

AGENDA FOR SPECIAL CMD AND CPOA BOARD MEETINGS
Friday, October 21, 2016

NOTICE IS HEREBY GIVEN that the Special Meeting of the Boards of Directors of Cordillera Property Owners Association and Regular Meeting of the Cordillera Metropolitan District, Eagle County, Colorado will be held at the Administration Building, 0408 Carterville Road, Edwards, Eagle County, Colorado on Friday, October 21, 2016. The meeting will be held for the following agenda and other matters that may come before the Boards.

CORDILLERA METROPOLITAN DISTRICT

Robert Egan, President, Term to May 2018
Judith G. McBride, Treasurer, Term to May 2018
David Bentley, Vice President, Term to May 2018
David Davies, Secretary, Term to May 2020
Kitty George, Assistant Treasurer/Assistant Secretary, Term to May 2020

CORDILLERA PROPERTY OWNERS ASSOCIATION

Ed Shriner, President, Term to August 2019
Larry Brooks, Vice President, Term to August 2019
Nanette Kuich, Treasurer, Term to August 2017
Lois Bruce, Secretary, Term to August 2017
Rick Smith, Assistant Treasurer/Assistant Secretary, Term to August 2018

8:00 – 8:05 OPEN CPOA MEETING – Mr. Ed Shriner (CPOA President)

1. Call to Order
2. Declaration of Quorum/Director Qualifications/Disclosure Matters
3. Approval of Agenda
4. Approval of Consent Agenda Items
 - a. Approval of September 16 Regular Meeting Minutes3
 - b. Approval of September 22 Special Meeting Minutes7
 - c. Approval of October 12 Special Meeting Minutes10

8:05 – 8:10 OPEN CMD MEETING – Mr. Bob Egan (CMD President)

1. Call to Order
2. Declaration of Quorum/Director Qualifications/Disclosure Matters
3. Approval of Agenda
4. Approval of Consent Agenda Items
 - a. Approval of September 16 Regular Meeting Minutes13
 - b. Approval of September 22 Special Meeting Minutes18
 - c. Approval of October 12 Special Meeting Minutes21

8:10 – 8:30 CPOA and CMD Executive Session

Executive session pursuant to Section 24-6-402(4)(b), C.R.S., for the purpose of receiving legal advice related to the appeal of the County interpretation of permitted uses at the Lodge and Spa at Cordillera(CMD), and pursuant to Section 38-33.3-308(4)(b), C.R.S. (CPOA).

8:30 – 8:45 Public Input

8:45 – 8:50 CPOA Announcements/Updates/Action Items – Mr. Ed Shriner

1. Financial Statements– Scott Proper23

9:50 – 9:10 CMD Announcements/Updates/Action Items – Mr. Bob Egan

1. Financial Statements – Scott Proper33
2. 2016 Capital Improvement Update– Trevor Broersma
 - a. Community Operations Vehicle Storage Building
 - b. Summit Storage for Motor Grader

9:10 – 4:30 Joint CMD and CPOA Items – Mr. Bob Egan and Mr. Ed Shriner

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ADMINISTRATION	
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COMMUNICATIONS	
ATHLETIC CENTER	
SHORT COURSE	
TRAILHEAD	
VAIL GONDOLA CLUB	
DESIGN REVIEW BOARD	
TRAILHEAD	

4:30 ADJOURNMENT

NEXT REGULAR MEETING – Friday, November 18, 2016 at 8:30 a.m.

CORDILLERA PROPERTY OWNERS ASSOCIATION
REGULAR BOARD MEETING MINUTES
FRIDAY, SEPTEMBER 16, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Regular Meeting of the Board of Directors of the Cordillera Property Owners Association (CPOA) was called and held on Friday, September 16, 2016, in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Ed Shriner, President
Larry Brooks, Vice President
Nanette Kuich, Treasurer
Lois Bruce, Secretary

Absent Rick Smith, Assistant Secretary

ALSO PRESENT

CMD Board Members: Bob Egan, Kitty George, Judith McBride, and David Davies

Others Present: Rachel Oys, General Manager; Scott Proper, Finance Director; Berniece Gutierrez, Human Resources and Administrative Services Manager; Jaime Walker, Communications Manager; Trevor Broersma, Facilities & Operations Manager; Tracy Stowell, Executive Coordinator (via telephone); Jason Cowles, Eagle River Water and Sanitation District.

CALL TO ORDER

Director Shriner called to order the Regular Meeting of the Cordillera Property Owners Association at 8:33 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Shriner noted for the record a quorum was present for the purpose of doing the business of the Cordillera Property Owners Association.

APPROVAL OF AGENDA

September 16, 2016 Regular Meeting Agenda

Director Kuich moved to approve the September 16, 2016 Regular Meeting Agenda. Seconded by Director Bruce.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the September 16, 2016 Regular Meeting Agenda.

SEATING OF OFFICERS

Ed Shriner nominated the following to serve as Cordillera Property Owners Association Board Officers:

<ul style="list-style-type: none"> • Ed Shriner – President Term to August 2019 	<ul style="list-style-type: none"> • Larry Brooks – Vice-President Term to August 2019
<ul style="list-style-type: none"> • Lois Bruce – Secretary Term to August 2017 	<ul style="list-style-type: none"> • Nanette Kuich – Treasurer Term to 2017
<ul style="list-style-type: none"> • Rick Smith – Assistant Secretary/Treasurer Term to August 2018 	

Director Bruce moved to approve the seating of officers, seconded by Director Kuich.

Upon motion duly made and seconded, the Board unanimously by those present, **Approved** seating of officers.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCEMENT OF THE MEETING.

All board members acknowledged receiving notice of the special meeting at least 72 hours in advance. No conflicts of interest were noted.

APPROVAL OF MINUTES

JULY 15, 2016 Regular Meeting Minutes

Director Kuich moved to approve the July 15, 2016 Regular Meeting Minutes. Seconded by Director Bruce.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the minutes of the July 15, 2016 Regular Meeting Minutes.

APPROVAL OF MINUTES

August 10, 2016 Special Meeting Minutes

Director Kuich moved to approve the August 10, 2016 Special Meeting Minutes. Seconded by Director Bruce.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the minutes of the August 10, 2016 Special Meeting Minutes.

APPROVAL OF MINUTES

August 19, 2016 Special Meeting Minutes

Director Kuich moved to approve the August 19, 2016 Special Meeting Minutes. Seconded by Director Bruce.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the minutes of the August 19, 2016 Special Meeting Minutes.

PUBLIC INPUT ON NON-AGENDA ITEMS

Audience member asked how long the community plans to proceed with the opposition to the sale of the Lodge & Spa at Cordillera.

Response: The Eagle County Board of County Commissioners (BoCC) will hear our Appeal of the Director of Community Development's interpretation of the Cordillera PUD as it relates to the impending sale of the Lodge & Spa at Cordillera to Concerted Care Group on Tuesday, September 20 at 4 p.m. The BoCC can affirm, reverse or modify the director's interpretation. We will await a decision from the BoCC before deciding further actions.

CPOA ANNOUNCEMENTS/UPDATES/ACTION ITEMS

Financial Statements and RETA Reports

General Manager Oys introduced Scott Proper, the new Finance Director. He joins the team September 21. A brief update was provided regarding the financial, year to date expenditures, RETA and delinquent accounts- all of which systems and process are under review and will be improved in the coming months.

\$150, 000 is allotted for legal fees for the appeal of the Director of Community Development's interpretation of the Cordillera PUD as it relates to the impending sale of the Lodge & Spa.

Bearden House Donation

Kathleen Craft donated her residence at 287 Bearden to a Catholic College student group, FOCUS, and requested that CPOA to waive the RETA. The house is valued at approximately \$2 million. In June 2015, CPOA/CMD made board decisions to not provide donations. For CPOA to waive the RETA to a student group this would be considered a donation; therefore, collection of RETA will need to occur upon the sale of the property. The neighbors have expressed concerns about how the college may use the house (i.e. increased traffic, noise, etc.). The use of property is covered by the new CCRs, the new version is stricter and more limiting commercial use. Intended use of the home is yet to be determined. Alan Pogue and Rachel Oys will follow up with the seller and buyer.

JOINT CMD AND CPOA ITEMS

Appeal and Board of County Commissioners' Hearing

Alan Pogue, legal counsel, discussed the topics related to the appeal and County Commissioner hearing, which is scheduled for September 20. The boards discussed the proceedings format, timeline, ADA special counsel, affidavits submitted on our behalf and a possible need for a special meeting before October 21, 2016 pending the BoCC decision.

Supplemental information was submitted to the county on Monday, September 12 further outlining CMD/CPOA positions and arguments. All submissions have been shared with the community and weekly updates continue. Residents of the Cordillera Community are encouraged to attend the County Commissioners hearing to participate in the public process and make their views known. We understand that time for public comment may be limited, so anyone who wishes to speak should plan on making their comments in a concise and straightforward manner. Finally, we encourage all who speak, to be respectful not only to the County Commissioners, but to all parties and individuals participating in the hearing.

Rachel Oys, Ed Shriner, Bob Egan, Tom Wilner (via phone) and Jens Werner (representing Cordillera) met with Ed Stoner, Scott Miller and Mark Wurzer (representing the Vail Daily Editorial Board) to

provide concise communication face to face, convey the position of the CMD and CPOA Boards, and create/foster a positive relationship with the Vail Daily.

2017 Draft Budget

Rachel Oys, General Manager, presented the 2017 planning budget calendar followed by a discussion on personnel benefits including medical, dental and vision. Hays, the District's insurance broker, is actively pursuing quotes from other providers to avoid a 38% increase. General Manager Oys discussed the benefits of a level funded plan with Cigna and the long term goal be on a partially funded plan. A summary was provided for wages, merit and key departmental highlights. All of which will be more thoroughly discussed at the budget hearing scheduled for October 21, 2016. The projected 2017 budget was included in the board financials.

ADMINISTRATIVE/LEGAL UPDATES

- A special board meeting is scheduled for Thursday, September 22 to tour CMD and CPOA facilities and review the draft 2017 capital improvement projects.
- We need 100 orders for Supra Boxes before we place the order. We currently have very few orders.
- Project update: Black Bear clean-up will be accomplished with pile burning through winter. The project is estimated to cost \$15,000. Additional information will be forthcoming.
- The curb improvements at the Ranch gate will be completed by CMD Community Operations staff.
- ATV vehicles are not allowed on the roadways nor on the trails. Signage needs to be installed.

ADJOURNMENT

Director Kuich moved to adjourn the regular meeting of the Cordillera Property Owners Association. Seconded by Director Brooks.

Upon motion duly made and seconded, the Board unanimously agreed to **Adjourn** the Regular Meeting of the Cordillera Property Owners Association at 12:05 p.m. on Friday, September 16, 2016.

Respectfully submitted,

Jaime Walker
Communications Manager

CORDILLERA PROPERTY OWNERS ASSOCIATION
SPECIAL BOARD MEETING MINUTES
THURSDAY, SEPTEMBER 22, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Special Meeting of the Board of Directors of the Cordillera Property Owners Association (CPOA) was called and held on Thursday, September 22, 2016, in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Ed Shriner, President
Larry Brooks, Vice President
Lois Bruce, Secretary

Absent: Nanette Kuich, Treasurer
Rick Smith, Assistant Secretary

ALSO PRESENT

CMD Board Members: Robert Egan, David Bentley, and Judith McBride

Others Present:

Rachel Oys, General Manager; Jaime Walker, Communications Manager; Kirk Pliske, Public Safety Director; Trevor Broersma, Facilities & Operations Manager; Joe Helminski, Recreation Director; Aubrey Lewis, Recreation Assistant Manager; and Scott Proper, Finance Director.

CALL TO ORDER

Director Shriner called to order the Special Meeting of the Cordillera Property Owners Association at 9:00 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Shriner noted for the record a quorum was present for the purpose of doing the business of the Cordillera Property Owners Association.

APPROVAL OF AGENDA

September 22, 2016 Special Meeting Agenda

Director Bruce moved to approve the September 22, 2016 Special Meeting Agenda. Seconded by Director Brooks.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the September 22, 2016 Special Meeting Agenda, as presented.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCEMENT OF THE MEETING.

All board members acknowledged receiving notice of the special meeting at least 72 hours in advance. No conflicts of interest were noted.

FACILITY TOUR

Board Members toured Cordillera facilities with staff.

CONTINUATION

Director Kuich moved to continue the meeting until Friday, September 23, 2016 at 7:30 a.m. Seconded by Director Brooks.

Upon motion duly made and seconded, the Board voted unanimously to **Continue** the Special Meeting of the Cordillera Property Owners Association until Friday, September 23, 2016 at 7:30 a.m.

SPECIAL MEETING CONTINUED ON FRIDAY, SEPTEMBER 23, 2016 AT 7:00 A.M.

ATTENDANCE

Present: Ed Shriner, President
Larry Brooks, Vice President
Lois Bruce, Secretary
Nanette Kuich, Treasurer
Rick Smith, Assistant Secretary (via telephone)

ALSO PRESENT

CMD Board Members: Robert Egan, David Bentley, Judith McBride, Kitty George and David Davies (via phone)

Others Present:

Rachel Oys, General Manager; Alan Pogue, Legal Counsel (via telephone); Lew Harstead (via telephone)

CALL TO ORDER

Director Shriner called to order the Special Meeting of the Cordillera Metropolitan District at 7:30 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Shriner noted for the record a quorum was present for the purpose of doing the business of the Cordillera Property Owners Association.

CPOA EXECUTIVE SESSION

7:32 a.m. Director Bruce and Director Bruce move to enter into Executive Session. Pursuant to 38-33.3-308(4)(b) C.R.S. for the purpose of receiving legal advice from legal counsel regarding the Lodge and Spa at Cordillera.

9:47a.m. Director Kuich and Director Bruce move to conclude Executive Session

ADJOURNMENT

Director Brooks moved to adjourn the special meeting of the Cordillera Property Owners Association. Seconded by Director Kuich.

Upon motion duly made and seconded, the Board unanimously agreed to **Adjourn** the Special Meeting of the Cordillera Property Owners Association at 9:47 a.m. on Friday, September 23, 2016.

Respectfully submitted,

Tracy Stowell
Executive Coordinator

DRAFT

CORDILLERA PROPERTY OWNERS ASSOCIATION
SPECIAL BOARD MEETING MINUTES
WEDNESDAY, OCTOBER 12, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Special Meeting of the Board of Directors of the Cordillera Property Owners Association (CPOA) was called and held on Wednesday, October 12, 2016, in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Ed Shriner, President
Larry Brooks, Vice-President
Rick Smith, Assistant Secretary

Via Telephone: Lois Bruce, Secretary

Absent Excused: Nanette Kuich, Treasurer (Proxy Vote Submitted Pursuant to Second Amended and Restated Bylaws)

ALSO PRESENT

CMD Board Members: Robert Egan, David Bentley, Kitty George, David Davies (via telephone) and Judith McBride (via telephone).

Others Present: Rachel Oys, General Manager; Alan Pogue, Legal Counsel (via telephone); Lew Harstead, Legal Counsel (via telephone).

CALL TO ORDER

Director Shriner called to order the Special Meeting of the Cordillera Property Owners Association at 9:00 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Shriner noted for the record a quorum was present for the purpose of doing the business of the Cordillera Property Owners Association.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCEMENT OF THE MEETING.

All board members acknowledged receiving notice of the special meeting at least 72 hours in advance. No conflicts of interest were noted.

APPROVAL OF AGENDA

October 12, 2016 Special Meeting Agenda

Director Bruce moved to approve the October 12, 2016 Special Meeting Agenda. Seconded by Director Brooks.

Upon motion duly made and seconded, the Board unanimously by those present.

Approved the October 12, 2016 Special Meeting Agenda, as presented.

CPOA EXECUTIVE SESSION

9:00 a.m. Director Smith and Director Brooks move to enter into Executive Session. Pursuant to 38-33.3-308(4)(b) C.R.S. for the purpose of receiving legal advice from legal counsel regarding the Lodge and Spa at Cordillera.

Thomas Wilner, a member of the Legal Committee advising on the sale of the Lodge and Spa, was present by telephone from 9:15-9:32 am.

10:45 a.m. Director Brooks and Director Smith move to conclude Executive Session

MOTION TO AUTHORIZE JUDICIAL APPEAL

A motion to authorize an appeal of the County Commissioners' determination upholding County Staff's interpretation of the Cordillera P.U.D., pursuant to Rule 106(4)(a) of the Colorado Rules of Civil Procedure

Director Smith moved to authorize a judicial appeal of the County Commissioners' determination as provided for by Rule 106 of the Colorado Rules of Civil Procedure. The motion was seconded by Director Bruce.

Upon motion duly made and seconded, the Board voted unanimously (Director Kuich voting by proxy) to authorize legal counsel to file an appeal of the County Commissioners' determination, pursuant to Rule 106 of the Colorado rules of Civil Procedure

MOTION TO DISSOLVE LEGAL COMMITTEE

A motion to dissolve the joint CMD-CPOA legal committee established on 3 June 2016.

Director Brooks moved to dissolve the joint CMD-CPOA legal committee, established on 3 June 2016 to advise the Boards with respect to the appeal to the County Commissioners of County Staff's interpretation of the Cordillera P.U.D. The motion was seconded by Director Smith.

Upon motion duly made and seconded, the Board voted unanimously (4-0) to dissolve the joint CMD-CPOA legal committee.

MOTION TO AUTHORIZE LEGAL COUNSEL TO DRAFT AMENDMENT TO CCRs

A motion to direct special legal counsel to draft an amendment to the CCRs to remove the requirement that 67% of all owners must approve the CPOA initiating litigation.

Director Smith moved to direct special legal counsel to draft an amendment to the CCRs to remove the requirement that 67% of all owners must approve the CPOA initiating litigation, and further to direct staff to circulate the proposed amendment to the owners for approval. The motion was seconded by Director Bruce and passed unanimously (4-0).

ADJOURNMENT

Director Smith moved to adjourn the Special Meeting of the Cordillera Property Owners Association. Seconded by Director Brooks.

Upon motion duly made and seconded, the Board unanimously agreed to Adjourn the Special Meeting of the Cordillera Property Owners Association at 10:50 a.m. on Wednesday, October 12, 2016.

Respectfully submitted,

Tracy Stowell
Executive Coordinator

DRAFT

CORDILLERA METROPOLITAN DISTRICT
REGULAR BOARD MEETING MINUTES
FRIDAY, SEPTEMBER 16, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Regular Meeting of the Board of Directors of the Cordillera Metropolitan District (CMD) was called and held on Friday, September 16, 2016 in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Robert Egan, President
Judith McBride, Treasurer
David Davies, Secretary
Kitty George, Assistant Treasurer & Assistant Secretary

Absent: David Bentley, Vice-President

ALSO PRESENT

CPOA Board Members: Ed Shriner; Nanette Kuich, Larry Brooks and Lois Bruce

Others Present:

Rachel Oys, General Manager; Scott Proper, Finance Director; Berniece Gutierrez, Human Resources and Administrative Services Manager; Jaime Walker, Communications Manager; Trevor Broersma, Facilities & Operations Manager; Tracy Stowell, Executive Coordinator (via telephone); Jason Cowles, Eagle River Water and Sanitation District.

CALL TO ORDER

Director Egan called to order the Regular Meeting of the Cordillera Metropolitan District at 8:36 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Egan noted for the record a quorum was present for the purpose of doing the business of the Cordillera Metropolitan District.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCE OF THE MEETING.

All board members acknowledged receiving notice of the regular meeting at least 72 hours in advance. No conflicts of interest were noted.

APPROVAL OF AGENDA

September 16, 2016 Regular Meeting Agenda

Director McBride moved to approve the September 16, 2016 Regular Meeting Agenda. Seconded by Director Davies.

Upon motion duly made and seconded, the Board voted unanimously.
Approved the September 16, 2016 Regular Meeting Agenda.

APPROVAL OF MINUTES

July 15, 2016 Regular Meeting Minutes

Director Davies moved to approve the July 15, 2016 Regular Meeting Minutes. Seconded by Director McBride.

Upon motion duly made and seconded, the Board voted unanimously.
Approved the July 15, 2016 Regular Meeting Minutes, as presented.

APPROVAL OF MINUTES

August 10, 2016 Special Meeting Minutes

Director George moved to approve the August 10, 2016 Special Meeting Minutes. Seconded by Director Davies.

Upon motion duly made and seconded, the Board voted unanimously.
Approved the August 10, 2016 Special Meeting Minutes, as presented.

APPROVAL OF MINUTES

August 19, 2016 Special Meeting Minutes

Director McBride moved to approve the August 19, 2016 Special Meeting Minutes. Seconded by Director Davies

Upon motion duly made and seconded, the Board voted unanimously.
Approved the August 19, 2016 Special Meeting Minutes.

PUBLIC INPUT ON NON-AGENDA ITEMS

Audience member asked how long the community plans to proceed with the opposition to the sale of the Lodge & Spa at Cordillera.

Response: The Eagle County Board of County Commissioners (BoCC) will hear our Appeal of the Director of Community Development's interpretation of the Cordillera PUD as it relates to the impending sale of the Lodge & Spa at Cordillera to Concerted Care Group on Tuesday, September 20 at 4 p.m. The BoCC can affirm, reverse or modify the director's interpretation. We will await a decision from the BoCC before deciding further actions.

CMD ANNOUNCEMENTS/UPDATES/ACTION ITEMS

Financial Statements

General Manager Oys introduced Scott Proper, the new Finance Director. He joins the team September 21. A brief update was provided regarding the financial, year to date expenditures, RETA and delinquent accounts- all of which systems and process are under review and will be improved in the coming months.

\$150, 000 is allotted for legal fees for the appeal of the Director of Community Development's interpretation of the Cordillera PUD as it relates to the impending sale of the Lodge & Spa.

Trailer Parking

General Manager Oys provided an update that on July 12, 2016, Eagle County Community

Development Managing Director, Bob Narracci, issued a letter regarding the permitted uses of the trailer parking area and found that “In summary, the PUD Guide is simply not clear and does not connect the dots between what may have been intended and the actual approved PUD Guide language as it related to parking. The PUD Guide and the Eagle County Land Use Regulations do not define what constitutes a 'Parking Structure', or 'vehicle', and whether or not that term includes trailers. The PUD Guide does not define whether or not the Parking Structure is intended for short term, or extended parking/storage of vehicles. Accordingly, and after considerable research, contemplation and legal counsel, I have concluded that the currently governing PUD Guide is simply not clear on the matter of trailer parking. Accordingly, I have been advised that Eagle County cannot bring a successful action to cease any parking operations occurring on Parcel E-1 through its zoning enforcement authority. Any such action will have to be brought by affected parties through a civil action.”

In an effort to reach an amicable solution with Rothkopf and to improve the aesthetics, safety and capacity of the trailer parking for the community, staff are proposing to regrade the area, expand the berm, add an access gate and explore fencing/landscaping. Initial estimated costs are \$20,400. A grading permit is required and will be submitted to Eagle County for review. Rothkopf has offered to pay \$10,000. Ideally the project will be completed this fall, weather dependent.

The Board directed Operations Manager Broersma to get full cost estimates and then ask Rothkopf to split the full cost. Board members also directed staff to have Rothkopf and Eagle County Community Development issue a letter of agreement stating that the proposed trailer parking satisfactorily meets the PUD.

Director George moved to approve proposed site changes to the trailer parking area with discussed direction. Seconded by Director Davies.

Upon motion duly made and seconded, the Board voted unanimously.

Approved the proposed trailer parking with discussed changes.

Water Fund

Jason Cowles from Eagle River Water and Sanitation District (ERWSD) presented a history of the water fund and a brief discussion of the 2009 Master Plan from ERWSD. The water fund currently has a \$2 million balance. ERWSD contracted with SGM provide and updated report with revised recommendations from the 2009 Upper Eagle Regional Water Authority Water Master Plan Update (UERWA WMP Update) with new fire flow and storage information and related capital improvement projects for the Cordillera area only. The report also provides updated planning-level construction costs for fire flow related recommendations.

After review of the Master Plan, storage and pipe size, Cowles believes fire flows are over stated. He recommends a new tank for the entire west side on Gore Trail to meet emergency requirements as well as upsizing the water main to protect the system from negative pressure, collapsing and introduction of contaminated water into the system. No capital projects are recommended for 2017 at this time. ERWSD will be making improvements to the well head, well houses and Winchester Trail. ERWSD will discuss a recommendation regarding the potential to sunset the monthly water surcharge. In addition, ERWSD, SGM and CMD will develop criteria to be reviewed annually the summit water main upgrade and tank storage.

JOINT CMD AND CPOA ITEMS

Appeal and Board of County Commissioners' Hearing

Alan Pogue, legal counsel, discussed the topics related to the appeal and County Commissioner hearing, which is scheduled for September 20. The boards discussed the proceedings format, timeline, ADA special counsel, affidavits submitted on our behalf and a possible need for a special meeting before October 21, 2016 pending the BoCC decision..

Supplemental information was submitted to the county on Monday, September 12 further outlining CMD/CPOA positions and arguments. All submissions have been shared with the community and weekly updates continue. Residents of the Cordillera Community are encouraged to attend the County Commissioners hearing to participate in the public process and make their views known. We understand that time for public comment may be limited, so anyone who wishes to speak should plan on making their comments in a concise and straightforward manner. Finally, we encourage all who speak, to be respectful not only to the County Commissioners, but to all parties and individuals participating in the hearing.

Rachel Oys, Ed Shriner, Bob Egan, Tom Wilner (via phone) and Jens Werner (representing Cordillera) met with Ed Stoner, Scott Miller and Mark Wurzer (representing the Vail Daily Editorial Board) to provide concise communication face to face, convey the position of the CMD and CPOA Boards, and create/foster a positive relationship with the Vail Daily.

2017 Draft Budget

Rachel Oys, General Manager, presented the 2017 planning budget calendar followed by a discussion on personnel benefits including medical, dental and vision. Hays, the District's insurance broker, is actively pursuing quotes from other providers to avoid a 38% increase. General Manager Oys discussed the benefits of a level funded plan with Cigna and the long term goal be on a partially funded plan. A summary was provided for wages, merit and key departmental highlights. All of which will be more thoroughly discussed at the budget hearing scheduled for October 21, 2016. The projected 2017 budget was included in the board financials.

ADMINISTRATIVE/LEGAL UPDATES

- A special board meeting is scheduled for Thursday, September 22 to tour CMD and CPOA facilities and review the draft 2017 capital improvement projects.
- We need 100 orders for Supra Boxes before we place the order. We currently have very few orders.
- Project update: Black Bear clean-up will be accomplished with pile burning through winter. The project is estimated to cost \$15,000. Additional information will be forthcoming.
- The curb improvements at the Ranch gate will be completed by CMD Community Operations staff.
- ATV vehicles are not allowed on the roadways nor on the trails. Signage needs to be installed.

ADJOURNMENT

Director George moved to adjourn the Regular Meeting of the Cordillera Metropolitan District.
Seconded by Director Davies.

Upon motion duly made and seconded, the Board voted unanimously to
Adjourn the Regular Meeting of the Cordillera Metropolitan District at 12:02
p.m. on Friday, September 16, 2016.

Respectfully submitted,

Jaime Walker
Communications Manager

DRAFT

CORDILLERA METROPOLITAN DISTRICT
SPECIAL BOARD MEETING MINUTES
THURSDAY, SEPTEMBER 22, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Special Meeting of the Board of Directors of the Cordillera Metropolitan District (CMD) was called and held on Thursday, September 22, 2016 in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Robert Egan, President
Judith McBride, Treasurer
David Bentley, Vice President

Absent: David Davies, Secretary
Kitty George, Assistant Treasurer & Assistant Secretary

ALSO PRESENT

CPOA Board Members: Ed Shriner, Larry Brooks, and Lois Bruce

OTHERS PRESENT

Rachel Oys, General Manager; Jaime Walker, Communications Manager; Kirk Pliske, Public Safety Director; Trevor Broersma, Facilities & Operations Manager; Joe Helminski, Recreation Director; Aubrey Lewis, Recreation Assistant Manager; and Scott Proper, Finance Director.

CALL TO ORDER

Director Egan called to order the Special Meeting of the Cordillera Metropolitan District at 9:01 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Egan noted for the record a quorum was present for the purpose of doing the business of the Cordillera Metropolitan District.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCE OF THE MEETING.

All board members acknowledged receiving notice of the special meeting at least 72 hours in advance. No conflicts of interest were noted.

APPROVAL OF AGENDA

September 22, 2016 Special Meeting Agenda

Director Bentley moved to approve the September 22, 2016 Special Meeting Agenda. Seconded by Director McBride.

Upon motion duly made and seconded, the Board voted unanimously.

Approved the September 22, 2016 Special Meeting Agenda.

FACILITY TOUR

Board Members toured Cordillera facilities with staff.

CONTINUATION

Director Bentley moved to continue the meeting until Friday, September 23, 2016 at 7:30 a.m.
Seconded by Director McBride.

Upon motion duly made and seconded, the Board voted unanimously to
Continue the Special Meeting of the Cordillera Metropolitan District until Friday,
September 23, 2016 at 7:30 a.m.

Special Meeting Continued Friday, September 23, 2016

ATTENDANCE

Present: Robert Egan, President
Judith McBride, Treasurer
David Bentley, Vice President
Kitty George, Assistant Treasurer & Assistant Secretary
David Davies, Secretary (via telephone)

ALSO PRESENT

CPOA Board Members: Ed Shriner, Larry Brooks, Nanette Kuich, Lois Bruce, Rick Smith (via telephone)

OTHERS PRESENT

Rachel Oys, General Manager; Alan Pogue (via telephone), Legal Counsel; Lew Harstead, Legal Counsel (via telephone)

CALL TO ORDER

Director Egan called to order the Special Meeting of the Cordillera Metropolitan District at 7:02 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Egan noted for the record a quorum was present for the purpose of doing the business of the Cordillera Metropolitan District.

CMD EXECUTIVE SESSION

7:32 a.m. Director Egan and Director McBride moved to enter Executive Session. Pursuant to 24-6-404(4)(b) C.R.S. to receive legal advice from legal counsel regarding the Lodge and Spa at Cordillera.
9:47 a.m. Director Egan and Director McBride move to conclude Executive Session.

ADJOURNMENT

Director Bentley moved to adjourn the Special Meeting of the Cordillera Metropolitan District.
Seconded by Director McBride.

Upon motion duly made and seconded, the Board voted unanimously to

Adjourn the Special Meeting of the Cordillera Metropolitan District at 9:47 a.m. on Friday, September 23, 2016.

Respectfully submitted,

Tracy Stowell
Executive Coordinator

DRAFT

CORDILLERA METROPOLITAN DISTRICT
SPECIAL BOARD MEETING MINUTES
WEDNESDAY, OCTOBER 12, 2016
0408 CARTERVILLE ROAD, CORDILLERA, COLORADO

The Special Meeting of the Board of Directors of the Cordillera Metropolitan District (CMD) was called and held on Wednesday, October 12, 2016 in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present: Robert Egan, President
Kitty George, Assistant Treasurer & Assistant Secretary
David Bentley, Vice President

Via Telephone: David Davies, Secretary
Judith McBride, Treasurer

ALSO PRESENT

CPOA Board Members: Ed Shriner; Rick Smith, Larry Brooks, and Lois Bruce (via telephone)

Others Present: Rachel Oys, General Manager; Alan Pogue, Legal Counsel (via telephone); Lew Harstead, Legal Counsel (via telephone)

CALL TO ORDER

Director Egan called to order the Special Meeting of the Cordillera Metropolitan District at 9:01 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Director Egan noted for the record a quorum was present for the purpose of doing the business of the Cordillera Metropolitan District.

ACKNOWLEDGEMENT OF RECEIPT OF NOTICE OF MEETING AT LEAST 72 HOURS IN ADVANCE OF THE MEETING.

All board members acknowledged receiving notice of the regular meeting at least 72 hours in advance. No conflicts of interest were noted.

APPROVAL OF AGENDA

October 12, 2016 Special Meeting Agenda

Director Bentley moved to approve the October 12, 2016 Special Meeting Agenda. Seconded by Director George.

Upon motion duly made and seconded, the Board voted unanimously.

Approved the October 12, 2016 Special Meeting Agenda.

CMD EXECUTIVE SESSION

9:00 a.m. Director Egan and Director McBride moved to enter Executive Session. Pursuant to 24-6-404(4)(b) C.R.S. to receive legal advice from legal counsel regarding the Lodge and Spa at Cordillera. Thomas Wilner, a member of the Legal Committee advising on the sale of the Lodge and Spa, was present by telephone from 9:15-9:32 am.

10:45 a.m. Director Egan and Director McBride move to conclude Executive Session.

MOTION TO AUTHORIZE JUDICIAL APPEAL

A motion to authorize an appeal of the County Commissioners' determination upholding County Staff's interpretation of the Cordillera P.U.D., pursuant to Rule 106(4)(a) of the Colorado Rules of Civil Procedure

Director Davies moved to authorize a judicial appeal of the County Commissioners' determination as provided for by Rule 106 of the Colorado Rules of Civil Procedure. The motion was seconded by Director George.

Upon motion duly made and seconded, the Board voted 4-1 (director Bentley opposed) to **Authorize** legal counsel to file an appeal of the County Commissioners' determination, pursuant to Rule 106 of the Colorado rules of Civil Procedure

MOTION TO DISSOLVE LEGAL COMMITTEE

A motion to dissolve the joint CMD-CPOA legal committee established on 3 June 2016.

Director McBride moved to dissolve the joint CMD-CPOA legal committee, established on 3 June 2016 to advise the Boards with respect to the appeal to the County Commissioners of County Staff's interpretation of the Cordillera P.U.D. The motion was seconded by Director Bentley.

Upon motion duly made and seconded, the Board voted unanimously to dissolve the joint CMD-CPOA legal committee.

MOTION REGARDING INSURANCE POLICY ANNUAL REVIEW

A motion to modify CMD insurance policies as part of the annual review of CMD coverages and to direct staff to obtain information on additional policy options from alternative carriers.

Director McBride moved to authorize staff to obtain additional general liability coverage as part of the CMD's annual review of its insurance policies, and to direct staff to obtain information and quotes on other policy options, including but not limited to umbrella coverage, from alternative carriers. The motion was seconded by Director Bentley and passed unanimously.

ADJOURNMENT

Director George moved to adjourn the Special Meeting of the Cordillera Metropolitan District. Seconded by Director Bentley.

Upon motion duly made and seconded, the Board voted unanimously to **Adjourn** the Special Meeting of the Cordillera Metropolitan District at 10:50 a.m. on Wednesday, October 12, 2016.

Respectfully submitted,

Tracy Stowell
Executive Coordinator

**Cordillera Property Owners Association
Schedule of Revenue & Expenditures and Changes in Fund Balance
2016 Projected Actual and 2017 Proposed Budget**

	12/31/2015 Unaudited Fund Bal	2016 Projected Actual				12/31/2016 Projected Fund Bal	2017 Proposed Budget				12/31/2017 Projected Fund Bal
		Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal		Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal	
CPOA											
Operating Fund	402,525	3,156,354	(3,616,652)	460,298	0	402,525	3,081,496	(3,431,467)	349,971	0	402,525
Capital & Debt Reserve	2,278,307	1,250,000	(408,725)	(860,298)	(19,023)	2,259,284	1,250,000	(617,370)	(749,971)	(117,341)	2,141,943
	2,680,832	4,406,354	(4,025,377)	(400,000)	(19,023)	2,661,809	4,331,496	(4,048,837)	(400,000)	(117,341)	2,544,468

Cordillera Property Owners Association
Balance Sheet
9/30/2016
Unaudited

ASSETS

CASH

Operating Cash 3,917,219

Total Cash 3,917,219

OTHER CURRENT ASSETS

Due to/from CMD (673,642)
 Petty Cash 200
 Accounts Receivable 373,402
 Vail Club Receivables 79,645
 Year End Receivables 0
 Allowance for Doubtful Accounts (25,000)
 Accounts Receivable - RETA 0
 Allowance for Doubtful Accounts 0
 DRB Fines Receivable 5,000
 Cordy Camp Receivables 0
 Prepaid Expenses 5,134
 Prepaid Accrued Interest (0)
 Prepaid Federal & State Income Taxes 0
 AR Clearing 2,651

Total Other Current Assets (232,611)

Total Current Assets 3,684,608

FIXED ASSETS

Equipment 52,894
 Accumulated Depreciation (329,939)
 Accumulated Depreciation (503,342)
 Leasehold Improvements - Vail Club 569,689
 Market/Post Office 1,075,734

Total Fixed Assets less Depreciation 865,036

Total Assets 4,549,644

LIABILITIES & EQUITY

CURRENT LIABILITIES

DRB Interest Payable 15,298
 DRB Deposits 501,589
 Gratuities Payable 100
 Deferred Revenue 0
 Sales Tax Payable 0
 Year End Payables 18,600
 Accounts Payable (4,825)
 Accounts Payable - Credit Cards 6,193
 Deposits 6,667

Total Current Liabilities 543,621

Fund Balance

Working Capital 401,525
 Investment in Fixed Assets 865,036
 Capital Reserve - Operating Fund 2,278,305
 Revenues Over/(Under) Expenditures 461,157

Total Fund Balance 4,006,023

Total Liabilities and Equity 4,549,644

Cash and Investment Accounts - Detail

Operating Checking Alpine Bank 1,184,384
 Money Market - Alpine - Replacement Fund 93,865
 Money Market - Paine Webber 40
 Charles Schwab MM 1,000,773
 Charles Schwab CD's 0
 Paypal 0
 CD - Alpine Bank 0
 Alpine Bank - RETA Account 1,638,157
3,917,219

Cordillera Property Owners Association
 General Fund
 Statement of Revenue, Expenditures and Changes in Fund Balance
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	YTD Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent		
Revenues								
Assessments	2,150,500	2,150,000	2,141,600	2,141,300	(300)	100%	2,147,200	0.3%
Communications Contributions	33,035	61,074	61,074	0	(61,074)	0%	0	-100.0%
DRB Revenue	78,283	65,650	65,650	35,546	(30,104)	54%	62,000	-5.6%
Community Assets	135,478	115,969	122,864	1,835	(121,029)	1%	118,594	-3.5%
Vail Gondola Club Revenue	661,006	635,195	637,380	616,266	(21,114)	97%	644,752	1.2%
Other Revenue	134,480	127,786	127,786	56,535	(71,251)	44%	108,950	-14.7%
Total Revenues	3,192,783	3,155,674	3,156,354	2,851,482	(304,872)	90%	3,081,496	-2.4%
Expenditures								
Administrative Expenses								
Administration Contract CMD	1,258,267	1,145,175	1,190,923	892,720	298,203	75%	1,093,447	-8.2%
River Parcel Management	27,096	26,215	26,215	21,326	4,889	81%	28,525	8.8%
DRB Expenses	62,841	71,440	71,440	41,383	30,058	58%	67,430	-5.6%
Other Operating Expenses	260,625	181,724	332,174	135,100	197,074	41%	250,515	-24.6%
Trash and Recycle Program	124,003	130,545	130,545	72,574	57,971	56%	151,308	15.9%
Vail Gondola Club	617,129	589,822	589,830	399,563	190,266	68%	596,112	1.1%
Community Assets	941,670	947,506	952,860	795,896	156,964	84%	953,839	0.1%
Communications	270,083	293,418	323,418	165,553	157,865	51%	292,768	-9.5%
Total Administrative Expenses	3,561,714	3,385,844	3,617,404	2,524,114	1,093,290	70%	3,433,944	-5.1%
Post Office Revenue	41,414	37,634	37,634	22,794	14,840	61%	39,356	4.6%
Post Office Expenses	39,638	36,882	36,882	27,272	9,610	74%	36,879	0.0%
Net Post Office Revenue (Expense)	1,776	752	752	(4,478)	5,230		2,477	
Total Expenditures	3,559,938	3,385,092	3,616,652	2,528,592	1,088,060	70%	3,431,467	-5.1%
Revenue Over (Under) Expenditures	(367,155)	(229,418)	(460,298)	322,890	783,188		(349,971)	-24.0%
Beginning Fund Balance	402,525	402,525	402,525	402,525			402,525	
Transfer From (To) the Capital Reserve	367,155	229,418	460,298	0	460,298		349,971	
Ending Available Cash Balance	402,525	402,525	402,525	725,415	322,890		402,525	

	2015 Actual	2016 Original Budget	2016 Projected Actual	YTD Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Over (Under) 2016 Projection	\$ Amount 2017 Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Assessments	2,371,600	2,374,400	2,366,000	2,366,000	0	100.0%	2,371,600	0.2%	5,600
Assessment Discounts	(221,100)	(224,400)	(224,400)	(224,700)	(300)	100.1%	(224,400)	0.0%	-
Net Assessments	2,150,500	2,150,000	2,141,600	2,141,300	(300)	2	2,147,200	0.3%	5,600
Communications Contributions									
DRB Review Fees	33,035	61,074	61,074	0	(61,074)	0.0%	-	-100.0%	(61,074)
Vail Gondola Club	78,283	65,650	65,650	35,546	(30,104)	54.1%	62,000	-5.6%	(3,650)
	661,006	635,195	637,380	616,266	(21,114)	96.7%	644,752	1.2%	7,372
Community Assets									
Short Course	64,953	38,644	38,644	-	(38,644)	0.0%	31,644		(7,000)
Athletic Center	2,845	1,720	1,720	1,140	(580)	66.3%	1,750	1.7%	30
Trailhead	67,680	75,605	82,500	695	(81,805)	0.8%	85,200	3.3%	2,700
Subtotal Community Assets	135,478	115,969	122,864	1,835	(121,029)	1.5%	118,594	-3.5%	(4,270)
Other Revenue									
Interest Income	1,281	1,000	1,000	855	(145)	85.5%	1,000	0.0%	-
Late Fees,penalty Interest and Other Revenue	78,273	71,500	71,500	28,841	(42,659)	40.3%	50,000	-30.1%	(21,500)
Fishing Program Revenues	0			500	500				
Market & Café Revenue	10,800	11,400	11,400	5,800	(5,600)	50.9%	13,200	15.8%	1,800
Fishing & Recreation Contribution	3,587	3,886	3,886	0	(3,886)	0.0%	3,670	-5.6%	(216)
Sales Center Lease	40,540	40,000	40,000	20,540	(19,460)	51.3%	41,080	2.7%	1,080
Subtotal Other Revenue	134,480	127,786	127,786	56,535	(71,251)	44.2%	108,950	-14.7%	(18,836)
Total Revenues	3,192,783	3,155,674	3,156,354	2,851,482	(304,872)	90.3%	3,081,496	-2.4%	(74,858)
Expenses									
Administration Contract CMD	1,258,267	1,145,175	1,190,923	892,720	298,203	75.0%	1,093,447	-8.2%	(97,476)
River Parcel & Pond Management	27,096	26,215	26,215	21,326	4,889	81.4%	28,525	8.8%	2,310
Trash and Recycle Program	124,003	130,545	130,545	72,574	57,971	55.6%	151,308	15.9%	20,763
Design Review Board Expenses									
Architect Fees	8,537	10,800	10,800	7,559	3,242	70.0%	9,600	-11.1%	(1,200)
Landscape Architect Fees	2,680	2,880	2,880	1,833	1,047	63.7%	2,070	-28.1%	(810)
DRB - Consulting Fees	0								
DRB Meeting Expenses	487	660	660	217	443	32.9%	660	0.0%	-
DRB - Legal Fees	0	4,700	4,700	826	3,874	17.6%	4,700	0.0%	-
DRB Administration	51,137	52,400	52,400	30,948	21,452	59.1%	50,400	-3.8%	(2,000)
Subtotal Design Review Board Expenses	62,841	71,440	71,440	41,383	30,058	57.9%	67,430	-5.6%	(4,010)
Other Operating Expenses									
Insurance Expenses	57,791	62,121	62,121	46,177	15,944	74.3%	62,121	0.0%	-
Audit/Tax Prep Fees	9,175	9,100	9,550	9,550	0	100.0%	9,100	-4.7%	(450)
Legal Fees - General	67,172	38,700	188,700	28,448	160,252	15.1%	118,700	-37.1%	(70,000)
Bad Debt Expense	18,791			0	0				-
Bank Charges	2,500	3,000	3,000	0	3,000	0.0%	3,000	0.0%	-
Depreciation Expense	28,091	-	-	0					-
Cordillera Post Office & Market - Utilities	26,500	23,131	23,131	15,075	8,056	65.2%	25,467	10.1%	2,336
Cafe & Post Office Repairs	14,512	-	-	161	(161)		-		-
Cafe - Coffee & Newspapers	1,809	2,142	2,142	723	1,419	33.8%	2,256	5.3%	114
General Store Utilities	8,282	6,610	6,610	7,013	(403)	106.1%	8,726	32.0%	2,116
Community Enrichment Events	23,772	35,150	35,150	26,305	8,845	74.8%	19,375	-44.9%	(15,775)
Credit Card Discount Fees	2,155	1,400	1,400	1,631	(231)	116.5%	1,400	0.0%	-
Communications & Website Expense	0	370	370	0	370	0.0%	370		-
Misc. Operating Expenses	75			16	(16)				-
Subtotal - Other Operating Expenses	260,625	181,724	332,174	135,100	197,074	40.7%	250,515	-24.6%	(81,659)
Post Office Revenues	41,414	37,634	37,634	22,794	(14,840)	60.6%	39,356	4.6%	1,722
Post Office Operations	39,638	36,882	36,882	27,272	9,610	73.9%	36,879	0.0%	(3)
Subtotal - Post Office	(1,776)	(752)	(752)	4,478	(5,230)		(2,477)	229.4%	(1,725)
Vail Gondola Club Expenses	617,129	589,822	589,830	399,563	190,266	67.7%	596,112		6,282
Community Assets									
Recreation Management - Wages & Benefits	76,527	68,034	68,034	50,118	17,916	73.7%	64,642	-5.0%	(3,392)
Short Course	497,005	481,144	481,144	456,355	24,789	94.8%	433,739	-9.9%	(47,405)
Athletic Center	205,445	217,590	221,937	154,750	67,187	69.7%	243,407	9.7%	21,470
Trailhead	162,693	180,738	181,745	134,674	47,072	74.1%	212,051	16.7%	30,306
Subtotal Community Assets	941,670	947,506	952,860	795,896	139,047	83.5%	953,839	0.1%	979
Communication Expenses									
Program Staff	90,989	108,850	108,850	51,666	57,184	47.5%	115,680	6.3%	6,830
Staff Benefits	20,185	30,642	30,642	9,006	21,636	29.4%	23,637	-22.9%	(7,005)
Advertising	34,509	39,973	39,973	12,058	27,915	30.2%	42,428	6.1%	2,455
Public Relations	59,687	65,695	95,695	61,571	34,124	64.3%	52,600	-45.0%	(43,095)
Broker Program	0			0	0				-
Collateral	24,862	19,500	19,500	7,952	11,548	40.8%	14,615	-25.1%	(4,885)
Promotions	9,316	14,550	14,550	2,413	12,137	16.6%	27,900	91.8%	13,350
Production	6,336	1,881	1,881	1,850	31	98.3%	2,683	42.6%	802
Web Site	24,130	12,327	12,327	19,037	(6,710)	154.4%	13,225	7.3%	898
Creative/Photography	70			0	0				-
Subtotal - Communication	270,083	293,418	323,418	165,553	157,865	51.2%	292,768	-9.5%	(30,650)
Total Expenditures	3,559,938	3,385,092	3,616,652	2,528,592	1,070,144	69.9%	3,431,467	-5.1%	(185,185)
Revenue Over (Under) Expenditures	(367,155)	(229,418)	(460,298)	322,890	783,188		(349,971)	-24.0%	110,327
Beginning Fund Balance	402,525	402,525	402,525	402,525	0		402,525		
Transfer from (to) the Capital Reserve	367,155	229,418	460,298		460,298		349,971		

Ending Cash Balance

	2015 Actual	2016 Original Budget	2016 Projected Actual	YTD Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Over (Under) 2016 Projection		\$ Amount 2017 Over (Under) 2016 Projection	
					Variance Favorable (Unfavorable)	Actual % Received or Spent					
	402,525	402,525	402,525	725,415	322,890		402,525				

Cordillera Property Owners Association
 Debt Service & Capital Reserve Fund
 Statement of Revenue, Expenditures and Changes in Fund Balance
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenue									
Real Estate Transfer Assessments	1,334,461	1,250,000	1,250,000	382,456	(867,544)	30.6%	1,250,000	0.0%	0
Interest Income									
Total Revenues	1,334,461	1,250,000	1,250,000	382,456	(867,544)		1,250,000		0
Expenditures									
Healthy Forest Program	69,279	83,900	83,900	6,500	77,400	7.7%	66,770	-20.4%	(17,130)
Engineering		9,000	9,000				9,000	0.0%	0
ACC Projects	173,428	220,085	220,085	145,299	74,786	66.0%	161,050	-26.8%	(59,035)
Trailhead Projects	12,912	95,740	95,740	92,391	3,349	96.5%	296,550	209.7%	200,810
Short Course Projects	32,566	0	0	0	0		84,000		84,000
Total Capital Projects	288,185	408,725	408,725	244,189	164,536	59.7%	617,370		208,645
Debt Service	400,000	400,000	400,000	0	400,000	0.0%	400,000	0.0%	0
Transfer to (From) CPOA	364,205	229,418	460,298		460,298	0.0%	349,971	-24.0%	(110,327)
Total Expenditures	1,052,390	1,038,143	1,269,023	244,189	1,024,834		1,367,341		
Revenue Over (Under) Expenditures	282,071	211,857	(19,023)	138,267	157,290		(117,341)	516.8%	(98,318)
Depreciation (added for Cash Basis)	84,960								
Beginning Available Fund Balance	1,911,274	2,135,543	2,278,307	2,277,805	(502)		2,259,284		
Ending Available Fund Balance	2,278,305	2,347,400	2,259,284	2,416,072	156,788		2,141,943		

Cordillera Property Owners Association
Gondola Club
Statement of Revenue, Expenditures and Changes in Fund Balance
Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Over (Under) 2016 Projection	\$ Amount 2017 Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Membership Revenue	39,000	20,000	20,000	(2,750)	(22,750)	-13.8%	20,000	0.0%	0
Membership Dues	594,075	597,126	599,311	600,191	880	100.1%	604,102	0.8%	4,791
Locker Rental Revenue	7,925	8,730	8,730	10,321	1,591	118.2%	11,250	28.9%	2,520
Seasonal Lease Revenue	20,006	9,339	9,339	8,504	(835)	91.1%	9,400	0.7%	61
Total Revenues	661,006	635,195	637,380	616,266	(21,114)	96.7%	644,752	1.5%	7,372
Expenses									
Vail Gondola Club Wages	90,193	115,975	115,975	65,254	50,721	56.3%	107,128	-7.6%	(8,847)
Vail Gondola Club Benefits	13,982	19,151	19,151	16,123	3,028	84.2%	20,395	6.5%	1,244
Subtotal Wages & Benefits	104,175	135,127	135,127	81,378	53,749	60.2%	127,523	-5.6%	(7,604)
Lease	279,400	290,748	290,748	218,068	72,680	75.0%	299,479	3.0%	8,731
Lease Securitization Cost	0	0	0	0	0	0%	0	0%	0
Subtotal Lease	279,400	290,748	290,748	218,068	72,680	75.0%	299,479	3.0%	8,731
Common Area Maintenance	60,349	62,173	62,173	44,230	17,943	71.1%	62,479	0.5%	306
Repair & Maintenance	9,715	11,805	11,805	7,809	3,996	66.1%	12,375	4.8%	570
Subtotal CAM & Repair & Maint.	70,064	73,978	73,978	52,039	21,939	70.3%	74,854	1.2%	876
Depreciation	56,869			0					0
Member Entertainment	13,000	19,500	5,900	0	5,900	0.0%	4,500	-23.7%	(1,400)
Daily F&B	41,718	38,408	52,000	37,659	14,341	72.4%	54,766	5.3%	2,766
Subtotal Member Expenses	54,718	57,908	57,900	37,659	20,241	65.0%	59,266	2.4%	1,366
Vail Gondola Club Marketing/Promo	14,411	6,300	6,300	25	6,275	0.4%	6,300	0.0%	0
Dues & Subscriptions	355	500	500	0	500	0.0%	500	0.0%	0
Flowers & Decorations	0	300	300	0	300	0.0%	300	0.0%	0
License, Fees & Permits	318	325	341	341	0	100.0%	325	-4.7%	(16)
Legal	0	2,500	2,500	0	2,500	0.0%	2,500	0.0%	0
Insurance	1,400	1,400	1,400	0	1,400	0.0%	1,400	0.0%	0
Telephone, Cable & Internet	2,499	2,874	2,874	2,850	24	99.2%	4,260	48.2%	1,386
Supplies	9,365	8,956	8,956	4,009	4,947	44.8%	8,716	-2.7%	(240)
Mileage & Parking	7,310	7,804	7,804	3,071	4,733	39.4%	9,304	19.2%	1,500
Uniforms	709	1,102	1,102	123	979	11.2%	1,385	25.7%	283
Subtotal Other Operating Expense	36,366	32,061	32,077	10,419	21,658	32.5%	34,990	9.1%	2,913
Total Operating Expenses	601,593	589,822	589,830	399,563	190,266	67.7%	596,112	1.1%	6,282
Capital Expenses									
Paint VGC	7,550	0	0	0	0	0%	0	0%	0
Fixtures & Furniture	7,987	0	0	0	0	0%	0	0%	0
Total Capital Expenses	15,537	0	0	0	0	0%	0	0%	0
Total Expenses	617,129	589,822	589,830	399,563	190,266	67.7%	596,112	1.1%	6,282
Revenue Over (Under) Expenditures	43,877	45,373	47,550	216,703	169,153		48,640	2.3%	1,090

Cordillera Property Owners Association
Athletic Center
Statement of Revenue, Expenditures and Changes in Fund Balance
Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Class Revenue	0			0	0				
Personal Training Revenue	2,845	1,720	1,720	1,140	(580)	66.3%	1,750	1.74%	30
Total Revenues	2,845	1,720	1,720	1,140	(580)	66.3%	1,750	1.74%	30
Expenditures									
Wages	62,332	66,406	66,406	43,248	23,158	65.1%	82,467	24.19%	16,061
OT Wages	1,366	1,785	1,785	2,995	(1,210)	167.8%	0	-100.00%	(1,785)
Benefits	14,494	14,902	14,902	12,204	2,698	81.9%	14,598	-2.04%	(304)
Subtotal Wages & Benefits	78,192	83,093	83,093	58,447	24,645	70.3%	97,065	16.82%	13,972
Telephone, Cable & Internet	9,016	5,939	5,939	4,946	993	83.3%	8,759	47.48%	2,820
Licenses, Fees & Permits	271	0	230	230	0	100.0%	0		(230)
Laundry Expense	11,154	12,120	13,500	9,331	4,169	69.1%	16,596	22.93%	3,096
Linen	1,675	1,830	2,400	2,403	(3)	100.1%	2,230	-7.08%	(170)
Locker Room Supplies	6,487	6,223	7,500	6,459	1,042	86.1%	6,371	-15.05%	(1,129)
Office Supplies	1,117	575	811	811	(0)	100.0%	700	-13.69%	(111)
Uniforms	383	240	240	211	29	87.8%	600	150.00%	360
Pool & Spa Supplies	2,003	3,769	3,769	1,351	2,418	35.8%	3,345	-11.25%	(424)
Coffee & Snacks	5,060	4,846	5,500	4,947	553	89.9%	5,648	2.69%	148
Pest Control	94	0	0	96	(96)		0		0
Trash Removal	150	189	189	100	89	52.9%	200	5.82%	11
Fire Protection	1,926	0	0	0	0		0		0
Subtotal Operating Expenses	39,336	35,731	40,078	30,884	9,194	77.1%	44,449	10.91%	4,371
Equipment Maintenance	1,196	2,350	2,350	1,298	1,052	55.2%	2,390	1.70%	40
Landscaping	6,979	14,730	14,730	11,257	3,473	76.4%	13,355	-9.33%	(1,375)
Boiler R&M	0	0	0	0	0		0		0
Elevator Maintenance	3,572	2,532	2,532	1,249	1,283	49.3%	2,600	2.69%	68
Parking Lot Maintenance	736	740	740	570	170	77.0%	740	0.00%	0
Facilities R&M	4,336	7,618	7,618	5,599	2,019	73.5%	10,551	38.50%	2,933
Facility Parts & Supplies	2,144	2,254	2,254	1,041	1,213	46.2%	3,214	42.59%	960
HVAC R&M	0	0	0	0	0		0		0
Pool & Spa R&M	3,511	3,436	3,436	8,037	(4,601)	233.9%	4,212	22.58%	776
Subtotal Repair & Maintenance Expense	22,473	33,660	33,660	29,051	4,609	86.3%	37,062	10.11%	3,402
Fitness Supplies	1,580	2,072	2,072	706	1,367	34.0%	2,035	-1.79%	(37)
Fitness Instructions	4,689	4,800	4,800	2,761	2,039	57.5%	4,800	0.00%	0
Subtotal Fitness Expenses	6,269	6,872	6,872	3,467	3,406	50.4%	6,835	-0.54%	(37)
Electricity	23,907	23,429	23,429	13,587	9,842	58.0%	24,456	4.38%	1,027
Natural Gas	27,647	26,997	26,997	12,959	14,038	48.0%	25,080	-7.10%	(1,917)
Water	7,621	7,808	7,808	6,354	1,454	81.4%	8,460	8.35%	652
Subtotal Utilities	59,175	58,234	58,234	32,901	25,333	56.5%	57,996	-0.41%	(238)
Total Operating Expenses	205,445	217,590	221,937	154,750	67,187	69.7%	243,407	9.67%	21,470
Net Operating Revenue (Expense)	(202,600)	(215,870)	(220,217)	(153,610)	68,180	69.8%	(241,657)	9.74%	(21,440)
Capital Expenses									
2017 Projects							161,050		
Steam Generator Replacement	11,802			0	0				
ACC Steam Room Remodel	30,611			0	0				
Pool & Spa Replaster	36,715			0	0				
ACC Remodel/Renovation	63,984	220,085	220,085	145,299	74,786	66.0%			
Weight & Cardio Equipment Purchases	0			0	0				
Pool Boiler/Water Heater Replacement	22,283			0	0				
Concept Design - Addition/Remodel	8,033			0	0				
Total Capital Expenses	173,428	220,085	220,085	145,299	74,786	66.0%	161,050		
Total Expenditures	378,873	437,675	442,022	300,048	141,973	67.9%	404,457	-8.50%	(37,565)
Revenue Over (Under) Expenditures	(376,028)	(435,955)	(440,302)	(298,908)	141,393		(402,707)	-8.54%	37,595

Cordillera Property Owners Association
 Trailhead
 Statement of Revenue, Expenditures and Changes in Fund Balance
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Cordillera Day Camp Revenue	67,180	74,505	81,400	0	(81,400)	0.0%	83,550	2.64%	2,150
Facility Fees	500	1,100	1,100	695	(405)	63.2%	1,650	50.00%	550
Trailhead Rental	0			0	0				
Donation for Equipment	0			0	0				
Total Revenues	<u>67,680</u>	<u>75,605</u>	<u>82,500</u>	<u>695</u>	<u>(81,805)</u>	<u>0.8%</u>	<u>85,200</u>	<u>3.27%</u>	<u>2,700</u>
Expenses									
Wages	58,637	65,574	65,574	43,317	22,257	66.1%	78,278	19.37%	12,704
OT Wages	3,299	3,027	3,027	2,079	948	68.7%	0	-100.00%	(3,027)
Benefits	5,814	6,253	6,253	4,370	1,883	69.9%	12,497	99.85%	6,244
Subtotal Wages & Benefits	<u>67,749</u>	<u>74,854</u>	<u>74,854</u>	<u>49,766</u>	<u>25,088</u>	<u>2</u>	<u>90,775</u>	<u>21.27%</u>	<u>15,921</u>
Telephone, Cable & Internet	3,512	2,669	2,669	1,902	767	71.3%	3,299	23.60%	630
Licenses, Fees & Permits	3,880	3,725	3,725	108	3,617	2.9%	4,178	12.16%	453
Laundry Expense	5,546	5,826	5,826	6,661	(835)	114.3%	9,000	54.48%	3,174
Locker Rooms Supplies	841	1,104	1,104	1,095	9	99.2%	1,500	35.87%	396
Linen		600	600	644	(44)	107.3%	2,140		1,540
Office Supplies	324	442	442	61	381	13.7%	1,775	301.58%	1,333
Uniforms	882	1,135	1,135	1,155	(20)	101.7%	1,240	9.25%	105
Pool & Spa Supplies	5,433	5,254	5,254	1,086	4,168	20.7%	5,673	7.97%	419
Landscaping	12,863	19,009	19,009	15,377	3,632	80.9%	20,784	9.34%	1,775
Pest Control	0	0	0	0	0		0		0
Fire Protection	1,682	1,492	1,492	0	1,492	0.0%	0	-100.00%	(1,492)
Subtotal Operating Expenses	<u>34,962</u>	<u>41,256</u>	<u>41,256</u>	<u>28,088</u>	<u>13,168</u>	<u>68.1%</u>	<u>49,589</u>	<u>20.20%</u>	<u>8,333</u>
Parking Lot Maintenance	925	925	925	570	355	61.6%	765	-17.30%	(160)
Facilities R&M	4,248	3,978	4,972	5,056	(84)	101.7%	9,293	86.91%	4,321
Facility Parts & Supplies	957	531	531	108	423	20.3%	930	75.14%	399
Pool & Spa R&M	1,948	4,751	4,751	9,599	(4,848)	202.0%	5,648	18.88%	897
Subtotal Repair & Maintenance Expense	<u>8,078</u>	<u>10,185</u>	<u>11,179</u>	<u>15,332</u>	<u>(4,153)</u>	<u>137.2%</u>	<u>16,636</u>	<u>48.81%</u>	<u>5,457</u>
Electricity	9,359	9,420	9,420	5,666	3,754	60.1%	10,068	6.88%	648
Natural Gas	8,504	10,082	10,082	5,629	4,453	55.8%	8,916	-11.57%	(1,166)
Trash Removal		190	190		190	0.0%	190		0
Water	11,240	9,142	9,142	9,575	(433)	104.7%	10,572	15.64%	1,430
Subtotal Utilities	<u>29,102</u>	<u>28,834</u>	<u>28,834</u>	<u>20,870</u>	<u>7,964</u>	<u>72.4%</u>	<u>29,746</u>	<u>3.16%</u>	<u>912</u>
Background Checks	382	516	516	358	158	69.4%	465	-9.88%	(51)
Training & Education	815	1,575	1,575	751	824	47.7%	1,555	-1.27%	(20)
Day Camp - License	121	121	134	134	0	100.0%	134	0.00%	0
Advertising	1,966	2,320	2,320	2,277	43	98.1%	2,550	9.91%	230
Inspection Fees	60	60	60	60	0	100.0%	60	0.00%	0
Camp Games, Supplies, and Snacks	1,925	3,255	3,255	2,770	485	85.1%	3,930	20.74%	675
Day Camp Clinics	11,898	10,476	10,476	7,810	2,666	74.6%	9,761	-6.83%	(715)
Camp Transportation	5,637	7,286	7,286	6,457	829	88.6%	6,850	-5.98%	(436)
Subtotal Camp Expenses	<u>22,803</u>	<u>25,609</u>	<u>25,622</u>	<u>20,617</u>	<u>5,005</u>	<u>80.5%</u>	<u>25,305</u>	<u>-1.24%</u>	<u>(317)</u>
Total Operating Expenses	<u>162,693</u>	<u>180,738</u>	<u>181,745</u>	<u>134,674</u>	<u>47,072</u>	<u>74.1%</u>	<u>212,051</u>	<u>16.67%</u>	<u>30,306</u>
Net Operating Revenue (Expense)	<u>(95,013)</u>	<u>(105,133)</u>	<u>(99,245)</u>	<u>(133,979)</u>	<u>(128,877)</u>	<u>135.0%</u>	<u>(126,851)</u>	<u>27.82%</u>	<u>(27,606)</u>
Capital Expenses									
2017 Projects							296,550		
Concrete Fill & Repair		24,100	24,100	25,975	(1,875)	107.8%			
Carpet Replacement		12,800	12,800	11,002	1,798	86.0%			
Trailhead - Parking Lot Paving & Repair				0	0				
Lightning Detection	9,154			0	0				
Major Pool Repairs	3,759			0	0				
Log Work & Decking & Staining		58,840	58,840	55,414	3,426	94.2%			
Total Capital Expenses	<u>12,912</u>	<u>95,740</u>	<u>95,740</u>	<u>92,391</u>	<u>3,426</u>	<u>96.5%</u>	<u>296,550</u>	<u>209.75%</u>	<u>200,810</u>
Total Expenditures	<u>175,605</u>	<u>276,478</u>	<u>277,485</u>	<u>227,064</u>	<u>50,498</u>	<u>81.8%</u>	<u>508,601</u>	<u>83.29%</u>	<u>231,116</u>
Revenue Over (Under) Expenditures	<u>(107,925)</u>	<u>(200,873)</u>	<u>(194,985)</u>	<u>(226,369)</u>	<u>(31,384)</u>		<u>(423,401)</u>	<u>117.14%</u>	<u>(228,416)</u>

Cordillera Property Owners Association
Short Course
Statement of Revenue, Expenditures and Changes in Fund Balance
Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		2017 Proposed Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Expense Reimbursement	30,497	31,144	31,144	0	(31,144)	0.0%	31,644	1.61%	500
Revenue Sharing	34,456	7,500	7,500	0	(7,500)	0.0%	0	-100.00%	(7,500)
Total Revenues	64,953	38,644	38,644	0	(38,644)	0.0%	31,644	-18.11%	(7,000)
Expenditures									
Wages & Benefits									
Short Course Contract	425,000	425,000	425,000	425,000	0	100.0%	375,000	-11.76%	(50,000)
Property Taxes			2,095	2,095	(0)	100.0%	2,095	0.00%	0
Pro Shop Rent	10,500	10,500	10,500	0	10,500	0.0%	10,500	0.00%	0
Course & Range Supplies	0			0	0				0
Dues & Subscriptions			16	16	0	100.0%			(16)
Fire Protection Expenses	1,116	1,054	1,054	896	158	85.0%	1,054	0.00%	0
Facilities R&M	6,895	638	638	327	311	51.2%	1,138	78.37%	500
Facilities Parts & Supplies	3	0	0	0	0		0		0
Subtotal Repair & Maintenance Expense	6,898	638	638	327	311	51.2%	1,138	78.37%	500
Telephone, Cable & Internet	4,168	4,428	4,428	1,109	3,319	25.0%	4,428	0.00%	0
Natural Gas	1,158	1,156	1,156	476	680	41.2%	1,156	0.00%	0
Electric - Comfort Station	682	828	828	175	653	21.1%	828	0.00%	0
Electric - Pump Station	9,909	6,324	6,324	378	5,946	6.0%	6,324	0.00%	0
Electricity	1,860	2,208	2,208	619	1,589	28.0%	2,208	0.00%	0
Water	3,999	4,008	4,008	986	3,022	24.6%	4,008	0.00%	0
Subtotal Telephone & Utilities	21,775	18,952	18,952	3,742	15,210	19.7%	18,952	0.00%	0
Irrigation Water	31,716	25,000	25,000	24,279	721	97.1%	25,000	0.00%	0
Total Operating Expenses	497,005	481,144	481,144	456,355	26,900	94.8%	433,739	-9.85%	(47,405)
Net Operating Revenue (Expense)	(432,052)	(442,500)	(442,500)	(456,355)	26,900	103.1%	(402,095)	-9.13%	40,405
Capital Expenses									
2017 Projects							84,000		84,000
Repair Water Feature	22,443								0
Lightning Detection	5,003								0
Comfort Repair Station	5,120								0
Total Capital Expenses	32,566	0	0	0	0		84,000		84,000
Total Expenditures	529,571	481,144	481,144	456,355	26,900	94.8%	517,739	7.61%	36,595
Revenue Over (Under) Expenditures	(464,618)	(442,500)	(442,500)	(456,355)	(13,855)		(486,095)	9.85%	(43,595)

Cordillera Metro District
Schedule of Revenue & Expenditures and Changes in Fund Balance
2016 Projected Actual and 2017 Proposed Budget

	12/31/2015 Unaudited Fund Bal	2016 Projected Actual				12/31/2016 Projected Fund Bal	2017 Proposed Budget				12/31/2017 Projected Fund Bal
		Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal		Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal	
CMD											
General or Operating Fund	2,068,390	5,317,482	(4,329,421)	(1,032,000)	(43,939)	2,024,451	5,360,127	(4,220,369)	(1,182,000)	(42,242)	1,982,209
CMD - Debt Service Fund	149,379	1,757,094	(2,091,383)	333,157	(1,132)	148,247	1,684,094	(2,086,518)	299,997	(102,427)	45,819
CMMD - Debt Service Fund	135,870	794,361	(887,174)	44,453	(48,360)	87,510	794,361	(1,009,316)	215,003	48	87,558
CMD Debt Service Reserve Fund	145,108			22,390	22,390	167,498	0		(115,000)	(115,000)	52,498
Water Enterprise Fund	1,822,024	247,000	0		247,000	2,069,024	247,000	0		247,000	2,316,024
Capital Projects Fund	194,076	6,749	(1,047,704)	1,032,000	(8,955)	185,121	0	(1,059,027)	1,182,000	122,973	308,094
Equestrian Center Fund	125,109	321,122	(369,282)		(48,160)	76,949	373,256	(307,561)		65,695	142,644
	4,639,956	8,443,808	(8,724,964)	400,000	118,844	4,758,800	8,458,838	(8,682,791)	400,000	176,047	4,934,847

Cordillera Metropolitan District (Consolidated)
Balance Sheet
9/30/2016
Unaudited

ASSETS

CASH

Cash - Alpine Bank-Operating Chk	741,438	
Alpine Bank PR Checking	380,778	
SCMD WSB Wildlife Op Checking	0	
Cash - Alpine Bank Flex Ben Acct	3,763	
Cash - Alpine Bank CMD MM	74,877	
Petty Cash	200	
Cash - Alpine Bank CTF Account	537	
Cash - CMD Petty Cash Checking	573	
Total Operating Cash		1,202,165

ColoTrust - Operating	2,327,477	
Cash - ColoTrust CMD D.S. Funds	1,746,991	
Cash - ColoTrust CMMD D.S. Funds	950,002	
Cash - ColoTrust DRB Deposits	182,718	
Cash - Bank One - Lease Proceeds Escrow	(51)	
Cash - Millenium Bank - Wildlife Chk	73,360	
Cash - Millenium Bank - Wildlife CD	170,660	
Charles Schwab MM	1,077,690	
Charles Schwab CD's	0	
Cash - ColoTrust Sinking Fund	89,048	
Total Cash		6,617,893

OTHER CURRENT ASSETS

Accounts Receivable	84,083	
Due from CPOA Leased Van	0	
Year End Receivables	319	
Allowance for Doubtful Accounts	(19,195)	
A/R - Eagle County Treasurer	0	
A/R - Eagle County Treasurer CMD Debt	(0)	
A/R - Eagle County Treasurer CMMD Debt	0	
Accts Receivable - ERWSD	0	
Accts Receivable - Eagle County	(40)	
Accrued Interest Receivable	(0)	
Health Insurance Deposits	24,401	
A/R Other	(669)	
A/R - CPOA Promissory Note	0	
A/R - Note Receivable Tucker et al	0	
Due to/from CPOA	673,317	
A/R - Employee Advances	167	
Advances-Ski Passes	(17)	
Prepaid Expenses	37,373	
Prepaid Expenses - Eq Center	34,857	
Property Taxes Receivable	318,465	
Total Other Current Assets		1,153,060

FIXED ASSETS

Land	7,285,224	
Road Infrastructure	15,036,866	
Improvements	4,432,482	
Equipment - Vehicles	1,822,830	
Equipment - General Inland Marine	652,905	
Buildings	7,421,330	
Less: Accumulated Depreciation	(19,396,120)	
Total Fixed Assets		17,255,517

Cordillera Metropolitan District (Consolidated)
Balance Sheet
9/30/2016
Unaudited

OTHER ASSETS

Bond Issuance Costs	0	
Bond Refunding Costs	32,794	
Accrued Interest Payable	(49,337)	
Unrealized Gain on Investments	(0)	
Deferred Issue Premium	(63,223)	
Unaccreted Discount	0	
GASB 34 Adjustments		
Total Other Assets		<u>(79,766)</u>

TOTAL ASSETS

26,148,869

LIABILITIES & EQUITY

CURRENT LIABILITIES

Accounts Payable	(21)	
Accounts Payable	0	
Year End Accounts Payable	3,201	
Accounts Payable - Credit Cards	15,633	
Accounts Payable - Home Depot	1,543	
Retainage Payable - Road Repair	0	
DRB Deposits	0	
Accrued Payroll/Liabilities	(0)	
Deferred Revenue	0	
Accrued Vacation/Sick Payable	177,161	
Federal Income Tax W/H Payable	(371)	
Cordillera Wildlife Funds	805	
Deposits - Equestrian Center	85,516	
Deferred Prop Taxes Receivable	318,465	
Other Deposits	10,000	
Total Current Liabilities		<u>611,932</u>

LONG-TERM LIABILITIES

Bonds Payable - CMD 2003	0	
Bonds Payable - CMD 2006	4,595,000	
Bonds Payable - CMD 2012	5,520,000	
CMD 2009 Bonds Payable	0	
Total CMD Bonds Payable		<u>10,115,000</u>

Bonds Payable - CMMD 2002A	0	
Bonds Payable - CMMD 2006	3,875,000	
Bonds Payable - CMMD 2015	1,560,000	
Total CMMD Bonds Payable		<u>5,435,000</u>

Leases Payable		
Lease Payable Alpine Bank	0	
John Deere 2005	0	
Total Leases Payable		<u>0</u>

Total Long-Term Liabilities 15,550,000

TOTAL LIABILITIES

16,161,932

Fund Balance - Operating Fund	3,641,680	
Fund Balance - CMD Debt Service	136,702	
Fund Balance - CMMD Debt Service	62,891	
Fund Balance - Capital Fund	93,575	
Fund Balance - Eques Center	145,979	
Fund Balance - Debt Reserve Fund	76,462	
Assets Net of Debt	535,928	
Fund Balance Wild Life	243,220	
Fund Balance - Water Tank	1,570,675	
Revenues Over/(Under) Expenditures	3,479,822	
TOTAL FUND BALANCE		<u>9,986,937</u>

TOTAL LIABILITIES AND FUND BALANCE

26,148,869

Cordillera Metropolitan District (Consolidated)
 General Fund
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	YTD Actual Through 9/30/2016	Based on Projected Actual		Proposed Budget 2017	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Property Taxes - Net	3,272,666	3,455,195	3,455,195	3,284,462	(170,734)	95%	3,627,955	5.0%	172,760
Specific Ownership Taxes - Operating	305,928	290,000	290,000	141,116	(148,884)	49%	227,000	-21.7%	(63,000)
CPOA Administration Fees	1,258,267	1,145,175	1,190,923	892,720	(298,203)	75%	1,093,447	-8.2%	(97,476)
Interest Income Operating	9,858	6,406	6,406	13,430	7,024	210%	6,406	0.0%	0
CVC Public Safety Revenue	262,102	263,793	263,793	120,887	(142,906)	46%	295,854	12.2%	32,061
Public Safety Revenue	49,268	33,950	33,950	29,382	(4,568)	87%	33,950	0.0%	0
Other Revenue	112,831	76,726	77,215	10,419	(66,796)	13%	75,515	-2.2%	(1,700)
Total Revenues	5,270,920	5,271,245	5,317,482	4,492,415	(825,067)	84%	5,360,127	0.8%	42,645
Expenditures									
Administrative Expenses									
Administration Wages & Benefits	546,057	543,184	543,184	365,110	178,074	67%	589,703	8.6%	46,519
Employee Benefits	72,150	16,300	16,300	35,880	(19,580)	220%	16,300	0.0%	0
Audit & Accounting Fees	41,550	39,500	39,500	32,251	7,249	82%	39,500	0.0%	0
Insurance-Property/Casualty	68,704	72,839	63,500	48,771	14,729	77%	72,839	14.7%	9,339
Legal-General	146,273	126,000	276,000	263,145	12,855	95%	206,000	-25.4%	(70,000)
MIS & Computer Fees	49,502	30,342	30,342	25,094	5,248	83%	49,725	63.9%	19,383
Edwards Task Force	12,444	0							
Other Operating Expenses	180,891	287,422	320,422	129,925	190,497	41%	366,237	14.3%	45,815
Utilities	12,209	0	12,119	6,296	5,823	52%	12,410	2.4%	291
Total Administrative Expenses	1,129,780	1,115,586	1,301,366	906,471	394,896	70%	1,352,713	3.9%	51,347
Community Operations									
Community Operation Wages & Benefits	1,129,556	1,141,871	1,141,871	674,421	467,450	59%	1,007,221	-11.8%	(134,650)
Flowers Maintenance	112,278	109,942	109,942	110,000	(58)	100%	109,942	0.0%	0
Mowing & Irrigation	32,602	53,715	53,715	37,684	16,031	70%	53,715	0.0%	0
Engineering	4,694	9,430	9,430	965	8,465	10%	11,280	19.6%	1,850
Utilities	67,002	74,607	62,488	41,992	20,496	67%	63,988	2.4%	1,500
Other Operating Expenses	88,126	75,308	75,308	48,217	27,091	64%	79,125	5.1%	3,817
Natural Resource Management	35,177	57,105	57,105	11,027	46,078	19%	50,755	-11.1%	(6,350)
Roads - Snow & Maint.	128,966	118,763	118,763	69,343	49,420	58%	128,779	8.4%	10,016
Other Recreation Activities	29,607	26,595	26,595	19,914	6,681	75%	25,210	-5.2%	(1,385)
Total Community Operations	1,628,008	1,667,336	1,655,217	1,013,564	641,653	61%	1,530,015	-7.6%	(125,202)

Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	YTD Actual Through 9/30/2016	Based on Projected Actual		Proposed Budget 2017	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Equipment Maintenance & Repair	208,508	239,189	233,189	118,991	114,198	51%	242,640	4.1%	9,451
Public Safety Expenditures									
Public Safety Wages & Benefits	1,052,625	1,082,615	1,082,615	670,050	412,565	62%	1,039,352	-4.0%	(43,263)
Public Safety Utilities	15,412	16,632	16,632	10,149	6,484	61%	17,694	6.4%	1,062
Other Operating Expenses	35,573	40,402	40,402	16,077	24,325	40%	37,955	-6.1%	(2,447)
	<u>1,103,610</u>	<u>1,139,649</u>	<u>1,139,649</u>	<u>696,275</u>	<u>443,374</u>	<u>61%</u>	<u>1,095,001</u>	<u>-3.9%</u>	<u>(44,648)</u>
Total Expenditures	<u>4,069,906</u>	<u>4,161,760</u>	<u>4,329,421</u>	<u>2,735,301</u>	<u>1,594,121</u>		<u>4,220,369</u>	<u>-2.5%</u>	<u>(109,052)</u>
Revenue Over (Under) Expenditures	<u>1,201,014</u>	<u>1,109,485</u>	<u>988,061</u>	<u>1,757,115</u>	<u>769,053</u>		<u>1,139,758</u>	<u>15.4%</u>	<u>151,697</u>
Transfer to Capital Projects Fund	(895,000)	(1,032,000)	(1,032,000)		1,032,000	0%	(1,182,000)		(150,000)
Change in Fund Balance	306,014	77,485	(43,939)	1,757,115	1,801,053		(42,242)		
Beginning Fund Balance	1,760,560	2,084,131	2,068,390	2,068,390	0		2,024,451		
Ending Fund Balance	<u>2,066,574</u>	<u>2,161,616</u>	<u>2,024,451</u>	<u>3,825,505</u>	<u>1,801,053</u>		<u>1,982,209</u>		
Assessed Valuation	80,216,150	98,641,540					101,811,020	3.2%	
Mills Levied	42.091	36.111					36.736	1.7%	

Cordillera Metropolitan District (Consolidated)
 Operating/Contractual Obligations Fund
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2015	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Variance Favorable (Unfavorable)	% Spent	Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
Revenues									
Property Taxes Operating	3,374,047	3,562,057	3,562,057	3,386,076	(175,981)	95.1%	3,740,160	5.0%	178,103
Treasurers Fees	(101,381)	(106,862)	(106,862)	(101,615)	5,247	95.1%	(112,205)	5.0%	(5,343)
Net Property Tax Revenue	3,272,666	3,455,195	3,455,195	3,284,462	(170,734)		3,627,955	5.0%	172,760
Specific Ownership Taxes - Operating	305,928	290,000	290,000	141,116	(148,884)	48.7%	227,000	-21.7%	(63,000)
CPOA Administration Fees	1,258,267	1,145,175	1,190,923	892,720	(298,203)	75.0%	1,093,447	-8.2%	(97,476)
Interest Income Operating	9,858	6,406	6,406	13,430	7,024	209.6%	6,406	0.0%	0
CVC Public Safety	262,102	263,793	263,793	120,887	(142,906)	45.8%	295,854	12.2%	32,061
Other Revenue									
Sewer Lift Revenue	20,200	21,126	21,126	0	(21,126)	0.0%	19,426	-8.0%	(1,700)
Lottery Proceeds	1,340	1,600	1,600	848	(752)	53.0%	1,600	0.0%	0
Holy Cross Refunds	17,774	10,000	10,000	7,547	(2,453)	75.5%	10,000	0.0%	0
Internal Service Revenue	29,477	44,000	44,000	1,539	(42,461)	3.5%	44,000	0.0%	0
Other Revenue	44,040	489	489	484	(5)	99.0%	489	0.0%	0
Subtotal Other Revenue	112,831	76,726	77,215	10,419	(66,796)	13.5%	75,515	-2.2%	(1,700)
Public Safety Revenue									
Transponders Revenue	13,970	12,000	12,000	8,360	(3,640)	69.7%	12,000	0.0%	0
Road Impact Fees	8,443	2,000	2,000	622	(1,378)	31.1%	2,000	0.0%	0
Escort Fees	0	150	150	0	(150)	0.0%	150	0.0%	0
Trailer Storage Fees	26,855	19,800	19,800	20,400	600	103.0%	19,800	0.0%	0
Subtotal Public Safety Revenue	49,268	33,950	33,950	29,382	(4,568)	86.5%	33,950	0.0%	0
Total Revenues	5,270,920	5,271,245	5,317,482	4,492,415	(825,067)	84.5%	5,360,127	0.8%	42,645
Expenditures									
Admin Wages & Benefits									
Administration Wages	455,802	441,716	441,716	311,304	130,412	70.5%	502,535	13.8%	60,819
Administration Overtime	3,402	3,317	3,317	(6)	3,323	-0.2%	2,500	-24.6%	(817)
Administration Benefits	86,853	98,151	98,151	53,812	44,339	54.8%	84,668	-13.7%	(13,483)
Subtotal Admin Wages & Benefits	546,057	543,184	543,184	365,110	178,074	67.2%	589,703	8.6%	46,519
CMD Employee Benefits									
Medicare & State Unemployment	46,747	39,495	39,495	29,211	10,284	74.0%	39,368	-0.3%	(127)
Retirement Plan ER Share-401 (a)	185,853	168,874	168,874	107,225	61,649	63.5%	168,333	-0.3%	(541)
Retirement Plan ER Share-457	21,733	16,300	16,300	7,907	8,393	48.5%	16,300	0.0%	0
Workers Compensation	78,876	77,974	77,974	70,078	7,896	89.9%	80,350	3.0%	2,376
Wellness Program		16,483	16,483		16,483	0.0%	19,600		3,117
Life & Disability Insurance		25,605	25,605		25,605	0.0%	20,665	-19.3%	(4,940)
Health Insurance Premiums	420,360	411,427	411,427	249,671	161,755	60.7%	299,625	-27.2%	(111,802)
Benefits Allocated	(681,420)	(739,857)	(739,857)	(428,212)	(311,645)	57.9%	(627,941)	-15.1%	111,916
Subtotal CMD Employee Benefits	72,150	16,300	16,300	35,880	(19,580)	220.1%	16,300	0.0%	0
Audit & Accounting Fees									
Insurance-Property/Casualty	41,550	39,500	39,500	32,251	7,249	81.6%	39,500	0.0%	0
Legal-General	68,704	72,839	63,500	48,771	14,729	76.8%	72,839	14.7%	9,339
MIS & Computer Fees	146,273	126,000	276,000	263,145	12,855	95.3%	206,000	-25.4%	(70,000)
Edwards Community Authority Contribution	49,502	30,342	30,342	25,094	5,248	82.7%	49,725	63.9%	19,383
Utilities - Administration									
Electric	12,444		12,119	6,296	5,823	52.0%	12,410	2.4%	291
Gas	12,209	34,273	28,831	17,401	11,430	60.4%	29,523	2.4%	692
Water	32,758	14,950	11,471	6,630	4,841	57.8%	11,746	2.4%	275
Trash	10,693	11,954	12,834	10,353	2,481	80.7%	13,142	2.4%	308
	11,598	9,352	9,352	7,608	1,744	81.4%	9,576	2.4%	224
Other Admin Operating Expenses									
Board Meeting Expenses	9,492	15,915	15,915	7,314	8,601	46.0%	9,800	-38.4%	(6,115)
Strategic Initiatives							120,000		120,000
Election Expense	2,217	3,083	3,083	3,128	(45)	101.5%	3,944	27.9%	861
Dues & Subscriptions	8,526	13,007	13,007	8,354	4,653	64.2%	12,229	-6.0%	(778)
Drug/Alcohol/CDOT Testing	2,292	1,114	1,114	247	867	22.2%	2,294	105.9%	1,180
Employee Recruitment	23,687	12,635	12,635	10,402	2,233	82.3%	14,436	14.3%	1,801
Safety Program		3,000	3,000	0	3,000	0.0%	3,000	0.0%	0
Benefits Consultant		18,000	18,000	11,250	6,750	62.5%	15,000	-16.7%	(3,000)
Employee Morale & Welfare	5,980	17,340	17,340	2,880	14,460	16.6%	33,500	93.2%	16,160
HR & Comp Analysis	23,600			0	0				
Seminars & Education	9,820	35,000	35,000	17,542	17,458	50.1%	30,335	-13.3%	(4,665)
Background Checks	3,244	3,286	3,286	1,992	1,294	60.6%	1,625	-50.5%	(1,661)
Payroll Administration	23,117	25,203	33,203	14,867	18,336	44.8%	24,844	-25.2%	(8,359)
Bad Debt Expense	5,000								
Miscellaneous Office Equipment	3,909	21,003	46,003	10,401	35,602	22.6%	25,670	-44.2%	(20,333)
Office Supplies	10,940	13,430	13,430	11,069	2,361	82.4%	17,810	32.6%	4,380
Paying Agent & Bank Fees	6,566	9,688	9,688	2,745	6,943	28.3%	9,688	0.0%	0
Postage & Courier	4,360	4,740	4,740	2,267	2,473	47.8%	4,470	-5.7%	(270)
Printing	134	84	84	835	(751)	994.2%	245	191.7%	161
Copier Maintenance	6,822	6,687	6,687	4,704	1,983	70.3%	6,227	-6.9%	(460)
Travel & Entertainment	780	1,000	1,000	1,075	(75)	107.5%	2,000	100.0%	1,000
Communications Expense		61,074	61,074	0	61,074	0.0%	-	-100.0%	(61,074)
Telephone Expense G&A	30,404	22,133	22,133	18,851	3,282	85.2%	29,120	31.6%	6,987
Subtotal Other Admin Operating Expenses	180,891	287,422	320,422	129,925	190,497	40.5%	366,237	14.3%	45,815
Subtotal Administrative Expenses	1,196,782	1,190,193	1,368,854	948,463	415,391	69.5%	1,416,701	3.9%	52,847

Cordillera Metropolitan District (Consolidated)
 Operating/Contractual Obligations Fund
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2015	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Variance Favorable (Unfavorable)	% Spent	Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
Community Operations Wages & Benefits									
Community Operation Wages	860,647	839,204	839,204	509,169	330,036	60.7%	758,161	-9.7%	(81,043)
Community Operations Overtime	26,579	49,836	49,836	20,298	29,538	40.7%	50,000	0.3%	164
Community Operations Benefits	242,330	252,830	252,830	144,953	107,877	57.3%	199,060	-21.3%	(53,770)
Subtotal CommOps Wages & Benefits	1,129,556	1,141,871	1,141,871	674,421	467,450	59.1%	1,007,221	-11.8%	(134,650)
Flowers Maintenance	112,278	109,942	109,942	110,000	(58)	100.1%	109,942	0.0%	0
Mowing & Irrigation	32,602	53,715	53,715	37,684	16,031	70.2%	53,715	0.0%	0
Engineering	4,694	9,430	9,430	965	8,465	10.2%	11,280	19.6%	1,850
Roads - Snow & Maintenance									0
Road Shoulders/Drainage Maintenance	9,940	2,761	2,761	82	2,680	3.0%	11,216	306.2%	8,455
Asphalt Patch/Crack Seal	40,491	28,861	28,861	17,533	11,328	60.8%	29,670	2.8%	809
Cinders, Gravel, Chemicals	51,285	54,850	54,850	34,255	20,595	62.5%	55,803	1.7%	953
Road Maintenance	11,458	9,691	9,691	5,098	4,593	52.6%	9,290	-4.1%	(401)
Leased Loader	15,793	22,600	22,600	12,375	10,225	54.8%	22,800	0.9%	200
Subtotal Roads - Snow & Maintenance	128,966	118,763	118,763	69,343	49,420	58.4%	128,779	8.4%	10,016
CommOps Other Operating Expenses									
Repair & Maintenance-Radios	864	2,535	2,535	1,793	742	70.7%	-	-100.0%	(2,535)
Supplies	785	1,618	1,618	1,273	345	78.7%	1,720	6.3%	102
Uniforms-Community Operations	8,595	8,569	8,569	4,157	4,412	48.5%	9,965	16.3%	1,396
Street & Holiday Lights	59	2,632	2,632	881	1,751	33.5%	4,337	64.8%	1,705
Street Signage	14,515	12,233	12,233	9,618	2,615	78.6%	12,486	2.1%	253
Repairs & Maintenance	16,569	16,579	16,579	8,977	7,602	54.1%	15,884	-4.2%	(695)
Parts & Supplies - Facilities	21,799	7,647	7,647	6,403	1,244	83.7%	10,614	38.8%	2,967
Parts & Supplies - Maintenance	2,105	4,069	4,069	2,181	1,888	53.6%	4,693	15.3%	624
Sewer Lift Station Expense	22,836	19,426	19,426	12,933	6,493	66.6%	19,426	0.0%	0
Subtotal Other CommOps Operating Expenses	88,126	75,308	75,308	48,217	27,091	64.0%	79,125	5.1%	3,817
Natural Resource Management									
Tree/Pest Removal	4,625	19,755	19,755	592	19,163	3.0%	13,405	-32.1%	(6,350)
Mosquito Control	0	1,350	1,350	0	1,350	0.0%	1,350	0.0%	0
Weed Control	30,552	36,000	36,000	10,435	25,565	29.0%	36,000	0.0%	0
Subtotal Natural Resource Management	35,177	57,105	57,105	11,027	46,078	19.3%	50,755	-11.1%	(6,350)
Equipment Maintenance & Repair									
Equipment Rental	0	75	75	0	75	0.0%	15,070	19993.3%	14,995
Fuels & Fluids	69,759	97,805	77,805	38,029	39,776	48.9%	84,261	8.3%	6,456
Parts & Supplies-Equipment	120,196	128,309	128,309	76,525	51,784	59.6%	128,309	0.0%	0
Major Repairs-Equipment	18,553	13,000	27,000	4,436	22,564	16.4%	15,000	-44.4%	(12,000)
Subtotal Equipment Maintenance & Repair	208,508	239,189	233,189	118,991	114,198	51.0%	242,640	4.1%	9,451
Recreation									
Community Events	2,500	2,500	2,500	2,500	0	100.0%	-	-100.0%	(2,500)
Ski Shuttle Program	-	-	-	-	-	-	-	-	-
Community Parks	5,661	2,141	2,141	3,405	(1,264)	159.1%	2,671	24.8%	530
Trail Maintenance	3,446	3,954	3,954	3,209	745	81.2%	4,539	14.8%	585
Nordic Trail Maintenance	18,000	18,000	18,000	10,800	7,200	60.0%	18,000	0.0%	0
Subtotal Recreation	29,607	26,595	26,595	19,914	6,681	74.9%	25,210	-5.2%	(1,385)
	1,769,514	1,831,918	1,825,918	1,090,562	735,355	59.7%	1,708,667	-6.4%	(117,251)
Public Safety Wages & Benefits									
Public Safety Wages	736,680	778,408	778,408	470,866	307,542	60.5%	789,459	1.4%	11,051
Public Safety Overtime	87,522	48,911	48,911	46,656	2,254	95.4%	25,000	-48.9%	(23,911)
Public Safety Benefits	228,423	255,297	255,297	152,528	102,769	59.7%	224,893	-11.9%	(30,404)
Subtotal Public Safety Wages & Benefits	1,052,625	1,082,615	1,082,615	670,050	309,797	61.9%	1,039,352	-4.0%	(43,263)
Utilities -Public Safety	15,412	16,632	16,632	10,149	6,484	61.0%	17,694	6.4%	1,062
Other Public Safety Operating Expenses									
Maintenance & Repairs - Gates	12,075	9,243	9,243	10	9,233	0.1%	4,850	-47.5%	(4,393)
Supplies-Public Safety	2,457	4,230	4,230	2,406	1,824	56.9%	7,710	82.3%	3,480
Signage	70	1,100	1,100	433	667	39.4%	750	-31.8%	(350)
Sticker Program	1,262	1,326	1,326	0	1,326	0.0%	1,490	12.4%	164
Transponders/Proximity Cards	13,908	15,723	15,723	10,813	4,910	68.8%	12,159	-22.7%	(3,564)
Uniforms-Public Safety	5,800	8,780	8,780	2,414	6,366	27.5%	10,996	25.2%	2,216
Subtotal Other Public Safety Opex	35,573	40,402	40,402	16,077	24,325	39.8%	37,955	-6.1%	(2,447)
	1,103,610	1,139,649	1,139,649	696,275	443,374	61.1%	1,095,001	-3.9%	(44,648)
Total Expenditures	4,069,906	4,161,760	4,329,421	2,735,301	1,594,121	63.2%	4,220,369	-2.5%	(109,052)
Revenue Over (Under) Expenditures	1,201,014	1,109,485	988,061	1,757,115	769,053		1,139,758	15.4%	
Other Financing Sources (Uses)									
Transfer to Capital Projects Fund	(895,000)	(1,032,000)	(1,032,000)	0	(1,032,000)	0.0%	(1,182,000)	14.5%	
Total Other Financing Sources (Uses)	(895,000)	(1,032,000)	(1,032,000)	0	(1,032,000)		(1,182,000)		
Revenue Over (Under) Expenditures	306,014	77,485	(43,939)	1,757,115			(42,242)	-3.9%	
Beginning Fund Balance	1,760,560	2,084,131	2,068,390	2,068,390			2,024,451		
Ending Fund Balance	2,066,574	2,161,616	2,024,451	3,825,505	1,801,053		1,982,209		
Assessed Valuation	80,216,150	98,641,540	39				101,811,020	3.2%	
Mills Levied	42.091	36.111					36.736	1.7%	

Cordillera Metropolitan District (Consolidated)
Debt Service Fund - CMD
Statement of Revenues and Expenditures
Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Property Taxes CMD Debt Service	1,704,721	1,756,211	1,756,211	1,677,228	(78,983)	96%	1,683,211	-4.2%	(73,000)
Tap Fee Revenue	60,850			12,494	12,494				
CMD Debt Service Interest	3,804	883	883	3,424	2,541	388%	883	0.0%	0
Total Revenues	1,769,375	1,757,094	1,757,094	1,693,146	(63,948)	96%	1,684,094	-4.2%	(73,000)
Expenditures									
Treasurers Fees CMD DS	51,209	52,686	52,686	50,331	2,356	96%	50,496	-4.2%	(2,190)
Debt Service	2,036,899	2,038,697	2,038,697	0	2,038,697	0%	2,036,022	-0.1%	(2,675)
Total Expenditures	2,088,108	2,091,383	2,091,383	50,331	2,041,053	2%	2,086,518	-0.2%	(4,865)
Revenue Over (Under) Expenditures	(318,733)	(334,289)	(334,289)	1,642,816	1,977,105		(402,424)	20.4%	(68,135)
Transfer from CPOA	331,410	333,157	333,157	0	(333,157)	0.0%	223,101	-33.0%	(110,056)
Transfer from Reserve Fund							76,896		
Total Other Financing Sources (Uses)	331,410	333,157	333,157	0	(333,157)		299,997		
Change in Fund Balance	12,677	(1,132)	(1,132)	1,642,816	1,643,948		(102,427)		
Beginning Fund Balance	136,702	83,847	149,379	149,379	0		148,247		
Ending Fund Balance	149,379	82,715	148,247	1,792,195	1,643,948		45,819		
Assessed Valuation	66,284,440	81,404,100					81,123,540	-0.3%	
Mills Levied	25.740	21.574					20.749	-3.8%	

Cordillera Metropolitan District (Consolidated)
 Debt Service Fund - CMMD
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2014	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable Unfavorable	Actual % Received or Spent			
Revenues									
Property Taxes CMMD Debt Service	890,999	794,161	794,161	730,659	(63,502)	92%	794,161	0.0%	0
Tap Fee Revenue	44,066			0	0				
CMMD Debt Service Interest	3,259	200	200	2,109	1,909	1054%	200	0.0%	0
Total Revenues	938,324	794,361	794,361	732,768	(61,593)	92%	794,361	0.0%	0
Expenditures									
Treasurers Fees CMMD DS	26,796	23,825	23,825	21,929	1,896	92%	23,825	0.0%	0
Total Debt Service	839,503	863,349	863,349	0	863,349	0%	985,491	14.1%	122,142
Total Expenditures	866,299	887,174	887,174	21,929	865,245	2%	1,009,316	13.8%	122,142
Revenue Over (Under) Expenditures	72,025	(92,813)	(92,813)	710,840	803,652		(214,955)	131.6%	(122,142)
Other Financing Sources (Uses)									
Transfer from CPOA	0	44,453	44,453	0	(44,453)	0.0%	176,899	297.9%	132,446
Transfer from Reserve Fund							38,104		38,104
Total Other Financing Sources (Uses)	954	44,453	44,453	0	(44,453)		215,003	383.7%	170,550
Change in Fund Balance	72,979	(48,360)	(48,360)	710,840	759,199		48		
Beginning Fund Balance	62,891	98,983	135,870	135,870	0		87,510		
Ending Fund Balance	135,870	50,623	87,510	846,710	759,199		87,558		
Assessed Valuation	16,221,240	19,095,230					22,545,270	18.1%	
Mills Levied	54.928	41.589					37.120	-10.7%	

Cordillera Metropolitan District (Consolidated)
 Debt Service Fund - 2002 Bond Reserve
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2014	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection
					Variance Favorable Unfavorable	Actual % Received or Spent		
Revenues								
Sinking Fund - Chaveno Interest Income	56			327	327			
Total Revenues	56	0	0	327	327		0	
Transfer From CPOA	68,590	22,390	22,390	0	(22,390)	0.0%		-100.00%
Transfer to Debt Service Funds							(115,000)	
Total Other Financing Sources (Uses)	68,590	22,390	22,390	0	(22,390)		(115,000)	
Revenue Over (Under) Expenditures	68,646	22,390	22,390	327	(22,063)		(115,000)	
Beginning Fund Balance	76,462	145,052	145,108	145,108	0		167,498	
Ending Fund Balance	145,108	167,442	167,498	145,435	(22,063)		52,498	

Cordillera Metropolitan District (Consolidated)
 Capital Projects Fund
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2014	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	Percent 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Bearcat Stables Improvements	6,749	6,749	6,749	2,520	4,229	37%	-		(6,749)
Cordillera Preservation Found. Donation	9,422			0					
Sale of Equipment	24,075			0	0				
Total Revenues	40,246	6,749	6,749	2,520	4,229	37%	0		
Expenditures									
2017 Projects Unallocated							1,059,027		
Road Repair	388,860	627,378	627,378	553,567	73,811	88%			
Engineering Projects		46,000	46,000	27,347	18,653	59%			
Heavy Equipment Purchases	361,235	301,922	301,922	96,966	204,956	32%			
Admin Building Projects:	10,450								
Maintenance Facility Projects:	3,329	-	-				-		
Equestrian Center Projects:	10,074	52,404	52,404		52,404	0%			
Eq. Center - Replace Lower Bard Siding				32,350					
Parks & Recreation		20,000	20,000		20,000	0%			
Community Parks/Rec - Fencing				20,075					
Water Feature & Ponds	16,724								
Irrigation Upgrade	25,627								
Security & Telecom Upgrades:									
Other Projects									
Bearcat Pavilion	18,446								
Total Expenditures	834,745	1,047,704	1,047,704	730,305	369,824	70%	1,059,027	1.1%	11,323
	(794,499)	(1,040,955)	(1,040,955)	(727,786)	313,169		(1,059,027)	1.7%	(18,072)
Transfer from General Fund	895,000	1,032,000	1,032,000	0	1,032,000	0.0%	1,182,000	14.5%	150,000
Total Other Financing Sources (Uses)	895,000	1,032,000	1,032,000	0	1,032,000		1,182,000		
Revenue Over (Under) Expenditures	100,501	(8,955)	(8,955)	(727,786)	(718,831)		122,973	-1473.2%	131,928
Beginning Fund Balance	93,575	127,813	194,076	194,076	0		185,121		
Ending Fund Balance	194,076	118,858	185,121	(533,710)	(718,831)		308,094		

Cordillera Metropolitan District (Consolidated)
 Water Enterprise
 Statement of Revenues and Expenditures
 Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
 September 30, 2016

	2015 Actual 12/31/2014	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection
					Variance Favorable Unfavorable	Actual % Received or Spent		
Revenues								
Water Usage Fees	251,349	247,000	247,000	105,369	(141,631)	43%	247,000	0.0%
Water Tap Fees				0	0			See Debt Svc Funds
Total Revenues	<u>251,349</u>	<u>247,000</u>	<u>247,000</u>	<u>105,369</u>	<u>(141,631)</u>	<u>43%</u>	<u>247,000</u>	<u>0.0%</u>
Revenue Over (Under) Expenditures	<u>251,349</u>	<u>247,000</u>	<u>247,000</u>	<u>105,369</u>	<u>(141,631)</u>		<u>247,000</u>	
Beginning Fund Balance	1,570,675	1,807,675	1,822,204	1,822,204	0		2,069,204	
Ending Fund Balance	<u>1,822,024</u>	<u>2,054,675</u>	<u>2,069,204</u>	<u>1,927,573</u>	<u>(141,631)</u>		<u>2,316,204</u>	

Cordillera Metropolitan District (Consolidated)
Equestrian Center Fund
Statement of Revenues and Expenditures
Actual 2015, Original Budget & Projected Actual 2016, Actual YTD Through
September 30, 2016

	2015 Actual 12/31/2014	2016 Original Budget	2016 Projected Actual	Actual Through 9/30/2016	Based on Projected Actual		Proposed 2017 Budget	Percent 2017 Budget Over (Under) 2016 Projection	\$ Amount 2017 Budget Over (Under) 2016 Projection
					Variance Favorable (Unfavorable)	Actual % Received or Spent			
Revenues									
Boarding Stall Revenue	197,103	205,865	205,865	106,676	(99,189)	52%	218,405	6.1%	12,540
Paddock Revenue	121,674	111,068	111,068	56,056	(55,012)	50%	150,000	35.1%	38,932
Other EQ Ctr Revenue	4,573	4,189	4,189	2,604	(1,585)	62%	4,851	15.8%	662
Total Revenues	323,350	321,122	321,122	165,336	(155,786)	51.5%	373,256	16.2%	52,134
Expenditures									
Equestrian Center Wages	144,377	142,084	142,084	88,687	53,397	62%	134,049	-5.7%	(8,035)
Equestrian Center Overtime	9,702	5,845	5,845	3,956	1,889	68%	-	-100.0%	(5,845)
Benefits	48,847	51,054	51,054	23,703	27,351	46%	36,963	-27.6%	(14,091)
Subtotal Wages & Benefits	202,926	198,983	198,983	116,345	82,638	58%	171,012	-14.1%	(27,971)
Office Supplies	980	1,449	1,449	404	1,045	28%	1,469	1.4%	20
Advertising	15	10,641	10,641	3,492	7,149	33%	11,110	4.4%	469
Training	0	290	290	0	290	0%	290	0.0%	0
Admin Fee (Internal Service Fee)	22,916	25,080	25,080	0	25,080	0%	-	-100.0%	(25,080)
Bad Debt Expense	8,600								0
Uniforms	1,571	1,779	1,779	348	1,431	20%	1,686	-5.2%	(93)
Subtotal Administrative Expenses	34,082	39,239	39,239	4,245	34,994	11%	14,555	-62.9%	(24,684)
Manure Disposal	6,369	7,965	9,565	7,890	1,675	82%	6,501	-32.0%	(3,064)
Grain	1,664	7,632	7,632	2,687	4,945	35%	4,829	-36.7%	(2,803)
Hay	47,184	45,336	45,336	8,832	36,504	19%	43,380	-4.3%	(1,956)
Shavings	12,668	12,512	12,512	7,082	5,430	57%	13,281	6.1%	769
Subtotal Boarding Expenses	67,885	73,445	75,045	26,491	48,554	35%	67,991	-9.4%	(7,054)
Maintenance	14,553	29,856	29,856	12,037	17,819	40%	24,825	-16.9%	(5,031)
Electric	10,120	11,516	11,516	6,081	5,435	53%	11,998	4.2%	482
Gas	10,274	9,551	10,000	6,571	3,429	66%	12,529	25.3%	2,529
Trash	937	940	940	518	422	55%	969	3.1%	29
Water	3,444	3,703	3,703	1,907	1,796	51%	3,682	-0.6%	(21)
Subtotal Utilities	24,774	25,710	26,159	15,077	11,082	58%	29,178	11.5%	3,019
Total Operating Expenses	344,220	367,233	369,282	174,195	195,087	47%	307,561	-16.7%	
Net Operating Revenue	(20,870)	(46,111)	(48,160)	(8,858)	39,302		65,695	-236.4%	
Beginning Fund Balance	145,979	98,168	125,109	125,109	0		76,949		
Ending Fund Balance	125,109	52,057	76,949	116,251	39,302		142,644		

Special Projects and Updates

Bearcat HOA

Rachel Oys sent a letter on October 5, 2016 to the Bearcat Association stating that that the Cordillera Metropolitan District will not pay any assessments of the Bearcat Association in 2016 or any future years for the property known as Lot 32. Pursuant to the Cordillera Property Owners Association CCRs, our special district is exempt from assessment. Since the Bearcat Association CCRs are silent on this matter, the CPOA CCRs take precedent as described in the Bearcat Association CCRs regarding conflicts between the documents.

Cordillera Real Estate Transfer Assessment – 287 Bearden Road

Rachel Oys sent a letter October 17, 2016 to Ms. Craft’s property transfer the Fellowship of Catholic University Students (“FOCUS”). As an initial matter, the Association recently recorded the Amended and Restated Declaration of Covenants, Conditions and Restrictions for Cordillera (the “CCR”) on September 13, 2016. Section 6.10 of the CCRs and Exhibit B thereto provide for imposition of the RETA. These provisions are nearly identical to and not materially different from Section 10.11 and Exhibit E of the Association’s former Declaration, with which you are familiar. Pursuant to the CCRs, the RETA will be made at the discretion of the Board of Directors of the Association in accordance with Exhibit B (formerly Exhibit E). The Board resolved in 2001 to adopt a RETA in the amount of 1% of the fair market value of any transfer of any Unit subject to the Declaration and increased the amount to 2% in 2004. After the CCRs were recorded in September, the Board affirmed the continued imposition of the RETA in the amount of 2%. Accordingly, all transfers are subject to the RETA, unless the transfer is excluded pursuant to Exhibit B, paragraph 3 of the CCRs. The FOCUS transfer does not fall within an exclusion. Specifically, the transfer does not qualify as a transfer “for the benefit of the transferor or his relatives” pursuant to Exclusion (3)(c), since the transfer is for the benefit of FOCUS, not Ms. Craft or her relatives. Nor is this a transfer “made to a corporation” pursuant to Exclusion (3)(f), which covers transfers made to or by a corporation where the corporation’s stock is consideration for the transfer. We understand Exclusion (3)(f) as applicable only to for-profit ventures. There is no evidence that nonprofit corporations were intended to be covered by Exclusion (3)(f) or any other exclusion. Finding no applicable exclusion, the transfer to FOCUS is subject to the RETA in the amount of 2% of the fair market value of the transfer, determined pursuant to Exhibit B to the CCRs.

Trailer Parking Improvements

Trevor Broersma, Operations and Facility Manager, and Jamie Pappas, Borne Engineering, submitted the information required a grading permit to Eagle County. The permit has not yet been approved, additional items were requested from the County which staff are working on. In the meantime, staff have been in communications with Rothkopf regarding the plans, financial contribution, timeline and agreement.

Short Course Ponds

Trevor Broersma, Operations and Facility Manager, has contacted Landscapes Unlimited, Modern Golf, and Roby Forsyth to evaluate the four ponds in the short course. Scheduling of the companies should be completed next week. The ponds are losing approximately 25,000 gallons a day currently when running. Key factors to be identified include: why are they leaking, where

are the leaks, how can they be fixed, how holding capability in the main irrigation lake can be increased, and what the project will cost. When the river pump goes down, only 1-2 days of water is available; doubling capacity would be ideal.

Computerized Maintenance Management System/Reserve Study Plans

Facilities has contracted Facility Dude to upgrade the mechanical systems to a computerized program for all Cordillera's buildings. They will perform a property condition assessment of all buildings and systems and create a live working document to aid in budgeting and planning for the future. The cost was \$12,500 and an ongoing annual fee of \$2,500. Additional information can be viewed at <https://dudesolutions.com/> and Attachment A.

Road Program

The Road Program Update is completed and a copy is provided in Attachment B.

Projects to be followed up on:

- Carterville Property
- Water Surcharge

Finance

Scott Proper, Finance Director joined the team September 21 and came from the Vail Valley Foundation where he was the controller since the summer of 2015. Prior to his time at the VVP, he held various positions in the banking industry partly focusing on projects and clients in Cordillera including a large development project at The Summit. As a banker, Scott served homeowners' associations, metropolitan districts, individual businesses owners and entrepreneurs throughout Eagle County. Outside of the valley, Scott established and managed a distressed real estate investment fund in Arizona and was a credit portfolio manager in Washington, D.C. for Sun Trust Bank where he was responsible for underwriting and issuing debt to not-for-profit organizations. Scott's clients included the AFL-CIO, National Public Radio, Georgetown University and the Armed Forces Benefit Association. In early 2016, Scott completed his not-for-profit accounting accreditation certificate through the American Institute of CPAs. Scott's community service has included volunteering on boards of the of the Vail Racquet Club Homeowners' Association, Vail Rotary Club Vail Recreation District, Town of Vail Design Review Board, Vail's Planning and Environmental Commission and Vail's Conference Center Task Force. Scott, his wife Paulina and son Eric live in Eagle where they enjoy all of the recreational amenities the community has to offer.

Finance Projects in development include:

- RETA tracking
- Delinquent accounts
- Payables
- Financial reporting
- CYMA access
- Electronic payments
- Insurance renewals
- YTD and 2017 projections by department

Human Resources

New Hires

- Scott Proper, Finance Director
- Kimberly Ellison, Equestrian Center
- Rebecca Staat, Equestrian Center

Open Positions

- Full-Time Operations Trail Worker
- Part-Time Athletic Center Attendant

Anniversaries

- Berniece Gutierrez, Human Resources: one year
- Jose Velasco, Community Operations: eight years
- Luis Diaz, Public Safety: five years

Committees

The Recognition and Engagement Committee held a fall celebration barbecue Sept. 17 and it was a success! We will begin planning our Thanksgiving lunch in November and our Holiday event in December.

The Safety Committee met Sept. 27. The team completed a walkthrough of the Athletic Center finding minor issues which were added to the repair list. The next meeting is Oct. 18 to complete a walkthrough of the Administration and Community Operations Buildings.

Training and Career Development

Manny Rodriquez and Wolfgang Opel will be attending a CPO (certified pool operator) course Oct. 13-14. Manny will be getting recertified and Wolfgang will receive his certification.

A CPR/First Aid course is scheduled for Monday, Nov. 7, from 12 - 5 p.m. or Wednesday, Nov. 9, from 8:30 a.m.-1:30 p.m. If you are interested in attending, please sign up with Berniece by emailing or calling 970-569-6267.

Benefits

Health Insurance

All employees have completed the telephonic medical underwriting process through RSA Medical, representing Cigna. United Healthcare's quote for 2017 was a 35 percent increase. Cigna's rates resulted in a decrease of 7.5 percent with a \$20,000 stop loss deductible and a 67 percent surplus return effective 11/1/2016. Employee contributions will stay flat in the coming year.

Open enrollment is scheduled for Tuesday, Oct. 18, from 9 - 11 a.m. or Thursday, Oct. 20, from 2 - 4 p.m. Medical, dental and vision will be effective Nov. 1, 2016. All other benefits will renew Jan. 1, 2017.

Flu Shots

Flu shots were offered to all employees Monday, Oct. 3, from 8:30-10:30 a.m. and Wednesday, Oct 5, from 2:30-4:30 p.m.

Wellness Benefit

2016 Wellness Benefit information has been distributed to all employees. Eligibility is first of the month following 60 days of employment and full-time status. The options are:

1. Epic Ski Pass which must be purchased by Oct. 9 for reimbursement up to \$829. If employees purchase the pass after this date they are responsible for the difference.

Employees who elect this option and terminate employment before the end of the ski season will be responsible for reimbursement for a portion of the pass.

2. Fitness Pass must be purchased by Dec. 15 for reimbursement.

3. \$200 Cash, if elected, will be paid out on the Dec. 23 paycheck.

NOTE: Effective Jan. 1, 2017 the wellness benefit will be overhauled. Information about the new program will be reviewed at the open enrollment meetings.

Workers' Compensation

Currently, there are eight open claims community operations have seven and recreation has one.

Information and Technology

Mitchell and Company (MC) deployed three new laptop computers for staff.

Staff is working with San Isabel Telecom to port overall phone lines from CenturyLink. We will see a monthly savings and phone lines will now be more streamlined for continuity.

Communications

As of Sept. 23, Ben Dodd, communication associate, took a position with the Vail Valley Partnership. He has volunteered to help on an occasional basis with graphic design, website and event needs.

Events

Planning is underway for next year's events. Staff has started outlining possible event dates, brainstorming ideas and is in discussions with ReComm and The Club at Cordillera about partnering on the events.

In early September the Vail Valley and Cordillera's stretch of the Eagle River were host to the World Fly Fishing Championships. Below is a thank you from the organizer.

Dear Cordillera Metro District, Cordillera Property Owners Association,

Thank you for supporting our event with access to the Eagle River. The venue proved to be world class with many trout caught and released. You are officially 'world championship' water, congratulations! The Cordillera beat water provided healthy trout and classic fly fishing conditions with pools, riffles, and lots of structure. Excellent water for the world championship. The beautiful venue provided a perfect piece of Americana that will be

remembered by all. Thank you to the members and staff for allowing our event to utilize such quality water.

The 36th FIPS Mouche World Fly Fishing Championship has wrapped up, with 3,996 fish caught and released! The eight fishing venues and multiple Town of Vail components came together to provide an exemplary championship and one worthy of showcasing Colorado and the United States. Held in Vail, the championship hosted 200 attendees, representing 25 countries and more than 200 volunteers supported the event. The picturesque venues of The Colorado, The Blue and Eagle Rivers, Dillon Reservoir and Sylvan Lake were excellent locations for anglers and spectators. The water and weather were outstanding and all venues produced memorable trout. The many components of lodging, food, ceremonies, and special enhancements came together for a memorable event. The world championship was successful as it highlighted local and global watershed needs as well as showing to the world the iconic trout waters that Colorado has to offer.

There will be an event video released in the Fall, reminding everyone again of our wonderful waters.

Event Results

<http://www.wffc2016.com/results-2/>

Fishery Report

<https://www.fisheryreports.com/Competitions/1/Stages>

Event photos

<https://www.dropbox.com/1/scl/FAmbe3VoaNixhCO7OntYMq>

Thank you for all the help!!

John W. Knight

36th FIPS Mouche World Fly Fishing Championship

International Organizer

PO Box 6084 | Vail, CO 81658

[970.376.5703](tel:970.376.5703) | jknight@theamericacup.org

Website

Staff completed deliverables for the next iteration of the website as we prepare to move it to a new platform. Requirements for a Sept. 23 deadline included completing a website optimization, content and DNS forms and submitting photo, logos, website statistics and existing site map.

Staff continues to work on materials that are due Dec. 30, the content due date. This includes locating and downloading agendas, packets and minutes for the past three years, archiving all Constant Contact newsletters in preparation to terminate that vendor and editing existing website PDF's to be transferred as new copy on the site.

Staff met with Civic Plus to review website needs and design preferences. As a result of this meeting and the submitted forms, a blueprint was revealed during the layout proposal meeting, Oct. 11. Staff will meet in the coming week to review the layout and make suggestions.

The project timeline follows:

Sept. 23 Photos and Deliverables Due Date -- Completed

Sept. 27 Website Optimization Meeting -- Completed

Oct. 11 Layout Proposal Meeting --Completed
Dec. 16 Final Design Approval Date
Dec. 30 Content Due Date
Jan. 25 Website Reveal Meeting
Jan. 27 Training
Feb. 10 Final Website Approval Due Date
Feb. 23 Website Launch

While we prepare for the transfer, staff continues to update the content of the existing site, where possible. The calendar and announcement pages are updated on a weekly basis and board packets are loaded onto the site before the meetings.

Additionally, staff met with ABDI, our current community security software vendor, to determine how that system will integrate with the new website and what valued added features can be utilized to enhance homeowner experience. Scope of work and cost estimates for a directory as well as two additional licenses were requested.

Communications since mid-September

- Two *Next Week in Cordillera* newsletters and one combined *Cordillera Connection* and *Next Week in Cordillera* with an average of 54.5 percent open rate.
- Worked with general manager on community updates regarding the Lodge; five *Flashes* sent.
- Two general announcement *Flashes*
- Ongoing social media community updates.

As the summer season ended and there were less events and updates to inform the community about, we switched to a twice per month schedule for the newsletters rather than a weekly schedule for our communication. Flashes continue to be sent on an as needed basis as well as weekly updates on the pending sale of the Lodge & Spa.

Analysis of the summer communications revealed that the communication was frequently repetitive. Most of the repetitive topics were events and announcements from our partners. When the new website is completed, and becomes a central hub of information, the newsletter content will diminish significantly, thereby reducing, if not eliminating, the need for weekly updates.

Advertising

- Submitted November *Cordillera Spirit* advertisements
- Submitted ad materials for *Vail/Beaver Creek* and *Vilar* winter program

Miscellaneous

- Completed the open records request relating to the Lodge.
- Drafted board meeting minutes.
- Completed media player training and updates.
- Updated Communications Plan and departmental work plan.

ReComm Update

Meetings and Introductions

- Attended strategy meetings regarding the Lodge & Spa at Cordillera acquisition.
- Attended regular Cordillera meeting with team.
- Attended Eagle County Commissioners Meeting.
- Jens Werner met with Jamie Walker regarding Crisis Communications Plan (not related to Lodge & Spa transaction).
- Met with Rachel Oys and Jaime Walker to discuss contract renewal and goals for the next contract period.

Media Relations

The intent of the media relations portion of the public relations campaign is to pitch and create positive stories and opinion pieces in the local media, further shaping the perception of Cordillera amongst locals, second homeowners and destination guests. Beyond the local media relations portion of the campaign, we continue to pitch and sow the seeds for regional and national coverage.

- Pitching
 - Undiscovered Destination in the Valley
 - Pitched to (Including but not limited to): Local, Regional and National outlets and journalists.
- Hosting
 - ReComm Global has put hosting opportunities on hold until further notice from Oys and Walker.
 - In response the ambiguity surrounding the Lodge & Spa at Cordillera.
 - Evaluated lodging options for winter season hosting.

Recreation

Management Team Report

Athletic Center

Summer 2016 Daily Usage and Class Attendance

- May - 18 users per day average (17 percent increase when compared to 2015), with a class average of four.
- June - 34 users per day average (24 percent increase when compared to 2015), with a class average of six.
- July - 55 users per day average (3 percent increase when compared to 2015), with a class average of five.
- August - 49 users per day average (40 percent increase when compared to 2015), with a class average of seven.
- September – 27 users per day average (8 percent increase when compared to 2015), with a class average of six.

- Overall usage is up 25 percent when compared to 2015 year to date. The usage is up 45 percent when compared to 2013, the CPOA's first year of operation.

Monday Night Football at the Trailhead

Denver Broncos versus Houston Texans

Monday, Oct. 24, 6:00 p.m. to 10:00 p.m.

Game starts at 6:30 p.m., football food and drink will be provided.

Vail Gondola Club

Advisory Committee Meeting

- 5:30 p.m. Wednesday, Oct. 5.

Vail Mountain

- Opening Day, Friday, Nov. 18
- Closing Day, Sunday, April 23

Fall Projects

- Installation of new bottle fill drinking fountain and toilets.
- Professional cleaning of carpet and tile.

Membership Status (As of 10/11/16)

- In 2016, 11 memberships sold with eight resignations.
- Three active family leases.
- There are 199 current members (leases, resigned paying and honorary/donated memberships included).
- Membership is comprised of the following: 105 CPOA members, 33 Lodge, Club and CVC, 61 non-property owner members.
- There are 197 total revenue generating units.
- There are two memberships available (four additional memberships become available Jan. 1, 2016).

Usage

- 2015/2016 Skier visits were up over 14 percent when compared to 2014/2015 (previously the busiest season), with 12,336 skier visits in total.
- 2015/2016 daily skier average was 82.

Projects

- The Community Operations team will continue with a minimum one time per week sweeping plan throughout the fall in order to keep Cordillera roads free of rocks, sand and other debris.
- The installation of the new buck rail is complete and all stacked rail fence will be finished by the end of October.
- The repair of all broken/damaged ventilation pipes for in-ground vaults is complete.
- Delineator posts will be installed or repaired throughout the community to prevent plowing damage.
- The water feature leak at the Trailhead has been found and repaired by the Facilities Team. It will be winterized and finishing touches put on in the spring.
- All Trailhead Bollards are now working at the trailhead. Facilities Team rewired them all.
- The Elk Springs staircase has been repaired and new railing was installed by the Operations Team.
- All sprinkler lines have been blown out in preparation for winter.

Trails

- New trail entry buck rail fencing construction is complete.
- Summer conditions at all trails:
 - Reindeer Loop, Lower El Miardor Connector, Upper El Mirador Ridge, Camino Del Norte, Territories, Red Draw Loop, Trailhead and Timber Trail Loops, East/West Elk Springs, Beau's Trail, Granada Glen Pond Trail

Equestrian Center

Current Boarders

- 13 full care stall horses
- 17 full care paddock horses
- 5 partial care paddock horses

Automatic Waterers

- Community operations staff finished installing the automatic waterers Sept. 15.
- All of the paddocks at the CEC are now equipped with automatic waterers.
- Installation of indoor horse waterers will start later this month.

Projects

- The lower barn siding and paddock fence repairs are complete.

River Parcel and Ponds

- New Red Draw water feature pump motor was installed and pond was dredged.
- Summit pond aeration system was repaired and fish stocking will take place in the spring.

Incident Reports

In September, Public Safety responded to 37 calls ranging from alarms (fire, intrusion and medical), animal incidents, property damage, suspicious activity, homeowner assists, water leaks, gas leak, gate incidents, noise complaints and hunters.

On Sept. 5, Public Safety was contacted by phone at the Ranch gate stating a man with no shirt on was ringing door bells on Kimberwick Way. While Public Safety patrol was responding, the Summit gulf course maintenance personal reported seeing a man in his boxers on Summit Trail. They offered the individual help but the person seemed disoriented and did not want any assistance. At this time Eagle County Sherriff was notified and in route. Shortly after, another call came in from a residence up on Summit Trail stating the individual was knocking at her door. The Sheriff's Department apprehended the individual. Public Safety patrol cleared the call.

On Sept. 21, Public Safety was notified of a dog fight on El Mirador. The homeowner stated her dog was attacked by another owner's dog. Both parties spoke to one another about the incident. The owner just wanted to report the incident to ensure tracking. Public Safety informed the owner to call Eagle County Animal Control and Public Safety if it happens again.

On Sept. 28, Public Safety was notified by a landscaping company doing work on a residence in Saddle Ridge that wildlife broke two windows. While the company was blowing out the lawn sprinklers, the noise from the compressor scared a deer who jumped through a window, then exited out another adjacent window. The owner was notified and patrol secured the residence and took pictures. The owner had the windows temporarily sealed until the windows could be fixed.

Healthy Forests

2016 summer inspections were completed and property owners are in the process of finishing the follow up maintenance tasks. Once the homeowners complete the work on their properties, the follow-up inspections are finalized for the healthy forest program records. We have completed some of the initial inspections for next summer's schedule to help keep the program on pace.

We are in the final stages of cleanup for the big bear project. The last of the debris piles will be removed and the road repairs have been completed. The remaining piles will be cleared by a controlled burn early winter as weather permits.

Education and Training

CPR/First Aid classes have been moved for staff and are scheduled for the beginning of November. Multiple sessions will be offered to accommodate schedules and departments.

FYI

With the increase of animal activity before winter and temperatures dropping, staff is communicating with homeowners, employees and construction sites workers the importance of driving safely and within the speed limits of the community.

We are receiving many questions about hunting. We are taking the opportunity to educate callers on the rules and regulations having them complete the proper paperwork out. Guests are verified by homeowners before hunting passes are distributed.

Design Review Board

Buildout Analysis					
Neighborhood	Total Units Allowed *	Completed	Review Process	Under Construction	% Buildout**
Divide	202	166	0	4	82%
Ranch	400	309	2	2	77%
Summit	248	93	1	4	38%
Totals	910	568	3	10	62%

* 910 is total density allowed by the current PUD

** Does not include properties under construction

Under Construction	
Divide	Status
220 Casteel	exterior materials
270 Cordillera Way	Final inspection
322 Granada Glen	foundations - ILC
465 Little Andorra	foundations - ILC

Ranch	Status
2623 Fenno	Final inspection
832 Forest Trail	Framing

Summit	Status
1282 Gore Trail	framing - ILC
49 Lady Belle Way	Foundation ILC
96 Lady Belle Way	Foundation ILC

Territories	Status
7 Territories	framing - ILC

Review Process	
Divide	Status

Ranch	Status
121 Elk Springs	HOLD
205 Elk Springs T	Sketch 8.9.16 T
166 Peregrine Dr.	Sketch 10.11.16

Summit	Status
--------	--------

Territories	Status
19 Territories	Sketch 10.11.16

Design Review Board

Gene Shanahan – Chairperson
David Staat – Board Member
Lee Hegner - Board Member
Judy LaSpada - Board Member
Henry Reed - Board Member

Dennis Moran – Alternate Board Member
Eric Jung -Alternate Board Member
Millie Aldrich – DRB Administrator
Paul Miller - Architect Director
Scott Sones - Landscape Arch. Dir.

September 13, 2016 DRB Agenda
Administrative Offices, 408 Carterville Road

All times are approximate and subject to change

8:30 a.m. Leaving from Administrative office

Site Visits:

8:45 a.m. 166 Peregrine – Cunningham Residence

9:30 a.m. Call to order

Approval of August Minutes

Review Agenda – Project overview

10:15 a.m. Lauterbach Residence – 205 Elk Springs – Sketch Review 2
Applicant: Owner / Mike Lauterbach

10:45 a.m. Cunningham Residence – 166 Peregrine – Pre-Design Review
Applicant: Grant & Susie Cunningham / owners

11:30 a.m. Wilson Residence – 832 Forest Trail – Warning letter / Fine letter, non-compliance
Applicant: Owner / Joe Wilson

Staff Approvals - 10

Hanson – 25 Stag Gulch, Final Review – additional evergreens for privacy - Approved

Kloehn-Speer – 2636 Fenno, Final Review – eliminate windows in garage door – Approved

Moran – 26 Pikes Way – additional aspens to screen garage – Approved

Iverson – 534 Granada Glen – Final Review – sliding door, changing railing – Approved

Belton – 166 Elk Woods – Final Review – landscape improvements marking edge of drive – Approved

Johnson – 102 Saddle Ridge Rd – Final Review – tree removal / install additional shrubs – Approved

Fleming – 950 Cordillera Way – Final Review – enclosed fenced area – Approved
Grossman – 271 Kensington Dr. – Final Review – patio addition – Approved
Schmeiser – 170 Casteel Ridge – Final Review – new roof – Approved
Lemon – 31 Stag Gulch - Final Review – new roof – Approved

Single Family Construction Starts

Single Family Final Inspection

Kon – 96 Pikes Way

Staff Updates

Negrin Residence – 737 Granite Springs –fence compliant with Wildlife Agreement, owner is waiting to hear from ERWSD and adjacent neighbor.

New roof shake product - Turada

Active Construction Sites / Build-out Analysis

DRB Newsletter topic suggestions

DRB Definitions

Compliance Officer Updates

Wilson – 832 Forest Trail

Other Business

Water Barrels

12:30 p.m. Adjourn

Design Review Board - Minutes

Tuesday, 9 August 2016

408 Carterville Road, Cordillera, Colorado

ATTENDANCE

Members Present

Gene Shanahan Chair
David Staat, Board Member
Lee Hegner, Board Member
Judy LaSpada – Board Member
Henry Reed – Board Member
Eric Jung – Alternate Board Member

Members Absent

Dennis Moran – Alternate Board Member

Others present:

Millie Aldrich - DRB Administrator

Paul Miller – DRB Architectural Consultant
Ed Shriner – CPOA president (10:30 – 12:00)

CALL TO ORDER

10:25 a.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATION

Declaration was noted for the record a quorum was present for the purpose of doing business of the Cordillera Design Review Board.

DISCLOSURE MATTERS – No conflicts of interest were noted.

APPROVAL OF AGENDA –DRB unanimously approved the agenda.

APPROVAL OF MINUTES – Minutes from July 12, 2016 approved, moved by Hegner second by Staat all in favor.

PUBLIC INPUT – Linda and Joseph Hoyt – 460 Forest Trail, comment on 832 Forest Trail non-compliance.

DRB ACTION ITEM –

1. Lauterbach Residence – 205 Elk Springs **11:07 a.m.**
Review: Pre-Design
Present: Mike Lauterbach
Sketch – Not Approved (See memo located in page 3)

2. O’Connor Residence – 594 Winchester Trail **11:07 a.m.**
Review: Pre-Design
Present: Kyle Webb, KH Webb Architects
Pre-design – See memo located in Page 4

3. Negrin Residence – 737 Granite Springs **12:40 p.m.**
Review: Non-compliance fence and low stone wall
Present: Lazaro Negrin
Final – Tabled
 - Owner must have written approval from ERWSD that low stone wall surrounding fire hydrant is acceptable.
 - Owner must have property surveyed by licensed surveyor to determine if fence and irrigation between lot 13 and lot 14 is on lot 13 (737 Granite Springs) property.
 - If fence is on lot 14 property, owner must have written approval from lot 14 (663 Granite Springs).
 - DRB administrator to contact Eagle County Wildlife department to determine if fence along Granite Springs is in conflict with wildlife migration.

4. Johnson Residence – 102 Saddle Ridge - Bearcat 12:55 p.m.

Review: Tree removal request

Present: Tom Johnson - owner

Final – approved with comments

- Owner has written approval from adjacent neighbors and HOA.
- Board would like to see shrubs in place of the aspens to create a buffer between the golf course and residence.
- Owner will notify shrubs selected and coordinate with DRB administrator.

5. Wilson Residence – 832 Forest Trail 1:45 p.m.

Review: Non-compliance:

- removal of rocks, plants or other similar items;
 - removed mature service berry shrubs.
- careless treatment or removal of native plants;
 - cut several mature aspens without DRB approval.
- removal of site fencing;
- unauthorized area disturbance;
- failure to submit construction management plan modification or other exterior modification.
 - change to limits of disturbance.
 - drawings in field are not the same as approved DRB technical;
 - no exposed glulam beams or rafters.

Present: Joe Wilson

Final –Tabled

- **Owner to arrange an on-site meeting with the Hoyt's and DRB administrator to put back a landscape buffer that has been taken away.**
- **Owner to provide a set of current drawings with all revisions to be clouded for approval.**
- **DRB to determine a fine amount for vegetation that cannot be replaced and was not approved to be removed.**

STAFF APPROVALS - 2

- Lahti – 465 Little Andorra, Technical Review – **Approved.**
- Seltzer – 141 Martingale Land, Final Review – solid stain / color change – **Approved.**

CONSTRUCTION STARTS - 2

- McCarty – 322 Granada Glen
- Lahti – 465 Little Andorra

FINAL INSPECTION - 2

- Deutschman – 117 Norgaard Way
- Moran – 26 Pikes Way

COMPLIANCE OFFICER UPDATES

- Wilson – 832 Forest Trail

ADMINISTRATIVE UPDATES

- Active Construction Sites / Build-out Analysis
- DRB Newsletter topic suggestions

OTHER BUSINESS

- David Staat will be absent at the September meeting Eric Jung will be available.

ADJOURNMENT

2:20 p.m.

There being no further information before the Cordillera Design Review Board, the meeting was adjourned.

Design Review Board - Staff Memorandum

Date:

8/9/2016

Applicant: Elk Spring Trail Residence
Location: 205 Elk Spring Trail / Lot 15, Filing 7
Representative: Michael Lauterbach
DRB Coordinator: Millie Aldrich
Review: Sketch

Project Overview

The Elk Spring Trail Residence is a new residence located 205 Elk Spring Trail / Lot 15, Filing 7. The site is 2.432 acres. The proposed residence is 4,116 square feet, per drawing set 7/27/16. The Elk Spring Trail Residence is being reviewed for Sketch and is subject to the Ranch Design Guidelines.

Board Comments:

Site and Landscape Plan

Site Plan:

- Coordinate Limit of Disturbance with L1.
- LOD is well beyond what the grading describes as the limit of disturbance as well as which trees are to be preserved and to be removed.
- Area south of entry walk still should have a drainage inlet to account for whatever falls from the sky, the roof water from the entry, and the roof water from a portion of the garage. Sheeting water across the drive isn't a responsible way to handle site drainage.
- A utility meter designation has been identified south of the house but no utility is aligned to it, coordinate.
- Label all existing and proposed contours
- Water and sewer have been routed on plan, clarify gas electric, cable and phone.

- How are the existing trees within the general limit of disturbance to be preserved?
- What is the address marker design?
- The boulder wall below the garage turn-out is about 6 feet in height and will require and engineer's stamp.
- Clarify the window well with a section, wall construction and finish material?

Landscape Plan:

- Bluegrass lawn proposed for both sides of the front entry walk is nice but not great for a 2:1 slope. This should either be revised to include a retaining wall to mitigate the finish grade or replace the lawn for something else.
- The LOD is much more accurate than that shown on the site plan, coordinate.
- The 6-foot edge around the building is called out as cobble but the legend identifies it as cedar bark mulch, which is intended? Coordinate.
- The back flagstone patio has a lawn area extending from it. The site drains through that lawn with a swale. Should the lawn be reduced to avoid a concentrated flow of water through it, or should the swale be re-routed?
- Only 1 Colorado spruce is proposed.

Architectural

- Drawings must be designed and stamped by a licensed Colorado architect.
- Metal roofing should be used as an accent to the main roofing material.
- There is not a sense of unity in the composition of this building throughout - from the massing/roof forms to the window patterns, there is no consistency of expression that ties the building together. It is in need of an architect (as required, not a draftsman) to design it.
- Provide all partial elevations.
- The 10" steel deck rail appears to be very heavy. 4.03.07C Balconies and railing should be light in appearance.
- The character/massing would benefit from expressing the chimney.
 - This would help to reinforce the additive architecture approach where the center of the house was the original structure.
- Increase entry steps for an inviting arrival.
- Raise master dormer, add transom window.
- Windows in stone need a header, structural expression.
- There is too much metal siding. Metal siding is not an approved material to be used, however the Board would consider it if it was used as an accent material.

General Comments

The character of this proposed home does not reflect well the spirit of the Design Guidelines. The guidelines suggest that building forms in The Ranch should be understated and simple, having an appearance of being added on to over time. Overall this does not appear to be a very well-conceived building design, having the appearance of a disjointed floor plan that has roof forms haphazardly forced upon it.

4.03.04. Roofs

Roofs are a very prominent visual element of a building and as such provide a strong unifying characteristic between buildings. Consistent roof forms are also an important element in support of the design style for The Ranch. A simple pattern of primary and

secondary roof forms, dormers, and a limited palette of materials and colors are the primary design objectives for roofs.

The design of the home is an investment and must be thoughtfully laid out by an architect.

Sketch – Not Approved

**Design Review Board – Staff Memorandum
8/9/2016**

Date:

Applicant: O’Connor Residence
Location: 594 Winchester Trail / Lot 19 Territories
Representative: Kyle Webb – K.H. Webb architects
DRB Coordinator: Millie Aldrich
Review: Pre-Design

Project Overview

The O’Connor Residence is a new residence located at 594 Winchester Trail / lot 19, Territories. The site is 35.331 acres. The proposed residence is 4,553 square feet, guest house 931 square feet and garage 1039 square feet, per drawing set 7/24/16. The O’Connor Residence is being reviewed for Pre-Design and is subjected to the Summit / Territories Design Guidelines.

Board Comments:

SITE PLAN

- The driveway seems unnecessarily curvilinear and would be better served with one curve from Winchester Trail rather than three before entering the auto court.
- The relationship of the 3-car garage to the entry drive creates an uncomfortable driving pattern for all 3 bays which is exacerbated by the separate garage doors. It would work better if the garage were rotated around the auto court counterclockwise by 45-degrees, shifting the other 2 structures to the northwest.
- Improvements outside the building envelope: retaining walls, grading, patio, and guest house would eliminate the only existing aspen grove on-site.
 - Board request the aspen grove remain protected, it is a natural buffer for the house.
 - Structures must remain in the building envelope.
 - Roof overhang can extend beyond the building envelope 18”.
 - Low improvements or at grade improvements may be allowed outside the building envelope, with DRB approval.

ARCHITECTURAL

- The small structures with infill connectors implies development over time which is acceptable concept within the Territories.
 - The connectors should read as a stronger element.

- The flat roofs for the connectors exceed what is allowable as a flat roof in the territories. What is the material gravel, sod roof?
- An all metal roof has only been approved for homes in a high fire rating.
 - Provide Eagle County fire rating report.
- Entry does not have a strong sense of arrival or porch element, section 6.04.04 E
 - Sheet A102 indicates the entry beam tying into the house, the elevations and model show the beam not tying into the wall, clarify.
- 4.03.06 Windows – trapezoid windows are other unusual shape and size windows are generally not encouraged.
- Exposed steel wide flange beams typically are not allowed.
- Summit roof overhangs 5.03.02 / 5.04.02, overhangs which are 36” deep minimum are preferred, and should be supported by sturdy, exposed rafters and other structural members.
- There should be a small stone foundation base for the wood structures.
 - This will help to reinforce construction over time.

General Comments:

Legal description and physical address in conflict; sheet A000, L1

Strategic Plan at a Glance

Mission

To be a premier residential mountain community

Community Vision Statement

- ❖ Offer top-tier amenities, outstanding infrastructure and exceptional community services in a financially prudent manner consistent with resident and property owner expectations.
- ❖ Provide year-round amenities desired by our residents and property owners and do so in harmony with The Club at Cordillera as it is key to the sports, recreational and social activities for our community and The Lodge & Spa at Cordillera.
- ❖ As stewards of the Cordillera Property Owners Association and Cordillera Metro District, manage Cordillera as one unit and collaborate on all issues.
- ❖ Operate in an open, transparent manner and seek community input on important initiatives.
- ❖ Show great respect for our land and preserve its integrity.
- ❖ Employ staff who are professional, highly trained and committed to the community.
- ❖ Provide an experience that captures the warmth of family, neighbors and friends.
- ❖ Be known for giving and caring within the Vail Valley.
- ❖ Be a benchmark for other communities striving for excellence.

Core Values

Integrity - Respect - Communication - Creativity - Community - Excellence - Transparency - Fiscal Prudence

Goals and Objectives Supported By Department 2017 Work Plans

Govern effectively.

- Evaluate and provide support to the General Manager.
- Recruit and orient new Directors and assess Board performance.
- Ensure financial, legal and ethical integrity and maintain accountability.
- Conduct strategic planning and evaluate progress towards goals.
- Enhance Cordillera's public standing.
- Support staff development and implementation of annual plans.

Be an employer of choice.

- Foster a high performing team.
- Pay for performance and accountability.
- Promote a culture of learning.
- Support the wellness of employees and families.
- Engage and recognize employees.

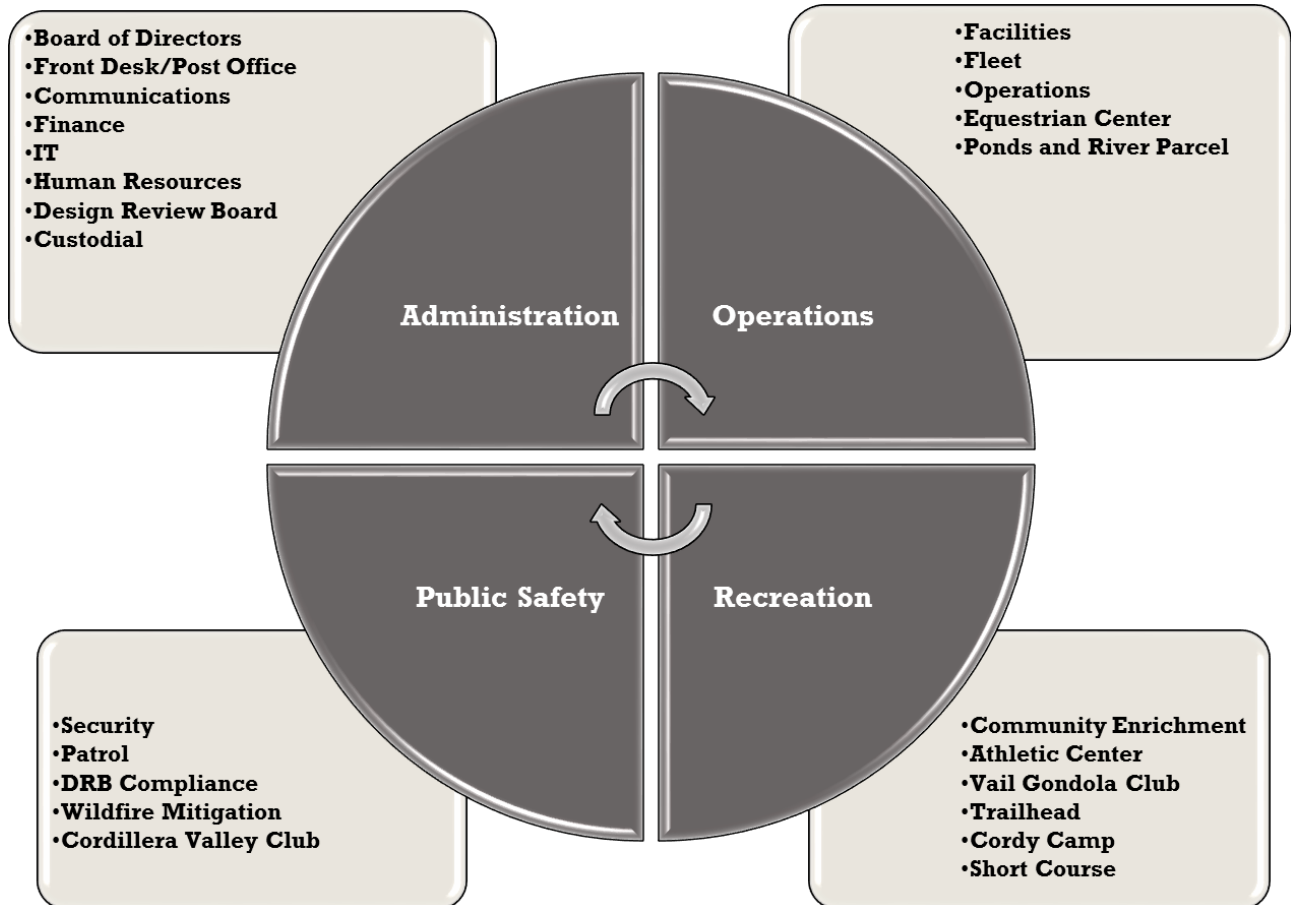
Promote the Cordillera lifestyle.

- Establish cordilleraliving.com as the single source for information.
- Invite community members and visitors to experience Cordillera.
- Work closely with local partners and business to cross-market Cordillera.
- Market Cordillera to targeted Vail Valley, front range and out-of-state audiences.
- Capture a presence on social media.

Deliver premier services.

- Exceed customer expectations by providing timely, professional and effective services.
- Inspire community pride and participation.
- Foster a healthy, active community.
- Manage infrastructure, maintenance and engineering services.
- Provide a safe and secure community.
- Ensure high quality architectural design in Cordillera.
- Ensure financial, legal and ethical integrity and maintain accountability.

Organizational Structure and Roles



ADMINISTRATION

Board Governance

Serve as main point of contact for Boards of Directors; schedule Board and Committee meetings and arrange meeting logistics including catering, accommodations and reimbursements for Board of Directors; lead the logistical coordination of Board meetings, various staff meetings, conferences, retreats and other meetings as necessary, including on-site and off-site meeting locations with coordination of travel plans for meeting participants as needed; maintain current information on Boards and Committees and ensure access as needed; assist with production of agendas; coordinate distribution and/or production of Board and Committee materials and minutes.

Finance

Plan, direct and manage all of the financial functions of the Cordillera Metro District and Cordillera Property Owners Association including budgeting, financial planning, debt management, accounts payable and receivable, cash management, contracts, payroll and taxation, insurance and long-term planning services.

Information and Technology

Manage the service provider contract for all information technology systems including deployment, maintenance, monitoring of servers, PCs, operating systems, telephones and software applications; work with team members to develop strategies and plans to enhance services, improve user effectiveness and foster innovation; communicate regularly with executive management and all users of information services and system; develop standard operating procedures and best practices, including providing written protocols and guidance to information technology contractor and to end-users; negotiate and manage contract, outsource and provide and/or plan training to team members on technology tools.

Design Review Board

Oversee and enforce the Cordillera design guidelines, which govern construction in the Divide, the Ranch and the Summit.

Human Resources

Guide and manage the overall provision of Human Resources services, policies and programs for the district including, but not limited to: recruiting and staffing; organizational departmental planning; performance management and improvement systems; payroll; organization development; employment and compliance to regulatory concerns regarding employees; employee onboarding, development, needs assessment and training; policy development and documentation; employee relations; companywide committee facilitation; company employee and community communication; compensation and benefits administration; employee safety, welfare, wellness and health; and employee services and counseling.

Office Administration

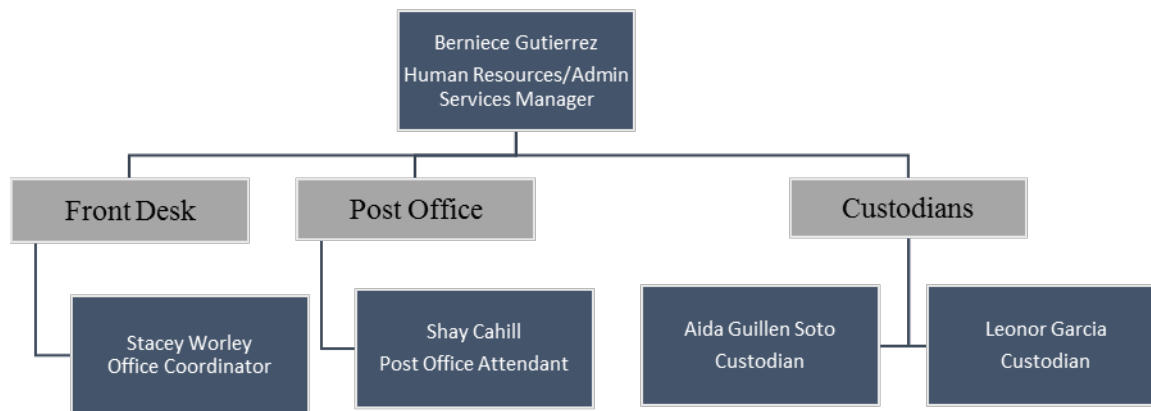
Plan, schedule and coordinate the front office reception and administration duties, including serving visitors by greeting, welcoming and directing them appropriately; executing special projects supporting departments and programs and ensuring appropriate planning and hosting Board of Director meetings.

Post Office

Provide oversight to the Cordillera Post Office; receive letters and parcels; sell postage and revenue stamps, postal cards and stamped envelopes; fill out and sell money orders; place mail in pigeon holes of mail rack or in bags according to State, address or other scheme; and examine mail for correct postage.

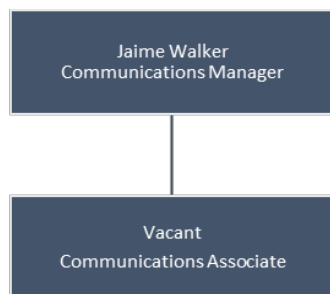
Custodial Services

Plan, schedule, coordinate, inspect, train, supervise and evaluate the day-to-day custodial operations.



Communications

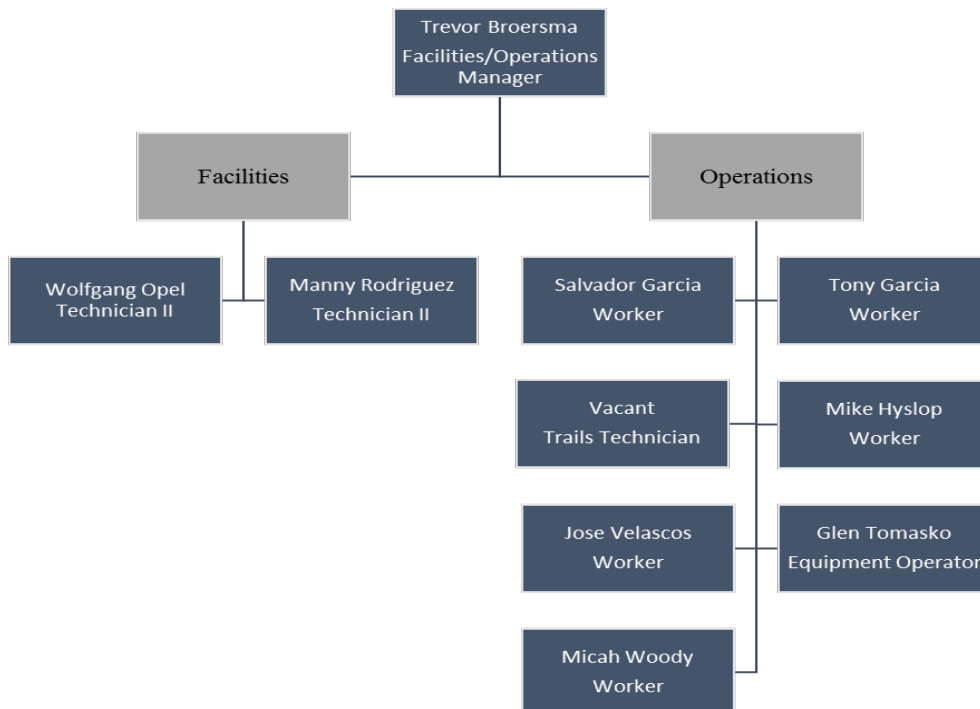
Create strategic communication plans, including identification of audiences, messages, strategies, vehicles, etc.; develop strategies for customizing message content across appropriate audience segments through electronic means, including website and social media channels; curate content and increase community engagement; develop and implement the earned media strategy; writes, edits and manages the production of written communications, including news releases, annual report, feature stories, web copy, press releases, newsletters and other informational pieces as needed; oversee the production of various written materials from team members to ensure effective workflow and high quality products which are consistent in the development, delivery, style, image, and identity of the community's goals; lead the development and implementation of communications strategies and plans that engage, align and inspire employees with the community's vision and strategy and drive employees' understanding of the business' priorities and key initiatives; coordinate and sustain all aspects of internal and external communications, including public relations, press releases and a diverse array of print/electronic publications; establish and track metrics that help correlate internal and external communication programs to organization performance and engagement. Plan and manage details of community events; calculate budgets and ensure they are adhered to; secure talent, venues, food and beverage, etc.; publicize events, coordinate event logistics, including registration and attendee tracking, presentation and materials support and pre- and post-event evaluations.



OPERATIONS

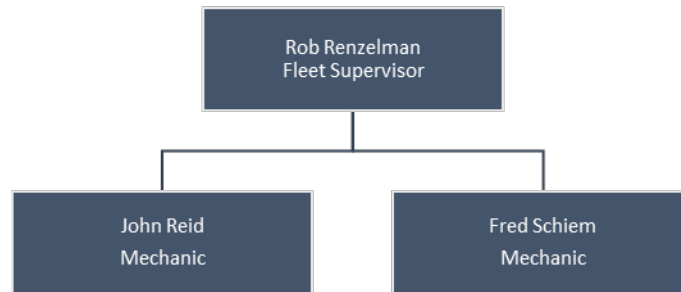
Facilities and Operations

Assist in the development and formulation of work programs and their associated budgets; direct operations and monitor compliance with safety standards, budgetary limitations and crew productivity and quality; manage all business operations, maintenance programs and staff associated with maintenance of community buildings and grounds; oversee construction/renovations of facilities; establish and manage comprehensive maintenance programs for all buildings and grounds, including parks; negotiate contracts and interagency agreements; develop and maintain automated work order system for more efficient customer service and performance reporting; provide construction project oversight for new facilities; ensure coordination with the Capital Improvement Program; act as project manager for facility renovations/improvements; work directly with outside contractors to ensure accuracy of work; track and report project costs; monitor work activities for the department and ensure appropriate staffing level to perform specialized tasks in the construction, renovation, modification, installation, repair and maintenance of facilities; prepare and administer multimillion dollar budget; perform cost analysis of services provided and establish performance measures; develop RFPs, RFQs and project estimates; participate in conceptual development of improvement and master plans; direct and oversee work scheduled, assigned, performed and in accordance with established maintenance programs for all buildings and grounds; plan, coordinate and schedule work orders for buildings and grounds maintenance activities for the department; ensure appropriate staff is assigned to specialized tasks in the construction, renovation, modification, installation, repair and maintenance of parks, equipment and facilities; inspect work; maintain necessary records and prepare required reports relating to supplies, equipment, inspections and work performed; develop and implement long-term goals and operational procedures (e.g., hours, rules, safety, etc.) to achieve optimum facility operations; respond to emergency maintenance requests as required; and troubleshoot issues to determine cause and solution.



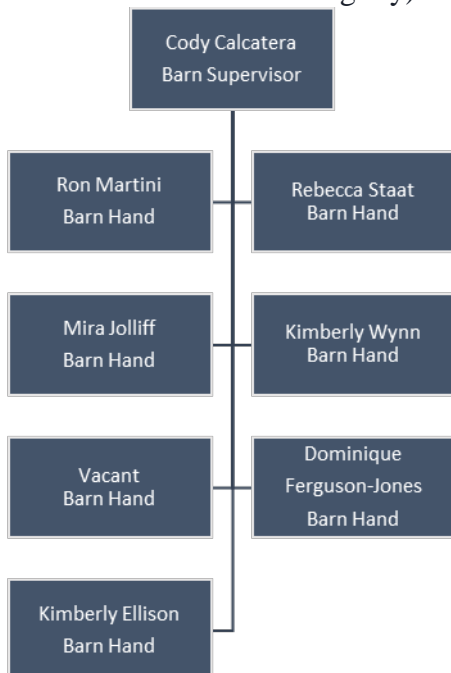
Fleet

Provides maintenance and repair of all vehicles and equipment assigned to departments; implement and monitor a preventative maintenance program to assure cost effective maintenance and a scheduled maintenance program to provide maintenance by manufacturer's specifications; maintain a complete inventory system through recording of all expenditures and income of each vehicle, maintenance equipment, fuel, repair parts, supplies, etc.; monitor user departments by analysis of vehicle and equipment utilization and evaluation of equipment specifications; implement and maintain a mechanic training and certification program to provide needed technical skills for mechanics in repair of automobiles and heavy equipment; and enforce safety practices and procedures and ensure employees receive appropriate safety training.



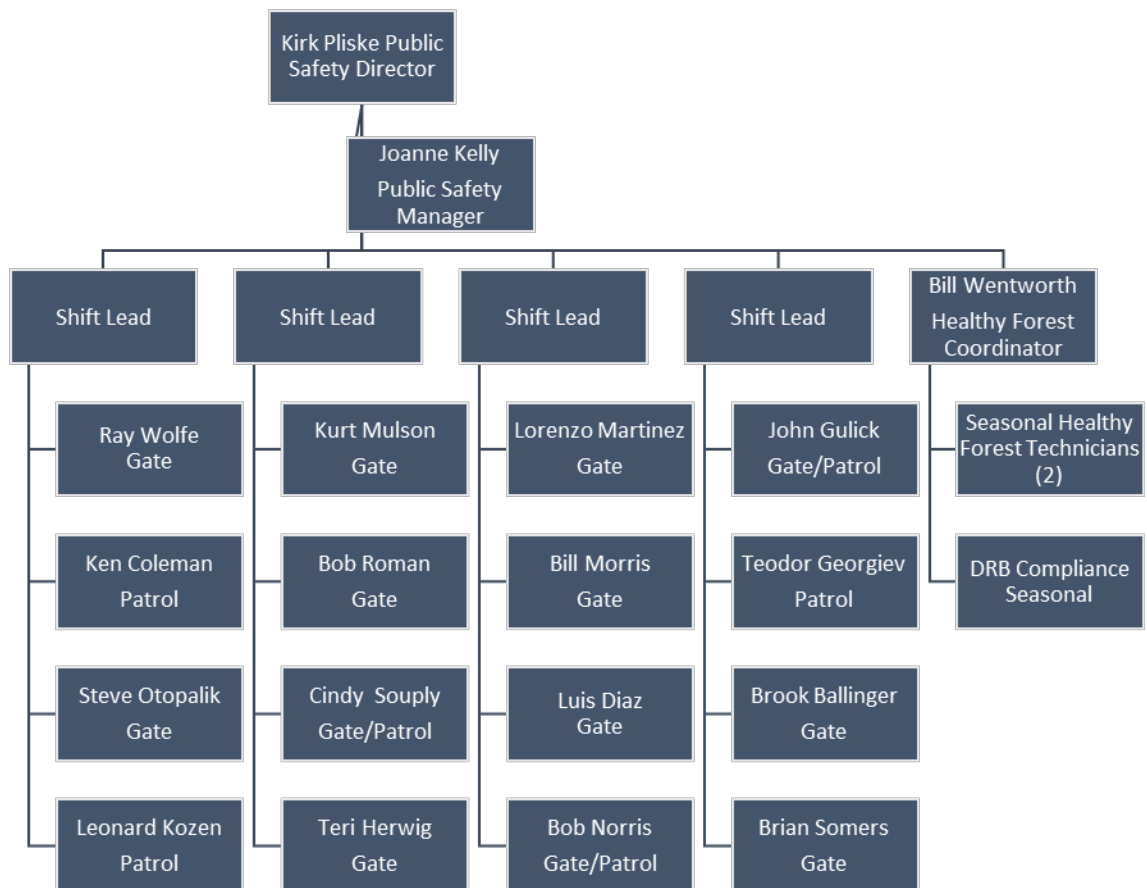
Equestrian Center

Provide daily operations for the facility and boards that includes a heated 25-stall main barn with arena, tack room, break room, wash stall and heated five-stall barn with arena, outdoor arena and round pen; oversee outdoor paddocks that are equipped with shelters and automatic waterers; feed and give visual inspection of the horses three times per day by experienced staff (CPS checks the horses twice nightly).



PUBLIC SAFETY

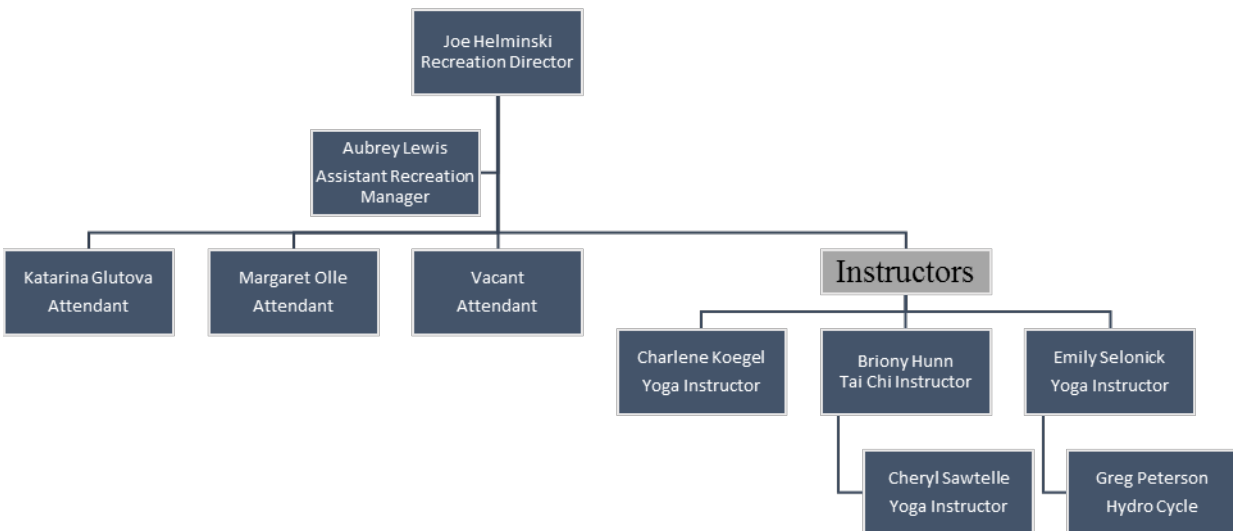
Plan, direct and coordinate Cordillera’s security and public safety activities involved in the protection of life and property and enforcement of statutes and regulations; provide proactive leadership to a community-oriented public safety/security department that operates 24 hours per day, seven days per week; ensure collaborative safety efforts with community and local entities; recommend and administer policies, and implement procedures to reduce or eliminate accidents, criminal acts and complaints to the extent possible to ensure the safety of all residents, employees, guests and properties; serves as the contact to outside law enforcement agencies regarding investigations of crimes as well as legal prosecutions as may be necessary; direct and coordinate Cordillera’s public safety, security, dispatch and communications, fire systems, parking, electronic access, locks and key control and protection programs to include crime prevention, traffic control and patrolling of physical property; enforces regulations; coordinate emergency preparedness training and drills for the community; implement and enforce safety regulations and trainings; ensure the availability of pertinent publications, proper posting of safety regulations and holds training on a periodic basis to keep employees familiar with safety requirements; coordinates fire and safety inspections with appropriate agencies and corrects fire and safety issues identified in a timely manner to ensure continuous safety; administer the Healthy Forest program including Wildfire Mitigation, Mountain Pine Beetle and Wildlife issues.



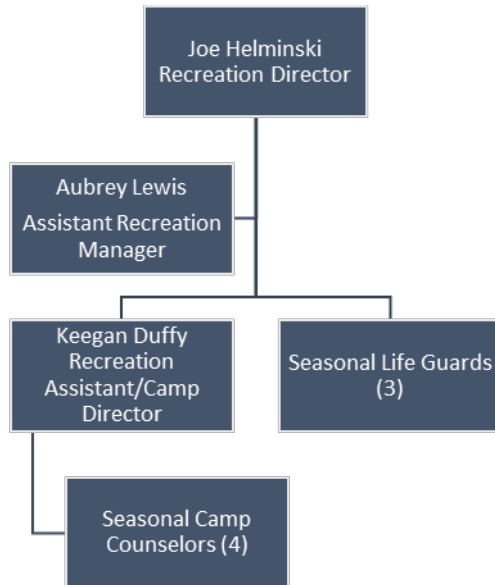
RECREATION

Plan, organize, implement and manage the Vail Gondola Club, The Athletic Center at Cordillera, Cordy Camp, Trailhead Clubhouse and Pool Complex, Dave Pelz Short Course Management Agreement, Cordillera Café and community enrichment events; enforce rules and regulations of recreational facilities in order to maintain discipline and ensure safety; oversee programming; manage the daily operations of recreational facilities; administer first aid according to prescribed procedures, and notify emergency medical personnel when necessary; ascertain and interpret group interests, evaluate equipment and facilities and adapt activities to meet participant needs; greet new arrivals to activities, introducing them to other participants, explaining facility rules and encouraging their participation; explain principles, techniques, and safety procedures to participants in recreational activities and demonstrate use of materials and equipment; evaluate recreation areas, facilities and services in order to determine if they are producing desired results; complete and maintain time and attendance forms and inventory lists; confer with management in order to discuss and resolve participant complaints; supervise and coordinate the work activities of personnel, such as training staff members and assigning work duties; meet and collaborate with agency personnel, community organizations and other professional personnel to plan balanced recreational programs for participants; schedule maintenance and use of facilities; direct special activities or events such as aquatics, gymnastics or performing arts; meet with staff to discuss rules, regulations and work-related problems; provide for entertainment and setup related decorations and equipment; encourage participants to develop their own activities and leadership skills through group discussions, serve as liaison between park or recreation administrators and activity instructors; evaluate staff performance, recording evaluations on appropriate forms; oversee the purchase, planning, design, construction, and upkeep of recreation facilities and areas.

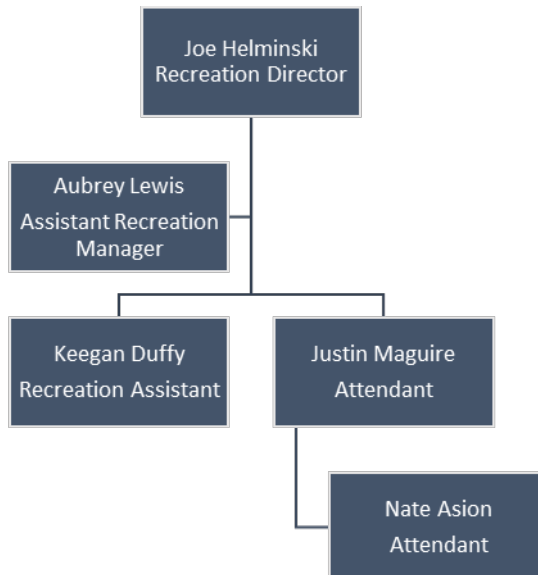
Athletic Center



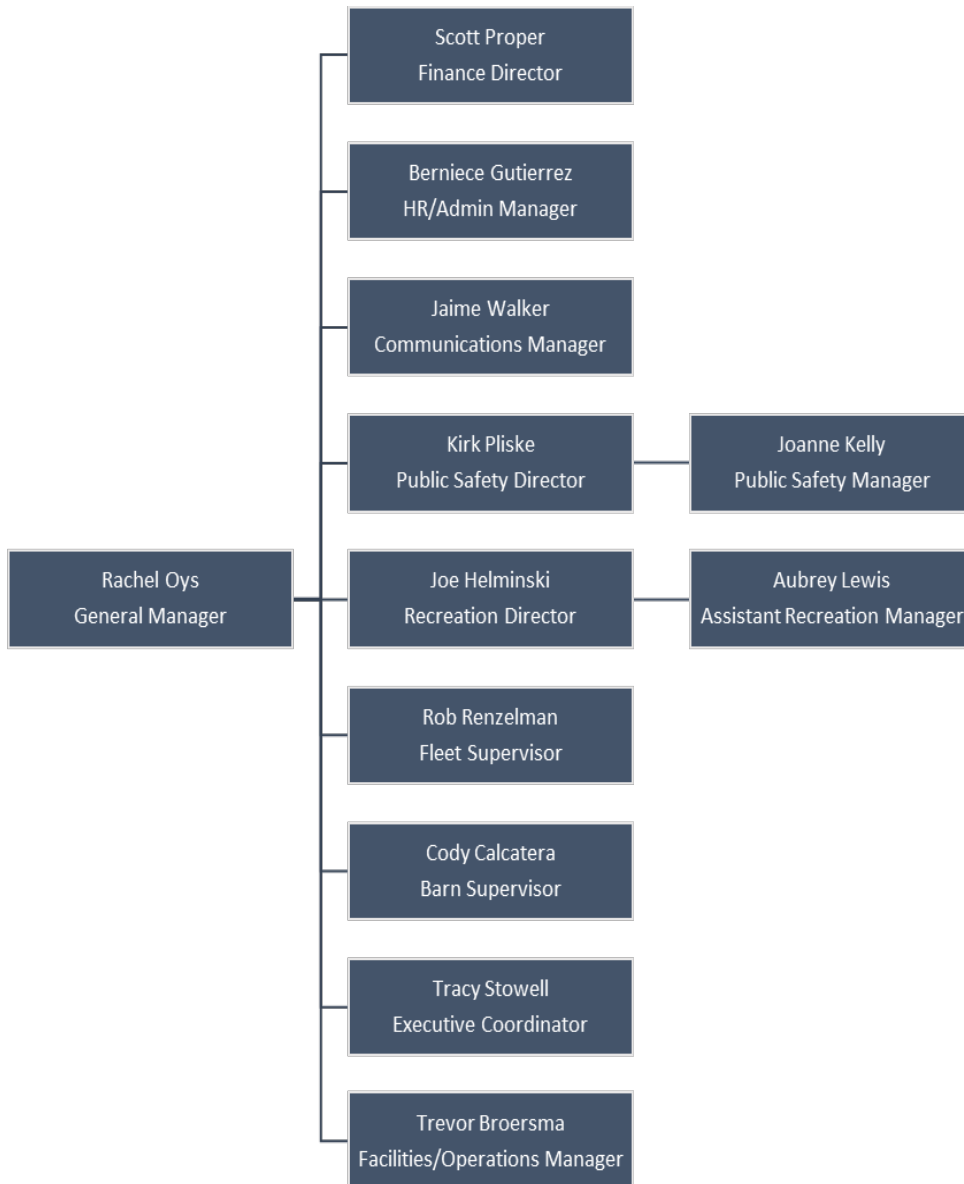
Trailhead



Vail Gondola Club



Management Team Members and Roles



- Positive Organizational Culture:** Understand, support and coach others in the agencies vision, mission and model. Communicate with transparency, openness and trust. Foster an environment of teamwork, creative thinking and innovation to maximize the contributions of team members in accomplishing program, unit and department goals. Assist in creating a positive work environment that promotes productivity, mentoring, teamwork and cooperation. Elicit and consider differing viewpoints when analyzing issues and recognize accomplishments of team members.
- Employee Supervision:** Manage staff to achieve unit goals and objectives. Hire, train and coordinate staff workloads. Delineate clear roles and expectations. Establish performance standards, plan, organize, assign, review and evaluate team member

performance. Assess training, resource and technical assistance gaps and determine the most appropriate means to address the gaps; establish, and revise as needed, an integrated program. Provide a learning environment to staff by developing training, workshops and policies to promote professional development. Request feedback.

- **Leadership:** Support policies, procedures, guidelines and standards of fiscal accountability. Participate in the management team to develop and implement departmental and agency strategic and integrated service plans. Establish protocols and collaborate with management team in the design and administration of internal program support. Escalate issues as appropriate. Advance the mission by providing premier services.
- **Communication:** Coordinate, collaborate and integrate with local, regional and state resources. Maintain clear, effective, open, honest communication with both internal and external customers and colleagues. Create, maintain and support a safe environment for open discussion. Maintain confidentiality and seek and respond appropriately to feedback. Actively listen to others. Communicate effectively in writing, orally and electronically in a professional and culturally sensitive manner.
- **Planning and Accountability:** Use available data and resources when planning, implementing and addressing opportunities for improvement in methodologies and practices. Collect, interpret and document information in a clear and understandable manner. Develop and implement short, intermediate and long-term goals and objectives. Identify strategic opportunities and barriers. Execute work plans and measure results. Support, implement and collaborate on business process improvements including LEAN principles to reduce waste and increase process efficiencies. Provide recommendations to the General Manger and Board of Directors.
- **Fiscal Stewardship:** Plan, evaluate and provide administrative oversight of programs. Develop unit budget and monitor annual budget for department. Collaborate with the Finance Department on implementing financial systems and policies.

Management Team Bios

Scott Proper, Finance Director, came from the Vail Valley Foundation where he was the controller since the summer of 2015. Before his time at the VVP, he held various positions in the banking industry partly focusing on projects and clients in Cordillera including a large development project at The Summit. As a banker, Scott served homeowners' associations, metropolitan districts, individual businesses owners and entrepreneurs throughout Eagle County. Outside of the valley, Scott established and managed a distressed real estate investment fund in Arizona and was a credit portfolio manager in Washington, D.C. for Sun Trust Bank where he was responsible for underwriting and issuing debt to not-for-profit organizations. Scott's clients included the AFL-CIO, National Public Radio, Georgetown University and the Armed Forces Benefit Association. In early 2016, Scott completed his not-for-profit accounting accreditation certificate through the American Institute of CPAs. Scott's community service has included volunteering on boards of the of the Vail Racquet Club Homeowners' Association, Vail Rotary Club Vail Recreation District, Town of Vail Design Review Board, Vail's Planning and Environmental Commission and Vail's Conference Center Task Force. Scott, his wife Paulina and son Eric live in Eagle where they enjoy all of the recreational amenities the community has to offer.

Berniece Gutierrez, Human Resource and Administrative Services Manager, has over 20 years of experience in Human Resources as a manager in hospitality, construction and government. Her most recent employment was the Human Resource Manager for Eagle County. She graduates from Lake County High School and attended University of Maine at Machias and CMC. She was the Human Resource Manager for The Gallegos Corporation for seven years serving 800 employees. She has extensive experience in recruiting, benefits, employee housing, employee relations, supervision of teams and employee incentive programs and activities. Berniece served on the HCHRA board of directors for three years. She is a native from Leadville, and enjoys the outdoors, hunting, fishing and camping with her husband Frank and family.

Tracy Stowell, Executive Coordinator, served as the administrative coordinator to the Eagle County Regional Transportation Authority and Trails departments since 2008. She managed three employees, served as the clerk to the boards and assisted in the administration of an \$8 million budget, including development, operating and capital expenditures, contract and grant management and accounts receivable. She has a passion for serving citizens and is highly effective in employee engagement—especially in the facilitation of employee culture working groups to implement wellness and recognition initiatives. She also worked with Colorado State University Cooperative Extension, Town of Vail, Eagle County Health District, Shasta County Office of Education and the AmeriCorps Watershed Project. Tracy is originally from Northern California where she studied Environmental Science. She lives in Eagle with her husband Josh and two children, Luci (7) and Gage (9). The Stowell Family also has two dogs and two cats. Tracy, along with her family can be found in the forest camping, hiking or skiing on most weekends—always in search of a hidden gem.

Jamie Walker, Communications Manager, served the Town of Avon for six years before coming to Cordillera where she held the position of Community Relations Officer. In Avon, Jaime was responsible for leading the Town's strategic communications efforts which included developing and implementing communication strategies that reached varied target audiences. before her time in Avon, Jaime's experience spans marketing and communication work in the local real estate industry as well as appointments at Vail Mountain School, where she joined with school leaders to grow enrollment during a crucial time in its history. While there, she also worked in development supporting special event fundraising efforts and reigniting the alumni program. Jaime is a Vail native having attended Vail Mountain School and then matriculating to DePauw University where she graduated with honors with a Communications degree. She lives in Eagle with her husband Scot and three-year-old son, Conor. She is passionate about nutrition, living in the mountains and enjoying the outdoors.

Joe Helminski, Recreation Director, is originally from Manistee, Michigan. He obtained a degree in Communications from Michigan State University and was a Member of Spartans Varsity Golf Team. He started with Cordillera in 2005 as a golf professional. Joe spent summers in Colorado and winters in Florida in the golf industry for a few years until accepting position with the Metro District and Vail Gondola Club. He lives in Eagle with his wife Kelly, son Hadyn and daughter Lily. As a family, they enjoy traveling, fitness, skiing, golfing and all that the Colorado great outdoors has to offer.

Kirk Pliske, Public Safety Director, was a firefighter, paramedic and EMS coordinator for the Eagle County Regional Airport and worked part time for Beaver Creek Public Safety. Previously, he held positions with the Glenwood Springs Fire Department and Eagle River Fire Protection District. He has a passion for teaching and for several years has been an instructor for Colorado Mountain College and other local agencies, teaching the paramedic program, EMT, CPR and fire academies. Pliske has more than 14 years of experience in emergency services ranging from firefighting to EMS to law enforcement and public safety. He holds a bachelor's degree from Milligan College in Tennessee and a paramedic certification from Colorado Mountain College. He is originally from Chesterton, Indiana. He and his wife Laura live in Eagle with their son K.J and enjoy all the benefits of our great mountain community.

Trevor Broersma, Facility and Operations Manager, is a Certified Golf Course Superintendent, who has been working in the golf industry for the past 19 years. Trevor has a BA in Business Communications from Calvin College and a Turfgrass Management Certification from Penn-State University. He has managed golf courses in the East Coast, Midwest, Rocky Mountains and the Pacific Northwest. Over the past 10 years Trevor has managed large redevelopment projects including two open course renovations and construction of a private practice facility for the University of Washington Golf teams. Trevor and his wife Mary Ellen and their 10-year-old Weimaraner Oberon (aka OB) reside in Edwards. When not at work, they can be found skiing, mountain biking or paddle boarding.

Rob Renzelman, Fleet Supervisor, has lived in the valley since 1981. He married his wife Mari in 1988, who is currently employed as the Eagle County Treasurer. They have two grown children who are attending college. His daughter Stephanie is attending the University of Kentucky currently in her first year of law school and his son Kyle is in his senior year at the University of South Dakota majoring in Conservation Biology. Rob and his family enjoy camping, fishing, hunting, hiking and being outdoors as much as possible. After graduating high school from Eagle Valley in 1987, Rob went to work for his dad in a cabinet shop, waiting to get hired at Eagle County Road and Bridge. In 1990, Rob joined Eagle County as an equipment operator, transferring to the vehicle maintenance side of the operation in 1991. In 1995 he accepted a job with the Town of Eagle, where he obtained his water and wastewater certifications and worked on the town's water system. In 1997, Rob was recruited by the Cordillera Metro District to maintain the water system and a couple of years later transitioned to fleet operations.

Aubrey Dreesen, Recreation Assistant Manager, came from Northwestern Mutual in Denver serving as an Associate Financial Representative in event coordination, insurance operations and underwriting processes, administration and office management. She also completed internships with MWH Global in public relations and Haynes Mechanical Systems in Marketing and Sales. She also served as a group fitness instructor at CSU for one year. She and her new husband Matt enjoy the outdoors with a focus on biking.

Joanne Kelley, Public Safety Manager, came from the Valley restaurant in Gypsum Colorado serving as a chef. She then worked at Cordillera Lodge & Spa at the Picasso restaurant as their chef for five years. Cordillera Metro District hired Joanne to work in Public Safety at the gates. Shortly after she transitioned into a shift lead. From there she progressed and was promoted to

Public Safety Supervisor where she has served us for 20 years. In her free time, she has a passion for horses and currently serves on the board of directors for the Mountain Valley Horse Rescue.

Cody Calcaterra, Equestrian Center Supervisor, worked at Vail Resorts as a Lift Operator/Maintenance Technician before joining the metro district. Prior to working at Vail Resorts he was the Assistant Manager for Texas Tech Horse Center in Texas in feeding and caring for up to thirty horses. During his time at Texas Tech Horse Center he accomplished a perfect score on a yearly inspection. He also served as a Wrangler at Harmels Ranch Resort responsible for leading and entertaining guests on trail rides, camping trips and maintaining health, fitness and feeding of horses. He was married over the summer and is enjoying the married life and the outdoors.

Budget Approach and Timeline

Due Date	FY 2017 Planning Item	Responsible Party
July 15	Board Meeting	Rachel
July 25	Management Team Planning Session- Budget Kick Off Present Work Plan and Budget Guidance	MT
August 1	Worksheets and Instructions Department Worksheets Available to MT	Steve
August 1	Budget Think Tank Small Conference Room- All Employee Ideas Collected	Tracy MT promote and encourage participation
August 26	Draft Budgets Due and MT Retreat	MT submit to Rachel and Steve
August 26	County Assessed Valuations released	Steve pull from County
August 30	Draft Work Plans Due	MT submit to Rachel and Tracy
August 31	MT Planning Session	MT attend/ present budgets and work plans
September 1	MT Retreat	MT meet and share budgets
September 2-9	Department Budget Reviews	Rachel and/or Steve meet with Departments
September 9	Personnel and Capital Outlay Requests Analyze the current state of infrastructure Prioritization of 2017 Capital (Roads, Facilities, information technology), Wish list, Justifications, Org Charts, Update master personnel sheet	MT submission to HR for personnel MT submission to Trevor for Facility MT submission to Tracy for information technology MT submission to Rob for Fleet
September 12	Draft to Boards	Rachel and Steve
September 16	Board Meeting	Rachel provide an update on process, personnel, capital, etc.
September 22	Special Board Meeting/Tour Facilities	MT and Board
September 28 or 29	Presidents/Treasurers Work Session Work session to discuss process/priorities Prepare presentation and memo	Rachel, Scott and Steve
October 17	Draft to Full Board	Rachel, Scott and Steve
October 21	Presentation to Board for Approval/Budget Hearing	Rachel, Scott and Steve
December 1	Send CPOA/CMD Budgets and Memo to Property Owners	Rachel, Scott and Steve
December 15	CMD Certified Levies due to Eagle County	Scott and Steve
December 31	Service Plan Due	Rachel, Scott and Steve

*Dates may be subject to change.

July 26, 2016

Management Team Budget Guidance Letter

As the 2017 budget process is initiated, we'd like to take this opportunity to thank you for your continued leadership and fiscal stewardship. You consistently strive for excellence, and with your help we continue to provide quality services to our community. Thank you for what you have done and for what you continue to do every day.

This document reaffirms our mission statement to assure the budget will support our premier mountain resort community, offering exceptional value and quality of life to property owners who are diverse in age, economic status and interests, and to provide residents the facilities, services and amenities that are attractive, affordable, safe and enjoyable.

A work plan and budget serve as a guide to help organizations plan for the future as well as assess its current financial health. We periodically review the budget as well as compare it to the actual cash flow and expenses, to determine whether our plans are playing out as expected during the course of the year. It may be necessary to amend the budget during the year as plans change.

The Cordillera Metro District can raise its main source of revenue property taxes by 5.5 percent whereas the Cordillera Property Owners Association's main source of income from dues is fixed unless raised. Most expenditures should not go up by more than inflation—estimated at two percent unless the scope of the budget line item is changing. Due to our continued fiscal diligence, reserves are healthy.

We are eager for your input as we move forward in the budget planning process. In addition, we are taking this opportunity to provide you with guidance to assist you in effectively and efficiently allocating resources to best serve the community.

As you start to develop the 2017 work plan and budget, please consider the following:

- Guiding Principles: Strategic Alignment - Strength-Based Organizational Structure - Key Priorities Established - Premier Services - Fiscal Stewardship - Future Visioning

Mission

To be a premier residential mountain community

Team Declaration and Values

Service with Purpose

Trust, Respect, Integrity, Positive, Diversity, Awe-Inspiring, Ability, Flexible, Comradery and Accountable

Operating Agreements

- Deliver WOW Through Service
- Assume Good Intent and Extend Trust
- Foster Open and Honest Relationships With Communication
- Build a Positive Team and Family Spirit
- Pursue Growth and Learning
- Be Humble
- Do More With Less
- Explore, Innovate and Share
- Embrace and Drive Change
- Be Passionate, Determined and Accountable
- Create Fun

- **Annual Work Plans** serve as a roadmap to advance our mission and we are responsible for implementing, continuously evaluating and modifying as appropriate
- When identifying the department's annual outcomes:
 - Maximize each team member's strengths, foster integration and promote a positive, accountable culture
 - Encourage cooperation, collaboration and integration within the community and Vail Valley
 - Progressively position the community for future opportunities
 - Exceed community expectations

Budget Approach

- Refer to our strategic plan at a glance as you prepare the budget. Programs, work plans and expenditures should support the goals of your department as well as the overall organization. Collaborate whenever possible.
- Refer to the 2015 and 2016 work plans as examples; a majority of our work is captured already and special projects can be added to ensure that each employee can see themselves in the 2017 work plans.
- Ensure that work plans are:
 - S.M.A.R.T.
 - Specific, Measurable, Attainable, Relevant and Timely.
 - Ask yourself and the team
 - What exactly do I/we want to achieve?
 - What are the activities or programs that will do the most to advance our mission, and that you think you can carry out with the income and resources you know you have or can foresee?
 - Where?
 - How?
 - When?
 - With whom?
 - What are the conditions and limitations?
 - Why exactly do I/we want to reach this goal? What are possible alternative ways of achieving the same?
 - How many staff positions will it take to run those activities or programs well?
 - How much, how (hourly wages, salary, consultant fees, benefits), and from what sources will those staff members be compensated?
 - What else will be needed to run the organization and its activities -- space, supplies, equipment, phone and utilities, insurance, transportation, etc.?
- "Hold the line" in terms of dollars requested for 2017; however, special requests for increases will be considered with good justification and supporting work plans. Requests for new or expanded programs or additional personnel will be carefully reviewed for value added, compared to additional cost. Budget reallocations can be a constructive way to propose a service level change that advances our mission.
- Look for efficiencies and opportunities to lower costs while maintaining quality services. Programs, work plans and expenditures should respond to identified strategic needs by promoting outcomes that better our community.

- Use of the employee budget think tank ideas for promoting cooperative efforts, increasing revenue and reducing expense. Address the community's current needs and position for future needs
- Utilize the diverse expertise and strengths of our teams. We appreciate that departments have kindly offered to explore efficiencies and potential savings in collaboration with departments throughout budget planning.
- Evaluate what we do in-house versus outsource (i.e., time, materials, expertise, etc.).
- Collect bids to ensure we have captured the market costs and timeframe for projects appropriately.
- Please take into consideration strategies that will reduce spending on energy, fuels, water, paper and other resources.
- Make strategic investments in our human resources to attract and retain a qualified workforce
- Plan and fund investments in the capital assets of the community that maximize the use and life
- Adhere to fund balance, debt service and other financial policies
- Ensure the ongoing financial health of the community
- Protect the bond rating
- Utilize the following to aid in the development of a comprehensive work plans and budget for 2017: communications plan, 2020 Road Program, traffic study, total compensation study, MSEC survey data, field best practices, membership and customer satisfaction surveys, replacement schedules, information technology assessments, reserve studies and ABDI, ADP, CYMA and other data.

Lastly, the Management Team, as well as Steve Thompson, are available to assist with budget planning in advance of the budget presentations and discussions.

Thank you again for all your efforts. We value you tremendously and look forward to the budget presentations with the boards in September and October highlight our great work as a team.

July 26, 2016

Management Team work sheet Helpful Hints

Budget work sheet instructions were made available August 1.

PERSONNEL: Finance and Human Resources will populate the personnel sections for each department. **NOTE: Contract employees or independent contractors should be shown under Contractual Services.**

- We are planning a merit increase in 2017.
- Benefits will also be calculated by finance/human resources. We are currently receiving quotes from other insurance companies, which include looking at level and partially self-funded plans and bundling medical, vision and dental.
- Many departments have seasonal and part time employees. If you would like to modify your staffing structure and position, please prepare a brief justification and submit for review/discussion with Rachel and Berniece.
- Review the prior overtime expenditures and calculate estimates for 2017.

OPERATING EXPENSES: Use the budget work sheet for each line item to explain how the costs were determined and justify the need for the various line items. Items with a unit cost less than \$5,000 are considered operating expenses and should be listed in this category. Items with over a \$5,000 value or more and a useful life of more than one year should be listed under Capital Equipment (see below).

CONTRACTUAL SERVICES: For each consulting organization, indicate the number of people to be assigned to the project, number of hours per person per day to be spent on the project, and a breakdown of the contract price by major cost item. Professional services should be procured competitively.

TRAVEL: Explain the relationship of each cost item to the project, (e.g., if in-state/out-of-state training or conference travel expenses are requested, explain the topic of the conference and its relationship to the project). Mileage should be calculated at \$ 0.54 and the following for meals: breakfast \$20, lunch \$25 and dinner \$50.

SUPPLIES AND MATERIALS: Include consumable supplies, materials to be used in the project and items of expendable equipment (that is, equipment costing less than \$5,000 and with an estimated useful life of less than a year).

CAPITAL EQUIPMENT: Equipment is defined as an item that has a unit cost of **\$5,000** or more and a useful life of a year or more. Explain why the proposed equipment is essential to conducting the project and is not currently available for use. All equipment must be purchased through competitive bid or established purchasing procedures.

2016 CONTRACTS

- Borne Engineering
- McDowell Engineering
- Pure Design (Design Review Board)
- Indian Summer Outfitters (Bearcat Stables lease)
- ReComm
- FreeForm Consulting (Training and Development)
- Otis
- Taste 5 Catering (Café lease)
- Slifer Smith and Frampton (General Store lease)
- Eagle River Fire District (Fuel agreement)
- Fly Fishing Outfitters
- Colorado Vegetation Management
- Rocky Mountain Custom Landscapes
- Eagle County IGA (Snow removal)
- ABDI
- Honey Wagon
- Mitchell and Company
- Steve Thompson
- Colorado Pool Scapes
- Danny Doig Septic
- CEC Boarders
- Trailer Parking leases
- Eagle River Water and Sanitation (Water permits)
- Cordillera Valley Club (Public Safety)
- ADP
- CYMA
- Iceanogle Seaver Pogue
- Bond Financing

July 27, 2016
Launch of Budget Think Tank

It's time to start thinking about what we want the 2017 Cordillera Metro District and Cordillera Property Owners Associations budgets to look like. This is a process that takes many minds and ideas.

The Budget Think Tank will be open from August 1 through 17. Please share your ideas for cost savings, revenue generation and organizational efficiencies. All ideas will be researched by the Management Team, Finance and other appropriate departments.

Everything you need to write down your ideas for the 2017 budget process will be at your disposal. There will be paper hung on all walls for you to write down your thoughts and ideas.

With every idea comes a chance to win prizes. Remember to write your name down next to your idea if you want to be entered into prize drawings. Anonymous ideas are also welcomed.

Think Tank Rules:

- Any idea is a worthy idea to share.
- Let your creative juices flow.
- Write your ideas on the flip charts or posters provided.
- Number your ideas. Let's try to get to 162 ideas, which represents three ideas from each employee.
- Invite others to think out loud with you.
- Have fun.

Potential Topics to Kickstart Ideas:

- Culture
- Wellness
- Recognition
- Training (certs and licenses)
- Team Building
- Services
- Fleet and Equipment
- Facilities
- Capital Improvements
- Customer Service
- Cost Savings
- Efficiencies
- Communications
- Human Resources
- IT
- Finance
- Safety
- Full Time/Part Time Employees
- Org Structure and Alignment
- Revenue
- Energy Efficiencies
- Community Engagement
- Communications
- Marketing
- Other

Thank you in advance for your thoughtful comments and suggestions. We greatly appreciate your involvement in creating our 2017 department work plans and budgets.

Budget Think Tank Submissions
August 2016

	Theme/Department	Employee Idea
1	Equestrian Center	Horse shows/competitions
2	Equestrian Center	More events to bring different crowds and interests
3	Marketing	Logo wear for employees
4	Energy Efficiencies	LEED certified buildings
5	Energy Efficiencies	Have vending machines on timer-off at night when drinks don't need to be cold
6	Energy Efficiencies	Motion sensor switches/lights

	Theme/Department	Employee Idea
7	Energy Efficiencies	Insulate attics in gatehouses to cut heat loss and save energy
8	Energy Efficiencies	Turn off heat-tape snow melt in April
9	Revenue	Outside/public events for fee at equestrian center
10	Revenue	Raise HOA Dues
11	Revenue	Design CEC to host more formal events. CIP, then rent the space as new revenue source
12	Revenue	Offer CEC clinics/trainings; bring in experts and advertise to public
13	Revenue	Birthday Equestrian Center parties
14	Revenue	Increase charge for homeowners who rent Café and Trailhead
15	Revenue	Charge a rental fee for café like we do the Trailhead
16	Revenue	Offer Home care services to owners; we are already here doing PM's job
17	Revenue	A mandate on all future sales from HOA
18	Services	Offer shuttle service to homeowners for all events
19	Information technology	New updated computers
20	Information technology	Computer for public safety up in administration office
21	Information technology	iPad for Facilities
22	Information technology/HR	Ability to clock in and out with computer and phone on ADP
23	CIP	Build a truck bay for public safety vehicles (to be out of weather)
24	CIP	Replace carpet in gate houses
25	CIP	New carpet in all offices
26	CIP	CEC as a meeting, dance reception hall; make it pretty
27	CIP	CEC dance floor, heaters & stage
28	CIP	Update capital reserve study if not every budget year, every other year
29	Human Resources	More paid holidays, 10?
30	Efficiencies	Meter for post office instead of using stamps
31	Efficiencies	Become an Actively Green Community
32	Efficiencies	Fly Fishing Outfitters to make own fishing passes, we pay them
33	Efficiencies	Open house signs: How about selling the open house signs to the realtors to recover the money that was spent on them. Then the agents can put the signs out for themselves to save on the numerous hours spent by Public Safety officers on processing emails, putting signs out and picking them back up three days a week. When signs are damaged or lost the realtors should also be responsible for the cost to replace them.
34	Efficiencies	Vail Daily distribution.. See email below The distribution of Vail Daily's doesn't make sense to me. Currently 225 Vail Daily's are delivered between 0130 and 0615 hours daily (usually around 0430 hours). The newspapers are brought to the CVC gatehouse. CVC keeps 25 and the remaining are picked up by a CMD patrol officer for the other side. Issue number 1, when a CMD patrol officer drives to CVC between 0100 and 0500, there is no patrol officer at CMD property. Issue number 2, we are at the mercy of when the newspapers are delivered by newspaper availability, delivery driver availability, etc. Often I am calling the CMD patrol officer around 0430 hours the newspapers were just delivered. As shift change is at 0500 hours, it gives the CMD patrol officer 30 minutes or less to drive to CVC, load the newspapers, drive back, make

Theme/Department	Employee Idea	
	distribution of the newspapers, and checkout. Recently, due to manpower shortage the CMD patrol officer is asked to stay a bit later to help with distribution of those newspapers as a day shift patrol would not be available until later. It seems this would create overtime. I have also been asked to bring the newspapers over to CMD and make initial distribution as a CMD patrol officer would not be available until 0900 hours. Probably no accumulation of overtime for me as our shift change is at 0600 hours, however it means leaving CVC property. Recommendation: The bulk of Vail Daily's delivered by Vail Daily delivery to a designated location at CMD. The remaining 25 Vail Daily's could be brought by Vail Daily delivery to CVC or left at Edwards Station (Shell/Wendy's). -I brought this idea up 3 years ago and was told basically this is how it is done and Vail Daily wouldn't deliver to CMD. Why not, there is a Vail Daily box at the intersection of Squaw Creek Road & Hwy 6. -If a CVC patrol officer is required to drive to Edwards Station, it is only about a 1 1/2-mile drive, which we do daily anyway to take recycle material to recycle center and/or refuel. I believe the change would maximize patrol officer presence in their jurisdiction thus increase responsiveness to the Community, minimize fuel consumption and cost, eliminate the need for related overtime cost, and reduce patrol stress.	
35	Facilities	Replace electric heaters in gate houses with high efficiency type heaters
36	Culture	More parties
37	Culture	Staff team building retreats (Franklin Covey trainings, ropes/trust trainings)
38	Culture	Staff ski/hike days
39	Culture	Smile, say hello, speak in friendly conversations
40	Cost Savings	Community Partnerships, trade facility space/land use/amenities for CMD needs
41	Cost Savings	Quit using "AlSCO," buy us a good vac and we can clean our own entry ways
42	Cost Savings	And black hills energy.
43	Cost Savings	Energy audit by "HCE"
44	Recognition	Team member of the month
45	Recognition	Recognize outstanding service to HOA & Mgmt; quarterly MBWA see staff doing something right
46	Recognition	Peer to peer recognition program
47	Community engagement	More Parties
48	Community engagement	All employee and homeowner cleanup day with barbecue afterward
49	Team Building	Homeowner/Employee fun dog competition
50	Team Building	Move workers around to different positions, versus same position every day. Host a ride-a-long, let someone work in your "shoes"
51	Training	Speed of Trust or Franklin Covey training, see culture sheet
52	Training	Show Departments share forms are to printed if front desk can't get to them right away
53	Wellness	Survey employees on areas of health/wellness: smoking, nutrition challenge, exercise routine-then implement program
54	Wellness	More fruit and veggies
55	Wellness	Walking meetings
56	Wellness	Walking challenges

	Theme/Department	Employee Idea
57	Wellness	Offer sick-pay accrual in addition to PTO
58	Wellness	Golf on Troon Courses
59	Finance	Checks to only need DBI signature if over \$1,500
60	Finance	Consistent account #'s through all departments
61	Finance	System processes
62	Finance	Improve billing/statement processes
63	Finance	Improve equestrian billing process
64	Finance	Easier invoice/receipt process
65	Finance	Purchasing cards for anyone who does any purchasing instead of barrowing someone else's card
66	Finance	Get rid of Debit cards
67	Safety	CIRSA slips-trips and falls online training
68	Safety	Increase boot allowance benefit and add gloves
69	Safety	Consistent boot allowance throughout all departments
70	Safety	Water proof jackets with reflectors tape on them for public safety
71	Safety	Water proof jackets with reflectors tape on them for public safety
72	Energy Efficiencies	Light switches that turn off when not in use
73	Energy Efficiencies	Efficient toilets
74	Safety	Traffic radar
75	Safety	Electronic sign
76	Safety	ERFPD
77	IT	Com Ops computers
78	IT	EC Alert
79	IT	ACE Fob system
80	IT	Tough Books for Public Safety
81	IT	Laptop/docking stations
82	IT	VPN Access
83	IT	Secure email
84	IT	Email archiving system/policy
85	IT	Help Desk System
86	IT	Schedules/calendars-Public safety
87	IT	Phones for Com Ops
88	IT	Radios
89	Community	Car show
90	HR	Communicate benefit/changes at all meetings, Hays, print=buy in Comp info comparted to other employers, total comp information
91	Communications	EC Alert
92	Communications	Emergency plan/roles/access
93	Communications	Electronic sign
94	Communications	ABDI
95	Communications	Implement onboarding materials
96	Communications	Job postings on website
97	Communications	trash info
98	Communications	employee profiles on Facebook
99	Training	ABDI
100	CIP	new slide, pool, water feature, concrete at Trailhead
101	CIP	CEC event center w/horses
102	CIP	Signage/post-metal
103	CIP	ACC
104	CIP	water faucet admin/toilets

**Meeting with Board Presidents and Treasurers
Notes from September 28**

Item	Follow Up Response from Staff
PS-Citadel	Citadel is budgeted in HR morale line item to provide coverage for public safety staff to attend meetings, trainings and events.
CVC	2 CVC gates are requested to be replaced. If CVC changes to gate access between 1-5 a.m., night patrol can give gate access remotely. CVC has one PS vehicle, fleet bills for labor, parts and maintenance. CVC does not use CMD fuel.
Healthy Forest	\$1,000 was added for preventative tree care. \$2,500 was added for dead tree removal on open space parcels. 2 fulltime seasonal positions are budgeted for summer projects.
DRB Compliance	DRB budget aligns with Millie's master tracking sheet. DRB contract coordinator time was modified to reflect actual based on the last three years. A fulltime seasonal position is budgeted in PS to assist with compliance if needed.
PS Radios	All purchases were moved to 2017 (rather than splitting costs across two years). One radio is requested for CVC.
Summit Firehouse Storage	This is not an option for this winter. ERFPD is storing more equipment there due to the Avon construction project.
PS GPS	A GPS system for PS vehicles is budgeted to change from the button system to GPS. Additional details will be provided at the budget hearing.
Gas Boy	Rob accesses the fuel usage with a laptop connects directly to the system. The old phone line ran from the Gas Boy to his computer. Mitchell and Company, Collette and staff are exploring a more efficient and effective tracking system.
2017 Fish Stocking	The summit pond will be stocked next year now that the aeration system is fixed. Bearden and Granada Glenn Ponds will also continue to be stocked.
Traffic Calming	Traffic calming costs are included in the capital improvement budget. Road striping is in the community operations budget as this occurs each year.
Divide Gate Tree Replacement	The dead trees have been removed from the Divide Gate areas. Replacement is planned for 2017. This can be modified.
Trailhead Water Leak – spring 2016	ERWSD discounted the bill. Safety protocols were put in place to check the bunker. Replacing locks is requested for 2017.
Equestrian Center Lower Barn – Potential Parking	The Lower Barn is 53'x97' with a 12' door centered and 12-15 spots parked on an angle, one side will fit 20' trailers the other will fit 12' trailers.
Trailhead Pool Project	Slide replacement would be a priority.
Weed Control	Preventive Tree Spraying (PTS) will be our new contractor for 2017. Community Operations started working with PTS to save the current spruce trees by deep root feeding and injecting a fungicide. PTS has 12 trucks and their price is \$20/hour less than our current vendor. The plan is to attack the

	weeds hard for two years then maintain after that, shifting more money saving more trees at that time.
Eagle County IGA-Squaw Creek	An IGA is in place and CMD received 35-40 tons of cinders free from Eagle County for snow removal of Squaw Creek.
Equipment Rental	Community Operations is requesting to rent a loader mounted snow blower. The Oshkosh is great at doing long stretches of roads when needed, but it does not work for tight spaces such as around Settlers Loop. This rental is a pilot to make sure the idea will work before requesting to purchase one. Likely, we can access tighter spaces with a loader mounted one since the loader pivots on its center and not like a truck. We can remove areas at intersections by blowing them up into the woods instead of hauling off the snow. It becomes much more efficient than the Oshkosh, as well as costs less to operate. The street sweeper rental is an experiment. The problem is in the spring when we sand in the morning and sweep it off in the afternoon, we can now sweep them up and re-use them saving time and money. The secondary benefit to this machine is that it is not dusty like our current sweeper, so we do not have to alert certain community members as to when we will be cleaning their roads so they can keep their windows closed. If it works the ROI could be 5-10 years, it just depends on what percentage of cinders we can recapture. The boom rental is for holiday lights, it is \$700 and has a further reach than our boom truck. The boom truck cannot get up close/under all the trees we currently do.
Lodge Access and Services	We snowplow their parking lot. We charge the Lodge and this was \$8,000 for 2015-2016. Lodge guests and employees do not have access to the ACC.
Short Course	\$80,000 was added to the capital improvement budget a temporary trailer. The new plan sets the trailer by the maintenance facility tapping into already existing utilities. An expanded parking and paved road would likely be required, which is included in the estimate. This mitigates grading issues and traffic for Kensington. Troon is not requesting capital funds for irrigation boxes at this time. CPOA gets the revenues from golf cart. Clothes and rounds. Current projects by Troon estimate a savings of \$70,000 from the budgeted \$425,000 for short course operations.
Cafe	Linens and tables were budgeted to assist with cost of hosting community dinners. Community enrichment efforts such as wine tastings, football parties, fitness classes, concerts are all funded by the CPOA.
Taste 5 Catering	The 2017 contract includes a 15 percent increase
ACC Pools and Hot Tubs	Salt water chlorination: The method by which a salt-chlorine generator applies a process of electrolysis to the dissolved salt in the water as it passes through a pool's filter system. This electrolysis takes away the 'sodium' part of salt and what is left is chloride, or chlorine. Traditional chlorine is used to supplement this system.
VGC	The lease renews August 18, 2018; 180-210 days prior written notice of intent must be submitted to the landlord in February 2018.

	There is no charge for food and beverage items, thus no food license, continental breakfast follows state guidelines (including primarily single serve and prepackaged items).
Cordy Camp	Currently staff are not anticipating a rate increase for 2017. Homestead which offers a similar camp experience is at \$40 for property owners and \$47 for non-owners for comparison.
Cordy Camp	VMS is considering a lease option for Cordy Camp. VMS does use their fleet during the summer as well.
Finance Software	CYMA software has not been updated in two years. Staff are updating an exploring the additional modules that can be used. An analysis of capabilities and/or limitations will be completed prior to making a request for new financial software.
Post Office	Approximately 50 people take newspapers from post office on a daily basis.
Holidays	FreeForm Consulting compiled a list from other employers regarding holidays, PTO, employer contributions to benefits and merit. Information will be shared at the budget hearing.
FreeForm Consulting	FreeForm Consulting contract for 2017 was increased from \$12,000 to \$16,000. Projects will include employee meetings and trainings, analysis and recommendations for PTO, workers compensation, overtime, unemployment and other best practices.
Board Meetings	Board meetings were modified to reflect actuals. In addition, 2 annual meetings and a community breakfast were budgeted. 2017 includes one annual meeting.
Backflow Preventer Inspections	Staff are working continuing to look into this service or partnership with vendors. Information will be shared at the budget hearing.

2017 BUDGET

Summary of Changes

CPOA's projected 2017 budget is included in the financial statements- pages 23-33. The chart below identifies changes in which further explanation has been identified as valuable. Further explanation and board discussion will occur at the upcoming budget hearing.

Page 4 of 10	
Communications Contributions	This revenue from CMD has been absorbed into the service agreement for 2017.
Trash and Recycle Program	Vail Honeywagon has proposed a price increase for the first time in six years.
Legal Fees - General	Decrease estimated due to lower extraordinary legal expenses.
Community Enrichment Events	Decrease due to external focused events were moved to the Communications budget.

Page 5 of 10	
Vail Gondola Club, Short Course, Athletic Center and Trailhead	A summary is shown on Page 5 of 10. See individual expense narrative for these entities.
Public Relations	ReComm's \$30,000 for crisis communications is not budgeted in 2017. In addition, the public relations monthly retainer was \$6,000 lower than budgeted for 2016. For 2017 \$6,000 is reallocated to graphic design.
Promotions	Increase due to moving external events from Community Enrichment.

Page 6 of 10	
Expenditures	Changes relative to 2016 outlined in capital expenditures work sheet.

Page 7 of 10 – Vail Gondola Club Detail	
Overall	Net changes in revenue and expenses are minimal. Note that depreciation expense is not budgeted and is recognized through a year-end accounting expense entry.

Page 8 of 10 – Athletic Center Detail	
Wages	Increase due to increase of two classes per week and accurate budgeting for other instructors.

Page 9 of 10 – Trailhead Detail	
Wages & Benefits	Increase due to the addition of a FTE for VGC and Trailhead.
Laundry Expense	Increase due to increased vendor charges.
Linen	Increase due to increased vendor charges.

Page 10 of 10 – Short Course	
Short Course Contract (with Troon)	Decrease reflects cost savings and estimated based upon \$80,000 surplus in 2016.

CMD's projected 2017 budget is included in the financial statement- pages 23-45. The chart below identifies changes in which further explanation has been identified as valuable. Further explanation and board discussion will occur at the upcoming budget hearing.

Page 6 of 15	
Property Taxes	5.0 percent increase proposed.
Specific Ownership Taxes	Decrease based upon year-to-date 2016 actuals.
CVC Public Safety	Increase based upon proposal to CVC, which reflects different allocations and staffing relative to 2016.
Total Revenues	Increase primarily attributable to increased property taxes.
Subtotal Admin Wages	Increase wages due to positions hired higher.
Insurance – Property/Casualty	Increase due to the addition of DO excess liability.
Legal-General	Decrease estimated due to lower extraordinary legal expenses.
MIS & Computer Fees	Increase service level with Mitchell and Company.

Page 7 of 15	
Strategic Initiatives	New expense for 2017.
Employee Morale & Welfare	Increase primarily due to employee service awards, employee recognition events and Citadel security for coverage such events.
Payroll Administration	Decrease due to the onetime expense incurred in 2016 for the expanded ADP Total Workforce Module and the purchase of timeclocks.
Miscellaneous Office Equipment	Decrease due to the initial purchase of computers and additional IT needs for more efficient and protected operating systems. The 5 year computer replacement plan was updated and will be implemented in 2017.

Subtotal Comm Ops Wages	Decrease wages due to operational efficiencies relative to 2016 and decreased benefits expense due to health insurance savings. Added position pay adjustments for compression. Decrease overtime projection.
Road Shoulders/Drainage Maintenance	Increase due to needed repairs.

Page 8 of 15	
Tree/Pest Removal	Decrease due to onetime projects in 2016.
Equipment Rental	Test equipment to evaluate proposing future purchase.

Page 9 of 15	
Public Safety Wages & Benefits	Decrease wages due to staffing changes partially offset by decreased overtime and benefits savings due to decreased health care costs. Added FT seasonal for DRB compliance. Added position adjustments for shift leads and compression. Decrease overtime projection.
Maintenance & Repairs – Gates	Lower maintenance costs expected as a result of proposed gate capital upgrades.

Page 15 of 15 – Equestrian Detail	
Paddock Revenue	Increase due to anticipated increased occupancy resulting from staff effectiveness, footing replacement and other capital improvements.
Wages & Benefits	Decrease due to operational efficiencies in wages and health care savings in benefits. Staffing proposed model equates to 165 hours for 2017; supporting administrative time for supervisor.
Admin Fee	Deleted for 2017. Request to maintain consistency across departments.

Personnel Wages and Benefits

	2016	2017
Wages and Benefits Includes merit and adjustments	\$3,463,625	\$3,342,981
Administration	\$539,866	\$589,702
Communications	\$139,491	\$139,317
Operations	\$1,141,515	\$1,007,221
Equestrian	\$198,982	\$171,012
Public Safety	\$1,082,615	\$1,039,352
Recreation	\$68,033.93	\$64,642
Vail Gondola Club	\$135,126	\$127,523
Athletic Center	\$83,092	\$97,064
Trailhead	\$74,854	\$90,775
Overtime	\$117,638	\$92,500
Merit	\$80,246	\$93,692
Adjustments	\$123,509	\$40,858
Benefits	\$739,856	\$627,941
Full Time Employees	54.59	53.56

Medical, Dental and Vision Benefits

Age banded rates for fully insured groups under 100 went into effect 1/1/16. If CMD would have renewed as-is for 1/1/16, the age-banded rates would have been a 59% increase to the budget. As a result, Hays and CMD worked to change the renewal effective date to 12/1/15, bringing the renewal to about 1% by avoiding the age-banding.

For the 2017 renewal, age-banded rates are unavoidable. Fully insured groups over 100 can expect a 12%-15% increase on *average* for 2017, but for age-banded groups like CMD, we would not be surprised to see something like 59% again. United Healthcare provided a quote with a 38% increase.

CMD has changed to level-funded agreement with Cigna, the contract starts on 11/1/16 and renew in 14 months on 1/1/18. At a \$20k stop loss deductible with a 67% surplus return resulted in a decrease of 7.5% for medical rates. CMD also moved to a level-funded arrangement on dental with Cigna the rates will decrease about 5% and a self-funded arrangement on vision through Cigna the rates will decrease 35.8%. In total, by bundling medical, dental and vision with Cigna and taking advantage of level and self-funding, CMD's rates will decrease by almost 9%. Bundling provides a discount and ease for administration.

In a level funded arrangement, the employer pays a set premium to the carrier each month that only fluctuates based on enrollment. However, claims are also tracked so if, at the end of the year, the employer paid more in premium to the carrier than claims were paid, the employer gets paid back a portion of that surplus (the 50% or 67% as mentioned above). For example, if an employer pays \$200k to a carrier but only \$180k in claims

were paid, the surplus would be \$20k. The employer would then be returned a portion of that surplus, depending on what they elect.

2016-2017 Medical, Dental and Vision Premiums

	Total Premium	CMD Contribution	Employee Contribution	Per Pay Period Deduction
Medical				
Employee	\$ 560.13	\$ 560.13	\$ -	\$ -
Employee + Spouse	\$ 1,176.27	\$ 858.51	\$ 317.77	\$ 158.88
Employee + Child	\$ 1,064.25	\$ 776.75	\$ 287.50	\$ 143.75
Employee + Family	\$ 1,680.38	\$ 1,226.43	\$ 453.95	\$ 226.98

	Total Premium	CMD Contribution	Employee Contribution	Per Pay Period Deduction
Dental				
Employee	\$ 41.81	\$ 41.81	\$ -	\$ -
Employee + Spouse	\$ 84.48	\$ 60.73	\$ 23.75	\$ 11.88
Employee + Child	\$ 91.05	\$ 65.46	\$ 25.60	\$ 12.80
Employee + Family	\$ 142.86	\$ 102.70	\$ 40.16	\$ 20.08

	Total Premium	CMD Contribution	Employee Contribution	Per Pay Period Deduction
Vision				
Employee	\$ 5.19	\$ 5.19	\$ -	\$ -
Employee + Spouse	\$ 10.38	\$ 6.86	\$ 3.52	\$ 1.76
Employee + Child	\$ 10.48	\$ 6.77	\$ 3.71	\$ 1.85
Employee + Family	\$ 16.73	\$ 11.28	\$ 5.45	\$ 2.72

Cordillera Metro District Capital Improvements Schedule

Department	Year	Description	Year	Description	Year	Description	Year	Description
	2016		2017		2018		2019+	
Community Operations	\$250,000	Building Stabilization						
Engineering	\$ 9,000	Facility Study						
Road Program	\$509,578	Overlay Gore Trail, patch Fenno, Grenada Glen, Webb Peak Trail	\$431,200	Fenno to Ranch	\$404,330	Fenno to Summit	\$442,032	Kensington Dr, Hawk's Leap Rd, Eagle's Glen Rd, Kensington Court, Casteel Ridge, Casteel Point
Road Program	\$30,000	Update Road Program Plan			\$156,915	Kicking Horse - Delayed 2016	\$104,610	Territory Trail - Delayed 2016
Guardrail Replacement	\$117,800		\$85,100					
Street Lights			\$ 35,000	Street light to LED conversion				
Traffic Calming	\$ 7,000	Study	\$15,800	Temporary Roundabout & Removal of Striping on Fenno from Trailhead to Settler's Loop	\$33,000	Sight distance improvements - Andorra & Cimmarron	\$150,000	Sight distance improvements - Divide Gate

Department	Year	Description	Year	Description	Year	Description	Year	Description
				(Striping in Ops Budget)				
Parks	\$20,000	Fencing and dog park						
Landscaping			\$30,500	New trees at Ranch Gate & Divide Gate				
Public Safety			\$36,000	Ranch & Divide Gate Replacement				
Public Safety			\$12,000	Ranch & Divide call box replacement				
Public Safety			\$18,865	Radio replacement (5)				
			\$6,000	Rekeying of buildings				
Public Safety			\$40,000	Ranch and Divide Gate Houses				
Admin			\$ 23,000	Carpet				
Admin			\$3,000	Windows				
Equestrian Center	\$49,000	Lower barn siding	\$12,090	Indoor arena footing replacement	\$15,700	Upper barn staining		
Equestrian Center	\$11,000	Auto waterers	\$10,000	Office and breakroom	\$4,500	Mirror installation		

Department	Year	Description	Year	Description	Year	Description	Year	Description
				remodel		arena		
Equipment Purchases	\$205,000	Plow truck	\$177,000	Plow truck	\$37,000	Toyota Tacoma	\$200,000	International 7400
Equipment Purchases	\$36,645	Small plow truck	\$25,000	#322 Pickup Truck	\$240,000	JD motor grader	\$40,000	Ford plow truck
Equipment Purchases	\$24,561	Small plow truck	\$9,100	Snowmobile	\$42,000	Bearcat crackfiller	\$95,000	Bobcat E50 Mini Excavator
Equipment Purchases	\$10,923	Kubota	\$56,532	Bobcat Tool Cat	\$27,000	#332 Jeep - 2016 Delay	\$30,000	Woodsman chipper
Equipment Purchases	\$12,042	Plow truck sander	\$5,890	Trailer	\$8,100	ATV - 2016 Delay	\$1,200	Trinton trailer
Equipment Purchases	\$7,751	Small truck sander	\$5,250	Cold saw				
Equipment Purchases	\$5,000	Trailer	\$5,700	Vertical band saw				
Equipment Purchases	\$ _____ -		<u>\$16,000</u>	Shop air compressor	\$ _____ -		\$ _____ -	
TOTAL	\$1,305,300		\$1,059,027		\$968,545		\$1,062,842	

Cordillera Property Owners Association Capital Improvements Schedule

Department	Year	Description	Year	Description	Year	Description	Year
	2016		2017		2018		2019+
Healthy Forest Initiative	\$83,900		\$66,770				
ACC	\$220,085	Remodel & Expansion Planning	\$133,500	Cardio equipment, flooring, paint cardio & weight rooms			
ACC			\$17,800	Repair failed shower pans in men's and women's bathrooms			
ACC			\$ 9,750	Repair pickle ball courts and nets			
Trailhead	\$24,540	Staining	\$ 93,000	Replace roof			
Trailhead	\$12,300	Replace decking	\$ 3,550	Repair tile in men's and women's locker rooms			
Trailhead	\$12,800	Replace carpet	\$200,000	Phase 1 of 2: Pool re-plaster, new pool decking, landscaping, water slide	\$200,000	Phase 2 of 2: Pool re-plaster, new pool decking, landscaping, water slide	
Short Course			\$4,000	Paint exterior of maintenance facility			
Short Course			\$80,000	Trailer			
Short Course	\$ -		<u>TBD</u>	Water feature repair	\$ -		\$ -
TOTAL	\$353,625		\$608,370		\$200,000		\$-

Capital Improvement Justification

Road Projects

The proposed 2017 road program uses our updated 20-year road program and the Pavement Condition Index (PCI) done in 2016 to suggest the following overlays in Cordillera. Fenno from the start at Squaw Creek to the Ranch Gate house, all of Kicking Horse and Territory Trail past last constructed home.

Guiderail Replacement

The Cordillera Community has 14,487 linear feet (lf) of guide rail. Of which, 4,830 lf or 26 guide rails are constructed with round posts (not treated) and W-rail or round posts and round rails (not treated). Staff is recommending replacing all current round post guide rails with steel I-beam and W-rail this year. The rationale behind this recommendation is twofold with safety being the main factor. The current round post guide rails do not meet county standards and do little to prevent a moving vehicle from going completely off the road. Additionally, it takes 100 man hours per year of staff time to stain the posts and rails. By going with a steel I-beam and W-rail, staff maintenance will be reduced by 100 man hours per year along with the expense for materials needed to execute the maintenance, approximately \$2,800 per year. Staff believes that outsourcing the work to replace the remaining 11 failed or poor conditioned guide rails in 2017 is the best course of action and financially beneficial. The guide rails identified as failing or poor conditioned are, El Mirador 1 & 2, Elk Woods 1 & 2, Timber Trail 2, Saddle Ridge right and left, Fenno, Red Draw 1, Redtail Ridge 1 & 2. This equates to 1,923 linear feet of guide rail replacement at approximately \$85,100.00.

Streetlamp Retrofit to LED

Cordillera has 97 street lights throughout the Divide, Ranch and Summit neighborhoods. Staff has begun researching the costs associated with replacing all 97 light fixtures and arms in Cordillera. The number for lights per area in Cordillera consists of: Divide: 17, Carterville Road: 6, Ranch (Overlook to Fenno/Settler's Loop T): 43, Summit (Fenno/Settler's Loop T to Summit Trail to Summit Trail/Gore Trail T): 11, Summit (Summit Trail to Territories/Gore Trail to Big Park parking): 20, Total: 97 street lights all 15 years and older. Over the time period Cordillera was developed, four different models of street lights using five different lenses were installed. Models vary from area to area but are generally grouped by neighborhood. The difference on all models is the lens. The lenses are not interchangeable as the street lights were installed during the development of each of the neighborhoods (Divide street lights are the oldest) using different models. Further exacerbating the repair is that the manufacturer for one of the lights has gone out of business. The other three, designed by Architectural Area Lighting (AAL), only has parts for the Carterville Road product. This makes procuring replacement parts and maintaining the lights extremely difficult and clearly illustrates the challenges staff will have moving forward.

Currently there are several street lights throughout the community that are in need of lens replacement and other parts. Staff has reached out to local and regional electrical and lighting suppliers for these parts. All have stated the manufacturer is out of business, or in the case of AAL, have discontinued the model line. With maturing and weathered fixtures and the lack of replacement parts, as well as the anticipated upcoming industry change from fluorescent to LED lighting, staff is suggesting further discussion pertaining to replacing the community light fixtures. To facilitate the discussion staff has provided options and catalogues. Additional choices are available if the board would like to expand the variety. The costs for each is a current retail price. These prices are subject to change as purchasing could be spread over a number of years depending on the boards preference for installation.

Options are:

- a. Wattsup \$70,000 (retrofit current lamp to LED)

b. Visionaire Lighting \$131,964 (entire new LED lamp fixture)

c. Holophane Lighting \$156,239 (entire new LED lamp fixture)

Staff recommendation is using Wattsup to build a retro fit kit to fit in existing fixture, by removing internals, repainting and adding a new LED plate and lens. The Wattsup option has an ROI of 12 years based on Kilowatt savings and labor savings changing CFL lightbulbs.

Traffic Calming

McDowell Engineering has made the following temporary traffic calming suggestions for Cordillera.

- Install a temporary round-about on Fenno and Clubhouse Drive to calm traffic on Fenno and allow for safe exiting from Clubhouse Drive.
- Install a temporary neckdown on Cordillera Way by Andorra to calm traffic on Cordillera Way and allow for safe exiting from Andorra.

Equestrian Center Projects

Indoor arena footing replacement

The indoor arena footing has broken down and staff would like to replace it with new footing. The old footings will be scraped up and installed in the outdoor arena which will drastically improve the footing out there over current conditions.

Employee breakroom remodel

The Equestrian Center breakroom does not represent Cordillera standards, we are a premier living community and employer of choice. I would like to update painting, lighting to LED, new cabinets, new flooring and create a better working environment. CEC staff works extremely hard and should have a breakroom that is relaxing. This project will be done in-house by Operations team with help from Equestrian team.

Divide and Ranch Gate Landscaping update

Currently there are over 18 trees that have died due to suffocation or disease at the Ranch Gate and Divide Gate. This project will address the sluffing hillside to the south behind the trees at the Divide Gate. This project will install retaining walls at the base of the trees on the south side, install new trees in place of dead trees, update irrigation, remove excess soil at the base of the remaining alive trees and add mulch. The Ranch gate will have five new trees planted on the north side. Moving forward Operations and Healthy Forest will work together to inject fungicide and fertilizer in all spruces on right of ways throughout the community yearly. This will stop the multiple diseases we are currently battling and prevent us from cutting so many evergreen trees down every year.

Administration/Operations Projects

New carpet installation in Operations and Administration Offices

The carpet in these two buildings is original and is wore out. The stains cannot be lifted and color is faded. Staff has chosen a midlevel carpet to replace and last another 15-20 years. Total square footage of carpet is 4,350 for both buildings.

Administration Window replacement

The Administration building has at least 7 windows that have blown seals and are foggy.

Public Safety

Radios

The six emergency radios being requested for public safety are for the gate houses and for the daily patrols. Theses radios allow us to communicate with Vail dispatch and all emergency agencies in the county for any issues that arise in Cordillera that need

assistance. The radios we currently have were phased out of the county two years ago and they do not make parts or work on them anymore. We are the only department in the county that still has the expired emergency radios. One of these radios will be for the Valley Club gate house and will be billed to them.

Divide and Ranch Gate Interior Remodel

The gate houses are in disrepair. The flooring is moldy and smelling, the countertops are coming apart causing sharp edges, the toilets are a very old style and hard to get up from, there is a major lack of storage, the heaters work intermittently and are not efficient. This project will take both gate houses down to the dry wall, we will have them repainted, and a new rubber anti-fatigue flooring installed, new countertops and cabinets that allow for ample storage. We will install new wall-mounted, all-in-one air conditioner/heaters which will allow for more storage since we can remove the inefficient baseboard heaters. We will update lighting to energy efficient LED, as well as new water efficient toilets.

Gates and Call Boxes

Gates and call boxes need to be replaced as they are no longer made. Maintenance and labor has increased.

Equipment Purchases

#340 – Replacement of Freightliner snowplow truck. This vehicle is scheduled to be replaced at 12-year intervals. Replacement will be more versatile as the current truck was set up for snowplow operations as its only function. The new truck will be prepped for snowplowing as well as hauling with a dump body. This will be a much better use of this asset and should increase productivity for road shoulder and excavation projects. The new vehicle will be set up on a Western Star chassis with Force America hydraulics and all stainless body and sander; the stainless bodies will drastically improve the life span of this vehicle.

#322 – After evaluating our fleet needs we have decided to replace this truck with a pickup for the Operations manager and shifting his truck to the facilities department. This will provide facilities with a work truck allowing full utilization of the utility body and lumber rack. This vehicle is on a 10-year replacement plan and was scheduled for 2017 replacement.

Snowmobile – Scheduled for replacement in 2017. This is used primarily for grooming of trails in the winter season; we will be upgrading the size of the machine to allow better control of the grooming machine which has been an issue in the past.

Equipment trailer – We currently have one trailer that has frame damage and needs to be replaced for safety reasons. We also have our large equipment trailer that is due for replacement. We decided to consolidate these two trailers into one trailer that will accommodate all of our needs.

Bobcat Tool Cat – This is a new machine will be very beneficial as it can do several functions. It will have a snow blower that will improve efficiencies with snow removal on the ice rink sidewalks and parking areas around Administration, Post Office and Community operations buildings. It will also come with a brush cutter allowing faster and complete brush removal from the trails, pallet forks for loading/unloading of equipment and supplies. It can also utilize our current posthole diggers and many other attachments, as needed.

Shop Compressor – This was identified in the Maintenance plan as needing replacement. Parts for the current compressor are no longer available. The compressor may not last until 2017 as it has some internal motor issues and continually blows breakers.

Cold Saw – Used for cutting metal/steel tubing etc. for fabrication. Cold saws use a steel blade instead of the aluminum oxide blades, which allows for a cleaner cut with no harmful dust particles. Blades will also last 100 times longer.

Vertical Band Saw – Used for fabrication and cutting of sheet metals, allows for a cleaner cut as well as a much safer way of cutting compared to a cutting torch or hand cutting which is time consuming.

#332 – Administration Jeep. This vehicle was originally scheduled for replacement in 2018. I was asked by several administration employees if it could be replaced it with a more versatile vehicle, one with more room to haul supplies or property owners to construction sites. As of this time, we are looking at Chevy Tahoe or a Toyota 4-Runner. We currently have quotes on a 4-Runner, and waiting on quotes from Chevrolet on the Tahoe. Note: depending on the vehicle that is recommended, it could change the Fleet Capitol bottom line. **Delayed to 2018.**

ATV – Trails ATV for summer trail maintenance. The vehicle is used primarily on narrow trails and is currently set up with brackets for chain saw and weed spraying tank. This was also scheduled for a replacement in 2017. **Delayed to 2018.**

Healthy Forest

The 2017 Healthy Forest program includes \$50,000 for wildfire mitigation, \$10,070 for cut and removal of dead trees on open space, \$400 TerraFlex software annual subscription, \$1000 Trimble Juno and \$5000 for deep root fertilizing trees at the Trailhead.

Athletic Center

Painting

The Cardio room upstairs is dark and many members comment on the lack of lighting. Staff is recommending painting this room and the lower weight room to update the feeling and make the room more vibrant.

Equipment/Flooring

\$125,000 Cardio Equipment Replacement

Included Equipment:

4 Treadmills, 2 standard elliptical, 2 adjustable stride elliptical, 2 recumbent bikes, 2 upright bikes, 1 rotating step mill, 1 spin bike, 1 rowing machine

\$8,500 paint, flooring and electrical

Pickle Ball Courts

Courts, net and repair \$9,750

Repair tiles

There are six showers in the Athletic Center, and all of them are in disrepair. The shower pans are poorly sloped causing “bird baths” in which our members must stand. Some pans are cracked and leaking causing mold issues. Staff recommends replacing shower pans with a newer style that will sit almost at ground level creating less of a trip hazard

entering and exiting. One to two rows of tile up the wall will be removed and new waterproofing installed along with shower pan.

Trailhead Projects

Wood Shake Roofing

The wood shake roofing has reached the end of its useful life. Staff recommends replace with Divinci Composite Shakes. The roof will have new snow rakes installed as well as harness points for staff to rope off when shoveling the roof.

Repair Tiles

The men's and women's locker rooms tile work needs grout work, replacement of a few tiles and caulking. Staff recommends this maintenance to protect the integrity of tiles and walls.

Replace Pool Decking and Repair Pools

Trailhead pool vessels are failing and need to be re-plastered before the coatings have worn off and an entire new vessel must be poured. While re-plastering, staff recommends replacing the cracked pool decking and addressing the safety hazard of our pool coping. Pool decks should be flat and smooth all the way to the edge, currently the pool-lip is raised up 3"-4" around the pool and presents a significant trip hazard and maintenance challenges. While the pool decks are removed, we can install new plumbing and curbing for the landscape beds to prevent soil from washing onto the deck when beds irrigated. This project is a two-year project: demolition in the fall of 2017 and construction in early spring of 2018. Costs are still being collected.

Short Course

Maintenance Building

Building has its original paint job and is now failing. To protect the stucco, staff is recommending painting with a new elastomeric paint that will perform for 15 years or more at this elevation.

Temporary Trailer

\$80,000 was added to the capital improvement budget a temporary trailer. The new plan sets the trailer by the maintenance facility tapping into already existing utilities. An expanded parking and paved road would likely be required, which is included in the estimate. This mitigates grading issues and traffic for Kensington.

Water Feature

TBD

2017 Service Agreement

	2016 Budget	PCT	2016 Fee	2017 Budget	PCT	2017 Fee
Wages & Benefits						
Administration Wages	471,404	47%	221,543	528,591	47%	247,104
Public Safety Wages	822,000	50%	411,000	755,536	50%	377,768
Facility Management	840,842	27%	228,492	756,800	27%	190,363
Finance Consultant	30,000	40%	12,000	30,000	40%	12,000
Total Benefits & Wages	<u>2,164,246</u>		<u>873,035</u>	<u>2,070,927</u>		<u>827,234</u>
Admin & General Expenses			-			-
Strategic Planning				120,000	50%	60,000
Employee Morale	17,340	47%	8,150	33,500	40%	13,400
Payroll Admin	25,203	100%	25,203	24,844	40%	9,938
Board Meeting Expenses	15,915	50%	7,958	9,800	50%	4,900
Dues & Subscriptions	13,007	12%	1,561	12,229	15%	1,834
Employee Recruitment	12,635	40%	5,054	14,436	40%	5,774
Insurance Expense	72,839	47%	34,234			-
MIS & Computer Fees	30,342	47%	14,261	49,725	40%	19,890
Misc. Office Equipment	17,253	47%	8,097	25,670	40%	10,268
Office Supplies	13,030	47%	6,115	17,810	40%	7,124
Postage & Courier	4,740	50%	2,370	4,470	50%	2,235
Printing	84	47%	39	245	40%	98
Copier Mtce	6,687	47%	3,138	6,227	40%	2,491
Seminars & Education	35,000	47%	16,426	30,355	40%	12,142
Safety	3,000	47%	1,408	3,000	50%	1,500
Maintenance and Repairs - Facilities	22,725	47%	10,665	15,884	50%	7,942
Legal Fees - attend monthly meetings	30,000	47%	14,079		0%	-
Telephone	22,133	47%	10,387	29,120	40%	11,648
Election	3,083	47%	1,447	3,944	100%	3,944
Utilities	74,607	47%	35,013	76,365	40%	30,546
Total Admin & General Expenses	<u>419,623</u>	47%	<u>197,223</u>	<u>477,624</u>	43%	<u>205,674</u>
Public Safety Non - Payroll Expenses						
Utilities	16,512	50%	8,256	17,694	50%	8,847
Related Supplies	4,230	50%	2,115	7,710	50%	3,855
Signage	1,100	50%	550	750	50%	375
Sticker Expense	1,326	50%	663	1,490	50%	745
Uniforms	8,780	50%	4,390	10,996	50%	5,498
Equip Mtce & Fuel	40,587	50%	20,294	40,587	50%	20,294
Maintenance/Repairs Gates	8,443	100%	8,443	4,850	50%	2,425
Total Non-Payroll	<u>80,978</u>	50%	<u>44,711</u>	<u>84,077</u>	50%	<u>42,039</u>
Other Operating Expenses			-			-
Nordic Trail Maintenance	18,000	100%	18,000	18,000	100%	18,000
Post Office	57,125	100%	57,125	58,414	100%	58,414
Total Expenditures	<u>2,739,972</u>		<u>1,198,474</u>	<u>2,709,042</u>		<u>1,151,361</u>
			1,190,000			(38,639)
CMD contribution						
Communications						
Communications Staff				87,988	50%	43,994
Collateral				14,615	50%	7,308
Website				13,225	50%	6,613
Total CMD Contribution				115,828		57,914
Total CPOA Service Agree						1,093,447

Information and Technology

Mitchell & CO will be providing IT services to the District and staff in 2017. Mitchell will work directly with the Executive Coordinator to provide services described below. Services include:

- Network Support & Maintenance
 - Monthly Server Maintenance
 - Monitor servers
 - Monitor virus logs
 - Monitor all nightly backups
 - Are backups occurring?
 - Are backups replicating off site at the Community Operations Building?
 - Initiate clean up if needed on the servers
- Regular Support & Maintenance
 - All on-call IT support for locations and staff
 - Assist with onboarding of new employees
 - Assist with workstation set up including log-in information, email, department drive access and any other programs applicable.
 - Phone extension if applicable
 - Troubleshooting downed workstations
 - Install updates
 - Phone support
 - After hours' phone tree recording and set up
 - New extensions
 - Troubleshooting
 - File access
 - ADP – time clock support
 - Troubleshoot camera system infrastructure
- Consulting on infrastructure and project costs
 - Assisting with hardware/software 5 yr. replacement plan
 - Assisting with hardware inventory
 - Order new workstations
 - Set up and deploy to employees
 - File access-department and individual drives
 - Add software needed for individual employees
 - Printer access

Computer & Hardware Replacement Schedule

COMPLETED

2016		Additional Software	Price	
1	Kirk Pliske	Laptop w/ 1 monitor	ABDI & DL Windows (electronic lock system)	\$ 2,355.00
2	Joe Helminski	Laptop w/ 1 monitor	Quickbooks, Adobe & CYMA	\$ 2,355.00
3	Berniece Gutierrez	Laptop w/duel monitors	CYMA, Adobe	\$ 2,514.00
4	Trevor Broersma	Laptop w/duel monitors	CYMA ,	\$ 2,514.00
5	Jaime Walker	Laptop w/ duel monitors	CYMA, Adobe	\$ 2,514.00
6	Fred S. & John R.	Desktop w/1 monitor		\$ 1,606.00
7	Rob Renzelman	Laptop w/duel monitors	Gas Boy, Fleet Maint. Pro	\$ 2,514.00
8	Tracy Stowell	Laptop w/duel monitors	CYMA, Adobe	\$ 2,514.00
	Administration	Firewall/NAS		\$ 2,408.00
			2016 Total Cost	\$ 21,294.00

2017				
9	Post Office	Desktop w/1 monitor	Quick books,	\$ 1,606.00
10	Aubrey Lewis	Laptop w/ 1 monitor	Quickbooks, CYMA, Adobe	\$ 2,355.00
11	Joanne Kelly			\$ 1,765.00
12	Finance Director	Laptop w/duel monitors		\$ 2,514.00
13	Bill Wentworth	Desktop w/1 monitor		\$ 1,606.00
14	Stacey Worley	Desktop w/duel monitors		\$ 1,765.00
15	ACC	Desktop w/1 monitor		\$ 1,606.00
16	Millie Adrich	Laptop w/1 monitor	Adobe	\$ 2,514.00
17	Cody Calcaterra	Desktop w/1 monitor		\$ 1,606.00
18	Rachel Oys	Laptop w/1 monitor		\$ 2,355.00
	Trailhead	Firewall		\$ 1,000.00
	ACC	Firewall		\$ 1,000.00
	Gondola	Firewall		\$ 1,000.00
	Equestrian Center	Switch		\$ 300.00

2017 Total Computer Replacement Cost \$ 22,992.00

2018				
19	Ranch Gate	Desktop w/1 monitor		\$ 1,606.00
20	Divide Gate	Desktop w/1 monitor		\$ 1,606.00
21	Trailhead	Desktop w/1 monitor		\$ 1,606.00
22	Wolfgang Opel	Desktop w/1 monitor		\$ 1,606.00
23	CPA Computer	Desktop w/1 monitor		\$ 1,606.00
24	Comm Ops Breakroom	Desktop w/1 monitor		\$ 1,606.00
25	Comm Ops Breakroom	Desktop w/1 monitor		\$ 1,606.00
	Post Office	Firewall & switch-Chris is researching this.		
26	Public Safety Breakroom	Desktop w/1 monitor		\$ 1,606.00

2018 Total Computer Replacement & Hardware Cost \$ 12,848.00

2019				
	Administration	Server		
		Server		
	Kirk Pliske	Laptop Replacement		
	Jaime Walker	Laptop Replacement		
	Berniece Gutierrez	Laptop Replacement		

2020				

2021				
	Administration	Firewall		
	Divide Gate	Firewall		
	Ranch Gate	Firewall		
	Kirk Pliske	Laptop Replacement		
	Jaime Walker	Laptop Replacement		
	Berniece Gutierrez	Laptop Replacement		

INTRODUCTION

Cordillera is an expansive luxury residential community in Colorado. Situated on more than 7,000 pristine acres in the Vail Valley, Cordillera provides residents and visitors with exceptional Rocky Mountain experiences year-round. Rising from 7,200 to 9,400 feet, Cordillera's neighborhoods wrap around four championship golf courses and enjoy spectacular mountain views. The range of Colorado mountain homes combined with endless year-round outdoor activities and exquisite amenities offer something for special for everyone.

TAGLINE

"Experience New Heights" or "Explore Cordillera. Experience New Heights."

GOAL

Generate maximum exposure of Cordillera while simultaneously increasing awareness of and user-ship of Cordillera amenities and social offerings

STRATEGIC APPROACH

We rely upon five strategic priorities for all campaigns:

- *Our Communication is Reliable:* We consistently convey the Cordillera Metropolitan Districts and the Cordillera Property Owners Association's core values, mission, service areas and reinforce the Cordillera brand.
- *Our Communication is Focused:* We adapt our tactics and messages to our core audiences to meet their unique needs.
- *Our Communication is Proactive:* We anticipate the needs and concerns of our constituencies and make effort to lead the conversation with accurate, timely and consistent messages.
- *Our Communication is Persuasive:* We invite audience involvement in the discussion. We collaborate, set priorities and address challenges. We communicate a clear call to action that encourages constituents to engage with the community.
- *Our Communication is Attractive:* We employ effective language and captivating imagery to attract attention.

OBJECTIVE

To reach our goal, we will:

1. Promote Cordillera's brand as the premiere luxury, mountain resort community.
2. Establish cordilleraliving.com as the single source for information.
3. Invite both community members and visitors to experience Cordillera.
4. Proactively engage with the Cordillera community to provide feedback on the community's strategic plans and day-to-day operations.
5. Expose Cordillera to targeted Denver, Boulder and out-of-state audiences.

KEY MESSAGES:

- Promote a "One Cordillera" message to both the community and media.
- Cordillera offers countless personal enrichment and social opportunities.
- Cordillera offers an exceptional opportunity for real estate ownership in the Vail Valley.
- Cordillera is thriving and open for business.

- Cordillera offers an unparalleled diversity of amenities, including being home to some of North America’s best golf courses and one of only two Dave Pelz short courses in the world, Cordy Camp, Vail Gondola Club and the Cordillera Equestrian Center.
- Cordillera is family-friendly.
- Cordillera epitomizes “Western Chic”.
- To learn more about this premiere mountain resort community, regularly visit the website.
- The CPOA and CMD seek input on matters that important to the community.
- Cordillera is where you want to be.

TOOLKIT:

Tools are selected for their effectiveness to reach and engage target audiences; we consider reach, timeliness, message control and budget.

Primary Tools: Many of these assets we own and therefore control the message and timing. Additionally, for several of the tools we can gather data points on successfulness.

Tier 1:

- Website
- Newsletter(s)
- Video displays
- Public meetings and events
- Face-to-face
- Board meetings and discussion forums

Tier 2:

- Direct mailings
- Public signage, message boards, gatehouses

Tier 3:

- Social Media (Facebook, Instagram, Twitter)

Secondary Tools: These are organizations and private business that are interested in engaging with the Cordillera community. They amplify our message and help build community unity. Partners can be equipped with information to effectively promote on our behalf, increase our exposure, drive conversations and showcase the community.

Tier 1:

- The Club at Cordillera
- Lodge & Spa at Cordillera
- Vail Valley Partnership
- Fly Fishing Outfitters
- Timber Hearth and other restaurants
- Bearcat Stables

Tier 2:

- Earned media: Cordillera Spirit, Vail Daily, TV8 and local radio and/or state radio, banner ads on websites, pay-per-click ads.

Tier 4

- Collateral, give-a-ways and sponsorships

Additional resources: To achieve our strategic approach the Communications Department provides the following services to other departments:

- Marketing collateral
- Writing and editing support

TARGET AUDIENCES

Residents

Who they are: Property owners who have established year-round residency in Cordillera as their primary residence.

Why they matter: Cordillera is their home and their community. Through their values, decisions and actions they shape the community culture. They are the primary targets of our communication. They can be powerful ambassadors to other stakeholder.

Part-Time Residents

Who they are: Those property owners who have a primary residence elsewhere but have a home in Cordillera.

Why they matter: Part-time residents are often as engaged as primary residents in the issues that shape their experience and influence their property values.

Potential home/property buyers

Who they are: High net-worth Baby Boomers and older Gen-Xers seeking a second home in the Vail Valley. These are buyers seeking a community with outdoor lifestyle amenities.

Why they matter: Interest and demand in the four Cordillera neighborhoods is vital to maintaining and increasing real estate values. Future property owners will shape community decisions in the years to come.

Vail Valley Residents

Who they are: Local residents who live and work in the Vail Valley from Vail to Gypsum.

Why they matter: Locals interact with one another, Cordillera residents and Valley visitors, shaping the larger community's perception of Cordillera. Local families are also of particular interest because they are a key audience to experience Cordillera amenities such as the Short Course, Cordy Camp, board their horse or take lessons at the Equestrian Center or join the Vail Gondola Club.

Vail Valley Visitors

Who they are: Front-range day visitors as well as destination travelers. (Recently, Vail's Marketing District identified goals to target destination travelers in Dallas, Houston, Chicago and Los Angeles with direct flights to Eagle County.) "Visitors" are categorized by the Vail Valley Partnership into eight main categories: adventurer, event enthusiast, family traveler, first timers, bride and groom to be, nature lover, wellness seeker and powder hound. Cordillera can capture the attention of people who fall within each of these categories.

Why they matter: Tourism is the primary economic driver in Eagle County. Visitors to the valley participate in, attend or visit the same activities, event and amenities that our residents enjoy either within Cordillera or around the valley. Vail and Beaver Creek Ski Resorts, being world-class destinations, attract affluent visitors, some of whom are either current Cordillera property owners or would-be potential buyers. Some of the same travelers to Vail and/or Beaver Creek are likely to appreciate the diversity of amenities and close-knit community that Cordillera offers. They are an audience that should be invited to experience Cordillera.

Governmental, Cultural and Nonprofit Institutions

Who they are: Leaders of local government, cultural and nonprofit institutions.

Why they matter: These organizations offer a diversity of programs and amenities that enrich our residents' experience. They also help drive economic vitality in the Valley (VVP) which in turn is a stimulus to Cordillera property values.

Realtors

Who they are: Active Vail Board of Realtors members who are as listing and/or selling agents in the Cordillera market.

Why they matter: Realtors act as ambassadors of the community generating interest from potential property buyers and promote Cordillera as a premiere community in the Vail Valley. They are partners who can be given information to advocate on the community's behalf.

CMD/CPOA Boards and Staff

Who they are: Elected representatives from the Cordillera community.

Why they matter: They are the decision makers. Influenced by their passion for the good of the community and desire to serve, through their stewardship of financial and natural resources, these individuals have the power to shape the community.

Cordillera Partner Organizations

Who they are: Owners and managers at The Lodge & Spa at Cordillera, Troon Management, Bear Cat Stables and Fly Fishing Outfitters.

Why they matter: These partners are essential resources for providing diverse cultural and recreational offerings in the Community. They also help amplify our message reach by advocating on the community's behalf.

ACHIEVING OUR STRATEGIC OBJECTIVES

Objective 1: Promote Cordillera's brand as the premiere luxury, mountain resort community.

With its four distinctive neighborhoods, community amenities and activities, open space, unique ecosystem and natural resources, Cordillera epitomizes refined mountain living, providing residents and guest an unparalleled mountain experience.

Strategies and Tactics

- Consistently promote the brand in all collateral material.
- Standardize the look of published content.
- Communicate the uniqueness of the Cordillera lifestyle and the vitality of the community.
- Promote Cordillera in local and regional markets for maximum exposure through both paid and earned messaging.
- Tell the story of the Cordillera lifestyle in a way that is clear and compelling through written and visual content.

Objective 2: Establish Cordilleraliving.com as the single source for information

Property owners can benefit from an information source that provides accurate and current information while highlighting the uniqueness of the amenities and evoking community pride. An engaging and dynamic website fosters dialogue and reinforces community identity.

- Create and maintain a highly attractive, technologically progressive site.
- Use CordilleraLiving.com as a single-source for information on the Cordillera lifestyle, community amenities and governance as well as regional offerings and services.
- Expand content to be highly useful, easily accessible and timely.
- Integrate social media to attract attention and involve residents and the public in the Cordillera experience, always driving people back to the website.
- Develop Cordillera's website to provide state-of-the-art homeowner web-portal.
- Develop a robust events calendar, published on the website that features happenings that appeal to both the resident and the Vail Valley.
- Integrate real estate listings as a valued added for realtors and property owners.

Objective 3. Invite both community members and the Vail Valley to experience Cordillera

Cordillera offers boundless activities in both summer and winter. Surrounded by 1 million acres of White River National Forest, Cordillera is a perfect summer retreat for golfing, hiking, horseback riding, private fly-fishing, white water rafting, four-wheel adventures, tennis and swimming. Winter activities include cross-country skiing, snowshoeing, ice-skating, sledding and horse-drawn sleigh rides, along with the skiing at Beaver Creek Resort and/or Vail.

Strategies and Tactics

- Develop and host community events that generate enthusiasm amongst homeowners and local residents. Possibilities include:
 - Concerts: Sounds of Summer, Dirt Dance, Bravo! Vail, non-profit fundraisers (i.e. Horse Mountain Rescue, 4H, Humane society);
 - Speakers series: partnering with organizations like the Vail Symposium and Walking Mountains Science School, CMC, or the Bookworm;
 - Children's' events and competitions;
 - Golf invitational, bike races, equestrian workshops, trainings and competitions;
 - Health-related events i.e. Starting Hearts fund raiser, yoga workshops, nutrition seminars;
 - Art shows, car shows, "fox" hunts; and/or
 - Member ski days with invited guest at the Vail Gondola Club.
- Work with The Club at Cordillera and other partners to identify a signature event that captures the essence of Cordillera.
- Generate maximum exposure through both paid and earned messaging utilizing print, radio, television and social outlets.
- Meet regularly with partners i.e. the Club, the Lodge and Spa, Bearcat and Fly Fishing Outfitter to brainstorm topics of mutual benefit including, but not limited to, attracting visitors, journalists, residents, advertising, event, etc.
- Work with local organization, such as the Vail Valley Partnership, to promote the Cordillera experience both locally and regionally.
- Continually acquire imagery of community events and amenities for promotional use.

Objective 4: Proactively engage with Cordillera property owners to provide feedback on the community's strategic plans and day-to-day operations

Engaging the close-knit community in strategic decisions and encouraging feedback on operation shapes the Board's decisions to adequately represent the values and vision of the community. It is important to provide residents meaningful and engaging information so they can be informed and respond accordingly.

- Provide timely, relevant and accurate communication via electronic communication channels: the website, newsletters, event calendar, social media and media players.
- Inform property owners of governing body topics and decisions. Continually seek feedback and input.
- Annually measure property owner satisfaction with surveys, share the results, and use the results to make adjustments in programming, operations and/or governance

Objective 5: Expose Cordillera to targeted Denver and Boulder audiences

People from all over are invited to experience new heights in Colorado's premier mountain community. Its beauty, the vast majestic views of the Gore Range as well as the recreational opportunities and amenities that have been designed to ensure that residents and guests can enjoy, no matter the season.

- Promote Cordillera in media in regional markets for maximum exposure through both paid and earned messaging.
 - Radio advertising and sponsorship
 - Print
 - Advertising and advertorials that dovetail with the magazine's editorial content for a given issue.
 - News releases
 - Television
 - TV8 is broadcast locally as well on Comcast to the Front Range market.

TOOLS AND SCHEDULING

Tactic / Channel & Reach	Audience	Purpose/Messages/Strategies/Notes	Staff	Dates	Budget
Newsletters					
Cordillera Connection <i>900+ property owners</i>	Property owners	Seeks to inform the community of news, updates, announcements, enrichment programs inclusive of all Cordillera (Club, CPOA); showcases a thriving community.	JW	Twice per month; once per week in summer	
Next Week in Cordillera <i>900+ property owners</i>	Property owners	Specific to upcoming events, inclusive of all Cordillera. Phasing out with new website as content will be available on website.	JW	Every Friday	
News Flashes <i>900+ property owners</i>	Property owners	Breaking news and time sensitive communication	JW BD	Ongoing	
Website					
CordilleraLiving.com	Property owners Realtors Board member General Public	Central communications hub. Provide up-to-date content on Cordillera amenities, services, governance and events. Items to keep current include: job openings, calendar events, board packets, staff contacts, news releases and coverage, announcements, etc.	JW (all MT with new site)	Ongoing	\$2500 / year w/ 3% yearly increase
Social Media					
Facebook: facebook.com/CordilleraColorado Facebook.com/CordilleraEquestrianCenter <i>964 likes as of 10/1/16</i>	Property owners Staff members General public	Fun/engaging content; lead conversation and invites involvement; highlights amenities and promotes events; drives people to website; all to create a buzz about Cordillera		Ongoing	
Instagram: instagram.com/cordillera_co <i>703 followers as of 10/1/16</i>	Property owners Staff members General public	Share extraordinary photography; highlights amenities and social offerings, neighborhood and community		Ongoing	
Advertising					
Vail Beaver Creek Magazine <i>Readership = 137,500; located in hotel lobbies, stores, airports and direct mail</i>	Visitors	Distributed at valley hotels, multiple airports and sent to high-income households. Promotes the brand and invites valley visitors	JW / designer	3 times/ year	\$3250 / issue

		to experience Cordillera			
Cordillera Spirit <i>730 magazines mailed monthly</i>	Property owners	A monthly community specific magazine. Highlights community event, amenities, and members (two legged and four legged)	JW/ designer	Monthly	\$5400 / yr
Bravo! Vail program	Visitors Locals Property owners	Image and brand awareness, highlights Cordillera lifestyle.	JW/ designer	Summer	
Vilar program <i>13,000 distribution</i>	Locals Visitors	Image and brand awareness, highlights Cordillera lifestyle.	JW/ designer	Bi/yearly Spring and 9/1	\$2180
Visit Vail Valley	Visitors	Published by VVP targeting visitor, group and wedding guide. Supports objective of brand awareness and inviting visitors to experience Cordillera.	JW/ designer	June spot	\$4000 / yr
Vail Daily (print + online)	Locals and visitors	Display ads and advertorials highlight Cordillera lifestyle, amenities and events Cordy Camp, Vail Gondola Club, lifestyle ads, brand, events, CEC, Short Course, etc. Primarily during high season: December through March and June through August to capture the attention of Vail Valley visitors; Promote and host segments i.e. Golf Tip of the Week on local radio or print	JW/ designer	Ongoing	
Local TV8 <i>10,000 households, 18,000 Comcast subscribers, 40,000 bed-base, 900,000 homes in Aspen, Summit, Ft. Range</i>	Visitors Front Range Markets	Utilize TV8 to highlight Cordillera during peak season thereby increasing brand and amenity awareness	JW	High season(s)	
Local radio (KZYR, The Mile, KSKE, NPR/KZYR)	Locals	Promote events and highlight amenities Sponsor or underwrite programming with messages specific to Cordillera brand Advertise specific programs i.e. Short Course, Cordy Camp	JW	Summer	
Eagle County Fair & Rodeo Sponsorship <i>3000 people nightly</i>	Locals Visitors Horse	Promote the CEC to horse enthusiasts; reinforces our Western Chic image; brand awareness	JW/ designer CC	\$2500	July

	enthusiasts				
Events					
Host VBR Events <i>150 – 200 Realtors</i>	Realtors	Vail Board of Realtors social mixer showcasing community; objective is to get brokers to be informed about Cordillera and talk about market **Seek to work with Club to host VBR realtor golf day and social.	RO JH AB JW	May	\$1000
Host VVP Events <i>100 – 200 locals</i>	Locals	Vail Valley Partnership markets to their members a discount day at Cordillera facilities; the day is meant to give valley residents an opportunity to experience amenities.	RO JH AB JW	May / Dec	\$1200
Nordic Race / High school ski competition	Local, visitors	Host local Nordic race to highlight winter amenities	ReComm	Feb	\$800
Concerts (see below) <i>200 people per event</i>	Property owners, Locals, Visitors	Cordillera is a vibrant community with events and social opportunities open to residents and visitors alike.	ReComm JW BD All staff	Summer	\$12,000
Cordillera Community Day	Property owners	Social enrichment activity for property owners hosted by The Club and Lodge, supported by CPOA	MT	July 3	\$2500
Horsin' Around Day <i>300 people</i>	Property owners Horse boarders Locals	Highlight the CEC amenity that is available to property owners as well as the general public. Team effort to promote the CEC; afternoon of horse-related events for families. <ul style="list-style-type: none"> • <i>Vail Daily</i> • <i>Cordillera Spirit</i> • News Releases (print and radio) • Social media • Advertising • Youth groups (SOS) • Equestrian organizations 	CC, JK, JW,	August	\$5000
VBR golf tournament <i>Approx. 500 ppl</i>	Vail Board of Realtor	Coordination and promotion of tournament and reception with Troon	JW JH AL	September	\$2500
Board meetings and Reports					

Edit final management team report for inclusion in board packet	Board members	Review and edit packets for design and style standards; distribute on website	RO JW	Monthly	
Board meetings	Property owners		RO MT	Monthly	
Collateral/Swag/Event Materials					
Pocket Folders and welcome packet <i>1000</i>	New property owners	Pocket folders are used for new homeowner information (or other presentations).	JW	Ongoing	\$100 / gift
Coffee Mugs, water bottles, wine glasses, t-shirts etc.	Property owners	To be distributed at meetings and events for brand awareness.	JW	1 st quarter	\$2500/yr
Recycled/Reusable Branded Bags <i>3000</i>	Property owners	To be distributed at big events i.e., Fourth of July celebration and community concerts. Reinforces brand awareness.	JW	Ongoing until gone	
Post cards and holiday card <i>950 approx.</i>	Property owners	Event promotion; reinforces good feelings about the community; highlights community amenities	JW	November	\$2000
Property Owner Directory	Property Owners	Community enrichment opportunity; keep property owners connected. Looking to move this to the website to reduce cost and labor.			
Media Players					
Video displays at the Admin; ACC and Post Office/Café	Property owners	Highlight current topics: promote Cordillera events, encourage participation in board meetings, showcase the community and amenities; reaffirm the Cordillera brand	BD	Monthly	\$950/ yr.
Direct Mailings					
Cordy Camp	Property owners / local schools	Promotion and awareness of the fun, affordable and accessible amenity	JH AD JW	April, May	\$1500
Property owner communication	Property owners	CPOA/CMD seeks involvement in decisions; highlight upcoming issues or event	MT	As needed	\$2000 / yr.
Vail Gondola Club	Property owners, Locals, Visitors	Work with Recreation to promote VGC awareness and drive interest in the Club.	JH AB JW	Holiday(s)	\$3000
Miscellaneous writing and editing					
CMD/CPOA correspondence	Property owners	Research and editing	JW	Ongoing	

Special announcements	Property owners	Research, editing, new flashes and web posting	JW	Ongoing	
Partnerships					
Vail Valley Partnership	Locals Visitors	Promote events, Cordy Camp on the “Summer Family” activity listing, VVP calendars, host VVP hospitality day; cross-promote content from social media sites.	JW	Ongoing	
The Club at Cordillera	Property owners Locals Visitors	Collaborate on marketing efforts and events to engage residents and the public	JW	Ongoing	

Events – ReComm					
Summer in Cordillera	Property owners, Locals	Place calendar of events and 500-word stories about Cordillera “Summer in Cordillera” Outlets: <ul style="list-style-type: none"> • <i>Vail Daily</i> • <i>Vail Home</i> • <i>Vail Lifestyle</i> • <i>Mountain Golf</i> • News Releases (print and radio) • Social media • Advertising • Website • Newsletters 		May-August	
State of the District		Prepare communication regarding financial health of the District and Association as well as community issue during the annual meeting. Promotional outlets: <ul style="list-style-type: none"> • Website 		July prep for distribution in August	
Place monthly stories in local media about Cordillera amenities	Locals, and visitors	<ul style="list-style-type: none"> • Hiking/Wildflowers • Short Course • Cordy Camp • Cycling Club • Bear Cat Stables • Equestrian Center 		one/mo.	

		<ul style="list-style-type: none"> • Vail Gondola Club • Nordic Center • Ice rink <p>Outlets:</p> <ul style="list-style-type: none"> • <i>Vail Daily</i> • <i>Cordillera Spirit</i> • <i>Vail Home</i> • <i>Vail Lifestyle</i> • News Releases (print and radio) • Social media • Advertising 			
Concert(s)	Locals and visitors	<p><i>Sounds of Summer</i></p> <p>Promotional outlets:</p> <ul style="list-style-type: none"> • <i>Vail Daily</i> • <i>Cordillera Spirit</i> • News Releases (print and radio) • Social media • Advertising (radio, <i>Vail Daily</i>, VVP calendar and VVP newsletter) 		July or Aug.	
Dirt Dance Concert	Locals and visitors	<p>Promotional outlets:</p> <ul style="list-style-type: none"> • <i>Vail Daily</i> • <i>Cordillera Spirit</i> • <i>Vail Home</i> • <i>Vail Lifestyle</i> • News Releases (print and radio) • Social media • Advertising • Youth groups • Equestrian organizations 		July or Aug.	
Speaker Series – Keynote #1	Property owners	Coordinate and promote speaker event			
Speaker Series – Keynote #2	Property owners	Coordinate and promote speaker event			

Advertising and Promotion Outlets

Vail Daily

Who they are: The Vail Daily is the oldest and most-trusted print news outlet in Eagle County. The newspaper is a free, 15,000-circulation daily distributed throughout Vail, Beaver Creek, Avon, Gypsum, Edwards and Eagle. The paper has a market penetration of 91 percent of Eagle County residents reading the paper at least once a week, and for every paper printed, it averages over four readers.

Why we advertise: Brings awareness of Cordillera to the local market, helping residents be in the know about Cordillera and its offerings.

Cordillera Spirit

Who they are: Community based magazine about Cordillera

Why we advertise: Targeted specifically to the Cordillera market; runs monthly so we can promote a monthly topic. It is written and read by community members, which increases readership.

TV8

Who they are: TV8 and TV17, are affiliated with RSN, the premier resort television network. The official television station of Vail offering weather, news, events, real estate and all of the latest from the local community.

Why we advertise: TV8 targets upscale and influential residents and visitors to the resorts. Programming and advertising is an effective way to get the word out about Cordillera, reaching locals and guests alike. TV8 programming reaches thousands of people every week in the Vail Valley and Good Morning Vail is available to over 900,000 Comcast digital subscribers throughout Colorado and streamed live online. Each week the audience changes with new visitors coming to Vail and Beaver Creek Resorts.

Local Radio KZYR

Who they are: KZYR, The Zephyr, is billed as True Local Radio for the Vail Valley. Featuring a blend of today's best rock and roll and the most listened-to morning show as well as community news and sports.

Why we advertise: On-air interviews, event advertisements and website promotion generates awareness of the Cordillera brand, amenities and events. Through their captive audience during morning drive time shows to their True Local Deals, KZYR reaches the important target audiences of locals, Realtors and business partners/community leaders.

Vail / Beaver Creek Magazine:

Who they are: The insider's guide to the Vail Valley. Print run is 25,000 Vail Beaver Creek Magazine is distributed to over 265 locations throughout Colorado. The magazine is placed on national newsstands, in a variety of hotels, retail shops and local businesses that reaches a large demographic audience.

Why we advertise: The magazine targets a visitor audience that is already in the Vail Valley who fit the Cordillera demographic. The high-end magazine supports Cordillera brand.

Mountain Living

Who they are: Whether in print or online, Mountain Living delivers the high country's finest architecture, interior design and real estate through rich content that inspires readers and gives them access to the resources to create their own unique mountain space.

Why we advertise: Mountain Living targets major mountain markets and key feeder markets, thereby providing us an audience of affluent readers who desire a home in a mountain community.

Vail Valley Foundation Programs

Who they are: Vail Valley Foundation's Vilar Performing Arts Center and Bravo! Vail Valley Music Festival programs are distributed throughout the year at the respective performances.

Vilar presents an annual series of diverse cultural events. The programming includes acts that one would expect to see at Carnegie Hall in New York or the Kennedy Center in Washington, D.C. Bravo! is the only festival in North America to host four world-renowned orchestras in a single season.

Why we advertise: Both Bravo! and Vilar performances attract Cordillera property owners and visitors alike. Advertisements in these publications reinforce our brand and bring awareness to the community and its amenities.

Colorado Public Radio: KCFR: Denver News & KPRE: Vail News

Who they are: Colorado Public Radio (CPR) provides news, information and music for people who want to be informed, enlightened and entertained.

Why we advertise: Sponsoring programming and events on CPR through underwriting helps your Cordillera stand out, engage customers and gain credibility by offering distinct advantages over commercial media. Listeners think more highly of the organization because sponsorship message is bracketed by valuable content.

Vail Valley Partnership

Who they are: The Vail Valley Partnership creates and manages collaborative programs that encourage economic development and results in destination tourism.

Why we advertise: Membership provides Cordillera with marketing benefits to grow awareness of the Cordillera brand to locals and destination visitors.

Links/Hot Links Magazine

Who they are: Covering all things golf, Links/HotLinks features golf course reviews and best in golf travel destinations.

Why we advertise: Links/HotLinks travel section provides opportunities to expose sophisticated golfers to Cordillera, many of whom belong to two or more clubs and plan to purchase a second home. This media outlet reaches a key target audience for Cordillera's brand.

Cordillera Valley Club Budget

2017 Draft Budget was submitted October 12, 2016

CVC Board Budget meetings is scheduled for October 18, 2016.

Gate House Expenses - Summary		
Gate House Operation - Labor		\$ 283,816
Gate House Operation - Training		\$ 925
Gate House Operation - Staff Uniforms		\$ 2,872
Gate House Operation - Vehicle Costs		\$ 3,300
Gate House Operation - Maintenance & Services		\$ 4,941
	Total	\$ 295,854
Capital Resources - Summary		
Gate House Operation - Nonrecurring Capital Resource Expenditures		\$ 20,142
Gate House Operation - Labor		
Public Safety Officers	4.5 Full-time Employees	\$ 226,823
Public Safety Officer Overtime	9 holidays, PTO and vacancies	\$ 10,000
Cordillera Staff Function Coverage	Citadel Security: 12 shifts x 8 hrs/shift x \$28.00/hr	\$ 2,688
Public Safety Management	Public Safety Director & Public Safety Supervisor @ 20%	\$ 36,160
Public Safety Administration	General Manager, Finance Director, Human Resources Manager, Administrative Services Manager, Executive Coordinator and Office Manager at 1.5%	\$ 8,145
	Total	\$ 283,816
Gate House Operation - Training		
CPR & First Aid	4 officers	\$ 125
Officer Discretionary Training	4 officers	\$ 800
	Total	\$ 925
Gate House Operation - Staff Uniforms		
Summer - Short Sleeve Shirts	2 per person @ \$24 + \$6 embroidery	\$ 280
Summer - Pants	2 per person	\$ 320
Winter - Long Sleeve Shirts	1 per person @ \$24 + \$6 embroidery	\$ 140
Winter - Insulated Pants	1 per person	\$ 200

Winter - Coats	1 per person	\$ 920
Winter - Fleece	1 per person @ \$31 + \$7 embroidery	\$ 152
Winter - Beanies		\$ 80
Winter - Gloves		\$ 100
General - Ball Caps	Public Safety Director & Public Safety Supervisor @ 20%	\$ 80
General - Boot Allowance	\$150 per employee	\$ 600
	Total	\$ 2,872

Gate House Operation - Vehicle Costs		
Annual repairs & maintenance	Cordillera Metro District Labor & Parts	\$ 3,250
Miscellaneous annual costs		\$ 50
	Total	\$ 3,300

Gate House Operation - Maintenance & Services		
Gate Repair	25 hours x \$90/hr	\$ 2,250
Rubber Bumper Replacement	2x per year	\$ 108
Gate Arms	2 arms	\$ 583
Gate Arms	Shipping	\$ 50
Miscellaneous Gate Supplies	Nuts, bolts, parts, etc	\$ 150
ABDI	Annual service contract @ \$150 per month	\$ 1,800
	Total	\$ 4,941

Gate House Operation - Nonrecurring Capital Resource Expenditures		
Office Chair		\$ 150
Battery Booster Pack	Mobile jumpstarting & battery charging kit	\$ 80
Bear Gun & Ammunition	Wildlife Management	\$ 500
ABDI Installation	One-time installation fee	\$ 450
Radio		\$ 3,773
Computer & Monitor		\$ 1,606
Gate replacement	2 gates at Main (east) Entrance	\$ 11,808
Call box replacement	Replace call box at West Entrance	\$ 1,400
Parking Cones		\$ 250
Emergency Supplies	Flashlights, batteries, hi-visibility safety vests	\$ 125
	Total	\$ 20,142

Fleet Replacement Plan

0	#	VEHICLE MAKE AND MODEL	YEAR	2017	Replacement Cost	2018	Replacement Cost	2019	Replacement Cost	2020	Replacement Cost	2021	Replacement Cost	2022	Replacement Cost
LARGE TRUCKS (12 YEARS)	300	INTERNATIONAL 7400	2008		\$0.00		\$0.00		\$0.00	yes	\$200,000.00		\$0.00		\$0.00
	305	INTERNATIONAL 7400	2007		\$0.00		\$0.00	yes	\$200,000.00		\$0.00		\$0.00		\$0.00
	312	OSHKOSH SNOWBLOWER	1981		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	376	WESTERN STAR	2016		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	340	FREIGHTLINER PLOWTRUCK	2002	yes	\$200,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	362	MACK	2014		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
1 TON PLOW TRUCK 10 YEARS	369	FORD F350 PLOW TRUCK	2015		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	330	FORD F-350 PLOW TRUCK	2009		\$0.00		\$0.00	yes	\$40,000.00		\$0.00		\$0.00		\$0.00
	336	FORD F-350 PLOW TRUCK	2009		\$0.00		\$0.00	yes	\$40,000.00		\$0.00		\$0.00		\$0.00
	363	FORD F-350 PLOW TRUCK	2014		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	364	FORD F350 PLOW TRUCK	2014		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
1 TON 10 YEAR	322	FORD F350	2007	yes	\$42,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	329	FORD F-550	2001		\$0.00		\$0.00	yes	\$45,000.00		\$0.00		\$0.00		\$0.00
	358	FORD SERVICE TRUCK	2012		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$95,000.00
PUBLIC SAFETY 7 YEARS	354	TOYOTA TACOMA	2011	yes	\$36,500.00	yes	\$37,000.00		\$0.00		\$0.00		\$0.00		\$0.00
	355	TOYOTA TACOMA	2011		\$0.00	yes	\$37,000.00		\$0.00		\$0.00		\$0.00		\$0.00
	360	TOYOTA TACOMA	2013		\$0.00		\$0.00		\$0.00	yes	\$40,000.00		\$0.00		\$0.00
	365	TOYOTA TACOMA	2014		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$40,000.00		\$0.00
SMALL TRUCKS 10 YEARS	375	FORD F250	2016		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	332	JEEP CHEROKEE	2008	yes	\$36,500.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	333	FORD F150	2006	yes	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	352	TOYOTA TUNDRA	2011		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$40,000.00		\$0.00
	374	FORD F150	2016		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	353	TOYOTA TACOMA	2011		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$40,000.00		\$0.00
	359	CHEVROLET EXPRESS	2012		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$42,000.00
	361	FORD E-350	2006		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
ROAD EQUIPMENT 10 YEAR	303	J.D MOTOR GRADER	2008		\$0.00	yes	\$240,000.00		\$0.00		\$0.00		\$0.00		\$0.00
	368	CAT 420F BACKHOE	2015		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	367	CAT938K	2015		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	314	CHAMPION MOTORGRADER	1998		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	338	BEARCAT (CRACKFILLER)	2002		\$0.00	yes	\$42,000.00		\$0.00		\$0.00		\$0.00		\$0.00
	342	BOBCAT E50 MINI EX	2010		\$0.00		\$0.00		\$0.00	yes	\$95,000.00		\$0.00		\$0.00
	343	JOHN DEERE 280	2003		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	356	J.D 410J BACKHOE	2011		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$125,000.00		\$0.00
	370	ROAD WIDENER	2015		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	371	BOMAG ROLLER	2005		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00

	366	SUPERIOR BROOM	2014		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$55,000.00		\$0.00
	310	BOBCAT LOADER	2007		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
EQUEST	372	KUBOTA RTV900	2016		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	325	JD TRACTOR 5520	2003		\$0.00		\$0.00	yes	\$45,000.00		\$0.00		\$0.00		\$0.00
	357	KUBOTA RTV900	2012		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$15,500.00		\$0.00
	301	JIMBINI ICE RESURFACER	2010		\$0.00		\$0.00	yes	\$19,500.00		\$0.00		\$0.00	yes	\$20,000.00
	306	WOODSMAN 2114 (CHIPPER)	2002		\$0.00		\$0.00		\$0.00	yes	\$30,000.00		\$0.00		\$0.00
MISC. EQUIPMENT	307	TRITON TRAILER	2005		\$0.00		\$0.00		\$0.00	yes	\$1,200.00		\$0.00		\$0.00
	309	LINCOLN WELDER	2002		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	316	BIG TEX TRAILER	1997		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	320	PJ EQUIPMENT TRAILER	2010		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	326	YAMAHA SNOWMOBILE	2006	yes	\$12,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	328	SWISHER TRAIL CUTTER	2009		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$18,000.00
	334	SUPERIOR TRAILER	2007	yes	\$6,500.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	335	INGERSOLL RAND COMPR.	1984		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	yes	\$25,000.00
	373	H&H TRAILER	2016		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	344	ECONOLINE TRAILER	2003		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
	349	YAMAHA ATV	2005	yes	\$10,000.00		\$0.00	yes	\$8,000.00		\$0.00		\$0.00		\$0.00
	350	ARCTIC CAT ATV	2005		\$0.00		\$0.00	yes	\$8,000.00		\$0.00		\$0.00	yes	\$10,000.00
						\$343,500.00		\$356,000.00		\$405,500.00		\$366,200.00		\$315,500.00	
VALUE					\$45,000.00		\$45,000.00		\$56,000.00		\$36,000.00		\$38,000.00		\$25,000.00
TRADE															
TOTAL					\$298,500.00		\$311,000.00		\$349,500.00		\$330,200.00		\$277,500.00		\$185,000.00

Cordillera Metropolitan District Roadway Capital Repair Plan

Prepared by Borne Consulting
August 26, 2016

Roads	Estimated Cost	Total Cost	Actual Audited Cost
2017			
Territory Trail (to first home), Fenno (from Squaw Creek to Ranch Gatehouse)	\$ 735,225.00		
2018			
Fenno Drive (From Ranch Gate to Golf Maint)	\$ 404,330.00		
2019			
Kensington Drive, Hawk's Leap Road, Eagle's Glen Road, Kensington Court, Casteel Ridge, Casteel Point	\$ 442,032.30		
2020			
Red Draw	\$ 520,700.00		
2021			
Peregrin Drive, Fenno Drive (From Golf Maint to Settlers Loop)	\$ 526,135.20	--	--
2022			
RedTail Ridge, Carterville Road	\$ 493,249.00	--	--
2023			
Webb Peak, Golden Bear	\$ 412,035.00	--	--
2024			
Granite Springs Trail, Jackson's Path, Pikes Way, Powell Court	\$ 466,091.26	--	--
2025			
Saddle Ridge, Rodeo Drive, Stag Gulch, Greyhawk	\$ 572,803.64	--	--
2026			
Elk Springs Trail, Elk Springs Court, Elk Woods Road	\$ 514,770.60	--	--
2027			
Pine Marten Way, Stagecoach Way, Sage Grouse Trail, Martingale, Lady Belle Way, Murphys Creek, Taylor Creek, Cavesson Court, Pommel Place, Cantle Place, Kimberwick Way, Pritchel Place	\$ 639,772.24	--	--
2028			
Cordillera Way (above Granada Hill Road), Alahambra	\$ 391,533.60	--	--
2029			
Timber Trail Lane, Timber Draw East, Timber Draw West, Granada Glen Road	\$ 492,884.74	--	--
2030			
Granada Hill Road, El Mirador, Alcazar Drive, Les Pyrenees, Andorra Road	\$ 779,058.78	--	--
2031			
Forest Trail	\$ 550,463.00	--	--
2032			
Graham Road, Settlers Loop	\$ 641,369.44	--	--
2033			
Hawley Court, Lucksinger Lane, Case Court, Penny Lane, Emma's Way, Norgaard Way, Sunquist Road, Kit Way, Cimieron Trail	\$ 466,612.50	--	--
2034			
Lower Cordillera Way, Lil Andorra, Rue de Prince	\$ 1,130,081.75	--	--
2035			
Lower Summit Trail, Black Bear Trail, Black Bear Court, Bermuda Drive, Bermuda Drive Spurs, Fairway Lane, Pencross Lane, Bluegrass Court	\$ 898,531.90	--	--
2036			
Bearden Road, Aspen Meadows Trail, Bear Cat Point, Clubhouse Drive, Club Cottage Drive	\$ 836,162.40	--	--
Grand Total	\$ 11,913,842.35	\$ -	\$ -

1)	Mill existing asphalt	\$ 3.00 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 120.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 120.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.00 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.00 SF
6)	Class 6 base course material installed	\$ 70.50 TN
7)	Adjust manholes	\$ 1,500.00 EA
8)	Adjust valves	\$ 500.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Kickinghorse Trail	2250	22		49,500						\$ 156,915
Territory Trail (to first home)	1500	22		33,000						\$ 104,610
Fenno to Ranch Gatehouse	5600	28			156,800					\$ 431,200
									TOTAL	\$ 692,725.00

Design & Surveying Fees \$ 12,000.00

Construction Management Fees \$ 26,000.00

Testing Fees \$ 4,500.00

Total Cost \$ 735,225.00

1)	Mill existing asphalt	\$ 3.09 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 123.60 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 123.60 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.15 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.18 SF
6)	Class 6 base course material installed	\$ 72.62 TN
7)	Adjust manholes	\$ 1,545.00 EA
8)	Adjust valves	\$ 515.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Fenno (from Ranch gate to golf maint)	6450	26			167,700					\$ 360,555
									TOTAL	\$ 360,555.00

Design & Surveying Fees \$ 12,360.00

Construction Management Fees \$ 26,780.00

Testing Fees \$ 4,635.00

Total Cost \$ 404,330.00

1)	Mill existing asphalt	\$ 3.18 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 127.20 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 127.20 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.30 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.36 SF
6)	Class 6 base course material installed	\$ 74.73 TN
7)	Adjust manholes	\$ 1,590.00 EA
8)	Adjust valves	\$ 530.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Kensington Drive	3430	22			75,460					\$ 166,767
Kensington Court	709	22			15,598					\$ 34,472
Eagles Glen	1597	22			35,134					\$ 77,646
Hawks Leap	335	22			7,370					\$ 16,288
Casteel Ridge	1439	22			31,658					\$ 69,964
Casteel Point	655	22			14,410					\$ 31,846
									TOTAL	\$ 396,982.30

Design & Surveying Fees \$ 12,720.00

Construction Management Fees \$ 27,560.00

Testing Fees \$ 4,770.00

Total Cost \$ 442,032.30

1)	Mill existing asphalt	\$ 3.27 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 130.80 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 130.80 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.45 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.54 SF
6)	Class 6 base course material installed	\$ 76.85 TN
7)	Adjust manholes	\$ 1,635.00 EA
8)	Adjust valves	\$ 545.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Red Draw	9375	22			206,250					\$ 474,375
									TOTAL	\$ 474,375.00

Design & Surveying Fees \$ 13,080.00

Construction Management Fees \$ 28,340.00

Testing Fees \$ 4,905.00

Total Cost \$ 520,700.00

1)	Mill existing asphalt	\$ 3.36 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 134.40 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 134.40 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.60 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.72 SF
6)	Class 6 base course material installed	\$ 78.96 TN
7)	Adjust manholes	\$ 1,680.00 EA
8)	Adjust valves	\$ 560.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Peregrin Drive	2056	22			45,232					\$ 106,295
Upper Fenno Drive	6600	24			158,400					\$ 372,240
TOTAL										\$ 478,535.20

Design & Surveying Fees \$ 13,440.00

Construction Management Fees \$ 29,120.00

Testing Fees \$ 5,040.00

Total Cost \$ 526,135.20

1)	Mill existing asphalt	\$ 3.48 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 139.20 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 139.20 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.80 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 6.96 SF
6)	Class 6 base course material installed	\$ 81.78 TN
7)	Adjust manholes	\$ 1,740.00 EA
8)	Adjust valves	\$ 580.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Red Tail Ridge	3375	22			74,250					\$ 179,685
Carterville Road	4550	24			109,200					\$ 264,264
									TOTAL	\$ 443,949.00

Design & Surveying Fees \$ 13,920.00

Construction Management Fees \$ 30,160.00

Testing Fees \$ 5,220.00

Total Cost \$ 493,249.00

1)	Mill existing asphalt	\$ 3.57 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 142.80 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 142.80 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 5.95 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 7.14 SF
6)	Class 6 base course material installed	\$ 83.90 TN
7)	Adjust manholes	\$ 1,785.00 EA
8)	Adjust valves	\$ 595.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Webb Peak	5226	22			114,972					\$ 287,430
Golden Bear	1346	22			29,612					\$ 74,030
TOTAL										\$ 361,460.00

Design & Surveying Fees \$ 14,280.00

Construction Management Fees \$ 30,940.00

Testing Fees \$ 5,355.00

Total Cost \$ 412,035.00

1)	Mill existing asphalt	\$ 3.69 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 147.60 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 147.60 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 6.15 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 7.38 SF
6)	Class 6 base course material installed	\$ 86.72 TN
7)	Adjust manholes	\$ 1,845.00 EA
8)	Adjust valves	\$ 615.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Granite Springs Trail	5136	22			112,992					\$ 290,389
Jacksons Path	451	22			9,922					\$ 25,500
Pikes Way	1115	22			24,530					\$ 63,042
Powell Court	617	22			13,574					\$ 34,885
									TOTAL	\$ 413,816.26

Design & Surveying Fees \$ 14,760.00

Construction Management Fees \$ 31,980.00

Testing Fees \$ 5,535.00

Total Cost \$ 466,091.26

1)	Mill existing asphalt	\$ 3.81 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 152.40 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 152.40 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 6.35 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 7.62 SF
6)	Class 6 base course material installed	\$ 89.54 TN
7)	Adjust manholes	\$ 1,905.00 EA
8)	Adjust valves	\$ 635.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Saddle Ridge	4176	22			91,872					\$ 242,542
Rodeo Drive	770	22			16,940					\$ 44,722
Stag Gulch	3136	22			68,992					\$ 182,139
Greyhawk	851	22			18,722					\$ 49,426
									TOTAL	\$ 518,828.64

Design & Surveying Fees \$ 15,240.00

Construction Management Fees \$ 33,020.00

Testing Fees \$ 5,715.00

Total Cost \$ 572,803.64

1)	Mill existing asphalt	\$ 3.90 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 156.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 156.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 6.50 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 7.80 SF
6)	Class 6 base course material installed	\$ 91.65 TN
7)	Adjust manholes	\$ 1,950.00 EA
8)	Adjust valves	\$ 650.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Elk Springs Trail and Court	4046	22			89,012					\$ 235,882
Elk Woods Road	3836	22			84,392					\$ 223,639
									TOTAL	\$ 459,520.60

Design & Surveying Fees \$ 15,600.00

Construction Management Fees \$ 33,800.00

Testing Fees \$ 5,850.00

Total Cost \$ 514,770.60

1)	Mill existing asphalt	\$ 4.02 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 160.80 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 160.80 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 6.70 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 8.04 SF
6)	Class 6 base course material installed	\$ 94.47 TN
7)	Adjust manholes	\$ 2,010.00 EA
8)	Adjust valves	\$ 670.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Pine Marten Way	2551	22			56,122					\$ 153,213
Stagecoach Way	1676	22			36,872					\$ 100,661
Sage Grouse Trail	1046	22			23,012					\$ 62,823
Martingale	786	22			17,292					\$ 47,207
Lady Belle Way	696	22			15,312					\$ 41,802
Murphys Creek	496	22			10,912					\$ 29,790
Taylor Creek	190	22			4,180					\$ 11,411
Cavesson Court	603	22			13,266					\$ 36,216
Pommel Place	420	22			4,180					\$ 11,411
Cantle Place	260	22			4,180					\$ 11,411
Kimberwick Way	580	22			12,760					\$ 34,835
Pritchel Place	700	22			15,400					\$ 42,042
									TOTAL	\$ 582,822.24

Design & Surveying Fees \$ 16,080.00

Construction Management Fees \$ 34,840.00

Testing Fees \$ 6,030.00

Total Cost \$ 639,772.24

1)	Mill existing asphalt	\$ 4.14 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 165.60 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 165.60 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 6.90 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 8.04 SF
6)	Class 6 base course material installed	\$ 97.29 TN
7)	Adjust manholes	\$ 2,070.00 EA
8)	Adjust valves	\$ 690.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Upper Cordillera Way	3756	24			90,144					\$ 252,403
Alhambra	1092	22			24,024					\$ 80,480
									TOTAL	\$ 332,883.60

Design & Surveying Fees \$ 16,560.00

Construction Management Fees \$ 35,880.00

Testing Fees \$ 6,210.00

Total Cost \$ 391,533.60

1)	Mill existing asphalt	\$ 4.26 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 170.40 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 170.40 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 7.10 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 8.52 SF
6)	Class 6 base course material installed	\$ 100.11 TN
7)	Adjust manholes	\$ 2,130.00 EA
8)	Adjust valves	\$ 710.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Timber Trail Lane	1266	22			27,852					\$ 80,492
Timber Draw (East and West)	2136	22			46,992					\$ 135,807
Granada Glen Road	3401	22			74,822					\$ 216,236
									TOTAL	\$ 432,534.74

Design & Surveying Fees \$ 17,040.00

Construction Management Fees \$ 36,920.00

Testing Fees \$ 6,390.00

Total Cost \$ 492,884.74

1)	Mill existing asphalt	\$ 4.41 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 176.40 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 176.40 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 7.35 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 8.82 SF
6)	Class 6 base course material installed	\$ 103.64 TN
7)	Adjust manholes	\$ 2,205.00 EA
8)	Adjust valves	\$ 735.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Granada Hill Road	3223	22			70,906					\$ 210,591
El Mirador	2291	22			50,402					\$ 149,694
Alcazar Drive	850	22			18,700					\$ 55,539
Les Pyrenees	705	22			15,510					\$ 46,065
Andorra Road	3898	22			85,756					\$ 254,695
									TOTAL	\$ 716,583.78

Design & Surveying Fees \$ 17,640.00

Construction Management Fees \$ 38,220.00

Testing Fees \$ 6,615.00

Total Cost \$ 779,058.78

1)	Mill existing asphalt	\$ 4.53 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 181.20 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 181.20 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 7.55 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 9.06 SF
6)	Class 6 base course material installed	\$ 106.46 TN
7)	Adjust manholes	\$ 2,265.00 EA
8)	Adjust valves	\$ 755.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Forest Trail	7200	22			158,400					\$ 486,288
									TOTAL	\$ 486,288.00

Design & Surveying Fees \$ 18,120.00

Construction Management Fees \$ 39,260.00

Testing Fees \$ 6,795.00

Total Cost \$ 550,463.00

1)	Mill existing asphalt	\$ 4.68 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 187.20 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 187.20 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 7.80 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 9.36 SF
6)	Class 6 base course material installed	\$ 109.98 TN
7)	Adjust manholes	\$ 2,340.00 EA
8)	Adjust valves	\$ 780.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Graham Road	4286	22			94,292					\$ 297,963
Settlers Loop	3986	22			87,692					\$ 277,107
									TOTAL	\$ 575,069.44

Design & Surveying Fees \$ 18,720.00

Construction Management Fees \$ 40,560.00

Testing Fees \$ 7,020.00

Total Cost \$ 641,369.44

1)	Mill existing asphalt	\$ 4.80 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 192.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 192.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 8.00 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 9.60 SF
6)	Class 6 base course material installed	\$ 112.80 TN
7)	Adjust manholes	\$ 2,400.00 EA
8)	Adjust valves	\$ 800.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Sunquist	1036	22			22,792					\$ 74,074
Norgaard	540	22			11,880					\$ 38,610
Emmas Way	395	22			8,690					\$ 28,243
Penny Lane	290	22			6,380					\$ 20,735
Case Court	446	22			9,812					\$ 31,889
Lucksinger	1136	22			24,992					\$ 81,224
Hawley Court	646	22			14,212					\$ 46,189
Kit Way	330	18			5,940					\$ 19,305
Cimмерon Trail	816	22			17,952					\$ 58,344
									TOTAL	\$ 398,612.50

Design & Surveying Fees \$ 19,200.00

Construction Management Fees \$ 41,600.00

Testing Fees \$ 7,200.00

Total Cost \$ 466,612.50

1)	Mill existing asphalt	\$ 4.95 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 198.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 198.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 8.25 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 9.90 SF
6)	Class 6 base course material installed	\$ 116.33 TN
7)	Adjust manholes	\$ 2,475.00 EA
8)	Adjust valves	\$ 825.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Lower Cordillera Way	10534	24.5			258,083					\$ 864,578
Lil Andorra	1946	22			42,812					\$ 143,420
Rue de Prince	705	22			15,510					\$ 51,959
									TOTAL	\$ 1,059,956.75

Design & Surveying Fees \$ 19,800.00

Construction Management Fees \$ 42,900.00

Testing Fees \$ 7,425.00

Total Cost \$ 1,130,081.75

1)	Mill existing asphalt	\$ 5.10 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 204.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 204.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 8.50 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 10.20 SF
6)	Class 6 base course material installed	\$ 119.85 TN
7)	Adjust manholes	\$ 2,550.00 EA
8)	Adjust valves	\$ 850.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Lower Summit Trail	4900	24			117,600					\$ 405,720
Black Bear Trail and Court	3272	22			71,984					\$ 248,345
Bermuda Drive	1023	22			22,506					\$ 77,646
Pencross Lane	254	22			5,588					\$ 19,279
Bluegrass Court	490	22			10,780					\$ 37,191
Fairway Lane	502	22			11,044					\$ 38,102
									TOTAL	\$ 826,281.90

Design & Surveying Fees \$ 20,400.00

Construction Management Fees \$ 44,200.00

Testing Fees \$ 7,650.00

Total Cost \$ 898,531.90

1)	Mill existing asphalt	\$ 5.25 SF
2)	New 3" thick asphalt pavement (58-28)	\$ 210.00 TN
3)	Overlay with 2" thick asphalt (58-28) including preparation and application of tack coat	\$ 210.00 TN
4)	Asphalt patching (58-28) remove & replace 3" thick or less	\$ 8.75 SF
5)	Asphalt patching (58-28) remove & replace 3" thick or more	\$ 10.50 SF
6)	Class 6 base course material installed	\$ 123.38 TN
7)	Adjust manholes	\$ 2,625.00 EA
8)	Adjust valves	\$ 875.00 EA

Road Name	Length (FT)	Width (FT)	Mill Roadway in place- (SF)	New 3" thick asphalt pavement (SF)	Overlay with 2" thick asphalt (SF)	Asphalt patch 3" thick or less (SF)	Asphalt patch 3" thick or more (SF)	Class 6 base course material (YDS)	Adjust Manholes (EACH)	Total Cost
Bearden Road	4436	22			97,592					\$ 346,452
Aspen Meadows Trail	1986	22			43,692					\$ 155,107
Bear Cat Point	836	22			18,392					\$ 65,292
Clubhouse Drive	660	26			17,160					\$ 60,918
Club Cottage Drive	1716	22			37,752					\$ 134,020
									TOTAL	\$ 761,787.40

Design & Surveying Fees \$ 21,000.00

Construction Management Fees \$ 45,500.00

Testing Fees \$ 7,875.00

Total Cost \$ 836,162.40