

**SAN JUAN COUNTY, COLORADO  
BOARD OF COMMISSIONERS**

MEETING AGENDA  
February 28, 2024

**CALL TO ORDER:** 6:30 P.M.  
BOCC Meeting Minutes for February 14, 2024

**APPOINTMENTS**

6:35 P.M. David Singer and Loren Lew – Courthouse Restoration  
7:00 P.M. Emergency Manager Jim Donovan

**New Business**

The Opus Hut LLC – Retail Liquor License Renewal Application  
ARCA SEARCH Proposal to Digitize County Minutes

**Old Business**

**Other**

Region 9 Economic Development District-2023 Performance Report  
Region 9 Economic Development District-Economic Snapshot 2024  
Public Comment  
Commissioner and Staff Reports

**Adjourn**

**Times listed above are approximate.  
Discussion of an agenda item may occur before or after the assigned time.**

**Next Regular Meeting – March 13, 2024, 8:30 A.M.**

Join Zoom Meeting

<https://zoom.us/j/92136473203>

By Telephone: Dial 1 669-900-6833 and enter the Webinar ID 92136473203 when prompted.

Meeting ID: 921 3647 3203

You Tube (live and recorded for later viewing, does not support public comment):

[https://www.youtube.com/@sanjuancountycolorado\\_streams](https://www.youtube.com/@sanjuancountycolorado_streams)

SAN JUAN COUNTY BOARD OF COMMISSIONERS  
REGULAR MEETING WEDNESDAY, February 14, 2024  
AT 8:30 A.M.

Call to Order: The meeting was called to order by Chairman Austin Lashley. Present were Commissioners Scott Fetchenhier and Pete Maisel, County Attorney Dennis Golbricht and Administrator William Tookey.

Payment of Bills: Commissioner Fetchenhier moved to authorize payment of the warrants as presented. Commissioner Maisel seconded the motion. The motion passed unanimously.

Minutes: Commissioner Fetchenhier moved to approve the minutes of January 24, 2024 as presented. Commissioner Maisel seconded the motion. The motion passed unanimous.

Public Health Director Becky Joyce was present to provide the Commissioners with an update.

The County's CAG representative Terry Morris was present to provide the Commissioners with an update concerning the CAG and the Bonita Peak Mining District. Mr. Morris's term on the CAG Board had expired. He stated to the Commissioners that he would be willing to continue as the County's representative. Commissioner Fetchenhier moved to appoint Terry Morris to be the County's CAG representative for another term. Commissioner Maisel seconded the motion. The motion passed unanimously.

Social Services Director Martha Johnson was present to provide the Commissioners with an update. Commissioner Fetchenhier moved to approve Transmittal #11 in the amount of \$8750.82 and Transmittal #12 in the amount of \$26,637.33. Commissioner Maisel seconded the motion. The motion passed unanimously.

Contract Amendment #3 from the Department of Health Care Policy and Financing was presented to the Commissioners for their consideration. Commissioner Fetchenhier moved to approve Contract Amendment #3 as presented. Commissioner Maisel seconded the motion. The motion passed unanimously.

Director Johnson explained to the Commissioners that the TANF expenditures have been greater than in previous years and at the current rate the fund balance would be less than the \$100,000 maximum. She explained possible options and will provide the Commissioners with more information at the next meeting.

A Public Hearing was held to receive comments concerning the Improvement Permit Sketch Plan application submitted by Charles and Bruce Hoch to construct a 1000 sq. ft. cabin on the Gladstone Girl. Upon completion of the Public Hearing Commissioner Maisel moved to approve the Sketch Plan application with the conditions as recommended by staff and the San Juan Regional Planning Commission. Commissioner Fetchenhier seconded the motion. The motion passed unanimously.

A Public Hearing was held to receive comments concerning the Improvement Permit Sketch Plan application submitted by Adam and Spencer Rex dba Kendall Mountain House LLC to construct a 3900 sq. ft. cabin on the Forst Lode. They also requested that the cabin be approved to be used as a vacation rental during the summer months and as a short-term rental during the winter months with the requirement that renters must be accompanied by a qualified backcountry guide. Upon completion of

the Public Hearing, Commissioner Maisel moved to approve the Sketch Plan applications with the conditions as recommended by the staff and San Juan Regional Planning Commission. Commissioner Fetchenhier seconded the motion. The motion passed unanimously.

Commissioner Lashley moved to approve the request to allow the cabin on the Forst Lode to be used for a vacation rental and commercial use with the conditions as recommended by staff and the San Juan Regional Planning Commission along with the clarification that that the commercial use of the property from November 1<sup>st</sup> and April 30<sup>th</sup> shall only be allowed if the guests are accompanied by a qualified backcountry guide that has adequate experience and training in avalanche safety, that the guide must accompany the guest(s) from the Town of Silverton to the site, stay with the guest(s) at the site, supervise the guest(s) outdoor recreational activities during their stay, and accompany the guest(s) back to the Town of Silverton when they leave the site. Commissioner Maisel seconded the motion. The motion passed with Lashley and Maisel voting yes and Commissioner Fetchenhier voting no.

A Public Hearing was held to receive comments concerning the Improvement Permit Sketch Plan application submitted by Richard Smiley dba Silverton Glamping to develop a Glamping Resort on the Eastern Star Placer and Animas. Upon completion of the Public Hearing, Commissioner Fetchenhier moved to approve the Sketch Plan application with the conditions as recommended by the staff and San Juan Regional Planning Commission with the clarifications that the applicant provide easements or other legal documentation that allows for access to the property and that wetlands delineation be completed. Commissioner Maisel seconded the motion. The motion passed unanimously.

Ann Chase of San Juan Development Association was present to provide the Commissioners with an update on the housing lottery and to request additional funding for the Art Through the Seasons program. Commissioner Fetchenhier moved to approve the request for \$219.55 using the Lodging Tax Visitor Enhancement Fund. Commissioner Maisel seconded the motion. The motion passed unanimously.

The Commissioners were informed that the Red Mountain Alpine Lodge had submitted a Special Use Permit to Ouray County that would allow for parking on the top of Red Mountain Pass, much of which is located in San Juan County. Many attendees of the meeting spoke in opposition to the request due to the lack of adequate parking and other issues. It was the consensus of the Commissioners to send a letter to Ouray County in opposition to allowing Red Mountain Alpine Lodge parking on top of the pass.

Resolution 2024-01 A Resolution of the San Juan County Board of Commissioners to Rename the County Road 110 Bypass to the Kuhlman County Road 110 Bypass was presented to the Commissioners for their consideration. Commissioner Fetchenhier moved to approve Resolution 2024-01 as submitted. Commissioner Maisel seconded the motion. The motion passed unanimously.

An amended Town/County Law Enforcement Contract was presented to the Commissioners. Commissioner Maisel moved to approve the amended contract as submitted. Commissioner Fetchenhier seconded the motion. The motion passed unanimously.

The 2023 Financial Report was submitted to the Commissioners for their review. Commissioner Fetchenhier moved to approve the Financial Report as submitted. Commissioner Maisel seconded the motion. The motion passed unanimously.

The February Sales Tax Report was presented to the Commissioners for their review.

The January Treasure's Report was presented to the Commissioners for their review.

Having no further business, the meeting was adjourned at 3:07 P.M.

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Austin Lashley, Chairman

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Ladonna L. Jaramillo, County Clerk



**Office of Emergency Management**  
**1557 GREENE STREET, P.O. BOX 184**  
**SILVERTON, COLORADO 81433**  
**PH: 970-387-9984 Email: [oem@sanjuancountycolorado.us](mailto:oem@sanjuancountycolorado.us)**

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February 27, 2024

Board Of County Commissioners Meeting

**OEM Program Update for 2024**

1. Department of Energy, HeroX Prize Team Gold Renewable Energy Prize with Town of Silverton, SMPA. Resiliency Plan.
  - a. Critical Infrastructure and Key Resources Inventory (CIKR)
  - b. Behind the Meter Power Supply: Solar, Battery, Natural Gas
  - c. Resilient to power outages
  - d. Seeking 3-5 acres for Solar Grid
  - e. Solar on housing etc
2. PHEP (Public Health Emergency Preparedness Program) increased funding from January-June for EPR (Emergency Preparedness Response), adding \$15k.
3. EMPG Emergency Management Performance Grant-Annual grant, should see the same amount of \$30k.
  - a. Main focus: Emergency Operations Plan (EOP) Update, 3 year cycle, state now has review tool to use
4. Wildfire Preparedness and Mitigation Program Development
  - a. Community Wildfire Protection Plan Update
    - i. Significant update to CWPP: community demographics have changed a lot, 416 wildfire, Ice Fire. CoCo and Wildfire Adapted will assist with stakeholder meetings.
    - ii. Ready Set Go! formalized evacuation plans program
    - iii. Need for a Wildland Fire Mitigation Program
    - iv. Working with Coalitions & Collaboratives, Inc, non-profit that is a mechanism through USFS, BLM to assist communities in wildfire protection and has grant program. Awarded \$10k and requires a match both in kind and hard dollar. Cascade Village is best target.

Sincerely,

*Jim Donovan*

Jim Donovan  
Emergency Manager

**Submit to Local Licensing Authority**

**OPUS HUT  
 255 EAST SERAPIO DRIVE  
 Telluride CO 81435**

Fees Due	
Renewal Fee	625.00
Storage Permit \$100 X _____	\$
Sidewalk Service Area \$75.00	\$
Additional Optional Premise Hotel & Restaurant \$100 X _____	\$
Related Facility - Campus Liquor Complex \$160.00 per facility	\$
<b>Amount Due/Paid</b>	<b>\$ 625</b>

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

## Retail Liquor License Renewal Application

**Please verify & update all information below**

**Return to city or county licensing authority by due date**

Licensee Name THE OPUS HUT LLC		Doing Business As Name (DBA) OPUS HUT	
Liquor License # 03-18846	License Type Tavern (county)		
Sales Tax License Number 95536233	Expiration Date 05/15/2024	Due Date 03/31/2024	
Business Address 3660 COUNTY ROAD 8 Silverton CO 81433			Phone Number 6468533730
Mailing Address 255 EAST SERAPIO DRIVE Telluride CO 81435		Email <i>travis@opushut.com</i>	
Operating Manager <i>Travis Mohrman</i>	Date of Birth <i>7/8/62</i>	Home Address <i>225 E Serapio Dr Telluride, CO 81435</i>	Phone Number <i>646 853 3730</i>
1. Do you have legal possession of the premises at the street address above? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Are the premises owned or rented? <input checked="" type="checkbox"/> Owned <input type="checkbox"/> Rented* *If rented, expiration date of lease _____			
2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility? If yes, please see the table in upper right hand corner and include all fees due. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3a. Are you renewing a takeout and/or delivery permit? (Note: must hold a qualifying license type and be authorized for takeout and/or delivery license privileges) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3b. If so, which are you renewing? <input type="checkbox"/> Delivery <input type="checkbox"/> Takeout <input type="checkbox"/> Both Takeout and Delivery			
4a. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
4b. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
5. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			

7. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation.  Yes  No

8. Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation.  Yes  No

<b>Affirmation &amp; Consent</b> I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.		
Type or Print Name of Applicant/Authorized Agent of Business	Title	
Travis Mohrman	owner	
Signature	Date	
	2/14/24	
<b>Report &amp; Approval of City or County Licensing Authority</b> The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 44, Articles 4 and 3, C.R.S., and Liquor Rules. <b>Therefore this application is approved.</b>		
Local Licensing Authority For		Date
Signature	Title	Attest



**San Juan County, CO**  
**DIGITAL PRESERVATION OF**  
**HISTORICAL COMMISSIONER MINUTE BOOKS**  
**(DURING CLERK'S ON-SITE PLAT MAP PROJECT)**  
**AND**  
**ADDITION TO EXISTING**  
**SAN JUAN COUNTY RESEARCH SITE**  
**(PUBLIC ACCESS)**  
**Proposal #12192019P1V3**

January 26, 2024

Prepared for:

**San Juan County**  
1557 Greene Street  
Silverton, CO 81433

**William Tookey**  
County Administrator  
970.387.5766  
[admin@sanjuancolorado.us](mailto:admin@sanjuancolorado.us)



### Project Benefits for San Juan County:

- Digital preservation & back-up protection of historical original San Juan County Commissioner Minute books
- Image quality enhancement of original documents into a high-resolution, color image
- Improved searching with Word Search (Names, Events, Vendors, Roads, Topics) to locate relevant pages
- Reduces County liability risk for injuries to staff or public by minimizing the need to access the original, heavy books
- Improved Public transparency with access to all minutes with a link on County website
- Reduces internal IT support & costs with a hosted Research System

### OVERVIEW

ArcaSearch is pleased to be considered as a digital archiving and processing partner with San Juan County, CO. Enclosed you will find our response to your request for a proposal including project benefits, record group/product details, estimated timing, estimated costs, and agreement terms.

### Commissioner Minutes

- Approximate Images 9,970
- Date Range 1874 through 2023
- Image Size 8.5" x 11"; some as large as 13.5" 18"
- Condition Excellent
- Bindery Bound (6), pinned (10), 3-ring binder
- Image Capture RGB
- Image Resolution 300 DPI
- OCR Yes, of typed text
- File Format Web Optimized PDF-A Files & JPEG Thumbnail Images
- Delivery Single page and two-page spread
- Metadata Book name, year range, page number
- Work Location Materials to be digitized at client location in Silverton, CO \*

\*Project to be completed in conjunction with the San Juan County, CO Plat Map Project

### ARCASEARCH DIGITAL ARCHIVING

As your digital archiving partner, we provide project management and will use ArcaSearch technology/personnel to:

- Digitize images from provided materials
- Optimize PDF for viewing/searching within the Compass Eclipse Research System using patented technology
- Provide two complete sets of Web Optimized PDF-A Files and JPEG Thumbnail Images on external hardware upon receiving final payment for project

We look forward to working with **San Juan County, CO**. Below are a few items ArcaSearch will need to begin your project.

- Notify ArcaSearch of any scheduling requirements
- Provide a minimum of 14' x 20' space to be utilized for image capture equipment accessible by ramp or elevator with a minimum door entry width of 32 inches
- Allocated space will need to have standard office outlets, minimum of six 15 Amps
- Provide access to high speed internet, to include VPN permissions
- Allow ArcaSearch staff access to building during business hours

### ESTIMATED TIMING

**The following is a timeline for your planning purposes.**

The scheduled start month will be determined after receipt of the signed contract, down payment, completion of the job plan (if applicable) signed by both parties. Any discrepancies will be resolved before the start of the project.

ArcaSearch anticipates the start date to be within 12 months from the receipt of down payment.

To be completed in conjunction with the San Juan County, CO Plat Map Project.

## **COMPASS ECLIPSE RESEARCH SYSTEM**

The core technology employed in the updated Compass Eclipse Research System has proven to be the single most cost-effective solution to historic-records management. The Compass Eclipse Research System is adapted to the specific requirements of each individual for the secure preservation and ready access of its document archives.

Your annual software subscription includes web-hosting of your archive digitized by ArcaSearch. With ArcaSearch hosting the archive, you will avoid capital equipment costs and minimize the impact on local network infrastructure and personnel. You simply need a connection to the Internet and a few basic system requirements.

### **System Requirements**

PC: Windows 7 or newer, macOS, or Linux operating system recommended

PC: Chromium based browser (Google Chrome, Microsoft Edge, etc...)

Pop up blockers should be disabled for optimum viewing

### **Product Modules**

A product is comprised of a single category of materials. The key to a user-friendly research application is to search and navigate information by product types, both separately and aggregated. The Compass Eclipse Research System will provide access to your archive that will satisfy the advanced researcher.

### **Digital Archive Hosting**

With ArcaSearch hosting the archive, you are avoiding capital equipment costs and minimizing the impact on local network infrastructure and IT personnel. ArcaSearch ensures worry-free operation of the archive and will perform all maintenance and update actions. Your archive is protected from unauthorized access by your choice of security control: IP address registration, username/password or your own intranet protocols.

### **Technology Updates**

Updates are crucial to maintaining a functional archival delivery system. Our cloud-based application assures that your service will operate properly when change comes.

### **Service Level**

ArcaSearch maintains a 99.9 percent “up time” during business hours year-round for its hosted client services. Maintenance is performed during off-hours. In the unlikely event maintenance shut-down is required during regular business hours; the client will receive advance notice of the reason and expected duration. Unexpected service interruptions, historically are limited in duration and service is quickly restored. At these times, communication and coordination with our clients is of the utmost importance.

## STANDARD FEATURES OF THE COMPASS ECLIPSE RESEARCH SYSTEM

### Hosting your Research site at a secure location

ArcaSearch has elected to host your site link at the highly secure Level 3, Data Center building in downtown Minneapolis for security, service redundancy and to minimize downtime.

The Data Center building, its tenants, and its parking areas have exceptional security. Entry to the facility is controlled by on-site security and each door/floor is controlled through card-access entry.

- Multi-level physical access controls
- Personal verification with properly issued ID
- Card access entry with photo verification
- IP Video surveillance recorded and stored for 90 days, both inside and outside the facilities
- Man-trap entries
- Locked cabinets, cages, storage, and suites
- We have a Diverse Tier 1 backbone providers connected via diverse paths
- 100/1000 MB Fast Ethernet connections.
- On-net, Carrier neutral facility

The Data Center building is backed a N+2 HVAC system. They monitor environmental systems 24 hours a day, seven days a week.

- N+2 temperature and humidity with multiple segregated cooling zones environment
- Raised floors with automated moisture detectors under the floors
- Zoned smoke and heat detectors
- Dry-pipe, pre-action fire sprinkler systems
- Managed and monitored 24×7
- Professional quarterly maintenance
- Secure Protection of Data and Infrastructure – 24×7 Multi-Level Security

The Data Center building has redundant power systems (2 megawatt generator, transfer switch, UPS systems, battery plants, flexible power configurations). If any one component in the network or electrical system fails, a redundant system designed to carry the full load immediately takes control. Should the entire primary HVAC system fail, a secondary system designed to immediately handle the full capacity for cooling maintains the proper temperature in the data center.

- 110 volt, single phase
- 208 volt, single phase/three phase
- Diverse A/B electrical circuits
- Custom power
- Protection Power Plan” or “Variable Power Plan”
- 100% Power Availability
- Redundant power infrastructure
- Redundant backup battery systems
- Diesel-powered generators
- Weekly, rigorous system testing
- Professional quarterly maintenance
- Network Availability

**Authentication & Access Options**

We offer a broad selection of authentication features such as public and premium(private) access. Users can decide if they want a single option access to their research site or a tiered level access which separates access privileges to users.

This authentication process includes a multifaceted feature that includes username/password challenge and IP Filtering.

**Username/Password**

If specified to require username & password authentication, the research site will not be accessible until a user has entered valid credentials for access to the site

**IP Filter**

Login can be further restricted to specific IP addresses provided by the customer. This will restrict access to users who use the provided IP addresses. This can be combined with Username/Password authentication for increased security.

**End User Technical Support**

A service provided by ArcaSearch to work with technical questions and problems related to the Compass Eclipse Research System in its current configuration to end users. Technical Support does not include generic computer, software, or internet training or third-party users.

**Phone and Email Support**

Phone and email support are available Monday through Friday 8am – 4:30pm CST

**Data Management and Storage**

ArcaSearch will provide 2 forms of back-up hardware for storage and transfer of Web Optimized PDF-A Files and JPEG Thumbnail Images to be used as the final repository at client location. The hardware will remain the property of the client. Additional file back-ups are available. Price dependent on the request of files to be duplicated.

**Antivirus Software**

Antivirus software is run at the Data Center on the file storage servers.

## TERMS AND CONDITIONS

### Document Care

ArcaSearch will exercise great professional care in preserving and digitizing the documents of the Client, as ArcaSearch performs this project. Client will not hold ArcaSearch responsible for any damage sustained to original documents, aperture cards or microfilm, due to fire, water damage, natural disaster or *force majeure* while on premises of the Client. The parties acknowledge that some of the original documents are of such age as to have been torn from past handling, and brittle, so as to be subject to splits and tears upon handling. Client will not hold ArcaSearch responsible for any incidental damage in handling of the documents, except for any damage alleged to be caused by gross negligence of ArcaSearch employees.

### Confidentiality

Subject to provisions of the Freedom of Information Act (5 U.S.C. § 552) and any conforming statutes of the state in which this Proposal is executed, the parties and their attorneys shall keep the specific terms, conditions and covenants of this Proposal confidential except:

- i. Where mutually agreed to in writing by the parties;
- ii. Where necessary to share such information with the parties' accountants or attorneys;
- iii. Where disclosure to a government entity is required; or
- iv. Where disclosure is ordered by a court of competent jurisdiction.

The parties and their attorneys shall not communicate with anyone associated with any media or publication entities concerning the terms of this Proposal. This confidentiality provision is a material term of this document, and its violation shall constitute a breach of this Proposal.

### Content of Documents

Client shall be solely responsible for the content of documents to be duplicated, digitized, printed and/or preserved by ArcaSearch in the performance of this agreement. ArcaSearch will not be responsible for payment of any claims or damages alleging content of said documents or records to be defamatory, or to violate or infringe upon the rights of third parties.

### Limitation of Liability

In recognition of the relative risks and benefits of this project, to both the Client and ArcaSearch, the risks have been allocated such that the Client agrees, to the fullest extent permitted by law, to limit the liability of ArcaSearch to Client for any and all claims, losses, costs, damages of any nature whatsoever, or expenses related to any such claims or causes, including attorneys' fees and costs and expert witness fees and costs, so that the total aggregate liability of ArcaSearch to Client shall not exceed 75% of ArcaSearch total fee for services rendered on this project. It is intended that this limitation apply to any and all liability or cause of action, however asserted, alleged, pled or arising, unless otherwise prohibited by law.

### Warranty

ArcaSearch warrants and represents that all products or deliverables specified and furnished by or through ArcaSearch under this agreement meet the completion criteria set forth in this agreement, and that services will be provided in a workmanlike manner in accordance with industry standards.

### **Termination**

During the terms of this agreement for this archive project, both ArcaSearch and Client will have the right to terminate this agreement for cause with 30 days written notice. Terms giving either party just cause to terminate are as follows: If one of the parties does not adhere to the responsibilities set forth in this agreement, and/or if payment(s) has not been made in accordance with terms of this agreement. Client may also terminate without cause if funding becomes unavailable. In the event of termination, for this, or any other reason, resulting in an underage between the estimated image count represented in this proposal and the actual image count, the difference will be priced at an adjusted rate of 70 percent of the per page rate used to determine the estimated project price in this proposal. (Estimated project price divided by the estimated image count equals per page rate) The decrease-allowance shall not be more 80 percent of the proposal total.

Client will receive a prorated refund on the annual fee if the agreement is terminated prior to yearly renewal.

Terms and conditions may be updated annually.

### **PRICING**

#### **Project Estimating**

In consultation with our clients, ArcaSearch experienced sales representatives and technicians make every effort to accurately estimate the number of documents and other items in the proposed digital archive. This estimate is one of the primary components in the overall proposal ArcaSearch presents to its customers. Final invoice will reflect the actual number of images at the completion of this project. Additional images over the estimated image count for this project will be priced at the per page rate of this project.

#### **Payment Terms**

ArcaSearch will invoice 50 percent of the project price upon receipt of this signed proposal. Final payment of the project will be invoiced upon completion and final acceptance from the customer. Applicable local and federal tax will be applied in addition to proposal price.

Failure to pay an invoice within 90 days of invoice date may result in access termination of your research site.

#### **Oversized Documents and Inserts**

Maximum page size for this proposal is 15 inches x 23 inches. Individual books containing separate oversized supporting documents or loosely oversized inserted images other than what has already been identified in this proposal will be billed at rate of \$9.50 per image.

#### **Additional Programming**

Additional programming, beyond the scope of this proposal will be billed at \$225/hour with 1-hour minimum. ArcaSearch will do our best at providing you the highest quality searchable image when digital images have been provided to us to be added to our research site. We are not responsible for missing images or naming errors on images that are provided to us in a digital born format or paper to digital format.

By signing this agreement for **Proposal #12192019P1V3** you are acknowledging that you have read, understand and agree to the terms presented in this document. No understanding exists other than those expressed in this agreement. This proposal is valid for 6 months from its issuance and supersedes all previous proposals or agreements.

**PROJECT PRICE**

- **Estimated Project Price: \$9,129 \***

\* \$4,564.50 due fiscal year 2024  
 Final invoice to be paid in January 2025

Includes:

- Patented document creation process delivers the highest OCR accuracy possible, without sacrificing the visual integrity of the final PDF files
- Two-step verification process for image quality and accuracy
- Two complete copies of your archived files on external media

**ANNUAL FEE**

- **Compass Eclipse Research System Annual Fee Increase: \$309**

Includes:

- Seamless integration of Analog Documents within the Compass Eclipse Research System

**ACCEPTED BY:**

Client: \_\_\_\_\_ Date: \_\_\_\_\_  
*Client Name- Signature*

Client: \_\_\_\_\_ Date: \_\_\_\_\_  
*Client Name- Printed*

For ArcaSearch: \_\_\_\_\_ Date: \_\_\_\_\_  
*ArcaSearch*



**CONTACT INFORMATION:**

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800.846.9433  
[tammy.hoekstra@arcasearch.com](mailto:tammy.hoekstra@arcasearch.com)



## 2023 Performance Report San Juan County, Colorado

The Region 9 Economic Development District of Southwest Colorado Inc. (Region 9) is a nonprofit, 501 (c) 6 public-private partnership that promotes and coordinates economic and community development efforts throughout Southwest Colorado. Region 9 covers 5 counties, 10 municipalities and the 2 Native American Tribes in Colorado (Ute Mountain Ute and Southern Ute). Incorporated in 1989, Region 9 is led by a 26-member Board of Directors; 17 from local governmental jurisdictions and 9 from the private sector.

### 2023 San Juan Representatives

**William Tookey** – San Juan County and Region 9 Board Chair

**Charles Alex Lanis**, At-large, San Juan

**Gloria Kaasch-Buerger/Dayna Kranker**, Town of Silverton

**Bill McDougall** – Loan Committee

**Fritz Klinke** – Loan Committee



### Region 9 Staff and Contractors

**Laura Lewis Marchino** – Executive Director

**Brian Rose** – Deputy Director

**Jenny Stollar** – Business Loan Officer

**Terry Blair-Burton** – Program Administrator

**Shirley Jones** – Comptroller

**Stephani Burditt** – Grant Compliance Specialist

**Elizabeth Heine** – Office Manager

**Heather Otter** – Economic Development Project Manager

**Shak Powers** – Regional Projects Manager

**Tiffany Brodersen** – Community Grant Writer

**Claire West**, SWORD Project Coordinator

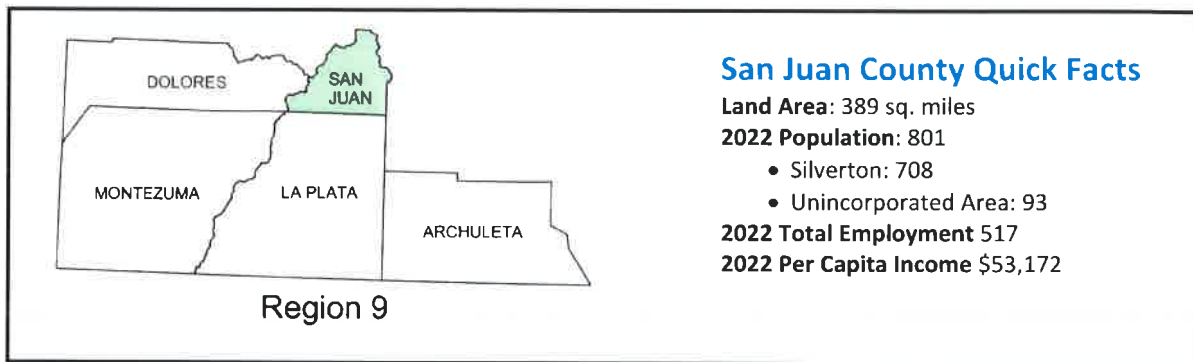
**Donna Graves**, Information Services

**Elizabeth Marsh** – SCAPE Executive Director

**Brittany Cupp** – SCAPE Program & Community Manager

## Region 9 Programs and Services

- Business loans
- Regional broadband, housing, transportation
- Colorado State Data Center local affiliate
- Technical assistance and special projects
- Southwest Enterprise Zone administration
- Research for community and regional projects
- Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE)
- Grant Navigator
- Comprehensive Economic Development Strategy (CEDS)
- Administrative support for San Juan Development Association with financials and microloan program
- Administrative support for San Juan Resource Conservation District, All Hazards, SWIMT
- Facilitation for SouthWEST Opioid Response District (SWORD)



**Technical Assistance** – Region 9 provides technical assistance in San Juan County and Silverton by participating in community meetings and initiatives, researching and administering grants, and advocating for communities at the Regional, State, and Federal levels. Activities are listed below.

**County-wide** – Responded to 55 inquiries regarding business resources, loans, grant, EZ Contribution Project, and data requests. This decreased from 133 in 2022, and 117 in 2021. This may be a result of increased capacity within SJDA to manage inquiries locally.

Where	Business Loan	Data	EZ	Grant	General Inquiry	OZ	Totals
San Juan	3	0	11	5	4	0	23
Silverton	7	1	18	3	3	0	32

- Worked closely with San Juan Development Association and
  - Served on SJDA Board, participated in Stakeholders’ meetings, and administered microloan program.
  - Provided fiscal oversight for the SJDA loan program.
  - Participated in bi-monthly check-ins with SJDA Diversification Coordinator.
- Provided Grant assistance.
  - Edited Anschutz Family Foundation grant for San Juan Development Association (SJDA).

- edited grants for San Juan Development Association and local regional nonprofit Adaptive Golf Program.
- Reviewed EDA Economic Adjustment Assistance grant page for potential Silverton/San Juan broadband build.
- Participated on the Central San Juan High Alpine Communities Roadmap Team.
- Presented Region 9's Economic Development Fundamentals and CDAP to Silverton Town Council.
- Participated in Silverton Main Street Strategy sessions.
  - Provided broadband assistance with VERO and Deeply Digital representatives regarding broadband work in Silverton.
- Coordinated and led Colorado Division of Housing staff and CHFA on a tour of regional housing projects with visits to **Silverton**, Ignacio, Durango, Pagosa Springs, Cortez, Dove Creek, and Rico.
- Participated in meeting with Senator Jeff Bridges and Representative Barbara McLachlan in Silverton to hear housing concerns.
- Assisted San Juan Development Association with EZ Contribution Project application and administration.
- Region 9 Quarterly Board of Directors meeting held in Silverton.
- Facilitated CDAP update for the 2024-2026 cycle, approved by BOCC.

**Regional Highlights** – Region 9 EDD integrated with the Southwest Colorado Council of Governments (SWCCOG) in 2022 and administers the Southwest Transportation Planning Region, regional broadband, and transit initiatives, as well as coordination around regional housing initiatives.

- Facilitated monthly SouthWEST Opioid Response District (SWORD) meetings. Region 9 EDD received a completed feasibility study to identify the best options to fill existing treatment gaps.
- Responded to 1,661 inquiries covering business resources, grants, and data requests across the region. This number decreased from 1,786 in 2022. Inquiries were 1,760 in 2021 and 1,228 in 2020. An increase in economic development staff across the region elevated the capacity within communities to manage inquiries.
- Conducted long needed audit of SCAN (Southwest Colorado Access Network) fiber.
- Received 1.55M in new funding including \$870K in CBDG funding; \$500K Colorado Forest Service Loan Fund, \$36,458 SBA Microloan and Technical Assistance funds; \$41K for Rural Technical Assistance Program (RTAP) for High Alpine recreation geospatial study as pass through for the High Alpine Roadmap groups; \$100K in Grant Navigator funds; \$40K for CEDS implementation funds to assist with SWORD Coordinator position.
- Successfully sponsored Higher Purpose Homes as Rural Jumpstart Business.
- Received NADO Impact Award for integration of Southwest Colorado Council of Governments (SWCCOG).
- Made 49 presentations to community organizations covering everything from Enterprise Zone, Grant readiness, Rural Economic development, businesses financing and data.
- Reestablished quarterly County/Town Administrator luncheons.
- Conducted quarterly Economic Development meetups for economic development professionals in the region.

- Provided significant technical assistance around Prop 123 baseline data and educating communities and counties on impacts.
- Provided quarterly e-newsletter and monthly Grant Digest.
- Established Transit website (southwestrtc.com).
- Hosted weekly collaboration meetings for broadband stakeholders and housing stakeholders across the region.

**Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE)** offers in-depth mentoring, education, and access to equity funding for early stage and growing companies. The program has launched 52 companies based in rural Southwest Colorado. These businesses raised \$54M in capital contributing to the creation of 230 local jobs. SCAPE is the hub of the entrepreneurial ecosystem and hosts regional investment and startup initiatives. Visit [www.goscape.org/](http://www.goscape.org/). Region 9 is a proud investor in this program.

**Enterprise Zone Program** – Region 9 EDD is the Southwest Colorado Rural Enterprise Zone (EZ) Administrator and determines if a business is located within EZ boundaries, processes EZ tax certification forms, and administers the designation of EZ Contribution Projects and certifies donations. Businesses in the EZ boundaries are eligible for a variety of tax credits. Currently, all of Montezuma, San Juan and Dolores Counties, and sections of La Plata and Archuleta Counties, are designated EZ areas. Archuleta, Montezuma, Dolores, and San Juan Counties have also been designated as Enhanced Rural Enterprise Zones (EREZ) through 2024.

Between 2003-2023, San Juan County businesses made \$7.5M in eligible investments, claimed \$288K in certified tax credits, and reported 96 new jobs.

In 2023, Region 9 received a total of 792 inquiries regarding the Enterprise Zone Program. San Juan County generated twenty-nine of those inquiries. Two San Juan County businesses invested \$170K, claimed \$2K in tax credits, and reported no new jobs created. Compared to 2022, there were three businesses that invested \$170K, claimed \$5K in tax credits with no new jobs created.

An **EZ Contribution Project** allows donor contributions of at least \$100 (depending on the organization) to Enterprise Zone projects which are eligible for a 25% State tax credit on cash donations, and a 12.5% State tax credit on in-kind donations. Regional wide in 2023, there were 26 designated Enterprise Zone Contribution Projects. There were 7 new projects added, six renewals, and five projects ended. Projects generated \$1.2M in economic activity through direct and in-kind contributions. This continues our declining trend of participation with 2022's 25 Projects at \$1.3M, 2021's \$1.5M; and 2020's 30 projects at \$2.4M. A decline in contributions was expected because our region lost active projects to the new Homeless Contribution Tax Credit and many of our new approved projects are smaller organizations.

Enterprise Zone Contribution Projects that impacted San Juan County in 2023

- Region 9 Economic Development District of SW Colorado – Broadband Project
- San Juan Development Association
- Silverton Ski Joring

**Data** – Region 9 offered data tools and prepared strategy and research reports that included data specific to San Juan County in 2023. Region 9 is a Colorado State Data Center local affiliate and provides reliable, unbiased, and timely regional socio-economic data to citizens and policymakers. All the District’s reports and data tools can be found at [www.region9edd.org](http://www.region9edd.org) under the Data tab.

- Region 9 Economic Snapshot 2024
- Regional Data Dashboard
- Regional Commercial Property Search Tool

**Loans** – In 2023, there was 1 new loan clients and 3 loans were paid off. San Juan County loans represented 1% of all the loans dispersed by Region 9.

As a primary lender for start-up businesses, Region 9 provides commercial loans to businesses. Loan funding supports businesses in creating and retaining jobs, leveraging other funds, or exporting a good or service from the local economy. The Business Loan Fund (BLF) includes several Federal and State sources: Community Development Block Grants (CDBG) from the Colorado Office of Economic Development and International Trade (OEDIT) (contracted through La Plata County and the 5-county region through an inter-governmental agreement); the USDA Intermediary Re-lending (IRP) & Rural Micro Entrepreneur Assistance Program (RMAP); the Economic Development Administration (EDA); Start Up Loan Fund through OEDIT; Small Business Administration Microloan Program (SBA) and revolved funds from previously restricted funds that are re-distributed in the community. Loan clients from San Juan County communities are listed below.

**Loan Clients**

Bearded Wonder Services  
Maisel Construction  
Mountain Studies Institute **NEW**  
San Juan County  
The Avon Hotel  
Venture Snowboards

<p><b>Paid Off</b></p> <p>9318 Contracting Jensco Environmental Services Loop SxS Adventures</p>
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# REGION 9

Economic Development District of SW Colorado



135 Burnett Dr. Unit 1, Durango, CO 81301  
(970) 247-9621 | [region9edd.org](http://region9edd.org)



Photos clockwise from top: Enterprise Bar & Grill-Rico, Sasquatch Expedition Campers-Silverton, San Juan River and Balloons-Pagosa Springs, Diaz Suspension Design-Durango, Dolores Bike Hostel-Town of Dolores

## ECONOMIC SNAPSHOT 2024

The Region 9 Report is a publication of the Region 9 Economic Development District of Southwest Colorado, Inc., a non-profit community economic development corporation serving Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, as well as The Southern Ute Indian Tribe and the Ute Mountain Ute Tribe.





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# Region 9 Economic Snapshot – 2024 Update

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**Notes on Sources** - The release of county level economic information lags about two years behind the current year, so 2022 is the benchmark year for this report. The Demography Section - Colorado Division of Local Government (CDLG) provided employment and income estimates using 2022 data from the Colorado Department of Labor (ES202) and information from the Bureau of Economic Analysis (BEA). That data was provided in the framework of the North American Industry Classification System (NAICS). Total Personal Income (TPI), and Per Capita Income (PCI), is also supplied by the BEA. Unemployment data is drawn from the Colorado Department of Labor and Employment – Local Area Unemployment Statistics (LAUS) Program, these data are not seasonally adjusted. Links to data sources, as well as a **Glossary and links** are included to provide a better understanding of key terms and concepts used in this report.

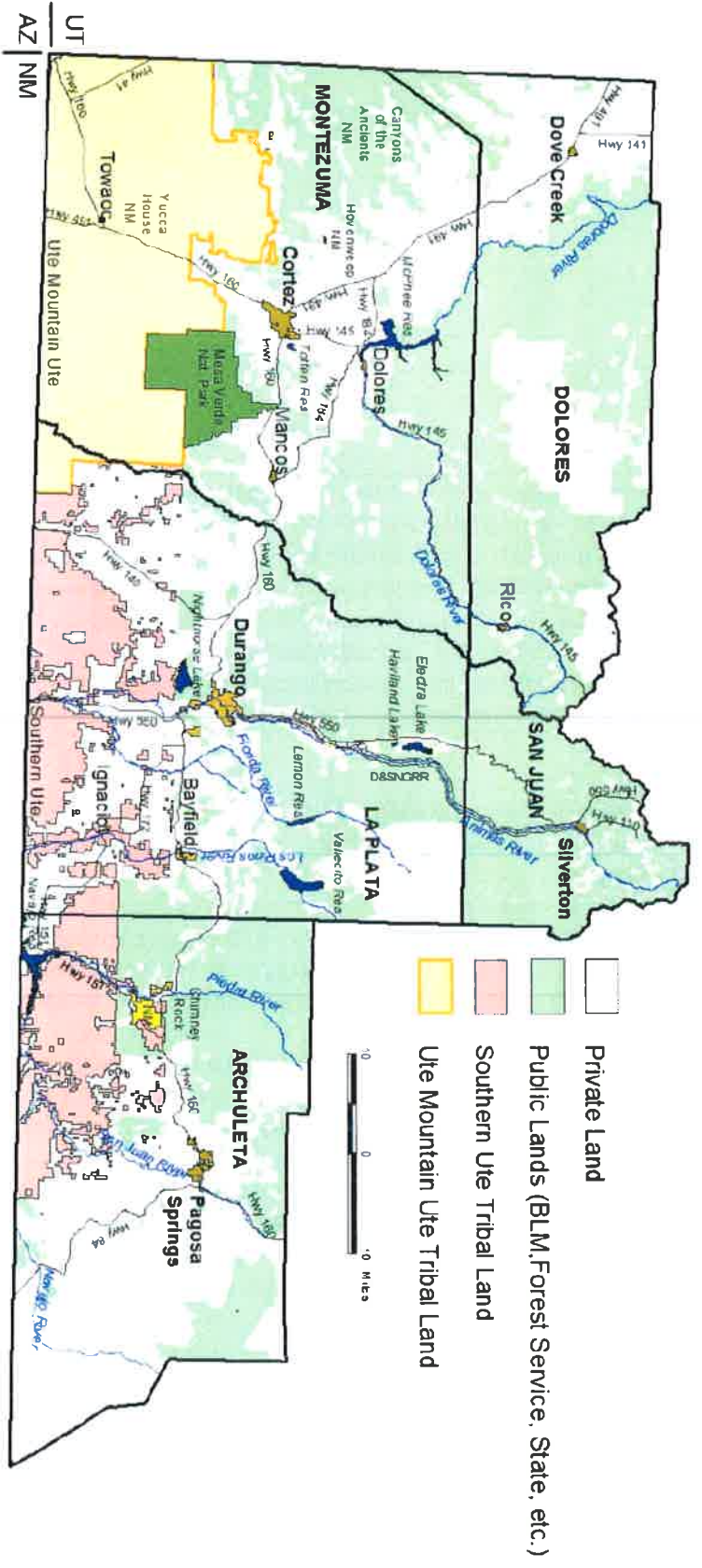
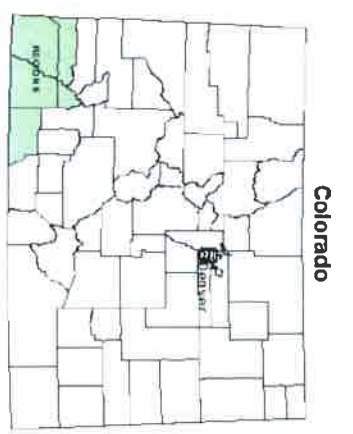
## INTRODUCTION

**The Region 9 Economic Development District of Southwest Colorado, Inc.** (Region 9) is a nonprofit, 501 (c) 6 public private partnership that promotes and coordinates economic development efforts throughout southwest Colorado. Region 9 includes five counties, ten municipalities, the Southern Ute Indian Tribe, and the Ute Mountain Ute Tribe. Incorporated in 1989, Region 9 has a board of directors with 17 representatives from local governmental jurisdictions and 9 from the private sector. Activities include business loans and financing, Enterprise Zone Administration, Broadband and Transportation, special projects, the Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) and serving as the management arm of the Southwest Colorado Council of Governments (SWCCOG) since 2022.

Region 9 provides technical assistance for grant and data research, information on business incentives and project coordination. Region 9 oversees the region’s strategic plan for economic growth, known as the Comprehensive Economic Development Strategy (CEDs). Region 9 also helps local governments access federal and state funding for infrastructure improvements and community amenities through our Grant Navigator program. Assistance is also provided to projects that result in job creation/retention, or that are of economic benefit to a community. Finally, Region 9 is a Colorado State Data Center local affiliate, and provides reliable, unbiased, and timely regional socio-economic data to citizens and policymakers. Region 9 collaborates on reports designed to track community related data, such as, economic trends, economic impact studies, livable wages, and other topics. All of the District’s reports can be found at [www.region9edd.org](http://www.region9edd.org).

Region 9 provides economic data and tools to help with regional planning and decision making. These resources include Regional Economic Data Dashboards, a Commercial Property Search Tool, reports on a variety of economic and socio-economic topics, the Regional Comprehensive Economic Development Strategy, which is updated every five years, the Community Development Action Plans which are updated every two years, and links to other helpful economic data resources. If you would like more information Region 9’s staff is available to assist you by calling 970-247-9621.

Staff and consultants for this publication include:  
 Research – Donna K. Graves, Information Services, Inc.  
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 Cover design – Cindy Coleman



Region 9's boundaries encompass 6,584 square miles in the southwest corner of the state and contain 6.3% of the total land area in Colorado (104,247 sq. miles). The eastern and northeastern areas include the rugged San Juan Range of the Rocky Mountains, with peaks rising above 14,000 feet. Part of the Colorado Plateau – a landform characterized by sparsely vegetated plateaus, mesas, and deep canyons – defines the western area where the lowest elevation is about 6,000 feet. The headwaters of several tributaries to the Colorado River are located in the high country. Drainages flow to the west and southwest from the Continental Divide, eventually feeding the San Juan River, which flows into the Colorado River. The mountain headwaters receive most of the region's precipitation, mostly in snowfall, while the lower elevations have arid and semi-arid climates. Snowmelt is stored in reservoirs throughout the region for use later in the year.

Public lands make up 45% of the district; 38% are private lands and 17% are tribal lands. Major areas of public lands include the **San Juan National Forest (SJNF)**, which encompasses over 1.8 million acres, including the 499,771-acre Weminuche Wilderness (the largest designated wilderness area in Colorado); the recently designated 37,236-acre Hermosa Creek Wilderness; and Chimney Rock National Monument (one of America's newest National Monuments).

The other major public land manager, the **Bureau of Land Management (BLM)**, administers the federal mineral estate underlying private lands (known as split estate) and has trust responsibility for mineral management on 800,000 acres of Tribal lands. The BLM also manages the Canyons of the Ancients National Monument, a 176,000 acre area rich in archaeological sites. The **National Park Service (NPS)** administers Mesa Verde National Park, a world heritage site, and the lesser-known cultural sites of Hovenweep and Yucca House National Monuments. The **Bureau of Reclamation** also has an influential presence in the region as the entity involved in the construction of numerous reservoirs and water delivery systems. Some of these improvements are now managed either in partnership with the USFS and/or by the state, local communities, or districts.

Two Ute Tribes manage the tribal lands in the region. The **Ute Mountain Ute Tribe** has acreage on its reservation in La Plata and Montezuma Counties in Colorado, in San Juan County in New Mexico; and in satellite ranching operations. The Tribe also has a presence in southeastern Utah on allotted trust land. Their tribal headquarters is in Towaoc.

The reservation of the **Southern Ute Indian Tribe** is located in La Plata and Archuleta Counties, with headquarters located near Ignacio. Unlike other Indian reservations that are all contained within one boundary, some of the Southern Ute lands are not contiguous. The Tribe recently updated its Comprehensive Economic Development Strategy (CEDS) which can be viewed at

[https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10\\_10\\_23.pdf](https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10_10_23.pdf)

Like much of the state, southwestern Colorado has seen growth and change in recent years, providing a catalyst for new opportunities. Region 9 works within this framework to encourage flexible and resilient economic development strategies. A long-standing regional goal has been to minimize the relative impact of any sudden change in fortunes, hence employment, of any (large) firm or industry. Events such as a housing bubble or a recession, changes to water quality and availability, or catastrophic events such as wildfires or a global pandemic such as COVID -19, can move the region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this rural region must be flexible and resilient to respond to the unexpected and be open to emerging opportunities. These strategies are discussed at length in the Southwest Colorado Comprehensive Economic Development Strategy (CEDS) 2021.

[https://www.region9edd.org/uploads/CEDS\\_Update\\_2021%20-%20Copy%202.pdf](https://www.region9edd.org/uploads/CEDS_Update_2021%20-%20Copy%202.pdf)

## REGIONAL OVERVIEW

*Regional Vision – We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in Southwest Colorado.*

### Population Trends

A look at the average annual percentage rate of change for each county gives an idea of population trends in Region 9 from 1970 to 2020. The population within the five counties of Region 9 grew at a rate of about 3.2% from 1990 to 2000, and about 1.4% between 2000 and 2010, with the most growth in Archuleta County.

Average Annual % Change					
	1970-1980	1980-1990	1990-2000	2000-2010	2010-2020
Archuleta	3.0%	3.8%	6.4%	2.0%	1.0%
Dolores	0.1%	-1.0%	2.1%	1.1%	0.1%
La Plata	3.5%	1.7%	3.1%	1.6%	0.8%
Montezuma	2.5%	1.2%	2.5%	0.7%	0.1%
San Juan	0.0%	-1.1%	-2.8%	2.3%	-0.03%
<b>Region 9</b>	2.9%	1.6%	3.2%	1.4%	0.6%

Population declines throughout the region were common during the recession (December 2007 - June 2009) as people left the area seeking jobs. Prior to the recession, Dolores and San Juan Counties experienced declines in the mining industry, resulting in job and population losses.

Source: Colorado State Demography Office

Colorado grew at a rate of 1.3% annually from 2010 to 2022. The regional population grew about 0.8% annually during this time period, from 91,802 to 100,013. Twenty-four percent of regional growth from 2010 to 2020 was from “natural” change (the net number resulting from comparing births to deaths), and 76% was from net migration from other locations.

	2010	2022	Ann. Avg % Change 2010-22
Archuleta	12,060	13,986	1.4%
Dolores	2,060	2,194	0.57%
La Plata	51,441	56,558	0.9%
Montezuma	25,532	26,474	0.3%
San Juan	709	801	1.12%
<b>Region 9</b>	<b>91,802</b>	<b>100,013</b>	0.8%
<b>Colorado</b>	<b>5,050,332</b>	<b>5,838,736</b>	1.3%

Source: Colorado State Demography Office

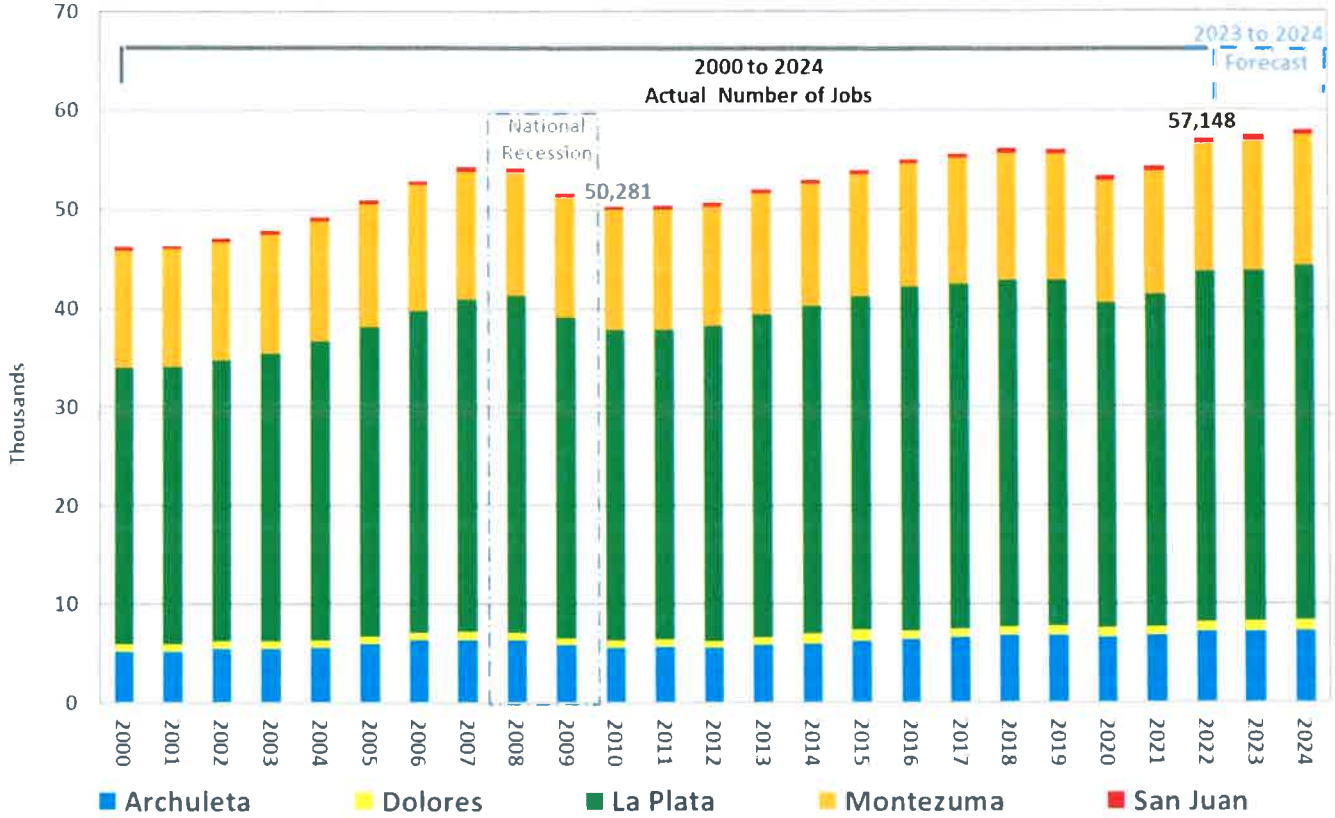
While some people move to the region for economic reasons, such as the availability of jobs, others come for quality of life, which are strongly influenced by the large amounts of public lands in the region.

### Employment Trends

Employees in the region often commute long distances, across state and county lines, to take advantage of better job opportunities, better shopping, or lower real estate prices. The resulting inter-connected economy extends to the entire "Four Corners" area, including southwest Colorado, northwest New Mexico, northeast Arizona, and southeast Utah.

Job growth in the region was steady at about two to four percent per year until the recession of 2007-2009. Employment reached a regional low of 50,281 jobs in 2010. The region’s economic conditions stabilized and were exceeding pre-recession levels until COVID-19 pandemic conditions drove job losses in 2020. Job growth is projected to increase slightly through 2024 if the local economy remains stable.

Region 9 Employment 2000 to 2024



Data Source: Colorado State Demography Office. Includes proprietors.

Unemployment Rates		
Location	2020	2023
Colorado	6.8%	3.2%
Archuleta	7.0%	2.9%
Dolores	6.3%	2.4%
La Plata	6.4%	2.6%
Montezuma	6.7%	3.2%
San Juan	6.2%	2.5%
USA	6.7%	3.7%

In 2023, some counties saw higher unemployment rates than the state (3.2%) and nation (3.7%). When we compare these rates to those of 2020, we see a much higher unemployment rate across the board due to COVID -19 conditions.

Source: Colorado Labor Market CDLE-LMI

## Employment and Income

Region 9 2022 Total Employment	# of Jobs	% of Jobs	# Jobs % Change 2021-2022
Agriculture	2,561	4%	1%
Mining	633	1%	7%
Utilities	250	0.4%	-2%
Construction	4,696	8%	0%
Manufacturing	1,453	3%	-2%
Wholesale Trade	1,034	2%	4%
Retail Trade	6,832	12%	5%
Transportation & Warehousing	1,321	2%	10%
Information	620	1%	13%
Finance Activities	1,351	2%	-1%
Real Estate	2,311	4%	1%
Professional & Business Services	3,698	6%	5%
Management of Companies and Enterprises	307	0.5%	35%
Administration and Waste Management	2,237	4%	6%
Private Education	1,007	2%	4%
Health Services	6,255	11%	-1%
Arts, Entertainment, and Recreation	1,833	3%	4%
Accommodation and Food	5,808	10%	4%
Other Services, except Public Administration	3,095	5%	5%
Federal Government	723	1%	-1%
Military	251	0%	0%
State Government	1,768	3%	-10%
Local Government	7,098	12%	2%
Total	57,142	100%	3%

Jobs in this chart include 23% proprietors (owners) as well as 77% wage and salary employees.

The service sector (including all of the 8 highlighted fields) provided the highest percentage of jobs (42%) in the region. These service jobs include highly paid professionals as well as lower paying unskilled labor.

Retail trade employment is substantial in most of Region 9, comprising 12% of total employment, although retail is one of the lowest paying sectors.

Government sector jobs are also important in the regional economy, providing 16% of jobs.

Recent job growth (2021-2022) is strongest in Management of Companies and Enterprises (35%), and Information (13%).

\*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

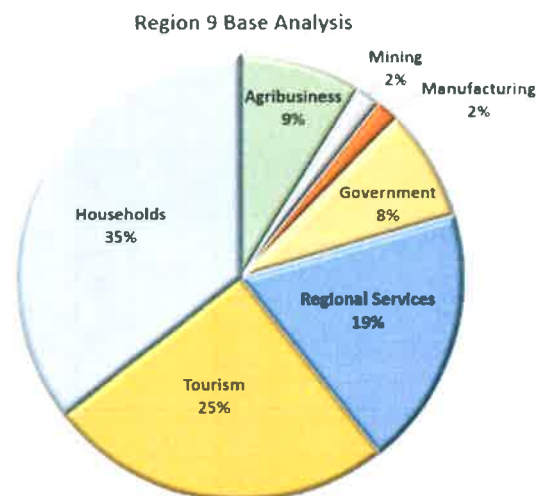
Of the total number of jobs, 68% are in **base industries** (36,362 jobs). Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. Base analysis distinguishes which industries are responsible for overall economic growth and change. They are also known as economic “drivers.”

One very important base industry in our region (35% of jobs) is created by **households** that spend money earned elsewhere (commuters), or at a different point in time (retirees). Household spending supports jobs in the local economy, such as the local barber, a nurse, or a clerk in the supermarket where a retiree or commuter shops.

**Tourism** is also an important base industry in the region (25% of jobs). There are many types of businesses that support the tourist industry, including lodging, second homes (construction and real estate sectors), services (restaurants, wholesale and retail trade, entertainment venues), and transportation (airlines, car rentals, guide services, etc.).

**Regional services** (19% of jobs) encompass a variety of economic sectors, including Business, Communications, Construction, Education, Finance, Insurance and Real Estate, as well as Trade. Some examples of these services include hospitals, airports, telecommunications systems, and colleges.

See the **Glossary** for more information on Base Industries.



Region 9 - Percentage of Jobs in Base Industries 2022						2022	2021
	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9	Region 9
Agribusiness	8%	30%	7%	12%	1%	9%	10%
Mining	0%	1%	2%	2%	0%	2%	2%
Manufacturing	1%	2%	1%	3%	2%	2%	2%
Government	3%	5%	11%	5%	2%	8%	9%
Regional Services	14%	9%	20%	21%	11%	19%	18%
Tourism	32%	8%	28%	16%	52%	25%	28%
Households	41%	46%	31%	42%	32%	36%	32%
Total # jobs	4,356	691	20,904	8,386	427	39,709	34,765

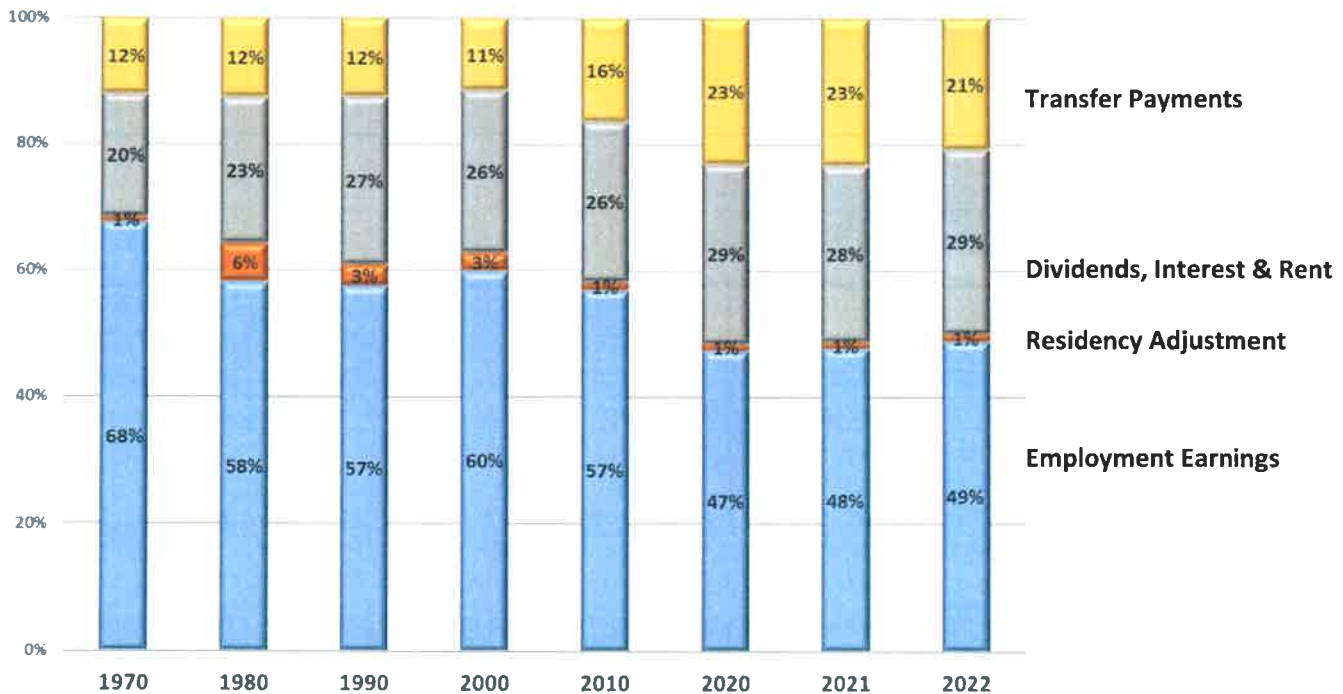
Household spending provides a significant source of employment across the region. Agribusiness is also very important in Dolores County. The San Juan County economy is based primarily on tourism. All counties saw a rise in outdoor recreation tourism from 2020 to 2021 as a result of COVID-19.

**Total Personal Income (TPI)** is a measure of all sources of income in the region. The four main components of TPI are: employment earnings; residency adjustments; dividends, interest and rent; and transfer payments. For an explanation of what these components include refer to the **Glossary**.

Region 9 Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 2,566,313	51%	\$ 2,998,024	48%
Residency Adjustment	\$ 56,592	1%	\$ 70,729	1%
Dividends, Interest & Rent	\$ 1,553,483	31%	\$ 1,801,975	28%
Transfer Payments	\$ 1,247,556	18%	\$ 1,270,569	23%
<b>Estimated TPI</b>	<b>\$ 5,423,944</b>	<b>100%</b>	<b>\$ 6,141,297</b>	<b>100%</b>

Source: Bureau of Economic Analysis

Region 9 Total Personal Income Trends

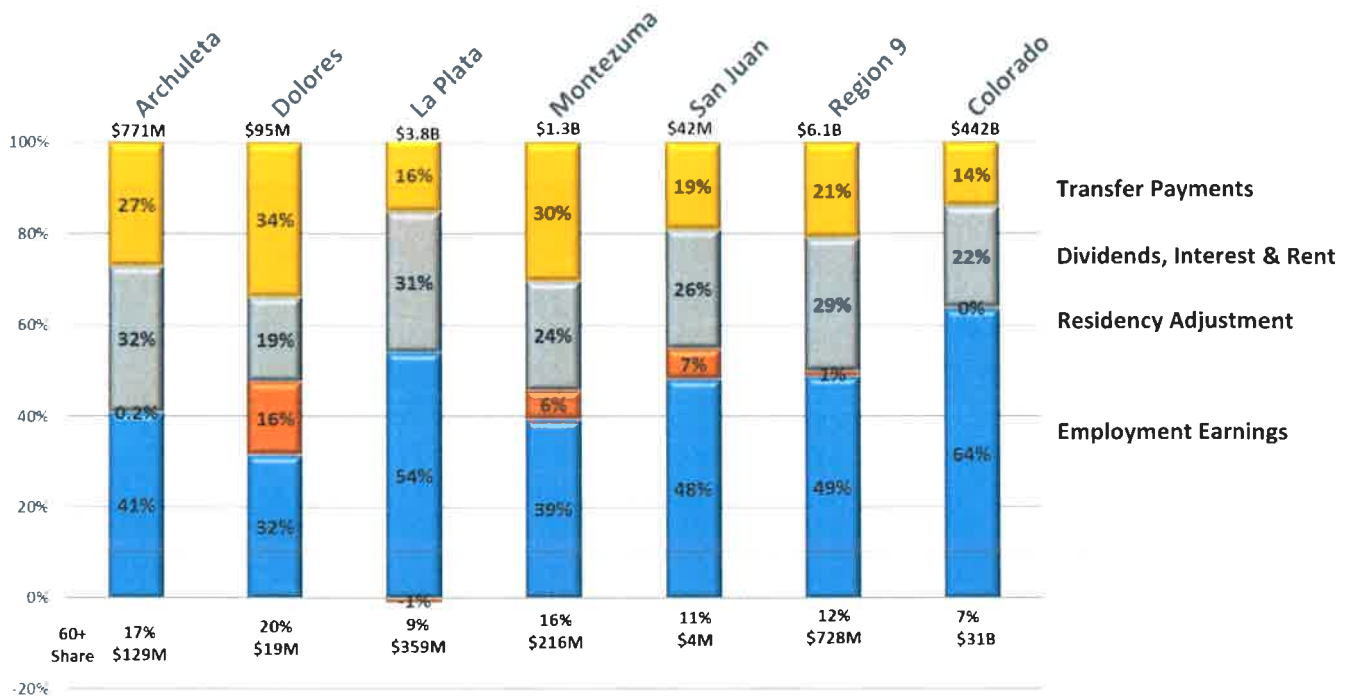


Between 1970 and 2020, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent. Transfer payments were shrinking, though this trend has seen a reversal as baby boomers retire and receive retirement benefits. COVID-19 conditions also increased transfer payments in 2020. Since 2021 employment earnings are growing slowly.



The five counties in southwest Colorado vary in their composition. Most income is job based (employment), though significant amounts of income enter our regional economy from other sources, such as transfer payments and dividends, interest and rents. Transfer payments to retirees (60+) include social security, disability, government retirement and other public assistance. Regionally, these payments total more than \$728M in 2022.

**Total Personal Income 2022**



Per Capita Income Comparison			
	2022	% of USA	% of CO
USA	\$ 65,470	100%	86%
Colorado	\$ 75,722	116%	100%
Archuleta	\$ 55,120	84%	73%
Dolores	\$ 38,962	60%	51%
La Plata	\$ 68,794	105%	91%
Montezuma	\$ 50,508	77%	67%
San Juan	\$ 53,172	81%	70%

Source: Bureau of Economic Analysis

**Per Capita Income (PCI)** – All income in a region is added together (TPI), and then divided by the number of residents. In 2022 only La Plata County was on par with national incomes.

### Livable Wages 2022

In Colorado, the amount needed to be economically self-sufficient varies by geographic location. We found that in Region 9, Montezuma County is the least expensive (\$71,292 annually), and Archuleta County is the most expensive place to live (\$92,796 annually) for a family of four. The 2022 Colorado minimum wage is \$12.56 per hour, which amounts to \$26,527 per year working full time. Using housing and childcare costs specific to each community we found that Pagosa Springs is the most expensive community for a family of four (\$21.97 per hour for each working adult) due to the high cost of housing. Cortez and Mancos are the least expensive communities for a family (\$17.07 per hour for each working adult) and are also the least expensive for a single person (\$14.21 per hour).

## Housing 2022

Using housing costs specific to each community we found that many families across the region are unable to afford a median priced home in their community.

### Single Family Residential 2022

Median Home Price in 2020	Median Home Price in 2021	Jurisdiction	<sup>1</sup> Purchase Price 30 year fixed loan 10% Down; 6.75% Interest Rate	<sup>2</sup> Qualifying Annual Income 30% DTI	<sup>3</sup> % of Families with less than Qualifying Income	Number Sold Listings
\$ 382,500	\$ 475,000	Archuleta County - all	\$ 538,000	\$ 141,497	78%	458
\$ 384,450	\$ 479,800	Pagosa Springs	\$ 538,000	\$ 141,497	92%	428
\$ 179,500	\$ 217,000	Dolores County - all	\$ 246,000	\$ 68,499	35%	30
\$ 116,750	\$ 175,000	Dove Creek	\$ 155,000	\$ 45,749	18%	15
<b>NA</b>	<b>NA</b>	<b>Rico</b>				
\$ 495,000	\$ 545,000	La Plata County - all	\$ 617,500	\$ 161,372	84%	1060
\$ 330,000	\$ 399,000	Bayfield	\$ 463,750	\$ 122,935	73%	62
\$ 575,000	\$ 650,000	Durango	\$ 760,000	\$ 196,996	83%	139
\$ 247,000	\$ 237,000	Ignacio	\$ 210,000	\$ 59,499	42%	11
\$ 259,000	\$ 320,000	Montezuma County - all	\$ 370,000	\$ 99,498	73%	435
\$ 220,000	\$ 257,750	Cortez	\$ 292,450	\$ 80,111	72%	264
\$ 319,000	\$ 385,500	Dolores	\$ 455,000	\$ 120,748	97%	80
\$ 352,700	\$ 400,000	Mancos	\$ 477,500	\$ 126,373	73%	76
\$ 300,000	\$ 402,000	San Juan County - all	\$ 510,000	\$ 134,498	81%	29
\$ 300,000	\$ 405,000	Silverton	\$ 560,000	\$ 146,997	83%	21

<sup>1</sup> Purchase Price based on median home prices (Single Family) through December 2022 - MLS/CREN

<sup>2</sup> Qualifying Annual Income courtesy of The Homes Fund Serving SW Colorado (30% Debt to Income Ratio)

<sup>3</sup> Based on estimates of Family Household Income from the 2019 American Community Survey (Census Table S1901)

When we compare housing costs to the salaries of essential workers such as teachers, we see that the income needed to purchase a home is out of reach. The provision of workforce housing is a critical issue in every community in the region.

	<sup>1</sup> Avg Teacher Salary 2021-2022	<sup>2</sup> Median Home Price	<sup>3</sup> Annual Income Needed
ARCHULETA COUNTY 50 JT	\$ 51,715	\$ 538,000	\$ 141,497
DOLORES COUNTY RE NO.2	\$ 36,725	\$ 246,000	\$ 68,499
DURANGO 9-R	\$ 50,770	\$ 760,000	\$ 196,996
BAYFIELD 10 JT-R	\$ 48,328	\$ 463,750	\$ 122,935
IGNACIO 11 JT	\$ 42,834	\$ 210,000	\$ 59,499
MONTEZUMA-CORTEZ RE-1	\$ 41,220	\$ 292,450	\$ 80,111
DOLORES RE-4A	\$ 41,144	\$ 455,000	\$ 120,748
MANCOS RE-6	\$ 41,675	\$ 477,500	\$ 126,373
SILVERTON 1	\$ 43,970	\$ 560,000	\$ 146,997
SAN JUAN BOCES	\$ 65,357		
REGION 9	\$ 46,374		
STATE	\$ 60,168		

<sup>1</sup> <https://www.cde.state.co.us/cdereval/staffcurrent>

<sup>2</sup> Purchase Price based on median home prices through December 2022 (MLS).

<sup>3</sup> Courtesy of the Homes Fund serving SW Colorado

Detailed housing data is available in separate reports located on the Region 9 website [www.region9edd.org](http://www.region9edd.org). These include housing needs assessments, 2<sup>nd</sup> homeowner studies, and housing issues as they pertain to economic stability.

## THE SOUTHERN UTE INDIAN TRIBE



The Southern Ute Tribal enrollment is currently about 1,500, with most (65%) of the enrolled tribal members living on the reservation. The present-day Southern Ute Reservation forms a rectangle seventy-five miles east to west by 15 miles north to south and is slightly more than 681,000 acres in total area. Often referred to as a "checkerboard" for its irregular pattern of land ownership, the reservation lands are divided among many interests, including primarily Tribal trust lands, allotted trust lands, U.S. Forest Service and Bureau of Reclamation lands, and fee simple lands. Much of the Tribe's lands, with the exception of the Pine River Valley, are rugged, upland and foothill areas, while non-Indian fee lands occur on the arable mesas within the reservation. U.S. Forest Service lands are those of the San Juan National Forest, while Reclamation lands are those immediately surrounding Navajo Reservoir.

The Tribe is the largest employer in La Plata County. Tribal government and other enterprises currently employ about 1,500 people. The Tribe's economic success comes from its land, mineral estate (the Tribe's Reservation straddles the northern third of the San Juan Basin – underlain by gas bearing geological formations including coalbeds), the extraordinary vision of its leaders, and to the efforts and achievements of its employees. Early efforts to develop minerals under the supervision of the Bureau of Indian Affairs provided moderate economic benefits to the Tribe. However, beginning in the 1980s, the Tribe assumed an active role in managing its own resources. The Tribe created its own Department of Energy to audit and manage the royalty and severance taxes paid by other operators within the reservation. In 1992 the Tribe started its own exploration and production company – Red Willow Production Company and later, its own midstream company – Red Cedar Gathering Company (a joint venture with Kinder Morgan). In the late 1990's, the Tribe estimated that on-reservation gas production would peak within the next decade and determined that other sources of revenue were necessary to sustain the Tribe's future. Actual production in the San Juan Basin peaked in 2004.

In 1999, the Tribe adopted a Financial Plan that was unique in Indian Country. The plan separated the government functions of the Tribe (a quasi-sovereign nation) from the business functions. The governmental division was named the Permanent Fund and was set up to receive a portion of the royalties and severance taxes to fund an endowment to operate off of interest earned on the endowment. The Growth Fund was formed in 2000 to operate Tribal for-profit businesses both on and off the Reservation. It is a substantial, but quiet, economic driver for southwest Colorado serving the membership of the Southern Ute Indian Tribe. The Growth Fund is charged with managing SUIT businesses effectively, building new businesses prudently, paying dividends and elder's pensions while reinvesting money to grow the businesses to provide for future prosperity for the Tribal Membership. The Growth Fund started small but has grown over the last 20 years, with holdings and/or operations in ten states and the Gulf of Mexico. The Growth Fund now consists of companies operating in oil and gas exploration and production on the Reservation, in the Permian Basin, Powder River Basin and deep water Gulf of Mexico (Red Willow Production Company); gas gathering on reservation (Red Cedar Gathering Company) and gas gathering and treating off-reservation (Aka Energy); real estate investment in hotel, apartments, industrial buildings, office buildings and horizontal and vertical development (GF Properties Group); and private equity fund investment (GF Private Equity Group).

Enterprises include the Sky Ute Casino Resort opened in 2008. It offers casino gaming, as well as other family amenities and entertainment. In addition, the resort offers full convention and banquet facilities and can host many mid-size conferences (500 +). The concert venue can seat 1,350 and offers various genre of musical talent. The Casino/Resort has a portion of its net gaming proceeds used to fund the Tribe's governmental operations. While purchasing requirements are so large that local vendors cannot compete, the Casino Resort uses local vendors to the greatest extent possible for such needs as printing & advertising, equipment rental, cleaning services, electrical needs, and vehicle purchases. The Casino Resort's impact on the surrounding community is often under-estimated. As the region's only sizeable conference center the property can attract events to the area that would otherwise have to find accommodations outside of the region. The Tribe recently updated its Comprehensive Economic Development Strategy (CEDS) [https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10\\_10\\_23.pdf](https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10_10_23.pdf) . Other information is available at [https://www.colorado.edu/business/sites/default/files/attached-files/2023\\_beof\\_book\\_final\\_122122\\_lr\\_rev.pdf](https://www.colorado.edu/business/sites/default/files/attached-files/2023_beof_book_final_122122_lr_rev.pdf).

## THE UTE MOUNTAIN UTE TRIBE



Today, the homelands for the Weeminuche, or Ute Mountain Ute Tribe (UMUT), are slightly less than 600,000 acres. The Tribal lands are on what is known as the Colorado Plateau, a high desert area with deep canyons carved through the mesas. The Ute Mountain Ute Tribe is headquartered in Towaoc, Colorado and White Mesa, Utah in an area known as the Four Corners Region, where the states of Arizona, Colorado, New Mexico, and Utah come together. Towaoc is southwest of Mesa Verde National Park and northeast of scenic Monument Valley. In addition to the land in Colorado and New Mexico, the Ute Mountain Ute Tribe also has a presence in southeastern Utah, on allotted trust land. These lands, or allotments, cover 2,597 acres and are located at Allen Canyon and the greater Cottonwood Wash area as well as on White Mesa and in Cross Canyon. Some of the allotments in White Mesa and Allen Canyon are individually owned and some are owned by the Tribe as a whole. The Tribe also holds fee patent title to 41,112 acres of land in Utah and Colorado.

The Ute Mountain Ute Tribe has an enrolled membership of about 2,100. The majority (969) of UMUT Tribal members live on the Reservation in Towaoc, with a smaller population (242) in the White Mesa community. The remaining members live off the Reservation. This is a harsh, isolated land, with no nearby cities to provide specialty healthcare or other services for the residents. For residents of Towaoc, the nearest city with a population of more than 50,000 is more than 175 miles away. For those in White Mesa, the nearest city with a population of 50,000 or more is about 200 miles away. Tribal lands also include the Ute Mountain Tribal Park, which covers 125,000 acres of land along the Mancos River. Hundreds of surface sites, cliff dwellings, petroglyphs and wall paintings of Ancestral Puebloan and Ute cultures are preserved in the park. Native American Ute tour guides provide background information about the people, culture and history who lived in the park lands. National Geographic Traveler chose it as one of "80 World Destinations for Travel in the 21st Century," one of only nine places selected in the United States.

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking, and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has prepared a Comprehensive Economic Development Strategy (CEDS) detailing its strategic roadmap for success. The Tribe's latest CEDS can be view at this link:

[https://issuu.com/bevsanticola/docs/umut\\_ceds2023\\_complete1](https://issuu.com/bevsanticola/docs/umut_ceds2023_complete1)

Culture and language preservation have been at the heart of many of the tribe's recent programs. They have produced 6 award winning intergenerational films, and won more than 50 Telly Awards, as well as film awards from the Colorado Film Commission, L.A. Skins Fest, and Garifuna International Indigenous Film Festivals. The UMUT films have been screened at the TCL Chinese Theater in Los Angeles, as well as at a Tokyo Film Festival in Japan. The Tribe has also produced two Anthem Award winning books for purpose and mission driven work called Growing Ute, Volume I and Volume II. Both books aim to preserve the culture and language of the Ute Mountain Ute Tribe. The lasts book can be viewed at this link: <https://issuu.com/bevsanticola/docs/growingute2>. Other books published by the Tribe that have been nominated for in 2024 are: Piischiu Tuhkaanigay – [https://issuu.com/bevsanticola/docs/piischiu\\_tuhkaanigay](https://issuu.com/bevsanticola/docs/piischiu_tuhkaanigay), a cookbook by youth; and Ute Wissiv Kaava Tuvupua- a book with stories of elders about the land changes on Ute reservation - [https://issuu.com/bevsanticola/docs/wi\\_ssiiv\\_ka\\_av\\_tu\\_vu\\_pu\\_a\\_08sept](https://issuu.com/bevsanticola/docs/wi_ssiiv_ka_av_tu_vu_pu_a_08sept).

**The Kwiyyagat Community Academy (KCA)** is a community led school that will connect Elders with the students. The school environment will be surrounded by Nuchu (Ute) culture and language to build a strong foundation through self-identity to achieve success <https://utekca.org/>.

**More information regarding the UMUT can be found at the new UMUT website in progress:** [www.nuchuplanning.org](http://www.nuchuplanning.org) and [https://www.colorado.edu/business/sites/default/files/attached-files/2023\\_beof\\_book\\_final\\_122122\\_lr\\_rev.pdf](https://www.colorado.edu/business/sites/default/files/attached-files/2023_beof_book_final_122122_lr_rev.pdf)

## ARCHULETA COUNTY

Archuleta County developed as a combination of natural resources and natural attributes (i.e., geothermal hot springs located in Pagosa Springs). Initially these resources were "traditional west" commodities such as timber, cattle and minerals. Since the 1970's Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry.

### Population

From 2000 to 2010, the population of Archuleta County grew by 2% annually. Since 2010, the estimated average annual rate of growth was about 1.4%. The State Demographer estimates an increase of about 1,514 residents by 2030. These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the area.

	2010	2022	Ann. Avg % Change 2010-22
Archuleta	12,060	13,986	1.36%
Pagosa Springs	1,724	1,678	-0.2%
Unincorporated	10,336	12,308	1.6%

Source: Colorado State Demography Office

Archuleta County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	382	5%	\$ 44,022	2%
Mining	33	0.5%	\$ 50,280	0%
Utilities	NA	NA	\$ 91,263	NA
Construction	891	12%	\$ 48,340	2%
Manufacturing	128	2%	\$ 35,999	2%
Wholesale Trade	52	1%	\$ 121,043	21%
Retail Trade	990	14%	\$ 33,211	8%
Transportation and Warehousing	54	1%	\$ 70,137	-8%
Information	46	1%	\$ 54,222	10%
Finance Activities	147	2%	\$ 62,401	-1%
Real Estate	472	7%	\$ 44,700	4%
Professional & Business Services	391	5%	\$ 64,838	-1%
Management of Companies and Enterprises	NA	NA	\$ 109,511	NA
Administration & Waste Management	342	5%	\$ 34,710	1%
Private Education	124	2%	\$ 29,331	20%
Health Services	498	7%	\$ 38,455	-3%
Arts, Entertainment and Recreation	179	2%	\$ 26,684	4%
Accommodation and Food Services	983	14%	\$ 28,464	3%
Other Services except Public Administration	530	7%	\$ 37,886	-0.4%
Federal Government	56	1%	\$ 70,787	1.8%
Military	NA	NA	NA	NA
State Government	50	1%	\$ 60,622	-7%
Local Government	781	11%	\$58,694	-2%
Non-suppressed Total	7,209		\$43,075	2%

In 2023, county unemployment rates (2.9%) were lower than the state (3.2%), and lower than the nation (3.7%).

This table includes wage earners as well as proprietors (owners). About 68% of total employment is by wage earners, while 32% is through proprietors. The service sector (the 8 highlighted fields) employs about 42% of workers in the county. The service sector is composed of many types of jobs, and varying wage scales, ranging from highly paid professionals to entry-level wage earners.

\*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

### 2022 Employment Share by Wage - 7,209

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$43,087	< \$34,470	\$34,470 - \$51,704	>\$51,704	\$92,796
	32%	46%	22%	1%

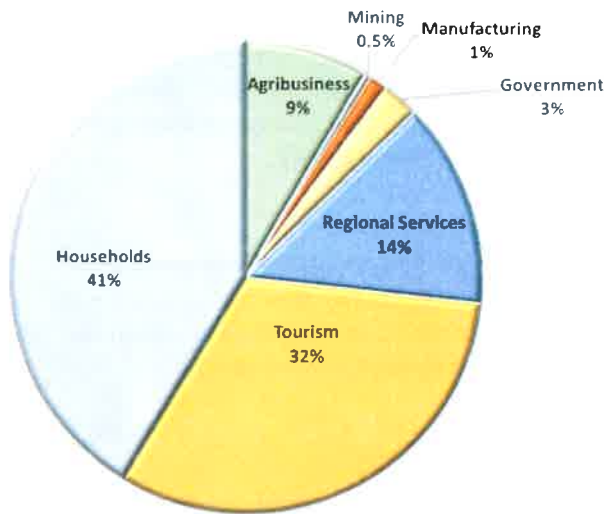
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$43,087) is 58% of the state average annual wage (\$74,432).

In 2022 there were 886 workers commuting out of the county for work, primarily to adjacent La Plata County CO and San Juan County NM. In contrast, 918 people were commuting in for work, primarily from adjacent La Plata and Rio Grande Counties CO. (Source: Lightcast Labor Market Analytics)

**Archuleta County Base Analysis 2022**



Of the total number of jobs (7,209), 74% are in **base industries** (5,343) jobs. Base analysis distinguishes which industries are responsible for overall growth and change. For more information regarding base analysis please refer to the **Glossary**.

In Archuleta, the largest base employment industries are tourism and households that spend money earned elsewhere (i.e., second homeowners and retirees).

**Top employers** are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers. Wolf Creek Ski Area is actually located in Rio Grande County, but many employees live in Archuleta County.

Top Employers - Archuleta County 2023	# of Jobs
Pagosa Springs Medical Center	300
Wolf Creek Ski Area	250
Walmart	210
Archuleta County School Dist. 50 JT	210
City Market	178
Archuleta County	175
Visting Angels of the Southwest	134
Pine Ridge Extended Care Center LLC	71
Wyndam Pagosa	70
Springs Resort LTD	50

Archuleta 2022 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 315,187	41%
Residency Adjustment	\$ 1,670	0.2%
Dividends, Interest & Rent	\$ 246,969	32%
Transfer Payments	\$ 208,022	27%
<b>Estimated TPI</b>	<b>\$ 771,848</b>	<b>100%</b>

Source: Bureau of Economic Analysis

**Total Personal Income (TPI)** is the sum of all income paid to residents of Archuleta County from various sources. Retirees (60+) brought in \$129 million (17%) of TPI through transfer payments.

**Per Capita Income (PCI)** of Archuleta County is 78% of the National PCI and 73% of Colorado's PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
Archuleta	\$ 55,120	84%

Source: Bureau of Economic Analysis

**Enterprise Zones** – Region 9 administers the Southwest Colorado Enterprise Zone program. The county as a whole is not an enterprise zone, though eligible areas have an Enhanced Zone status through 2024, based on employment and income criteria. The county has two ineligible census blocks, 9743003 bisects the Town of Pagosa Springs; with the north half included in the EZ (9744002), and the south half of the town generally excluded. The other ineligible block is 9404002. Southern Ute Tribal lands are included in the eligible census block 9404001.

<https://www.region9edd.org/enterprise-zone>

**Opportunity Zones** – The County has one designated census tract, 9744, which includes the northern portion of the Town of Pagosa Springs and a large part of the eastern side of the county.

<https://www.region9edd.org/opportunity-zones>

More detailed information regarding Archuleta County is available at [www.region9edd.org](http://www.region9edd.org) under regional data.

**DOLORES COUNTY**

The population of Dolores County is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. It was built on the production of dry land crops, enhanced by the introduction of irrigation from McPhee Reservoir. From 2010 to 2022 Dove Creek’s population declined an average of -1.1% annually.

The mountainous (eastern) part of Dolores County historically supplied a number of small sawmills and was the site of gold, silver, copper, lead, zinc and molybdenum mining in the Rico area. Rico, located on the eastside of the county, increased an average of 1.8% annually from 2010 to 2022. Unincorporated areas within the county are relatively stable. The State Demographer estimates a decrease of about -34 residents in the county through 2030.

	2010	2022	Ann. Avg % Change 2010-22
<b>Dolores</b>	2,060	2,203	0.7%
<b>Dove Creek</b>	734	658	-1.1%
<b>Rico</b>	264	316	1.8%
<b>Unincorporated</b>	1,062	1,229	1.5%

Source: Colorado State Demography Office

**Population**

From 2000 to 2010, the population of Dolores County grew by 1.1% annually. From 2010 to 2022 the average annual rate of growth decreased to 0.7%.

Dolores County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	243	25%	\$ 39,622
Mining	11	1%	\$ 95,179
Construction	34	3%	\$ 55,310
Manufacturing	19	2%	\$ 48,972
Wholesale Trade	12	1%	\$ 46,957
Retail Trade	86	9%	\$ 31,173
Transportation and Warehousing	48	5%	\$ 40,884
Information	10	1%	\$ 95,962
Finance Activities	8	1%	\$ 103,458
Real Estate	19	2%	\$ 55,495
Professional & Business Services	33	3%	\$ 67,594
Administration & Waste Management	33	3%	\$ 77,248
Private Education	5	1%	\$ 59,137
Health Services	59	6%	\$ 54,356
Arts, Entertainment and Recreation	5	1%	\$ 29,703
Accommodation and Food Services	101	10%	\$ 26,716
Other Services	41	4%	\$ 36,543
Federal Government	10	1%	\$ 54,844
Military	6	1%	NA
State Government	9	1%	\$ 57,765
Local Government	198	20%	\$ 28,572
<b>Non-suppressed Total</b>	<b>990</b>	<b>100%</b>	<b>\$ 38,717</b>

# Jobs % Change 2021-2022
6%
-15%
-11%
-5%
20%
12%
26%
100%
0%
0%
6%
3%
0%
-5%
0%
7%
-13%
-9%
0%
-10%
1%
4%

In 2023, county unemployment rates (2.4%) were higher than the state (3.2%), and lower than the nation (3.7%). The service sector (the 7 highlighted fields) employs about 28% of workers in the county. The service sector is composed of many types of jobs, and varying wage scales, ranging from highly paid professionals to entry-level wage earners. About 65% of total employment is by wage earners, while 35% is through proprietors (owners). Agriculture is a strong employment sector in the county (25%). Government was also a strong employment sector, accounting for 23% of jobs.

ND = Not Disclosed. \*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2022 Employment Share by Wage - 990

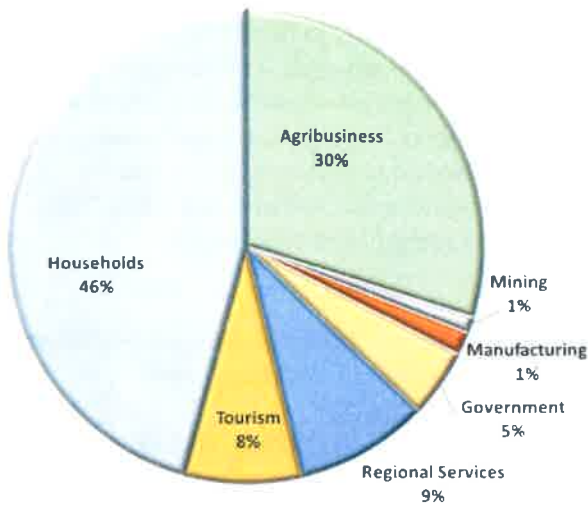
Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$38,769	< \$31,015	\$31,015 - \$46,523	>\$46,523	\$74,210
	55%	30%	15%	6%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW  
Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$38,769) is 52% of the state average annual wage (\$74,432).

In 2022 there were 440 workers commuting out of the county for work, primarily to adjacent Montezuma County and San Miguel County. In contrast, 199 people were commuting in for work, primarily from adjacent Montezuma and San Miguel Counties. Net commuters -241. (Source: Lightcast Labor Market Analytics)

**Dolores County Base Analysis**



Of the total number of jobs (990), 98% (980 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. For more information regarding base analysis please refer to the **Glossary**.

In Dolores, the largest base employment industries are agribusiness and households that spend money earned elsewhere (i.e., second homeowners and retirees).

**Top employers** are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers.

Top Employers - Dolores County 2023	# of Jobs
Dolores County	97
Dolores County School Dist. RE2J	55
Dunton Hot Springs	38
Community Health Clinic	37
Dove Creek Superette	25
Air Products Helium	15
Dove Creek Implement	12
Bangers Bar & Pizza	10
Doves Nest Early Care & Education	9
Midland Bean	9

Dolores Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 26,850	29%	\$ 30,223	32%
Residency Adjustment	\$ 17,877	20%	\$ 15,349	16%
Dividends, Interest & Rent	\$ 17,119	19%	\$ 17,832	19%
Transfer Payments	\$ 29,667	32%	\$ 32,247	34%
<b>Estimated TPI</b>	<b>\$ 91,513</b>	<b>100%</b>	<b>\$ 95,651</b>	<b>100%</b>

**Total Personal Income (TPI)** is the sum of all income paid to residents of Dolores County from various sources. Retirees (60+) brought in more than \$19 million (20%) of TPI through transfer payments in 2020.

Source: Bureau of Economic Analysis

**Per Capita Income (PCI)** of Dolores County is 60% of the National PCI and 51% of Colorado’s PCI in 2022.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
Dolores	\$ 38,962	60%

Source: Bureau of Economic Analysis

**Enterprise Zones** – Region 9 administers the Southwest Colorado Enterprise Zone. All of Dolores County is a designated Enterprise Zone and is currently listed as an Enhanced Enterprise Zone based on employment and income criteria through 2024. <https://www.region9edd.org/enterprise-zone>

**Opportunity Zones** – All of Dolores County is a designated Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding Dolores County is available at [www.region9edd.org](http://www.region9edd.org) under regional data.



**LA PLATA COUNTY**

Historically, La Plata County developed as a result of "traditional west" commodities such as minerals, cattle and timber. Since the 1970's La Plata County has been in transition from a traditional rural county to a more urban environment in which tourism is the number one industry. People moving in for quality-of-life issues or "amenity migration" drove population growth in the 1990's, a trend continuing today.

	2010	2022	Ann. Avg % Change 2010-22
La Plata	51,441	56,557	0.9%
Bayfield	2,357	2,896	1.9%
Durango	16,889	19,458	1.3%
Ignacio	699	851	1.8%
Unincorporated	31,496	33,352	0.5%

**Population** - Between 2010 and 2022, La Plata County grew 0.9% annually, with most of the growth occurring in Bayfield and Ignacio. Durango saw slower growth, as did unincorporated areas of the county, including the Southern Ute Indian Tribe, headquartered near Ignacio.

Source: Colorado State Demography Office

These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the county. The State Demographer estimates an increase of about 5,100 residents in the county through 2030.

La Plata County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	992	3%	\$ 36,263	8%
Mining	480	1%	\$ 103,756	8%
Utilities	147	0.4%	\$ 99,568	-3%
Construction	2,909	8%	\$ 58,803	-2%
Manufacturing	845	2%	\$ 54,808	-3%
Wholesale Trade	698	2%	\$ 77,918	2%
Retail Trade	4,059	11%	\$ 37,128	6%
Transportation and Warehousing	935	3%	\$ 69,382	15%
Information	491	1%	\$ 104,165	20%
Finance Activities	983	3%	\$ 116,606	0%
Real Estate	1,454	4%	\$ 56,289	0%
Professional & Business Services	2,700	8%	\$ 89,132	7%
Management of Companies and Enterprises	230	0.6%	\$ 89,106	45%
Administration & Waste Management	1,496	4%	\$ 45,367	7%
Private Education	655	2%	\$ 68,059	10%
Health Services	3,939	11%	\$ 60,495	-2%
Arts, Entertainment and Recreation	1,431	4%	\$ 28,841	4%
Accommodation and Food Services	3,468	10%	\$ 27,123	5%
Other Services	1,679	5%	\$ 39,685	6%
Federal Government	320	1%	\$ 86,401	0%
Military	141	0.4%	\$ -	0%
State Government	1,579	4%	\$ 57,989	6%
Local Government	3,871	11%	\$ 60,052	3%
Total	35,502	100%	\$ 56,322	4%

In 2023, county unemployment rates (2.6%) were lower than the state (3.2%), and lower than the nation (3.7%).

This table includes wage earners as well as proprietors (owners). About 78% of total employment is by wage earners, while 22% is through proprietors.

The service sector (including all 8 highlighted fields) employs about 44% of workers in the county. The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in La Plata County are technical, educational or in health services.

\*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2022 Employment Share by Wage - 35,502

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$56,383	< \$45,106	\$45,106 - \$67,660	> \$67,660	\$86,196
	33%	45%	22%	15%

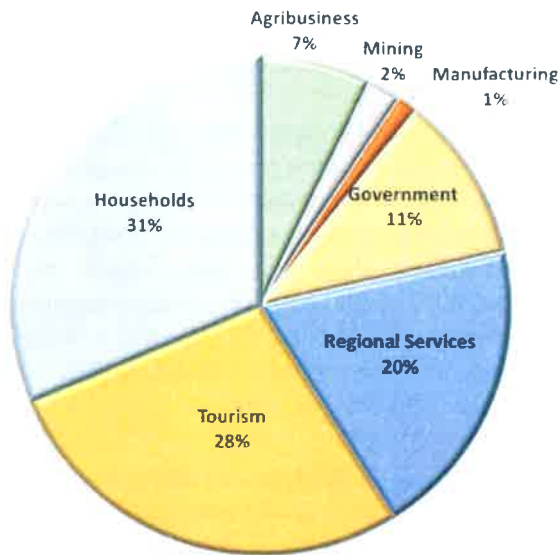
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$56,383) is 75% of the state average annual wage (\$74,432).

In 2022 there were 3,288 workers commuting out of the county for work, primarily to adjacent Montezuma County and San Juan County, NM. In contrast, 4,255 people were commuting in for work, primarily from adjacent Montezuma and San Juan County, NM. Net commuters 967. (Source: Lightcast Labor Market Analytics)

La Plata County Base Analysis



Of the total number of jobs (35,502), 65% (22,242 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. For more information regarding base analysis please refer to the **Glossary**.

In La Plata, the largest base employment industries are tourism and households that spend money earned elsewhere (i.e., retirees).

**Top employers** are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers.

Top Employers - La Plata County 2023	# of Jobs
Southern Ute Indian Tribe	1,600
Durango School Dist. 9R	998
Mercy Regional Medical Center	901
Purgatory Recreation Management LLC	850
Fort Lewis College	683
La Plata County	445
Walmart	437
City of Durango	354
Bayfield School District #10	216
Rocky Mountain Chocolate Factory	200

La Plata 2022 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 2,105,202	54%
Residency Adjustment	\$ (34,802)	-1%
Dividends, Interest & Rent	\$ 1,205,527	31%
Transfer Payments	\$ 618,321	16%
<b>Estimated TPI</b>	<b>\$ 3,894,248</b>	<b>100%</b>

**Total Personal Income (TPI)** is the sum of all income paid to residents of La Plata County from various sources. Retirees (60+) brought in \$359 million (9%) of TPI through transfer payments. **A negative residency adjustment means that more people are commuting into the county for employment than are commuting out.**

Source: Bureau of Economic Analysis

**Per Capita Income (PCI)** of La Plata County is 105% of the National PCI and is 91% of Colorado’s PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
La Plata	\$ 68,794	105%

Source: Bureau of Economic Analysis

**Enterprise Zones** – Nineteen of the 33 census blocks in the county are designated enterprise zones. In 2023, adjustments to the boundary of census block 9711.003 in the City of Durango allowed more businesses to be included in the EZ. <https://www.region9edd.org/enterprise-zone>

**Opportunity Zones** – Census Tracts 9404 and 9711 are eligible in La Plata County. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding La Plata County is available at [www.region9edd.org](http://www.region9edd.org) under regional data.

## MONTEZUMA COUNTY

Historically, Montezuma County developed as a result of providing mining towns in the San Juan Mountains with supplies. By the turn of the 20th century the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. In the 1980's, the construction of McPhee Reservoir (the Dolores Project) and its extensive irrigation systems allowed increased agricultural production and enhanced recreational opportunities for locals and tourists. More recently, Montezuma County and local communities have been exploring increasing the telecommunications infrastructure and further securing water resources.

	2010	2022	Ann. Avg % Change 2010-22
<b>Montezuma</b>	25,532	26,464	0.3%
<b>Cortez</b>	8,484	8,996	0.5%
<b>Dolores</b>	936	918	-0.2%
<b>Mancos</b>	1,337	1,233	-0.7%
<b>Unincorporated</b>	14,775	15,317	0.3%

Source: Colorado State Demography Office

**Population** - Between 2010 and 2022, Montezuma County grew 0.3% annually with most of the growth occurring in Cortez (0.5%). The State Demographer estimates an increase of about 1,520 residents in the county through 2030. Unincorporated areas of the county include the Ute Mountain Ute Tribe, headquartered in Towaoc, located 12 miles southwest of Cortez.

Montezuma County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	941	7%	\$ 41,129	-6%
Mining	109	1%	\$ 59,169	9%
Utilities	82	0.6%	\$ 77,466	3%
Construction	827	6%	\$ 46,147	2%
Manufacturing	452	3%	\$ 41,276	-2%
Wholesale Trade	259	2%	\$ 60,451	1%
Retail Trade	1,644	13%	\$ 36,382	-1%
Transportation and Warehousing	277	2%	\$ 78,326	-3%
Information	73	0.6%	\$ 53,388	-22%
Finance Activities	213	2%	\$ 64,296	-2%
Real Estate	343	3%	\$ 69,029	3%
Professional & Business Services	545	4%	\$ 70,080	2%
Management of Companies and Enterprises	53	0.4%	\$ 110,118	10%
Administration & Waste Management	345	3%	\$ 34,705	7%
Private Education	207	2%	\$ 41,854	-19%
Health Services	1,730	13%	\$ 44,892	1%
Arts, Entertainment and Recreation	174	1%	\$ 53,942	5%
Accommodation and Food Services	1,133	9%	\$ 23,663	4%
Other Services	827	6%	\$ 30,027	8%
Federal Government	336	3%	\$ 72,570	-2%
Military	67	0.5%	\$ -	0%
State Government	122	1%	\$ 56,861	5%
Local Government	2,170	17%	\$ 40,187	3%
<b>Total</b>	<b>12,929</b>	<b>100%</b>	<b>\$ 43,459</b>	<b>1%</b>

In 2023, county unemployment rates (3.2%) were on par with the state (3.2%), and lower than the nation (3.7%).

This table includes wage earners as well as proprietors (owners). About 77% of total employment is by wage earners, while 23% is through proprietors. The service sector (including all 8 of the highlighted fields) employs about 39% of workers in the county.

Many of the service jobs in Montezuma County support accommodation and food services and health and social assistance.

\*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

### 2022 Employment Share by Wage - 12,929

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$43,466	< \$34,773	\$34,773 - \$52,159	> \$52,159	\$71,292
	18%	62%	20%	6%

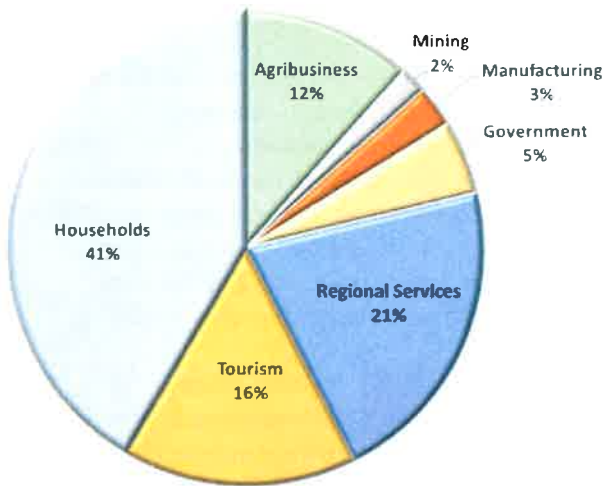
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$43,466) is 58% of the state average annual wage (\$74,432).

In 2022 there were 2,326 workers commuting out of the county for work, primarily to adjacent La Plata County and San Juan County, NM. In contrast, 1,657 people were commuting in for work, primarily from adjacent La Plata County and San Juan County, NM. Net commuters -669. (Source: Lightcast Labor Market Analytics)

Montezuma County Base Analysis



Of the total number of jobs (12,929), 74% (9,715 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. In Montezuma, the largest base employment industries are households (i.e., retirees) that spend money earned elsewhere. For more information regarding base analysis please refer to the **Glossary**.

**Top employers** are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers.

Top Employers - Montezuma County 2023	# of Jobs
Ute Mountain Ute Tribe	1,300
Montezuma Cortez School Dist. RE1	325
Southwest Memorial Hospital	300
Walmart	224
Montezuma County	206
City Market	202
Mesa Verde Co	200
Far View Lodge	150
City of Cortez	146

Montezuma Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 483,794	40%	\$ 526,861	39%
Residency Adjustment	\$ 72,173	6%	\$ 85,640	6%
Dividends, Interest & Rent	\$ 276,615	23%	\$ 320,447	24%
Transfer Payments	\$ 383,528	32%	\$ 403,905	30%
<b>Estimated TPI</b>	<b>\$ 1,216,110</b>	<b>100%</b>	<b>\$ 1,336,853</b>	<b>100%</b>

**Total Personal Income (TPI)** is the sum of all income paid to residents of Montezuma County from various sources. Retirees (60+) brought in \$216 million (16%) of TPI through transfer payments.

Source: Bureau of Economic Analysis

**Per Capita Income (PCI)** of Montezuma County is 77% of National PCI and 66% of Colorado’s PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
<b>Montezuma</b>	<b>\$ 50,508</b>	<b>77%</b>

Source: Bureau of Economic Analysis

**Enterprise Zones** – All of Montezuma County is a designated Enhanced Enterprise Zone through 2024.

<https://www.region9edd.org/enterprise-zone>

**Opportunity Zones** – Census tract 9411, which encompasses the Ute Mountain Ute Indian Reservation, is an eligible Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding Montezuma County is available at [www.region9edd.org](http://www.region9edd.org) under regional data.

## SAN JUAN COUNTY

The discovery of gold in the county by Charles Baker in 1860 was followed by a gold rush in the 1870's. With the dedication of the "Million Dollar Highway" in July of 1924 the transportation of gold, silver, lead, copper and zinc began to shift from the narrow-gauge train to trucks using Highway 550, which connects Silverton to Montrose and to Durango. After World War II, the rail line began to carry less freight and more tourists up from Durango to enjoy the spectacular scenery. San Juan County has become almost entirely dependent upon tourism, and are working to diversify their local economy.

	2010	2022	Ann. Avg % Change 2010-22
San Juan	709	801	1.12%
Silverton	646	708	0.8%
Unincorporated	63	93	3.6%

Source: Colorado State Demography Office

influx of seasonal residents, many of whom have purchased second homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as "amenity migration", has produced wide ranging economic impacts on the community.

**Population** - In 2022 the county's resident population was 801. The resident population is expected to decline slightly (-40) through 2030. However, seasonal residents are not included in population figures. In the summer there is usually an

San Juan County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	3	1%	NA	NA
Mining	NA	NA	\$ 95,179	NA
Construction	35	7%	\$ 55,310	9%
Manufacturing	9	2%	\$ 48,972	NA
Wholesale Trade	13	3%	\$ 74,806	NA
Retail Trade	53	10%	\$ 36,323	-5%
Transportation and Warehousing	7	1%	\$ 70,137	NA
Information	NA	NA	\$ 95,962	NA
Finance Activities	NA	NA	\$ 103,458	NA
Real Estate	23	4%	\$ 56,634	-4%
Professional & Business Services	29	6%	\$ 84,907	0%
Management of Companies and Enterprises	0	0%	\$ 43,112	0%
Administration & Waste Management	21	4%	\$ 59,137	33%
Private Education	16	3%	\$ 54,356	12%
Arts, Entertainment and Recreation	44	9%	\$ 35,765	7%
Accommodation and Food Services	123	24%	\$ 29,479	-4%
Other Services	18	3%	\$ 18,860	13%
Federal Government	1	0%	\$ 62,729	0%
State Government	8	2%	\$ 46,854	0%
Local Government	78	15%	\$ 45,053	-5%
Suppressed Sectors	36	7%		
Non- suppressed Total	517	99%	\$ 34,365	1%

\*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

### 2022 Employment Share by Wage - 517

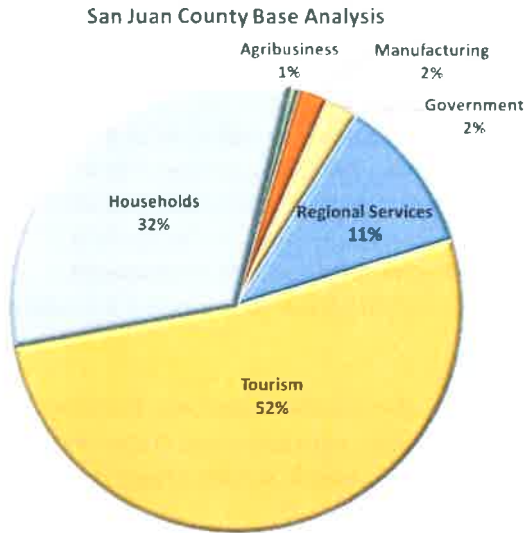
Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$34,365	< \$27,492	\$27,493 - \$41,238	> \$41,328	\$81,276
	14%	55%	31%	12%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

In 2023, county unemployment rates (2.5%) were lower than the state (3.2%), and lower than the nation (3.7%). This table includes wage earners as well as proprietors (owners). About 78% of total employment is by wage earners, while 22% is through proprietors. The service sector includes all of the seven highlighted fields. Many of the service jobs in San Juan County support tourism, in accommodation (lodging) and food services. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in some sectors.

In 2022 there were 110 workers commuting out of the county for work, primarily to adjacent La Plata County and Montrose County. In contrast, 110 people were commuting in for work, primarily from adjacent La Plata County and Montrose County. Net commuters 1. (Source: Lightcast Labor Market Analytics)



Of the total number of jobs (517), 83% (428 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. In San Juan, the largest base employment industries are tourism and households that spend money earned elsewhere.

For more information regarding base analysis please refer to the **Glossary**.

**Top employers** are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers.

Top Employers - San Juan County 2023	# of Jobs
Grand Imperial Hotel	35
Silverton Outdoor Learning Center	36
Silverton School Dist 1	35
San Juan County	26
Town of Silverton	22
Handlebars	20
Pickle Barrel	14

San Juan Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 16,298	42%	\$ 20,551	48%
Residency Adjustment	\$ 2,583	7%	\$ 2,872	7%
Dividends, Interest & Rent	\$ 10,797	28%	\$ 11,200	26%
Transfer Payments	\$ 8,757	23%	\$ 8,074	19%
<b>Estimated TPI</b>	<b>\$ 38,435</b>	<b>100%</b>	<b>\$ 42,697</b>	<b>100%</b>

Source: Bureau of Economic Analysis

**Total Personal Income (TPI)** is the sum of all income paid to residents of San Juan County from various sources. Retirees (60+) brought in \$4.5 million (11%) of TPI through transfer payments.

**Per Capita Income (PCI)** of San Juan County is 81% of National PCI and 70% of Colorado's PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
San Juan	\$ 53,172	81%

Source: Bureau of Economic Analysis

**Enterprise Zones** – All of San Juan County has been designated as an Enhanced Enterprise Zone through 2024.

<https://www.region9edd.org/enterprise-zone>

**Opportunity Zones** – All of San Juan County has been designated as an Opportunity Zone.

<https://www.region9edd.org/opportunity-zones>

More detailed information regarding San Juan County is available at [www.region9edd.org](http://www.region9edd.org), under regional data.

## GLOSSARY OF KEY TERMS

**Economic Base Analysis** is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

**Base industries** produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

**Local resident services** provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs . . . which, in turn, create demands for worker housing and services.

Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes.

A common confusion with this type of analysis is that it focuses on the source of revenue as opposed to specific industries. Tourism is considered a direct base economic activity because the visitors are bringing their money from the outside economy and spending it in the local economy.



Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. So, restaurants are both direct based and a local resident service.

The office of the Colorado State Demographer performs various statistical estimates, including actual surveys of businesses (calling the restaurant and asking them for estimates of how much of their sales are to residents versus tourists) to provide a percentage in various sectors of how much of their activity is direct or local resident based.

**Amenity Migration** is another source of direct base revenue in terms of money coming from the outside economy to buy real estate and construct homes in the local economy.

The term comes from the fact that people migrate to southwest Colorado because of the amenities, i.e., quality of life and environment. Some of these people are second homeowners and some are telecommuters, meaning that they work from home, making use of the Internet, email and the telephone.

### Commuter Data

The Census's [Longitudinal Employer-Household Dynamics \(LEHD\)](#) program contains several datasets, one of which is the Origin-Destination Employment Statistics (LODES) dataset. This dataset further contains three parts: origin destination, residence area characteristics and work area characteristics. These three pieces together provide information on commuting patterns by 2-digit industry between census tracts. (Lightcast Labor Market Analytics)

**Population** - Census data is collected every 10 years (i.e., 2010, 2020) and is considered an actual count of people within a region or county. The years in between are estimates made by the State Demographer. Projections are made using an assumed growth rate to predict future growth. <https://demography.dola.colorado.gov/population/>

**Wage thresholds** – The average annual wage<sup>1</sup> is drawn from the Quarterly Census of Employment & Wages (QCEW Program): low wage = 80% or less than the average annual wage; mid wage = greater than 80% and less than 120% of the average annual wage; high wage is greater than 120% of the annual average wage. Livable wage is provided for a family of four renting a two-bedroom unit.

**Total Personal Income** is another important tool to understand our local economy. Total personal income (TPI) is divided into four main components. These numbers come from the Bureau of Economic Analysis (BEA).

1. **Employment earnings** are derived from wage and salary employment as well as from business proprietor's income.
2. **Dividends, Interest & Rent** - Dividend income is cash and other assets paid to stockholders who are residents of the area. Interest income consists of monies received by local residents from money market mutual funds and other sources. Rental income consists of the rental of real property, royalties received from patents, copyrights, and from the rights to natural resources paid to local residents.
3. **Transfer payments** consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to local residents.
4. **Residency adjustments** are made when a person is paid for work performed from outside their place of residency, i.e., commuters. Negative numbers indicate that more people are commuting into the county for employment than are commuting out for employment.

When we divide Total Personal Income (TPI) by the number of people in each county we get an estimate of **Per Capita Income (PCI)**. This allows us to compare the per capita income between counties in our region, the state and the nation. <http://www.bea.gov/regional/index.htm>

**Total Employment** includes estimated employment from wages, salaries and proprietors' income.

**Employment by Sector** - Employment (jobs) generates most of the earnings in our region, so it is important to look at the types and numbers of jobs in each of our counties. An employment "sector" groups jobs into industries that are alike. This information allows us to see how many people are employed in each sector, comparing the "strength" of that industry in each of our counties. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

**Unemployment** - Labor force statistics allow us to see how many people are in the workforce, and how many are unemployed. We can use information from the Quarterly Census of Employment and Wages (QCEW) to compare unemployment rates at county, state, and national levels. <http://www.colmigateway.com/gsipub/index.asp>

**Enterprise Zones** – This program provides state income tax credits and other incentives for private enterprise to expand, or new businesses to locate within a state designated EZ area. Learn more about tax credits in Enterprise Zones at <https://oedit.colorado.gov/enterprise-zone-program>.

**Opportunity Zones** – This economic and community development tax incentive program provides a new impetus for private investors to support designated distressed areas through private equity investments in businesses and real estate ventures. More details regarding the Opportunity Zone can be found at <https://oedit.colorado.gov/colorado-opportunity-zone-program>.



## USEFUL CONTACTS

For business and relocation assistance contact Region 9, or one of the community economic development organizations, listed below. If your business needs technical assistance the Southwest Colorado Small Business Development Center offers numerous services.

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### Economic Development Organizations

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Region 9 Economic Development District  
135 Burnett Dr. Unit 1  
Durango, CO 81301  
Phone (970) 247-9621  
[www.region9edd.org](http://www.region9edd.org)



Ute Mountain Ute Indian Tribe  
124 Mike Wash Road  
Towaoc, CO 81334  
[www.utemountainutetribe.com](http://www.utemountainutetribe.com)

Southwest Colorado Small Business  
Development Center  
835 Main Avenue, Ste. 225  
Durango, CO 81301  
Phone (970) 903-2289  
[www.sbdcfortlewis.org](http://www.sbdcfortlewis.org)



San Juan Development Corporation  
P.O. Box 565  
Silverton, CO 81433  
Phone (970) 387-5654  
[www.sanjuandevlopment.com](http://www.sanjuandevlopment.com)



Pagosa Springs Community Development Corporation  
PO Box 1183  
46 Eaton Drive, Suite 4  
Pagosa Springs, CO 81147  
Phone (970) 264-3023  
[www.pagosaspringscdc.org](http://www.pagosaspringscdc.org)



Dolores County Development Corporation  
P.O. Box 860  
Dove Creek, CO 81328  
[www.dolorescounty.org](http://www.dolorescounty.org)



Southern Ute Indian Tribe Economic Development  
P.O. Box 737  
365 Ouray Dr.  
Ignacio, CO 81137  
Phone (970) 563-2275  
[www.southernute-nsn.gov/eco-dev/](http://www.southernute-nsn.gov/eco-dev/)



La Plata Economic Development Alliance  
2301 Main Ave.  
Durango, CO 81301  
Phone (970) 259-1700  
[www.yesLPC.com](http://www.yesLPC.com)





For immediate release: February 20, 2024

Contact: Stephanie Weber, 970-769-1800 or sweber@sjma.org

## **SCCORR Sponsoring Facilitated Community Listening Sessions and Online Citizen Survey**

**Durango, CO.** The Southwest Colorado Conservation and Outdoor Recreation Roundtable (SCCORR) is a new Colorado Outdoor Regional Partnerships Initiative for Archuleta, La Plata, San Juan, and southern Hinsdale counties. SCCORR is funded through Colorado Parks and Wildlife (CPW), stemming from the Governor’s 2020 executive order to develop a “locally rooted approach to ensure we remain a world-class outdoor destination while preserving our land, water, wildlife, and quality of life.” This new coalition will use awarded funding to convene diverse users and voices from the region to identify common ground, share up-to-date information, and chart a course for the region to identify overarching goals and strategies related to conservation and outdoor recreation.

A significant facet of SCCORR is to gather input from residents of southwest Colorado on the main opportunities and challenges they see facing conservation and outdoor recreation in our area. To that end, SCCORR is facilitating community listening sessions and has an online citizen survey open to residents and visitors.

The COMMUNITY LISTENING SESSIONS will be held in Bayfield, Durango, Ignacio, Pagosa Springs, and Silverton during February and March. These facilitated community discussions are designed for residents of southwest Colorado to share their thoughts in small group sessions fostering focused input. These sessions seek input from ALL user groups, from fishing and hunting to nature and wildlife enthusiasts to ranchers and working lands groups to motorized and non-motorized recreationalists.

“SCCORR exists because of the critical need for collaborative long-term sustainability efforts in southwest Colorado, and for its residents to have a stake in the future of conservation and outdoor recreation in this place we all collectively and equally love,” explains Stephanie Weber, executive director of San Juan Mountains Association, the organization facilitating SCCORR. “It is critical for us to keep all lines of communication open during this process and to ensure there is adequate



representation of all who wish to contribute their input to the outcomes of the future Statewide Comprehensive Outdoor Recreation Plan.”

The CITIZEN SURVEY, with an estimated 15-minute time commitment, is available online through April. SCCORR is enlisting the help of residents and visitors to spread the word about the survey in an effort to develop as broad an understanding of priorities as possible.

SCCORR will coalesce information on the current collaborations and initiatives in southwest Colorado focused on forest health, recreation, water, and wildlife. Goals and strategies of these initiatives will be shared on SCCORR.ORG and, equally, SCCORR will ensure stakeholders have a voice during the decision-making process. Additionally, GIS mapping data on wildlife habitat and outdoor recreation use will be gathered, analyzed, and incorporated to better inform the long-term planning of conservation and outdoor recreation efforts in southwest Colorado.

**To participate in a Community Listening Session** please visit [SCCORR.ORG](http://SCCORR.ORG) for a list of listening session locations, dates, and times.

**To take the Citizen Survey**, please follow [this link](#) to access the survey.

**To become a member of the dedicated stakeholder group** and join quarterly meetings, visit [SCCORR.ORG](http://SCCORR.ORG) to fill out the short form to be added to the stakeholder list.



What are your thoughts on  
**Conservation and Outdoor Recreation**  
in southwest Colorado?

Please join us for a facilitated discussion  
**Community Listening Session**  
designed to gather your thoughts on the main  
opportunities and challenges for conservation  
and outdoor recreation in southwest Colorado.

**Silverton**

**Feb. 29, 6:00pm-8:00pm**

**Kendall Mountain Community Center**

**1 Kendall Pl, Silverton, CO 81433**

**Additional Listening Sessions for Bayfield, Durango,  
Ignacio, and Pagosa Springs. Visit [SCCORR.org](http://SCCORR.org)  
for a full list of dates and times.**



**Facilitated by  
San Juan Mountains Association**





Willy Tookey <admin@sanjuancolorado.us>

## Registration Now Open - SWCD' 40th Water Seminar - March 27, 2024

1 message

Southwestern Water Conservation District <elaine@waterinfo.org>  
Reply-To: Southwestern Water Conservation District <elaine@waterinfo.org>  
To: admin@sanjuancolorado.us

Wed, Feb 21, 2024 at 7:44 AM

Tickets on Sale Now: SWCD's 40th Water Seminar - March 27, 2024 at the Sky Ute Casino

[View this email in your browser](#)



**Tickets on Sale Now for Southwestern Water Conservation District's 40th Annal Water Seminar - Fluid Horizons: Navigating the Waters of Innovation**

**March 27, 2024  
Sky Ute Casino Resort  
8:00 am - 4:30 pm**

It has been four decades since Southwester Water Conservation District held

its first Annual Water Seminar. In the years preceding the first seminar, Lake Powell was at its highest water level in history and there was growing concern that Glen Canyon Dam would fail under the pressure of the full reservoir. In the years preceding this seminar there has been concern that the level would reach dead pool. A stark difference that reflects our current crisis.

Like Glen Canyon Dam in the 1980's, we've been tested, our test is not what to do with too much water - it has been what to do without enough.

Join us for a day full of engaging panel discussions at Southwestern Water Conservation District's 40th Annual Water Seminar where we will discuss what innovative solutions exist, and how we might thrive in a dryer future. There will also be space to voice your concerns, ask questions, and have your perspective heard.

**The panel discussions will include:**

- Moving Forward on Interstate and Tribal Matters
- Innovative Solutions for Agriculture
- Voices From Around the State
- Southwest Achievements and Initiatives at the Community Level

Breakfast and lunch will be provided. SWCD has secured a group rate for hotel accommodations if you are attending the seminar. **If you wish to book a hotel room mention you are attending the SWCD Water Seminar to receive that rate. Contact Sky Ute Casino at [\(970\) 563-7777](tel:9705637777).**

**[Get your tickets now! Click here to register!](#)**

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**[March 27, 2024](#)**  
**[8:00 a.m.- 4:30 p.m.](#)**  
**[Sky Ute Casino Resort](#)**  
**[14324 Hwy 172 North](#)**  
**[Ignacio, CO](#)**





Willy Tookey &lt;admin@sanjuancolorado.us&gt;

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**Thank You BOCC - February 14th Meeting**

1 message

**Sam Degenhard** <sam@campfireranch.co>

Wed, Feb 21, 2024 at 10:58 AM

To: "admin@sanjuancolorado.us" &lt;admin@sanjuancolorado.us&gt;

Hello San Juan County Board of County Commissioners,

My name is Sam Degenhard and I was an remote attendee of the February 14<sup>th</sup> BOCC meeting. My company manages the Thelma Hut on Red Mountain Pass. I just wanted to reach out and say thank you for allowing San Juan County business like us to weigh in on the Red Mountain Alpine Lodge parking letter. We are proud to be a part of the community and appreciate your recognition of the services we provide to recreational users in San Juan County.

As it relates to the Red Mountain Alpine Lodge parking situation or other topics on Red Mountain Pass, please let us know if there are any other ways we can support. It was great to see San Juan Expeditions, The Silverton Avalanche School and Opus Hut in the meeting as well, I think we are all eager to lend a hand if needed.

Thanks for all you do,

-Sam

**SAM DEGENHARD** | **FOUNDER & CEO****Sam@CampfireRanch.co** | **310.489.8692****@Campfire\_Ranch** | **www.CampfireRanch.co**



# SAN JUAN COUNTY COLORADO

1557 GREENE STREET  
P.O. BOX 466  
SILVERTON, COLORADO 81433  
PHONE/FAX 970-387-5766 admin@sanjuancolorado.us

February 14, 2024

Dear Commissioners Lynn Padgett, Michelle Maurer, and Jake Niece

It has come to our attention that Ouray County is considering a Special Use Permit for the Red Mountain Alpine Lodge (RMAL) in which the applicant has requested that parking for the Lodge be allowed at the top of Red Mountain Pass. Much of that parking area is located in San Juan County and the San Juan County Commissioners would like to voice our opposition.

You are probably aware that Red Mountain Pass is a very popular recreation area during the winter months and finding parking can be difficult. Allowing for additional parking will only exasperate the problems. For several years we have discussed the parking issues and problems on the Red Mountain Pass with CDOT and have explored ways to expand parking. Unfortunately, we have not found sufficient resources to move forward. Additional overnight parking will increase the difficulty for CDOT to plow the parking area. The results would likely be even fewer parking spaces available for day recreationalists.

Allowing RMAL's guests to park on the top of the pass creates an unfair disadvantage to the guiding services in San Juan County if they cannot find adequate parking for their clients. The lack of parking has already created problems for the Silverton Avalanche School and San Juan Expeditions Avalanche Training as they have been limited in which days they can provide their training courses and in finding adequate parking areas even when they carpool to the site.

Decreasing the available parking for recreationalists on Red Mountain creates a domino effect throughout the 550 corridor as skiers, snowshoers, etc. look for a place to park and recreate, often overwhelming the pullouts along the highway. This also has the potential to direct people to recreate in more dangerous terrain and therefore putting a larger burden on our emergency services.

I believe the applicant has argued that in the post covid era people do not want to share a shuttle ride with strangers. However, the RMAL experience does not appear to be one of seclusion. They also raise the issue of the safety of the road itself. If their guests are fearful of Red Mountain and are not comfortable with driving the pass then it is better for them to plan their trip to avoid driving Red Mountain Pass and having someone else shuttle them to the lodge.

San Juan County amended their Land Use Regulations several years ago to require that any vacation rental provide off-street dedicated parking spaces at all times.

We would be happy to partner with Ouray County, CDOT and the RMAL to develop adequate parking on Red Mountain Pass. Until that happens, we strongly oppose allowing the RMAL to use the area to provide



overnight parking for their guests. This is an extremely popular location for recreationalists from both sides of the mountain and we should work to preserve that experience for our communities.

If you have any questions, please contact the County Administrator at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read 'Austin Lashley', written in a cursive style.

Austin Lashley, Chairman  
San Juan County Commissioners