



AGENDA

CMD and CPOA Regular Board Meetings

March 8, 2019,
8 a.m.

408 Carterville Road, Cordillera CO 81632

Board of directors

Cordillera Metro District (CMD): David Bentley, President | Gene McGuire, Vice President | Cheryl Foley, Treasurer | Kitty George, Secretary | John Van Deusen, Assistant Treasurer & Assistant Secretary

Cordillera Property Owners Association (CPOA): Ed Shriner, President | Mike Grier, Vice President | Ron Haynes, Treasurer | Jerri More, Secretary | Larry Brooks, Assistant Treasurer & Assistant Secretary

Time	Item	Presenter	Page
8 a.m.	CMD Board Meeting Call to Order Call to Order Declaration of Quorum/Director Qualifications/Disclosure Matters Approval of Agenda Approval of Consent Agenda Items (Action Requested: Approval of Jan. 11, 2019 Meeting Minutes)	Bentley	3
8:10 a.m.	CMD Executive Session Executive session pursuant to Section 24-6-402(4)(b), C.R.S. (CMD) for the purpose of receiving legal advice regarding Starview Appeal and Bearcat Lease with Indian Summers Outfitters.	Bentley	
8 a.m.	CPOA Board Meeting Call to Order Call to Order Declaration of Quorum/Director Qualifications/Disclosure Matters Approval of Agenda Approval of Consent Agenda Items (Action Requested: Approval of Jan. 11, 2019 Meeting Minutes)	Shriner	3
8:10 a.m.	CPOA Executive Session Executive session pursuant to Section 38-33.3-308(4)(b), C.R.S. (CPOA) for the purpose of receiving legal advice regarding Short Term Rentals.	Shriner	
9 a.m.	Public Comment The boards welcome public comment.	Bentley Shriner	
9:15 a.m.	Joint Agenda Items for Boards Discussion and Direction Management Report Emergency Preparedness and Response Training and Plan	Oys Palmer Smith	8 31

Time	Item	Presenter	Page
10:15 a.m.	CPOA Agenda Items for Board Discussion and Direction		
	Design Review Board Appointment (Action Requested: Appointment of Traci O'Connor, Alternate Board Member)	Aldrich	135
	Trailhead Pool Project and Cost Estimates	McDonald	138
	2018 Financial Statements	Mathews	140
11 a.m.	CMD Agenda Items for Board Discussion and Direction		
	Traffic Calming	McDowell Schroeder Broersma Smith	150
	2019 Road Program and Reserve Study Public Safety Gate Access Protocol	Pappas Smith	162
	Bearcat Lease- Indian Summers Outfitters 2018 Financial Statements	Hoppner Godley Mathews	165 180
1:30 p.m.	CMD and CPOA Executive Session	Bentley Shriner	
	Executive session pursuant to Sections 24-6-402(4)(b), C.R.S. (CMD) and 38-33.3-308(4)(b), C.R.S. (CPOA) for the purpose to discuss personnel- general manager annual performance.		
3 p.m.	CMD Adjourn	Bentley	
3 p.m.	CPOA Adjourn	Shriner	

NOTICE IS HEREBY GIVEN that the Boards of Directors of the Cordillera Metropolitan District and Cordillera Property Owners Association of the, Eagle County, Colorado will hold a meeting. These meetings are open to the public.

2019 Meeting Schedule May 10, July 12, Sept. 13 and Nov. 8

Note: All meetings are scheduled to begin at 9 a.m. in the large conference room of the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado. Meetings will be canceled when there are no time sensitive or substantive topics for Board discussion.

BY ORDER OF THE DISTRICT
/s/ David Bentley, President

BY ORDER OF THE ASSOCIATION
/s/ Ed Shriner, President



MINUTES

UNAPPROVED

Cordillera Metro District

Cordillera Property Owners Association

January 11, 2019

In Attendance

CMD Board of Directors	CPOA Board of Directors
David Bentley, President	Ed Shriner, President
Eugene McGuire, Vice President	Mike Grier, Vice President (via telephone)
Cheryl Foley, Treasurer	Ron Haynes, Treasurer
Kitty George, Secretary	Jerri More, Secretary
John Van Deusen, Assistant Treasurer/Assistant Secretary	Larry Brooks, Assistant Treasurer/Assistant Secretary (via telephone)

Others Present:

Rachel Oys, general manager; Alan Pogue, legal counsel (via telephone); Jaime Walker, communications manager; Trevor Broersma, operations director; Joe Helminski, recreation director; Tracy Stowell, office manager; Barry Smith, public safety director; Ron Hoppner, information systems administrator; Members of the public: Steve Houk, John Warren, Enrique Grisoni, Jay and Dee Tobin, Ron Yordi and Neel Lemon via web conference phone.

Call to Order

CMD Board of Directors	CPOA Board of Directors
Director Bentley called to order the Regular Meeting of the Cordillera Metropolitan District at 9 a.m.	Director Shriner called to order the Regular Meeting of the Cordillera Property Owners Association at 9:01 a.m.

Declaration of Quorum/Director Qualifications

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

CMD Board of Directors	CPOA Board of Directors
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<p>Director Van Deusen moved to approve the January 11, 2019, Regular Meeting Agenda. Seconded by Director McGuire.</p> <p>Upon motion duly made and seconded, the Board approved the January 11, 2019, Regular Meeting Agenda.</p>	<p>Director Haynes moved to approve the January 11, 2019, Regular Meeting Agenda. Seconded by Director More.</p> <p>Upon motion duly made and seconded, the Board approved the January 11, 2019, Regular Meeting Agenda.</p>
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Approval of Consent Agenda

<p>CMD Board of Directors</p> <p>Director George moved to approve the Consent Agenda. Seconded by Director Foley.</p> <p>Upon motion duly made and seconded, the Board approved the November 16, 2018, Meeting Minutes.</p>	<p>CPOA Board of Directors</p> <p>Director More moved to approve the Consent Agenda items. Seconded by Director Haynes.</p> <p>Upon motion duly made and seconded, the Board approved the November 16 and December 12, 2018, Meeting Minutes.</p>
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Public Comment

- Public comment topics included short-term rentals, Eagle Vail’s skier shuttle, the car wash, pickle ball court conditions, helpful gates staff and the water fund.

Joint Agenda Items for Boards Discussion and Direction

Management Report

- Barry Smith, the public safety director, and Ron Hoppner, the information technology administrator, were introduced to the board.
- Testing of videoconferencing equipment was successful. For future meetings, the community will be able to watch board meetings and provide public comment via GoTo Webinar.
- The draft emergency operations plan will outline staff and board roles and responsibilities, capabilities, resources, gaps and processes. It will be on the March 8 meeting agenda.
- CPOA has the authority to complete necessary wildfire mitigation improvements for individual properties that failed to execute the work within the required timeframe and upon receiving multiple notices. CPOA will bill properties for costs.
- Construction documents for the Trailhead were advertised for bid. Five contractors participated in a pre-bid meeting and site walk-through. The bids are due January 24, 2019.
- Resonance President Chris Fair will be on-site for 2.5 days starting Monday, January 21, to meet with key Vail Valley stakeholders and interest groups to gather opinions and points of view on the key issues and opportunities for Cordillera now and in the future. In early spring, Resonance will begin meeting with property owners.

- In response to questions, Ms. Oys explained reasons why the Cordillera Valley Club had decided to switch its gate security operations from CMD to a third party provider. She stated that the financial impact on the CMD budget would be presented at the next Treasurers meeting.
- The process and timing for the general manager annual review was outlined. Review of the general manager and legal counsel is within board purview.

CMD Agenda Items for Board Discussion and Direction

General Manager Performance Evaluation Process

Eagle River Water and Sanitation District

- Jason Cowles from Eagle River Water and Sanitation District shared planned capital improvement projects related to the Cordillera Water System. Discussion ensued between the board, Mr. Cowles and the public regarding the implementation and termination of the water surcharge, the resulting water fund and its possible allocation to water system capital improvements. In response to questions, Mr. Cowles agreed that Cordillera had no obligation to pay for those water system capital improvements up front with the water fund, that the Water District was obligated in every event to construct water system capital improvements for all of its customers throughout its service territory as and when needed and to self-fund those projects, and that its costs for all capital improvements throughout its service territory are allocated equitably across and are recovered in rates from all of its customers in the Vail Valley. Mr. Cowles acknowledged that if Cordillera used the water fund to pay for Cordillera-specific capital projects, then Cordillera residents would be bearing 100% of those costs, but would still be sharing costs of capital improvements in other communities. The board requested Mr. Cowles to provide the timing for the Cordillera capital improvement projects, as reflected in the Water District's long-term planning budget.

CMD Executive Session

- 11:47 a.m. Directors George and Bentley moved to enter Executive Session pursuant to Section 24-6-402(4)(b), C.R.S. (CMD) for the purpose of receiving legal advice regarding the CSMN litigation.
- 1:09 p.m. Directors Foley and George moved to conclude the Executive Session.
- Present: Directors Bentley, McGuire, Foley, George and Van Deusen and General Manager Oys.
- Also present: Lisa Mickley, legal counsel.
- No action was taken in executive session.

CPOA Agenda Items for Boards Discussion and Direction

Design Review Board Appointments

CPOA Motion: Director Shriner moved to appoint Dennis Moran to the Design Review Board (DRB). Seconded by Director Grier. Upon motion duly made and seconded, the Board approved the motion.

Vacate Lot Line-Kloehn

CPOA Motion: Director Haynes moved to vacate the lot line between 2326 Fenno Drive and 2582 Fenno Drive. Seconded by Director More. Upon motion duly made and seconded, the Board approved the motion.

- The DRB will bring forth recommendations to the CPOA on a way to reduce the financial impact to the community when lot lines are vacated.

Short-Term Rentals

- The board discussed a draft set of rules describing a potential registration requirement for short-term rentals. Short-term rentals currently are not restricted in Cordillera, except in certain enclave communities. The Board took no action on the proposed rules, and instead directed staff to solicit additional public input and recommendations from Resonance.

CPOA Executive Session

- 11:46 a.m. Directors Haynes and More moved to enter into Executive Session pursuant to Section 38-33.3-308(4)(b), C.R.S. (CPOA) for the purpose of receiving legal advice from general counsel and special litigation counsel with respect to Court of Appeals ruling November 29, 2018, CSMN litigation and Short-Term Rentals.
- 12:42 Directors Haynes and More moved to conclude the Executive Session.
- Present: Directors Shriner, Grier (via telephone), Haynes, More and Brooks (via telephone).
- Also present: Alan Pogue, legal counsel (via telephone).
- No action was taken in executive session.

CMD Adjournment

CMD Board of Directors

Director Foley moved to adjourn the Regular Meeting of the Cordillera Metro District. Seconded by Director George.

Upon motion duly made and seconded, the Board adjourned the Regular Meeting of the Cordillera Metro District at 1:10 p.m. Friday, January 11, 2019.

CPOA Adjournment

CPOA Board of Directors

Director Haynes moved to adjourn the Regular Meeting of the Cordillera Property Owners Association. Seconded by Director More.

Upon motion duly made and seconded, the Board adjourned the Regular Meeting of the Cordillera Property Owners Association at 12:42 p.m. Friday, January 11, 2019.

Next Meeting

- The remaining regularly scheduled CMD and CPOA Board meetings for 2019 will be as follows: March 8, May 10, July 12, September 13 and November 8. All meetings are scheduled to begin at 9 a.m. in the large conference room of the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado, 81632. Meetings will be canceled when there are no time sensitive or substantive topics for board discussion.

DRAFT

Management Report

Community News

- In October 2017, CSMN Investments (owner of the former Lodge and Spa) filed a lawsuit in U.S. Federal court in Denver, against the CPOA, CMD, individual CMD Board members, General Manager Rachel Oys, and the members of the CMD/CPOA legal committee. The lawsuit alleged violations of the American's with Disabilities Act, the Fair Housing Act, and the Civil Rights Act of 1871, all in connection with CMD/CPOA actions taken in pursuit of appealing an interpretation of the Cordillera PUD by the County Planning Director with respect to permitted uses of the former Lodge and Spa.

Judge Raymond Moore ruled, Feb. 12 that, for all but one claim, all the defendants are immune from suit because they were exercising their constitutional rights to seek court review of the interpretation of the PUD by the Board of County Commissioners. The judge ruled that the litigation pursued by the District and others was not baseless or an abuse of the litigation process.

The court also dismissed the one remaining claim not subject to this immunity, retaliation under the Fair Housing Act. The court ruled that CSMN's allegations fell short of showing that any defendant coerced, intimidated, threatened or interfered with anyone's rights under the Federal Housing Administration.

- To assist with gate security, emergency preparedness and communication, property owners are asked to take a few minutes to provide critical contact information in an [Emergency Information Survey](#).
- There have been multiple reports of mountain lion sightings throughout the community in recent weeks leading Cordillera Public Safety to issue a warning for residents and guests to take precautions when outside; make lots of noise while outside during dusk to dawn when mountain lions are most active; and keep pets under control as they are easy prey and can attract lions; bring pets in at night and do not feed pets outside.



Upcoming Events

March

- 8 CMD and CPOA Board meeting, 8 a.m., Cordillera Administration Building
- 12 DRB meeting, 8:30 a.m., Cordillera Administration Building

April

- 5 Cordillera Meet and Greet, 5-7 p.m., Trailhead
- 9 DRB Meeting, 8:30 a.m., Cordillera Administration Building

May

- 3 Cordillera Meet and Greet, 5-7 p.m., Trailhead
- 10 CMD and CPOA Board meeting, 9 a.m., Cordillera Administration Building
- 14 DRB meeting, 8:30 a.m., Cordillera Administration Building

Special Projects

- **Strategic Planning:** Stakeholder Engagement Initial Summary  RESONANCE

January 21-23 Resonance Consultancy President Chris Fair met with a variety of key stakeholder groups including:

- Cordillera Staff
- Cordillera Welcome Committee
- Cordillera Enclave- Associations
- Full-time Cordillera Residents
- Seasonal Cordillera Residents

- Real Estate Brokers
- Design Review Board
- Home Builders
- Ritz Carlton Bachelor Gulch Management
- Vail Resorts Management Company
- Vail Valley Partnership
- Northwest Colorado Council of Governments
- Eagle County
- Town of Vail

From March 5-8, an additional series of phone interviews will be held with off-site stakeholders including:

- Part-time Cordillera Residents
- Current Board Members
- Past Board Members
- Strategic Planning Committee

The goal of these interviews is to identify perceived strengths, issues and opportunities that could inform a long-term development and positioning strategy for the Cordillera community. Based on the interviews conducted to date, a variety of potential strengths, issues and opportunities have been identified.

Key strengths

- Full-time and seasonal resident owners love Cordillera and are passionate about the community
- Full-time and seasonal resident owners are satisfied with current amenities
- Cordillera offers a best in class golf experience
- Access to fishing is a competitive advantage
- Maintenance of roads and services provided by Cordillera Metro is very good
- Post Office

Key Issues

- Need to focus on attracting younger families to buy in Cordillera
- Current amenities should be improved; “even if we don’t use them, this is what new buyers are looking at” (centralizing those amenities in a new center proved cost prohibitive)
- Any plan for amenities should address the lack of amenities for Divide residents
- Housing development along Highway 6 will make it in Cordillera’s interest to support new transportation infrastructure
- Lack of rental product for people to experience Cordillera now that the Lodge is gone is an impediment to attracting new buyers

- No marketing, low awareness or negative perception in the marketplace towards Cordillera
- Design guidelines need to be updated-Bachelor Gulch recently did this and could be looked at as an example
- Labor is an issue for everyone in the Valley
- Some owners/brokers think a skier shuttle is important
- Regulations around rentals needs to be addressed, but may not be a key issue long term
- Need a user-friendly owner directory, golf club has one. Current Cordillera directory makes it difficult for members to communicate with each other

Key Opportunities

- Attract Denver families
 - Create more biking trails
 - Provide skier shuttle on weekends
 - Create a “village” as a town centre with vacation condominiums to accommodate short-term visitors
 - Create some kind of community event space
 - Create a marketing program to showcase new builder products in order to enhance property values for community as a whole (prices will only rise for existing homes if new construction sells at a premium)
 - Investigate the potential to create staff housing around current town center area
 - Sponsor/support Vail Valley events to better connect Cordillera with the Vail Valley community as a whole.
 - Create better sense of arrival and wayfinding
- **Road Easements:** Cordillera Metropolitan District conducted an extensive shared drive assessment and found 20 of the shared drives in Cordillera are not owned by CMD. In an effort to be consistent throughout Cordillera and provide the same services to all property owners, CMD would like to undertake all the major responsibilities that come with road ownership on the shared drives including snow removal, paving, patching, crack filling and shouldering. To do this, CMD needs the requisite authority to be on the property, so staff contacted property owners to request an access easement. Property owners received notices from CMD in February, May, September and December 2018. Seventeen easement agreements have been signed and returned. Three agreements remain outstanding; operations have not yet been modified.
 - **Bearcat Hay Barn:** Staff is working with Indian Summer Outfitters and Cordillera Preservation Society to secure grants to rebuild the hay barn located at Bearcat Stables. The hay barn dates back to 1930s where it was located at what is now the Gas House Restaurant in Edwards. Bearcat moved it to the current location in the 1950s.
 - **Property Owner Information and Directory:** A property owner Emergency Information Survey was developed to collect critical contact information from property owners. The information requested in the

survey is intended to: update property owner information on record; enhance gate security; aid in responding to emergencies; provide a community directory; and keep property owners informed of Cordillera news. It expands upon an existing emergency information survey which was utilized for several years. The survey can be accessed on the website homepage or by typing the following into a browser url: www.CordilleraLiving.com/EmergencyInfoSurvey. Property owners were asked to complete an Emergency Information Survey by Feb. 22. Although a significant number of property owners responded (364), the deadline was extended to March 11 to get as much participation as possible. In an effort to reach a 100 percent response rate, the following tactics were employed to reach property owners:

<input checked="" type="checkbox"/> Release via Official News and Updates email	Jan. 23
<input checked="" type="checkbox"/> Sandwich boards at ACC, post office and gates	Jan. 25
<input checked="" type="checkbox"/> Post card	Jan. 25
<input checked="" type="checkbox"/> Cordillera Connection	Feb. 1
<input checked="" type="checkbox"/> Post card	Feb. 8
<input checked="" type="checkbox"/> Cordillera Connection	Feb. 15
<input checked="" type="checkbox"/> Phone calls began	Feb. 18
<input checked="" type="checkbox"/> Deadline Extended email	Feb. 22
Deadline	March 11

Administration

- **Poll Book and CYMA Audit:** As property owners complete the Emergency Information Survey, staff is performing an audit of the mailing addresses in the poll book which is used during elections and CYMA which is the district’s accounting software. This process was last completed in the fall of 2016.
- **Post Office:** In January, property owners mailed 449 packages via through the USPS through Cordillera’s postal meter. This includes an average of 25 premium forwards sent via Priority Mail on Fridays each week. In February, 276 packages were mailed USPS through Cordillera’s postal meter with an average of 25 premium forwards sent on Fridays each week.

Finance

- **2018 Financials and Audit:** The board presidents and treasurers met Feb. 14 to review the fourth quarter and year-end 2018 draft financial statements. The following are not final, audited numbers: CMD ended 2018 with total revenues of \$5,914,152 and total expenditures of \$4,571,729 in the general operating fund. After the transfer to the capital fund of \$1,292,000 the change in fund balance for the year was \$50,424. The budgeted change in fund balance was (\$230,125) with a positive variance to budget of \$280,549.

CPOA ended 2018 with total revenues of \$3,397,195 and total expenses of \$3,353,859 in the operating fund. The change in fund balance for CPOA totals \$43,336 for 2018. The budgeted change in fund balance was (\$91,418) for a positive variance of \$134,754.

McMahan and Associates will be onsite the week of April 1 to begin the 2018 audit.

- **2019 Financial Reporting Changes:** In an effort to streamline quarterly financial statements prepared for the board and the community, each department within the organization will now have accounts with actual expenses for each of the employee benefit categories (401a, 457b, workers' compensation and health insurance premiums) in the CMD statements; removed is a section labeled "Benefit Allocated." In the past, these expenses were allocated to departments based on a percentage allocation assumption. Similar reporting changes will be made to the CPOA accounts.

CPOA will also see changes in the way the cumulative fund balance is reported between the Operating Fund and the Reserve Fund. In reviewing the internal reports with the auditing firm, it was recommended to update the fund balance reporting to mimic the format used in the annual audited financial statements.

All of these reporting changes will occur with the first quarter 2019 financial statements.

- **CPOA Annual Assessments:** Per board direction, Jerry Oliver is filing legal complaints against five severely delinquent accounts. There are four homeowners with 2018 dues that are delinquent, one of which encountered bank processing issues which resulted in delayed payment; payment is expected soon. The 2019 annual assessments for CPOA were due Jan. 31. To date, there are 101 homeowners with annual assessments outstanding. Late fees and interest will start accruing March 14 with notices being sent out to those homeowners.
- **RETA:** There have been three closings in 2019 with RETA revenue collections totaling \$104,775. Total property sales = \$5,238,800.

Human Resources



Education and Training:

- Fourteen employees attended the Bridgestone Driver Training offered in Steamboat Springs during early February. The winter driving course allows students to develop skills and practice driving on snow and ice. The course was well-received by staff for developing winter driving confidence and promoting teamwork.

Anniversaries:

- Polly Johnson, Recreation – 1 year
- Chris Comroe, Equestrian Center – 2 years
- Senta Schleder, Recreation – 2 years
- Glenn Tomasko, Community Operations – 12 years

New Hires

- Cliff Simonton will join the Cordillera team as the community planning manager March 25. He brings to the position 18 years of community planning experience having held roles as land planner, long range planner and project manager for Eagle County where he created and managed the open space acquisition program, wrote numerous land use regulation revisions, administered code compliance and developed master planning documents including the recently adopted Edwards Area Community Plan. Having moved to Vail in 1967, Cliff began his career as an environmental coordinator and special project manager for Beaver Creek during the development of the resort. Concurrently he also served as head coach and program administrator at Ski Club Vail. Later he worked for Breckenridge overseeing the guest and event services department. Returning to the valley, he taught chemistry and physics while coaching skiing at Battle Mountain High School before assuming his latest role in community planning. Cliff holds a bachelor's

degree in Forest Watershed Science from Colorado State University, is a member of the American Institute of Certified Planners and currently serves on the board of directors for the Eagle River Watershed Council, Camp Hale Restoration Committee and Executive Design Committee for the Town of Eagle River Park. He and his wife Teak live in Eagle and enjoy the outdoors skiing, hiking, fishing, biking, photography, gardening and spending time with their two sons and friends.

Committees:

- The employee safety and wellness committees are being combined with the unified goal to create a holistic approach to safety and wellness while also promoting teamwork, employee involvement and peer recognition. The first meeting, scheduled for March 6, will focus on the development of overarching safety and wellness goals as well as identify priorities, tactics and timelines for incremental objectives.

Information Technology

- **Athletic Center Connectivity:** Extensive coordination with Comcast technical support and field personnel led to the resolution of the Athletic Center's intermittent internet connectivity issue. As the troubleshooting process progressed, staff forged useful contacts with local Comcast team members that will benefit the District when dealing with future technical support issues.
- **Capital Improvement Planning:** Meetings with staff members about security and information technology improvements were conducted to better understand the operational needs. Demonstrations of ABDI's OfficerPulse and iCMS modules are underway. Staff contacted access control and security camera system vendors to determine the best way to build upon and improve the existing infrastructure.

Communications

Website

- A yearly content and functionality audit was performed. Content updates occurred on most pages to reflect current policies, protocols and information. CordilleraLiving.com is the primary source of information for the community with all "Cordillera Connection" and "Official News and Updates" content, events and meetings, board materials and general information published there.

- In addition, in 2018 a video was produced to promote the community. A new section on the homepage is currently being added to showcase the video. New images were also added to the home screen carousel helping to keep the site fresh.
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Communications

- Four “Cordillera Connection” newsletters were sent with an average 65 percent open rate.
 - Seven “Official News and Update” flashes were sent. Topics included: board meeting summary, emergency information survey, CPOA assessment reminder, recent court ruling, heavy snow and dangerous road conditions, and pickup hockey game, among others. The average open rate was 60 percent.
 - Ongoing social media updates continue. Recent posts include a warning from the district wildlife manager of the dangers of mountain lions and a video from Bearcat Stables.
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Advertising

- A half page ad ran in the “Vail Daily” during Presidents’ Weekend. This is the first brand ad of the year to run. The ad plan for 2019 includes brand display ads and advertorials during holidays and peak visitor periods for the valley. Events and amenity promotional ads (Sounds of Summer and Cordy Camp) will also run during specified periods throughout the year in relation to events and other promotions.
 - A brand ad is running in the “Vail Beaver Creek Magazine” for the midwinter issue. This issue is out in stands now. Copies of the magazine are distributed to the post office, administration building and at the Vail Gondola Club.
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Events

- A contract was executed with Mark Powell for the Sounds of Summer Concert series. Mark Powell will be performing July 12 at Bearcat Stables, 5:30 – 8:30 p.m. With the recent release of his fifth album, “Breaking Things,” Mark Powell is quickly gaining international success as an independent singer and songwriter. His music encapsulates a modern spice to traditional country music. He has performed on some of the world’s largest stages and most elite songwriting rooms. Mark has written with the likes of hit songwriter: Dean Dillon, Bubba Strait, Jeff Hyde, Walt Aldridge and many more. Sixteen other music artists have cut Mark’s songs, with four landing on the charts. His accolades include: 2018 Top 20 Texas Music Charts for a record 30 weeks “What I do,” 2017 Top 100 Songs in Texas Music with “What I do” and “Second Hand Smoke;” TRRMA Song of the Year and No. 1 hit “Second Hand Smoke;” 2016

TRRMA Top Five Music Video of the Year “Church Marquee;” 2013-2014 AWA Male Vocalist of the Year nominee and 2013 AWA Song of the Year “Dublin Dr Pepper.”

- Contract negotiations are underway with Raising Cain for the second Sounds of Summer Concert, planned for Aug. 14.
- The next Cordillera Meet and Greet is Friday, April 5, 5-7 p.m. at the Trailhead.

Recreation



Cordillera Vail Gondola Club

2018/2019 Ski Season

- Vail Mountain opened for the season Wednesday, Nov. 14, and will close Sunday, April 21.
- The Vail Gondola Club opened for the 2018/2019 ski season Monday, Nov. 12, and is open to members and their guests from 8 a.m. to 5 p.m. daily for the duration of the ski season.
- Annual dues collection is nearly complete with just two members not current.
- Member ski days began Wednesday, Jan. 9, at 9:30 a.m. and continue through March. Member ski days are a great way for folks to meet other community and Cordillera Vail Gondola Club members. The group is led by the Club at Cordillera’s Director of Golf, Darren Szot.
- Pink Vail is March 16, Cordillera’s Vail Gondola Club team will enjoy food and beverage specials that day. The team has contributed over \$60,000 to the Pink Vail cause since its inception.
- Saturday, April 20, will be the annual Ski and Tee event done in conjunction with the Club at Cordillera. Skiers meet at the Gondola Club in the morning for skiing and proceed to the Valley Course for golf, food and awards in the afternoon.

- On Sunday, Feb. 4 the Vail Gondola Club hosted its annual Super Bowl Party. The event was catered by Second Nature Gourmet. Despite tough weather conditions, there were approximately 50 members and guests in attendance.

Usage

- February 2019 there were 2,751 skier visits, averaging 98 per day, up six percent when compared to 2018.
- November 2018 through February 2019 usage is up 30 percent when compared to 2017/2018. There were 6873 skiers in the 2017/18 versus 8949 skiers in 2018/2019, an increase of 2,076 skier visits.
- December 2018 was the busiest December in the club's 12 years of existence averaging 93 skiers per day. March 2018 was the club's busiest month averaging 101 skiers per day.

Membership Status

- As of March 1, 2019, the club has 203 members with two memberships available. There were 14 sales made in 2018 versus nine resignations. Two sales have been made in 2019. Just under 50 percent of members are Cordillera property owners not including the Cordillera Valley Club owners/Club at Cordillera members who make up for an additional 13 percent of members and 37 percent of members are non-property owners.

Athletic Center

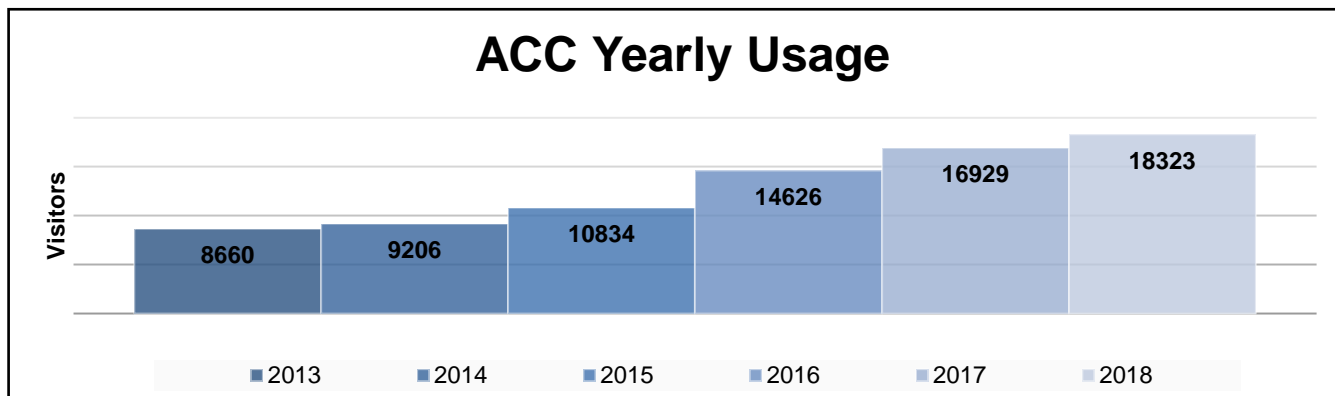
Usage

- February usage is up 24 percent when compared to 2018 with 1345 facility users. Compared to 2018, January-February usage is up 22 percent or 518 users.
- During the month of December 2018, the facility averaged 67 people per day and had 2,010 total visitors. On Dec. 29, 2018, the center had its busiest day of the year with 201 visitors.
- When comparing 2018 to 2017, usage of the Athletic Center has increased 8 percent with 1,394 additional visits for the year.
- There were 18,323 facility users total in 2018, averaging 50 per day.

- The three busiest months in 2018 were June with 2,670 visitors, July with 2,578 visitors and December with 2,010 visitors.

Hours

- The Athletic Center at Cordillera (ACC) is open seven days per week and provides attendant assistance



from 7 a.m. to 9 p.m. Weight and cardio machines, fitness class studio, locker rooms, steam rooms and the pool/spa are also available unattended from 4 to 7 a.m. with a proximity/key card. Currently there are 11 complimentary classes offered weekly at the ACC.

Cordillera Day Camp

Dates

- Registration will open Monday, April 29, 2019. Camp will be offered Monday through Friday, June 3, through Aug. 23, 2018 for children ages 5 – 12.
- Camp attendees are offered a wide variety of outdoor and educational activities including professional golf, tennis and swimming instruction, sports, hiking, fishing, games, arts and crafts, educational field trips and adventure days.
- The daily 2018 camp attendance was an average of 31 campers per day and 1990 campers total. During the summers of 2016 and 2017 the camp averaged 28 campers per day. Last summer, 2018, 54 percent were non-property owners.

Licensing

- Colorado Department of Human Services child care license renewal will be submitted in March for May renewal date. Also, annual fire inspections will be completed by Eagle River Fire Protection District, Colorado Health and Human Services inspection, and the Colorado Office of Child Care inspection will be completed before camp opens in June.

Staffing/Training

- Camp Director Keegan Duffy is returning for his fifth year of service at the camp. Aubrey Lewis will again directly oversee the camp and Trailhead pool complex daily operations and is in her sixth year with the Cordillera Metro District. Both Keegan and Aubrey are year around employees and work at the Cordillera Vail Gondola Club during the ski season.
- Human resource manager and camp leaders will attend the Eagle County career and job fair April 2, 2019. The recruitment of seasonal camp counselors and lifeguards is ongoing.
- Team leaders will attend child care provider training with a licensing specialist from the Colorado Office of Early Childhood, Division of Early Care and Learning in May.
- All counselor staff will complete 15 hours of pre-camp state required training which will include: Counselor Handbook/Staff Expectations, Parent Handbook/Rules and Regulations, NAEYC Code of Ethical Conduct, Emergency Action Plan and Procedures, Federal Emergency Management Agency, Recognizing Child Abuse/Neglect, Standard Precautions, Social/Emotional Development, Building Safety and Hazardous Materials, CPR/First Aid certification.

Rates

- \$48 Property Owners/Residents, \$58 non-Property Owners (\$10 drop in rate)
-

Trailhead Pool Complex

- Saturday, May 25, will mark the opening day of the Trailhead pool complex. The pool will be open from 11 a.m. to 5 p.m. daily through June 2 and will be open 11 a.m. to 7 p.m. beginning June 3 for the duration of the summer, weather permitting. For pool guests, safety lifeguards will be on duty. However, adult supervision of children 12 and under is required at all times. The pool is accessible to all members of the Cordillera Property Owners Association, their family and resident guests. Unaccompanied guests will not be able to access the Trailhead facilities.
-

Short Course

- The Short Course at Cordillera will open for the season Friday, May 24. Tee times will start at 9 a.m. and the last tee time of the day will be 6 p.m. The range will open 30 minutes before the first tee time until 6 p.m. Players can walk or carts will be available for a fee. The Course will be closed on Wednesdays for maintenance. The Course is open to Cordillera Property Owners Association and Club at Cordillera members for no fee (Cart Fee \$15). Family, guest and public will be able to play for a fee. Parking will be available along Kensington Court.

- Programming will include ladies “Short and Sweet” a ladies only clinic followed by nine holes of golf. Each week will have a new clinic topic and game format. In addition, every other Saturday in June, golfers can play with “Top 100 Instructor” in America, Tim Mahoney.
- For a tee time, more information or to register interested parties call 970-926-3988.

Community Operations



Projects

- The administration office interior painting project started Feb. 20 and is expected to be finished by March 22.
- The ice rink was relocated to a new location at the Athletic Center tennis courts in early December. Over 10 people a day were estimated to use the new ice rink. Clint Forstrom and staff hosted a drop-in hockey game Feb. 8; five people played for two hours. Staff will have a schedule of drop in hockey games next season to increase participation. The ice rink closed for the season March 1 due to increased temperatures and soft ice. The ice rink was open for 77 days, which is approximately 42 days longer than average. Staff is researching the costs of purchasing a curling kit for the ice rink. Property owners suggested the idea as an additional way to use the ice rink.

Facilities

- Facilities team completed 125 planned maintenance work orders.
- Facilities team is in the process of ordering over 700 LED light fixtures to replace outdated light fixtures in all CPOA and CMD facilities. The LED light fixtures used in this project are estimated to produce a 30 percent cost savings. Facilities worked with Holy Cross to obtain a rebate close to \$5,000 for this project.
- Facilities team has begun to work with the Climate Action Collaborative in the Vail Valley. This collaborative focuses on larger organizations that are trying to reduce Eagle County emissions by 25 percent by 2025.

Fleet

- With the replacement of multiple large plow trucks over the last three years, the fleet team has seen a drastic decrease in break downs as well as equipment down time.
 - Fleet ordered a new mobile band saw and a new air-over hydraulic 20-ton press. These two new tools have been put to use installing new U-joints and making custom hitches for the trucks.
-

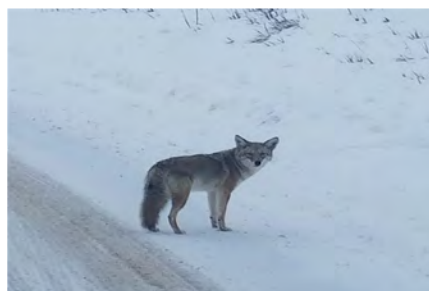
Trails

- The Short Course winter trail is groomed three times a week depending on the weather.
-

Snow Plowing

- During the months of January and February Cordillera received 78” of snow. The operations team had 15, 5 a.m. call outs for plowing, with many other call outs for daytime storms, day after cleanup and widening for the next storm.
- Operations has used 714 tons of 20 percent salt mixture on the roads in January and February.
- Cordillera Metro District partners with Eagle River Water and Sanitation Operations in clearing all 319 fire hydrants around the property.
- Operations will be working on improving all sight lines from crossroads and/or driveways by lowering the height of snow piles around the property. The motor grader, loader with snow blower and small plow truck will be used to move the snow. Please approach with caution if you see the operations team working. The project is expected to be complete by March 8.

Equestrian Center



Upcoming Events

- Come meet Quincy! Weighing in at just 200 pounds, Quincy is a very sweet miniature horse that will be available for brushing, grooming, pictures, horsemanship classes and more (see left picture).
-

Boarding Information

- Boarding fees were increased for the first time in six years. The 10% increase was well received by the boarding community. Cordillera Property Owners receive a \$110 discount on the below listed boarding rates.

Dutch Door Stall	Stall	Paddock	Partial Care Paddock	Stall Day Use	6-Month Contract Fee
\$1215	\$1185	\$755	\$495	\$50	\$100/Month

All boarding options include access to two indoor arenas, outdoor arena, round pen, heated wash stall, tack room and riding trails. Horses are provided clean fresh water, hay, grain and supplements daily. Horses are checked on each night by public safety personnel.

- Boarding numbers are holding steady with two stall horses anticipated to leave this month due to the owner relocating to Texas. 15 stall horses with four possible additional horses in May. 21 outside paddock horses.
- The elk are more aggressive this year about eating the horse's hay than in previous years. The decision was made to feed the elk a small amount in the evenings to give the horses a brief period of time to eat their hay before the elk move into their paddocks and finish what is left. Staff submitted a request for hay or reimbursement from the Colorado Department of Wildlife.
- Boarders have expressed concerns about mountain lion activity in the area especially for those individuals that have to walk out to their horses in the dark. Three strong flashlights were purchased and additional lighting will be installed along the walkway and perimeters.

Public Safety



Upcoming Events

- In March, all public safety staff will attend Management of Aggressive Behavior (MOAB) training. This training presents principles, techniques and skills for recognizing, reducing and managing violent and aggressive behavior both in and out of the workplace.
-

Summary of Incidents

- Dec. 31, 2018, through Feb. 24, 2019, public safety responded to 95 calls ranging from alarms, (fire, intrusion, low temperature and motion) resident/contractor assists, parking issues, animal issues, medicals, miscellaneous complaints, trash violations, other rule/regulation violations and vehicles off the road.
 - On Feb. 22 public safety was alerted to an open door at a property in the Ranch (picture above). The public safety officer checked the home for damage, took action to prevent future problems from freezing and alerted the property manager to follow up and secure the doors.
-

Protocol Review

- Public safety have completed trainings and instituted new protocols for radio usage, hazardous materials response, medical response, motor vehicle crashes and radio systems and gate troubleshooting and maintenance.
- Public safety officers are now wearing credentials (see above photo). These are photo identification cards used statewide that display identifying information and contain a QR (bar) code which can be scanned to reveal each individuals' pertinent qualifications. These credentials will allow staff past emergency roadblocks during an incident in Cordillera.

Design Review Board



Meeting Agendas and Minutes

Jan. 8, 2019 DRB Agenda

Gene Shanahan – Chairperson
David Staat – Board Member
Judy LaSpada - Board Member
Henry Reed - Board Member
Dennis Moran – Board Member
Paul Miller - Architect Director
Scott Sones - Landscape Architect Director
Millie Aldrich – DRB Administrator

8:30 a.m. Call to order
Approval of December Minutes Review Agenda - Project overview

9:30 a.m. Kloehn Residence – 2326 & 2582 Fenno – Building Envelope & Lot line vacate Applicant:
Jenya Berino - Stovall Associates

10 a.m. Becker Residence – 27 Kit Way – Building Envelope Amendment / Garage addition Applicant:
Millie Aldrich - Pure Design Studio

Staff Approvals – 0

Single Family Construction Starts – 0

Single Family Final Inspection – 0 Staff Updates

2018 Revenue / Expense report
Active Construction Sites / Build-out Analysis Construction Schedule
Compliance Officer Updates

Other Business 11:15 a.m. Adjourn

Jan. 8, 2019 DRB Minutes

Tuesday, Jan. 8 2019

408 Carterville Road, Cordillera, Colorado

ATTENDANCE

Members Present	Gene Shanahan - Chair David Staat – Board Member Judy LaSpada - Board Member
Members Absent	Henry Reed - Board Member Dennis Moran – Board Member

Others present: Millie Aldrich - DRB Administrator

CALL TO ORDER

8:41 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 – Millie Aldrich has a conflict of interest and removed herself during the discussion of 27 Kit Way.

APPROVAL OF AGENDA –DRB unanimously approved the agenda.

APPROVAL OF MINUTES – Minutes from Dec. 11, 2018 approved, moved by Staat second by LaSpada all in favor.

PUBLIC INPUT – No public input was noted.

DRB ACTION ITEM –

1. **Kloehn Residence** – 2636 & 2582 Fenno Dr.

9:31 a.m.

Review: Building Envelope & Lot Line Vacate

Present: Millie Aldrich DRB Administrator

Building Envelope & Lot Line Vacate – approved to present to CPOA

- Combining lots into one parcel results in paying one CPOA due
- Combining lots into one parcel results in losing the building envelope for lot 24 and the development rights on lot 24
- This action is not reversable if at the later time the owner wanted to reinstate the property line and building envelope for lot 24

Motion made by Staat to approve Kloehn Residence for building envelope and lot line vacate, LaSpada second all were in favor.

2. **Becker Residence** – 27 Kit Way

9:55 a.m.

Review: Building Envelope Amendment / Garage addition

Present: Millie Aldrich – Pure Design Studio

Building Envelope Amendment – approved

- All adjacent neighbors have been notified and approved the building envelope amendment
- Applicant may submit to Eagle County for Building Envelope amendment.

Motion made by Staat to approve Becker Residence for building envelope amendment, LaSpada second all were in favor.

Garage Addition – approved with conditions

- Existing garage is 675 sq. ft., proposed addition is 419 sq. ft.(Total = 1,094 sq. ft.)
- Allowable garage size is 950 sq. ft., per Design Guidelines 4.02.07 A
- A deviation from the Guidelines requires a variance.
 - o Submit application and Fee of \$500 to approve the additional square footage.

- The proposed garage is a 3-car garage with additional storage for a work planting area. The bulk and mass of the house to garage is proportional.

Motion made by Staat to approve Becker Residence for garage addition, LaSpada second all were in favor.

STAFF APPROVALS - 0

SINGLE FAMILY CONSTRUCTION STARTS – 0

SINGLE FAMILY INSPECTIONS – 0

ADMINISTRATIVE UPDATES

- 2018 Revenue / Expense report
- Active Construction Sites / Build-out Analysis
- Construction Schedule

COMPLIANCE OFFICER UPDATES

- 220 Casteel: no activity no plowing the driveway
Summer 2019 completion of the exterior
- 465 Little Andorra:
Summer 2019 completion

OTHER BUSINESS

- Design Guidelines 2019 update:
 - clarify compliance deposit and release procedure
 - create addendum of definitions
 - section on renovations and remodels
- Strategic Planning: Resonance would like to meet with DRB to obtain your opinion and point of view on the key issues and opportunities for Cordillera
 - Tuesday, Jan. 22, 11-12
- DRB would like to present to CPOA an option for owners who want a lot vacate; their CPOA dues would be 1.5 x annual assessment to help offset the loss of revenue collected by CPOA.

ADJOURNMENT

11:19 a.m.

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

Feb. 12, 2019 DRB Agenda

Gene Shanahan – Chairperson
David Staat – Board Member
Judy LaSpada - Board Member
Henry Reed - Board Member
Dennis Moran – Board Member
Paul Miller - Architect Director
Scott Sones - Landscape Architect Director
Millie Aldrich – DRB Administrator

8:30 a.m. Call to order
Approval of January Minutes Review Agenda - Project overview

9:15 a.m. Girschik Wald Residence – 92 Sunquist Road – Pre-design Review Applicant: Michael Current
– Current Architects

10 a.m. Mangat Residence – 210 Aspen Meadows Road – Deck addition / landscape improvements
Applicant: Ric Fields – Fieldscape

10:30 a.m. Traci O'Connor – DRB alternate Board Member

Staff Approvals – 2

Dolan Residence –1596 Gore Trail – change to approved plans: roof – DRB approved Modlin Residence –2035
Cordillera Way #1 – deck, patio, fire pit – HOA/DRB approved

Single Family Construction Starts – 0 Single Family Final Inspection – 0 Staff Updates

Active Construction Sites / Build-out Analysis Construction Schedule

Community Planner Compliance Officer Updates

Other Business 11:15 a.m. Adjourn

Presentations and Supporting Materials

- **Emergency Planning and Preparedness:** A draft Emergency Operation Plan (EOP) and supporting incident-specific, consequence-specific annexes was written by S3Partnerships and the management team. The EOP provides a framework for standardized response to emergency incidents which are consistently applied regardless of the hazard. The EOP contains a capability assessment, delegation of authority for decision making, spending authorization outside of normal business operations, assignment of responsibilities, continuity of operations and incident-specific emergency response plans.

March 8 Action: Stephanie Palmer, S3Partnerships, will provide a training and present the initial draft EOP to the boards utilizing a PowerPoint. The EOP and annexes will be presented to the boards in September for adoption, after necessary revisions are incorporated based on the learnings throughout the remainder of the planning process, trainings and exercises. The draft EOP and appendixes are provided in the board packet for review.

A series of exercises will be held this spring and summer to evaluate the community's emergency plans, notification systems, communications, responses and evacuation procedures. The Crisis Communications Plan is still in development.

A tabletop exercise will be held May 17. This is a discussion-based session where team members meet in an informal, classroom setting to discuss their roles and responses to a specific emergency situation. Stephanie Palmer will facilitate a discussion in planning and responding to a wildfire requiring the community to evacuate and concurrently a medical call requiring assistance at a residence in the summit. Board members are invited to participate.

A mandatory all-staff training will be held June 7 to present the EOP and appendixes.

A functional exercise will be held July 15 (tentative date) in which community members will participate in a simulated evacuation scenario and safety information will be available.

- **Trailhead:** Construction documents were completed Dec. 21, and advertised for bid on the website and in the Vail Daily. Nine general contractors with experience in the area were also contacted to help generate interest in the project. A pre-bid walk through of the project site took place Jan. 9. Four construction companies attended the meeting. Bids were due Jan. 24, 2019. Bids were received from A.D. Miller and R.A. Nelson. The project costs came in significantly higher than expected. Staff is working with OLC to find options to lower the costs.

March 8 Action: Staff and OLC will provide a summary of the bids and the cost differences. CPOA will discuss and no action will be requested at this time. Additional information needs to be collected from contractors. A memo from OLC, bids and cost differences are provided in the board packet for review.

- **Traffic Calming 2019:** Cordillera Metro District has worked with McDowell Engineering since 2015 to address traffic concerns within the community. In August 2018, CMD contracted with McDowell Engineering to update the Cordillera Traffic Calming Analysis from January 2016. Staff worked closely with Kari McDowell to update the Cordillera Traffic Calming Analysis which now highlights all traffic calming initiatives made thus far, as well as suggests future traffic calming initiatives.

March 8 Action: McDowell will provide a PowerPoint presentation to highlight strategies that have been implemented, speed data and upcoming plans for spring 2019. No board action will be requested. The updated Traffic Calming Report is provided in the board packet for review.

- **2019 Road Program and Reserve Study:** Borne Engineering developed Cordillera's Road Program and 2015 Reserve Studies.

March 8 Action: Jamie Pappas, Borne Engineering, will provide a PowerPoint presentation highlighting the road program, 2019 capital expenditures planned and an update on the Reserve Study. No board action will be requested. Memos from Borne Engineering are provided in the board packet for review.

- **Gate Access Protocols:** Information technology and public safety developed new gate access procedures with a focus on maximizing security and reporting accuracy. New readers and controllers will be purchased in coming months and in the coming weeks RFID stickers will be issued to contractors and members of the public who access the community on a regular basis. The stickers and the associated reader system track which vehicles enter and exit the community thereby enhancing safety and security as well as emergency preparedness. The stickers will be programmed to allow access for specific groups i.e., property owners, club members, property managers, service/contractors or emergency responders.

Staff also initiated coordination with other local communities that employ compatible electronic access systems to improve and simplify countywide emergency services' access to Cordillera, Cordillera Valley Club, Beaver Creek, Bachelor Gulch and Brightwater to one RFID sticker for access to all the above gated communities.

March 8 Action: Staff will present new protocol. No board action will be requested.

- **Bearcat Lease:** Indian Summer Outfitters (ISO) rents Bearcat Stables from Cordillera Metro District. Nicole Godley will be requesting a modification to their existing contract- a new contract for three years with a 12 month notice to terminate.

March 8 Action: CMD will receive legal advice during executive session regarding the lease agreement with ISO. Nicole Godley will present ISO's request and additional service information. The current ISO contract, ISO memo and requested contract revisions are provided in the board packet for review. Action will be requested from the board.



CORDILLERA

Cordillera Metro District
Cordillera Property Owners Association

EMERGENCY OPERATIONS PLAN

Adopted: TBD 2019

Authors: Stephanie Palmer (S3 Partnerships, LLC)

Rachel Oys, general manager; Barry Smith, public safety director; Joe Helminski, recreation director; Trevor Broersma, operations director; Erin McCuskey, human resources manager; Jaime Walker, communications manager; Heather Mathews, finance manager; Tracy Stowell, office manager; Ron Hoppner, information and technology systems administrator

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DRAFT

INTRODUCTION

The purpose of the Emergency Operations Plan (EOP) is to minimize the potential human loss or injury and property damage from a disaster or emergency situation, reduce losses and interruptions to residences and function in concert with local, county and state emergency response organizations.

The EOP facilitates preparedness, mitigation, response, and short-term recovery, which sets the stage for a successful long-term recovery. The EOP consists of a base plan supplemented with an Emergency Operations Support Annexes. The base plan forms the overall framework for emergency management in the community. The annexes provide additional details regarding essential discipline-specific functions. It also contains forms and checklists. The EOP assigns responsibilities to organizations and individuals for carrying out specific actions in support of emergency operations.

The EOP is expected to be routinely updated and changed in order to better depict the evolving nature of emergencies, resources available and lessons learned.

PURPOSE

The EOP establishes the overall framework for coordination of emergency management including to prepare for, respond to and recover from the many consequences that can be generated by a natural or human-caused emergency or disaster and impact the lives and property of personnel, property owners and guests.

The EOP is intended to accomplish the following goals:

- Formulate policies designated to protect life and property during incidents affecting or threatening life or property within the community
- Provide guidance for strategic thinking and decision-making as it relates to emergency operations
- Assign department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the community
- Officially establish NIMS and the Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the community
- Identify lines of authority and community policy related to emergencies and disasters
- Assign responsibilities to agencies, organizations and individuals for carrying out specific actions during an emergency or event
- Detail the methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment
- Provide a process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters
- Identify the responsibilities of local agencies and partnering stakeholder and organizations during emergencies or events
- Identify lines of authority and coordination for the management of an emergency or event

SCOPE

The EOP encompasses all four phases of incident management - preparedness, mitigation, response and recovery. The EOP focuses on activities that are directly related to an evolving incident or potential incident rather than steady-state preparedness or readiness activities conducted in the absence of a specific threat or hazard. The EOP also provides the basis to initiate long-term recovery and mitigation activities.

Incident specific response plans supplement the EOP to more efficiently address special requirements presented by specific hazards or that outline specific procedures to be utilized during an incident. This plan does not override any law, written policy, or organizational standard.

The EOP addresses two different types of response scenarios:

- **Planned or Anticipated Incidents:** Incidents that can be planned for in advance such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits, etc. and;
- **Immediate Response Incidents:** Such as a major traffic accident, airplane crash, tornado, earthquake, fire, hazmat incident, active shooter, kidnapping, major crime, etc.

The EOP consists of two main sections:

- **Basic Plan:** Provides an overview of emergency organization and policies to support most, if not all, emergency incidents that may occur within Cordillera. It describes the approach to disaster response and recovery operations and assigns responsibilities for emergency tasks.
- **Incident Specific Annexes:** Outlines specific information and direction for personnel concerning a particular emergency management function, action or hazard. A hazard assessment, organizations charts and responsibility tables are also in the EOP.

COMMUNITY CHARACTERISTICS

Cordillera is an expansive luxury residential community nestled in the Vail Valley. Situated on more than 7,000 pristine acres, Cordillera provides residents and visitors with exceptional Rocky Mountain experiences year-round. Cordillera epitomizes refined mountain living, providing an unparalleled variety of activities and amenities.

Just 25 miles east of Vail/Eagle County Airport and 140 miles west of Denver International Airport, Cordillera is close to some of America's best ski slopes – 15 minutes to Beaver Creek and 25 minutes to Vail. Winter activities within Cordillera include cross-country skiing, snowshoeing, ice skating, sledding and horse-drawn sleigh rides.

Rising from 7,200 to 9,400 feet, Cordillera is surrounded by one million acres of the White River National Forest, making it a perfect summer retreat for golfing, hiking, horseback riding, private fly- fishing, white water rafting, four-wheel adventures, tennis and swimming.

Cordillera features three championship golf courses with breathtaking scenery and topnotch facilities making Cordillera one of the world's premier golf destinations. Cordillera's three

neighborhoods—Divide, Ranch and Summit—wrap around the golf courses and offer spectacular mountain views.

Other amenities available to property owners include Eagle River fishing and several stocked ponds, indoor and outdoor equestrian arenas, boarding stalls and paddocks for over 40 horses, miles of riding, hiking and Nordic ski trails, indoor and outdoor swimming pools, a fitness center including tennis and pickleball courts, and the Cordillera Vail Gondola Ski Club with facilities at the base of Vail Mountain.

DEMOGRAPHICS

Cordillera has 830 lots with 564 homes; the community is 71 percent built out. The 2018 Community Survey provided the following details for property owner demographics:

- Just over half of respondents have been property owners in Cordillera for more than 10 years, while only 11 percent have been owners for less than two years.
- Most (76 percent) of Cordillera homeowners are between the ages of 55 and 74.
- Almost all respondents own one residence. Some of these also own a vacant lot and only a few own multiple residences and vacant lots.
- Cordillera part-time residents outnumber full-time residents two to one and about 11 percent of the owners do not live in the community at all.
 - Among part-time residents, summer (June through September) is the most common time of year to come to Cordillera, but winter (December through March) is also fairly common. April, May and November are the least likely months for part-time residents to come.
- Two out of three households in Cordillera are comprised of a couple with kids no longer at home.
- Part-time residents predominately call the South region of the U.S. their home, with the greatest number of Cordillera part-time residents indicating that Texas or Florida is their primary residence.

GOVERNANCE

Cordillera is managed by two entities, the Cordillera Metropolitan District (CMD) and the Cordillera Property Owners Association (CPOA). Both of these organizations are governed by five-member Boards of Directors; CMD Board is elected to four-year terms and CPOA Board is elected to three-year terms; both on a staggered basis.

The CMD is a special district, organized pursuant to Title 32 of the Colorado Revised Statutes, and provides public services and improvements in Cordillera. Special districts are quasi-municipal corporations and political subdivisions of the State of Colorado. The CMD levies taxes that are used to repay outstanding debt and finance annual operating budgets which are by law activities occurring on public property.

The CMD functions include the operation and maintenance of all public facilities and infrastructure within the District, including more than 40 miles of roads/shoulders (including guard rails) and 7,000 acres of property, as well as associated landscaping, water features, ponds, streetlights and signage. The CMD also provides plowing, snow removal, weed and pest control

programs, provides public safety which includes, but is limited to, managing gate access, traffic issues and wildlife matters.

The CPOA is a Colorado non-profit corporation whose area of responsibility includes the Divide, Ranch and Summit. Each property owner is a member of the CPOA with each property carrying the right to one vote. The CPOA's objectives are to fulfill the mission and vision of the CPOA, to optimize the benefits and the satisfaction of the property owners and to represent the interests of the property owners in matters affecting the community. The CPOA manages community recreation programs and contracts for trash removal and recycling. The CPOA also appoints the Design Review Board, which oversees construction and covenant compliance. The CPOA's activities, roles and responsibilities are established and controlled primarily by two documents: the Amended and Restated Declaration of Protective Covenants, Conditions and Restrictions (CCRs) and the Second Amended and Restated Bylaws. As the primary sources of revenue, the CPOA levies an annual assessment as well as the Real Estate Transfer Assessment (RETA), currently 2 percent of the purchase price of properties when sold. The CCRs provides the authority for the CPOA to contract and cooperate with the CMD in order to ensure that their respective responsibilities are discharged.

CPOA contracts for community services with the CMD and/or other entities, provides fiscal and/or professional support to the CMD, maintains control of the Design Review Board (DRB) process, including appeals, plans and executes all wildfire and healthy forest initiatives, administers wildlife regulations as well as bear resistant trash and recycling programs, purchases open space to maintain community integrity, and manages and oversees community assets such as the Vail Gondola Club, Athletic Center, Trailhead Clubhouse and Pool Complex, the Dave Pelz-designed Short Course, Café/Market/Post Office and river parcel.

PLANNING ASSUMPTIONS

Cordillera recognizes that the following assumptions are the aspects of a large-scale emergency that may be necessary to address. The assumptions are the basic circumstances that generally cause a large and/or complex incident to be identified as a critical event. Planning for the following incidents, which are presumed to occur to some degree, will reduce the severity of impacts:

- Incidents or disasters may occur at any time with little or no warning and may result from technological, human-caused or natural, large and/or complex occurrences
- Incidents are typically managed at the lowest possible organizational level
- Incidents may result in numerous casualties, fatalities, displaced people, property loss, disruption of normal systems, essential public services, basic infrastructure and damage to the environment
- Departments and personnel at all levels may be required to deploy to incidents on short notice and provide timely, effective assistance
- Prolonged incident management operations and support activities may be required
- Emergency response organizations in Eagle County have the authority for tactical response to incidents that involve criminal activity, structure or wildland fire, critical medical emergencies, etc.
- Incidents that include Cordillera and other areas of Eagle County may be supported through the Eagle County Emergency Operations Center (EOC); Cordillera will assign a

liaison

- Transportation infrastructure may be impeded, damaged or disrupted; impact the response of emergency responders evacuation routes and movement of emergency supplies
- Damage to commercial telecommunications may be experienced, slowing dissemination of information and reporting of persons needing help

CRITICAL FACILITIES, DEPARTMENTS AND LOCATIONS

Critical facilities are defined as facilities critical to CMD and CPOA's response and recovery activities (i.e., life safety and property and environmental protection). Critical facilities also include those facilities that are vital to the continued delivery of community services or have large vulnerable populations. Critical facilities include (but may not be limited to):

- Administration Building
- Athletic Center
- Bearcat Stables
- Equestrian Center Post Office/Café Building
- Roads, Signs and Water Features
- Short Course, Maintenance Building, Pump House, Comfort Station
- Trailhead Clubhouse and Pool Complex
- Community Operations and Vehicle Maintenance Buildings
- Cordillera Vail Gondola Club (located in Vail Village)

ACCESS AND FUNCTIONAL NEEDS POPULATIONS

The Civil Rights Act of 1964 and American Disabilities Act of 1990, along with US Department of Justice, US Department of Homeland Security and the Federal Emergency Management Agency all require the inclusion of people who have disabilities in all phases of emergency management. It is consistent with language in the National Response Framework which defines "access and functional needs" as a broad set of common function-based needs irrespective of specific diagnosis, statuses or labels. It does not take away from the whole community approach to the EOP, which inherently includes the access and functional needs population.

CMD and CPOA encourage self-identification and reporting of persons who are in need of assistance before, during and after an emergency incident has occurred. Each new property owner is given an Emergency Information Survey to complete which asks specific questions about any family member's dependence upon oxygen or durable medical equipment who may be impacted by simple emergencies (i.e. an electrical outage) that make their personal situation more complex.

As with all other citizens, Cordillera residents and visitors, including those with functional needs, are encouraged to take responsibility for their own safety and security. Cordillera property owners are encouraged to have preparedness, evacuation and sheltering plans. In particular individuals with functional needs should also prepare plans that include provisions for:

- Accessible transportation
- Adaptive equipment, batteries and battery chargers
- Evacuation
- Food and water

- Important legal documents
- Medications
- Rendezvous components (i.e. reunification with family members)
- Service animals and their provisions
- Support networks
- Multiple backup plans

Specific considerations for access and functional needs populations include but are not limited to the following:

Communications

Some individuals have conditions which affect the way they receive information and whose response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance all because of hearing, vision, speech, cognitive, developmental or intellectual limitations, and/or limited English proficiency.

- Communication strategies include local Public Information Officers involved in community wide incidents including the use of a combination of emergency notification systems including audible and visual tools as well as social and community networks. Captioning and American Sign Language interpreters may be needed to support citizens who are deaf or hard of hearing. Non-English-speaking populations will require additional language interpreters or translators.

Maintaining Independence

Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Support may include supplies, durable medical equipment, and attendants or caregivers.

Personal Assistance

Before, during, and after an emergency, individuals may lose the support of caregivers, family or friends or may be unable to cope in a new environment. If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.

- Personal care assistants, family members and service animals, as well as mobility, communication and medical devices are not optional for some persons with functional needs. If a person says it is important for them to bring particular people, animals or equipment with them, they should be allowed to do so unless granting the request would likely result in imminent harm to the person or others.

Service animals are permitted in all places that serve the public as long as the animal is not out of control or otherwise posing a direct threat to the health or safety of individuals. Service animals are described in Title II and Title III of the ADA as: any dog or miniature horse that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Emotional support animals, comfort animals, and therapy dogs are not service animals under Title II and Title III of the ADA.

Medical Care

Individuals who are not self-sufficient or who do not have adequate support from caregivers, family or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding and vital signs; receiving dialysis, oxygen and suction administration; managing wounds; and operating power dependent equipment to sustain life. These individuals require support of trained medical professionals.

- People with disabilities should not be routinely transported to healthcare facilities simply because they have disabilities. Informed triage decisions should include an understanding that there is a difference between living with a disability and needing to be transported to a healthcare facility because of illness or injury.

Transportation

Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation including accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.

- Many people with disabilities do not drive and routinely use public transit systems operated by public transit and may call on such services before, during and after an emergency. Transportation services will be provided as available and necessary, utilizing law enforcement, transportation personnel or public/private sector transportation providers for emergency response and recovery.

HAZARD ANALYSIS SUMMARY

The EOP encompasses an “all-hazards” approach that most emergency response functions are similar, regardless of the hazard.

CMD/CPOA completed a threat, hazard and vulnerability assessment for the community. The analysis identified the following potential hazards and threats, vulnerabilities and impacts to population, property and critical infrastructure below. Although, the probability of significant hazardous events is low, the potential exists for an incident, which could cause widespread, long-term property damage and harm to the public. Potential hazards include:

- Natural disasters, such as wildfires and earthquakes
- Technological incidents and others, such as fires or electrical failures
- Disease outbreaks, such as pandemic influenza
- Human-caused hazards, such as hazardous material incidents

Hazard Vulnerability Assessment

Event	Probability	Human Impact	Property Impact	Business / Community Impact	Preparedness
TECHNOLOGICAL HAZARDS					
Communications Failure	High	Moderate	Low	High	Low
Electrical Failure	High	Moderate	High	High	Low
Fire Systems Failure	Low	Low	Low	Low	Low
Fire, Internal	Low	Moderate	High	High	Moderate
Flood, Internal	Moderate	Low	High	Moderate	Low

Fuel Shortage	Low	Low	Low	High	Low
Hazmat Incident	Low	High	Moderate	Moderate	Low
HVAC Failure	Low	Low	Moderate	Moderate	Moderate
IT / Network Failure	Low	Low	Low	High	Moderate
Natural Gas Failure / Leak	Moderate	High	High	High	Low
Sewer Failure / Backup	Low	Low	Low	Low	Moderate
Water System Failure	High	High	High	High	Moderate
HUMAN CAUSED HAZARDS					
Active Shooter / Hostage	High	High	High	High	Low
Bomb Threat / Suspicious Mail	Moderate	High	High	High	Low
Missing Person	High	High	Low	High	Low
Civil Disturbance	High	High	Moderate	High	Moderate
Cyber Threat / Data Breach	Moderate	High	Low	High	Low
NATURAL HAZARDS					
Avalanche	High	High	High	High	Low
Drought	Moderate	High	High	High	Low
Earthquake	High	High	Low	High	Low
Disease Outbreak	High	High	Moderate	High	Moderate
Flood, External	Moderate	High	Low	High	Low
Landslide	High	High	High	High	Moderate
Severe Weather	High	High	High	High	Moderate
Wildland Fire	High	High	High	High	Moderate

(Conducted by Cordillera Management Team November 27, 2018)

CAPABILITY ASSESSMENT

The goals and objectives used to mitigate natural and technological hazards build on Cordillera’s existing capabilities. Cordillera’s capabilities to respond to emergency situations and implement mitigation projects include training personnel, conducting preventive maintenance, developing plans and policies and enhancing security infrastructure, equipment and facilities. Cordillera Metro District employs approximately 55 year-round personnel and approximately 10-15 seasonal personnel.

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.

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.

Custodial Services

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

Design Review Board

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

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.

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; committee facilitation; employee communication; compensation and benefits administration; employee safety, welfare, wellness and health; and employee services and counseling.

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.

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 the Board of Director meetings.

Post Office

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

Community 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; 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 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.

Cordillera participates in State of Colorado’s Salamander resource tracking system. The assets include vehicles and heavy machinery including:

Quantity	Type	Location
7	Large Trucks	Vehicle Storage
1	Oshkosh Snowblower	Vehicle Storage
7	F350 Plow Trucks	Vehicle Storage
4	Public Safety trucks	Administration / Vehicle Storage
8	Small Trucks	Vehicle storage / Administration
2	Motor Grader	Vehicle Storage / Murphy’s Pit
2	Backhoe	Vehicle Storage / Salt shed in winter
1	CAT938K Large Loader	Salt shed in winter
1	Bearcat Crackfiller	Murphy’s Pit
1	Bobcat E50 MINI EX	Vehicle Storage
1	John Deere 280 Skidsteer	Vehicle Storage
1	Road Widener	Vehicle Storage
1	Bomag Roller	Vehicle Storage
1	Superior Broom	Vehicle Storage
1	Bobcat Loader	Vehicle Storage
1	JD Tractor 5520	Equestrian
2	Kubota RTV900 Side by Side	Equestrian
1	Ice Re-Surfacers	Vehicle Storage
1	Woodsman Chipper	Murphy’s Pit
5	Equipment Trailers various sizes	Vehicle Storage
1	Ingersoll Rand Compressor	Salt shed in winter
3	All-Terrain Vehicles (ATV’s)	Equestrian / Vehicle Storage

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.

Public Safety

Plan, direct and coordinate Cordillera’s security and public safety activities involved in the protection of life and property and enforcement of 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, bark beetles 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.

MITIGATION

Mitigation is an important stage in the development of an emergency management program. All-Hazard Mitigation is any sustained action taken to reduce long term risk to life and property from natural and/or human-caused hazards such as flooding, storms, high winds, wildfires, tornadoes, hazardous material releases, acts of terrorism and health emergencies.

The benefits of an "All-Hazard Mitigation" approach include:

- Reduction in the potential of loss of life, property, essential services, and critical facilities.

- Reduction of adverse economic impacts.
- Reduction in short-term and long-term recovery and reconstruction costs.
- Increased cooperation and communication with the community through the planning process.
- Increased potential for state and federal funding for recovery and reconstruction projects

Refer to the Mitigation Plan for a detailed list of mitigation activities.

CONCEPT OF OPERATIONS

Cordillera will use available resources to protect against and respond to an emergency. Emergency operations are to be initiated at the lowest level able to respond to the situation effectively. These activities support the following priorities:

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate information to the public regarding emergency situations
- Provide for the immediate needs of disaster survivors
- Acquire, assess and disseminate emergency information
- Restore essential utilities and functions

EOP Activation

The EOP and its associated annexes will be executed in whole or in part as directed by the General Manager, Public Safety Director, or other duly authorized representative in response to an existing or an impending emergency. The EOP may also be activated under the following circumstances:

- At the time of an actual disaster
- When the County Manager has declared a local state of emergency
- When the Governor of Colorado has declared a state of emergency for areas that include Cordillera
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include Cordillera

In the event the EOP is activated, simultaneously activation of the Crisis Communications Plan will occur. Refer to Annex: Communications Plan.

Phases of Emergency Management

Cordillera's comprehensive emergency management program addresses all phases of emergency management for all types of incidents, including prevention and mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying preventative, corrective or deterring measures and actions to prevent or limit bodily injury, loss of life or property damage from disasters and emergencies. It includes consideration of policy issues as well as structural projects within government and the private sector. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters are preventable.

The goal of mitigation is to prevent future loss by eliminating or reducing risks. Mitigation activities link the recovery and preparedness phases in the emergency management cycle, and can occur before or after an emergency. The goals of pre-emergency mitigation activities are to prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. The goal of post-emergency mitigation is to eliminate or reduce the impact of the hazards realized during the emergency. Post-emergency mitigation is part of the recovery process.

Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop the capability to respond to an emergency. Preparedness activities include planning, organizing, training equipping, exercising, evaluating and implementing corrective actions for the emergency management program and organization.

Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities and lay the groundwork for coordinated disaster response.

Response

Response is the actual provision of emergency services during a crisis including the coordination and management of resources to support emergency response operations. These activities help to reduce casualties and damage, and to speed recovery. Response activities include alerting and notifying the public, resource and logistical coordination, addressing immediate life safety issues, stabilization of the incident and public information.

Recovery

Recovery activities may be both short-term and long-term, ranging from conducting damage assessments, removing debris, restoration of critical facilities/infrastructure and essential utilities such as water and power, to providing assistance to communities to rebuild homes and businesses. Recovery may also incorporate mitigation measures designed to prevent future occurrences of a given hazard. Recovery begins as soon as possible after an incident occurs and may commence during the response phase.

Delegation of Authority

This EOP is promulgated under the authority of the CMD and CPOA boards of directors. The CMD and CPOA boards of directors have delegated the authority to take actions and make necessary emergency decisions in response to emergency conditions in the following order based on availability:

- Rachel Oys, General Manager
- Joe Helminski, Recreation Director
- Erin McCuskey, Human Resources Manager
- Barry Smith, Public Safety Director
- Trevor Broersma, Community Operations Director

The delegation of authority includes the ability to approve expenditures for emergency response. The authority includes the following:

- Immediate spending authority of \$100,000 with a single signature by one of the above delegates. (Normal operating procedures require the additional signature of a board member in excess of \$1000). The time it takes to obtain such signature may result in delays for response and recovery as a result of the emergency. In the event of an emergency, the second signature requirement is removed.)
- An additional \$250,000 with the concurrence of CMD or CPOA board member, depending on the expense (It is expected that a response will likely require both CMA and CPOA board member approval for expenditure of this nature.)

Notwithstanding questions of authority, Cordillera Public Safety Officers have the responsibility to immediately and unilaterally use powers identified in this plan whenever any of the following conditions exist:

- Persons or property are directly exposed to severe danger
- The impact of the danger is in progress or imminent
- The time lost in obtaining approval from authorities would prevent successful protective measures

The use of an extraordinary power which has not been approved by the general manager or designee shall be limited to those measures which will eliminate the immediate danger. This does not include any emergency spending authority. Having used an extraordinary power without the benefit of approval, the public safety officer shall immediately seek confirmation from the specified Cordillera authority.

The general manager, as the executive for CMD and CPOA, has the responsibility to plan for and commit community resources (personnel, equipment and finances) for the purposes of mitigating danger to the community and its property owners.

Disaster Declaration

A local disaster may be declared only by the principal executive officer of a political subdivision or his/her appointee as pursuant to C.R.S. § 24-33.5-709. Refer to Annex: Disaster Declaration. It shall not be continued or renewed for a period in excess of seven days except by or with the consent of the governing board of the political subdivision. Any order or proclamation declaring, continuing or terminating a local disaster emergency shall be given prompt and general publicity and shall be filed promptly with the county clerk and recorder or other authorized record-keeping agency and with the office of emergency management.

The effect a disaster declaration has on a local incident is to activate the Cordillera EOP for response and recovery with the authorization for necessary resource allocations. A disaster declaration should be issued when resources in Cordillera are expected to be seriously depleted due to an emergency event.

If the costs of an incident exceed the local authority having jurisdiction's (AHJ) capability to pay, a disaster must be declared.

Official notification and declaration of the event by the general manager or designee to the Eagle County Commissioners is crucial to obtain effective mutual-aid responses from the state, federal and local governments. Two copies of an approved and signed disaster declarations are to be immediately forwarded to Eagle County. If the Board of County Commissioners also declares a disaster, it will then be forwarded to the Colorado Office of Emergency Management. One copy will be forwarded to the Governor by the Colorado Division of Homeland Security and Emergency Management. Refer to Annex: Disaster Declaration for a blank Disaster Declaration form.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The CMD and CPOA Board of Directors are responsible for policy-level emergency management decisions. During response operations, boards of directors will address non-routine matters and should report to the evacuation center(s) to relate prepared statements and talking points to community members. Any questions or concerns raised by community members should be brought to the attention of incident command via the general manager or communication manager.

The general manager is responsible for emergency management planning, response, recovery, communications, resource allocations, etc. He/she is responsible for coordinating or delegating the emergency management program. He/she makes routine decisions and advises the boards of directors on alternatives when major decisions are required of the governing body.

Incident Command System

The Incident Command System (ICS) and the National Incident Management System (NIMS) is used to coordinate emergency response and recovery operations for incidents. ICS is a combination of facilities, equipment, personnel, procedures and communications that operates with a common organizational structure and is designed to aid in the management of resources during incidents. ICS is applicable to small as well as large/complex incidents. Key personnel are trained on basic ICS requirements to ensure appropriate and adequate integration of Cordillera's interests into Eagle County's incident response activities.

All emergency agencies in Eagle County utilize the ICS, which clearly outlines chain of command and responsibilities during an emergency. If an emergency occurs in Cordillera, the County system will take over and remain in effect until the agencies deactivate. The nature of the emergency dictates which agency will be in charge. For example, the fire department is normally in charge of fires and the ambulance is normally in charge of medical emergencies.

The Eagle River Fire Protection District (ERFPD) is the primary responder for fires in and around Cordillera. If or when a single event exceeds the capabilities of ERFPD they will call for "Mutual Aid". If or when an incident exceeds the resources of the County departments, ERFPD can call for resources from agencies in Northwest Colorado. In the State of Colorado, the County Sheriff has authority over wildfires in unincorporated areas. This responsibility is often handed over to the fire departments. Fires on Federal Lands are managed by the agency in control of that land. The US Forest Service and the Bureau of Land Management have land either adjacent or in close proximity to Cordillera and operate a joint wildfire response team, known as the Upper Colorado River Interagency Fire Management Unit (UCR).

When the incident involves outside agencies, such as the sheriff's office, the fire district or the Forest Service (which will be the case in most emergency or natural disaster situations), CMD's response falls under the Incident Command Structure (ICS) with the other agency managing the incident.

Public Safety Officers

The public safety officer is the initial person in charge at the incident and is responsible for establishing command of the incident, conducting initial size-up of the incident and providing continued situational awareness updates and assessing the following three critical incident priorities: life safety of the first responders and the public; incident stabilization and property and environmental conservation.

As emergency responders with jurisdictional authority (i.e. Eagle River Fire Protection District or Eagle County Sheriff's Office) arrive on scene, the Cordillera Public Safety Officer will take a support role in coordination with responders to represent the interests of the CMD.

- Immediately establish your role as the liaison for Cordillera
- Initiate the proper emergency notifications to CMD leadership as follows (until the first person has been reached. Leadership will then be responsible to notify the other managers of CMD.):
 - Public Safety Director
 - General Manager
 - Recreation Director
- Gather intelligence, information and likely impact from the sources providing the event notification
- Identify if involvement from outside agencies will be necessary (if not already notified) such as Eagle County Sheriff's office
- Assign support personnel as rapidly as possible, for example:
 - Security support
 - Traffic control
- Communications support
 - Assist emergency response personnel with making decisions that are in the best interest of the safety of property owners, guests and personnel as well as for the community as a whole
 - Refer to relevant annexes included as part of this plan, and other CMD adopted policies and procedures, for additional information
 - Document the incident and submit to the Cordillera Public Safety Director for high level review and opportunity for lessons learned

Administration

Upon notification of an incident, and following the outlined chain of command within this EOP, the leader in charge of the incident will assume control and coordinate response actions with the public safety officers, other department managers and directors and coordinate with all emergency services authorities. When appropriate and necessary, a CMD representative may be assigned to the Eagle County Emergency Operations Center for coordination.

All CMD personnel must report to the general manager (or their designee) for assignment of roles and responsibilities specific to the emergency. ALL incident related information is deemed confidential until CMD talking points and/or a press release has been developed and approved for release.

Management Team

- Be prepared to respond to all emergency or disaster events
- Consider potential emergency or disaster events in the conduct of his or her regular functions, particularly those functions essential during the emergency
- Design preparedness measures to permit a rapid and effective transition from routine to emergency operations
- Track solutions considerations and actions
- Identify actions that could be taken to prevent future reoccurrence
- Identify areas where additional legal authorities may be needed to assist management
- Coordinate with other local government agencies and other organizations, including private sector organizations, when appropriate
- Cooperate, to the extent appropriate, in compiling, evaluating and exchanging relevant data related to all aspects of emergency or disaster events
- Ensure that plans and actions consider the impacts on essential services provided by CMD and CPOA
- During emergencies of significance in which the County establishes an Emergency Operations Center (EOC), participate in response activities Direction, Control and Coordination

General Manager (or designee)

- Handles media inquiries until a media person is identified
- Handles all communications with CMD/CPOA Board Members
- Will handle all high-level decision making related to incident response and recovery actions

Communications Manager

- Handles all elements of crisis communications until such time as team members may be assigned to assist with the following:
 - Media
 - Joint Information Center
 - Employees
 - Property owners and other community stakeholders

Public Safety Director

- Establish a department operations center (if needed) concurrent with emergency responders
- Liaison with emergency response personnel
- Report the extent of emergency, number and extent of injuries and damage to the general manager
- Oversee the operations of public safety officers and gate operations during the incident

Recreation Director

- Assess impacts to recreation facilities and operations
- Coordinate with recreation facilities personnel to ensure safety of personnel, information sharing and coordination with guests at those facilities

Finance Manager

- Keep track of all expenses and personnel hours associated with large scale emergency response
- Evaluate and keep track of all cost-sharing agreements for incidents, if applicable

Human Resources Manager

- Keep track of personnel to ensure compliance with labor laws and general safety
- During emergency situations, work schedules may be modified but at no point in time should any personnel work more than 12 hours straight without written authorization by the general manager or designee. Anything over 16 hours is prohibited
- Ensure that staffing levels can sustain multiple operational periods, if necessary
- Coordinate the acquisition of temporary personnel, if necessary
- Coordinate crisis support services

Operations Director

- Provide oversight of all community operations personnel conducting response actions related to the incident

Property Owners

Cordillera residents play an integral part in disaster mitigation, preparedness and response. Key responsibilities for property owner's specific to wildland fire are included as part of the Cordillera Property Owners Association Wildfire Mitigation Resolution:

- Ensure that their most current information is up to date with the CMD.
- Perform wildfire vegetation management on their properties. Mitigation shall comply with the Eagle County Wildfire Regulations and the Cordillera Design Review Board for Zones 1, 2 and 3
- Know the plan for exiting/evacuating in the event of a wildfire
- Sign up for ECAAlert.org
- Be vigilant in notifying authorities of suspected smoke or fire in the Wildland-Urban Interface
- Understand the associated dangers and realities of living in the Wildland-Urban Interface
- Attend local Ready, Set, Go meetings, and/or other community preparedness events
- Make a list of essential items they will take in the event of immediate evacuation
- Have care plans for family members that may have functional needs such as durable medical equipment

Refer also to [Eagle County Emergency Preparedness Plan: Personal Preparedness](#)

CONTINUITY OF OPERATIONS

Continuity of Operations is an essential function of emergency management. The identification of individual department activities and sub-components are key to ensure that essential functions critical to Cordillera are performed. All personnel are required to:

- Prepare to respond adequately to all emergency or disaster events
- Establish plans and procedures that delineate mission essential functions, mobilize personnel, equipment, facilities and other resources
- Specify succession to office and emergency delegation of authority
- Provide for the safekeeping of vital records and databases
- Provide for interoperable communications
- Prepare plans and procedures to share between and among the responsible agencies' resources needed to carry out assigned responsibilities and other essential functions, and cooperate with other agencies in developing programs to ensure availability of such resources in an emergency or disaster event
- Submit situation reports, requests for assistance and damage assessment reports to the necessary parties
- Utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations
- If Cordillera's resources and mutual aid is exhausted, the County Emergency Manager is available to coordinate assistance and satisfy unmet needs
- Similarly, if the county requires additional assistance, mutual aid will be requested from adjacent counties, the Northwest Region or from the State of Colorado Department of Homeland Security and Emergency Management (DHSEM) and Federal Emergency Management Agency (FEMA)

Orders of Succession

An order of succession for the management of Cordillera, in the event that the general manager is no longer able to carry out his/her functions within the EOP establishes continuity in the flow of authority to successors. These orders of succession follow the delegation of authority for CMD as follows:

1. Joe Helminski, Recreation Director
2. Erin McCuskey, Human Resources Manager
3. Barry Smith, Public Safety Director
4. Trevor Broersma, Community Operations Director

Preservation of Records

In order to provide normal operations following a disaster, vital records must be protected. The principal causes of damage to records are fire and water. In order to provide normal operations following an emergency or disaster, essential records i.e., vital statistics, deeds, corporation papers, operational plans, resource data, authorities, personnel and payroll rosters, succession lists, supplies and equipment lists, laws, charters and financial records must be protected by each department.

Department managers are encouraged to inventory and prioritize vital records in his/her custody. Each department retains copies to work with day to day while the master copy is preserved in a central storage facility. Each department should arrange safekeeping for those records it deems important, but which were not selected for the priority protection.

CMD personnel must have access to and be able to use these records and systems in conducting their essential functions.

Liability of Public Employees and Officials

Colorado's Governmental Immunity Act is located in Sections 24-10-101 *et seq.*, Colorado Revised Statutes. Pursuant to the Governmental Immunity Act, public officers and employees are not personally liable for injuries arising out of acts or omissions occurring during the performance of the employee's duties and within the scope of employment. The law requires that employee's judgment and legal expenses be paid by Cordillera, provided applicable conditions are met.

Protection of the Environment

All actions taken pursuant to repair and restoration by Cordillera or its contractors will comply with state and federal laws, rules and regulations regarding the environment.

Consumer Protection

Consumer complaints pertaining to alleged unfair or illegal business practices would be referred to the Colorado Attorney General's Consumer Protection Division.

Nondiscrimination

Discrimination against persons on the basis of age, color, economic status, nationality, race, religion, sex or handicap in the administration of emergency services or disaster relief is prohibited. This policy applies to Cordillera employees and its contractors. Complaints of discrimination in emergency operations or disaster relief will be made to the general manager for investigation and further action.

Duplication of Benefits

No person will receive assistance with respect to any loss for which he has received financial assistance under any other program or for which he/she has received insurance or other compensation.

PLAN DEVELOPMENT AND MAINTENANCE

Departments have the responsibility for developing and maintaining the EOP. The contents of this Plan must be known and understood by those people responsible for its implementation. Department managers and directors are responsible for development and maintenance of their respective segments of this plan and their appropriate supporting SOPs.

Responsibility

The public safety director will coordinate the efforts of all responsible departments and agencies for plan development and timely update/revision. As a minimum, this plan should be reviewed and updated every three years. Annexes to the plan that contain titles, names or phone numbers should be reviewed annually or at such time that discrepancies are noted. All other annexes should be reviewed each time they are used during real emergencies, training or exercises, as discrepancies are noted or at least every three years if not utilized. Such reviews should be administered by the appropriate department head that holds responsibility for each annex. All departments that have emergency operating functions or support roles are required to maintain their own supporting documentation (i.e. standard operating procedures) at their discretion.

After Action Review

In consultation with all support agencies, Cordillera will develop a written “lessons learned” report following the conclusion of any significant emergency incidents. The report should entail both written and verbal input from all appropriate participants, including field personnel, ushers, other witness reports, etc. Cordillera management team will be responsible to review all after action reports and implement supporting mitigation or preparedness efforts to prevent or mitigate any future occurrences of similar incidents. Utilize the Incident Report Form for conducting after action reviews.

Training and Exercises

For training purposes, CMD personnel may activate this plan as required to evaluate and maintain the readiness posture of the community. Training programs will be provided to personnel in skills and techniques related to community emergency preparedness. Exercises will be used as a training technique for public safety officers, CMD personnel and supporting emergency services agencies who are assigned emergency responsibilities in this plan. Exercises will be used to ensure that provisions of the EOP are understood by departments and personnel with assigned responsibilities. Department heads responsible for functional annexes are charged with ensuring skills training for personnel who implement the provisions of their respective annexes.

AUTHORITIES AND REFERENCES

Local Authorities/References

- Eagle County Pre-Disaster Mitigation Plan (2013)
- Wildland Fire Annual Operating Plan
- Cordillera, Community Wildfire Protection Plan
- Eagle County, Emergency Operations Plan
- Eagle County, Emergency Preparedness Plans
- Eagle County, Community Wildfire Protection Plan
- Eagle River Fire Protection District, Community Wildfire Protection Plan

State Authorities / References

- Title 24, Article 33.52, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act of 1992
- State of Colorado Emergency Operations Plan of 2013
- Colorado Revised Statutes 30-10-512, Sheriff to Act as Fire Warden
- Colorado Revised Statutes 30-10-513, Sheriff in charge of forest or prairie fire expenses
- Colorado Revised Statutes 29-1-203, IGAs to provide functions or services, including the sharing of costs of such services or functions, by political subdivisions of the State of Colorado
- Colorado Emergency Management Program Guide, 2013

Federal Authorities/References

- National Response Framework (NRF). This plan establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. It forms the basis of how federal departments and agencies will work together and how the federal government will coordinate with state, local and tribal governments and the

private sector during incidents. It establishes protocols to help protect the nation from terrorist attacks and other major disasters.

- Homeland Security Presidential Directive (HSPD) – 5: Management of Domestic Incidents. This directive is intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System (NIMS).
- Homeland Security Presidential Directive (HSPD) – 8: National Preparedness. This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters and other emergencies requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of federal, state and local entities.
- National Incident Management System (NIMS). A system mandated by HSPD – 5 that provides a consistent nationwide approach for federal, state, local and tribal governments; the private sector and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity.
- Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135. This Act established the Department of Homeland Security with the mandate and legal authority to protect the American people from terrorist attacks, major disasters and other emergencies.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707. This act provides the authority for the provisioning of disaster relief and assistance by the federal government. It also establishes roles and responsibilities for state and local governments during federally declared emergencies and disasters.
- Emergency Management and Assistance, 44 C.F.R., Chapter 1 (1992). This portion of the U.S. Code implements the Stafford Act and delineates the organization, policies and procedures governing the activities and programs of the Federal Emergency Management Agency (FEMA) and other federal agencies, and further defines the role of state and local government in the Emergency Management structure.
- Emergency Planning and Community Right-to-Know Act of 1986. (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments & Reauthorization Act (SARA). This federal legislation outlines the requirements for emergency planning and notifications pertaining to emergencies involving hazardous materials (HAZMAT).
- FEMA Comprehensive Preparedness Guide (CPG) 101. Establishes non-regulatory guidance for developing and maintaining state, territorial, tribal and local government Emergency Operations Plans.
- FEMA Incident Action Planning Guide, January 2012. Promotes the effectiveness of incident operations by standardizing the incident action planning process.

INCIDENT SPECIFIC EMERGENCY RESPONSE PLANS

The contents of the hazard-specific annexes focus on the special planning needs generated by the hazard and should not duplicate the information in the functional annex. The annex contains unique and regulatory response planning details that apply to a single hazard. It addresses the

essential operational actions that must be accomplished to facilitate the successful completion of a particular response function.

Annex: Active Shooter

Annex: Bomb Threat & Suspicious Mail and Packages / Bomb Threat Checklist

Annex: Communication Systems

Annex: Cyber Attack and Data Breach

Annex: Drought

Annex: Earthquake

Annex: Equine Disease Outbreak

Annex: Fire, Internal

Annex: Fire System Failure

Annex: Flood, External

Annex: Flood, Internal

Annex: Fuel Shortage

Annex: Hazardous Materials Incidents

Annex: Medical Emergencies

Annex: Network Failures

Annex: Pandemic / Epidemic

Annex: Severe Weather

Annex: Utility Outages

Annex: Wildland Fire

CONSEQUENCE SPECIFIC EMERGENCY RESPONSE PLANS

The content of a consequence-specific annex focuses on unique and regulatory response planning details that apply to the situation. It addresses the essential operational actions that must be accomplished to facilitate the successful completion of a particular response function.

Annex: Crisis Communications Plan

Annex: Damage Assessment

Annex: Disaster Declaration and Request for Assistance (Blank Form)

Annex: Employee Assistance

Annex: Evacuation

Annex: Lockdown

Annex: Shelter in Place

Annex: Transportation

PROMULGATION

RESOLUTION AUTHORIZING A FINANCIAL AMOUNT FOR UTILIZATION IN EMERGENCY SITUATION(S) THAT MAY REQUIRE EXTRAORDINARY RESOURCES

WHEREAS, a wide range of natural, technological and human-caused perils, emergencies, and hazards poses risk to personnel, property owners, guests and property within the Cordillera community; and

WHEREAS, if such an emergency event occurs, the Cordillera Metropolitan District (CMD) and Cordillera Property Owners Association (CPOA) must be prepared to respond, alongside emergency services personnel in a coordinated manner, to protect personnel, property owners, guests and minimize property damage within Cordillera; and

WHEREAS, the general manager must be delegated sufficient decision-making authority and immediate spending authority of up to and including \$100,000 without an additional CMD or CPOA board member's authorization and/or signature, and an additional \$250,000 with the concurrence of a CMD or CPOA board member; and

WHEREAS, in instances where the general manager exercises this emergency spending authority, he or she shall notify the CMD and CPOA boards at the earliest opportunity of the emergency acquisition and the associated costs and shall provide documentation supporting the acquisition(s) as soon as possible thereafter, and in any event within 24 hours; and

WHEREAS, the boards as soon as possible after notification of an emergency acquisition may determine whether such emergency acquisition should be placed on the next available Board agenda for ratification or acknowledgement and for purposes of informing the public of such emergency expenditure, and

WHEREAS, for purposes of this Resolution, "emergency" shall be defined as an event or incident that requires an immediate response or mitigating action to supplement dedicated local resources in order to protect lives or property or to avert or lessen the threat of disaster as may be determined by the general manager; and

WHEREAS, the authority set forth herein shall only be utilized in those instances where there is an imminent danger to the safety and welfare of the property owners and visitors to Cordillera and lives or property may be compromised by the failure to act.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF CORDILLERA METROPOLITAN DISTRICT (CMD) AND THE BOARD OF DIRECTORS OF CORDILLERA PROPERTY OWNERS ASSOCIATION (CPOA):

THAT, the boards hereby find, determine and declare that this plan providing for emergency expenditures is necessary for the health, safety and welfare of the property, personnel and property owners of Cordillera; and

THAT, the provisions hereof can be put into action by the general manager or designee as outlined herein; and

THAT, in the event of an emergency, the general manager is hereby delegated decision-making authority and immediate spending authority of up to and including \$100,000 without an additional CMD or CPOA board member's authorization and/or signature, and an additional \$250,000 with the concurrence of a CMD or CPOA board member; and

THAT, the general manager shall notify the CMD and CPOA boards at the earliest opportunity of the emergency acquisition and the costs associated with such acquisition, and shall provide documentation supporting the purchase as soon as possible thereafter and in any event within 24 hours.

THAT, the Board, as soon as possible after notification of an emergency acquisition, may determine whether such emergency acquisition should be placed on the next available Board agenda for ratification or acknowledgement as a means to educate and inform the public of such emergency expenditure.

THAT, this Resolution shall be revisited annually to determine its effectiveness and shall be readopted every three years to serve the best interest of Cordillera.

MOVED, READ AND ADOPTED by the CMD Board, at its regular meeting held the _____ day of _____, 2019; and

President,

Date

MOVED, READ AND ADOPTED by the CPOA Board, at its regular meeting held the _____ day of _____, 2019; and

President,

Date

APPROVAL AND IMPLEMENTATION

The Cordillera Metropolitan District and Cordillera Property Owners Association identifies and assigns disaster responsibilities to key personnel in the preparation for, response to and recovery from technological, natural or man-caused disasters. This plan supersedes all previous plans.

By my signature, I acknowledge that I have reviewed this plan and agree to the tasks and responsibilities assigned herein for my department and/or role.

Approved by:	General Manager	Date:
Approved by:	Public Safety Director	Date:
Approved by:	Recreation Director	Date:
Approved by:	Community Operations Director	Date:
Approved by:	Communications Manager	Date:
Approved by:	Finance Manager	Date:
Approved by:	Human Resources Manager	Date:
Approved by:	Equestrian Center Manager	Date:
Approved by:	IT System Administrator	Date:
Approved by:	Community Planning Manager	Date:

RECORD OF CHANGES

Change #	Date of Change	Page(s) Changed	Person Entering Change

RECORD OF DISTRIBUTION

Department/Agency	Date	Hard Copy	Electronic Copy

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 1 of 3

Purpose:

Victims of active shooter events must be empowered to make their own life-saving decisions. This guideline is intended to provide personnel with an understanding of proactive response options. Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation. It may not be possible to prevent an active shooter from entering a facility and selecting victims, but knowing how to respond can both save lives and reduce the time for law enforcement engagement.

Scope:

This plan addresses two types of active shooter incidents:

- Those that occur inside or adjacent to a CMD/CPOA owned facility
- Those that occur elsewhere within the Cordillera community

Definitions:

Active Shooter - an individual or multiple individuals who are actively engaged in killing or attempting to kill people in a confined and populated area.

Procedures to follow for incidents within a CMD / CPOA owned facility:

Initial Response

- Accept that this is happening
- Trust your gut instinct
- Quickly assess the most reasonable way to protect your own life
- Remain calm
- All personnel will utilize the Run, Hide, Fight procedures but will also assist with the safety of all children, guests or visitors in their facility/area

Run

If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

- Have an escape route and plan in mind
- Evacuate whether or not others agree to follow
- Leave your belongings behind
- Help others escape if possible
- Prevent individuals from entering an area where an active shooter may be located
- Keep your hands visible
- Follow the instructions of any police officers
- Do not attempt to move wounded people
- Call 911 when you are safe

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Hide

If evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should be out of the shooters view, provide protection if shots are fired in your direction (i.e. an office with a closed and locked door) and not trap or restrict your options for movement.

- Lock the door
- Blockade the door with heavy furniture
- Call or text 911, if possible, to alert police to the active shooter’s location. If you cannot speak, leave the line open and allow the dispatcher to listen
- Silence your cell phones, pagers and radios
- Turn off other sources of noise (radios, televisions)
- Hide behind large items (i.e. cabinets, desks)
- Remain quiet

Fight / Take Action against the active shooter

As a last resort, if evacuation and hiding out are not possible:

- Remain calm
- If your life is in imminent danger:
 - Attempt to disrupt and/or incapacitate the active shooter
 - Act as aggressively as possible against him/her
 - Throw items and improvise weapons
 - Yell
 - Commit to your actions

How to react when the police arrive:

Law enforcement’s purpose is to stop the active shooter as soon as possible. The first officers will not stop to help injured persons. Officers will proceed directly to the area in which the last shots were heard.

- Remain calm and follow officers’ instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

Provide police officers with the information that you have (if any) as follows:

- Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control and all witnesses have been identified and questioned. Be prepared to answer:
 - Location of the active shooter
 - Number of shooters, if more than one

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
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- Physical description of the shooter(s)
- Number and type of weapons held by the shooter(s)
- Number of potential victims at the location
- Number of individual victims and any hostages
- Do not leave until you are cleared by law enforcement

Procedures to follow for incidents elsewhere within the Cordillera community:

Upon notification of an incident occurring elsewhere in the community, personnel in all facilities should:

- Initiate lockdown for your facility. Refer to Lockdown Plan
- Gate personnel will open gates and evacuate the area for their own safety
- CMD personnel will initiate other emergency response actions in preparation for recovery:
 - Crisis communications
 - Mental health support for affected personnel
 - Others as appropriate for the incident

Reunification:

Once the emergency has been cleared by emergency responders:

- A reunification location may be established. CMD personnel will coordinate with emergency responders to reunify guests, visitors, children and personnel with their family
- Parents of Cordy Camp will be contacted by using their contact information from camper paperwork on file in the office, if accessible, or by looking up their emergency card information located in both camp vans. When parents sign their children up for camp, they are required to identify the best way to get a hold of them, a relative or authorized person in the event of an emergency

References:

Department of Homeland Security. (2008, October). *Active Shooter, How to Respond*. Retrieved from https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf

Cordillera Metropolitan District	
SUBJECT: BOMB THREAT / SUSPICIOUS MAIL AND PACKAGES	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 1 of 4

Purpose:

Every year, individuals and organizations receive thousands of bomb threat calls. The call is traumatic to the recipient and potentially disruptive to the target premises. In fact, the majority of telephone bomb threat calls do not involve the placement of a genuine/false bomb or incendiary device. The intent of most callers likely is to disrupt business by causing work stoppages and the evacuation of the building's occupants. This plan makes the response to bomb threats or suspicious mail and packages as orderly and controlled as possible, reducing risk and the impact of false alarms on regular activities.

Scope:

This plan addresses bomb threats received by CMD personnel whether received in person, by phone, mail or email. It also addresses the response to suspicious mail or packages found at any CMD/CPOA owned facility.

Definitions:

Bomb threat – any threat received by an employee or person that an explosive device has been or may be left in or around the property.

Unattended packages – any package left in the common areas of the building or grounds which is not considered suspicious other than the fact that the package has been left behind.

Suspicious package or item – any package for which the owner cannot be located and it or the circumstances around it are suspicious in nature (i.e., visible wires, oil stains, pipes, timers, left in a suspicious way, etc.).

Explosive device – Anything which is or appears to be an explosive device; pipe bombs, improvised explosives, etc.

Procedures:

Phone Threats (The person who received the threat):

- Obtain and utilize the bomb threat checklist
- Take the caller seriously
- Remain calm and DO NOT hang up
- If possible, signal other personnel to call 911. If not possible, call 911 after the call is over
- Keep the caller on the line as long as possible by asking questions
- If the phone has a display, copy the number and/or letters on the window display

Cordillera Metropolitan District		
SUBJECT: BOMB THREAT / SUSPICIOUS MAIL AND PACKAGES		DEPARTMENT:
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY:	DATE:	PAGE: 2 of 4

- Write down the exact wording of the threat and take notes on everything said and heard, including background noise, voice characteristics, etc. If time allows, use the bomb threat checklist
- Record the call if possible
- If the caller hangs up, do not use the telephone on which the threat was received
- Report to law enforcement with your notes

Verbal Threat (In person):

- If the perpetrator leaves, note which direction they went
- Call 911
- Notify the general manager
- Notify public safety director
- Evacuate
- Write down the threat exactly as it was communicated
- Note the description of the person who made the threat (name if known, gender, body size, distinguishing features, race, type/color of clothing, hair and eye color, voice, etc.)

Written Threat:

- Handle the document as little as possible
- Call 911
- Notify the general manager
- Notify public safety director
- Evacuate
- Rewrite the threat exactly as originally written on another sheet of paper and note the following:
 - Date/time/location the document was found
 - Any situations or conditions surrounding the discovery/delivery
 - Full names of any personnel who saw the threat
 - Secure the original document: DO NOT alter the item in any way
 - If small/removable, place in a bag or envelope
 - If large/stationary, secure the location

Email Threat:

- Leave the message open on the computer
- Call 911
- Notify the general manager
- Notify public safety director
- Print, photograph or copy the message and subject line; note the date and time

Cordillera Metropolitan District	
SUBJECT: BOMB THREAT / SUSPICIOUS MAIL AND PACKAGES	DEPARTMENT:
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APPROVED BY: _____ DATE: _____	PAGE: 3 of 4

Evacuation during threat

- Refer to Evacuation Plan for details.
- Refer to Bomb Threat Stand-Off Distance Chart.
- All personnel and guests will evacuate the building to a safe distance (follow instructions from law enforcement on scene)
 - Collect your personal belongings as you evacuate, if safe to do so
- While evacuating your area, search for suspicious items as follows:
 - Make a quick and complete visual scan of the workplace and any other common areas
 - Divide room into various search levels
 - First sweep all objects resting on the floor or built into walls, up to your waist
 - Scan the room from waist to chin height
 - Scan room from top of head to the ceiling, including air ducts, window tops and light fixtures
 - If anything unusual is noticed, move people away from the potential hazard and immediately report the location of the object to law enforcement
- In the event that the decision to search for a suspicious device is made after evacuation has already occurred, personnel may be requested to assist with searching the facility. Personnel may decline to assist, but their participation is of utmost importance due to their working familiarity of the facility. The local law enforcement agency will retain the authority to request personnel assistance for searches

Suspicious Mail and Packages

While most suspicious packages ultimately prove to be harmless, some are not. The list of suspicious characteristics related to letters and packages is taken from advisories issued by the Federal Bureau of Alcohol, Tobacco, and Firearms and the United States Postal Service. Of potential additional concern are mail and packages that are delivered to the Cordillera Post Office by individuals who are not first screen by the Postal Service.

Steps to follow if a suspicious letter or package has been received or found:

- Do not open the article
- Do not put it in water or a confined space such as a desk or file cabinet drawer
- Isolate the mailing, secure the area where the item is located and evacuate the immediate area
- If possible, open the windows in the immediate area to assist in venting potential explosive gasses
- Call 911
- Notify the general manager
- Notify public safety director
- Evacuate

Cordillera Metropolitan District	
SUBJECT: BOMB THREAT / SUSPICIOUS MAIL AND PACKAGES	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Law Enforcement Coordination:

During a bomb threat situation or other suspicious device emergencies, the establishment of a Unified Command is critical for the most effective response. The public safety director or designee will coordinate all response activities with responding law enforcement personnel as follows:

- Determination of whether or not the threat is credible
- Were any suspicious items located
- What type of response is warranted considering the totality of the circumstance:
 - Partial or full lockdown
 - Partial or full evacuation
 - No action









Should the information and circumstances indicate a reasonably apparent imminent threat to safety, a more active approach, including law enforcement control over the facility may be considered.

Recovery:

- Coordinate with law enforcement for any post event reporting, investigation or other follow up
- Develop a press release. Refer to the Crisis Communications Plan

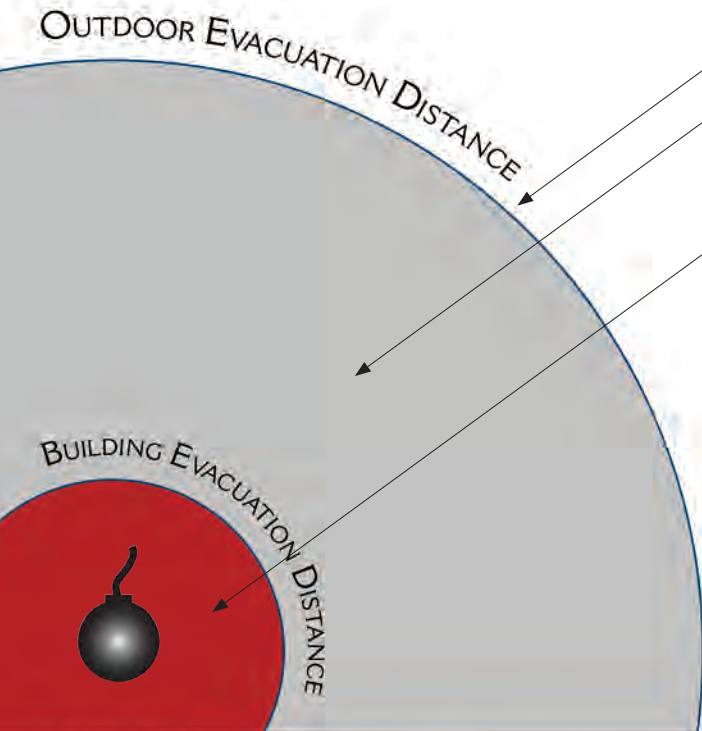


BOMB THREAT STAND-OFF CHART

Threat Description Improvised Explosive Device (IED)		Explosives Capacity ¹ (TNT Equivalent)	Building Evacuation Distance ²	Outdoor Evacuation Distance ³
	Pipe Bomb	5 LBS	70 FT	1200 FT
	Suicide Bomber	20 LBS	110 FT	1700 FT
	Briefcase/Suitcase	50 LBS	150 FT	1850 FT
	Car	500 LBS	320 FT	1500 FT
	SUV/Van	1,000 LBS	400 FT	2400 FT
	Small Moving Van/ Delivery Truck	4,000 LBS	640 FT	3800 FT
	Moving Van/ Water Truck	10,000 LBS	860 FT	5100 FT
	Semi-Trailer	60,000 LBS	1570 FT	9300 FT

1. These capacities are based on the maximum weight of explosive material that could reasonably fit in a container of similar size.
2. Personnel in buildings are provided a high degree of protection from death or serious injury; however, glass breakage and building debris may still cause some injuries. Unstrengthened buildings can be expected to sustain damage that approximates five percent of their replacement cost.
3. If personnel cannot enter a building to seek shelter they must evacuate to the minimum distance recommended by Outdoor Evacuation Distance. These distance is governed by the greater hazard of fragmentation distance, glass breakage or threshold for ear drum rupture.

It is important to note that the given distances do not guarantee safety, they are estimates based on test data and the area near and around the evacuation distances are still potentially dangerous. Minimum evacuation distance is the range at which a life-threatening injury from blast or fragmentation hazards is unlikely. However, non-life-threatening injury or temporary hearing loss may occur.



Preferred area (beyond this line) for evacuation of people in buildings and mandatory for people outdoors.

All personnel in this area should seek shelter immediately inside a building away from windows and exterior walls. Avoid having anyone outside - including those evacuating - in this area.

All personnel must evacuate (both inside of buildings and out).

1. Based on maximum volume or weight of explosive (TNT equivalent) that could reasonably fit in a suitcase or vehicle.
2. Governed by the ability of typical US commercial construction to resist severe damage or collapse following a blast. Performance can vary significantly, however, and buildings should be analyzed by qualified parties when possible.
3. Governed by the greater of fragment throw distance or glass breakage/falling glass hazard distance. Note that pipe and briefcase bombs assume cased charges that throw fragments farther than vehicle bombs.
4. A known terrorist tactic is to attract bystanders to windows, doorways, and the outside with gunfire, small bombs, or other methods and then detonate a larger, more destructive device, significantly increasing human casualties.

Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Communication system failures are inconvenient and tend to cause disruption to the day to day operations of any business.

Landline Phones

The duration and availability of landline phones is incident dependent and unpredictable. When and where possible, phones will remain the primary source of communications, as these are the most familiar to all. If the phone system fails, the impact will likely be minimal as most personnel are familiar with and routinely carry cellular phones. Loss of the internet will result in the loss of phones which utilize a VoIP system.

Two-Way Radios

Today's technologies in two-way radio communications provide better reliability, utility and lower costs than the utilization of cellular phone communications in many industries. Failure rates of two-way radio systems are markedly lower than with cellular and landline phone systems. Additionally, community emergencies often overwhelm communication systems rendering them all but useless when they are needed most.

Internet

The internet has a wide variety of uses. It provides an excellent means for disseminating information and communicating with other people. An internet failure means that access to the worldwide web and employee emails will be lost. This may also cause a loss of access to cloud and web-based services that Cordillera relies upon.

Scope:

This plan is designed to address all areas and systems owned and operated by CMD/CPOA.

Procedures:

If all communication systems are lost, personnel may monitor emergency communications utilizing the DTRS radio system or weather radio.

Public Safety has multiple 800 MHz radios that may be used to hail for emergency assistance if unable to reach 911 any other way. Refer to DTRS Procedures.

Landline Phones

- In the event of a phone system failure, the safety officer will contact information technology
- Information technology will contact the phone company to determine the cause of the outage

Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT:
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- If the outage is expected to be of significant duration, administration may request to forward administration phone number to a cellphone number
- If it is determined that the malfunction is due to a computer failure, the vendor will be contacted immediately for service
- Personnel will be informed to utilize cell phones and two-way radios for communications
- If the problem is due to loss of communications with San Isabel, there can be no incoming or outgoing calls until the problem is resolved. Information technology will maintain contact with San Isabel using cell phones
- Communications to and from departments may be accomplished through two-way radios, cell phones, email or runners
- Communications with emergency services may be maintained through the use of the DTRS radio and/or cell phones

Two-Way Radios

- Non-functioning two way radios will be turned into community operations for repair.
- Communications should occur via cellular phone

Internet

- If the internet goes down, notify the information technology technician or contractor.
- Information technology will conduct an investigation to determine if the cause is a result of a network issue or lost connectivity to the provider
- Communications should occur via cellular phones, two-way radios and/or posted signage.
- Notices should be posted at CMD/CPOA facilities notifying guests and property owners of alternative ways to reach CMD personnel

Emergency Contacts:

Company	Non-Emergency	Emergency
IT Administrator – Ron Hoppner	970-926-1923	970-445-0157
Mitchel & Co.	cfunk@mitchandco.com	970-748-3064

CMD	Account #	Purpose	Location
San Isabel	1283	Phone Lines	District
Comcast	8497 50 518 0119605	Internet/Cable	Divide Gate/Equestrian Center

Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT:
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Comcast	8497 50 518 0119597	Internet	Administration/Post Office/Community Operations Building
Comcast	8497 50 518 0000763	Internet/Cable	Ranch Gate

CPOA	Account #	Purpose	Location
Comcast	8497 50 518 0129539	Internet	Trailhead
Comcast	8497 50 518 0127525	Webcam	Clubhouse Drive
Comcast	8497 50 518 0127533	Webcam	Legends Drive
Comcast	8497 50 500 0409368	Telephone/Cable/Internet	Vail Gondola Club
Comcast	8497 50 518 0126519	Internet	Athletic Center
Comcast	8497 50 518 0119043	Internet/cable	Post Office/Café
CenturyLink	300933229	Alarms/Elevators	Athletic Center
CenturyLink	403083194	Alarms	Café
CenturyLink	300931393	Alarms/Elevators	Trailhead
CenturyLink	435807028	Alarms	General Store/Sales Office

Cordillera Metropolitan District	
SUBJECT: CYBER ATTACK / DATA BREACH	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

A cyberattack is deliberate exploitation of computer systems, technology-dependent enterprises and networks. Cyberattacks use malicious code to alter computer code, logic or data, resulting in disruptive consequences that can compromise data and lead to cybercrimes, such as information and identity theft. Cyberattack is also known as a computer network attack (CNA) and also has the ability to severely disrupt operations.

Scope

This plan is designed to address all systems and data owned by CMD/CPOA.

Definitions

Malware, or “malicious software,” - an umbrella term that describes any malicious program or code that is harmful to systems. Hostile, intrusive malware seeks to invade, damage or disable computers, computer systems, networks, tablets and mobile devices, often by taking partial control over a device’s operations. It interferes with normal functioning.

Ransomware - a form of malware, or malicious software that is a lot more complicated than typical malware. Locker ransomware encrypts the whole hard drive of the computer, essentially locking the user out of the entire system. Crypto ransomware will only encrypt specific, seemingly important files on the computer, such as word documents, PDFs and image files. Ransomware presents an ultimatum to pay a fee to unlock and reclaim personal data, or don’t pay the fee and lose the data indefinitely.

Data breach - a confirmed incident in which sensitive, confidential or otherwise protected data have been accessed and/or disclosed in an unauthorized fashion. Data breaches may involve personal health information (PHI), personally identifiable information (PII), trade secrets or intellectual property.

Procedures

Malware and Ransomware (Cyber Attack)

- Shutdown the impacted system and disconnect its Ethernet cable if possible
- Notify information technology immediately to intervene and stop additional damage
- Information technology and the general manager (or designee) will evaluate the exact nature of the attack
- If ransomware is utilized, the proper response will depend on the potential impact of the hostage data, the impact on the business continuity, whether a backup system is available and regulatory requirements
- Report suspected Ransomware immediately to the local FBI field office at 970-945-8157 to request assistance

- The FBI does not support paying a ransom to the adversary. Paying a ransom does not guarantee an organization will regain access to their data; in fact, some individuals or organizations were never provided with decryption keys after having paid a ransom. Paying a ransom emboldens the adversary to target other organizations for profit and provides for a lucrative environment for other criminals to become involved

Confidential Data Breach Response Procedures

There are clear steps to the life cycle of a data breach as follows: Breach discovery, investigation, internal response, engagement of external partners (legal counsel, law enforcement, etc.), notifications and announcements, respond to inquiries and return to normal business functions

- Develop and convene the response team to include the general manager, information technology leadership, the public safety director, legal counsel, communications and human resources
- Identify the compromised data and delete hacker tools without compromising evidence.
 - Identify the cause of the breach and implement whatever steps are necessary to fix the problem
- Conduct a thorough investigation of the events leading up to and immediately following the discovery of the breach
 - Document everything known about the breach. Who discovered it, who reported it, whom it was reported to, who else knows about it, what type of breach occurred, etc.
 - Interview those involved in discovering the breach
- Consult legal counsel to determine if it’s necessary to notify affected individuals, the media, law enforcement, government agencies and other third parties such as cardholder issuers
 - Develop messaging compliant with Colorado Revised Statutes for notifying those whose data was compromised and determine how soon notification must occur.
 - Determine the need to establish a data breach hotline for affected individuals (depending on the size of the breach) and who will staff this hotline
 - Determine if compensation to affected victims should be provided
- Develop clear and immediate communication with everyone in the company about what happened and how they should respond to any external inquiries

Emergency Contacts:

Company	Non-Emergency	Emergency
IT Administrator – Ron Hoppner	970-926-1923	970-445-0157
Mitchel & Co.	cfunk@mitchandco.com	970-748-3064

References:

Notification of Security Breach. C.R.S. § 6-1-713.

Cordillera Metropolitan District	
SUBJECT: DROUGHT	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Drought is a complex and a gradual phenomenon in Colorado. Of all natural hazard types, drought is, in many ways, the subtlest. Droughts typically occur slowly, over a multiyear period, and it is often not obvious or easy to quantify when a drought begins and ends. Historical analysis of precipitation shows that drought is a frequent occurrence in Colorado. Short duration drought (as defined by the three-month Standardized Precipitation Index) occur somewhere in Colorado in nearly nine out of every 10 years. However, severe, widespread multiyear droughts are much less common.

Scope:

This plan is designed to address CMD/CPOA owned facilities.

Policy Statement:

CMD personnel will coordinate closely with the Eagle River Water and Sanitation District (ERWSD) and Troon International during drought conditions to ensure availability of emergency water supply for firefighting, basic sanitation and hygiene.

Definitions:

Drought - as an extended period of below-average precipitation and/or stream flow that stresses a water supply. Drought is a natural, on-going situation in Colorado - a phenomenon that has recurred regularly throughout Colorado's history.

Outdoor use - When a water supply emergency affects the water available for outdoor use, customers are prohibited from using water outdoors for any purpose.

Indoor use - If a water supply emergency affects the water available for indoor use, customers are asked to only use water for essential indoor purposes, such as drinking and limited flushing and bathing. Water should not be used for dish washing, laundry, in-home water features and other nonessential purposes.

Procedures:

The prime drought response is to budget water use for the most essential uses for the drought's duration. When a water supply emergency is issued during drought conditions, water use is severely restricted – or unavailable – and it may pertain to outdoor use, indoor use or both.

CMD will coordinate with ERWSD and ensure compliance with issued restrictions for all CMD/CPOA owned facilities, including the golf courses.

During drought conditions the following proactive actions will be taken by CMD personnel.

- The car wash will be shut down or restricted to Cordillera vehicles only

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SUBJECT: DROUGHT	DEPARTMENT:
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- Use pool water conservation techniques to maintain water levels and reduce evaporation.
 - Consider eliminating pool and hot tub utilization entirely
- Turn off all ornamental fountains and water features
- Turn off all automatic irrigation systems
- Stop watering 52 flower beds
- Restrict usage of dishwashers, shower facilities, etc.
- Cut back on street cleaning, sidewalk and driveway washing, with the exception of toxic or hazardous substances or where public health and safety issues can only be resolved by washing the impermeable surface
- Transition into xeriscaping strategies for landscaped areas under the management of CMD/CPOA
- Encourage low-flow plumbing fixtures
- Barn operations will be restricted to only necessary functions.
- The Equestrian Center irrigation will be turned off.

Additionally, CMD communications with property owners will reiterate ERWSD restrictions. This is intended to provide education to property owners about restrictions and possible alternatives for smart water usage and conservation techniques.

- Public Safety will monitor and report properties not complying with restrictions to ERWSD

References:

Eagle River Water & Sanitation District. *Water Supply Emergency*. Retrieved from <https://www.erwsd.org/resources/water-supply-emergency/>

Cordillera Metropolitan District	
SUBJECT: EARTHQUAKE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Large, damaging earthquakes in this region (Middle Rocky Mountains) are uncommon, but significant historical earthquakes have caused damage. A modest number of geologically young faults have been recognized in the southern and middle Rocky Mountains, but few have been studied in detail, and none are directly associated with significant historical earthquakes. Geological evidence indicates that the Teton fault in northwestern Wyoming and Sangre de Cristo fault in south – central Colorado and north-central New Mexico are two of the more active faults in the region.

However, an earthquake could occur at any location in the state causing injuries, death and building damage and destruction. A major earthquake will cause cascading events such as fires, hazardous materials incidents and others. Local jurisdictions will use mutual aid agreements to assist in meeting their initial response needs.

Scope:

This plan addresses earthquakes that occur in Cordillera or that impact any CMD/CPOA owned facility.

Definitions:

Earthquake - a sudden, rapid shaking of the ground caused by the breaking and shifting of rock beneath the Earth's surface. This shaking can cause damage to buildings and bridges; disrupt gas, electric and phone service; and sometimes trigger landslides, avalanches, flash floods and fires.

Procedures:

If you are inside a building:

- Keep calm
- Stay inside the building
- Move away from windows, temporary walls, cabinets, overhead fixtures, glass partitions, shelves, things that may topple, etc.
- Get under a solid desk table, or stand BRACED in a doorway
- Protect your head with whatever is available, such as a book, jacket, etc.
- Do not use telephones; telephone use is restricted to emergency calls only
- Do not use candles, matches or other flames during or after an earthquake because of possible gas leaks. Refer to Annex: Utility Outages
- Be prepared for aftershocks
- Evacuate when safe to do so

If you are outside the building:

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SUBJECT: EARTHQUAKE	DEPARTMENT:
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- Brace yourself in an open doorway if possible. If not possible, get into an open area away from trees, buildings, walls and power lines
- Beware of falling debris, especially glass from windows
- Do not touch downed overhead lines or objects in contact with downed power lines

If you are in a vehicle:

- Pull to the side of the road (if possible) and stop the vehicle
- Do not attempt to continue driving
- Do not park under trees, light posts, signs or a bridge
- Stay inside your vehicle and get down on the floor

What to do after the earthquake has subsided:

- Monitor local radio and television for emergency information
- All available CMD personnel will convene at the administration building (outside) to conduct an accountability check and discuss potential impacts
 - Report anyone unaccounted for to local authorities for potential search and rescue operations
- Public safety officers and community operations personnel will patrol all neighborhoods in Cordillera to preliminarily determine if visible damage has occurred to any CMD facilities, roads, homes or other infrastructure
 - Sniff for natural gas leaks throughout the community
 - If structural damage has occurred, and if safe to do so, shut off utility valves to prevent fires, floods and other damage
 - Refer to Annex: Damage Assessment
- Community operations personnel will be prepared to deploy to utility shut-off locations if necessary, to mitigate cascading hazards such as gas leaks
- Community operations personnel will also coordinate damage assessments with Eagle County Damage Assessment Teams. Coordinate with the County Emergency Operations Center
- Document all damages to infrastructure and property with excessive photos before repair or cleanup

Safety Note:

Only trained personnel should be involved in search and rescue or demolition and cleanup operations. A multitude of hazards may exist following an earthquake which include:

- Water system breaks, flooding basement and underground garage areas
- Exposure to pathogens from sewer system breaks
- Exposed and energized electrical wiring
- Exposure to airborne smoke and dust
- Exposure to hazardous materials (leaking fuel, natural gas, others)

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- Natural gas leaks creating flammable and toxic environments
- Structural instability
- Insufficient oxygen
- Confined spaces
- Slip, trip or fall hazards from holes, protruding rebar, etc.
- Fire
- Sharp objects such as glass and debris
- Secondary collapse from aftershock, vibration and explosions

Cordillera Metropolitan District		
SUBJECT: EQUINE DISEASE OUTBREAKS		DEPARTMENT: EQUESTRIAN CENTER
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 14, 2019, February 27, 2019
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Purpose:

Contagious equine diseases will affect the operations of the equestrian center as the risk of spreading contagious diseases can have a devastating effect on the health and safety of horses.

The American Horse Council, in conjunction with the American Association of Equine Practitioners, USDA and state animal health officials, have developed a National Equine Health Plan (NEHP). The NEHP functions as a roadmap for coordinating owners and industry organizations with veterinarians and state and federal animal health officials to prevent, control, recognize and respond to diseases and environmental disasters. Organizational preparedness, effective rapid communication, and owner education make up the foundation for preventing diseases and disease spread.

Scope:

This plan is designed to specifically address equine disease outbreaks at the Cordillera Equestrian Center.

Definitions:

Foreign Diseases - Foreign diseases pose a constant threat to the United States horse population. Prevention relies on import quarantine testing and ongoing surveillance of the U.S. equine population by equine practitioners trained to recognize foreign animal diseases intentionally or accidentally introduced.

Emerging diseases - An emergent disease is new in a country or region and is one which demonstrates an increased prevalence, an expansion in geographic range or a change in clinical manifestation. These diseases require surveillance and recognition by equine owners and veterinarians.

Reportable Diseases (High Impact Endemic Diseases) - Reportable diseases are those deemed by the state, national or international community as having the potential to cause significant impact to the animal industry. Equine reportable diseases may include: Equine Herpesvirus Myeloencephalopathy (EHM), Equine Influenza, *Streptococcus equi* (Strangles), Western Equine Encephalitis (WEE), Eastern Equine Encephalitis (EEE), West Nile Virus (WNV), Equine Infectious Anemia (EIA), Equine Piroplasmiasis (EP), Equine Viral Arteritis (EVA), Rabies and Vesicular Stomatitis (VS).

Zoonotic Diseases - Zoonotic diseases affecting humans and horses include, among others, Rabies, WEE, EEE, Leptospirosis, WNV encephalitis, Salmonellosis, Anthrax, Clostridiosis (Clostridial Enteritis), and Ringworm. The risk of contracting diseases from horses is relatively low. Transmission from humans to horses is rare and restricted to bacterial infections.

Cordillera Metropolitan District	
SUBJECT: EQUINE DISEASE OUTBREAKS	DEPARTMENT: EQUESTRIAN CENTER
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Toxicity/Bioterrorism Emergency - A national emergency due to exposure to toxins or bioterrorism is managed by Homeland Security. The most common cause of toxicity in horses is accidental contamination of feed. The Food and Drug Administration (FDA) regulates livestock feed to ensure feed does not contain contaminants. Veterinarians will be the first to recognize a disease due to exposure to toxins.

Procedures:

Mitigation

- Equestrian Center personnel will diligently monitor horse health for early detection of infectious disease and new/emerging disease in populations at high risk for disease spread
- Each new horse entering the facility is quarantined for a minimum of 14 days. Horse's temperature is taken twice daily while in quarantine. If a horse has an abnormal temperature or any other signs of illness the quarantine time is extended and the horse is examined by a veterinarian
- All horses returning from shows will have their temperatures taken twice daily for 14 days
- Horse owners are responsible for utilizing preventive health practices through biosecurity and vaccination
 - Vaccination is a critical component of a disease prevention plan and may or may not be indicated in the face of a disease outbreak
 - Vaccinations required by the facility are: Eastern and Western Encephalomyelitis, Rhinopneumonitis (EHV-1 and EHV-4) (2x per year), Influenza (2x per year), Tetanus, Rabies, Streptococcus equi. All horses are required to have a negative Coggins test upon entrance to the facility then once yearly thereafter

In the event of a suspected or confirmed outbreak:

Equestrian manager will coordinate all incident response activities with the responding veterinarian and utilizing the appropriate management techniques for the specific disease;

- Isolating sick horse(s) and all horses potentially exposed to the illness. If isolation is not possible begin biosecurity measures to help limit or prevent the spread of the illness
- Begin taking temperatures of all horses on property twice daily and recording. Ensure proper biosecurity measures are in place when taking temperatures
- Clean and disinfect any areas that horses with suspected illness or exposure have had contact with
- Determine if reporting is required and verify who will be responsible for reporting
- Obtain educational materials and ensure all personnel and horse owners are informed of the illness
- Document all disease management procedures to keep all stakeholders informed

Cordillera Metropolitan District	
SUBJECT: EQUINE DISEASE OUTBREAKS	DEPARTMENT: EQUESTRIAN CENTER
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- Assess suspected methods of disease spread (such as direct contact, aerosolization or environmental contamination) and employ strategies to prevent additional spread

Barn and stall cleaning

- Bleach solutions should only be used on surfaces cleaned of all organic material and should not be used for urine cleaning as this can cause a chemical reaction that emits chlorine gas
- Bleach solutions should be refreshed every 24hrs or as needed with cold water only. Hot water denatures and inactivates bleach
 - If bleach is used, a written safety plan will be developed, followed and personnel monitored for compliance
- Power washers and leaf blowers should not be used to avoid aerosolizing pathogens
- The person cleaning and disinfecting should wear recommended personal protective equipment and should discard them afterward. Gloves and booties must be discarded after each stall or paddock cleaned. If not wearing booties, then boots must be disinfected in a bleach solution bath when exiting each stall or paddock. Bleach solution baths must be refreshed frequently as bleach is denatured by organic materials. Hands must be washed or sanitized at the completion of each procedure
- All equipment must be disinfected after each stall or paddock to prevent spread of infectious agents from one area to another
- An area can be set up for disinfecting equipment with dirty and disinfected zones clearly marked

Reference:

National Equine Health Plan. Retrieved from: http://www.equinediseasecc.org/national-equine-health-plan#Prevention_Control_and_Response

Cordillera Metropolitan District	
SUBJECT: FIRE INTERNAL	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

To establish fire response procedures including how to use a portable fire extinguisher.

Scope:

The plan addresses smoke or fire incidents within any CMD/CPOA owned facility. Refer to Wildland Fire Plan for fires outside of a facility.

Policy Statement:

In the event of smoke or fire in any CMD/CPOA facility all CMD personnel shall know, understand and execute appropriate fire response procedures. All CMD/CPOA owned facilities are protected with fire alarm, detection and suppression systems except the equestrian center.

Definitions:

Annunciator Panel - A control panel that monitors various components of the fire alarm system and provides audio and visual signals when a problem occurs. Specifically, the annunciator panel will provide an “address” of an alarm when the fire system is activated.

Evacuation - all building occupants exit the building. Refer to: Evacuation Plan.

Procedures:

Persons who discover smoke or fire, or when the fire alarm sounds, RACEE:

- **R** = Rescue anyone in immediate danger
- **A** = If the alarm is not already sounding, activate the fire alarm system by pulling a manual alarm pull station nearest to the fire or at an exit on your way out of the area
- **C** = Contain the smoke and/or fire by closing doors as you clear and evacuate the building
- **E** = Extinguish the fire
 - Personnel trained and/or comfortable with portable fire extinguisher use may attempt to extinguish small fires. See below for fire extinguisher use guidelines
 - Do not use elevators
- **E** = Evacuate the area
- If the fire alarm sounds but you do not see smoke or fire, begin searching for signs indicating what has caused the alarm to sound
- Once you are safe, call 911 and notify public safety that the alarms have sounded and that you have evacuated the building
- Public safety officer will report to the building to liaise with the fire department and provide assistance as requested. DO NOT silence the fire system unless authorized by the fire department

Cordillera Metropolitan District	
SUBJECT: FIRE INTERNAL	DEPARTMENT: ALL
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Portable fire extinguishers are located throughout each CMD/CPOA owned facility. Portable extinguishers are designed to extinguish small fires. Attempt to extinguish the fire only if:

- The fire is small and not spreading to other areas
- No secondary hazards are present such as explosive materials
- Escaping the area is possible by backing up to the nearest exit
- The fire extinguisher is in working condition and you are trained to use it
- Ensure that the fire department has been notified.

Remember PASS to operate the extinguisher:

- **P** = Pull the safety pin located on the upper handle
- **A** = Aim low at the base of the fire while standing approximately 10 feet from the flames
- **S** = Squeeze lever above the handle to activate the chemical suppressant from the nozzle
- **S** = Sweep from side to side at the base of the flames (the fire's fuel source) until all of the extinguisher's spray has been exhausted

Equestrian Center

If/when a fire cannot be readily controlled or extinguished all personnel and horses must be evacuated.

- Call 911
- Notify public safety
- ALL public safety officers will vacate their posts and proceed to the equestrian center to assist with horse evacuations and coordinate with responding agencies
- Be extremely careful of emergency equipment using the driveway!
- **Refer to the Equestrian Center Fire Evacuation Plan for additional details**

Horse Evacuation

Make sure that your actions are safe and do not endanger your health and well-being or that of others. Only allow assistance from necessary people

- Evacuate the horses via the closest exit
- Evacuate horses a safe distance from the buildings and emergency equipment
- To evacuate first open the outside door then open the stall door
- In the event that there is no time to wait for additional resources to assist, open the barn doors to try to get the horses to self-evacuate
- Once additional help arrives, the horses may be corralled into paddocks or the outdoor arena

Egress Routes

- Upper Barn
 - Evacuate out the south double doors to the upper riding arena (south of fuel pumps)

Cordillera Metropolitan District	
SUBJECT: FIRE INTERNAL	DEPARTMENT: ALL
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- If the south doors are blocked use the closest exit and evacuate to the fenced alley way alongside the corrals which runs parallel to the driveway
- Lower Barn
 - Evacuate the lower barn to the alleyway alongside the outside corrals
 - If possible, lead them outside and let them go

Cordillera Metropolitan District	
SUBJECT: FIRE SYSTEM FAILURE	DEPARTMENT: COMMUNITY OPERATIONS
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Fire alarm systems are expected to help protect people, property and assets. It can be difficult or impossible to tell if those systems are fully operational just by looking at them. As with any other system, electronics and other components can degrade over time and compromise the system's operation. Dust, dirt, and other contaminants can cause problems with smoke detectors. Such things as vandalism, remodeling, and improper maintenance procedures can also damage fire protection equipment. Proper testing, inspection and maintenance keeps the fire alarm system at optimum operating performance. In addition to ensuring protection, keeping the system in good condition reduces expenses by preventing unbudgeted emergency repairs and costly false alarms.

Scope:

All CMD/CPOA owned facilities with installed fire alarm, detection or suppression systems.

Definitions:

Robust and complete building fire systems are comprised of fire detection equipment (smoke and heat sensors designed to recognize the presence of smoke or fire), alarm devices (audible and visible devices that warn occupants of a smoke or fire condition) and a suppression system (devices that discharge agents to extinguish fire). Failure in any of these systems increases the risk to occupants, particularly when sleeping, from the hazards of smoke and fire including:

- Inability for fire system to detect
- Inability for fire system to alarm
- Inability for fire suppression to activate
- Actual fire may cause more damage and increase risk overall

Procedures:

The Community operations department is responsible for scheduling testing and maintenance activities for each fire protection systems and associated fire safety equipment.

In the event of a fire system failure all CMD personnel become fire watch personnel. Personnel must be instructed as follows:

- Notify all CMD personnel to maintain vigilance in watching for signs of fire or smells of smoke in occupied buildings. Personnel must call 911 immediately if the presence of either is detected
 - At least hourly assigned personnel will conduct a patrol of the entire facility to identify fire, life or property hazards
 - Have knowledge of the location and use of fire extinguishers in the building
 - Notify the fire department if a fire is discovered by calling "911" with the exact address and type of emergency
 - Notify occupants of the facility of the need to activate the evacuation plan

Cordillera Metropolitan District	
SUBJECT: FIRE SYSTEM FAILURE	DEPARTMENT: COMMUNITY OPERATIONS
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- Maintain a log of fire watch activities
- Notify the fire alarm monitoring company (Superior Alarm 970-926-8788)
- Notify the local Fire Department, Eagle River Fire Protection District at 970-748-9665
- Contact the appropriate fire system repair company to fix the fire protection system(s)

Service Contractors:

System	Contractor	Contact Phone #
Fire Alarms and Detection	Superior Alarm	970-926-8788
Fire Suppression System (building)	Fire Sprinkler Services	970-928-9163
Fire Suppression System (kitchen hoods)	Tri County Fire Protection	970-479-0319

Cordillera Metropolitan District	
SUBJECT: FLOOD, EXTERNAL	DEPARTMENT: Community Operations
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 14, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 1 of 2

Purpose:

Floods are the most common and widespread of all-natural hazards. Some floods develop slowly but flash floods can happen in just minutes. According to the National Oceanographic and Atmospheric Agency (NOAA), flash floods in the United States are responsible for more deaths than any other thunderstorm phenomena. Year to year in Colorado, only lightning is deadlier. Flash flooding usually is the byproduct of very heavy rains in a short period of time over a small geographic area, all of which combine to cause small streams to turn violent. Due to the mountainous terrain, almost all areas of the county are susceptible to flash flooding. Squaw Creek is the only creek basin in Cordillera.

Scope:

This plan outlines the responsibilities of CMD personnel in the event of a significant flood event within Cordillera.

Definitions:

Areal Flood Watch – Conditions are right for flooding to occur in the area.

Areal Flood Warning – Take Action! Flooding is either happening or will happen shortly.

Mitigation:

Community operations routinely jets culverts that become blocked by debris and other materials.

Procedures:

In the event that flooding in Cordillera has the potential to flood areas owned or operated by CMD, sandbags may be utilized for protection of structures and roadways.

Flood Watch Alert issued via weather radio and or ECAAlert:

- Public safety officers will monitor and evaluate creeks along roadways for high water indicators
- CMD leadership shall convene to establish priorities regarding sandbagging, evacuation, essential assets, etc.

Flood Warning Alert Issued via weather radio and or ECAAlert:

The preservation of life and safety issues is the primary responsibility of everyone! At no point in time shall any employee of CMD put his or her life at risk in an effort to save property.

If time permits and it is safe to do so:

- Bring in outdoor furniture and other important items
- Move important or valuable indoor items to the highest possible floor for safekeeping

Cordillera Metropolitan District	
SUBJECT: FLOOD, EXTERNAL	DEPARTMENT: Community Operations
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 14, 2019, February 27, 2019
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- If instructed to evacuate:
 - Follow all procedures as outlined in Annex: Evacuation
 - Disconnect electrical appliances. Do not touch electrical equipment if you are wet or standing in water
 - Turn off gas and electricity at the main switch or valve
- In the event that external flooding should cause damage to roadways or create a hazardous travel condition, public safety officers will close the road and notify the community operations department. Refer to: Transportation plan
- If the event results in flooding in the barn or existing paddocks, horses may be relocated further up the hill into smaller paddocks
- Notifications will then be conducted as outlined in the Emergency Operations Plan

Cordillera Metropolitan District	
SUBJECT: FLOOD, INTERNAL	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 1 of 2

Purpose:

Immediate response to an internal flood saves time and money and protects property and health.

Scope:

This plan addresses internal flood conditions that may be caused by burst piping, broken sprinkler heads or lines, sewage backups or other undesired internal water release that may cause damage to property.

Procedures:

Immediately notify the community operations department.

Stop the source of the backup, break or leak and prevent the spread of contamination. It is critical that flood containment barriers be employed immediately to support this critical objective.

- Place flood containment barriers around the area of immediate concern
- Immediately identify and stop the spread of contamination at the source
- Notify all affected personnel and guests
- Notify community operations if they have not already been advised

Control water damage so as to protect the health of personnel, immediately remove harmful substances that enter into the environment with flowing water, restore the environment to a dry state and salvage valuable property. The objectives are even more critical when floodwaters contain human body fluids or wastes (e.g., raw sewage) or other organic contaminants.

- Contain the area and prevent unauthorized personnel from entering
- Turn off lights in the area (if flooding is around electrical sources and/or lights). If water gets into fixtures, do not panic. They are designed to trip the circuit when wet
- Initiate investigation and eliminate sources of water (if flooding from ceiling)
- Initiate snaking of the drain (if sewage backup) to clear any blockage
- Remove ceiling tiles/dry wall to avoid tiles from falling (if flooding from ceiling)
- Depending on the severity of the flooding, initiate additional response personnel; call professionals for assistance
- Conduct a damage assessment

Once safety has been addressed, take steps to prevent additional damage. Preventing additional damage requires stopping the flow of water, protecting furnishings and lowering relative humidity levels. If the water flow cannot be stopped, it should be directed to drains, or out of the building if possible. Options to prevent or minimize damage to additional furnishing in and near the flood area may include:

- Remove and secure small furnishings, breakables, moisture sensitive, and high value items
- Place items onto tables or counters and cover them with plastic

Cordillera Metropolitan District	
SUBJECT: FLOOD, INTERNAL	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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- Protect chair and desk legs with a wrap of foil where they contact the floor, or place each leg in a plastic cup or bowl

Once the flow of water is stopped and undamaged materials have been protected, remove the excess water and any contamination carried with the water.

Emergency Contacts:

Agency	Non-Emergency	Emergency
ECOS	1-888-375-3267	1-888-375-3267
Belmont Clean and Restore	970-927-1313	970-927-1313
BluSky	1-888-882-5875	1-888-882-5875

Cordillera Metropolitan District		
SUBJECT: FUEL SHORTAGE		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 14, 2019, February 27, 2019
APPROVED BY:	DATE:	PAGE: 1 of 1

Purpose:

All organizations rely to some extent on fuel, be it getting personnel to work, distributing your product or providing your service. The availability of fuel within the United States is generally very good, however there have been examples within recent years of brief disruptions to supply on a regional basis. A disruption could be caused by a number of factors, including scarcity of supply, a technical problem with part of the fuel supply infrastructure, industrial action or public protest. In the most extreme of circumstances fuel stations and commercial supplies could be exhausted within 48 hours of an incident and it could take up to 10 days before stock levels are fully restored.

Scope:

This plan addresses fuel supply emergencies that would have an impact on CMD's ability to provide critical public safety services such as snow removal.

Mitigation:

- Pre-established agreements for fuel acquisition

Procedures:

- Fill all company vehicles and storage tanks at the first indication of a fuel supply disruption
- Reduce fuel usage during a fuel supply disruption by providing only essential services
 - Reduce public safety patrols
 - Restrict vehicle use to only public safety services such as response to alarms, snow removal on roads, etc.
 - Restrict employee use of company owned vehicles
- Implement fuel conservation strategies at the equestrian center where all cleaning and feeding processes rely on fuel
 - At the time of the creation of this document it is anticipated that with careful planning, the equestrian center could sustain on a single fuel tank for each piece of equipment for up to two weeks
- Encourage telecommuting work arrangements in support of personnel. Where telecommuting is not an option, encourage carpooling
- Communicate with personnel, property owners, suppliers and other key stakeholders in advance of and during a fuel supply disruption

Emergency Contacts:

Agency	Non-Emergency	Emergency
Collett Enterprises, Inc.	970-524-7777	970-331-5693

Cordillera Metropolitan District		
SUBJECT: HAZARDOUS MATERIALS INCIDENT		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 28, 2019
APPROVED BY:	DATE:	PAGE: 1 of 4

Purpose:

There are many terms that distinguish spills that can be managed easily (minor, simple, small, incidental, etc.) from those that require outside help (major, complex, emergency, etc.).

Scope:

This plan addresses small chemical spills in CMD/CPOA facilities that may be cleaned up safety by personnel. This plan also addresses larger spills in CMD/CPOA facilities or in the community that warrant assistance from and coordination with the fire department, hazmat response team and/or hazmat clean up contractors.

Definitions:

Hazardous material - any substance or combination of substances which may cause or significantly contribute to an increase in mortality or an increase in serious irreversible or incapacitating reversible illnesses or which may pose a substantial present or potential hazard to human health or the environment because of its quantity, concentration or physical, chemical or infectious characteristics. This term includes, but is not limited to, substances that are toxic, corrosive, flammable, irritants, strong sensitizers or explosives.

Minor internal incident - a hazardous material release within a CMD/CPOA owned facility which does not pose a significant safety or health hazard to employees in the immediate vicinity or to the employee cleaning it up, nor does it have the potential to become an emergency within a short time frame. Incidental releases are limited in quantity, exposure potential or toxicity and present minor safety or health hazards to employees in the immediate work area or those assigned to clean them up. Employees who are familiar with the hazards of the chemicals with which they are working may safely clean up a minor spill.

Major internal incident or external incident within the community - a hazardous material release that is more significant in nature and likely to require the assistance of emergency response personnel due to the potential for exposure, health or environmental hazards. Any release that exceeds the training capability of Cordillera personnel or that occurs at a property owners address will be reported by calling 911.

Mitigation:

- Each department manager will conduct a departmental assessment of all chemicals present and/or in use and the hazard of each. The entire hazardous materials inventory must be regularly assessed and updated to ensure inclusion of all chemicals kept and/or used in CMD/CPOA owned facilities. All departments will regularly inventory department chemicals and appropriately dispose of chemicals that are no longer in use
- Cordillera has a written Hazard Communication Plan as required by the Occupational Safety and Health Administration (OSHA)

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIALS INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 28, 2019
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- Safety Data Sheets (SDS) for all chemicals on the inventory, are kept in hard copy at Community Operations and on the H:/Drive
- Appropriate personal protective equipment for chemicals used is available in the area(s) where the chemical is used
- Personnel are trained to know the location of the nearest eyewash and emergency shower
- All public safety and community operations personnel are required to have at least Awareness Level training within one year of appointment

Procedures:

Minor internal incident:

- Isolate the spill area and secure it from entry by unauthorized personnel or guests. Signage must be placed around the quarantined area to warn others of the danger of entering the area until appropriate clean up and decontamination of the area has been completed
- Alert others in the area impacted
- Notify Public Safety of the spill
 - Public safety officer will assist with containment and cleanup (within the scope of your training) or call in the assistance of other trained personnel for response
- Determine the identity of the spilled material
- Consult the Safety Data Sheet (SDS) on the H:/Drive to determine potential hazards
- Avoid breathing vapors. Establish ventilation to the outside, if safe to do so
- Contact outside professionals for guidance on cleanup or air monitoring as determined necessary for the particular chemical

Major internal incident or external incident within the community:

A major spill, or a spill that results in personnel or guest exposures, immediately triggers the response of emergency services personnel. Emergency services are requested through calling 911.

- Isolate the spill area and secure it from entry by unauthorized personnel, property owners or others
- Determine the identity of the spilled material
- If appropriate, evacuate the building
- Consult the Safety Data Sheet (SDS) on the H:/Drive to determine potential hazards
- Call 911 for support from fire department / hazardous materials response team. Be prepared to provide detailed information as follows:
 - Your name, location, organization and telephone number
 - Name and address of the party responsible for the incident
 - Date and time of the incident
 - Location of the incident
 - Source and cause of the release or spill

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIALS INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 28, 2019
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- Types of material(s) released or spilled
- Quantity of materials released or spilled
- Danger or threat posed by the release or spill
- Number and types of injuries or fatalities (if any)
- Whether an evacuation has occurred
- Any other information that may help emergency personnel respond to the incident
- Notify public safety officer of the spill
 - If safe to do so, public safety officer may assist with keeping all but emergency responders from entering the area of the hazard
 - If safe to do so, public safety officers may coordinate with emergency responders to assist with traffic control
- Chemical emergencies will need to be assessed to determine the need for mass notification of community members. If so, refer to the Crisis Communication Plan and coordinate with the emergency response agency's PIO

First Aid / Response to Injuries

Exposures to chemicals that could result in injuries can be through ingestion, inhalation or skin contact. Persons who may have had an exposure to the spill must consult the first aid section of the Safety Data Sheet for first aid measures appropriate for the specific chemical.

Skin or Eye Exposure

It is very important that water flushing start immediately following skin or eye contact with a chemical.

- It is better if complete water flushing occurs on-site. However, moving the victim to an emergency care facility earlier may be necessary depending on the victim's condition (e.g., compromised airways, breathing or circulation) and/or the availability of a suitable water supply
- Most standard sources recommend that water rinsing/flushing following skin or eye contact with a chemical should continue for 15 or 20 minutes. However, all chemicals do not cause the same degree of effects (some are non-irritants while others can cause severe corrosive injury):
 - 5-minutes for non-irritants or mild irritants
 - 15-20 minutes for moderate to severe irritants and chemicals that cause acute toxicity if absorbed through the skin
 - 30 minutes for most corrosives
 - 60 minutes for strong alkalis (e.g., sodium, potassium or calcium hydroxide)

Ingestion

Immediately contact 911 then call the Poison Control Center (800-222-1222)

- Vomiting should NOT be induced following ingestion of a chemical in an occupational setting unless advised by a poison control center or doctor

Cordillera Metropolitan District		
SUBJECT: HAZARDOUS MATERIALS INCIDENT		DEPARTMENT: ALL
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- Based on their evaluation of the evidence for dilution with milk or water, the American Heart Association and American Red Cross recommend that people should not take anything by mouth for an ingested poison unless specifically told to do so by a doctor or the poison control center

Biohazardous Exposure

An exposure is defined as contact between an infectious agent and broken skin, eyes, nose, mouth, other mucous membranes, a percutaneous injury with a contaminated sharp, or contact with an infectious agent over a large area of apparently intact skin. In the event of exposure:

- Wash the area with soap and water or flush eyes, nose or mouth with large amounts of water for 15 minutes.

Reporting Injuries

All employees must follow Human Resource procedures for reporting workplace injuries whether associated with a chemical or biohazardous exposure or any other type of injury:

- Personnel must notify their immediate supervisor immediately during normal business hours
- A first report of injury should then be submitted to the Human Resources Department. The department manager will perform a follow-up investigation of the incident

Spill Response Kits:

Spill response kits are assembled and stored in the community operations department. Spill response kits include the following:

- Personal protective equipment
- Absorbent materials
- Neutralizing materials
- Cleanup equipment
- Containment equipment

Emergency Contacts:

Agency	Non-Emergency	Emergency
Fire	970-479-2201	911

Cordillera Metropolitan District		
SUBJECT: MEDICAL EMERGENCIES		DEPARTMENT:
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY:	DATE:	PAGE: 1 of 2

Purpose:

A rapid response to medical emergencies by trained public safety personnel, while awaiting the arrival of emergency medical services, may mean the difference between life and death.

Scope:

This plan applies to all medical emergencies occurring within the Cordillera community of which CMD personnel have been notified.

Policy Statement:

All medical emergencies should be reported immediately by calling 911.

Definitions:

Medical Emergencies - include (but are not limited to):

- Any life-threatening situation
- Loss of consciousness
- Not breathing
- Chest Pain or Heart Attack
- Stroke
- Excessive bleeding
- Seizures
- Head injury
- Broken bones
- Allergic reactions with shortness of breath, excessive swelling
- Ingestion or inhalation of a toxic substances
- Others

Procedures:

General Response

The response to a medical emergency will depend on the type of injury and circumstances. You should consider the following and implement appropriate steps commensurate with your level of training.

- If you or someone else is in need of emergency medical attention, call 911
- Stay on the phone until the dispatcher hangs up. Be prepared to give the following information:
 - Your name
 - Telephone number
 - Location of the problem (using building address, floor and room number, if possible)
 - Description of the situation
- Attempt first aid within the scope of your training

Cordillera Metropolitan District		
SUBJECT: MEDICAL EMERGENCIES		DEPARTMENT:
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019
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- Stay with the injured person until public safety or other emergency personnel arrive
- Public safety may need a statement from you, so be prepared to give detailed information about the incident

Public Safety Officers

If a 911 medical emergency is overheard by the public safety department on the 800 MHz radio, or if public safety is notified directly, the patrol officer will immediately go the address of the medical emergency. Public safety personnel will respond with first aid equipment and will render basic first aid (within the scope of your training), and summon additional assistance as required by DTR.

Automated External Defibrillators

AEDs (automated external defibrillators) are located in each public safety vehicle and in the following locations:

- Administration Building, located on the wall outside the large conference room
- Public Safety Breakroom, 2 portable AED's for each patrol officer on shift
- Community Operations, located on the wall outside the fleet mechanics office
- Equestrian Center, located by the south door / garage door
- Athletic Center, located in the back of the Cardio room next to the storage room
- Trailhead Building, located in the upper bathroom hallway by the water fountain
- Gondola One Club, located in the ski room above the cooler
- Post office, located to the right of the front door around the corner by parcel lockers
- Divide Gate, next to the restroom above the microwave
- Ranch Gate, next to the back door facing east

First Aid Kits

First aid kits can be found in each public safety and community operations vehicle and in the following locations:

- Administration Building, located in the kitchen above the trash can
- Community Operations Building, located on the wall outside of the fleet mechanics office and in the lunch room around the corner to the left
- Equestrian Center, located through the south door/garage door
- Athletic Center, located in the back of the Cardio room in the storage room and in the boiler room in the weight room
- Trailhead Building, located in the upper bathroom hallway by the water fountain
- Gondola One Club, located in the ski room above the cooler
- Post Office, located in the bottom drawer of the Post Office Master desk
- Divide Gate, located in the bathroom
- Ranch Gate, located in the south wall utility drawer
- Public Safety and Healthy Forest vehicles

Cordillera Metropolitan District	
SUBJECT: NETWORK FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

The Cordillera Metropolitan District relies on computer systems to conduct business, including customer service, marketing and sales activities, customer relationship management and producing financial statements. While we have policies, procedures, automation and backup plans designed to prevent or limit the effect of failure, our computer systems may be vulnerable to disruptions or breaches as the result of natural disasters, man-made disasters, criminal activity or other events beyond our control. The failure of our computer systems for any reason could severely disrupt operations.

Scope

This plan is designed to address all network systems and data owned and/or operated by CMD/CPOA.

Definitions

An information technology network is a group of two or more computer systems that are linked together. This is generally used within a business to allow employees for transmitting, receiving and exchanging data, voice and video traffic.

A Recovery Time Objective (RTO) is the acceptable amount of time it will take to restore particular service levels after a disaster in order to avoid a gap in business continuity.

Procedures

Network Failure

In the event of a network failure during normal business hours:

- Contact information technology personnel. Information technology personnel will provide immediate response to the failure. If the outage is after hours, the technician will return your call to determine if they are needed on-site or if they can fix the issue remotely. Information technology will then:
 - Determine the cause of the disruption
 - Determine if there is potential for additional disruption or damage. If there is potential for continued damage or disruption, document this
 - Define the affected physical area and the status of the physical infrastructure.
 - Document what systems have failed and in what locations
 - Determine the status of information technology equipment functionality and inventory
 - Document any pieces of the information technology infrastructure that have been damaged and if they are repairable or need to be replaced

Cordillera Metropolitan District		
SUBJECT: NETWORK FAILURE		DEPARTMENT: ALL
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Recovery

System	Type	Function	Recovery Time Objective
ABDI	Software		6-12 hours (assuming functional internet)
WebRoute		AntiVirus	3-5 hours
Telephones			< 1 hour
Intranet		User files, gate and ACC cameras	3-5 hours
Microsoft 365			6-12 hours (assuming functional internet)
Internet			< 1 hour
DSX			1-2 hours

Emergency Contacts:

Company	Non-Emergency	Emergency
IT Administrator – Ron Hoppner	970-926-1923	970-445-0157
Mitchel & Co.	cfunk@mitchandco.com	970-748-3064

Account Details:

CMD	Account #	Purpose	Location
San Isabel	1283	Phone Lines	District
Comcast	8497 50 518 0119605	Internet/Cable	Divide Gate/Equestrian Center
Comcast	8497 50 518 0119597	Internet	Administration/Post Office/Community Operations Building
Comcast	8497 50 518 0000763	Internet/Cable	Ranch Gate

CPOA	Account #	Purpose	Location
Comcast	8497 50 518 0129539	Internet	Trailhead
Comcast	8497 50 518 0127525	Webcam	Clubhouse Drive
Comcast	8497 50 518 0127533	Webcam	Legends Drive
Comcast	8497 50 500 0409368	Telephone/Cable/Internet	Vail Gondola Club
Comcast	8497 50 518 0126519	Internet	Athletic Center
Comcast	8497 50 518 0119043	Internet/cable	Post Office/Café
CenturyLink	300933229	Alarms/Elevators	Athletic Center
CenturyLink	403083194	Alarms	Café
CenturyLink	300931393	Alarms/Elevators	Trailhead
CenturyLink	435807028	Alarms	General Store/Sales Office

Cordillera Metropolitan District	
SUBJECT: PANDEMIC / EPIDEMIC	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

The Eagle County Public Health Department takes a lead role in all disease investigations and has developed pandemic outbreak plans to enable rapid response to, and control outbreaks if identified.

The pandemic potential in the Eagle County area may be considered somewhat elevated relative to other communities in the region due to the large annual influx of visitors from around the world, many of whom travel frequently and widely.

An influenza or flu pandemic happens when a new flu virus appears that easily spreads from person-to-person and around the world. Because the virus is new, the human population has little to no immunity against it.

CMD employees may be infected or exposed. Their families may be incapacitated and their options for getting to work may be limited. There also may be a need to limit potential exposure.

Scope:

This plan is designed to address all personnel, facilities and activities owned and operated by CMD/CPOA.

Policy Statement:

In the event of an epidemic or pandemic, employees who are ill will be asked to stay home and all recommendations from the local public health department will be followed. CMD administration personnel will coordinate directly with the Club at Cordillera, All Points North, Indian Summer Outfitters, Slifer, Smith and Frampton, contractors and realtors, etc. if public health restrictions are enacted.

Definitions:

Epidemic - the rapid spread of a disease that affects some or many people in a community or region at the same time.

Pandemic - an outbreak of a disease that affects large numbers of people throughout the world and spreads rapidly

Procedures:

All department heads will be expected to plan for short and long-term disruptions in staffing.

Meetings will be canceled unless absolutely necessary. If a meeting is necessary, avoid close contact by keeping a separation of a least 6 feet, where possible, and assure that there is proper ventilation in the meeting room.

Cordillera Metropolitan District	
SUBJECT: PANDEMIC / EPIDEMIC	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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CMD will coordinate with the Eagle County Public Health department and follow all requirements and recommendations for shutting down Cordy Camp, if appropriate, to limit social contact.

Employees will be expected to be ready for alternative work arrangements, schedules and assignments, including the potential for telecommuting or telework arrangements.

Employees will be educated and reminded of hygiene measures that help to limit the spread of disease. These include:

- Use respiratory etiquette (e.g., covering cough or sneeze with a tissue or cloth; sneeze into elbow if tissue not available)
- Avoid touching your nose, mouth and eyes
- Properly clean hands with soap and water or hand sanitizer regularly, especially after you cough, sneeze or blow your nose
- Avoid direct skin to skin contact with others, such as hand shaking hands. Substitute hand shaking with alternatives like waving, smiling, nodding and bowing. Wash your hands after contact with others
- Wash your hands upon removal of gloves
- Whenever possible, do not use other employees' phones, desks, offices or work tools and equipment
- Keep work areas and home clean and disinfected
- Stay home when ill and do not send ill children to school or day care

The following hygiene measures will be taken to reduce the spread of disease:

- Hand-washing instructions will be posted in washrooms
- Cover Your Cough reminders will be posted in common areas
- Magazines/papers will be removed from common areas
- Hand sanitizer will be available in common areas
- Tissues and trash cans will be available in common areas

Human Resources:

Employees and their supervisors will have questions about their rights, entitlements, alternative work arrangements, benefits, leave and pay flexibilities during the turmoil created by the pandemic. Determine the need to develop emergency policies that allow for employee compensation during absences due to personal illness, family illness, trauma, isolation, quarantines and/or public transportation closures. These may include but are not limited to:

- Sick leave
- Family and Medical Leave Act
- Bereavement leave
- Annual leave

Cordillera Metropolitan District	
SUBJECT: PANDEMIC / EPIDEMIC	DEPARTMENT:
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- Compensatory time
- Donated leave transfer
- Leave without pay
- Temporary shutdown or layoffs
- Business closure

Workplace cleaning

- Keep work surfaces, telephones, computer equipment and other frequently touched surfaces and office equipment clean. Influenza viruses may live up to two days on such surfaces
- Be sure that any cleaner used is safe and will not harm your employees or your office equipment. Use only disinfectants registered by the Environmental Protection Agency (EPA), and follow all directions and safety precautions indicated on the label
- When employees with suspected influenza have left the workplace, thoroughly disinfect their work area and any other known places they have been
- The person cleaning and disinfecting should wear a mask and gloves and should discard them afterward. Hands must be washed or sanitized at the completion of the procedure

Cordillera Metropolitan District	
SUBJECT: SEVERE WEATHER	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Severe weather for Eagle County usually involves winter storms and associated problems such as roads becoming impassable due to snow accumulation. Primary roads such as Interstate 70 and U.S. 6 are high priority for snow removal crews and are rarely closed because of snowfall. The most common causes of road closures are accidents and avalanches. During heavy snow periods, roads are cleared on a priority basis with school bus and emergency routes receiving the highest priority. It is important for personnel to have access to multiple resources for severe weather updates and to be in regular contact with the local emergency management center (when activated for a weather emergency).

Scope:

This plan applies to all CMD/CPOA owned facilities and the Cordillera community.

Definitions:

Warnings - The hazard (tornado, flash flood, etc.) is imminent. The probability of occurrence is extremely high. Warnings are issued based on eyewitness reports or clear signatures from remote sensing devices such as radar and satellite. Lead-time for thunderstorm type events is generally 30 minutes or less. Lead-time for river floods, and winter storms can be 6 to 18 hours.

Watches - Meteorologists have determined that conditions appear right for the development of the hazard. Probability of occurrence is greater than 60 percent in the watch area. Watches generally cover larger areas than warnings. In the case of thunderstorms, less than 30 percent of the watch area may experience the hazard. However, with larger storms such as winter storms, the entire watch area may be affected. Severe thunderstorm and tornado watches are usually issued on to two hours before the event begins. With flash floods, it can be three to 12 hours. For river flood, and winter storm watches, lead-times are usually 12 to 36 hours.

Advisories - An advisory is issued for weather that is expected to be a disruption to the normal routine and an inconvenience, but it is not expected to be life threatening. Advisories are issued for one to three inches of snow, dense fog, minor street flooding, etc. The time frame is similar to that of a warning.

Statements - Statements are issued to update current weather situations or highlight significant changes to come. Statements are also used to explain why watches, advisories or warnings have been issued.

Forecasts - General weather information provided daily.

Procedures:

Cordillera Metropolitan District	
SUBJECT: SEVERE WEATHER	DEPARTMENT:
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The Public safety department will monitor weather conditions on a regular basis and prepare to communicate accurate and up to date information about the status of the weather emergency.

- www.ecalert.org sends text message and email warnings to pre-subscribed users
- www.noaa.gov
- The Weather Channel uses National Weather Service (NWS) products and broadcasts warnings immediately upon receipt from NWS via a satellite link. Warnings are continuously scrolled across the bottom of the screen
- Monitor local news radio station for Emergency Alert System (EAS) messages and special statements from the National Weather Service
- A weather service radio is located in Administration

Staffing Considerations

A byproduct of severe weather is the closure of the transportation infrastructure, which limits the ability for personnel to report to work or property owners to access the community. It may be necessary to keep on duty personnel on-site until such time that off duty personnel are able to report to the facility.

- All personnel are to remain on property until further instructions have been issued
- If on-duty personnel must remain on-site and exceed the normal “shift” operations, consider providing sleeping accommodations, if available, to personnel who are unable to leave for extended periods of time. Refer to: Employee Assistance Plan

Facility Hardening

In extreme cases, it may be necessary to protect CMD facilities and assets as follows:

- Evaluate the need to move CMD owned vehicles into garages for safety and to reduce the potential for damage
- Monitor and protect windows from hazards associated with tree branches or flying debris
- Secure outside loose items
- Relocate at-risk items to safer areas
- Top off fuel tank in case of a subsequent power failure
- Protect windows by drawing all shades and closing all drapes as protection against shattering glass

Extreme Cold

Another hazard with severe weather is exposure to cold temperatures. Temperatures in Eagle County can dip well below zero degrees Fahrenheit. The most common dangers with the cold are hypothermia and frostbite. The National Weather Service refers to winter storms as the “Deceptive Killers” because most deaths are indirectly related to the storm. Instead, people die in traffic accidents on icy roads and of hypothermia from prolonged exposure to cold.

Blizzards

Cordillera Metropolitan District	
SUBJECT: SEVERE WEATHER	DEPARTMENT:
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Blizzard conditions exist when heavy snowfall is combined with wind. Blizzards are not common in Eagle County but when they do occur the primary hazard is reduced visibility for travelers. Most winter storm related deaths (about 60 percent) occur in automobiles.

Thunderstorms

Thunderstorms can occur suddenly, with little or no warning. All thunderstorms produce lightning, by definition. Lightning can strike 10 to 15 miles away from the rain portion of the storm. In general, lightning will travel the easiest route from the cloud to ground, which means that it often strikes the highest object. When lightning strikes, the current will travel through the object, along the ground, along wire, metal and water; whatever is the easiest route. Stay away from water.

Hail

The greatest danger comes from the high velocities with which hail can impact a surface (speeds greater than 100 mph). To avoid getting hit with hail, one needs only to move inside. Keeping personnel and guests away from windows and glass and providing a protective environment for guest and company vehicles. Hailstones driven by a storm's high winds may even shatter a building's side windows if severe enough.

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 14, 2019, February 27, 2019
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Purpose:

The purpose of this plan is to outline the actions, processes, and procedures that could be instituted by CMD to improve emergency response during utility system disruptions. The majority of utility services in Cordillera are provided by service providers and not under the direct control of CMD/CPOA.

Scope:

This plan addresses CMD's response to utility outages affecting Cordillera including electricity, natural gas, water and wastewater. This plan also addresses the internal response actions for HVAC, boilers and chiller systems that serve CMD/CPOA owned facilities. Internet and phone services are covered under the Communications Failure Annex.

Mitigation:

The community operations department ensures that:

- All electrical panel legends are current and accurate
- Community schematics are developed, up to date and accurate for all utilities. This includes mapping of lines, shut off valves, pressure relief valves, other infrastructure, etc. for the following utilities:
 - Water and waste water
 - Electrical distribution
 - Natural gas
 - HVAC systems for each CMD/CPOA owned facility

Policy Statement

Utility failure emergencies should be reported immediately to the community operations department. Utility failures that do not constitute an actual emergency should be reported to community operations during regular business hours.

Public safety should also be notified if the utility failure is potentially threatening to the safety of persons or facilities.

General Procedures:

- Public safety officers on patrol may establish contact with utility providers and provide information on the outage and coordinate with utility service providers on-site
- CMD personnel, within the scope of their training, may supplement utility providers needing assistance with the restoration of the utility, traffic control or other support
- Obtain information from damage assessment teams on damaged energy and utilities systems and components
- Identify community priorities and critical restoration needs

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
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- Request supplemental assets for supporting response efforts while restoration activities are underway
- Provide public information on the duration of service interruptions/shortages, the progress of restoration efforts and public assistance guidelines while restoration activities are occurring

Electricity

Cordillera's power distribution system is provided by Holy Cross Energy and Black Hills Energy. Interruption of power is very disruptive. Fortunately, most outages are of a short duration. A brownout is a drop in voltage in an electrical power supply. During periods of very heavy power usage, the area utility company may have to reduce voltage, called a "brownout." A blackout is the total loss of power and is the most severe form of power outage that can occur.

If the power fails without warning:

- Report all persons trapped in elevators by calling 911
- Open all community gates manually and leave open until the power comes back on
 - Keep homeowner gate closed and cone off the lane to force all traffic through guest lane
- Turn off all lights and equipment not necessary for safe operation. This is to protect against kicking out the circuit breakers, blowing fuses, or damaging equipment when the full surge or current hits as the power comes back on
- If the failure lasts more than a few minutes, it will be necessary to evacuate persons from darkened areas (restrooms, stairwells, or other areas with no windows or natural lighting)
- The utility company may be able to estimate the duration of the power failure. If the failure is to be lengthy, the general manager or designee will decide on continued operations in their building
 - Consider the establishment of a temporary warm facility for property owners that may not have heat
 - Determine if there is an impact to the exterior horse watering troughs which are normally heated during the winter months
 - If necessary, distribute temporary, battery operated lighting to locations that must continue operations (equestrian center)
- If it becomes necessary to evacuate the premises during a blackout, be sure to protect all valuables and make sure that all equipment is safe when the power comes back on

If the power is anticipated to fail (during planned brownouts):

- Turn off all lights and equipment not necessary for safe operation
- Identify equipment that may be sensitive to low voltage, and take positive steps to prevent its damage
- Full cooperation during a brownout is extremely important. Such cooperation may possibly prevent the loss of all electrical power

Cordillera Metropolitan District	
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- Do not use the elevator. It may become inoperative and trap occupants

Water

Cordillera is served by the Eagle River Water and Sanitation District (ERWSD) municipal water supply and the Colorado Safe Drinking Water Program is responsible for maintaining the state's regulatory infrastructure and monitoring and enforcing compliance with regulations. Water system failures are not common but ERWSD may declare a water emergency when the ability to deliver an adequate amount of water to customers is threatened.

Any and all types of problems with the Cordillera water supplies must be properly addressed as soon as possible after they are observed or reported. It is critical that all property owners have water for domestic use and that there is sufficient water in the event of an emergency. It is very important that the emergency numbers contacted as soon as possible. Do not delay in calling due to the time of day. Any time that public safety receives any information related to any type of a problem with the water system the director of public safety and community operations must be notified immediately. In the event of a water outage Cordillera will coordinate restoration of services with ERWSD.

A boil-water advisory (BWA) or boil-water order is a public health advisory or directive given when a community's drinking water is, or could be, contaminated by pathogens. BWAs are typically issued when monitoring of water being served to consumers detects *Escherichia coli* or other microbiological indicators of sewage contamination. Another reason for a BWA is a failure of distribution system integrity evidenced by a loss of system pressure. While loss of pressure does not necessarily mean the water has been contaminated, it does mean that pathogens may be able to enter the piped-water system and thus be carried to consumers.

Notice of a water supply emergency is given through a variety of methods, as appropriate for the situation. These include: phone calls, Eagle County Alert, email, electronic message boards, news releases, advertisements, messages on monthly billing statements, online forums and posting on www.erwsd.org.

Wastewater

Wastewater primarily originates from sinks, tubs, toilets, washing machines and dishwashers that are found in homes and businesses and is conveyed via a collection system.

Upon identification of a sewer backup in a CMD/CPOA owned facility, immediately notify the community operations department. Community operations will:

- Try to carefully close as many drain openings as possible
- Don't run any water down any drain in that facility until the stoppage is cleared
- Report the issue to ERWSD if you suspect that it is a main line issue

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
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Natural Gas

When under control, natural gas, like many other hazardous materials, is as harmless as it is widespread. Natural gas is used for many residential and commercial purposes such as heating and air conditioning, water heating, cooking, drying and power generation. Firefighters and other emergency personnel routinely respond to emergencies involving natural gas. Such emergencies can include odors or leaks in buildings, damaged gas lines or, worst case scenario, an explosion with ensuing fire.

In the event of a gas leak within a CMD/CPOA facility:

- Evacuate the building of all occupants and notify the utility company immediately
- Call 911 from the nearest phone in a safe area
- Do not turn electrical switches on or off
- Do not use a phone or cellular phone unless you are trapped in the building
- Do not use any potential ignition sources or open flames
- Coordinate with the director of operations, responding fire and utility departments to determine if the natural gas can easily be shut off without risk to personnel
- Ventilate the building by opening the doors and windows
- If you are trapped during a gas leak:
 - Close all doors between you and the gas leak
 - Stuff all cracks around the door
 - If there is a phone in the room, call or text 911 and tell them exactly where you are

HVAC

HVAC refers to the heating, ventilation, cooling, and refrigeration systems that control the temperature, humidity and air quality in buildings. HVAC systems are complex and include a myriad of components that make up the overall system. Heat pumps, furnaces, boilers, chillers and rooftop units have unique components that need to be inspected regularly but especially before the start of the winter season to ensure proper operation during the coldest months. If these items are not cleaned and inspected, and any issues corrected, there is increased risk of premature failures and water losses caused by freezing temperatures. Facilities Dude software is utilized for preventive maintenance activities which include:

- Regular filter replacement (Follows ASHRAE guidance for filter efficiency)
- HVAC technicians contracted to provide maintenance services
- Training on HVAC systems for community operations personnel
- Emergency shutdown procedures

Short duration failures have little to no effect on the comfort of indoor air. Long duration failures (lasting greater than a few hours) have the ability to affect the ability for personnel to stay warm while working. Additionally, HVAC failures may result in frozen pipes and other systems that could be impacted by cold weather conditions.

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
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- Any CMD personnel who notice uncomfortable indoor air conditions are to notify the community operations department
- Community operations personnel will evaluate the cause of the loss of any HVAC system failure and provide updates to key leadership
- Community operations will monitor mechanical spaces to prevent them from overheating if cooling is lost
- Determine if temporary heaters are needed for buildings. Distribute as appropriate
- Keep windows closed
- Snow removal will have to be done by hand if the snow melt system is non-operational

Emergency Contacts:

Company	Non-Emergency	Emergency
Black Hills Energy	888-890-5554	
Eagle River Water & Sanitation	970-476-7480	970-471-8486
Holy Cross Energy	970-949-5892	970-945-5491

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 28, 2019
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Purpose:

Wildfires have many factors that affect their growth and how they spread. These factors include the Fire Danger Rating, the terrain, the wind, the temperatures, the fuel load and the available resources. Most of these variables, such as the terrain and/or the weather are out of our control. Note that fuel loads can be affected by the establishment of defensible spaces both around individual homes and throughout the community. Not only does this increase the firefighter's ability to protect homes but could also have serious effects on the necessity to evacuate the community.

The Eagle River Fire Protection District (ERFPD), the Eagle County Sherriff's Office, the U.S. Forest Service and Bureau of Land Management are the primary responder for fires in and around Cordillera. In the State of Colorado, the County Sheriff has authority over wildfires in unincorporated areas.

Scope:

This plan outlines the responsibilities of CMD staff in the event of a significant wildfire event in or around Cordillera. In the event of a significant event the intention is that CMD will:

- Support the county agencies through the Incident Command System (ICS)
- Pay close attention to proper communication and evacuation of property owners, members and guests

Policy Statement:

Smoke Reports

Any time a Cordillera resident, member, guest or employee sees or suspects smoke, within or outside of Cordillera, Cordillera Public Safety (970-926-2335) should be called. Public safety will attempt to have current information on any local fires which may affect the Cordillera area. Cordillera Public Safety will investigate any and all smoke reports that have not already been reported. Public safety will coordinate these reports with local response agencies. During the periods of high fire danger, public safety will be looking for any local smoke in and around Cordillera.

Fire Danger Postings

Eagle River Fire maintains the fire danger sign on Squaw Creek Road.

Fire Restrictions

From time to time the local fire danger ratings may dictate that all outdoor fires be restricted. Fire restrictions can be initiated by the County Sheriff, the State Governor or in the case of Cordillera, the CMD General Manager. During periods of Fire restrictions all open fires will be restricted. All persons must use extreme caution with outdoor activities.

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 28, 2019
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Procedures:

Public Safety Officers

Cordillera Public Safety will call in all available personnel any time there is any fire within or in close proximity to Cordillera. As soon as possible the Divide Gatehouse must have a minimum of 2 people. One immediate concern will be to have additional personnel at the gatehouse to assist with communications and event documentation.

Each public safety vehicle must have the following equipment during fire season:

- Maps of Cordillera and the surrounding area
- ABC Fire Extinguisher
- 1 5-gallon Water Pack
- UCR Size Up Guide

Community Operations will maintain the following equipment in ready condition for wild land assistance in and outside of Cordillera:

- 1 4000 gallon tank with power take off water truck
- 2 400 gallon tanks on four-wheel drive Ford 1 ton with pump and hose reel

Initial Size Up

If or when there is a report of smoke and/or fire public safety will respond immediately to investigate and “Size Up” the fire. “Size Up” must contain all pertinent information as listed below. This information will be reported to ERFPD. Sometimes there are fires in close proximity to Cordillera that will have no effect on Cordillera due to the distance. However, Cordillera will provide a good view point of these fires. When this occurs, Public safety should take any action necessary to assist other agencies in “Size Up.”

Size Up Information

- Exact location
- Estimated Size
- Fire Activity (i.e., creeping, crowning, moving fast, smoldering)
- Terrain
- Fuels
- Structures
- Utilities
- Access if known

Initial Response

- Any time that any information indicates an actual fire Cordillera Public Safety will immediately notify 911 or responding units

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT:
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- If the fire is in or near the Cordillera Community, Community Operations should also be notified
- Community Operations will mobilize designated equipment and respond immediately. Once the responding fire agency or Sheriff takes over control of the incident the primary goal for CMD staff will be to support ERFPD and address the needs of property owners

Evacuations

Incident Command will make any and all decisions regarding evacuations. It is important that all personnel stick to the facts and not speculate as this causes rumors. In the event that evacuation becomes necessary Cordillera Public Safety will work within the ICS and assist with evacuation. **Refer to Annex: Evacuation Plan.**

Community Operations

If time permits and it is safe to do so, personnel will be deployed to CMD/CPOA facilities to conduct the following actions:

Priority #1

- Close windows
- Turn lights on, close interior doors and unlock and shut exterior doors

Priority #2

- Relocate easy to move flammable/combustible items surrounding structure (lawn furniture, propane cylinders, gas cans etc.) to an area of cover or outside preparation perimeter (garage, shed, barn etc.)
- Clear decks, walkways and other areas of light receptive fuels (leaves, needles etc.)
- Consider base of exterior walls, decks or other areas of adjoining combustible surfaces of the structure

Priority #3

- Cover attic and basement vents. (metal window screen is preferable). Consider foil in areas susceptible to ember traps
- Shut off liquid and natural gas sources

Priority #4

- Remove debris and ember traps around structure
- Remove lawn furniture
- Remove and scatter wood pile or cover to avoid ignition by ember shower
- Move cars if possible

CRISIS COMMUNICATION PLAN
PLACE HOLDER

Cordillera Metropolitan District		
SUBJECT: DAMAGE ASSESSMENT		DEPARTMENT: Community Operations
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Immediately following, and even during the initial response to a disaster or major emergency, it will be necessary to quickly and as accurately as possible assess the damages and impacts.

Definition:

Damage assessment is the process of identifying and quantifying damages that occurs as a result of a disaster.

Procedures:

In the event of structural damage to a CMD/CPOA owned building, notify CMD Public Safety.

- If you are outside the building, do not attempt to enter the building yourself
- If you are inside the building, evacuate the building. Exit via stairwells only. Do not attempt to use elevators
- Exit calmly and quickly
- Assist others who may need assistance. If you cannot assist others, notify emergency personnel that they are in need of assistance
- If you are trapped in the building, go to an undamaged area or room and open or break a window and signal for help. Call or text to 911 from a cellphone so responders can be alerted to your location
- In the event of injury or entrapment, call or text 911
- Once outside, a safe distance from the building, check in with emergency responders and do not leave the area until instructed to do so by public safety or other emergency personnel
- Personnel will coordinate with Eagle County Damage Assessment teams during large scale emergencies or disasters

Public Safety personnel will block off the entrances to the floor/area containing the damage to prevent any pedestrian traffic, and the area should be secured to prevent theft of CMD/CPOA property or personal property.

Community operations personnel will coordinate a structural inspection of the damaged building.

- Because of the unknown condition of many structural elements, no one shall be allowed in the damaged area for any reason until the facility is deemed safe by all appropriate authorities
- Community operations will coordinate the assessment of how to proceed with the reconstruction process as soon as possible

Cordillera Metropolitan District	
SUBJECT: DISASTER DECLARATION & REQUEST FOR ASSISTANCE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 15, 2019, February 27, 2019
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Purpose

A local disaster may be declared only by the principal executive officer of a political subdivision or his/her appointee as pursuant to C.R.S. § 24-33.5-709. It shall not be continued or renewed for a period in excess of seven days except by or with the consent of the governing board of the political subdivision.

Procedure

Disaster Declaration

A disaster declaration should be issued when resources in Cordillera are expected to be seriously depleted due to an emergency event. A disaster declaration will place into effect, or rescind, county support that will ease the administrative burden that otherwise would delay life and property saving actions.

Official notification and declaration of the event by the general manager (or designee) to the Eagle County Board of County Commissioners is crucial to effective mutual-aid response from the state, federal, and local governments.

- Two copies of an approved and signed disaster declaration should be immediately forwarded to Board of County Commissioners
- If the Board of County Commissioners also declares a disaster it will then be forwarded to the Colorado Department of Homeland Security and Emergency Management (DHSEM). One of these copies will then be forwarded to the Governor by the Colorado DHSEM
- The Governor has the option of declaring a localized state disaster and may make a request to the Federal Emergency Management Agency (FEMA) Region VIII office in Denver. FEMA will then forward this request to Washington D.C. and FEMA will make a recommendation to the President of the United States

State Assistance:

The Colorado Division of Homeland Security and Emergency Management (DHSEM) monitors all emergency situations that occur within the state and will provide assistance and consultation during an emergency. DHSEM will send a representative, usually the Northwest Regional Field Officer to assist if requested and will be in contact with the EOC. Before the state issues a request for assistance, their teams of response personnel will gather information concerning the extent of damage, type of assistance required, and the location of damages. Financial assistance for disasters not related to wildland fire, search and rescue activities, hazardous materials releases, and some other situations, will require the state to first review Cordillera and Eagle County's financial reports on file with the Department of Local Affairs. Precedence has been set in Colorado that the state will usually not provide reimbursement for insured financial losses or until the jurisdiction is close to exhausting all financial reserves.

Federal Assistance:

Only the State Governor or acting Governor may request assistance from the federal government. If the Governor is considering requesting federal assistance, state teams, in conjunction with FEMA will:

- Survey affected areas to determine the extent of public and private damage
- Determine what types of federal disaster assistance is required
- Advise the regional FEMA director on the district's and County's eligibility for federal aid

In order for federal assistance to be implemented it first must be determined that "...the situation is of such severity and magnitude that effective response is beyond the capabilities of the state and the affected local governments and that federal assistance is necessary." If this condition is not met, federal assistance will not be available.

Federal Assistance to Individuals:

This type of assistance is directed to the people and victims of the disaster. FEMA will publicize this information and open up tele-registration centers where individuals can call and apply for assistance and get information on the following programs:

- Alternative housing for disaster
- Crisis counseling victims
- Unemployment assistance
- Family grants
- Legal services
- Loans to businesses
- Agricultural technical assistance
- Income tax relief and waivers

Federal Assistance to State and Local Governments:

Following surveys by FEMA teams, the following types of assistance may be available to the governments in Eagle County:

- Debris clearing from land or water
- Repair of public buildings and utilities
- Repair of roads & bridges utilities
- Repair of recreational areas

Several other federal programs may be used to help Cordillera with public restoration after a disaster. This type of assistance may take many forms. It may include low-interest loans to communities, use of federal equipment and machines, and assistance with public schooling costs.

Declaration of Local Disaster

WHEREAS, the Cordillera Metro District (CMD) and Cordillera Property Owners Association (CPOA) suffered serious damage to _____

*caused by _____
which occurred on _____
and,*

*WHEREAS, the cost and magnitude of responding to and recovering from the impact of _____
is in the excess of the Cordillera's available resources.*

WHEREAS, the assistance requested includes:

NOW THEREFORE, BE IT, IT'S RESOLVED, that the General Manager of Cordillera, declares this to be a local disaster.

I also understand that, according to Colorado State Statute, this disaster declaration will expire seven days from today, unless approved by the Cordillera Metropolitan District Board and Cordillera Property Owners Association as a whole.

Dated in Eagle County, Colorado, this _____ day of _____, 20__ at _____ hours.

General Manager (or designee) signature, CMD / CPOA

Printed name

Cordillera Metropolitan District	
SUBJECT: EMPLOYEE ASSISTANCE	DEPARTMENT: ADMINISTRATION
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

During activations of the EOP, various modifications and accommodations are made for CMD personnel to assist them in coming to work to provide needed services. When necessary because of conditions, CMD will accommodate personnel that need to sleep, eat and/or other services in order to be available in the community to provide needed services.

Scope:

This plan applies to all CMD personnel in need of support while assisting in response to a Cordillera emergency.

Procedures:

Communications with Personnel Families

Personnel working in response to an emergency or disaster incident will be concerned with the welfare and safety of their families. Additionally, their families will be concerned for the safety and welfare of the personnel working. CMD will attempt to establish a communication system to ensure dissemination of updated information for families. CMD will also make available the time and communication technologies (to the best of their abilities) to allow personnel to communicate with their family members during the incident. Communication for both parties is an essential component to the mental health impact on personnel and their family.

Child/Elder Dependent Care

CMD may provide child and elder care assistance to personnel as may be necessary to support CMD operations.

- Personnel reporting to work may drop off dependents at designated location
- Each dependent will be checked in and the parent/care provider dropping off the dependent will be required to sign a liability waiver and an emergency contact sheet which would include any special needs, i.e., food allergies, etc.
- Parent/Care provider must identify an alternative person to be responsible for or authorized to pick up the child/elder upon drop off. Children/elders will not be released to unauthorized individuals. Photo ID will be required
- Depending on location and duration, food and other supplies may need to be coordinated.
- CMD personnel may or may not be able to physically check in on their dependents, depending on the type of emergency. A communication process would be available for personnel to keep in contact with their dependent

Housing

Temporary housing arrangements may be provided to personnel as necessary to support the continuity of CMD operations. If necessary, transportation arrangements should be considered to/from the housing units for groups of employees staying in temporary housing. Temporary housing options may include:

Cordillera Metropolitan District	
SUBJECT: EMPLOYEE ASSISTANCE	DEPARTMENT: ADMINISTRATION
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- On-site dorm-style sleeping arrangements. Placement of cots on site will be coordinated by community operations

Mental Health Support

CMD recognizes that the impact on the personnel's and community's collective mental health from a natural disaster or terrorism event is significant, and that the system as a whole, needs to be prepared to meet the needs of individuals, families and communities following such critical incidents. It is assumed that any significant disaster incident will have a large number of survivors and responders who will have prevailing mental health concerns. Mental health support may include coordination with:

- Dr. Goetz (845) 594-4692
- Mind Springs Health, (970) 476-0930
- Local area chaplains
- Critical Incident Stress Debriefing

Managing the mental health reactions will include planning for the needs of personnel and their families. It will mean:

- Addressing fears head on with education and risk communication
- Educating personnel regarding grief and bereavement reactions, how to support grieving co-workers and management of the workload will be fundamental
- Developing sensitive ways to address issues such as anger, fear, exhaustion and resolving ethical issues in critical incidents
- Identifying personnel care strategies including ways to support those with less social support
- Providing grief information, and ways to help oneself in written fact sheets
- Planning for recovery groups for after the illness/incident

Mental health counseling should be provided to survivors of a disaster as soon after the event as possible to mitigate acute stress reactions but must be conducted in a coordinated, practiced manner to be effective.

For those individuals with mental health problems prior to the incident, the response to this critical incident in those individuals must be well observed in order for timely interventions to be offered. The same is true with active or recovering substance abusers.

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

This plan is to reduce the possibility of death or injury through an organized evacuation procedure. This plan also serves as a guide for employees on how to respond to an emergency requiring a partial or full evacuation and how evacuations are initiated, organized and implemented.

Situations that may warrant evacuation include (but are not limited to) fire and/or smoke, facility or structural damage, potential exposure to hazardous materials, a violent/armed visitor(s), credible bomb threat, or a natural hazard posing a threat to a facility (i.e. wildland fire, flooding, etc.)

The decision to evacuate is not necessarily an “all or none” action depending on the emergency and the immediacy of the emergency. Some emergencies require an immediate evacuation in which there is no time for preparation. Other emergencies may be anticipated to require evacuation over a longer period of time, allowing time for preparation and good communications with guests and personnel. Depending on the emergency, it may be appropriate to evacuate only specific portions of the community.

Scope:

This plan applies to all CMD/CPOA owned and operated facilities and all property owners and community areas located within the Cordillera community.

Policy Statement:

The decision to evacuate and how to evacuate will emanate from the Incident Command or the Unified Command. This decision can be somewhat complicated as there may be numerous variables.

Notices to evacuate should occur with sufficient time for safe evacuation via safe evacuation routes. People who choose not to evacuate endanger emergency response personnel who must take them into consideration when fighting the fire when there should be no civilians in the area.

Definitions:

Building evacuation - the process of making sure everyone inside a building gets out safely and in a timely and controlled manner in the event of an emergency, such as fire.

Community evacuation - the process of moving people out of the community or away from a neighborhood that contains an imminent threat or a hazard to lives or property.

Safe zone - anywhere you can stay away from direct flames that has reduced temperatures and smoke.

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT: ALL
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Procedures:

Building Evacuation

- All occupants of a building must leave when a fire alarm sounds, hazardous conditions exist, or if instructed by emergency services personnel
- Employees will assist persons with disabilities in an evacuation
- Do not stand or congregate in parking lots or driveways, as this may hamper emergency response vehicles arriving on the scene
- Exit the building in a calm and orderly manner
- DO NOT use elevators
- Take personal belongings such as keys or purses if safe to do so
- If the evacuation is a result of fire and if safe to do so and time permits, shut off natural gas at the main shutoff switch
- Know your surroundings so that you can evacuate in the dark
- Establish a Unified Command approach with emergency services representatives, specifically the person who is designated as the Incident Commander. Provide as much support and guidance to responding agencies as appropriate for the emergency
- Equestrian Center will evacuate the horses to a safe outdoor location if the barn or other equestrian facility is on fire. Refer to Equestrian Center Fire Evacuation Plan

Community Evacuation

An evacuation of Cordillera is most likely to involve emergency response agencies with authorities for managing the emergency. CMD personnel will coordinate with emergency response agencies in all actions taken during an evacuation.

Cordillera Personnel

- Depending on the availability of manpower, time and safety constraints, door to door visits by may be conducted to notify property owners in sensitive areas
- Public safety gates will be opened to allow for the unimpeded exit of vehicles out of Cordillera and the entrance of emergency vehicles
- Community operations and public safety vehicles may be used to barricade entrance gates to restrict unauthorized vehicles from entering after evacuation has been ordered

If it is safe, and time permits, all personnel and property owners will be instructed as follows:

- Close all windows and doors, including the garage door
 - Park vehicles, facing the outside, with the keys in the ignition, inside of the garage. Keep the garage door closed but unlocked
 - Thin or fine textured window coverings should be pulled back or removed from windows. The radiant heat through windows will ignite curtains
 - Very heavy window coverings may be left in place and actually drawn closed as they may provide insulation

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT: ALL
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- Leave garden hoses attached to an outside faucet
- Turn off the gas and electric at the main disconnects
- Lean ladders against the house to provide access to the roof
- Remove combustible material away from the house, especially firewood and propane tanks

Equestrian Center

Evacuation of the equestrian center will require resources, such as trailers and personnel, that exceed the available resources on site day to day. As such a detailed evacuation and coordination plan has been developed specifically for the equestrian center. Refer to the Equestrian Center Fire Evacuation Plan

Egress Routes

Notices to evacuate will include a description of routes and normally allow enough time so that people may use main roads as follows:

- Divide Community – Cordillera Way is the only exit route for the Divide. Expect two-way traffic as fire trucks and other emergency services vehicles may be entering. There are no other routes suitable for motor vehicles in or out of the Divide
- Ranch/Summit/Territories – Fenno Drive is the primary route for the Ranch, Summit and Territories. Expect two-way traffic as fire trucks and other emergency services vehicles may be entering
 - Diamond Star Ranch is a secondary egress route for emergency use only. This is an improved dirt road located on the west side of Summit Trail approximately one-half mile above the Summit Fire Station

Alternate Routes

In the event one of the developed roads becomes impassable there are numerous alternative routes that would provide emergency exit as dictated by emergency responders. Most of these routes are old dirt roads that are not developed, hardened or maintained. Usage of these roads will be closely monitored and limited to 4-wheel drive vehicles. These routes could include, but may not be limited to, the following;

- Settler’s Loop:
 - Graham Road to Emma’s Way to West Squaw Creek Road (can accommodate low clearance vehicles)
- Summit and Territories:
 - Trail Gulch Road to Brush Creek Road (SUV and high clearance vehicles ONLY)

Evacuation Flagging Procedures

Eagle River Fire Protection District and the Eagle County Sheriff’s office have developed a standardized flagging scheme that will be utilized for evacuations within Cordillera. Cordillera Public Safety will utilize the same flagging scheme if assisting with evacuation. When a door to

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT: ALL
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door evacuation is initiated, responders will attempt to contact the occupants of the structure. Based on that contact the responder will mark the property utilizing the following scheme:

- Red - Structure is occupied
- Yellow - No contact was made
- Green - Structure is evacuated
- Blue - Animal left at structure (**This flag is in addition to the red/yellow/green flag**)

Marking Instructions (Use enough flagging to be visible to other responders):

- Single driveway occupancies- Hang a flag of the appropriate color at eye level as close to the road/driveway intersection as possible. If no hanging location is available near the road/driveway intersection improvise a hanging location
- For buildings with multiple egress points, mark each egress point facing the street

Safe Zones

Sometimes it is not possible to evacuate. When this happens a “Safe Zone” is the best alternative. A safe zone could be anywhere you can stay away from direct flames that has reduced temperatures and smoke.

- All three golf courses will be designated “Safe Zones”. These are areas that have very little combustible material to burn and, in some areas, like sand traps, there are no combustibles. The grass is kept very short and irrigated. The course itself is irrigated and therefore has a water supply that could be utilized to wet the area down

Accountability

- An evacuation center will be established in coordination with responding emergency services authorities. All property owners and personnel will be instructed to report to the specified location and account for their safety
- Public safety will print a list, from DSX, of all property owners that have entered the gates in the last 72 hours to assist with identifying property owners that may be in the area

Re-Entry

- Once the order to evacuate is issued, entry and re-entry will be either extremely limited or prohibited
- Entry gates will be staffed by Public safety and/or law enforcement. Any entry that is authorized will be limited to essential personnel. Decisions to allow re-entry must go through the Incident Command

Cordillera Metropolitan District	
SUBJECT: LOCKDOWN	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

A lockdown of a building or group of buildings is an emergency procedure intended to secure and protect occupants who are in the proximity of an immediate threat. This procedure is used when it may be more dangerous to evacuate a building than stay inside. By controlling entry/exit and movement within a facility, emergency personnel are better able to contain and handle any threats.

Scope:

This procedure applies to all CMD personnel and CMD operated facilities.

Definitions:

Lockdown is an emergency measure or condition in which people are temporarily prevented from entering or leaving a restricted area or building during a threat of danger.

Procedures:

Upon notification or identification of a threat:

- Public safety will then initiate a lockdown of all electronic access control doors and send a group text to all employees that a threat is occurring and to initiate lockdown in their location
- If safe to do so, employees will lock all entrances and exits to the facility that they are in
- If the threat is occurring within your facility:
 - Stay in your office and barricade the door
 - Remain quiet
- Silence all cell phones
 - Do not attempt to leave the building or room
 - Wait until emergency personnel give you an “all clear!”
- Allow for the consideration of helping guests and other employees who are seeking refuge
- The lockdown may be reversed as soon as the identified threat has been resolved

Camp Cordy:

- Campers and personnel are to remain in the downstairs locker rooms. Do not answer the door
- Remain calm and assist others with you in remaining calm, quiet and out of sight
- Any child with disabilities will be assigned to be cared for by a counselor
- All doors, windows and classrooms will be closed and locked or barricaded, if possible
- Turn off all lights and close blinds
- Silence all cell phones
- Once in a lockdown area, building occupants should call 911 and give the dispatchers the phone number(s) at which they can be reached for further instructions

Cordillera Metropolitan District	
SUBJECT: LOCKDOWN	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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- If you cannot get through by phone and have e-mail or text message capability, contact public safety at dividegate@cordillerametro.org or 970-376-2359. Public safety dispatch will immediately receive and respond to the message
- Account for everyone in the room or office
- Do Not Approach Emergency Responders - let them come to you
- Building occupants should remain in that area until they receive further instructions or an all clear is issued
- No one will be allowed to enter or leave the building(s) or area(s)

Cordillera Metropolitan District	
SUBJECT: SHELTER IN PLACE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 1 of 2

Purpose:

Shelter-in-place techniques are effective because they are easily and quickly accomplished. In a matter of moments, you can be safe inside your pre-selected room. Sheltering-in-place is meant to protect you for a few hours. According to experts, a tightly sealed, 10' x 10' room will have enough oxygen to last one person for about five hours.

Scope:

This procedure applies to all CMD personnel and CMD / CPOA owned facilities.

Definitions:

Shelter in place is to seek safety within the building one already occupies, rather than to evacuate the area. This warning is issued when "chemical, biological or radiological contaminants may be released accidentally or intentionally into the environment."

Procedures:

If you are inside a building:

- Stay calm
- Close and lock all windows and exterior doors
- If you are told there is danger of explosion, close the window shades, blinds or curtains
- Turn off all fans, heating and air conditioning systems
- Go to an interior room with few or no windows that is at or above ground level. In the case of a chemical threat, an above-ground room is preferable because some chemicals are heavier than air, and may seep into basements even if the windows are closed
- It is ideal to have a hard-wired telephone in the room you select. Cellular telephone equipment may be overwhelmed or damaged during an emergency
- Use duct tape and plastic sheeting (heavier than the kind used to wrap food) to seal all cracks around the door and any vents into the room
- Keep listening to your radio or television until you are told all is safe or you are told to evacuate

If you are outside:

- Stay upstream, uphill and upwind. In general, try to go at least one-half mile from the danger area
- Do not walk into or touch any spilled liquids, airborne mists or condensed solid chemical deposits. Try not to inhale gases, fumes and smoke. If possible, cover mouth with a cloth or mask while leaving the area

If you are in a vehicle:

- Stop and seek shelter in a building

Cordillera Metropolitan District	
SUBJECT: SHELTER IN PLACE	DEPARTMENT: ALL
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- If you must remain in your car, keep windows and vents closed and turn off the air conditioner and/or heater

Cordillera Metropolitan District	
SUBJECT: TRANSPORTATION	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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Purpose:

Transportation infrastructure can fail due to a lack of (or deferred) maintenance, improper management, design flaws or handling more traffic than for which they are designed. Bridges and other similar structures are particularly vulnerable, especially from a system-wide perspective where aging (or poorly maintained) infrastructure can impact many components within a similar timeframe.

Additionally, transportation systems are designed to operate under defined conditions. Yet, disruptions such as those caused by an accident or by a storm are rather common and well mitigated. On occasion, a disruption at a much higher scale takes place to the extent that the safety or security of the whole community is compromised.

Minor disruptions in traffic are routinely expected for incidents such as traffic accidents or single lane closures during road work or other maintenance or construction activities within Cordillera. Refer to: Motor Vehicle Crash Procedures in the Public Safety Department.

Scope:

This plan applies to all roadways within the Cordillera community.

Policy Statement:

Community operations will facilitate all efforts to clear road blockages and repair damaged roads as quickly as possible. If necessary, alternate routes may be established if necessary.

Definitions:

Transport infrastructure - the fixed installations necessary for transport and includes roads, railways, airways, waterways, helicopter landing areas and terminals.

Transportation Infrastructure Failure - actual damage sustained to a road base which prevents safe passage of vehicles.

Major disruption - an extended duration closed road as a result of a major vehicle crashes, snow or landslides, flooding or other hazards.

Mitigation:

- Community operations is responsible for the ongoing maintenance and management of Cordillera roadways
- Community operations maintains road maintenance equipment both in the Territories as well as in the community operations building
- Community operations and public safety departments are responsible for visually looking for road defects that could lead to a failure

Cordillera Metropolitan District	
SUBJECT: TRANSPORTATION	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
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- Public safety enforces weight restrictions on vehicles during freeze / thaw conditions that have the potential to damage the roadway

Procedures:

- Upon notification or identification of a hazard the general manager or designee must be notified immediately

Public Safety Officers

- Public safety officers and community operations personnel may be deployed to provide traffic control/support during road closures

The General Manager (or designee)

- Coordinate with appropriate local entities to facilitate the movement of people and goods to, from and within the incident area
- Participate in decision making regarding issues such as movement restrictions, critical facilities closures, use of ancillary roads and evacuations
- Determine what community notifications need to be disseminated in coordination with any other agency public information efforts

Community Operations

- Conduct an assessment of road failures and report details to the general manager or designee. This should include:
 - Specific location of the failure
 - The type of failure
 - The cause of the failure (if known)
 - The extent of the failure
 - If alternate roads are readily available and free from other hazards to support community traffic. Refer to: Evacuation Plan
 - And any details related to a suggested repair
 - Anticipated duration to repair
 - Anticipated costs to repair
- Facilitate removal of slide materials (snow, mud, debris, etc.) if impeding traffic



Design Review Board

Gene Shanahan – Chairperson
David Staat – Board Member
Judy LaSpada - Board Member
Henry Reed - Board Member
Dennis Moran - Board Member

Millie Aldrich – DRB Administrator
Paul Miller - Architect Director
Scott Sones - Landscape Arch. Dir.

Design Review Board - Staff Memorandum

Date: 2/12/2019

DRB Alternate candidate: Traci O'Connor

Overview

The DRB interviewed Traci O'Connor for an alternate DRB Member position and seeks CPOA approval. On February 12, 2019, the DRB voted unanimously to add Traci O'Connor to the DRB as an alternate member. Traci recently moved in to their newly constructed home in the Territories and is a full time resident. Traci would be a great addition to the DRB, she has built and remodeled several homes, interior architecture background and would like to get involved in the community.

Board Comments:

The DRB would like to ask for the support of the CPOA to add Traci O'Connor to the DRB team. Please see attached DRB questionnaire with Traci's responses.

DRB Screening Criteria

These questions are posed to potential DRB Board candidates. Final approval of DRB-approved candidate rests with the CPOA Board.

What is your background? Are you currently working or retired?

BS from Purdue University, MBA - Western Connecticut State University,
Interior Architecture Certificate - UCLA

My background includes 10 years in Finance; 12 years in Software Development (Product Mgr responsible for Financial SW and ended with creating new products); entrepreneur creating 2 companies- golf dress attire that I sold in the Middle East and Europe; Interior Designer that I am currently doing full-time

Full-Time Interior Designer

My husband and I have built, remodeled, flats and houses over the last 30 years

Why are you interested in serving on the DRB? I love design and would like to see more mountain contemporary homes being constructed in Cordillera

Are you a full- or part- time property owner in Cordillera? Full-time property owner

Do you own a home or an enclave residence? Own home

What is your neighborhood affiliation? The Territories

Are you familiar with the current DRB guidelines and procedures?

Yes, we went through the process the last 2 years while our home in the territories was being built

Have you personally gone through a design review process?

Yes

Do you have any prior experience working with architects and builders?

Yes, we have built/remodel numerous homes over the last 30years

What is your attitude toward real estate growth and development in Cordillera?

I would like to see Cordillera grow with the valley

Do you have any prior board and/or advisory committee experience?

Yes; my last committee was with ASID as a member of the government overview committee as it impacts Interior Designers

How do you function in a group; what role do you typically take?

I like to collaborate with the other members but I am willing to take a leadership role if needed.

How do you address inter-group conflicts and disagreements?

Conversation within the group or one on one to understand the issue; I like facts and removing emotions from the decision making. We have an obligation to the community not to individual preferences

Can you commit to attending regular monthly meetings and participating in site visits? Yes



February 28, 2019

Rachel Oys
Cordillera Metro District & POA
408 Carterville Road
Cordillera, CO 81832

RE: Trailhead Outdoor Renovations Bid Results

Dear Rachel,

On January 31, 2019 two bids were received for the above-named project. The following are the results:

- | | | | |
|----------------|-----------|-----------------------|----------------|
| 1. Contractor: | RA Nelson | Base Bid: | \$3,229,796.00 |
| | | Alt 1 (delete slide): | (\$85,916) |
| | | Alt 2 (expand pool): | \$122,236 |
| | | | |
| 2. Contractor: | AD Miller | Base Bid: | \$3,824,925.00 |
| | | Alt 1 (delete slide): | (\$142,077) |
| | | Alt 2 (expand pool): | (\$136,703) |

Our estimate for the cost of the base bid work back in October of 2018 was \$1,556,300, resulting in a shortfall of \$1,673,496. We believe this cost increase is due to current market conditions in the area, a high demand for construction services and a low supply of available subcontractors to do the work.

In conversations with the low bidder, they have quite a bit of money in the price for winter conditions. Building the project over the summer (and losing a season for your members) would save around \$100,000. The bids they received for the pool work varied widely, and some lower numbers came in after the bids were due. However they both did not think the price could come down below \$2.5m without cutting the scope.

An analysis of the Schedule of Values provided by both bidders revealed interesting information:

- General Conditions ranged from 8.9% to 9.5% of the total cost. 5% is typical. The higher rates reflect the additional winter conditions, travel time & per diem in the mountains, etc.
- Overhead and profit ranged from 6% to 8% of the total cost. 3% to 5% has been more common. The higher rates reflect the lack of competition in the market.
- Site work, landscaping, irrigation, pavers and concrete costs were elevated by 8-15%
- Playground Equipment bids were on budget
- Swimming Pool bids varied widely and were elevated by 111-193%. Estimates were based upon preliminary numbers provided by a reputable pool contractor that walked the site and set the scope early on in the design process. Unfortunately, this pool contractor elected not to bid the project due to excess workload. One pool bid was received, which indicated a lack of coverage and lack of competitive bidding. Also, full piping replacement was

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added to the project that was not anticipated in the estimate originally received.

- Main Pool bid was elevated by 22%
- Wading Pool bid was elevated by 153%
- Hot Tub bid was elevated by 148%
- General Conditions for the pool work was 22% of the total cost, which is exorbitantly high.
- It appears that there was an error in the bid where the cost of the alternate pool was added to the base bid, resulting in a \$326,000 overbid.
- The low bid received was some \$611,000 over the estimate
- Stone Masonry was added to the site retaining walls for aesthetic reasons, that was not included in the original estimate.
- Fences and Gates bids were elevated and varied widely, from 14% to 112% above the estimate.

Options to consider:

1. Increase the budget enough to cover the low bid received.
2. Authorize rebidding of the Project as-is, within a reasonable time.
3. Terminate the project.
4. Work with OLC to revise the project program, scope, or quantity as required to reduce the cost.
5. Work with OLC and enter into a Pre-construction Services contract with a qualified contractor to arrive at a negotiated scope and price that better fits the budget.

Under options 4 and 5, OLC will work with you to identify areas of cost savings and make changes to the drawings at no cost to the Owner. The Pre-construction Services contract will require additional upfront funds; however it is our recommendation that this route be taken in order to best ensure a positive outcome. The cost of Pre-construction is approx. \$5,000.

**Cordillera Property Owners Association
Statement of Revenues, Expenses and Changes in Fund Balance
2018 Actual and 2019 Approved Budget**

	12/31/2017	2018 Actual Unaudited				12/31/2018	2019 Budget				12/31/2019
	Fund Bal	Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal	Fund Bal	Revenues	Expenditures	Transfers In/Out	Increase (Decrease) Fund Bal	Projected Fund Bal
CPOA											
Operating Fund	1,079,059	3,397,195	(3,354,859)	(42,336)	0	1,079,059	3,545,273	(3,762,930)	217,657	0	1,079,059
Capital & Debt Reserve Fund	3,055,115	1,383,785	(1,182,284)	42,336	243,837	3,298,952	1,350,000	(655,950)	(217,657)	476,393	3,775,345
	4,134,174	4,780,980	(4,537,143)	0	243,837	4,378,011	4,895,273	(4,418,880)	0	476,393	4,854,404

Cordillera Property Owners Association
Operating Fund
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Projected vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Assessments	2,363,200	2,359,800	(3,400)	99.9%	2,523,000
Communications Contributions	0	0	0		0
DRB Revenue	62,000	48,810	(13,190)	78.7%	62,000
Community Assets	140,795	180,356	39,561	128.1%	177,930
Vail Gondola Club Revenue	648,815	709,201	60,386	109.3%	679,000
Other Revenue	108,950	99,027	(9,923)	90.9%	103,343
Total Revenues	3,323,760	3,397,195	73,435	102.2%	3,545,273
Expenses					
Administrative Expenses					
Administration Contract CMD*	943,673	943,673	0	100.0%	1,125,559
River Parcel Management	28,560	37,730	(9,170)	132.1%	36,337
DRB Expenses	67,430	56,481	10,949	83.8%	50,120
Other Operating Expenses	253,055	308,648	(55,593)	122.0%	331,165
Trash and Recycle Program	154,964	149,225	5,739	96.3%	163,700
Vail Gondola Club	634,446	642,774	(8,328)	101.3%	677,963
Community Assets	1,088,356	1,035,547	52,809	95.1%	1,108,896
Communications	247,168	176,924	70,244	71.6%	261,993
Total Administrative Expenses	3,417,652	3,351,003	66,649	98.0%	3,755,733
Post Office Revenue	39,356	52,266	(12,910)	132.8%	50,419
Post Office Expenses	36,882	56,122	(19,240)	152.2%	57,616
Net Post Office Revenue (Expense)	2,474	(3,856)	6,330	-155.9%	(7,197)
Total Expenditures	3,415,178	3,354,859	60,319	98.2%	3,762,930
Revenue Over (Under) Expenditures	(91,418)	42,336	133,754	2	(217,657)
Transfer From (To) the Capital & Debt Service Reserve	91,418	(42,336)			217,657
Ending Fund Balance	0	0			0

*2018 Budgeted amount lower due to one time adjustment

Cordillera Property Owners Association
Debt Service & Capital Reserve Fund
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenue					
Real Estate Transfer Assessments	1,350,000	1,382,521	32,521	102.4%	1,350,000
Interest Income - Replacement Fund		1,264	1,264		
Total Revenues	1,350,000	1,383,785	33,785	102.5%	1,350,000
Expenses					
Healthy Forest Program	127,000	139,300	(12,300)	109.7%	134,450
Health Forest Contra - Owner Reimb	-	(7,417)	7,417		
Engineering	-	0	0		8,000
Post Office / Cafe Remodel - Capex	15,784	1,100	14,684		30,000
Post Office - Trash Bin Enclosure	14,421	14,431	(10)	100.1%	
Ice Rink - Capex		11,453	(11,453)		
Post Office Parcel Lockers			0		10,000
Post Office Interior Paint			0		10,500
Post Office Lighting			0		3,500
Post Office Floors			0		12,500
Post Office Patio Concrete & Steps			0		5,000
Post Office Exterior Tables & Chairs			0		12,000
Security System Improvements			0		30,000
ACC Projects	116,382	81,886	34,496	70.4%	
Trailhead Projects	271,210	255,092	16,118	94.1%	
Short Course Projects	350,000	286,440	63,560	81.8%	
Total Capital Projects	894,797	782,284	112,513	87.4%	255,950
Debt Service	400,000	400,000	0	100.0%	400,000
Transfer to/(from) CPOA	91,418	(42,336)			217,657
Total Expenses	1,386,215	1,139,948	246,267	82.2%	873,607
Revenue Over (Under) expenses	(36,215)	243,837	280,052	-673.3%	476,393
Beginning Available Fund Balance	4,134,174	4,134,174			0
Ending Available Fund Balance	4,097,959	4,378,011			0

Cordillera Property Owners Association
Gondola Club
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Varjance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Membership Revenue	30,000	71,500	41,500	238.3%	40,000
Membership Dues	595,795	618,726	22,931	103.8%	625,200
Locker Rental Revenue	13,020	8,115	(4,905)	62.3%	11,800
Seasonal Lease Revenue	10,000	2,000	(8,000)	20.0%	2,000
Misc Income	-	870	870		
Member Services Revenue	-	7,990	7,990		
Total Revenues	648,815	709,201	60,386	109.3%	679,000
Expenses					
Vail Gondola Club Wages	116,422	118,577	(2,155)	101.9%	123,825
Vail Gondola Club Benefits	28,012	22,266	5,746	79.5%	30,479
Wages & Benefits	144,434	140,843	3,591	97.5%	154,304
Lease	308,475	311,549	(3,074)	101.0%	317,718
Lease	308,475	311,549	3,074	101.0%	317,718
Common Area Maintenance	65,111	71,404	(6,293)	109.7%	83,509
Repair & Maintenance	13,460	11,863	1,597	88.1%	14,075
CAM & Repair & Maint.	78,571	83,267	(4,696)	106.0%	97,584
Depreciation		0	0		-
Member Entertainment	4,500	1,848	2,652	41.1%	4,000
Daily F&B	60,919	63,795	(2,876)	104.7%	66,750
Member Expenses	65,419	65,644	(225)	100.3%	70,750
Vail Gondola Club Marketing/Promo	6,300	1,696	4,604	26.9%	3,500
Dues & Subscriptions	250	104	146	41.6%	350
Flowers & Decorations	300	0	300	0.0%	300
License, Fees & Permits	325	362	(37)	111.4%	325
Legal	2,500	0	2,500	0.0%	6,000
Insurance	1,400	0	1,400	0.0%	1,400
Telephone, Cable & Internet	4,440	3,337	1,103	75.2%	4,440
Supplies	10,175	12,687	(2,512)	124.7%	9,975
Mileage & Parking	10,607	4,617	5,990	43.5%	10,182
Uniforms	1,250	1,846	(596)	147.7%	1,135
Other Operating Expense	37,547	24,648	12,899	65.6%	37,607
Total Operating Expenses	634,446	625,950	8,496	98.7%	677,963

Cordillera Property Owners Association
Gondola Club
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Varjance Favorable (Unfavorable)	Actual % Received or Spent	
Capital Expenses					
Paint VGC		0	0		
Fixtures & Furniture		16,824	(16,824)		
Total Capital Expenses	0	16,824	(16,824)	0	0
Total Expenses	634,446	642,774	(8,328)	101.3%	677,963
Revenue Over (Under) Expenditures	14,369	66,427	52,058	462.3%	1,037

Cordillera Property Owners Association
Athletic Center
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Class Revenue	0	175	175	0.0%	
Personal Training Revenue	1,750	11,319	9,569	646.8%	11,600
Total Revenues	1,750	11,494	9,744	656.8%	11,600
Expenditures					
Wages	130,407	93,915	36,492	72.0%	122,719
OT Wages	5,000	1,725	3,275	34.5%	5,000
Benefits	24,561	16,877	7,684	68.7%	25,920
Wages & Benefits	159,968	112,517	47,451	70.3%	153,639
Telephone, Cable & Internet	10,464	13,194	(2,730)	126.1%	10,776
Licenses, Fees & Permits	0	654	(654)	100.0%	1,840
Laundry Expense	27,060	30,801	(3,741)	113.8%	33,456
Linen	4,684	4,127	557	88.1%	3,560
Locker Room Supplies	8,400	7,140	1,260	85.0%	8,400
Office Supplies	1,400	2,251	(851)	160.8%	1,000
Uniforms	630	568	63	90.1%	670
Pool & Spa Supplies	5,039	6,530	(1,491)	129.6%	5,787
Coffee & Snacks	7,500	6,771	729	90.3%	9,450
Trash Removal	1,680	1,100	580	65.5%	1,590
Operating Expenses	66,857	73,136	(6,279)	109.4%	76,529
Equipment Maintenance	2,390	1,752	638	73.3%	2,390
Landscaping	14,389	14,416	(27)	100.2%	15,271
Elevator Maintenance	3,450	2,902	548	84.1%	3,610
Parking Lot Maintenance	740	690	50	93.2%	795
Facilities R&M	12,455	29,939	(17,484)	240.4%	18,626
Facility Parts & Supplies	5,941	8,976	(3,035)	151.1%	4,150
Pool & Spa R&M	3,802	3,426	376	90.1%	4,345
Repair & Maintenance Expense	43,167	62,101	(18,934)	143.9%	49,187
Fitness Supplies	6,275	6,379	(104)	101.7%	6,985
Fitness Instructions	6,000	4,481	1,519	74.7%	6,300
Fitness Expenses	12,275	10,859	1,416	88.5%	13,285
Electricity	24,648	28,383	(3,735)	115.2%	24,780
Natural Gas	25,260	20,017	5,243	79.2%	22,020
Water	8,772	5,312	3,460	60.6%	8,700
Utilities	58,680	53,712	4,968	91.5%	55,500
Total Operating Expenses	340,947	312,325	28,622	91.6%	348,140
Net Operating Revenue (Expense)	(339,197)	(300,831)	38,366	88.7%	(336,540)

Cordillera Property Owners Association
Athletic Center
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Capital Expenses					
Pool Furniture	17,900	22,417	(4,517)	125.2%	
Tennis Court Repair / Windscreen	13,800	16,000	(2,200)	115.9%	8,000
Common Area Flooring	16,500	13,730	2,770	83.2%	
Trash Bin Enclosure	8,210	8,267	(57)	100.7%	
Locker Room Keyless Locks	26,200	19,143	7,057	73.1%	
Trim Work / Reception Remodel	15,772	2,328	13,444	14.8%	
Pool Deck Resurface / repair	18,000	0	18,000	0.0%	
Hot Water Holding Tanks					10,000
Total Capital Expenses	116,382	81,886	34,496	70.4%	18,000
Total Expenditures	457,329	394,211	63,118	86.2%	366,140
Revenue Over (Under) Expenditures	(455,579)	(382,717)	72,862	84.0%	(354,540)

Cordillera Property Owners Association
Trailhead
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Cordillera Day Camp Revenue	87,395	117,475	30,080	134.4%	115,005
Facility Fees	1,650	500	(1,150)	30.3%	1,325
Trailhead Rental		0	0		
Donation for Equipment		0	0		
Vending Revenue		888	888		
Total Revenues	89,045	118,863	29,818	133.5%	116,330
Expenses					
Wages	84,372	76,075	8,297	90.2%	90,424
OT Wages	5,000	1,908	3,092	38.2%	5,000
Benefits	16,837	12,097	4,741	71.8%	21,032
Wages & Benefits	106,209	90,079	16,130	84.8%	116,456
Telephone, Cable & Internet	4,835	4,313	522	89.2%	4,380
Licenses, Fees & Permits	4,370	5,916	(1,546)	135.4%	5,779
Laundry Expense	13,500	13,838	(338)	102.5%	14,400
Locker Rooms Supplies	1,750	1,323	427	75.6%	1,750
Linen	2,975	2,222	753	74.7%	1,750
Office Supplies	5,025	3,097	1,928	61.6%	750
Uniforms	1,320	1,242	78	94.1%	1,050
Pool & Spa Supplies	5,536	3,973	1,563	71.8%	1,200
Landscaping	19,491	19,960	(469)	102.4%	6,138
Vending Supplies	0	712	(712)		19,958
Operating Expenses	58,802	56,598	2,204	96.3%	57,155
Parking Lot Maintenance	1,065	970	95	91.1%	1,070
Facilities R&M	9,633	7,890	1,743	81.9%	13,247
Facility Parts & Supplies	2,052	2,942	(890)	143.4%	2,768
Pool & Spa R&M	5,228	3,557	1,671	68.0%	5,909
Repair & Maintenance Expense	17,978	15,360	2,618	85.4%	22,994
Electricity	8,196	8,945	(749)	109.1%	9,024
Natural Gas	11,964	9,734	2,230	81.4%	10,032
Trash Removal	190	0	190	0.0%	0
Water	9,456	8,473	983	89.6%	9,840
Utilities	29,806	27,152	2,654	91.1%	28,896
Background Checks	543	236	308	43.4%	537
Training & Education	1,950	1,837	113	94.2%	2,275
Day Camp - License	134	134	0	100.0%	134
Advertising	2,900	2,894	6	99.8%	2,975
Inspection Fees	60	60	0	100.0%	60
Camp Games, Supplies, and Snacks	4,430	4,133	297	93.3%	4,500
Day Camp Clinics	10,004	12,817	(2,813)	128.1%	12,932
Camp Transportation	6,600	6,837	(237)	103.6%	10,643
Subtotal Camp Expenses	26,621	28,948	(2,327)	108.7%	34,056
Total Operating Expenses	239,416	218,137	21,279	91.1%	259,557
Net Operating Revenue (Expense)	(150,371)	(99,274)	51,097	66.0%	(143,227)

Cordillera Property Owners Association
Trailhead
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Capital Expenses					
Roof Replacement - 2017 Capex		0	0		
Pool Remodel - 2017/2018 Capex	163,000	139,966	23,034	85.9%	
Locker Room Tile - 2017 Capex		0	0		
Trash Bin Enclosure	8,210	8,149	61	99.3%	
Roof Replacement - 2018 Capex	100,000	106,978	(6,978)	107.0%	
Furniture - 2018 Capex		0			
Trailhead Remodel (Phase I)	145,000				856,000
Total Capital Expenses	416,210	255,092	161,118	61.3%	856,000
Total Expenditures	655,626	473,229	182,397	72.2%	1,115,557
Revenue Over (Under) Expenditures	(566,581)	(354,366)	212,215	62.5%	(999,227)

Cordillera Property Owners Association
Short Course
Statement of Revenues, Expenses and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs. Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Expense Reimbursement	0	0	0		
Sale of Equipment					
Short Course Revenue - Troon	50,000	50,000	0	100.0%	50,000
Total Revenues	50,000	50,000	0	100.0%	50,000
Expenditures					
Short Course Contract	400,000	400,000	0	100.0%	400,000
Property Taxes	2,095	2,342	(247)	111.8%	2,350
Fire Protection	1,054	0	1,054	0.0%	
Facilities R&M	0	0	0		0
Repair & Maintenance Expense	0	0	0		0
Telephone, Cable & Internet	0	0	0		0
Natural Gas	0	0	0		0
Electric - Comfort Station	0	0	0		0
Electric - Pump Station	0	0	0		0
Electricity	0	0	0		0
Telephone & Utilities	0	0	0		0
Irrigation Water	33,360	33,591	(231)	100.7%	34,250
			0		
Total Operating Expenses	436,509	435,933	(478)	99.9%	436,600
Net Operating Revenue (Expense)	(386,509)	(385,933)	576	99.9%	(386,600)
Capital Expenses					
Short Course Trailer - 2017 Capex		0	0		
Maintenance Bldg Paint - 2017 Capex		0	0		
Water Feature / Irrigation Pond	350,000	286,440	0	81.8%	
		0	0		
		0	0		
		0	0		
Total Capital Expenses	350,000	286,440			0
Total Expenditures	786,509	722,373	576	91.8%	436,600
Revenue Over (Under) Expenditures	(736,509)	(672,373)	576	91.3%	(386,600)

Traffic Calming Assessment Update

for

Cordillera Metro District Eagle County, Colorado



October 15, 2018

PREPARED FOR:

Cordillera Metro District

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Cordillera, CO 81632

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Project Number: M1372



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Project Background:

The Cordillera Metro District has observed a relatively high frequency of speeding vehicles on several roads within Cordillera. The District began implementing traffic calming methods in 2016, which has resulted in successful mitigation on several roadways. The District would like to continue the traffic calming program to address additional locations of high speeds or safety concerns within Cordillera.

McDowell Engineering has performed a traffic calming assessment utilizing available accident, speed, and roadway data. This assessment incorporates the existing conditions, traffic volumes, speed studies, crash data, and sight distance characteristics into an analysis of traffic calming alternatives.

Previous Year 2016 – 2018 Mitigation:

McDowell worked with the Metro District to implement several traffic calming and safety improvements over the past few years. These have included:



Sight Distance Improvements: The District trimmed vegetation and pulled back landscaping at most of the locations that were identified as sight distance concerns in McDowell's previous traffic calming assessment¹. The District also pulled back some of the rock and vegetation at the intersection of Squaw Creek Road and Cordillera Way. The result has been safer intersections with better visibility for side street traffic.



White Edgeline Striping: Cordillera has added white edgeline stripes on Fenno Way between Squaw Creek Road and Clubhouse Drive. In doing so, the lane widths were narrowed to 10' lanes. The feel of the road is much more constrained, resulting in lower observed speeds and fewer observations of aggressive drivers.



Temporary Roundabout: In the Summer of 2017, Cordillera implemented a pilot project of installing a temporary roundabout at the intersection of Fenno Way and Clubhouse Drive. While the roundabout did have the impact of slowing most drivers, the constraint of remaining within the existing roadway footprint did not allow for adequate deflection for uphill Fenno Drive. The roundabout was removed before Winter 2017.





Speed Bumps: McDowell Engineering worked with Cordillera to identify appropriate locations for the installation of speed bumps. A speed bump directly north of the Fenno Drive and Clubhouse Drive intersection has been particularly effective in slowing down vehicles in the area of this intersection. In addition, the existing speed bumps near The Trailhead and on Cordillera Way, east of Andorra, have also been effective at slowing traffic.



Supplemental Signing and Striping: In Year 2018, Cordillera experimented with supplemental signing and striping on the roadways. In several locations a small Cordillera “Bird/Eagle” logo was stenciled on the pavement to bring awareness to a pedestrian crossing. The logo is small and difficult for drivers to identify. In other locations the speed limit or ‘slow down’ were stenciled on the roadway. These are also small in size. A larger stencil is recommended for future implementation.

Residents have commented that these measures were effective in gaining their attention. Further extension of this program is discussed below.



Radar Speed Signs: Cordillera has had a continued radar speed sign program from Year 2014. The current units display the vehicle’s speed for the driver as well as collects speed and volume data for analysis purposes.

As recommended, Cordillera has been moving two radar speed units throughout the District. These signs have the most effectiveness when they are relocated on a regular basis. Permanent radar signs become ‘known’ to drivers and lose effectiveness over time.



Education: The Cordillera Metro District has been proactive in sending out updates and reminders in the *Cordillera Connection* newsletter and *Next Week in Cordillera* email outreach. They have also been reaching out directly to residents that have been observed traveling in an unsafe manner within the District.

Traffic Data Collection:

McDowell reviewed the Metro District’s available Year 2018 speed and volume data from their radar speed sign locations on Fenno Drive and Cordillera Way. The radar machine logs a data point approximately every 0.5 seconds when a vehicle is within its range. The radar machine processes this data into a useable format including the speed histograms. McDowell reviewed the system’s raw data logs. Based upon our review, it was determined that data points above 60-70mph were likely errant and

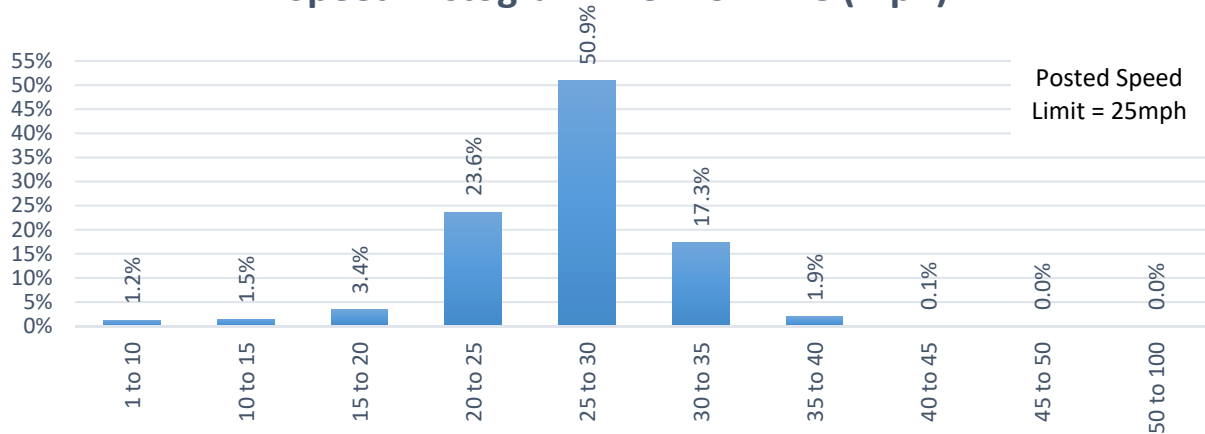
therefore were not actual speed incidents. Data points observed above the 65mph were filtered out with the system's computer software.

The posted speed limit on Fenno Drive is 25mph. For Fenno Drive, 29.7% of the speeds are at 25mph or less from the data collected between May 24, 2018 and September 4, 2018. Approximately 50.9% of traffic is traveling up to five miles per hour greater than the posted speed limit. The 85th percentile speed is 32mph. The Year 2015 previously recorded 85th percentile speeds were 30 to 38mph at multiple counting locations along Fenno Drive.

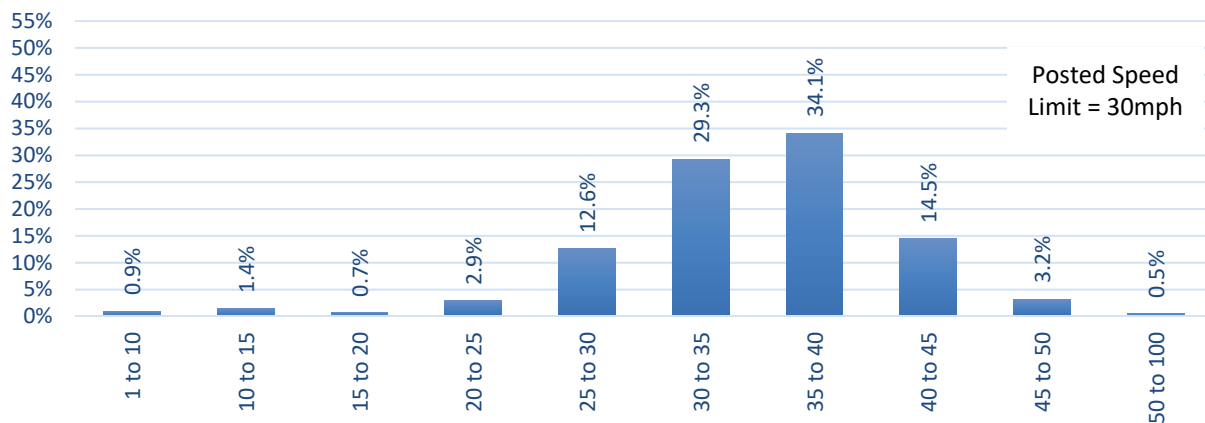
The posted speed limit on Cordillera Way is 30mph. For Cordillera Way, 18.5% of the speeds are at 30mph or less from the data collected between May 24, 2018 and September 4, 2018. Approximately 29.3% of traffic is traveling up to five miles per hour greater than the posted speed limit. Thirty-four percent of traffic is travelling five to ten miles per hour above the posted speed limit. The 85th percentile speed is 42mph. The Year 2015 previously recorded 85th percentile speeds were also 42mph above the Divide Gate House. Observed speeds have not substantially changed at this location.

The speed histogram shows the speeds broken down into 5mph bins from 10mph to 50mph.

Speed Histogram - Fenno Drive (mph)



Speed Histogram - Cordillera Way (mph)



Field Observation:

McDowell Engineering did an extensive field observation with Cordillera's operations staff on September 26, 2018. We identified areas of concern, performed spot radar on key stretches of roadway, and observed the effectiveness of previous treatments. Based upon the available traffic data, discussions with staff, and our observations; traffic calming mitigation strategies were identified for the next phase of implementation.

Traffic Calming Countermeasures Analysis:

There are three basic methods for slowing down (calming) traffic on roadways. The most effective traffic calming plans entail all three components.

1. Education (Public outreach, campaigns, etc.)
2. Enforcement (Police presence, ticketing)
3. Engineering (Traffic calming, alternative roadway designs, etc.)

Education: Cordillera has been proactive in the education component of the plan. They should continue this outreach moving forward.

Enforcement: The Eagle County Sheriff's Office will not enforce speeding on private roadways. They can only respond to calls involving reckless driving, dui's, etc. The Cordillera Metro District has limited enforcement powers on the roadways. Without enforcement abilities, the Metro District can only ask people to slow down. This may work with some people, but not likely with the worst offenders.

Engineering: The most impactful change is likely to occur by implementing engineering solutions. The Cordillera Metro District directed McDowell Engineering to identify straightforward solutions that would increase driver awareness and reduce aggressive driving on their internal roadway system. Many of the following traffic calming countermeasures are solutions that can be easily implemented. Refer to the enclosed *Traffic Calming Improvement Recommendations* maps.



Sight Distance: Sight distance improvements are a simple, yet very effective, method of improving safety at intersections. Maintaining landscaping to provide adequate sight distance yields a safer egress for side streets onto the major roadway.

Sight distance improvements are recommended at the following locations:

- a. Fenno Drive and Cimmaron
- b. Cordillera Way and Andorra Road
- c. Kensington Green





Guardrail: There are two locations that have been identified by Cordillera staff for new or repaired guardrail. This safety improvement will not only protect the vehicles traveling along the roadway but can cause the roadway to feel narrower to the driver, resulting in slower driving speeds.

Staff has identified the following location for guardrail installation/repair:

- a. Fenno Drive, west of The Trailhead
- b. Fenno Drive between Squaw Creek Road and the Ranch Gate House



Speed Bumps/Tables: The Cordillera Metro District Board directed the installation of several speed bumps in 2018. The speed bumps are temporary installations during the summer months. During the snow season, the appurtenances are removed to avoid maintenance and icing concerns for snow plows and drivers. The 2018 speed bumps showed marked success in reducing speeds at their installation locations.

Speed bumps with abrupt vertical deflection are typically used at lower speed locations. Speed bumps with a raised table between the vertical deflections (speed tables) are typically used at pedestrian crossing locations or on higher speed roadways. It is important to identify proper installation locations that are not on significant horizontal curves/steep grades and receive adequate sunlight to melt frost and snow. The Cordillera Metro District strictly uses these devices in the warmer months. Therefore, an installation location with good visibility for the driver is more important than the frost and snow concern.

Four new locations were identified for the installation of speed bumps with raised tables.

- a. Fenno Drive between Bluegrass Court and Fairway Lane
- b. Fenno Drive between Timber Trail and Stag Gulch Road, at the current location of the new speed radar sign
- c. Fenno Drive at the Entrance to The Summit
- d. Cordillera Way between Granada Glen Road and Granada Hill Road

Striping: Additional striping is an excellent and cost-effective means to creating driver awareness. To date, Cordillera has implemented two striping methods – white edgeline striping and stencils.



The white edgeline striping and narrowed lanes that were implemented to date have changed driver behavior. Field speed observations were lower than the Year 2015 previous speed data.

A continuation of this program is recommended at the following locations:

- a. Fenno Drive between Bluegrass Court and Fairway Lane
- b. Fenno Drive between Timber Trail and Stag Gulch Road
- c. Fenno Drive at the Entrance to The Summit

In Year 2018, the District painted stencils on the roadway in several locations. It should be noted that the current stencils are under-sized for this application. Future stencils should be increased in size to 8' x 8' or a 6' x 6' minimum.



The District has decided to apply the Cordillera 'Bird/Eagle' logo at locations of pedestrian and golf cart crossings to bring driver awareness to the crossings. This is not a standard application for crossings. However, the current 'Bird/Eagle' logos were observed to draw awareness to the crossings as intended. With this proposed designation, this 'Bird/Eagle' logo should be consistently placed at similar crossing locations and not placed randomly at locations without crossings. Cordillera 'Bird/Eagle' stencils would be appropriate at the pedestrian and golf cart crossings. The logo stencil could also be used at raised speed table crossings.



'Slow Down' or applicable speed limit stencils are appropriate at the following locations:

- a. Fenno Drive, East of Forest Trail
- b. Fenno Drive, Between Forest Trail and Cimmaron
- c. Fenno Drive, West of Cimmaron
- d. Club Cottage Drive
- e. Fenno Drive at the Entrance to the Summit
- f. Cordillera Way, East of the Divide Gate House
- g. Kensington Drive
- h. Eagles Glen Road



Signage: Supplementary curve warning signage (MUTCD W13-1p or W13-5) would be appropriate to install under curve warning signage. This advanced signage would warn drivers an appropriate travel speed through the curve.

Appropriate locations for these supplementary placards are:

- a. Summit Trail, Curves Near the Fire Station and Golf Maintenance Facility (Map Location #27)
- b. Cordillera Way, East of the Divide Gate House (Map Location #38 and #39 = 10mph)



Multiuse Path: An extension of the current multiuse path on Fenno Drive from Cimmaron to Settler's Loop would provide connectivity for pedestrian and bicycle travel along Fenno Drive. The widened shoulder also accommodates golf cart traffic. With the widening, the current narrow lane widths on Fenno Drive should be maintained.





Radar Speed Signs and License Plate Recognition Systems: Cordillera should continue to move their current radar speed signs around the District in areas of high-speed concerns. As previously mentioned, radar speed signs become 'known' and lose effectiveness over time. Therefore, relocating the signs every few months or season is appropriate.

The Cordillera Metro District is also considering the installation of portable solar speed radar trailers that incorporate license plate recognition. The applicability of the license plate recognition system should be discussed thoroughly with the Eagle County Sheriff's Office, Cordillera Metro District, and the Metro District's security team to understand how this technology can be used for enforcement. Due to Eagle County's restricted enforcement policy on private roadways, the Sheriff's Office cannot issue speed citations unless it involves reckless driving, dui's, etc. However, there may be other security benefits for the Cordillera community and Sheriff's Office in obtaining real-time license plate data.

Per a conversation with All Traffic Solutions, the vendor, these units are equipped with mobile phone technology that has internet connectivity. This allows each radar trailer to connect with the vendor's cloud-hosted software (TraffiCloud) system. This technology would allow Cordillera to access real-time parameters via internet, as well as remotely administer the radar trailers.

Additionally, the license plate recognition camera system can also connect via internet to the Genetech Security Center's (GSC) license plate database system. The GSC system can link to the NCIC federal law enforcement database. This will require coordination with the Eagle County Sheriff's Office, as the NCIC database is exclusive only to law enforcement agencies.

Cordillera's security personnel can upload a list of approved and unapproved license plates to the GSC system. The GSC system can be configured to provide real-time notification for these license plates. License plate information for all vehicles passing the radar speed sign is logged into the system.

The unit is powered by deep-cycle batteries with a solar recharge system. Due to Cordillera's extreme climate, the unit has an enlarged solar panel and the maximum number of batteries. Care should be taken to make sure that the units are placed in an area that will have direct sunlight. Additionally, there is an option to put the unit into a 'sleep' mode during low volume periods to maximize power management.

In addition to the purchase price, there are ongoing maintenance and cloud-hosting costs. All Traffic Solutions' quote included two years of cloud-hosting of the TraffiCloud and GSC systems. After the initial two years, the TraffiCloud system is \$1,500 per year per unit. This also includes a hardware warranty from the manufacturer. The GSC system is \$7,900 per two years per unit.



Neither cloud system is required to run this system, as the radar signs can be configured with direct-to-trailer Bluetooth technology or USB cable. However, there are many useful features within each cloud system that are worth evaluating.



Squaw Creek Road: In recent years, Eagle County performed a speed study on Squaw Creek Road. The results showed that the 85th Percentile speed on Squaw Creek Road was approximately 40mph. As such, Eagle County raised the speed limit on Squaw Creek Road from 35mph to 40mph. It is unclear if the County's assessment also included an analysis of Squaw Creek Road's current geometry and a determination of whether the roadway was designed to accommodate the posted 40mph speed limit. The District may want to continue these conversations with Eagle County's Engineering Department.

Future Project Recommendations:

Cordillera Traffic Calming Improvement Recommendations maps detailing the above-mentioned traffic calming countermeasures are enclosed.

- *Sheet 1 of 3 - The Ranch*
- *Sheet 2 of 3 - The Summit*
- *Sheet 3 of 3 - The Divide*

Please call if you would like any additional information or have any questions regarding the recommendations.

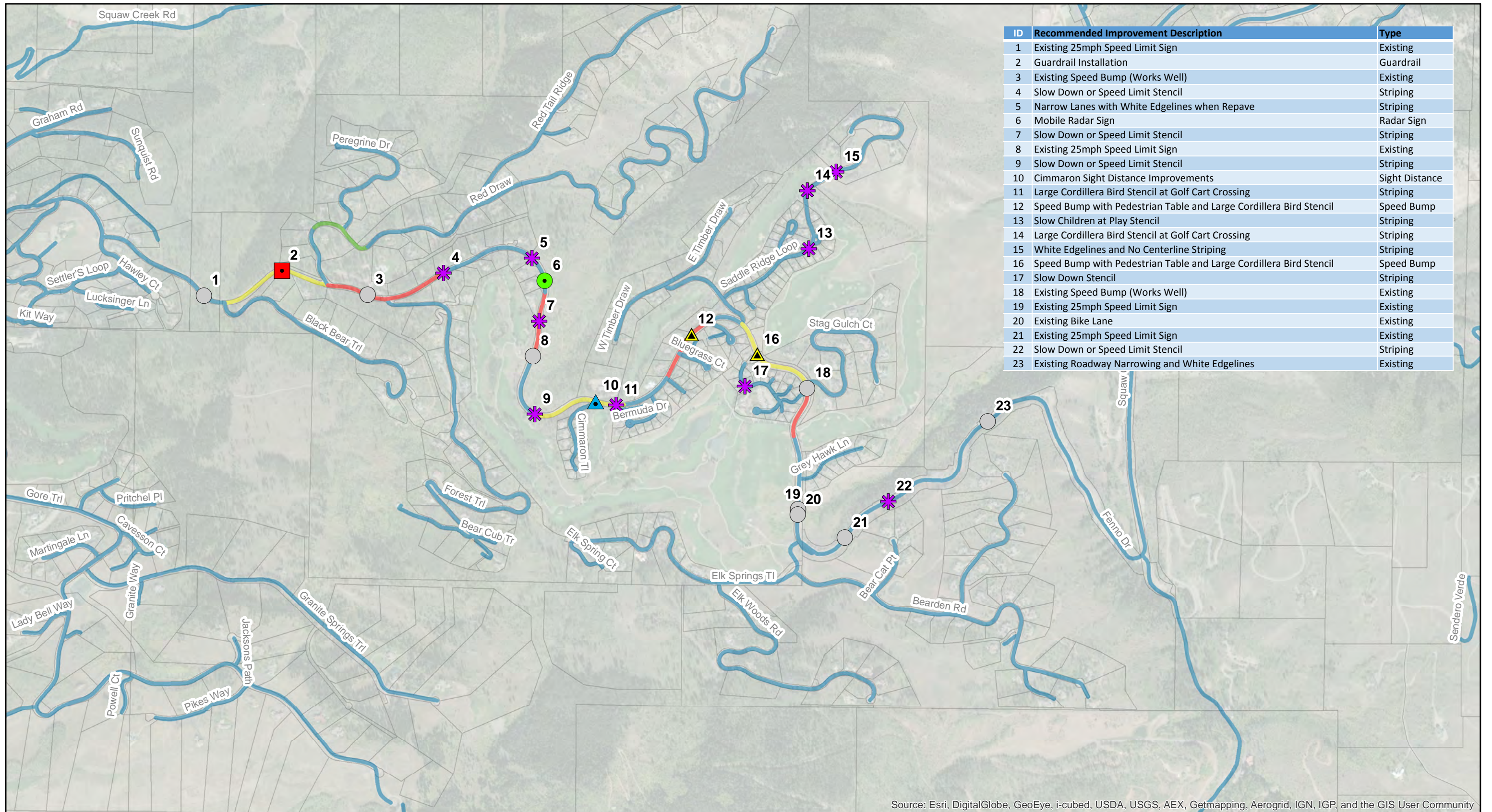
Sincerely,
McDowell Engineering, LLC

A handwritten signature in black ink that reads "Kari J. McDowell Schroeder".

Kari J. McDowell Schroeder, PE, PTOE
Traffic Engineer

Ref: ¹*Traffic Calming Assessment for Cordillera Metro District*. McDowell Engineering, May 5, 2016.

Enc: *Cordillera Traffic Calming Improvement Recommendations*

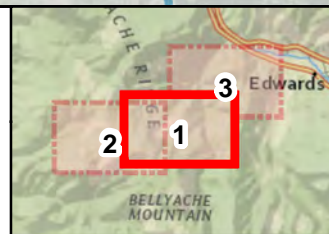


ID	Recommended Improvement Description	Type
1	Existing 25mph Speed Limit Sign	Existing
2	Guardrail Installation	Guardrail
3	Existing Speed Bump (Works Well)	Existing
4	Slow Down or Speed Limit Stencil	Striping
5	Narrow Lanes with White Edgelines when Repave	Striping
6	Mobile Radar Sign	Radar Sign
7	Slow Down or Speed Limit Stencil	Striping
8	Existing 25mph Speed Limit Sign	Existing
9	Slow Down or Speed Limit Stencil	Striping
10	Cimmaron Sight Distance Improvements	Sight Distance
11	Large Cordillera Bird Stencil at Golf Cart Crossing	Striping
12	Speed Bump with Pedestrian Table and Large Cordillera Bird Stencil	Speed Bump
13	Slow Children at Play Stencil	Striping
14	Large Cordillera Bird Stencil at Golf Cart Crossing	Striping
15	White Edgelines and No Centerline Striping	Striping
16	Speed Bump with Pedestrian Table and Large Cordillera Bird Stencil	Speed Bump
17	Slow Down Stencil	Striping
18	Existing Speed Bump (Works Well)	Existing
19	Existing 25mph Speed Limit Sign	Existing
20	Existing Bike Lane	Existing
21	Existing 25mph Speed Limit Sign	Existing
22	Slow Down or Speed Limit Stencil	Striping
23	Existing Roadway Narrowing and White Edgelines	Existing

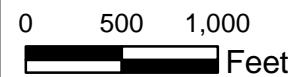
Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

Cordillera Traffic Calming Improvement Recommendations

The Ranch - Sheet 1 of 3



Map Key



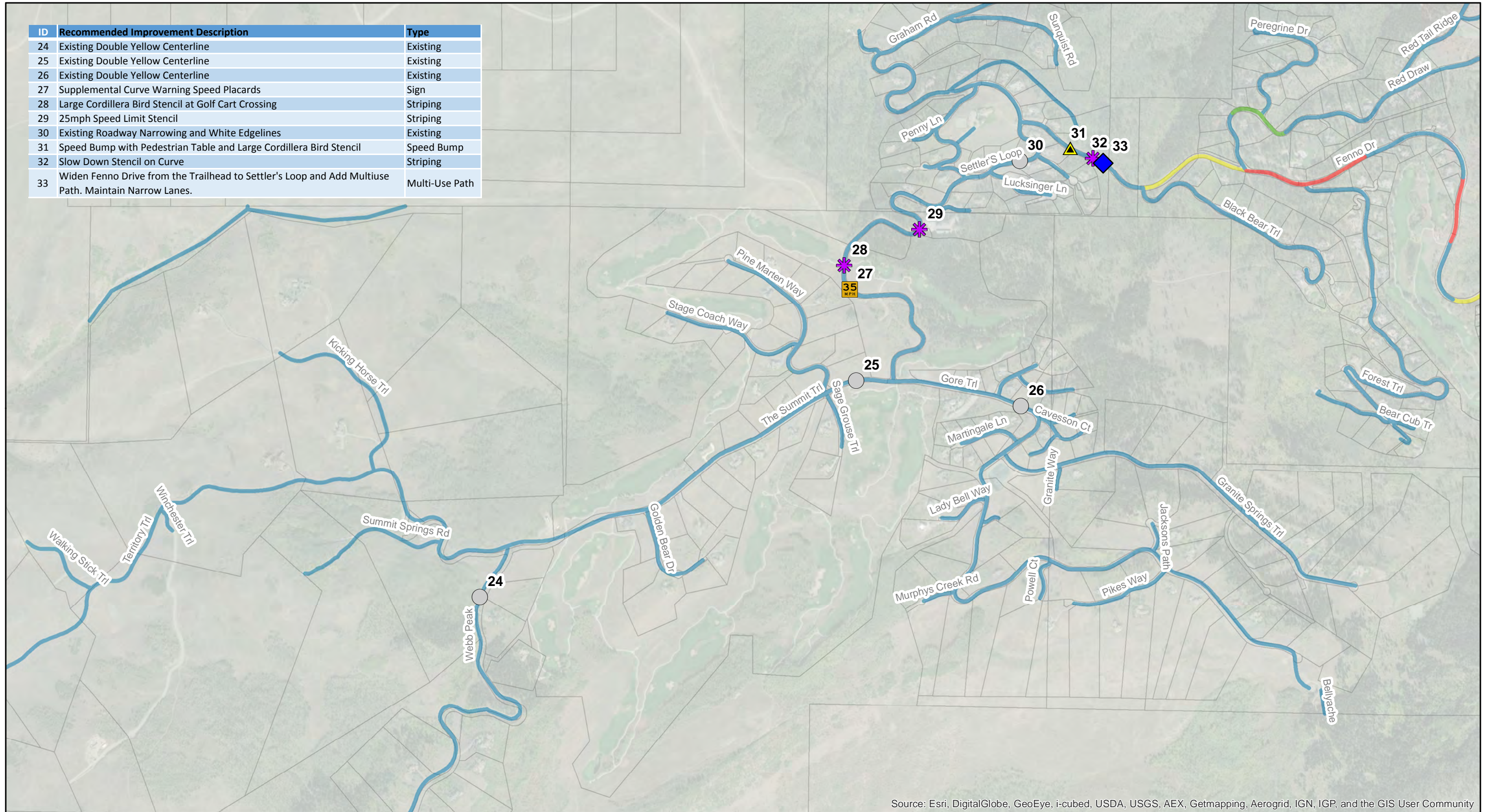
- Existing
- Guardrail
- Radar Sign
- ▲ Sight Distance
- 35 MPH Sign
- ▲ Speed Bump
- ✱ Striping
- ◆ Multi-Use Path
- ~ No Speed Data Moderate
- ~ Speeds (2015)
- ~ High Speeds (2015)
- ~ Excessive Speeds (2015)

Project: M1372
By: GWS
Revision:

October 15, 2018



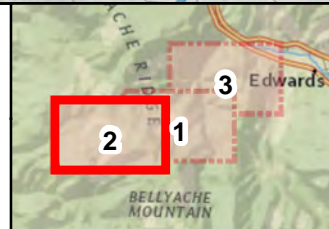
ID	Recommended Improvement Description	Type
24	Existing Double Yellow Centerline	Existing
25	Existing Double Yellow Centerline	Existing
26	Existing Double Yellow Centerline	Existing
27	Supplemental Curve Warning Speed Placards	Sign
28	Large Cordillera Bird Stencil at Golf Cart Crossing	Striping
29	25mph Speed Limit Stencil	Striping
30	Existing Roadway Narrowing and White Edgelines	Existing
31	Speed Bump with Pedestrian Table and Large Cordillera Bird Stencil	Speed Bump
32	Slow Down Stencil on Curve	Striping
33	Widen Fenno Drive from the Trailhead to Settler's Loop and Add Multiuse Path. Maintain Narrow Lanes.	Multi-Use Path



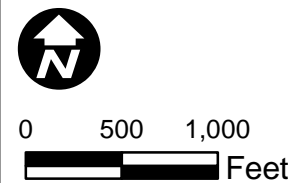
Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

Cordillera Traffic Calming Improvement Recommendations

The Summit - Sheet 2 of 3



Map Key



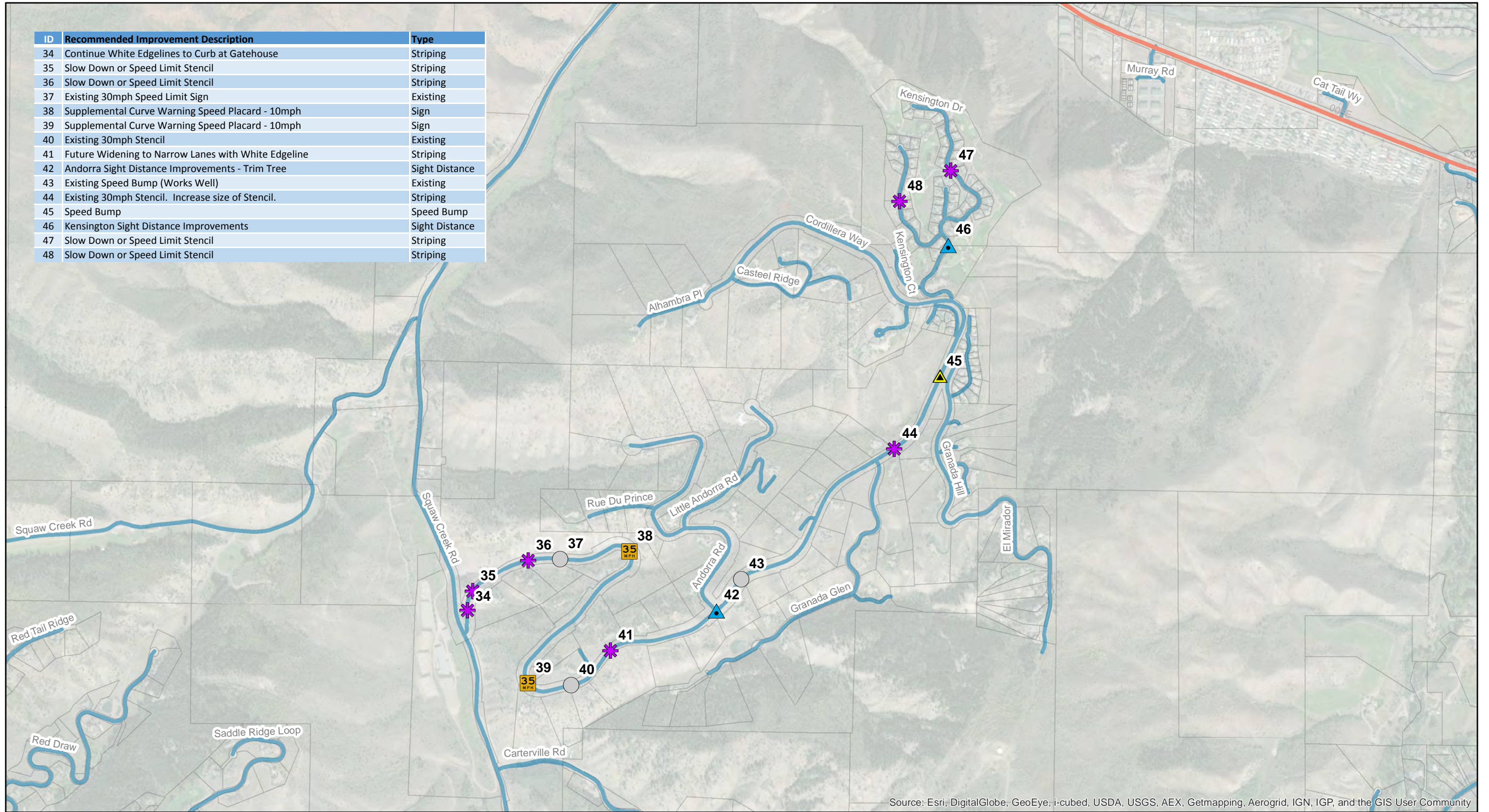
- Existing
- Guardrail
- Radar Sign
- ▲ Sight Distance
- 35 MPH Sign
- ▲ Speed Bump
- ✱ Striping
- ◆ Multi-Use Path
- No Speed Data Moderate
- Speeds (2015)
- High Speeds (2015)
- Excessive Speeds (2015)

Project: M1372
By: GWS
Revision:

October 15, 2018



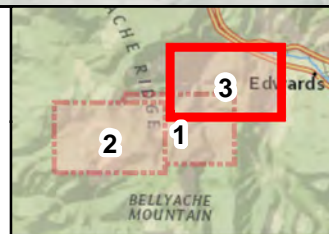
ID	Recommended Improvement Description	Type
34	Continue White Edgelines to Curb at Gatehouse	Striping
35	Slow Down or Speed Limit Stencil	Striping
36	Slow Down or Speed Limit Stencil	Striping
37	Existing 30mph Speed Limit Sign	Existing
38	Supplemental Curve Warning Speed Placard - 10mph	Sign
39	Supplemental Curve Warning Speed Placard - 10mph	Sign
40	Existing 30mph Stencil	Existing
41	Future Widening to Narrow Lanes with White Edgeline	Striping
42	Andorra Sight Distance Improvements - Trim Tree	Sight Distance
43	Existing Speed Bump (Works Well)	Existing
44	Existing 30mph Stencil. Increase size of Stencil.	Striping
45	Speed Bump	Speed Bump
46	Kensington Sight Distance Improvements	Sight Distance
47	Slow Down or Speed Limit Stencil	Striping
48	Slow Down or Speed Limit Stencil	Striping



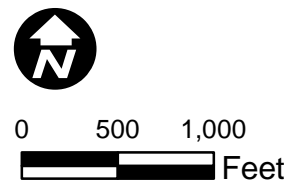
Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

Cordillera Traffic Calming Improvement Recommendations

The Divide - Sheet 3 of 3



Map Key



- Existing
- Guardrail
- Radar Sign
- ▲ Sight Distance
- 35 MPH Sign
- ▲ Speed Bump
- ✳ Striping
- ◆ Multi-Use Path
- ~ No Speed Data Moderate
- ~ Speeds (2015)
- ~ High Speeds (2015)
- ~ Excessive Speeds (2015)

Project: M1372
By: GWS
Revision:

October 15, 2018





Memorandum

Date: March 1, 2019
To: Mr. Trevor Broersma
Re: 2019 Road Program – Update

In 2016 Borne Consulting prepared a 20 year roadway capital plan (see attached summary) that shows what roads are scheduled to be overlaid over a 20 duration starting in 2017. The 20 year plan was developed based on a priority system that considered a pavement condition index rating, frequency of use and proximity to nearby paving projects.

The 2017 paving work included: Territory Trail (to first home), Fenno (from Squaw Creek to Ranch Gatehouse) while the 2018 paving work included: Fenno Drive (From Ranch Gate to Golf Maintenance) and Winchester Trail.

In 2019 the road paving work is scheduled to include: Kensington Drive, Kensington Court, Eagles Glen, Hawks Leap and Casteel Ridge.

2019 Cordillera Metro District Road Pre-Construction Schedule is as follows:

1. March 5 Field measurements of roads, patches, cracks, and Manhole locations.
2. March 22 Draft Plans and Contract Documents Prepared & Delivered to CMD
3. April 8 Notice and Advertisement in Vail Daily
4. April 8 Construction Plans, Bid Form and Estimate to CMD for Review
5. April 16 Bid Package, Plans, CD's available for Contractors
6. April 23 Pre Bid Meeting with Contractors
7. May 9 Bid Date
8. May 16 Notice of Award
9. May 20 Notice to Proceed
10. June 3 Construction Starts
11. June 25 Completion Date

CONTACT

fhoymt@borneconsulting.net
borneconsulting.net

PARKER

303.426.1731
PO Box 3890
Parker, CO 80134

EDWARDS

970.331.1936
PO Box 4206
Edwards, CO 81632

Cordillera Metropolitan District
Roadway Capital Repair Plan
Summary

Roads	Estimated Cost	Total Cost	Actual Audited Cost
2017			
Territory Trail (to first home), Kickinghorse Trail, Fenno Drive (from Squaw Creek to Ranch Gatehouse)	\$ 735,225.00		
2018			
Fenno Drive (From Ranch Gate to Golf Maint), Winchester Trail	\$ 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, Peregrin Drive	\$ 627,075.00		
2021			
Fenno Drive (From Golf Maint to Settlers Loop), Carterville Road	\$ 790,399.00	--	--
2022			
RedTail Ridge, Webb Peak, Golden Bear	\$ 905,884.00	--	--
2023			
Granite Springs Trail, Jackson's Path, Pikes Way, Powell Court, Saddle Ridge, Rodeo Drive,	\$ 807,895.00	--	--
2024			
Elk Springs Trail, Elk Springs Court, Elk Woods Road, Stag Gulch, Greyhawk	\$ 745,770.00	--	--
2025			
Pine Marten Way, Stagecoach Way, Sage Grouse Trail, Martingale, Lady Belle Way, Murphys Creek, Taylor Creek, Cavesson Court, Pommel Place, Cattle Place, Kimberwick Way, Pritchel Place	\$ 639,772.24	--	--
2026			
Cordillera Way (above Granada Hill Road), Alahambra, Timber Trail Lane, Timber Draw East, Timber Draw West, Granada Glen Road	\$ 884,418.34	--	--
2027			
Granada Hill Road, El Mirador, Alcazar Drive, Les Pyrenees, Andorra Road	\$ 779,058.78	--	--
2028			
Forest Trail	\$ 550,463.00	--	--
2029			
Graham Road, Settlers Loop	\$ 641,369.44	--	--
2030			
Hawley Court, Lucksinger Lane, Case Court, Penny Lane, Emma's Way, Norgaard Way, Sunquist Road, Kit Way, Cimmon Trail, Lil Andorra, Rue de Prince	\$ 661,612.50	--	--
2031			
Lower Cordillera Way	\$ 935,081.75	--	--
2032			
Lower Summit Trail, Black Bear Trail, Black Bear Court, Bermuda Drive, Bermuda Drive Spurs, Fairway Lane, Pencross Lane, Bluegrass Court	\$ 898,531.90	--	--
2033			
Bearden Road, Aspen Meadows Trail, Bear Cat Point, Clubhouse Drive, Club Cottage Drive	\$ 836,162.40	--	--
2034			
Gore Trail	\$ 632,153.00	--	--
2035			
Walking Stick, Granada Glen, Upper Summit Trail	\$ 735,225.00	--	--
2036			
Territory Trail (second half), Summit Springs Road	\$ 635,832.00	--	--
Grand Total	\$ 14,288,290.65	\$ -	\$ -

The scope of the road repair work generally includes full depth patching for significantly distressed pavement areas, adjustment of the utility structures to account for a new pavement overlay, and a 2" asphalt overlay over the existing paved roads. The cleaning and regrading of the road ditches is performed annually by the Cordillera Metropolitan District.



Memorandum

Date: March 1, 2019
To: Mr. Trevor Broersma
Re: 2019 Reserve Study – Update

Borne Consulting has been commissioned by the Cordillera Metro District to prepare a Reserve Study for the facilities maintained by the Cordillera Metro District (CMD) and a separate Reserve Study for the facilities maintained by the Cordillera Property Owners Association (CPOA). The purpose of these Reserve Studies is to evaluate the components for major repair, maintenance and replacement that are the responsibility of the CMD and CPOA.

This Study provides a limited-scope evaluation of the existing condition and remaining life of the components. The Study also includes estimated costs for the major repair, maintenance and/or replacement of the items to enable the CMD and CPOA to establish adequate reserve funds for the upkeep of the property. Major repair, maintenance and/or replacement items are defined as anything that costs over \$1,000.

The following facilities were reviewed and incorporated into the two Reserve Studies:

- | Cordillera Metro District | Cordillera Property Owners Association |
|-----------------------------------|---|
| 1. Equestrian Center | 1. Athletic Center/Sales Office |
| 2. Administration Building | 2. Trail Head Community Building |
| 3. Vehicle Maintenance Building | 3. Short Course: Maintenance Building,
Pump House, Comfort Station |
| 4. Bear Cat Stables, Guard Houses | 4. Post Office/Café Building |
| 5. Roads and Signs | |

As of March 1st, the Study is approximately 60% complete and a draft report is expected to be submitted by April 15, 2019.

CONTACT

fhoyst@borneconsulting.net
borneconsulting.net

PARKER

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PO Box 3890
Parker, CO 80134

EDWARDS

970.331.1936
PO Box 4206
Edwards, CO 81632

**CORDILLERA METROPOLITAN DISTRICT BEARCAT STABLES
LICENSE AGREEMENT BETWEEN CORDILLERA METROPOLITAN
DISTRICT AND INDIAN SUMMER OUTFITTERS, LLC.**

This LICENSE AGREEMENT (“Agreement”) is made, entered into, and effective as of January 1, 2018, by and between **CORDILLERA METROPOLITAN DISTRICT**, a quasi-municipal corporation and political subdivision of the State of Colorado (“District”), and **INDIAN SUMMER OUTFITTERS, LLC**, a Colorado limited liability company (“ISO”). The District and ISO are sometimes referred to collectively herein as the “Parties.”

RECITALS

WHEREAS, the District is the fee owner of certain real property located at 2701 Squaw Creek Road, Cordillera, Colorado, as more particularly described on **Exhibit A**, attached hereto and incorporated herein (the “Property”); and

WHEREAS, ISO is in the business of providing guided horseback trail rides, horseback outfitting tours, horse drawn sleigh rides, and other equestrian related activities (“Equestrian Activities”), and hosting and catering private and community events that include food and alcoholic and non-alcoholic beverages catering services (“Hosting Events”); and

WHEREAS, ISO desires to induce the District to grant it a license to use the Property in the manner described herein and according to the terms and conditions contained in this Agreement; and

WHEREAS, the District desires to grant ISO a license to use the Property in the manner described herein and according to the terms and conditions contained in this Agreement.

NOW THEREFORE, in consideration of the terms and conditions contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the Parties, the District and ISO agree as follows:

AGREEMENT

1. Use.

a. The District hereby grants ISO a license to use the Property as its base of operation for Equestrian Activities and Hosting Events, as such uses are more particularly described herein and in **Exhibit C**, attached hereto and incorporated herein by this reference. The District shall not grant any license to use the Property that is substantially similar to the license herein granted to any business wishing to directly compete with ISO on the Property. The District otherwise reserves all its right to make, license, and permit all uses of the Property which may be permitted by law.

b. ISO shall not use the Property for any purpose or in any manner that is unlawful or otherwise prohibited by this Agreement.

c. ISO shall not use the Property in any manner that could damage, disable, overburden, or impair the Property in any manner whatsoever, or in any manner that would unreasonably interfere with the District's use and enjoyment of the Property.

d. During the term of this Agreement, the District shall have the right, but not the obligation, to monitor ISO's use of the Property to ensure proper compliance with the terms and conditions of this Agreement.

e. ISO shall be entitled to such incidental uses of the Property as are reasonable and necessary to conduct Equestrian Activities and provide Hosting Events as contemplated by this Agreement.

f. ISO shall be entitled to keep on the Property such normal and customary equipment and animals reasonably necessary for the operation of its business, which may include horses, mules, or other pack animals, but shall not include cattle, sheep, or any other farm animal. In addition, ISO shall store any and all alcoholic beverages intended for use at future Hosting Events in a secured/locked location, and in a manner compliant with all state and county liquor laws, rules and regulations.

g. ISO shall be entitled to serve alcoholic beverages on the Property as part of its Hosting Events; provided, however, that ISO maintains the proper permit(s) and/or license(s) issued by the State of Colorado and the County of Eagle, Colorado, and adheres to all applicable liquor laws, rules and regulations at all times. In the event ISO fails to maintain such permit(s), license(s), and/or adhere to all applicable liquor laws, rules and regulations, ISO shall immediately cease serving alcoholic beverages at any Hosting Event, and the District may, in its sole discretion terminate this Agreement effective immediately upon written notice to ISO.

2. Maintenance and Operation Standards.

a. ISO shall use and maintain the Property in a clean and workmanlike fashion, and in such a way that portrays professionalism and sensitivity to the Cordillera community, the surrounding environment, and the animals.

b. ISO shall not make modifications to the Property, the facilities located thereon, or any of the District's equestrian trails without the prior written authorization of the District.

c. ISO shall contact the District's Community Operations Director ("Operations Director") if ISO chooses to hire District machines and labor at the rates set forth in **Exhibit B**, attached hereto and incorporated herein. Before the end of any month during which ISO uses such machines and/or labor, the Operations Director will send an invoice and break down of the applicable charges incurred during such month to ISO. On the first day of the following month, together with payments made pursuant to Paragraph 4 hereof, ISO shall pay the District for such use occurring

during the prior month. If ISO incurs charges during any month after the invoice and break down has been sent, such charges shall be invoiced the following month. The District reserves the right to decline the request from ISO for use of machines and labor at the rates set forth in **Exhibit B**.

d. ISO shall operate its business in such a manner so as to keep the Property in a clean and maintained condition at all times. This shall include upkeep of the barn, shed, and fencing, grounds (mowing/weed whipping/flowers & landscaping) and corrals, and shall include appropriate housekeeping and removal of all manure from the Property at ISO's expense. In addition, ISO shall be responsible for the cleanliness and upkeep of the Property including the Bearcat and Bearden cabins, restroom and the grounds surrounding these facilities at ISO's expense. Such expenses shall include but are not limited to the appropriate housekeeping and removal of all equipment, tents, comfort stations, trash and other items associated with ISO's Hosting Events.

e. ISO shall not park any vehicles on Gore Trail or utilize it in such a manner that unreasonably impedes the use of Gore Trail and the surrounding area by others. ISO shall promptly remove all manure from or adjacent to Gore Trail resulting from ISO's use of Gore Trail. In addition, ISO shall remove any trash or other items from or adjacent to Gore Trail resulting from any Hosting of Events or other activities of ISO.

f. All animals used in the operation of ISO's business shall be properly treated, fed, vaccinated, and kept in enclosed areas or pens, as is appropriate and customary for animals of the nature used in the operation of ISO's business, and in a manner which is consistent with the standards of excellence of the Cordillera community.

g. ISO shall ensure that ISO and all its employees provide customer service at a level consistent with the standards of excellence of the Cordillera community. ISO and its employees shall take such steps as are necessary to ensure the safety of all customers, guests, and employees at a level consistent with industry standards and the standards of excellence of the Cordillera community.

h. ISO's use of the Property and operation of its business thereon shall at all times be subject to the District's resolutions, rules, and regulations, as the same may be adopted and amended from time to time.

i. ISO shall ensure no live music is played outdoors on the Property after 9 p.m. on any given day unless authorized by and through the District's General Manager or Operations Director.

j. ISO shall allow Cordillera residents and property owners access to the Property for the purpose of personal enjoyment and recreation, as provided in this subparagraph 2.j. and as further provided in the Standard Operating Plan set forth in **Exhibit D**, attached hereto and incorporated herein by reference. Any Cordillera resident or property owner wishing to reserve any portion of the Property or Pavilion will notify or be directed to notify ISO, and, upon receiving this notification, ISO shall inform the Operations Director of the reservation request. Cordillera residents and property owners may access and utilize the Property without reservation, for personal

enjoyment and recreation between the hours of 8 a.m. and 5 p.m. seven (7) days per week, May through September. Any non-resident or non-property owner of Cordillera wishing to rent any portion of the Property may do so directly with ISO representatives. ISO shall notify the Operations Director of any group(s) or person(s) renting the Property for more than 20 invitees.

k. ISO shall be solely responsible for any and all damage to the Property which is caused, either directly or indirectly, by ISO acts or omissions involving its Equestrian Activities and Hosting Events and/or the acts or omissions of such persons participating in its Equestrian Activities or attending its Hosting Events. ISO agrees to repair all damages to the Property within (7) seven days at ISO's sole expense. In the event ISO fails to repair any damage to the Property caused by its Equestrian Activities and Hosting Events, the District shall make such repairs and/or replacement of Property as it deems necessary, and ISO hereby agrees to reimburse the District for all costs incurred by the District for such repairs and replacement. Failure to pay for the cost of such repairs and/or replacement when due shall be grounds for immediate termination of this Agreement by the District upon written notice of termination to ISO.

l. ISO shall have access to the Cordillera Metropolitan District wash bay to acquire water for ISO's horses and to clean ISO's transport van. Except for the transport van, no other ISO-owned vehicles are allowed to be washed at the District's wash bay.

3. Term.

The initial term of this Agreement shall begin on the date first entered above and shall end on December 31, 2018. Thereafter, this Agreement shall renew automatically for up to three (3) subsequent one-year terms, subject to the price escalation set forth in Paragraph 4.a., unless either party gives the other party written notice of nonrenewal at least sixty (60) days prior to the end of the then-current term.

4. Payments.

a. For the initial term of this Agreement (calendar year 2018), ISO shall pay the District the amount of \$8,175.96. Such payment shall be due and payable in equal monthly installments of \$681.33. Each monthly installment shall be due on the first day of each month. A 1% surcharge will be added to each monthly installment that is made after the first day of each month. Similar payments (with escalations as provided in this Paragraph 4.a.) shall be required for each subsequent renewal term of this Agreement. The annual payment for any subsequent term hereof shall escalate by four percent (4%) over that made for the previous term.

b. Snow Removal: The District will be responsible for snowplowing on the Property after a two or more inches of snowfall. No later than November 1 annually, ISO shall pay the District a snowplowing fee of \$1,500 to cover snowplowing for the winter of the then-current term through the spring of the subsequent term. If this Agreement is scheduled to expire or is terminated pursuant to Paragraph 3, the snowplowing fee for the then-current term will be prorated to include only the remaining months of such term. In addition, for the initial term of this Agreement

commencing January 1, 2018, the snowplowing fee for the snowplowing for the winter of 2018 through the spring of 2019 will be \$1,500, paid on November 1 as set forth herein.

c. Electricity/Gas: The District has installed electricity and gas in Bearcat's Cabin to promote summer use and events for the benefit of the District's residents and tax payers. With the addition of electricity and gas, electrical and gas expenses will be incurred. ISO will be solely responsible for all electricity and gas use and expenses during the term or terms of this Agreement.

d. Pest Control: The District has implemented pest control measures through a third party service provider, Orkin. With the addition of pest control monitoring, expense will be incurred. ISO will be solely responsible for all pest control service and expenses during the term or terms of this Agreement.

5. Termination.

a. In addition to any and all other legal or equitable remedies to which the District is entitled and except as otherwise provided herein, in the event ISO fails to perform any obligation, condition, or covenant contained herein, the District may notify ISO of such default, and, if such default is not cured within 20 days of such notice, shall be entitled to terminate this Agreement by written notice of the same. Upon any such termination, ISO shall not be entitled to any refund of any payments made pursuant to this Agreement.

b. Pursuant to Paragraph 3, either party hereto may terminate this this Agreement by written notice of nonrenewal to the other party no later than sixty (60) days prior to the end of the then-current term.

6. Waiver and Release.

THE DISTRICT MAKES NO REPRESENTATIONS ABOUT THE SUITABILITY OF THE PROPERTY FOR ISO'S PURPOSES. THE PROPERTY IS PROVIDED TO ISO AS-IS. ISO'S USE OF THE PROPERTY IS AT ISO'S SOLE RISK. IN NO EVENT SHALL THE DISTRICT, ITS SUCCESSORS, ASSIGNS, OFFICERS, DIRECTORS, EMPLOYEES, AND/OR LEGAL SUBSTITUTES BE LIABLE FOR ANY REGULAR, SPECIAL, INDIRECT, OR CONSEQUENTIAL DAMAGES OF ANY KIND, WHETHER IN AN ACTION OF CONTRACT, NEGLIGENCE, OR OTHER TORTIOUS ACTION ARISING OUT OF OR IN CONNECTION WITH ISO'S USE OF THE PROPERTY.

ISO, for itself, its successors, assigns, and legal substitutes hereby waives, discharges, and forever releases the District, its officers, directors, employees, servants and authorized volunteers, and its successors, assigns, and legal substitutes from any and all claims, causes of action, damages, losses, liabilities and/or demands of any nature that may arise from ISO's use of the Property or any third-party participating in any Equestrian Activities or attending any Hosting Event. ISO further waives and relieves the District and its officers, directors, employees, servants and authorized volunteers, from any and all responsibility and liability related to ISO's service of

alcoholic beverages to, and consumption of alcoholic beverages by, all persons attending any Hosting Event on the Property. ISO shall comply with and enforce, at all times, all State and local laws concerning the consumption of alcohol at any Hosting Event held on the Property. ISO agrees to ensure that no persons under 21 years of age will consume any type of alcoholic beverage during any Hosting Event. ISO hereby agrees to assume all risks, known or unknown, foreseeable or unforeseeable, associated with the consumption of food, beverages and/or other products, including alcoholic beverages, at any Hosting Event, whether or not such food, beverages and/or other products are supplied by ISO and/or any invitee, guest, or other persons who gains access to the Hosting Event without ISO permission.

7. Indemnification.

ISO hereby agrees to defend, indemnify, assume all responsibility for and hold harmless the District and its directors, officers, employees, servants and authorized volunteers, from and against any and all claims, causes of actions, liabilities, suits, expenses (including, but not limited to, reasonable attorneys’ fees, expert fees, litigation costs, and investigation costs), losses, and/or damages of any kind asserted by any persons related to, arising out of, or in any way connected with ISO’s use of the Property, including, but not limited to, claims of negligence or acts or omissions or some other cause of any kind or nature, whether foreseen or unforeseen, resulting in any bodily injury, paralysis, or death to any person or in any loss or damage to any real or personal property, except when the injury, loss or damage is caused by the sole negligence or intentional wrongdoing of the District. This indemnification shall extend to any claims by each and every one of ISO’s employees, licensees, invitees, and/or any other person or entity using the Property in connection with ISO’s Equestrian Activities and Hosting Events on the Property. ISO agrees to assume the costs associated with defending the District should the District become subject to a lawsuit or other claim for relief arising out of ISO’s use of the Property. ISO agrees to assume full responsibility for the conduct of all persons participating in any Equestrian Activities and attending any Hosting Event, including those persons who have gained access to a Hosting Event without permission.

8. Insurance.

At all times during the term of this Agreement, ISO shall carry and maintain, at its sole cost and expense, the following insurance coverages:

a. Workers’ Compensation insurance as required by law.

b. General Liability

General Aggregate	\$ 3,000,000.00
Products and Completed Operations	\$ 3,000,000.00
Personal and Advertising Injury	\$ 1,000,000.00
Each Occurrence	\$ 1,000,000.00
Damage to Rented Premises	\$ 100,000.00
Medical Expenses (Any one person)	\$ 5,000.00

12. Severability.

If any clause or provision of this Agreement is adjudged invalid and/or unenforceable by a court of competent jurisdiction or by operation of law, such clause or provision shall not affect the validity and enforceability of this Agreement as a whole, but shall be severed here from, leaving the remainder of the Agreement in full force and effect.

13. Integration.

This Agreement, including all its Exhibits, represent the entire integrated agreement of the Parties with respect to the matters set forth herein and supersedes any and all prior negotiations, representations, agreements, or arrangements of any kind with respect to those matters, whether written or oral.

14. Amendment.

This Agreement may be amended at any time by a written amendment executed by the District and ISO.

15. Governing Law.

This Agreement shall be construed and interpreted according to the laws of the State of Colorado. The exclusive venue for any court action brought to enforce any provision of this Agreement shall be the district court in and for the County of Eagle, State of Colorado.

16. Governmental Immunity.

Nothing in this Agreement shall be construed as a waiver, in whole or in part, of any right, privilege, or protection afforded to the District, the Board, and the officers, employees, servants, agents, or authorized volunteers of the District pursuant to the Colorado Governmental Immunity Act, Sections 24-10-101, *et seq.*, C.R.S., as the same may be amended from time to time.

17. Remedies.

Breach of any provision of this Agreement shall entitle the non-breaching Party to any and all remedies available at law or equity, in addition to the District's right to terminate as provided herein. In any legal action to enforce any provision of this Agreement or recover damages for breach of this Agreement, the prevailing party in such action shall be entitled to recover from the non-prevailing party its reasonable attorneys' fees and court costs.

[Signatures begin on next page]

IN WITNESS WHEREOF, the District and ISO have executed this Agreement on the date and year first written above.

CORDILLERA METROPOLITAN DISTRICT

Signed: Rachel Oys
By: Rachel Oys
Its: General Manager
1/23/2018

INDIAN SUMMER OUTFITTERS, LLC

Signed: [Signature]
By: [Signature]
Its: [Signature]
1/5/2018

EXHIBIT A
(Description of Property)

Physical Address:

Bearcat Stables, Bearcat and Bearden Cabins, and Surrounding Grounds, all located at
2701 Squaw Creek Road, Cordillera, Colorado

EXHIBIT B
(Personnel and Equipment Rates)

Personnel and Equipment Rates:

District Maintenance Hourly Rate and Equipment/Vehicle Costs:

- Personnel Hourly Rate: \$35 per hour/per individual
- Equipment/Vehicle Cost Breakout:
 - Sleigh track grooming by snowmobile = \$50 per hour
 - Small truck rate = \$65.00 per hour
 - Large truck rate = \$100.00 per hour
 - Equipment rate = \$140.00 per hour
 - Motor grader, front end loader, back hoes and excavator.

EXHIBIT C
(Description of License Uses)

Indian Summer Outfitters, LLC (“ISO”) will be a licensee of the Cordillera Metropolitan District (“District”) for use of the District’s Property, as described in Exhibit A of this Bearcat Stables License Agreement, as its base of operation for providing Equestrian Activities and Hosting Events on the Property.

ISO’s use as a licensee of the District’s Property will include the following:

- Paddock of horses.
- Storage of feed, tack and minimal equipment such as trailers for horse operations.
- Parking and staging of guests including portable restroom(s).
- Use of designated equestrian trails in Cordillera for trail rides.
- Use of District roads to access and exercise its USFS outfitting permit on USFS land at the end of Gore Trail in Cordillera.
- Use of District roads to access winter sleigh ride operations at the Cordillera Mountain Golf Course.
- Use of Bearcat and Bearden Cabins and the surrounding grounds.

Such uses shall include, but may not be limited to, non-exclusive use of the barn, shed, corrals, Bearcat and Bearden cabins, the Pavilion and grounds located on the Property, together with non-exclusive use of the equestrian trails located throughout the Cordillera community, subject to all applicable rules, regulations, and policies of the District.

EXHIBIT D
(Standard Operating Plan)

Bearcat Stables
SOP for Cabin and Grounds Rental
(the “Property”)

Location: 2701 Squaw Creek Rd

Phone: 970-926-1578 e-mail:

insummer@vail.net

Hours of Operation: June, July, and August 8:00 a.m. - 5:00 p.m., 7 days per week. Outside of the hours of operation, September-May, the Property may be accessed by reservation only. However, Cordillera residents and property owners may access the Property (exclusive of the cabins) for personal enjoyment and recreation May-September at no charge.

ISO has written the following Standard Operating Plan for Cordillera residents and property owners, and their guests for their “use” and “private rental” of “Bearcat’s Cabin” and the surrounding picnic area, including the Pavilion.

Private Rental- The Property, including Bearcat’s Cabin, Pavilion, and picnic grounds, is available for private rental for any event that is approved by ISO and subject to availability. Standard fees may be imposed, including but limited to, catering charges, beverage consumption, etc. Fees will be spelled out in a contract and outlined based on individual group’s needs; predetermining the complete cost of the event.

Standard Use - The Property, including Bearcat’s Cabin, Pavilion, and grounds, is available for Cordillera residents and property owners, and their guests to enjoy during normal business hours (8 a.m. to 5 p.m., seven (7) days per week) at no charge as long as such usage does not interfere with the normal day to day operations of ISO. Anyone who wishes to use the Property outside normal business hours must call in advance to reserve the Property or portion thereof. Anyone using the Property or portion thereof outside normal business hours, or groups of 20 persons or more will be considered “Private Rental” patrons. The above rules and regulations may apply.

No alcoholic beverages are allowed to be brought onto the Property per the Colorado State Liquor License Authority. All alcohol must be purchased in the bar located in Bearcat’s Cabin from an employee or staff member of ISO. Alcoholic beverages may only be consumed in designated areas and no alcohol is allowed to leave the Property.

ISO reserves the right to refuse alcohol to any persons who are exhibiting behavior outside the boundaries of safety to its guests or staff, and any said individual may be escorted from the Property by a local member of law enforcement.

Indian Summer Outfitters Memo

The full lease with the highlighted revisions will be sent to you from Leeds insummer@vail.net but a summary of the revisions would be:

- 1) The lease be revised from a 1 year lease to a 3 year lease
- 2) If a termination of the lease was initiated the evacuation period would be extended to 12 month notification.

TRANSITION OF OWNERSHIP:

The transition of ownership is dependent upon the lease revisions stated above. The revisions of the lease are required by my investors in order for them to approve the buyout of 50% of Indian Summer Outfitters from Gavin Selway. The reason for the revisions are for protection of the investment of owning and improving Indian Summer outfitters:

-First and foremost, this is a business transaction and the investors see no security in a company like Indian Summer Outfitters with a one year lease agreement.

- Improvements that we would like to initiate will require Indian Summer Outfitters to invest in new pieces of equipment, horses, corral and general facility improvements to accommodate enhanced programs for Cordillera homeowners and public guests. All these improvements will take time and money and moving forward with them responsibly will require the security of a longer term lease for Indian Summer Outfitters.

-The investors are aware that the barn is being condemned and are concerned about plans for restoration or rebuilding so that there is sufficient storage for equipment. If the plans for restoring/rebuilding the barn do not happen there is concern if another facility will be approved by cordillera to be put in place for storage of ISO equipment and the cost of facilities if ISO does not have the barn to use within its lease. ISO would like to be a part of the plans of the Restoration and/or rebuilding of the barn and I believe I personally have some helpful insights on the potential of restoring/rebuilding the barn to further enhance the experience for cordillera homeowners.

ENHANCED PROGRAM PLANS:

I am passionate about investing my future into Bearcat Stables. I truly believe that in addition to being an outfitting company that provides trail rides and overnight trips in the spring-fall, and sleigh rides and sleigh ride dinners in the winter, Bearcat could grow into being an even bigger amenity to Cordillera homeowners and their guests. We intend to provide better advertising and clear communication to Cordillera homeowners to let them know that they are always welcome at the property and "the Gate is Open". Although reservations are required to participate in horse rides or sleigh rides in order for us to be properly prepared and staffed, homeowners are welcome to utilize the bar and facilities and enjoy the property (unless there is a private event reserved). We want homeowners to know that Bearcat Stables is more than a facility that offers horseback riding to tourists but also acts as a venue for events such as birthday parties, rehearsal dinners, weddings, anniversaries and family reunions. We would love to be the place that homeowners use as a casual, rustic and fun environment for family and friends. We have a liquor license and our bar is fully equipped with an excellent selection of fine wines, beers and spirits AND we can partner with any catering company in the area.

The enhanced programs that I, as an owner, would like to incorporate beginning in the summer of 2019 would include:

- More Concerts
- A designated night through the months of mid-June thru August in which a food truck would be available for homeowners and the public to come enjoy drinks and food at a casual outdoor setting that is very family friendly.
- A children's horsemanship program that could possibly partner with the existing Cordillera Kids camp. Bearcat Stables could be an afternoon activity for the children on certain days of the week and could consist of grooming lessons/ horse care and a 1 hour ride. The pavilion could potentially be utilized for the kids lunches prior to their time with the horses. For the children under the age of 7 we could offer pony rides in which a wrangler walks the young ones around the property on one of our gentlest children's horses.
- En plein air painting classes or other outdoor art classes in the pavilion or just out on the picnic tables
- Homeowner wine tastings and catered events outdoors (and indoors but noting the guest capacity if an exclusively indoor event).
- Partnering with the Cordillera recreation center and their fitness instructors for Summertime yoga or fitness classes in the meadow in front of the cabin or in the pavilion. Or bringing in other instructors from around the valley for special fitness/health classes. Bearcat stables sits right in between the two sides of Cordillera and with the fitness center being on the summit side offering some summer fitness classes outdoors at a place that is in between would be a convenient amenity to the homeowners.
- Horses and Happy Hour. For all those that love horses but may not be interested in riding them to have the opportunity to come down and brush and love on some horses while enjoying a cocktail.
- Making more use of the original Bearden cabin by building some raised garden beds around it to create a small community garden. There is also a beautiful gazebo up there that could easily be a place people could enjoy a picnic lunch. There is a path from the Large cabin up to the small cabin that people can utilize as well.
- Partnering with the Equestrian center to offer lessons that begin with lessons in the arena at the Equestrian Center to learn the basics and then transition to going out on the trail. It has been communicated to me consistently over the years that homeowners and their families want a few lessons before venturing out on the trails or in addition to trail riding. In addition, I have extensive experience in English riding and have an older horse that is an experienced hunter jumper available for beginner lessons.

More ideas are continually brewing in my head and I am always open to ideas from Cordillera homeowners. I am very excited about the opportunity to be a partner in the ownership of Indian Summer Outfitters and I look forward to a stronger and more active role with the company and Cordillera homeowners.

Cordillera Metro District
Statement of Revenues, Expenditures and Changes in Fund Balance
2018 Actual and 2019 Approved Budget

	12/31/2017 Audited Fund Bal	2018 Actual Unaudited				12/31/2018 Fund Bal	2019 Approved Budget				12/31/2019 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	2,098,246	5,914,152	(4,571,729)	(1,292,000)	50,424	2,148,670	6,544,152	(5,222,348)	(1,200,000)	121,804	2,270,474
Water Enterprise Fund	2,182,023	47,782	0	0	47,782	2,229,805	0	0	0	0	2,229,805
Capital Projects Fund	88,535	12,552	(1,259,804)	1,292,000	44,748	133,283	10,003	(1,251,500)	1,200,000	(41,497)	91,786
CMD - Debt Service Fund	9,401	1,705,786	(2,061,153)	325,926	(29,441)	(20,040)	1,911,984	(2,062,563)	202,096	51,517	31,478
CMMD - Debt Service Fund	60,120	812,504	(1,001,028)	126,899	(61,625)	(1,505)	1,013,000	(1,013,050)	251,500	251,450	249,945
CMD - Debt Service Reserve Fund	168,596	1,728	0	(52,825)	(51,097)	117,499	0	0	(53,596)	(53,596)	63,903
	4,606,921	8,494,504	(8,893,714)	400,000	790	4,607,711	9,479,139	(9,549,460)	400,000	329,679	4,937,390

Cordillera Metropolitan District (Consolidated)
 General Fund
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Projected vs Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Property Taxes - Net	3,945,869	3,929,061	(16,808)	99.6%	4,168,492
Specific Ownership Taxes - Operating	280,000	271,455	(8,545)	96.9%	280,000
CPOA Administration Fees	943,673	943,673	(0)	100.0%	1,125,559
Interest Income Operating	25,000	75,943	50,943	303.8%	50,000
CVC Public Safety Revenue	313,009	297,467	(15,542)	95.0%	430,466
Public Safety Revenue	33,950	33,012	(938)	97.2%	35,600
Equestrian Center	401,564	342,418	(59,146)	85.3%	414,436
Other Revenue	31,515	21,123	(10,392)	67.0%	39,599
Total Revenues	5,974,580	5,914,152	(60,428)	99.0%	6,544,152
Expenditures					
Administrative Expenditures					
Administration Wages & Benefits	537,006	583,114	(46,108)	108.6%	724,349
Employee Benefits	16,300	(17,340)	33,640	-106.4%	17,550
Treasurers Fees	118,376	119,441	(1,065)	100.9%	125,055
Audit & Accounting Fees	141,500	62,255	79,245	44.0%	27,300
Insurance-Property/Casualty	72,839	81,201	(8,362)	111.5%	75,880
Legal-General	206,000	58,979	147,021	28.6%	87,000
MIS & Computer Fees	60,437	81,474	(21,037)	134.8%	58,790
Other Operating Expenditures	314,341	276,285	38,056	87.9%	321,519
Utilities	13,000	10,672	2,328	82.1%	13,295
Subtotal Administrative Expenditures	1,479,799	1,256,080	223,719	84.9%	1,450,738

Cordillera Metropolitan District (Consolidated)
General Fund
Statement of Revenues, Expenditures and Changes in Fund Balance

Community Operations					
Community Operation Wages & Benefits	1,092,269	1,086,931	5,338	99.5%	1,154,244
Flowers Maintenance	115,543	115,876	(333)	100.3%	122,375
Mowing & Irrigation	65,095	60,752	4,343	93.3%	60,565
Engineering	11,280	11,202	78	99.3%	5,175
Utilities	63,363	68,969	(5,606)	108.8%	61,849
Other Operating Expenditures	94,282	102,732	(8,450)	109.0%	88,941
Natural Resource Management	59,475	52,663	6,812	88.5%	24,625
Roads - Snow & Maint.	131,618	93,730	37,888	71.2%	138,404
Equipment Maintenance & Repair	232,841	232,427	414	99.8%	234,525
Other Recreation Activities	25,957	30,611	(4,654)	117.9%	27,006
Subtotal Community Operations	1,891,723	1,855,891	35,832	98.1%	1,917,709
Public Safety Expenditures					
Public Safety Wages & Benefits	1,034,687	1,050,889	(16,202)	101.6%	1,386,149
Public Safety Utilities	18,168	17,569	599	96.7%	20,391
Other Operating Expenditures	136,099	75,733	60,366	55.6%	42,208
Subtotal Public Safety Expenditures	1,188,954	1,144,191	44,763	96.2%	1,448,748
Equestrian Center Expenditures					
Equestrian Center Wages & Benefits	208,015	200,432	7,583	96.4%	232,950
Equestrian Center Other Expenditures	32,564	24,244	8,320	74.4%	27,801
Equestrian Center Boarding Expenditures	83,956	65,707	18,249	78.3%	118,602
Equestrian Center Utilities	27,694	25,183	2,511	90.9%	25,800
Subtotal Equestrian Center Expenditures	352,229	315,566	36,663	89.6%	405,153
Total Expenditures	4,912,705	4,571,729	340,976	93.1%	5,222,348
Revenue Over (Under) Expenditures	1,061,875	1,342,424	(2,404,299)		1,321,804
Transfer to Capital Projects Fund					
	(1,292,000)	(1,292,000)	0	100.0%	(1,200,000)
Total Other Financing Sources (Uses)	(1,292,000)	(1,292,000)	0		(1,200,000)
Change in Fund Balance	(230,125)	50,424			121,804
Beginning Fund Balance	2,098,246	2,098,246			
Ending Fund Balance	1,868,121	2,148,670			

Cordillera Metropolitan District (Consolidated)
 Debt Service Fund - CMD
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Property Taxes CMD Debt Service	1,683,211	1,675,077	(8,134)	100%	1,891,984
Tap Fee Revenue		0	0		0
CMD Debt Service Interest	8,000	30,709	22,709	384%	20,000
Total Revenues	1,691,211	1,705,786	14,575	101%	1,911,984
Expenditures					
Treasurers Fees CMD DS	50,496	50,328	169	100%	56,760
CMD 2012 Principal		650,000			665,000
CMD 2017A Interest		48,082			23,589
CMD 2017A Principal		1,215,000			1,235,000
CMD 2012 Interest		97,743			82,214
CMD 2006A Series Interest Pmts		0	0		
Debt Service	2,009,420	2,010,825	(1,405)	100%	2,005,803
Total Expenditures	2,059,916	2,061,153	(1,236)	100%	2,062,563
Revenue Over (Under) Expenditures	(368,705)	(355,367)	13,338	96%	(150,579)
Transfer from CPOA	273,101	273,101	0	100%	148,500
Transfer from Reserve Fund	52,825	52,825	0		53,596
Total Other Financing Sources (Uses)	325,926	325,926	0	100%	202,096
Change in Fund Balance	(42,779)	(29,441)			51,517
Beginning Fund Balance	9,401	9,401			
Ending Fund Balance	(33,378)	(20,040)			
Assessed Valuation	80,935,260				
Mills Levied	20.797				

Cordillera Metropolitan District (Consolidated)

Debt Service Fund - CMMD

Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Property Taxes CMMD Debt Service	794,161	793,832	(329)	100%	1,000,000
Tap Fee Revenue		0	0		
CMMD Debt Service Interest	200	18,672	18,472	9336%	13,000
Total Revenues	794,361	812,504	18,143	102%	1,013,000
Expenditures					
Treasurers Fees CMMD DS	23,825	22,448	1,377	94%	30,000
CMMD Series 2017B Interest Pmts		63,673			47,960
CMMD Series 2017B Principal		655,000			675,000
CMMD Series 2015 Interest Pmts		24,908			20,090
CMMD Series 2015 Principal		235,000			240,000
Total Debt Service	978,011	978,580	(569)	100%	983,050
Total Expenditures	1,001,836	1,001,028	808	100%	1,013,050
Revenue Over (Under) Expenditures	(207,475)	(188,524)	18,951	91%	(50)
Other Financing Sources (Uses)					
Transfer from CPOA	126,899	126,899	0	100%	251,500
Transfer from Reserve Fund		0	0		
Total Other Financing Sources (Uses)	126,899	126,899	0	100%	251,500
Change in Fund Balance	(80,576)	(61,625)			251,450
Beginning Fund Balance	60,120	60,120			
Ending Fund Balance	(20,456)	(1,505)			
Assessed Valuation	19,146,270				
Mills Levied	41.479				

Cordillera Metropolitan District (Consolidated)

Debt Service Fund - 2002 Bond Reserve

Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs Budget		2019 Approved Budget
			Variance Favorable <i>Unfavorable</i>	Actual % Received or Spent	
Revenues					
Sinking Fund - Chaveno Interest Income		1,728	1,728		
Total Revenues	0	1,728	1,728		0
Other Financing Sources (Uses)					
Transfer From CPOA		0	0		
Transfer to Debt Service Funds	(52,825)	(52,825)	0		(53,596)
Total Other Financing Sources (Uses)	(52,825)	(52,825)	0		(53,596)
Revenue Over (Under) Expenditures	(52,825)	(51,097)	1,728		(53,596)
 Beginning Fund Balance	168,596	168,596			
Ending Fund Balance	115,771	117,499			

Cordillera Metropolitan District (Consolidated)
 Capital Projects Fund
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs Budget		2019 Approved Budget
			Variance Favorable (Unfavorable)	Actual % Received or Spent	
Revenues					
Bearcat Stables	-	12,552	12,552		10,003
Cordillera Preservation Found. Donation		0			
Sale of Equipment		0	0		
Total Revenues	0	12,552	12,552		10,003
Expenditures					
CommOps Building Foundation Repair	40,000	42,521	(2,521)	106%	
Heavy Equipment Replacement	482,800	487,147	(4,347)	101%	364,000
Eques Ctr Remodel - 2017 Capex		0	0		
Admin Carpet - 2017 Capex		0	0		
Admin Windows - 2017 Capex		685	(685)		
Eques Footing - 2017 Capex		0	0		
Road Repair	666,267	630,379	35,888	95%	571,000
Street Light LED - 2017 Capex		0	0		
Traffic Calming - 2017 Capex		0	0		14,000
Gate Replacement - 2017 Capex		0	0		
Call Box Replacement - 2017 Capex		0	0		
Radio Replacement - 2017 Capex		0	0		
Rekey Buildings - 2017 Capex		0	0		
Remodel Gate Houses - 2017 Capex		1,365	(1,365)		
Guardrail Replacement - 2017 Capex		0	0		
Areation Pumps	6,500	5,300	1,200	82%	
Trail Signage	5,000	5,497	(497)	110%	
Divide Gatehouse Roof	16,000	10,089	5,911	63%	
Radio Replacement & AEDS	28,000	6,682	21,318	24%	
Admin Windows & Trash Bin Enclosure	13,210	14,836	(1,626)	112%	
HR Fire Proof Cabinet	5,000	2,523	2,477	50%	
Equestrian Center Painting, Repairs & improvements	54,700	52,480	2,220	96%	
Equestrian Center - Horses	18,000	300	17,700	2%	
Com Ops Washbay Floors					6,000
Com Ops Boiler Replacement					41,500
Reserve Study					8,000
Admin Paint					17,500
Admin Concrete Floors					11,000
Admin LED Lighting					5,000
Equestrian Ctr-Mechanical Room					3,500
Equestrian Ctr- Paddock Fencing					25,000
Equestrian Ctr - Dump Trailer					10,000
Equestrian Ctr - CEC Drag					11,000
IT -Security System Improvements					164,000
Total Expenditures	1,335,477	1,259,804	75,673	94%	1,251,500
Revenue Over (Under) Expenditures	(1,335,477)	(1,247,252)	88,225	93%	(1,241,497)
Transfer from General Fund	1,292,000	1,292,000	0	100%	1,200,000
Total Other Financing Sources (Uses)	1,292,000	1,292,000	0	100%	1,200,000
Revenue Over (Under) Expenditures	(43,477)	44,748			(41,497)
Beginning Fund Balance	88,535	88,535			
Ending Fund Balance	45,058	133,283			

Cordillera Metropolitan District (Consolidated)
 Water Enterprise
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2018 Amended Budget	Actual Through 12/31/2018	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Water Usage Fees	-	0	0	
Water Tap Fees		46,282	46,282	
Incremental Sewer Tap Fees		1,500	1,500	
Total Revenues	0	47,782	47,782	
Total Expenditures	0	0	0	0%
Revenue Over (Under) Expenditures	0	47,782	47,782	
Beginning Fund Balance	2,182,023	2,182,023		
Ending Fund Balance	2,182,023	2,229,805		