545 visits, up from 7,369 in October 2024. This growth occurred despite the Recreation Center being closed for three days for annual maintenance.

- **October 2024:**
 - Total Attendance: 7,369
 - Wyndham Check-ins: 1,676
 - Membership Attendance: 5,693
 - **October 2025:**
 - Total Attendance: 7,545
 - Wyndham Check-ins: 1,607
 - Membership Attendance: 5,938
-

Events & Programs

- **October Swim Lessons:** Group swim lessons for October are currently halfway completed. Two beginner and two intermediate sessions are being offered.
- **New Programs:**

- Rise and Align Yoga: Began September 8. This class welcomes all skill levels and continues to maintain consistent participation.
 - Yoga with Kim: Recently launched and showing strong attendance. Classes are held Tuesday evenings from 5:30 to 6:30 p.m.
-

Facilities & Maintenance

- Annual Shutdown: The Recreation Center was closed from October 20–22 for annual maintenance.
- Upcoming Repairs: On November 6–7, TFI will address roofing issues near the pool area to repair access points where bats have been entering the facility.

Projects Completed During Shutdown:

- Sanded and re-coated all hardwood floors (excluding the aerobics room)
- Completed painting of the aerobics room
- Reinstalled pool grab rails
- Deep cleaned locker rooms and locker room floors
- Repaired multiple dripping showers

HVAC System:

Repairs to the HVAC system have been completed, and it is now operating efficiently with no reported issues.