



STATE OF COLORADO)
 COUNTY OF EAGLE) SS.

AGENDA

CMD and CPOA Regular Board Meetings

April 17, 2020
 9 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 and Assistant Secretary

Cordillera Property Owners Association (CPOA): Mike Grier, President | Ron Haynes, Vice President | Monte Irion, Treasurer | Jerri More, Secretary | Cynthia Lenac, Assistant Treasurer and Assistant Secretary

Time	Item	Presenter	Page
9:00 a.m.	CMD Board Meeting Call to Order	Bentley	
	Call to Order		
	Declaration of Quorum/Director Qualifications/Disclosure Matters		
	Approval of Agenda		
	Approval of Consent Agenda Items		
	January 10, 2020 Regular Meeting Minutes		3
	March 5, 2020 Special Meeting Minutes		13
	March 13, 2020 Special Meeting Minutes		16
	March 31, 2020 Special Meeting Minutes		19
9:10 a.m.	CPOA Board Meeting Call to Order	Grier	
	Call to Order		
	Declaration of Quorum/Director Qualifications/Disclosure Matters		
	Approval of Agenda		
	Approval of Consent Agenda Items		
	January 10, 2020 Regular Meeting Minutes		3
	January 23, 2020 Special Meeting Minutes		10
	March 5, 2020 Special Meeting Minutes		13
	March 13, 2020 Special Meeting Minutes		16
	March 31, 2020 Special Meeting Minutes		19
9:20 a.m.	Public Comment	Bentley Grier	
	The boards welcome public comment.		
9:40 a.m.	CMD and CPOA Joint Agenda Items	Bentley Grier	

Time	Item	Presenter	Page
	Management Team Report	Oys	23
	Emergency Operations Plan	Oys/Smith	42
	COVID-19 Response and Summer Programming/Closures	Oys/Grier/ Bentley	173
	2019 Year End Financials	Foley/Irion	184
	Draft Strategic Plan	More/Foley	194
11:00 a.m.	Public Comment	Bentley Grier	
	The boards welcome public comment.		
11:15 a.m.	CPOA Agenda Items	Grier	
	Athletic Center Project Update	Grier	
11:30 a.m.	Public Comment	Grier	
	The boards welcome public comment.		
11:45 a.m.	CMD Agenda Items	Bentley	
	Employee Handbook	Bazani	197
12:00 p.m.	CMD Adjourn	Bentley	
12:00 p.m.	CPOA Adjourn	Grier	

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

2020 Meeting Schedule	August 27 and November 13.
	Note: All meetings are scheduled to begin at 9 a.m. in the large conference room at the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado. Meetings will be cancelled 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/ Mike Grier, President



MINUTES

UNAPPROVED

Cordillera Metro District

Cordillera Property Owners Association

CMD and CPOA Public Session

January 10, 2020

In Attendance

CMD Board of Directors	CPOA Board of Directors
David Bentley, President (Term to 2022)	Mike Grier, President (Term to 2020)
Eugene McGuire, Vice President (Term to 2022) (by phone)	Ron Haynes, Vice President (Term to 2021)
Cheryl Foley, Treasurer (Term to 2022)	Monte Irion, Treasurer (Term to 2022)
Kitty George, Secretary (Term to 2020)	Jerri More, Secretary (Term to 2020)
John Van Deusen, Assistant Treasurer/Assistant Secretary (Term to 2020)	Cynthia Lenac, Assistant Treasurer/Assistant Secretary (Term to 2022)

Others Present:

Rachel Oys, general manager; Alan Pogue, legal counsel (by phone) ; Trevor Broersma, operations director; Tracy Stowell, office manager; Barry Smith, public safety director; Heather Mathews, finance manager; Joe Helminski, recreation director; Ron Hoppner, information technology administrator; Cliff Simonton, community planning manager; Fernanda Bazani, human resource manager and members of the public: Ed Shriner, Cassie Gray, Pam Horan-Kates, Jay and Dee Tobin, Debbie Brady, Linda Burba, Dennis Moran, Vince Leone, Dan Hoffman, Jana Wisenbaker, Joe Lenac, Steven Wellins, Henry Reed, Chuck Jackson, Stephen Houk, Michael Finley, Michael Dowling, Mike Autera and Lois Bruce.

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 9:01 a.m.	Director Grier called to order the Regular Meeting of the Cordillera Property Owners Association at 9:02 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
Director George moved to approve the January 10, 2020 Regular Meeting Agenda. Seconded by Director Van Deusen.	Director More moved to approve the January 10, 2020, Regular Meeting Agenda. Seconded by Director Haynes.

Upon motion duly made and seconded, the board approved the January 10, 2020, Regular Meeting Agenda.	Upon motion duly made and seconded, the board approved the January 10, 2020, Regular Meeting Agenda.
------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------

Approval of Consent Agenda

CMD Board of Directors	CPOA Board of Directors
Director Foley moved to approve the Consent Agenda. Seconded by Director George. Upon motion duly made and seconded, the board approved the November 8, 2019, Meeting Minutes with a deletion of a reference to the ACC that was used twice and the clarification of a public comment in the December 13, 2019 Special Meeting Minutes.	Director More moved to approve the Consent Agenda items. Seconded by Director Haynes. Upon motion duly made and seconded, the board approved the November 8, 2019, Meeting Minutes with the deletion of a reference to the ACC that was used twice and the clarification of a public comment in the December 13, 2019 Special Meeting Minutes.

Public Comment

- Public comment topics included: a reminder to property owners that the boards welcome public comment; a comment requesting clarification about who has access to Cordillera amenities – specifically related to short-term renters and Club at Cordillera members; a question about the new Cordillera credentialing cards; concerns about moving the pool to the athletic center parcel with Cordy Campers also using the facility; a suggestion to build an adult pool on the grassy area at the Trailhead; a suggestion to build a new pickleball facility/court at the lower barn at the equestrian center; a suggestion to purchase e-bikes for property owner use; a compliment about the existing pool at the athletic center; and a request to add Ed Shriner’s public comment (clarifying the interpretation of his Nov. public comment) to the November 8 meeting minutes.

Joint Agenda Items for Boards’ Discussion and Direction

Management Team Report

- No Comments

Financials

- Presidents’ and treasurers’ meetings were held on Wednesday, December 8.
- Director Foley gave a 2019 CMD third-quarter financial update (July-September).
 - o There were some unexpected expenses in community operations but, ultimately, the 2019 budget in its entirety is projected to be within approved spending limits. Revenues were \$30,000 lower than projected due to eliminating public safety service at the CVC gate but this was offset by reduced spending in other areas including payroll vacancies.
 - o Debt payment was made November 27 and was due on December 1.
 - o An agenda for 2020 topics to be addressed during the presidents’ and treasurers’ regular meetings was reviewed. Discussions related to this agenda will take place throughout the year.

- Moving to monthly financial reporting was discussed.
- CMD long-term funds are invested in the Colorado Trust Fund, which meets statutory and regulatory requirements. All funds are in insured bank accounts.
- In the reserve study, Borne Consulting recommended putting \$1.45 million into the Reserve Fund each year. This year the board will put \$1.38 million in the fund. The board will determine at a later date the appropriate amount that should be reserved each year for capital projects.
- Director Irion gave a CPOA financial update.
 - 2019 was budgeted at a deficit of \$217,000. Staff is working on reducing that number without pulling from cash reserves.
 - CPOA is ahead on the Reserve Fund, in part, because it did not spend the \$1 million budgeted for Trailhead projects. The Reserve Fund balance is currently \$4.5 million.
 - An estimated \$1.75 million will be coming in from RETA for 2019.
 - Bank balances are projected to end the year at more than \$5 million. Presidents and treasurers reviewed individual bank accounts and the banking structure of those accounts to ensure maximum interest earnings while keeping CPOA funds secure.

CMD Agenda Items for Board Discussion and Direction

Employee Handbook

- Fernanda Bazani, human resources manager, updated the board on the CMD employee handbook which has been updated. The last update occurred in 2016. Both the Employers Council and district attorneys have reviewed the new handbook.
- Changes include:
 - New laws related to workplace accommodations for nursing mothers and discrimination including bullying and gender identity.
 - Updates were made to the dress code and the video surveillance policy.
 - Policies related to technology changes including privacy and confidentiality information and employees' use of social media.

CMD Motion: Director George moved to approve the changes made to the CMD Employee Handbook. However, the topic was tabled due to concerns from Director McGuire. The handbook will be reviewed again at the April 17 regular board meeting.

CPOA Agenda Items for Board Discussion and Direction

Athletic Center Pool Project

- CPOA has not committed to construction as of yet. The board is in the process of hiring a construction design team that will study the existing infrastructure and land available at the ACC and the Trailhead. A local architect and contractor have been identified to serve on the team. In addition, Directors Grier and Haynes have interviewed site planners to undertake site and master planning. In the coming weeks it is anticipated CPOA will enter into a teaming

agreement under which the contractor will work proactively on the planning process with the architect and site planner.

- The board recognizes there are issues with moving the pool to the athletic center site, and these will all be addressed if the board decides to go with that location. The board also recognizes there may some advantages to keeping the pool at the Trailhead due to the ancillary services in place to maintain the pool.
- Once the team is in place, the first phase will be to complete an evaluation of existing facilities, what those facilities are worth and the cost of replacing, renovating and repairing the facilities. Phase two will proceed with developing a concept for what the project might entail, gathering stakeholder input and selecting from pricing options.
- Director Grier discussed the four different financing options that could be used to fund this project.
 - o A bond issue – This would require a public vote of only Colorado registered voters. The project would need to be fully developed and 100 percent priced out before it goes to voters. Only CMD can issue bond debt, which would require underwriting at a significant cost.
 - o Special Assessment – This would require an investment in long-term capital assets over 20-30 years. One disadvantage of a special assessment is that current property owners would pay for future benefits.
 - o Borrow money – CPOA has the capability to borrow. This would allow CPOA to avoid a special assessment but would assume short-term loans and interest rate risks.
 - o Phasing project with available funds – This would include the RETA tax. In 2022, the agreement with CMD will expire when the bond debt expires, and CPOA will then have an additional \$400,000 in RETA funds for the Reserve Fund in 2023.
- The Board will be meeting monthly for the next three months to move the pool project forward. Public comment will be available at the end of each meeting. Meeting dates include:
 - o January 23
 - o February 20
 - o March 19
- Meeting dates have been posted to the website and the county.

Club at Cordillera Letter

- Director Haynes met with Mike Henritze of the Club at Cordillera a week prior to the January 10 board meeting to discuss the letter sent to the club. CPOA will keep Mr. Henritze abreast of the type and size of facility CPOA is looking to build. The club can choose to make a proposal if it believes the desired facility would work on its property and from there the board can assess the site.
- Director Haynes addressed three hurdles with building a CPOA facility on club property. Those include the following:
 - o If there is sufficient property to accommodate the facility requirements.
 - o Half of Cordillera property owners are not club members.
 - o Absolute protection of CPOA assets if the club changed ownership.

The board is investigating the club area for a pool because 57 percent of survey responses said it could be a viable location.

Skier Shuttle

- Joe Helminski, recreation director, updated the board on the skier shuttle pilot program.
- The shuttle runs Friday, Saturday and Sunday each week between December 13 and March 29 with two round-trips to Vail and Beaver Creek on each of those days.
- As of January 5, there were a total of 48 shuttle trips – 24 to Beaver Creek and 24 to Vail.
- A total of 101 passengers were served with Vail being the more popular route.
- When the shuttle is not servicing Cordillera, it can be seen driving other routes, providing additional marketing exposure with the Cordillera wrap. Only one shuttle is wrapped. The second shuttle has magnetic Cordillera signage on the door.
- The shuttle is available to all property owners and their in-house guests.
- Peak1 is open to discussions on changes to the schedule if the Beaver Creek shuttle is not utilized more.

DRB Guideline Modifications

- Gene Shanahan's term as Chair of the Design Review Board is up after nine years of service. The board elected Dennis Moran as the new chair. Traci O'Connor will move from being an alternate member to a full member. The board will seek two or three applicants that would like to serve on the DRB as alternate members. These new alternate members may include an architect that may or may not be a property owner. DRB will bring these recommendations to the CPOA board for approval.
- DRB Guidelines that need to be modified include the following:
 - o Consolidating topics, eliminating redundancy and improving navigation
 - o Clarifying and streamlining the process and the document
 - o Clarifying design expectations and minimizing subjectivity
 - o Updating fees, fines and construction rules and regulations
 - o Incorporating mountain-modern/contemporary design options and newer construction materials that are compatible with the established community character
- DRB will first work on getting the guidelines updated for the areas where homes are being built, which is primarily the Summit.
- Staff is compiling information on what similar communities are doing and working with the finance department to do a financial analysis and historical review of lot combinations.

CMD and CPOA Executive Sessions

11:00 a.m. Directors George and Foley 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.

11:01 a.m. Directors More and Haynes moved to enter executive session pursuant to Section 38-33.3-308(4)(b), C.R.S. (CPOA) for the purpose of receiving legal advice regarding the CSMN Litigation.

12:28 p.m. Directors Foley and George moved to conclude the executive session.

12:28 p.m. Directors More and Irion moved to conclude executive session.

Present: CMD Directors Bentley, McGuire (by phone), Van Deusen, George and Foley as well as CPOA Directors Grier, Haynes, More, Irion and Lenac.

Also, present: Rachel Oys, general manager, Alan Pogue, legal counsel (by phone), Miles Buckingham, legal counsel (by phone), Lisa Mickley, legal counsel (by phone) and Ed Shriner, defendant in CPOA litigation.

12:30 p.m. Directors Van Deusen and George moved to enter executive session pursuant to Section 24-6-402(4)(a), C.R.S. (CMD) to discuss personnel matters (general manager/general counsel).

12:31 p.m. Directors Haynes and Lenac moved to enter executive session pursuant to Section 38-33.3-308, C.R.S. (CPOA) to discuss matters pertaining to employees/agents of the association (general manager/general counsel).

1:19 p.m. Directors Foley and George moved to conclude the executive session.

1:19 p.m. Directors Grier and Lenac moved to conclude executive session

Present: CMD Directors Bentley, McGuire (by phone), Van Deusen, George and Foley as well as CPOA Directors Grier, Haynes, More, Irion and Lenac.

Also, present: Rachel Oys, general manager (left at 1:00 p.m.).

No action was taken in executive sessions.

CMD Adjournment

CMD Board of Directors

Director George moved to adjourn the Regular Meeting of the Cordillera Metro District at 1:20 p.m. Seconded by Director Foley. Upon motion duly made and seconded, the board adjourned the Regular Meeting of the Cordillera District.

CPOA Adjournment

CPOA Board of Directors

Director Grier moved to adjourn the Regular Meeting of the Cordillera Property Owners Association at 1:20 p.m. Seconded by Director Lenac.

Upon motion duly made and seconded, the board adjourned the Regular Meeting of the Cordillera Property Owners Association.

Meeting Schedule

- The regularly scheduled CMD and CPOA Board meetings for 2020 will be as follows: January 10, April 17, August 27 and November 13. All meetings are scheduled to begin at 9 a.m. in the large conference room* at the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado, 81632. Meetings will be cancelled when there are no time-sensitive or substantive topics for board discussion.

*Note: The April 17 regular board meeting will be held via webinar to comply with social distancing requirements.

DRAFT



MINUTES

UNAPPROVED

Cordillera Property Owners Association

Special Meeting, January 23, 2020

In Attendance

CPOA Board of Directors
Mike Grier, President (Term to 2020)
Ron Haynes, Vice President (Term to 2021)
Monte Irion, Treasurer (Term to 2022)
Jerri More, Secretary (Term to 2020)
Cynthia Lenac, Assistant Treasurer/Assistant Secretary (Term to 2022)

Others Present:

Rachel Oys, general manager; Joe Helminski, recreation director; Trevor Broersma, operations director; Cliff Simonton, community planning manager; Jill Conley, communications manager; Tracy Stowell, office manager; Barry Smith, public safety director; and members of the public: David Bentley; Cheryl Foley; Jane Roberts; Dan Roberts; Pam Horan-Kates; Lois Bruce; Deb Brady; Steve Gamble; Grace Gamble; Joe Lenac; Nukhet Saxby; Michael Finley (webinar); Mike Autera (webinar); and Ted Eubank (webinar).

Call to Order

CPOA Board of Directors
Director Grier called to order the Special Meeting of the Cordillera Property Owners Association at 3:33 p.m.

Declaration of Quorum/Director Qualifications

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

Approval of Agenda

CPOA Board of Directors
Director More moved to approve the January 23, 2020, Special Meeting Agenda. Seconded by Director Lenac. Upon motion duly made and seconded, the board approved the January 23, 2020, Special Meeting Agenda.

CPOA Executive Sessions

3:34 p.m. Directors More and Lenac moved to enter executive session pursuant to Section 38-33.3-308(4)(b), C.R.S. for the purpose of consulting with legal counsel with regard to contract negotiations, CSMN litigation and interpretations of the Cordillera CCR's.

4:12 p.m. Directors More and Irion moved to conclude executive session.

Present: CPOA Directors Grier, Haynes, More, Irion and Lenac.

Also, present: Rachel Oys, general manager and Alan Pogue, legal counsel (by phone).

No action was taken in executive sessions.

CPOA Agenda Items for Board Discussion and Direction

Athletic Center Project Update

- Director Grier updated meeting attendees on progress made in the last four months to select a contractor and designer to assess the athletic center and Trailhead facilities and conduct concept workshops, develop site and land-specific plans, provide phased-approach recommendations consistent with CPOA funding sources, and create design and project scope recommendations with respect to necessary renovations or replacement of the existing facilities. Director Grier outlined potential funding options (special assessments, bank loans and CMD-sponsored bonds) and associated risks of those options. He discussed the advantages of a phased design/build approach that would allow project costs to be identified and considered simultaneously with concept and scope development. A concept design proposal from Vail area-based contractor RA Nelson and architect TAB Associates, was presented for consideration and can be found [here](#).
- There was discussion among board members regarding the scope of the project.
 - Director Haynes advocated for a land planner to first be involved in the process so that CPOA could develop a defined scope of work, without setting a budget upfront, before the project was turned over to the architects and contractors. He said that during the December 13, 2019, board meeting a motion was made that included a conceptual budget of \$2.5 million for a pool and a \$3.5 million for the renovation of the athletic center. Director Haynes was participating by phone and did not understand the board was setting a budget. He expressed concern about defining a preliminary project budget without knowing the full scope of the project. He thought the board should provide the contractors with more direction about what the scope of this project is rather than hand it to them and give them a copy of previous surveys, adding that he'd like to have a better sense of what we are going to do and then put a realistic budget and a financial plan behind it.
 - Director Grier explained the intent of the December 13, 2019, budget motion was a conceptual budget to provide a financial context (based on available CPOA resources, reserve studies and forecasted CPOA revenue) for use in project planning and not for purposes of actual construction. The contextual budget could be adjusted dynamically during concept/scope development process if prudent project requirements necessitated additional funding. Director Grier assured that the design/build team would receive all available information with respect to existing facilities, the prior project-related studies, the design and bid materials from the previously considered athletic center, community center and Trailhead pool projects as well as the community survey results. He also reiterated that the RA Nelson/TAB proposal included, as a first step, concept and project element identification exercises aimed at developing a scope of work reasonably responsive to current and future community demand.
- General manager Oys suggested that a work session to review past studies and proposals may be beneficial to the board members as they move forward. Todd Goulding and Davis Partnerships could be available to present their historical work on the athletic center remodel from 2016 and the community center project from 2017. This work session would include accurate information for RA Nelson, TAB Associates and board members.
- A work session will be scheduled in the next month.

CPOA Motion: Director Grier moved to approve to sign a contract with RA Nelson and TAB Associates for the concept planning, site development, assessment and renovation/replacement of both the athletic center and the Trailhead facilities anticipated to be completed in phases over several years. Seconded by Director More. Upon motion duly made and seconded, the board approved the motion in a 3 – 2 vote. Directors Haynes and Lenac opposed the motion.

Trailhead Furnishings

- On behalf of the stitchery group that meets weekly at the Trailhead Clubhouse, Nukhet Saxby wrote an email to the CPOA Board requesting improvement of the furnishings around the fireplace area. At the meeting, she requested approval to solicit furniture and modest amount of décor (to be in keeping with the current Trailhead character) from property owners that are replacing their current furniture and/or décor. CPOA Board said that would be fine.

Public Comment

- Topics included: a compliment to the board for moving in the right direction with the process to address the need for a better community pool; clarification about what Davis Partnerships’ role will be in the work session; a request to the board to revisit historical data during the planning process; and a comment recognizing Director Grier for his efforts to move the project forward.

CPOA Adjournment

CPOA Board of Directors

Director More moved to adjourn the Special Meeting of the Cordillera Property Owners Association at 6:10 p.m. Seconded by Director Haynes. Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Property Owners Association.

2020 CPOA Special Board Meeting Schedule

- The board agreed to meet monthly given the need to timely support pool and athletic center renovation planning. Those dates include the following:
 - February 20
 - March 19



MINUTES

UNAPPROVED

Cordillera Metro District

Cordillera Property Owners Association

CMD and CPOA Public Session

March 5, 2020

In Attendance

CMD Board of Directors	CPOA Board of Directors
David Bentley, President (Term to 2022)	Mike Grier, President (Term to 2020) - Webinar
Eugene McGuire, Vice President (Term to 2022) (by phone) - Webinar	Ron Haynes, Vice President (Term to 2021)
Cheryl Foley, Treasurer (Term to 2022)	Monte Irion, Treasurer (Term to 2022) – Webinar
Kitty George, Secretary (Term to 2020)	Jerri More, Secretary (Term to 2020)
	Cynthia Lenac, Assistant Treasurer/Assistant Secretary (Term to 2022)

Others Present:

Rachel Oys, general manager; Trevor Broersma, operations director; Tracy Stowell, office manager; Barry Smith, public safety director; Claudia Wells, finance manager; Joe Helminski, recreation director; Ron Hoppner, information technology administrator; Cliff Simonton, community planning manager; Fernanda Bazani, human resource manager; Heather Hower, communications manager and members of the public: Pam Horan-Kates, Ron Yordi and Dan Roberts. Webinar attendees: Lois Bruce, Mike Autera and David Pennock.

Call to Order

CMD Board of Directors	CPOA Board of Directors
Director Bentley called to order the Special Meeting of the Cordillera Metropolitan District at 12:06 p.m.	Director Grier called to order the Special Meeting of the Cordillera Property Owners Association at 12:07 p.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
Director Foley moved to approve the March 5, 2020, Special Meeting Agenda. Seconded by Director George.	Director More moved to approve the March 5, 2020, Special Meeting Agenda. Seconded by Director Haynes.

Upon motion duly made and seconded, the board approved the Mach 5, 2020, Special Meeting Agenda.

Upon motion duly made and seconded, the board approved the March 5, 2020 Special Meeting Agenda.

CMD/CPOA Joint Work Session

Rachel Oys, general manager, and Todd Goulding, Goulding Development, presented historical planning data for the Athletic Center (2014-2016), the Community Center (2017) and the Trailhead Pool Project (2017-2018). Historical data included:

- project summary
- schematics
- estimated project costs
- communication plans
- community input

CMD and CPOA Executive Sessions

1:57 p.m. Directors George and Bentley moved to enter executive session pursuant to Section 24-6-402(4)(a), C.R.S. (CMD) for the purpose to discuss personnel matters (general manager).

1:58 p.m. Directors More and Lenac moved to enter executive session pursuant to Section 38-33.3-308, C.R.S. (CPOA) for the purpose to of discussing matter pertaining to employees/agents of the Association (general manager).

3:50 p.m. Directors George and Foley moved to conclude executive session.

3:50 p.m. Directors More and Haynes moved to conclude executive session.

Present: CMD Directors Bentley, McGuire (by webinar), George and Foley as well as CPOA Directors Grier (by webinar), Haynes, More, Irion (by webinar) and Lenac.

Also, present: Rachel Oys, general manager.

No action was taken in executive sessions.

CMD Adjournment

CMD Board of Directors

Director George moved to adjourn the Special Meeting of the Cordillera Metro District at 3:51 p.m. Seconded by Director Foley.
Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Metro District.

CPOA Adjournment

CPOA Board of Directors

Director Haynes moved to adjourn the Special Meeting of the Cordillera Property Owners Association at 3:51 p.m. Seconded by Director Grier.
Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Property Owners Association.

Meeting Schedule

- The regularly scheduled CMD and CPOA Board meetings for 2020 will be as follows: April 17, August 27 and November 13. All meetings are scheduled to begin at 9 a.m. in the large conference room* at the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado, 81632. Meetings will be cancelled when there are no time-sensitive or substantive topics for board discussion.

*Note: The April 17 regular board meeting will be held via webinar to comply with social distancing requirements.



MINUTES

UNAPPROVED

Cordillera Metro District

Cordillera Property Owners Association

CMD and CPOA Public Session

March 13, 2020

In Attendance

CMD Board of Directors	CPOA Board of Directors
David Bentley, President (Term to 2022)	Mike Grier, President (Term to 2020) - Webinar
Eugene McGuire, Vice President (Term to 2022) (by phone) - Webinar	Ron Haynes, Vice President (Term to 2021)
Cheryl Foley, Treasurer (Term to 2022)	Monte Irion, Treasurer (Term to 2022) – Webinar
Kitty George, Secretary (Term to 2020)	Jerri More, Secretary (Term to 2020)

Others Present:

Rachel Oys, general manager; ; Trevor Broersma, operations director; Tracy Stowell, office manager; Barry Smith, public safety director; Claudia Wells, finance manager; Joe Helminski, recreation director; Ron Hoppner, information technology administrator; Cliff Simonton, community planning manager; Fernanda Bazani, human resource manager and members of the public: Pam Horan-Kates, Ron Yordi and Dan Roberts. Webinar attendees: Lois Bruce, Mike Autera and David Pennock.

Call to Order

CMD Board of Directors	CPOA Board of Directors
Director Bentley called to order the Special Meeting of the Cordillera Metropolitan District at 9:06 a.m.	Director Grier called to order the Special Meeting of the Cordillera Property Owners Association at 9:06 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
Director McGuire moved to approve the March 13, 2020, Special Meeting Agenda. Seconded by Director George. Upon motion duly made and seconded, the board approved the Mach 13, 2020, Special Meeting Agenda.	Director More moved to approve the March 13, 2020, Special Meeting Agenda. Seconded by Director Haynes. Upon motion duly made and seconded, the board approved the March 13, 2020 Special Meeting Agenda.

CMD/CPOA Joint Agenda Items

COVID-19 Response

The Eagle County Public Health issued a public health order that imposes restrictions on social gatherings of no more than 50 people while also following social distancing requirements of 6 feet to slow the spread of the COVID-19 virus in communities around Eagle County. The order is in effect until at least April 8, 2020.

Given the public health order, additional organizational closures in the valley and the desire to be cautious, CMD and CPOA are adjusting services to emphasize social distancing practices in the day-to-day operations and will be cancelling or adjusting public gatherings according to the standing order. General Manager Oys is asking anyone conducting business with CMD or CPOA to please phone 970-926-1923 or email info@cordillerametro.org as much as possible.

The following essential services are maintained:

- Public safety gate access, patrols and response to calls
- Community operations road maintenance
- Post office operations
- Administration, finance, human resources, IT, DRB and communications
- Facility maintenance
- Equestrian Center only open to boarders
- CMD, CPOA, DRB and other meetings will be facilitated via webinar

Non-essential services temporarily suspended:

- No events or gatherings will be hosted
- ACC and Trailhead are closed; fitness classes and group activities (i.e. stitchery) will not be held
- VGC will close; accommodations will be made for members to collect their belongings
- Café is closed and will not host group functions
- Skier shuttle suspended for the season

Local Disaster Declaration

The District's General Manager declared a local disaster emergency on March 13 as permitted pursuant to C.R.S. § 24-33.5-709, due to the imminent threat caused by the COVID-19 pandemic.

Oys requested that CMD extend the declaration through April 8.

The official action helps trigger the district's ability to make emergency appropriations as well as apply for aid and assistance from state and federal agencies for implementation of emergency plans.

<p><i>CMD Motion: Director Bentley moved to extend the local disaster declaration to April 8, 2020. Seconded by Director Foley. Upon motion duly made and seconded, the Board approved the motion.</i></p>

CMD Adjournment

CMD Board of Directors

Director McGuire moved to adjourn the Special Meeting of the Cordillera Metro District at 9:33 a.m. Seconded by Director George.

Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera District.

CPOA Adjournment

CPOA Board of Directors

Director More moved to adjourn the Special Meeting of the Cordillera Property Owners Association at 9:34 a.m. Seconded by Director Irion.

Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Property Owners Association.

Meeting Schedule

- The regularly scheduled CMD and CPOA Board meetings for 2020 will be as follows: April 17, August 27 and November 13. All meetings are scheduled to begin at 9 a.m. in the large conference room* at the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado, 81632. Meetings will be cancelled when there are no time-sensitive or substantive topics for board discussion.

*Note: The April 17 regular board meeting will be held via webinar to comply with social distancing requirements.



MINUTES

UNAPPROVED

Cordillera Metro District

Cordillera Property Owners Association

CMD and CPOA Special Board Meeting

March 31, 2020

In Attendance

CMD Board of Directors-Via Webinar	CPOA Board of Directors-Via Webinar
David Bentley, President (Term to 2022)	Mike Grier, President (Term to 2020) - Webinar
Eugene McGuire, Vice President (Term to 2022)	Ron Haynes, Vice President (Term to 2021)
Cheryl Foley, Treasurer (Term to 2022)	Monte Irion, Treasurer (Term to 2022) – Webinar
Kitty George, Secretary (Term to 2020)	Jerri More, Secretary (Term to 2020)
John Van Deusen, Assistant Treasurer/Assistant Secretary (Term to 2020)	Cynthia Lenac, Assistant Treasurer/Assistant Secretary (Term to 2022)

Others Present:

Rachel Oys, general manager; ; Trevor Broersma, operations director; Tracy Stowell, office manager; Joe Helminski, recreation director; Ron Hoppner, information technology administrator; Cliff Simonton, community planning manager; Fernanda Bazani, human resource manager; and members of the public; Lois Bruce, Brooke Ferris, Michael Finley, Mary Jackson, Mike Autera, Michael Dowling, Jane Roberts, Faith Edgar, S. Seltzer, John Warren, Pamela Horan-Kates, Larry Brooks, Dennis Moran and Eric Grubbs.

Call to Order

CMD Board of Directors	CPOA Board of Directors
Director Bentley called to order the Special Meeting of the Cordillera Metropolitan District at 10:05 a.m.	Director Grier called to order the Special Meeting of the Cordillera Property Owners Association at 10:06 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
Director Foley moved to approve the March 31, 2020, Special Meeting Agenda. Seconded by Director George. Upon motion duly made and seconded, the board approved the Mach 31, 2020, Special Meeting Agenda.	Director More moved to approve the March 31, 2020, Special Meeting Agenda. Seconded by Director Irion. Upon motion duly made and seconded, the board approved the March 31, 2020 Special Meeting Agenda.

CMD and CPOA Executive Sessions

10:07 a.m. Directors George and Van Deusen moved to enter executive session pursuant to Section 24-6-402(4)(b), C.R.S. (CMD) to receive legal advice regarding CSMN litigation.

10:07 a.m. Directors Haynes and More moved to enter executive session pursuant to Section 38-33.3-308, C.R.S. (CPOA) to receive legal advice regarding CSMN litigation.

10:31 a.m. Directors McGuire and George moved to conclude executive session.

10:31 a.m. Directors More and Irion moved to conclude executive session.

Present via Webinar: CMD Directors Bentley, McGuire, George, Van Deusen and Foley as well as CPOA Directors Grier, Haynes, More, Irion and Lenac.

Also, present: Rachel Oys, general manager and Alan Pogue, legal counsel.

No action was taken in executive sessions.

CMD/CPOA Joint Agenda Items

COVID-19 Response Update

Rachel Oys, general manager, provided an update that included: CMD and CPOA's objectives for the response; background of the state and local government health orders and Cordillera's communications thus far to the boards, community and staff; COVID-19 statistics for the State of Colorado and Eagle County; operational modifications by department; employee supports and a request to extend the local disaster declaration to June 1.

Human resources and general manager have reached out to local districts/businesses and Employers Council to share practices and implement changes required by Families First Coronavirus Response Act that becomes effective April 1. Oys requested that the CMD board approve up to an additional 80 hours of paid leave for certain full-time employees and up to an additional 40 hours of paid leave for certain part-time employees identified by human resources who may be at higher risk or experiencing anxiety-related concerns, but who do not fall under the new FFCRA requirements and may need additional support. The total cost of this leave request was estimated to be \$24,000. If accepted, this option would be available to the identified employees who choose to take leave from the approval date through June 1.

A question was raised as to whether a motion was necessary after discussion by the boards it determined that the request would not create an additional expense to the district. The CMD board decided to proceed with the motion, so that the PTO policy could be temporarily waived or amended if and as determined necessary. The board indicated its desire to give the general manager this additional flexibility to support staff during the emergency period.

CMD Motion: Director Bentley moved to approve up to an additional 80 hours of paid leave for certain full-time employees and up to an additional 40 hours of paid leave to certain part-time employees who are not covered under the Families First Coronavirus Response Act, if taken between the current date and June 1, 2020. Seconded by Director George. Upon motion duly made and seconded, the Board approved the motion.

Local Disaster Declaration

An order was executed March 13, 2020 declaring a local disaster in and for the Cordillera Metro District. The District's General Manager's March 13, 2020 Declaration of Local Disaster Emergency, previously continued to and including April 8, 2020.

Oys requested that CMD further continue the declaration through June 1, 2020, as permitted pursuant to C.R.S. § 24-33.5-709, due to the imminent threat caused by the COVID-19 pandemic. The General Manager is directed to continue implementing measures with respect to District employees and access to certain District owned facilities.

The official action helps trigger the district's ability to make emergency appropriations as well as apply for aid and assistance from state and federal agencies for implementation of emergency plans.

CMD Motion: Director Bentley moved to extend the local disaster declaration to June 1, 2020. Seconded by Director Foley. Upon motion duly made and seconded, the Board approved the motion.

Public Comment

- Topics included: a request for data on where confirmed cases of COVID-19 sit within Eagle County; clarification as to whether the Club at Cordillera's takeout service will be available to all Cordillera residents; an inquiry about non-residents using the Big Park Trailhead; adding pregnant employees to the new PTO policy presented; and a thank you to the barn manager and general manager for their leadership.

CMD Adjournment

CMD Board of Directors

Director Foley moved to adjourn the Special Meeting of the Cordillera Metro District at 11:52 a.m. Seconded by Director McGuire.

Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Metro District.

CPOA Adjournment

CPOA Board of Directors

Director More moved to adjourn the Special Meeting of the Cordillera Property Owners Association at 11:52 a.m. Seconded by Director Irion.

Upon motion duly made and seconded, the board adjourned the Special Meeting of the Cordillera Property Owners Association.

Meeting Schedule

- The regularly scheduled CMD and CPOA Board meetings for 2020 will be as follows: April 17, August 27 and November 13. All meetings are scheduled to begin at 9 a.m. in the large conference room* at the Cordillera Administration Building at 408 Carterville Road, Cordillera, Colorado, 81632. Meetings will be cancelled when there are no time-sensitive or substantive topics for board discussion.

*Note: The April 17 regular board meeting will be held via webinar to comply with social distancing requirements.

DRAFT

Management Report

Community News



Upcoming Events

CordilleraLiving.com/calendar

April

14 – [DRB Meeting](#), 8:30 a.m., Webinar Platform

17 – [CMD and CPOA Regular Board Meetings](#), 9 a.m., Webinar Platform

May

5 – [Yard Debris Collection](#), Divide

12 – DRB Meeting, 8:30 a.m., Webinar Platform

12 – [Yard Debris Collection](#), Ranch

19 – [Yard Debris Collection](#), Summit

25 – Memorial Day Holiday – Administration and Post Office Closed

June

2 – [Yard Debris Collection](#), Divide

4 – [Dumpster for Spring Clean Up](#), Dog Park Parking, Divide

9 – DRB Meeting, 8:30 a.m., Webinar Platform

9 – [Yard Debris Collection](#), Ranch

11 – [Dumpster for Spring Clean Up](#), Trailhead Parking, Ranch

16 – [Yard Debris Collection](#), Summit

18 – [Dumpster for Spring Clean Up](#), Golf Maintenance, Summit

Administration

CMD Election

The Cordillera Metro District received two self-nominations by the end of business day on February 28, 2020, for the CMD Board of Directors. This included candidates filing affidavits of intent to be a write-in candidate. With only two seats on the board available and two self-nominations, the election to be held on May 5, 2020 was cancelled.

Congratulations to Dan Roberts and John Van Deusen who were elected for three-year terms by acclamation. Both will serve on the CMD Board with terms expiring in May of 2023.

A special meeting will be called in May for the new directors to take the oath of office and to seat officers.

CPOA Election

The Association's Board of Directors will have two director positions open. A call for nominations for candidates desiring to run for the position of director will be announced in mid-June. Election materials will be sent to all property owners who are not delinquent in their assessments in mid-July. Elections will take place August 28 at the Annual Meeting of the Members.

Finance

2019 Audit

All 2019 audit documents have been provided to McMahan and Associates' auditors for the annual audit testing, which is taking place remotely this year. Finance is answering outstanding questions and helping to prepare the preliminary audit findings with the auditors. Fieldwork was completed by April 10 with a draft to the district by mid-June.

RETA

There was a total of \$17,503,000 in real estate sales in the first quarter of 2020. With thirteen property closings, the two percent RETA collections totaled \$350,060 in revenue.

Annual Assessments

2020 annual assessments were due January 31 with late fee and interest assessed starting March 15. First Notice letters to 98 individual property owners detailing the 2020 assessments, late fees and interest currently owed will be mailed the week of April 13.

Staff continues to work with Jerry Oliver to collect past due and delinquent accounts.

Human Resources



On February 13, CMD hosted a special Valentine's Day breakfast for staff in appreciation for their efforts and dedication.

New Management Team Members

Heather Hower joined the team as the communications manager on March 16. She has twenty years of communications, marketing and nonprofit experience. She has served as an editor, writer, marketing and communications manager. Hower moved to Eagle County in 1998 to oversee the transportation department for the 1999 World Alpine Ski Championships with the Vail Valley Foundation. After a six-month stint leading bike tours throughout France, Hower joined The Gallegos Corporation, working closely with their marketing team and Gerald Gallegos. She also worked with Slifer Designs, YouthPower365, Vail Dance Festival and, most recently, rebranded Mountain Youth, a nonprofit focused on ensuring youth in our community thrive. She has freelanced with local magazines as well. Over the years, Hower has volunteered for Habitat for Humanity, Girl Scouts of Colorado, Education Foundation of Eagle County and the Red Ribbon Project. Hower has a marketing degree from Providence College.



Claudia Wells joined our administrative team as the finance manager effective February 10. Wells has been a resident of Eagle County for more than 30 years. Through her bookkeeping company, she has managed the finances of more than 40 local businesses throughout the valley including architectural firms, homeowner associations, salons and construction companies. Prior to establishing her own business, she worked for the Upper Eagle Valley Water and Sanitation District where she served as co-chair of the American Water Works Association's Western Division. Over the past four years, Wells also worked as a part-time deputy coroner for Eagle County. Wells enjoys being active in her community. She is a certified EMT and headed up bell ringing services for the Salvation Army for six seasons. She has two children and has been the captain of her hockey team for the past 12 years.

Education and Training

- William Morris, public safety officer, received his American Red Cross certification for completion of the Adult and Pediatric First Aid/CPR/AED class. Morris is now certified to teach these classes to the community and to staff.

- Trevor Broersma, Joanne Kelley, Fernanda Bazani, Rachel Oys and Tracy Stowell completed the two-day FEMA ICS-400 class, which provides training and resources for personnel who require advanced knowledge and application of incident command systems.
 - Eleven public safety officers completed a basic weather training. Five most-recent new hires completed firearms and RADAR training for the new speed gun. All public safety team members continue to undertake training in pertinent Spanish phrases to enable better communication with our Spanish-speaking community.
 - Tracy Stowell, Joe Helminski, Aubrey Lewis and Heather Hower took a two-day training on Civic Ready, which is the communication system and website platform.
-

Anniversaries

- Ron Hoppner, Administration – 1 year
- Kaitlin Driscoll, Equestrian Center – 1 year
- Cliff Simonton, Administration – 1 year
- Mike Hyslop, Community Operations – 4 years
- Senta Schleder, Athletic Center – 4 years
- Glenn Tomasko, Community Operations – 13 years

Information Technology

New Collaboration Tools

Microsoft Teams was introduced on district computers. This collaboration tool centralizes communications between individuals and groups, tightly integrates with our existing file structure for easy document collaboration, allows for group audio and video calling and streamlines processes for remote work. A shared calendar was implemented to aid with social distancing compliance.

Remote User Support

Cordillera has always maintained the ability to remotely access critical systems and files. The system was originally intended to support two users accessing network resources remotely at any time. Because of the sudden nature of the COVID-19 crisis, the tools to support larger numbers of users accessing the network from remote locations simultaneously was increased. Upgraded licenses were obtained for VPN access. Various server configurations were modified to support the urgent need for staff members to access network resources remotely. Cordillera's network infrastructure is very robust and well laid out. It is a credit to Chris Funk at Mitchell & Company, who designed and implemented our network architecture several years ago.

Video Conferencing Review

The increased focus on remote work has led to an evaluation of our existing video conferencing/webinar platform. Microsoft Teams is very capable for small video conferences but is not suitable for large meetings and webinars broadcast to the public. Based on feedback from users, we are evaluating alternative platforms that support Cordillera's feature and security requirements.

Communications

Advertising

- Video ads promoting the Cordillera lifestyle had been placed on large screens in the Eagle airport departure and arrival areas. The ads aired every five minutes through the end of March. The average wait times in these areas is 25 minutes. Due to the COVID-19 crisis, the contract is currently suspended.
- Full-page branding ads were placed in the *Vail Daily* on January 19 (MLK), February 16, 17 and 18 (Presidents' Week). Total reach for the four ads was 172,000 impressions.
- A full-page branding ad was placed in the 2019-2020 *Visit Vail Valley, the Official Visitor's Guide*, from October 2019 through October 2020. The print run is 25,000, plus an online presence.
- The Cordillera Skier Shuttle was wrapped and transported skiers through March 13, when Beaver Creek and Vail Mountains were closed due to COVID-19.

Public Relations

- Five mentions (“Small Town,” two regarding golf and two basic listings) in the 2019-2020 *Visit Vail Valley, the Official Visitor’s Guide*, 25,000 issues printed, plus an online presence.

Internal Communications

- Six “Cordillera Connection” newsletters have been sent to property owners earning an average open rate of 55 percent. Eleven “Official News and Updates” were sent during the same period with a 58 percent open and six percent click rate; three COVID-19 related updates as well as board meeting notes, planning workshop, election notices and newsflashes were also sent to community members.

Website

- Routine updates and additions were made to [CordilleraLiving.com](https://www.CordilleraLiving.com).

Recreation

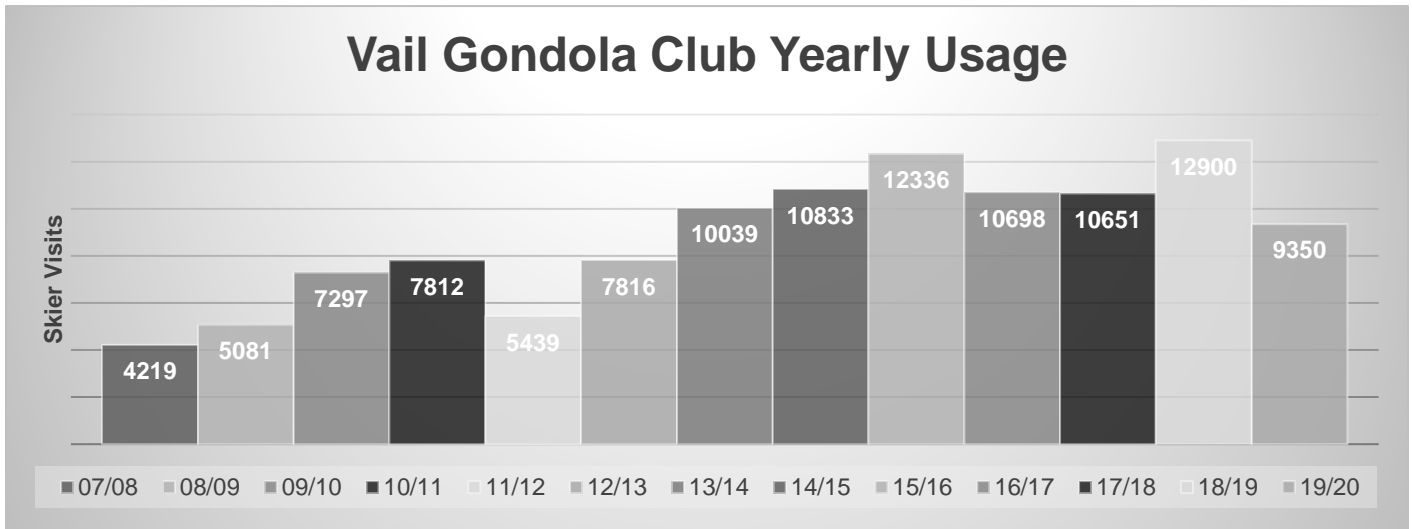
Vail Gondola Club

- Vail Mountain opened for the season on Friday, November 15 and closed on Sunday, March 15. The mountain was originally scheduled to close April 19.
- The Vail Gondola Club opened for the season on Monday, November 11 and closed on Friday, March 13 for a 120-day ski season. The club was open 8 a.m. to 5 p.m. daily to members and their guests for the duration of the club’s 13th ski season.

Club Usage

- Over the course of the 2019-20 season, the club saw an average of 78 skiers per day – 9,350 in total, which was comprised of 6,437 members and 3,003 member guests. During the 2018-19 season, there

were 12,900 skier visits; the daily average was down three skier visits per day. The month of March sees the most ski traffic annually with an average over 100.



Membership Status

As of April 1, 2020, the club has 205 members and is at capacity. With all authorized memberships sold, prospective members may submit their names to a waiting list. CPOA members, CVCPOA members and non-resident members of the Club at Cordillera shall be given top priority on the waiting list, followed by non-Cordillera residents. Upon resignation of a membership or another increase in the number of available memberships, the club manager shall contact the party at the top of the waiting list and offer a membership to that party, provided that party complies with all membership application and eligibility requirements.

Just under 50 percent of members are Cordillera property owners, not including the Cordillera Valley Club owners and Club at Cordillera members who make up an additional 13 percent of the membership; 39 percent of members are non-property owners.

End of Season

Since closing on March 13, team members have performed annual closing procedures. End-of-season correspondence was sent, membership-usage data calculated, guest locker tracking and invoicing completed and annual survey distributed. Facility maintenance items included deep cleaning/disinfection of the following areas: all carpeted areas, interior and exterior of lockers, ski storage racks, boot dryer and food/supply storage areas.

Skier Shuttle Pilot Program Report

On December 13, 2019, the Cordillera Skier Shuttle pilot service launched. The shuttle was scheduled to run on Fridays, Saturdays and Sundays through March 29, 2020. Due to the arrival of COVID-19 and the Eagle County Public Health order, the last day for the shuttle was March 13. The shuttle departed from the Cordillera Post Office and delivered skiers twice daily to Beaver Creek (8:15 / 9:45 a.m.) and Vail (8:00 / 9:30 a.m.). The shuttle returned skiers to Cordillera at 2:30 p.m. and 4:00 p.m. from each resort.



Reservations were encouraged and could be made up to three (3) days in advance on a first-come, first-serve basis. There was also a 24-hour cancellation policy in place.

Usage Summary

In total, the shuttle had 343 riders to the Vail/Beaver Creek drop-off locations. The most popular route was the 9:30 a.m. route to Vail, where there were 4.4 riders per trip. Overall, 74 percent of the 343 riders used the service to Vail. The most popular return was the Vail 4 p.m. shuttle. Nearly 92 percent of riders used the round-trip service.

Additional observation/feedback items included the need to streamline the booking process and increase the visibility of the promotion. Also, cancellations could potentially be an issue if the service was continued as one in six guests that booked ultimately cancelled. Rider and driver feedback were positive.

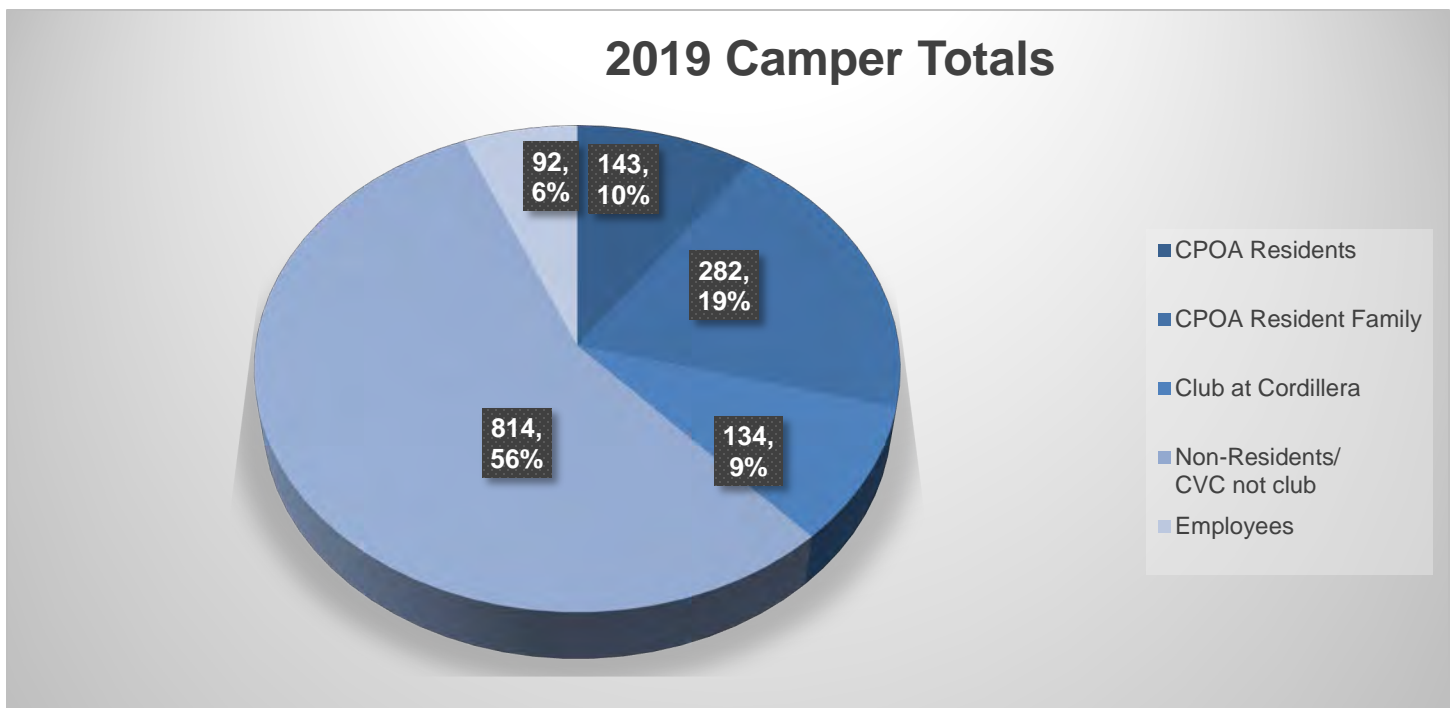
Cordillera Day Camp “Cordy Camp”

The difficult decision has been made that Cordy Camp will not operate in the same fashion it has since 2013, that being open to the public as a day camp for children ages 5 to 12. Historically, camp registration opened late April and camp was offered from early June through mid-August, based on school scheduling.

Camp attendees were 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 camp attendance has been as high as 2,000 campers per season, or 31 campers per day in its peak season.

Alternative child programming is being explored and will be implemented as permissible by public health guidelines for the summer of 2020. Recreation team leaders have met with the state licensing specialist from the Colorado Office of Early Childhood to ensure compliance with any new potential programming.

The challenges around the lack of Cordillera property owner attendance, property owner dissatisfaction around the abundance of children at the pool and current pandemic are all contributing factors to the status change. The graph below shows a breakdown of the demographic of the 1,465 children who attended camp during the 2019 59-day session.



Trailhead Pool

Alternative staffing models and operations are under evaluation and consideration. Historically, the pool has been open 11 a.m. to 7 p.m. daily for pool guests with lifeguards on duty from Memorial Day through Labor Day. Adult supervision of children ages 12 and under is required at all times. The pool is accessible to all members of the Cordillera Property Owners Association, their family, resident guests and Club at Cordillera Members.

Athletic Center at Cordillera

The Athletic Center at Cordillera (ACC) closed operations on March 13 and the current public health order states that it is to remain closed through April 30. Summer fitness classes and wellness programming are under development.

When permissible the 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 Cordillera ID card.

Usage

- January and February usage were up 27 percent when compared to 2019, with 3,725 facility users during the two-month period. January saw 2,020 users/65 per day and February saw 1,705 users/59 per day.
 - There were 20,884 facility users total in 2019, averaging 57 per day.
 - The slowest months of the year historically are April and May.
-

Ice Rink

The ice rink at the Athletic Center was open daily 9 a.m. to 7 p.m. from December 17 through March 3. This is nearly 50 days longer than the historical average when it was located at the dog park. Loaner skates were available at the Athletic Center front desk. The community operations team demonstrated great dedication to having one of the best outdoor ice surfaces in the Vail Valley.

Short Course

The Short Course is scheduled to open on May 15, 2020. Troon Golf, which manages the Short Course on behalf of the CPOA, will closely monitor public health guidelines and restrictions as they pertain to golf

operations and adjust accordingly. The Short Course maintenance team is preparing the course for summer play. The liquor license held by the CPOA for the property has been renewed.

Community Enrichment

Meet and Greets

The Cordillera Welcome Committee was formed to welcome new homeowners and to be a resource as they settle into life in the Cordillera community. In a joint effort with staff, the committee hosts casual meet-and-greet events on the first Friday of each month at the Trailhead.

These events were held each of the first three months of the year and ranged from 50 in attendance to nearly 100 in January. As planned, there are no meet and greets scheduled in April, May and July.

Adult and Child Programming

Recreation team leaders have been working diligently on alternative programming for adults and children for the upcoming summer. Maintaining flexibility and creativity with today's ever-changing environment, the team has been networking with existing and new contacts with summer programming concepts. They have been in contact with Vail Valley Swim School, Club at Cordillera, Venture Sports, Vail Valley Anglers, tennis professional Mike Evans, Alpine Arts, Walking Mountains, chefs, property owners, board members and internally using experience and knowledge to formulate a plan. With all the uncertainty, there are currently no set community events including concerts, Community Day, Independence Day or any other large gatherings planned.





Community Operations

Projects

- Alliance Golf will be on site at the Short Course mid-May to repair a few issues with the pond project.
- Short Course maintenance facility interior has been repainted.
- Trailhead floors were sanded, buffed and refinished.
- The Administration building HVAC system is currently being replaced and is expected to be complete by April 17.

Roads and Traffic Calming

- Snow totals are as follows: January, 40 inches, February, 48 inches, and March 23 inches.
- Staff cleared plugged culverts on Fenno Hill Drive to direct water away from the edge and prevent any chance of landslides.
- Speed bumps will be installed by the operations staff late April depending on weather.

Facilities

- 320 planned maintenance work orders were completed, including but not limited to filter changes, motor and belt replacements in air handlers and boilers, and maintenance in the Athletic Center locker rooms.

- Facilities fixed two major pipe leaks at ACC, as well as two roof leaks at community operations and the equestrian center.
-

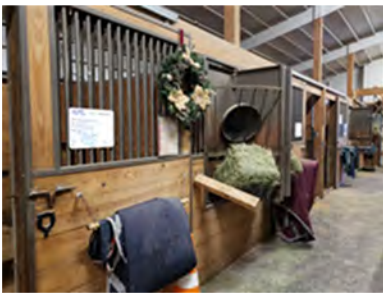
Fleet

- The new Bobcat mini-x and CAT 299 skid steer were delivered and put to immediate use clearing snow, cutting ice pack and cleaning out ditches.
 - 22 preventative work orders were completed including full-system services, computer upgrades and mechanical issues and corrections.
 - The team worked with Western Plows to upgrade old plow lights to LEDs in an effort increase plow driver safety while plowing at night.
-

Trails and Fishing

- Staff is cleaning hiking trails and the trails at the fly-fishing beats.
- Ponds are still not ice-free therefore closed to fishing.
- A new ATV weed sprayer was delivered assembled and is ready for use.

Equestrian Center



Spring Cleaning

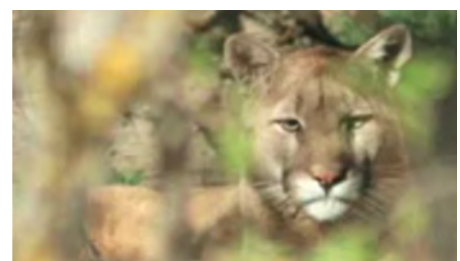
Spring paddock scraping is currently under way with the help of the community operations team. The equestrian center is open for essential services for horses but closed to the public and boarders, except for scheduled care for horses including exercise.

Current Boarding Statistics

Three boarders decided not to renew 2020 boarding agreements due to the COVID-19 outbreak. These spots will be filled from the current waiting list as the pandemic settles down and restrictions are lifted. The current numbers are:

Stalls: <ul style="list-style-type: none"> • Property Owners – 3 • Non-Property Owners – 14 • Horses on Waiting List – 5 	Outside Paddocks: <ul style="list-style-type: none"> • Property Owners – 10 • Non-Property Owners – 11 • Horses on Waiting List – 2
------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Public Safety



Summary of Incidents

Beginning January 1, 2020, public safety rolled out an updated version of the ABDI community management software, which allows for more accurate incident reporting and report summaries. Between January 1 and March 31, the public safety team responded to 223 calls for the following services:

Alarms - 25	Patrol detail - 2
Animal issue: non wildlife - 6	Property damage - 7
Assisted another agency -2	Resident complaint - 1
Complaint (not noise) -1	Resident/contractor assist - 33
Cordillera CCR violation -1	Safety detail - 1
Disturbance - 3	Service call - 6
Escort - 2	Suspicious activity - 3
Hazardous condition - 6	Traffic safety detail - 3
Intoxicated person - 1	Traffic violation - 3
Lost/found property - 1	Trash violation - 2
Medical response - 5	Trespassing - 2

Miscellaneous - 2	Vandalism - 2
Noise complaint - 3	Vehicle crash - 2
Open door/window - 23	Wildlife issue - 2
Parking - 53	

- One incident of note involved a door that had been left open at a residence resulting in a burst water line and significant water damage in the home.
- Public safety received several reports on mountain lions. No action was taken as they were not exhibiting threatening behavior.

Bicycle Regulations

The Bicycle Registration program launched last year and will continue this year. Bicycles must be pre-registered with Cordillera with approved access sticker, affixed to the handlebar or affixed to a plastic ID card carried by the cyclist. If the bike is not registered, the bicyclist must complete a paper application each time entering through a Cordillera gate. Bicyclists must operate under Cordillera rules, which includes wearing a bicycle helmet, obeying posted speed limits, stopping at stop signs, yielding to pedestrians, displaying proper illumination, riding single file and riding in the designated bicycle lanes or as far to the right as possible.

Community Planning and Design Review



Design Review Board

- Traci O'Connor and Henry Reed were unanimously appointed to the Design Review Board by the CPOA Board on March 25, 2020. The DRB is now seeking interest in serving as an alternate.

- Seven single family homes are in various stages of construction in Cordillera. Five have recently been approved and are expected to start construction this summer. Four more are under review by the Design Review Board.
- Many smaller repair and exterior modification projects are underway in the community.
- Work continues to improve DRB processes and protocols – assuring a thorough, efficient and consistent review of all projects. This includes evaluating and updating Cordillera’s Design Guidelines, a process that will be done in increments throughout 2020. Public review and the opportunity for public comment from property owners, architects, builders, relators and other interested parties will be part of the process. All changes or adjustments to the guidelines require review by the CPOA board.

Meeting Agendas and Minutes

DRB agendas and minutes can be found at www.cordilleraliving.com/agendacenter.

Buildout Analysis March 2020

Buildout Analysis						
Neighborhood	Total Allowed*	Actual	Completed	Review	Construct	% Buildout**
Divide (-60 Lodge)	202	193	165	2	3	85%
Ranch	400	392	317	3	1	81%
Summit	248	239	102	2	3	43%
Totals (PUD 910)	850	824	585	7	7	71%

* 850 + 60 = 910 Total density allowed by the current PUD

** Includes lots that have been combined. Does not include properties under construction

Under Construction	
Divide	Status
1360 Cord Way	Foundation ILC
220 Casteel	Final inspection
322 Granada Glen	Final inspection
465 Little Andorra	Final inspection

Ranch	Status
35 Red Draw	Foundation ILC

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

Review Process	
Divide - 2	Status
1605 Cordillera W	Pre-design 2.14.20
420 Little Andorra	1 Yr Extension 8.30.19

Ranch - 3	Status
192 Elk Woods	Pre-Design 1.10.20
332 Peregrine	Technical 2.20.20
1029 Forest Trail	Sketch 2.14.20

Summit- 5	Status
602 GraniteSprin	Technical 1.11.20
872 Webb Peak	Final 12.10.19
838 Granite Sprgs	Sketch 1.14.20
663 Granite Sprgs	Pre-design 12.10.19
160 Pikes Way	Final 1.14.20

722 Granite Springs	Final inspection
904 Granite Springs	Framing ILC
1596 Gore Trail	Final inspection

Cordillera Metro District
Cordillera Property Owners Association
EMERGENCY OPERATIONS PLAN

Adopted: April 2020

Authors: Stephanie Palmer (S3 Partnerships, LLC); Rachel Oys, general manager; Barry Smith, public safety director; Joe Helminski, recreation director; Trevor Broersma, community operations director; Fernanda Bazani, human resources manager; Cliff Simonton, community planning manager; Heather Hower, communications manager; Claudia Wells, finance manager; Tracy Stowell, office manager; Ron Hoppner, information and technology systems administrator

Cordillera Metropolitan District
Cordillera Property Owners Association
0408 Carterville Road
Cordillera, Colorado 81632
Phone: 970-926-1923
Fax: 970-926-5577
www.cordilleraliving.com

Table of Contents

Introduction	5
Purpose	5
Scope	6
Community Characteristics	6
Demographics	7
Governance	7
Planning Assumptions	8
Critical Facilities, Departments and Locations	9
Access and Functional Needs Populations	9
Communications	10
Maintaining Independence	10
Personal Assistance.....	10
Medical Care	11
Transportation	11
Hazard Analysis Summary	11
Hazard Vulnerability Assessment	11
Capability Assessment	12
Board Governance	12
Communications	12
Design Review Board	13
Finance	13
Human Resources	13
Information and Technology	13
Office Administration	14
Post Office	14
Community Operations	14
Fleet	14
Equestrian Center	15
Public Safety	15
Recreation	16
Mitigation	16
Concept of Operations	17
EOP Activation	17
Phases of Emergency Management	17
Prevention and Mitigation	17
Preparedness	18

Response	18
Recovery	18
Delegation of Authority	18
Disaster Declaration	19
Organization and Assignment of Responsibilities	20
Incident Command System	20
Public Safety Officers	21
Administration	21
Management Team	22
General Manager (or designee)	22
Communications Manager	22
Public Safety Director	22
Recreation Director	23
Finance Manager	23
Human Resources Manager	23
Community Operations Director	23
Property Owners	23
Continuity of Operations	23
Orders of Succession	24
Preservation of Records	24
Liability of Public Employees and Officials.....	25
Protection of the Environment	25
Consumer Protection	25
Nondiscrimination	25
Duplication of Benefits	25
Plan Development and Maintenance	25
Responsibility	25
After Action Review	26
Training and Exercises	26
Authorities and References	26
Local Authorities/References	26
State Authorities/References	26
Federal Authorities/References	26
INCIDENT SPECIFIC EMERGENCY RESPONSE PLANS	27
Annex: Active Shooter	28
Annex: Bomb Threat & Suspicious Mail and Packages/Bomb Threat Checklists.....	28
Annex: Communication Systems	28
Annex: Cyber Attack and Data Breach	28

Annex: Drought	28
Annex: Earthquake	28
Annex: Equine Disease Outbreak	28
Annex: Fire, Internal	28
Annex: Fire System Failure	28
Annex: Flood, External	28
Annex: Flood, Internal	28
Annex: Fuel Shortage	28
Annex: Hazardous Materials Incidents	28
Annex: Medical Emergencies	28
Annex: Network Failures	28
Annex: Pandemic/Epidemic	28
Annex: Severe Weather	28
Annex: Utility Outages	28
Annex: Wildland Fire	28
CONSEQUENCE SPECIFIC EMERGENCY RESPONSE PLANS	28
Annex: Crisis Communications Plan	28
Annex: Damage Assessment	28
Annex: Disaster Declaration and Request for Assistance (Blank Form)	28
Annex: Employee Assistance	28
Annex: Evacuation	28
Annex: Lockdown.....	28
Annex: Shelter in Place	28
Annex: Transportation	28
Promulgation	29
Approval and Implementation	31
Record of Changes	32
Record of Distribution	33

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 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 National Incident Management System (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 stakeholders 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 five phases of incident management—preparedness, prevention, 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, organization 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 flyfishing, 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 couples 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 three-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 provide 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 responder's 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 that asks specific questions about any family member’s dependence upon oxygen or durable medical equipment or 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 Package	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		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
Subsidence	Moderate	Low	High	Moderate	Low
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 to 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; write, edit and manage 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.

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 contractors and to end-users; negotiate and manage contracts, 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 Boards of Directors 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 the 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 Building
8	Small Trucks	Vehicle Storage/Administration Building
2	Motor Graders	Vehicle Storage
2	Backhoes	Vehicle Storage/Salt shed in Winter
1	Cat 938K Large Loader	Vehicle Storage/Salt shed in Winter
1	Bearcat Crack Filler	Murphy’s Pit
1	Bobcat E50 Mini Excavator	Vehicle Storage
1	John Deere 280 Skid steer	Vehicle Storage

1	Road Widener	Vehicle Storage
Quantity	Type	Location
1	Bomag Roller	Vehicle Storage
1	Superior Broom	Vehicle Storage
1	Bobcat Loader	Vehicle Storage
1	John Deere Tractor 5520	Equestrian Center
2	Kabota RTV900 side by side	Equestrian Center
1	Ice Resurfacers	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 (ATVs)	Vehicle Storage/Equestrian Center

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
- Fernanda Bazani, 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 \$1,000). The time it takes to obtain such a 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 CMD 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 communications 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) are 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 recurrence
- 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
- Handles 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 operation
- 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 are exhausted, Eagle 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. Fernanda Bazani, Human Resource 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.

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 Annex:

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.

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 Annex:

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 _____, 2020; 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 Resource Manager:	Date:
Approved by:	Equestrian Center Manager:	Date:
Approved by:	IT System Administrator:	Date:
Approved by:	Community Planning Manager:	Date:

Cordillera Metropolitan District		
SUBJECT: ACTIVE SHOOTER		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY:	DATE:	PAGE: 1 of 4

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, often 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.

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 4

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 law enforcement officers.
- Do not attempt to move wounded people.
- Call 911 when you are safe.

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 shooter’s 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 law enforcement 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.

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 4

- Commit to your actions.

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 4

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.
 - 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

Cordillera Metropolitan District	
SUBJECT: ACTIVE SHOOTER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 5 of 4

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: BOMBTHREAT/SUSPICIOUS PACKAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 7

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

Cordillera Metropolitan District	
SUBJECT: BOMBTHREAT/SUSPICIOUS PACKAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 7

- 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
- Write down the exact wording of the threat and take notes on everything said and heard, including background 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 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

Cordillera Metropolitan District	
SUBJECT: BOMBTHREAT/SUSPICIOUS PACKAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 7

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

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 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 families. The local law enforcement agency will retain the authority to request personnel assistance for search.

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 screened by the Postal Service.

Cordillera Metropolitan District	
SUBJECT: BOMBTHREAT/SUSPICIOUS PACKAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 7

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

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.

Car
Car

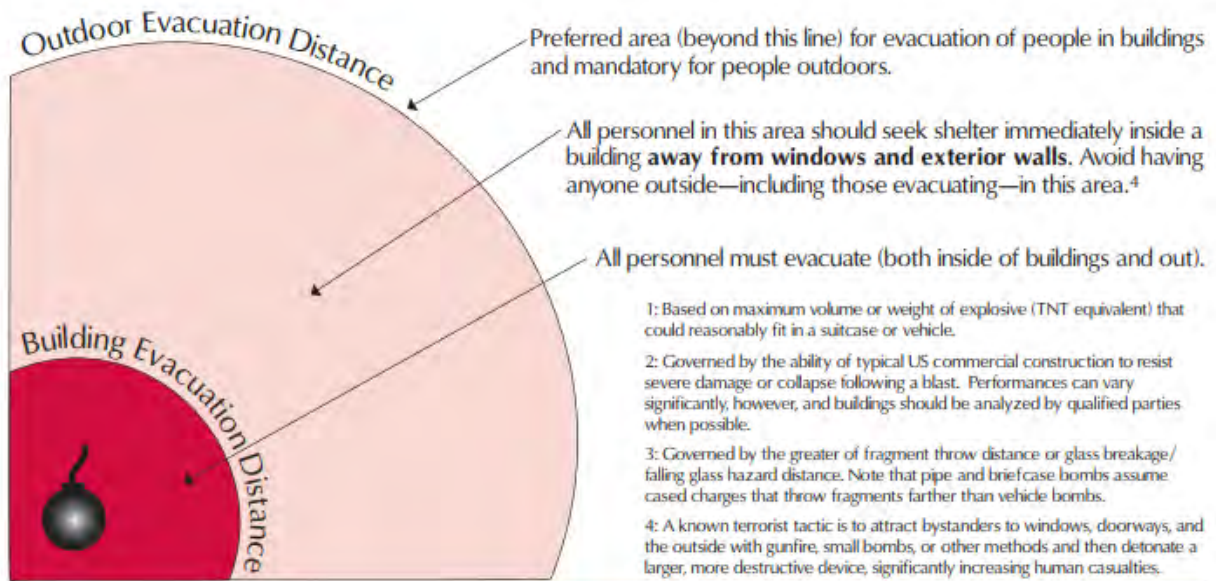
SUV/Van Semi-Trailer
Semi-Trailer
Semi-Trailer

Cordillera Metropolitan District

SUBJECT: BOMBTHREAT/SUSPICIOUS PACKAGE		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY:	DATE:	PAGE: 5 of 7

Bomb Threat Stand-Off Distances			
Threat Description	Explosives Capacity ¹ (TNT Equivalent)	Building Evacuation Distance ²	Outdoor Evacuation Distance ³
 Pipe Bomb	5 LBS/ 2.3 KG	70 FT/ 21 M	850 FT/ 259 M
 Briefcase/ Suitcase Bomb	50 LBS/ 23 KG	150 FT/ 46 M	1,850 FT/ 564 M
 Compact Sedan	500 LBS/ 227 KG	320 FT/ 98 M	1,500 FT/ 457 M
 Sedan	1,000 LBS/ 454 KG	400 FT/ 122 M	1,750 FT/ 533 M
 Passenger/ Cargo Van	4,000 LBS/ 1,814 KG	600 FT/ 183 M	2,750 FT/ 838 M
 Small Moving Van/ Delivery Truck	10,000 LBS/ 4,536 KG	860 FT/ 262 M	3,750 FT/ 1,143 M
 Moving Van/ Water Truck	30,000 LBS/ 13,608 KG	1,240 FT/ 378 M	6,500 FT/ 1,981 M
 Semi-Trailer	60,000 LBS/ 27,216 KG	1,500 FT/ 457 M	7,000 FT/ 2,134 M

This table is for general emergency planning only. A given building's vulnerability to explosions depends on its construction and composition. The data in these tables may not accurately reflect these variables. Some risk will remain for any persons closer than the Outdoor Evacuation Distance.



Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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 are incident dependent and unpredictable. When and where possible, phones will remain the primary source of communication, 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 that 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 DTRS radios that may be used to hail for emergency assistance if unable to reach 911 any other way. Refer to DTRS Procedures.

Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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
- If the outage is expected to be of significant duration, administration may request to forward administration phone number to a cell phone 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 communication
- If the problem is due to loss of communications with Comcast, there can be no incoming or outgoing calls until the problem is resolved. Information technology will maintain contact with Comcast 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

Cordillera Metropolitan District	
SUBJECT: COMMUNICATIONS SYSTEM FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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

CPOA Provider	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	Real Estate Office

Cordillera Metropolitan District	
SUBJECT: CYBER ATTACK/DATA BREACH	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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

Cordillera Metropolitan District	
SUBJECT: CYBER ATTACK/DATA BREACH	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

- 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

Cordillera Metropolitan District	
SUBJECT: CYBER ATTACK/DATA BREACH	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

- 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: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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) occurs 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 dishwashing, laundry, in-home water features and other nonessential purposes.

Cordillera Metropolitan District	
SUBJECT: DROUGHT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

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
- 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: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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

Cordillera Metropolitan District	
SUBJECT: EARTHQUAKE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

- Be prepared for aftershocks
- Evacuate when safe to do so

If you are outside the building

- 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

Cordillera Metropolitan District	
SUBJECT: EARTHQUAKE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

- 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)
- 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 OUTBREAK	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10,2020
APPROVED BY: DATE:	PAGE: 1 of 4

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).

Cordillera Metropolitan District	
SUBJECT: EQUINE DISEASE OUTBREAK	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 4

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.

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;

Cordillera Metropolitan District	
SUBJECT: EQUINE DISEASE OUTBREAK	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10,2020
APPROVED BY: DATE:	PAGE: 3 of 4

- 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 and recording temperatures of all horses on property twice daily. 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 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

Cordillera Metropolitan District	
SUBJECT: EQUINE DISEASE OUTBREAK	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10,2020
APPROVED BY: DATE:	PAGE: 4 of 4

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
APPROVED BY: _____ DATE: _____	PAGE: 1 of 3

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
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 2 of 3

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
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019
APPROVED BY: _____ DATE: _____	PAGE: 3 of 3

- 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: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 2

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 system 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

Cordillera Metropolitan District	
SUBJECT: FIRE SYSTEM FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

- 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
- 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: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
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.

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

Cordillera Metropolitan District	
SUBJECT: FLOOD, EXTERNAL	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

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
- 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 Annex
- 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, April 10, 2020
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/drywall 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

Cordillera Metropolitan District	
SUBJECT: FLOOD, INTERNAL	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

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
- 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 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 2

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 services such as snow removal and public safety.

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 conservations 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

Cordillera Metropolitan District	
SUBJECT: FUEL SHORTAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

- 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

For natural gas contacts see “Utility Outage” Annex

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIAL INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 5

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 safely 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

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIAL INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 5

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)
- Safety Data Sheets (SDS) for all chemicals on the inventory, are kept in hard copy at Community Operations and on the Fleeting (H):/Drive/Emergency Planning
- 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 employment

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 their 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 Fleeting (H):/Drive/Emergency Planning 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

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIAL INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 5

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/Emergency Planning to determine potential hazards
- Call 911 for support from the 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
 - 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.

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIAL INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 5

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
- 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.

Cordillera Metropolitan District	
SUBJECT: HAZARDOUS MATERIAL INCIDENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 5 of 5

Reporting Injuries

All employees must follow Human Resource procedures for reporting workplace injuries whether associated with a chemical or bio-hazardous 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 (Eagle River)	970-479-2201	911
Eagle County Sheriff's Office	970-328-8500	911

Cordillera Metropolitan District	
SUBJECT: MEDICAL EMERGENCY	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

Purpose

A rapid response to A medical emergency by trained 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. All Cordillera employees should consider the following and implement appropriate steps commensurate with their 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:

Cordillera Metropolitan District	
SUBJECT: MEDICAL EMERGENCY	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

- 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
- 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 DTRS radio, or if public safety is notified directly, the patrol officer will immediately go to 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 their training), and summon additional assistance as required by DTRS.

Automated External Defibrillators

AEDs (automated external defibrillators) are located in the following locations:

- Administration Building, located on the wall outside the large conference room
- Public Safety vehicles, portable AED's for each patrol officer on shift
- Community Operations, located on the wall outside the fleet 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 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

Cordillera Metropolitan District	
SUBJECT: MEDICAL EMERGENCY	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

- Community Operations Building, located on the wall outside of the fleet 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 vehicles

Cordillera Metropolitan District	
SUBJECT: NETWORK FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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 critical network systems and data owned and/or operated by CMD.

Definitions

An information technology network - 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) - 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 a potential for continued damage or disruption, document this

Cordillera Metropolitan District		
SUBJECT: NETWORK FAILURE	DEPARTMENT: ALL	
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020	
APPROVED BY: DATE:	PAGE: 2 of 3	

- o Define the affected physical area and the status of the physical infrastructure. o Document what systems have failed and in what locations
- o Determine the status of information technology equipment functionality and inventory
- Document any pieces of the information technology infrastructure that have been or appear to be damaged.

Recovery

System	Function	Recovery Time Objective
Internet	Critical connectivity	< 1 hour
CMD Network	Locally hosted user data, CYMA accounting database, CA4K management server	4-8 hours (assuming functional internet)
Microsoft O365	Email, productivity apps, intranet	1-4 hours (assuming functional internet)
Phones	Landline desk phones	< 1 hour
CA4K	Gate/door access	1 -2 hours

Emergency Contacts:

Company	Non-Emergency	Emergency
Ron Hoppner – CMD IT Administrator	970-926-1923	970-445-0157
Joe Helminski – CMD Secondary Comcast Account Authorized User	jhelminski@cordillera.metro.org	970-343-2229
Tracy Stowell – CMD Secondary Microsoft Admin	tstowell@cordillera.metro.org	970-390-2205
Company	Non-Emergency	Emergency

Cordillera Metropolitan District	
SUBJECT: NETWORK FAILURE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

Mitchel & Co.	cfunk@mitchandco.com	970-748-3064
Tom Kapala	Tom.alpinelockandsafe@gmail.com	970-926-8000

Account Details:

Provider	Account #	Purpose	Location
Comcast	8497505180119597	Internet	Master account, all locations
Comcast	920342119	VOIP Desk Phones	Master account, all locations
Alpine Lock and Safe	NA	CA4K/Access Control hardware vendor	All CMD/CPOA access control systems

Cordillera Metropolitan District	
SUBJECT: PANDEMIC/EPIDEMIC	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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.

Cordillera Metropolitan District	
SUBJECT: PANDEMIC/EPIDEMIC	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

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.

CMD will coordinate with the Eagle County Public Health department and follow all requirements and recommendations. Cordy Camp may be closed, 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 daycare

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

Cordillera Metropolitan District	
SUBJECT: PANDEMIC/EPIDEMIC	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	DATE(S) REVISED: January 8, 2019, February 27, 2019, April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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
- 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: ALL	
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020	
APPROVED BY:	DATE:	PAGE: 1 of 3

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 operations 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.

Cordillera Metropolitan District		
SUBJECT: SEVERE WEATHER		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		LAST REVISED: April 10, 2020
APPROVED BY:	DATE:	PAGE: 2 of 3

Procedures

The public safety department will monitor weather conditions on a daily 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 NOAA weather 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

Cordillera Metropolitan District	
SUBJECT: SEVERE WEATHER	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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

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:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 6

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

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 6

- Obtain information from damage assessment teams on damaged energy and utilities systems and components
- Identify community priorities and critical restoration needs
- 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)

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 6

- 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
- 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.

Cordillera Metropolitan District	
SUBJECT: UTILITY OUTAGE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 6

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

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

Cordillera Metropolitan District		
SUBJECT: UTILITY OUTAGE		DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:		LAST REVISED: April 10, 2020
APPROVED BY:	DATE:	PAGE: 5 of 6

- 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.

- 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	800-563-0012
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: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 4

Purpose

Wildfires have many factors that affect their growth and how they spread. These factors include the Fire Danger Rating, terrain, wind, temperatures, 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 responders 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) and;
- 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 Signs

Cordillera public safety maintains fire danger signs on Squaw Creek Road, Cordillera Way and Fenno Drive. Signs will reflect the most restrictive fire danger for the Gypsum or Dowd Junction

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 4

Remote Access Weather Stations (RAWS) which will be checked daily by the Divide Gate AM shift.

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 Cordillera General Manager. During periods of Fire restrictions all open fires will be restricted. All persons must use extreme caution with outdoor activities.

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 wildland 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.”

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 4

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
- 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 “Evacuation Plan” Annex.

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

Cordillera Metropolitan District	
SUBJECT: WILDLAND FIRE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 4

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 Communications Plan

Last Updated: April 11, 2020

Crisis Communications Plan

Table of Contents	
Last Updated: April 2020.....	
Purpose.....	Error! Bookmark not defined.
Crisis Communications Plan – Overview.....	Error! Bookmark not defined.
Don't Wait: Preparing for a Crisis.....	4
Procedures.....	4
Convening the Crisis Communications Team.....	5
Crisis Communications Team Structure.....	5
Crisis Communications Team Key Positions.....	6
Location: Communication Command Center.....	7
Message Dissemination Channels:.....	7
Response: When a Crisis Strikes.....	8
Coordination of the Message Strategy.....	8
Implementation.....	9
Immediate Response.....	10
Secondary Response.....	10
Press Briefing Location(s).....	11
Press Briefing Procedures.....	11
Support Agencies.....	11
Appendix A.....	Resources for Crisis Communications 13
Go Kit.....	13
Call Center.....	13
Appendix B.....	Crisis Communications Team Contact Information 14
Appendix C.....	Outside Agency PIO Numbers 15
Appendix D.....	The Media – How They Work 16
Press Releases Template.....	16
Appendix E.....	Media Contacts 17
Appendix F.....	Action Plan For Specific Crisis Scenarios 18
Emergency Notifications.....	19

Crisis Communications Plan

Employee Communications 19
Public Information/Media..... 19
Property Owner Communications..... 20

DRAFT

Purpose

The Crisis Communications Plan (CCP) outlines roles, responsibilities and protocols that will guide the organization in sharing information in an emergency or crisis.

Introduction

The unexpected, whether a natural or man-made crisis, can draw significant attention from the media, the public and authorities. This CCP is designed to:

- Provide timely, accurate and consistent information to all stakeholders.
- Organize communications efforts to minimize confusion, provide correct information and control rumors.
- Maintain credibility with owners, guests, the media, employees, officials and the community to resume normal operations quickly.

This guide is designed to identify resources and specific steps to manage a crisis or controversy, particularly one involving media coverage. Multiple mediums will be used to reach as many people as possible with accurate, timely information. This is especially important in the first hours and days of an incident. The goal is to be open, accountable and accessible.

Don't Wait: Preparing for a Crisis

CMD/CPOA considers a crisis or emergency any unplanned or unforeseen event that threatens life/safety and/or significantly disrupts operations. Some examples include:

- Death or serious injury of a private citizen or employee
- Injuries involving multiple persons
- Traffic accidents or blocked roads
- Kidnapping or hostage event
- Lost hiker
- Natural disasters – forest fires, property fires, avalanches
- Environmental/man-made accidents – hazmat spills, terrorism threats, explosions
- Pandemic, food poisoning or e-coli
- Large-scale interruption of community operations
- Corporate scandals, negative financial events, hostile takeover attempt, loss of key executives through death and/or criminal activity.

Well-planned, pre-scripted communications will mitigate damage and maintain CMD/CPOA's credibility with stakeholders.

Procedures

As the governmental organization, CMD will be responsible for providing the community with information on an incident and what immediate protective actions citizens should take.

When the incident involves outside agencies, such as the Sheriff Office, the fire district or the U.S. Forest Service/Bureau of Land Management (which will be the case in most emergency or natural disaster situations), CMD/CPOA's response falls under the Incident Command Structure (ICS) with the appropriate agency managing the incident.

Crisis Communications Plan

In accordance with National Incident Management System (NIMS) and ICS, CMD/CPOA should designate a public information function to provide information and instructions to its citizens before, during and after an incident. The Crisis Communication Team (CCT) fills this role for the organization. The CCT will work with the other agencies' Public Information Officers (PIO) for communications needs.

Convening the Crisis Communications Team

What: The CCT consists of personnel specifically assigned to manage the information demands of the public and media for CMD/CPOA. The CCT is solely responsible for managing the crisis communication.

The CCT gathers information, identifies questions and concerns and monitors social media and news stories. Using this input, the CCT can address issues being raised. The CCT also coordinates telephone inquiries, visitors, reporters, photographers and others who might inquire about or want access to the incident. The CCT will provide scripts and "frequently asked questions" (FAQs) to provide consistent and accurate answers.

When & Where: The CCT will convene when the general manager, public safety director or his/her designee identifies an incident or emergency with great public impact. Team members will gather as quickly as possible after notification of an incident in the large conference room in the administration building at 408 Carterville Road or an alternate location to be identified.

Authority: Given the need for rapid communications, the communications manager in coordination with either the general manager, public safety director or delegated authority has the responsibility to begin action immediately, until a broader decision can be made about how the organization should proceed. In a non-emergency situation, the general manager or communications manager may identify a potential crisis or controversy that requires the assistance of the CCT to prepare a communications strategy.

CMD/CPOA's goal is to send timely notice to stakeholders after being notified of an incident.

Crisis Communications Team Structure

The CCT members will vary, depending on the nature of the crisis.

Within CMD/CPOA, primary contacts to the CCT are:



The CCT should include CMD/CPOA management and qualified outside personnel who can:

- Interact with CMD/CPOA management and outside agencies to obtain information.
- Obtain information in their area of expertise, immediately and factually.
- Represent CMD/CPOA with professionalism and authority.
- Handle media questions calmly and accurately.
- Rebut or correct inaccurate media reports.
- Deploy staff resources as support during a crisis.

Crisis Communications Team Key Positions

Spokesperson: He or she must have immediate 24/7 access to the CMD/CPOA boards, outside authorities and emergency personnel. He or she should be the only conduit for information, data and updates to the media for Cordillera. Staff should not speak to the media.

Ideally, the spokesperson has attended communications training and/or is versed in media relations and adept at both information management and the CMD/CPOA information approval processes.

- Incident Commander
- General Manager
- Public Information Officer/Communications Manager

Cordillera Agency Representative: The person who is the liaison to Incident Command; he or she directs the release of information to the public and coordinates the information with response agencies. Like the spokesperson, he or she has attended communications training and/or is versed in media relations and adept at both information management and the CMD/CPOA approval processes.

- Public Information Officer/Communications Manager /Public Relations Firm

Support Personnel: These team members produce and distribute material as needed, handle equipment set up, monitor media, manage the website and social media accounts and manage inquiries about and access to the incident.

- HR Management – The Human Resource (HR) Manager is responsible for the day-to-day communications with employees regarding employment issues and benefits administration. The HR manager should assume a similar role on the crisis communications team, coordinating communications with management, supervisors, employees and families, and/or the care of employees and the provision of benefits to employees and their families. Close coordination between management, public agencies and HR is needed when managing the sensitive nature of communications related to an incident involving death or serious injury.
- Department Manager or Supervisor
- Office Manager

Other Members of the CCT

- Management Team
- Legal Representative
- Webmaster
- Outside PR Counsel
- Board of Directors

CCT Team Contact Information is available in appendix.

The only person to handle media inquiries is the spokesperson. Any other member of the CCT or employee contacted by a reporter should decline to answer questions, provide information/speculation. The employee should politely refer the reporter to the spokesperson.

Location: Communications Coordination Center

The Crisis Communications Coordination Center for most incidents will be the administration building large conference room at 408 Carterville Road, Cordillera. The communication office, located in the administration building, will maintain stocks of press packets, press identification badges, parking passes and copies of this plan.

Back-up Command Center: If an incident requires a different location for CCT operations, the primary backup location is the Edwards Interfaith Church at 32138 US Highway 6, Edwards, Colorado.

Message Dissemination Channels

Website: The community website, www.CordilleraLiving.com, will be the primary source of information and a powerful tool in combating rumors throughout the incident. The site will also be used by staff and other sources to get updates on what CMD/CPOA have made public. The CCT and webmaster will set up webpage and links dedicated specifically to the incident. The page is to be continually updated.

- Use of the web during the crisis should be a coordinated effort between the Incident Communications Director and the webmaster.
- The Alert Center on the website will be updated with incident related information and press releases as they incident progresses.
- Incident-related press releases will be distributed through the website to various audiences (homeowners, media, etc.). These releases and other messages can be automatically fed to the Facebook and Twitter accounts using the website.
- Eagle County PIOs have designated www.ecemergency.org as a centralized location of all incidents that activate a joint information center.

CivicReady: CivicReady, a mass notification system for emergency and routine communication, was implemented. The geo-targeted platform integrates with the national Integrated Public Alerts and Warning System to send out alerts via text, phone and email.

Social Media: Social Media channels are an additional medium to distribute CMD/CPOA's message. With real time capability and shorter statements, the social media platforms offer quick updates as well as direct a broader audience to additional information hosted on the CMD/CPOA website. When social media are included in the coordinated effort, it serves to provide increased transparency and accessibility.

- Additionally, Hootsuite can be used to post and monitor messages to social medial channels.
 - Hootsuite Login:
- Messages posted to the website, Facebook and Twitter are to be documented at the end of each day for legal purposes.

ECAAlert: www.ECAAlert.com can be used to notify subscribers of public service announcements or emergency evacuations. The Eagle County Emergency Operations Manager PIO, Eagle County Dispatch or assisting PIOs can post an ECAAlert.

Crisis Communications Plan

Phones: Phone lines are to be staffed and contact information distributed early in the incident. Staff shall log incoming calls and record name of caller, organization, if appropriate, phone and nature of the question.

- Gate staff may be the first point of contact to check on the incident. The CCT should develop statements for administrative and gate staff to use as they answer phone calls. These statements should reflect the same content as all official information. Message should be consistent among all personnel.

Radios: Hand-held radios will be used for communications between CMD departments and with outside agencies.

- Cordillera Public Safety has Statewide Digital Trunked Radios for direct communication, which can be used with outside agencies
- Cordillera Public Safety will utilize radios which have inter organization channels i.e., public safety, com ops and some radios have direct channels to communicate with other departments.

Response: When a Crisis Strikes

Coordination of the Message Strategy

In the first hours of an incident, it is imperative that CMD/CPOA address the events proactively and authoritatively. Perceptions about the organization's response will be shaped instantly; the actions taken will impact this perception.

Incident Command, PIOs and the CCT will devise a consistent plan for message development for the incident. Facts organized into an easily understood single message at each phase of an incident will minimize chaos, inaccuracies and even panic among the audiences. Pre-scripted messages should be prepared using information developed during the Threat/Hazard Identification and Risk Assessment (THIRA). The risk assessment process should identify scenarios that would require communications with stakeholders.

Pre-scripted templates with blanks to be filled in when needed will be developed. The messages will be pre-approved by the management team and stored on a remotely accessible location for quick editing and release. Protocols will ensure that the core of each message is consistent while addressing the specific questions from each audience.

Follow the "four-pronged approach:"

- Demonstrate care and concern
- Articulate actions
- Show cooperative efforts
- Demonstrate resolve

Audiences

Messages can be tailored to address the media, the public and other stakeholder concerns.

Cordillera Community (Homeowners/Guests/Patrons) – “Are my family and I safe?” “How will this affect me?” “What can I do to protect myself and my family members?” “Who caused this?” “Can you fix it?” “What are you going to do to prevent this from happening again?”

Homeowners may get most of their information from the media. However, throughout the incident direct communication will be sent to them via the website and email services.

Media – “What happened and when?” “Who is in charge?” “Has this been contained?” “Are victims being helped?” “What should the public do?” “Why did this happen?” “Who’s responsible or at fault?” “Did you have forewarning?” “What caused the incident?” “How experienced was the operator?” “How old was the equipment?” “What is the investigation process?” “How long will it take to determine the cause?”

Board Members – “What is the impact on the community?” “How many employees will be affected?” “When will you be back up and running?” “What are the estimated losses?”

Employees – “What are you going to do to address my safety?” “What happened?” “Was anyone injured?” “What can we do to help?” “When should I report to work?” “Will I get paid during the shutdown or can I collect unemployment?”

Information will be released to all employees at once, preferably before or simultaneously with media releases. When possible, employees are to be briefed in person by their managers and should receive regular updates via email or refer to the website.

Government Regulator/Insurance – “What was involved?” “When did it happen?” “What happened (details about the incident)?” “What are the impacts (injuries, deaths, environmental contamination, consumers’ safety)?”

Authorities will be informed immediately by the general manager, human resource manager or finance director.

ACC, Trailhead or CEC Patron – “When will the facility reopen?” “What is happening with the horses?” “Will we be reimbursed?”

General Public – “What happened?” “Who was affected?” “What will be done to fix the situation?”

Elected Official – “What is the impact on the community (hazards and economic)?” “How many employees will be affected?” “How will the community at large be affected?” “What is your timeline for being back up and running?” “What are the steps needed to be back up and running?”

Methods of Dissemination

Dissemination may be done through multiple media outlets or alternatives, including:

- News releases
- Blogs
- Blast e-mails (Cordillera Connection, Newsflashes, News Updates to Cordillera homeowners, ~1100 recipients)
- Post Office distribution
- Text messages (ECAAlert)
- Website posting
- Emergency Alert System (EAS)
- Public Service Announcements
- Closed circuit cable

Crisis Communications Plan

- Reverse 911
- Variable Message Boards
- Door-to-door
- Fliers/factsheets posted at ACC, Trailheads, restaurants, gatehouses
- Briefings
- Community meetings

Implementation

The Crisis Communication Team will implement some, or all, of the steps outlined below based on circumstances, coordinating with Incident Command and outside PIOs. Throughout an incident, the CCT will meet frequently to review changing facts, assess key messages and determine if strategies need to change.

Contact information for the boards, Crisis Communications Team and outside agencies can be found in the appendix and on the Cordillera's Google Docs.

In an emergency, the goal is to have initial communication to our key audiences within 30 minutes of being notified of an incident.

Immediate Response

The team will carry out these initial tasks immediately:

- Collect information about the incident.
- Draft initial message to include releasable known facts and contact information. All public messages are to receive Incident Command approval and CCT review before being released.
- Post message to website, alert center.
- Send message to Cordillera Property Owners.
- Send media alert as appropriate, identifying the official source(s) of information.
- Post messages on social channels.
- Update content on the website, alert center, on social channels, as appropriate.
- Convene other support resources, such as the Eagle County PIO Group, as needed.

Secondary Response

- Review known facts, collect additional information and compile for use in press releases and strategy development.
- Identify who on the CCT will be the spokesperson.
- Assign responsibilities to the other CCT members (secretary, media monitor, liaison to spokesperson, communicator to other audiences i.e., staff or boards, answer phones, set up press briefing, etc.).
- Review, refine and rehearse the message strategy. Develop several key messages to be included in all communication.
- In coordination with the JIC and ICP, utilize a single Twitter Account and hashtag (#) for incidents with great public interest.
- Determine if news conference should be held. Set up briefing area, at the Vail Christian Academy or other location, as needed.
- Announce the place and time for the initial and subsequent briefings.

Crisis Communications Plan

- Provide message statements, speaking points and facts to public safety gate staff and other front-line personnel so message(s) remains consistent.
- Ongoing updates to the website and social media with new information.
- Compile media coverage to be reviewed by the CCT for ongoing strategy development.
- Within two weeks of the conclusion of the incident, archive all media coverage.
- Within two weeks of the conclusion of the incident, review how the plan functioned: update and address anything that needs changing.

Press Briefing Location(s)

A primary location for press briefings will be selected, based on the central location within Cordillera and its proximity to the administration building and CCT headquarters, Wi-Fi, bathrooms, tables and seating for reporters, room to set up microphones and a parking area enough to accommodate news crews and satellite trucks.

Alternative sites throughout the community may be used as deemed necessary by the CCT/ECPIO.

Press Briefing Procedures

- Send several invitations to the news conference and post to the website to insure maximum attendance.
- Gather additional spokespeople, as appropriate, i.e., another agency's PIO.
- At the press briefing entrance, check for media credentials.
 - Issue "Decorum Order," as appropriate to protect the scene and provide for a well-managed, safe tour. When several outlets want access to the incident scene, the CCT will issue a "Decorum Order" whereby the media will choose three representatives—one videographer, one photographer and one journalist—to accompany PIO or IC into the scene. These media representatives will then share the information with their media colleagues.
- Videotape the news conference. All press conferences should be videotaped, to include both the audience and the speakers, to document what was asked, by whom and how questions were answered. This is to create a record in case of future need by law enforcement or legal counsel. All videos are to be permanently archived.
 - The video camera is stored in the administration building back closet on the shelves next to the west wall.
- Distribute news release(s) and approved contact information.
 - Provide email for additional questions. An email address should be provided to the press to accept questions that are not answered during the news conference for subsequent press conferences. Having questions in advance will allow the CCT time to prepare and get accurate information. Info@cordillerametro.org can be used for this purpose.
- Provide information (date, time) of next briefing, if appropriate.

Support Agencies

As the event warrants, it may become necessary to activate Eagle County Emergency Operations Center (EOC) and/or the Eagle County PIO Group (ECPIO). Incident Command will make the decision to activate these resources.

Eagle County PIO Group (ECPIO)

The use of the ECPIO Group is required during any response or other event where significant interagency coordination is required and when Eagle County EOC has been activated.

The ECPIO Group will use Joint Information System (JIC) protocols to deliver consistent and accurate information to the incident, the EOC and the public.

The Eagle County (JIC) is a physical location where public affairs professional from organizations involved in the incident can work together to provide critical emergency information, crisis communications and public affairs support.

If JIC is activated, PIOs can be in the public safety break room in the administration building at 408 Carterville Road or elsewhere as the demands of the incident dictate.

The Eagle County JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery and mitigation. The Eagle County JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. The PIO Group will be responsible for staffing and managing the JIC.

Eagle County Emergency Management

Eagle County Emergency Management provides communications support to local officials to assist in disseminating warnings to the community concerning risks and hazards.

Develops, in cooperation with Dispatch, plans and capabilities for, the Emergency Alert System, Everbridge, ECAAlert and other notification systems.

Private Sector

Local radio stations and the Vail Daily may be called upon to assist with emergency communications needed for EOC or other venues.

###

Cordillera Metropolitan District	
SUBJECT: DAMMAGE ASSESSMENT	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 1

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 AND REQUEST FOR ASSISTANCE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 4

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

Cordillera Metropolitan District	
SUBJECT: DISASTER DECLARATION AND REQUEST FOR ASSISTANCE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 4

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 are 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

Cordillera Metropolitan District	
SUBJECT: DISASTER DECLARATION AND REQUEST FOR ASSISTANCE	DEPARTMENT: ALL
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 4

governments in Eagle County:

- Debris clearing from land or water
- Repair of public buildings and utilities
- Repair of roads, bridges and 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:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 1 of 3

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 who 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

Cordillera Metropolitan District	
SUBJECT: EMPLOYEE ASSISTANCE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 3

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:

- 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
- Eagle Valley Behavioral Health (844) 493-8255
- 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.

Cordillera Metropolitan District	
SUBJECT: EMPLOYEE ASSISTANCE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

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:	
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020	
APPROVED BY:	DATE:	PAGE: 1 of 5

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 order an evacuation and how to evacuate will come from the Incident Command or the Unified Command. This decision can be somewhat complicated as there may be numerous variables. Nothing in this plan precludes the ability for individuals to make the decision to evacuate on their own at any time they believe the situation warrants.

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.

Cordillera Metropolitan District		
SUBJECT: EVACUATION	DEPARTMENT:	
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020	
APPROVED BY:	DATE:	PAGE: 2 of 5

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.

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 Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 5

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
- 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 neighborhood
- 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

Alternate Routes

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 4 of 5

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. Signage has been placed to provide guidance to these routes and homeowners are encouraged to familiarize themselves with the routes prior to an emergency situation. 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)
 - 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

Evacuation Flagging Procedures

Emergency service providers in Eagle County 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 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.

Cordillera Metropolitan District	
SUBJECT: EVACUATION	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 5 of 5

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:
ORIGINAL EFFECTIVE DATE:		LAST REVISED: April 10, 2020
APPROVED BY:	DATE:	PAGE: 1 of 2

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

Cordy Camp

- 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

Cordillera Metropolitan District	
SUBJECT: LOCKDOWN	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

- 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
- If you cannot get through by phone and have text message capability, you can send a text to 911
- 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:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
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

Cordillera Metropolitan District	
SUBJECT: SHELTER IN PLACE	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 2 of 2

or mask while leaving the area

If you are in a vehicle

- Stop and seek shelter in a building
- 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:
ORIGINAL EFFECTIVE DATE:		LAST REVISED: April 10, 2020
APPROVED BY:	DATE:	PAGE: 1 of 3

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.

Cordillera Metropolitan District		
SUBJECT: TRANSPORTATION		DEPARTMENT:
ORIGINAL EFFECTIVE DATE:		LAST REVISED: April 10, 2020
APPROVED BY:	DATE:	PAGE: 2 of 3

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
- Public safety enforces weight restrictions on vehicles during freeze / thaw conditions that have the potential to damage the roadway when applicable

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

Cordillera Metropolitan District	
SUBJECT: TRANSPORTATION	DEPARTMENT:
ORIGINAL EFFECTIVE DATE:	LAST REVISED: April 10, 2020
APPROVED BY: DATE:	PAGE: 3 of 3

- community traffic. Refer to: Evacuation Plan
 - o And any details related to a suggested repair
 - o Anticipated duration to repair
 - o Anticipated costs to repair
- Facilitate removal of slide materials (snow, mud, debris, etc.) if impeding traffic

COVID-19

The arrival of COVID-19 into Eagle County caused extreme changes in how businesses operate. CMD and CPOA have implemented changes to compliance with the public health orders and to ensure a healthy and safe environment for residents, guests, vendors and employees.

The timeline of events is as follows:

- **March 11** Governor declares [Disaster Emergency](#)
- **March 12** [Eagle County Public Health order](#) limiting the size of gatherings and events.
- **March 13** CMD/CPOA modified services, including closures. Board, management team and all staff meetings were held via phone. General manager issued a Declaration of Local Disaster and the CMD Board ratified it until April 8. Community and employee [email](#) sent outlining service changes.
- **March 17** [Governor order](#) to close bars and restaurants. Employee email was sent outlining resources available, precautions, CMD/CPOA services and new order.
- **March 18** [Eagle County Public Health order revised](#) – Community and employee communications sent.
- **March 22** [Governor order](#), mandating non-essential employers to divide their in-person workforce by 50%, allowing the other 50% to telecommute. Order effective until April 10, 2020.
- **March 23** Management team conference call hosted.
- **March 26** Governor issues [“stay-at-home” order](#). Community and employee [communications](#) sent.
- **March 30** To show support and appreciation for daily efforts during this difficult time, CMD and CPOA provided all employees with a special meal to be shared with their families.
- **March 31** CMD/CPOA Board meeting was held to provide updates, recent orders and additional employee supports.
- **April 1** CMD/CPOA extends [Declaration of Local Disaster Emergency](#) until June 1, 2020.
- **April 3** Governor encourages use of cloth face coverings via a statewide campaign.
- **April 6** Governor extends [“stay-at-home” order](#) to April 26.
- **April 6** Eagle County updates [Public Health order](#) extending the timeframe until April 30, 2020. Communication sent to property owners.
- **April 9** [Social Distance Protocol](#) in place throughout the community.

Statistics

<u>Colorado (data through 4/10)</u>	<u>Eagle County (data through 4/10)</u>
<ul style="list-style-type: none">• 6,510 cases• 1,312 hospitalized• 56 counties• 32,653 people tested• 250 deaths	<ul style="list-style-type: none">• 1,933 individuals tested• 457 confirmed cases• 277 pending tests• 935 self-report symptoms• 5 deaths

Cordillera Essential Service Information

Administration and Recreation: Business conducted via phone 970-926-1923 or email info@cordillerametro.org. Employees are working from home or following proper social distance guidelines.

Community Operations: Rotation schedule for road and facility maintenance.

Public Safety: Gate access, patrols and response to calls (contact 970-926-2335). Per Public Health order, the dog park and the playground are closed. Contractor or service provider stickers are not being issued at this time. Gate staff are issuing a 30-day temporary gate access pass to contractors and service providers who do not have stickers. License plate numbers are collected upon entry into the community.

Post Office: Essential services provided from 10:00 a.m. to 12:00 p.m. Monday through Friday, with the following service modifications. Property owners are asked to please follow the 6-foot social distancing requirements. Please call ahead 970-926-1637 if you need assistance getting your mail and packages bundled and placed outside.

Mail Pick Up and Drop Off

- Property owners have access to the facility 24 hours a day, seven days a week.
- Help limit traffic in the post office by picking up your mail outside of the hours of 10:00 a.m. to 12:00 p.m. if possible.

Forwarding Mail

- Weekly premium forwards will continue to be sent on Fridays.
- If you are not in town and would like this option, please call 970-926-1923 or email info@cordillerametro.org; include your name, phone number, Cordillera address and forwarding address. Staff will contact you with payment options.

USPS Package Pick Up/Drop Off

- Packages can be dropped off between hours 10:00 a.m. to 12:00 p.m. to be mailed the same day.
- If you need to mail packages outside of these hours, please go to the Edwards Post Office.
- Parcel lockers will be utilized as much as possible.
- If you are expecting a package, please verify receipt by calling 970-926-1637.

UPS/FedEx Package Drop Off

- UPS and FedEx package drop off at the Cordillera Post Office will be accepted between hours 10:00 a.m. to 12:00 p.m.

Recreation: Vail Gondola Club (VGC) operations were suspended on March 13 at 5 p.m. in accordance with the Public Health order. [Communication](#) was sent to VGC members. The Athletic Center at Cordillera (ACC) closed and cancelled all workout classes on March 13.

Fly Fishing: Vail Valley Anglers' retail store is closed. Reservations can be made by 2020 Cordillera Fishing pass holders [online](#) and are required to use the Cordillera waters.

Equestrian Center: Provides essential services for horses but is closed to the public and boarders, except for scheduled care for horses including exercise.

Cordillera Metropolitan District (Consolidated)

General Fund

Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Projected vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Property Taxes - Net	4,189,765	4,139,352	(50,413)	98.8%
Specific Ownership Taxes - Operating	280,000	343,653	63,653	122.7%
CPOA Administration Fees	1,125,559	1,125,560	1	100.0%
Interest Income Operating	50,000	90,106	40,106	180.2%
CVC Public Safety Revenue	430,466	0	(430,466)	0.0%
Public Safety Revenue	33,600	96,988	63,388	288.7%
Equestrian Center	414,436	411,849	(2,587)	99.4%
Other Revenue	39,599	42,119	2,520	106.4%
Community Operations Revenue	2,000	7,546	5,546	377.3%
			0	
Total Revenues	\$6,565,425	\$6,257,172	(\$313,799)	95.3%
Expenditures				
Administrative Expenditures				
Administration Wages & Benefits	742,230	736,917	5,313	99.3%
Employee Benefits	0	0	0	
Treasurers Fees	125,693	124,400	1,293	99.0%
Audit & Accounting Fees	27,300	11,300	16,000	41.4%
Insurance-Property/Casualty	75,880	77,911	(2,031)	102.7%
Legal-General	87,000	55,973	31,027	64.3%
MIS & Computer Fees	58,790	55,157	3,633	93.8%
Other Operating Expenditures	321,519	273,252	48,267	85.0%
Utilities	13,295	10,740	2,555	80.8%
Subtotal Administrative Expenditures	1,451,707	1,345,651	106,057	92.7%

Cordillera Metropolitan District (Consolidated)

General Fund

Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Projected vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Community Operations				
Community Operation Wages & Benefits	1,154,244	1,129,551	24,693	97.9%
Flowers Maintenance	122,375	134,246	(11,871)	109.7%
Mowing & Irrigation	60,565	46,639	13,926	77.0%
Engineering	5,175	3,560	1,615	68.8%
Utilities	61,849	71,500	(9,651)	115.6%
Other Operating Expenditures	88,941	111,153	(22,213)	125.0%
Natural Resource Management	24,625	21,089	3,536	85.6%
Roads - Snow & Maint.	138,404	123,661	14,743	89.3%
Equipment Maintenance & Repair	234,525	273,772	(39,247)	116.7%
Other Recreation Activities	27,006	29,028	(2,022)	107.5%
Subtotal Community Operations	1,917,709	1,944,200	(26,491)	101.4%
Public Safety Expenditures				
Public Safety Wages & Benefits	1,386,149	1,047,837	338,312	75.6%
Public Safety Utilities	20,391	29,740	(9,349)	145.8%
Other Operating Expenditures	42,208	76,311	(34,103)	180.8%
Subtotal Public Safety Expenditures	1,448,748	1,153,888	294,860	79.6%
Equestrian Center Expenditures				
Equestrian Center Wages & Benefits	232,950	213,781	19,169	91.8%
Equestrian Center Other Expenditures	27,801	25,919	1,882	93.2%
Equestrian Center Boarding Expenditures	118,602	94,791	23,811	79.9%
Equestrian Center Utilities	25,800	18,631	7,169	72.2%
Subtotal Equestrian Center Expenditures	405,153	353,122	52,031	87.2%
Total Expenditures	\$5,223,317	\$4,796,860	\$426,457	91.8%
Revenue Over (Under) Expenditures	\$1,342,108	\$1,460,311	\$112,658	
Transfer to Capital Projects Fund	(1,200,000)	(1,200,000)	0	100.0%
Total Other Financing Sources (Uses)	(1,200,000)	(1,200,000)	0	
Change in Fund Balance	\$142,108	\$260,311		
Beginning Fund Balance	2,143,330	2,143,330		
Ending Fund Balance	2,285,438	2,403,641		

Cordillera Metropolitan District
Debt Service Fund - CMD
Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Property Taxes CMD Debt Service	1,891,984	1,864,434	(27,550)	99%
Tap Fee Revenue	0	0	0	
CMD Debt Service Interest	20,000	26,947	6,947	135%
Total Revenues	\$1,911,984	\$1,891,382	(\$20,602)	99%
Expenditures				
Treasurers Fees CMD DS	56,760	56,021	739	99%
CMD 2012 Principal	665,000	665,000	0	
CMD 2017A Interest	23,589	23,593	(4)	
CMD 2017A Principal	1,235,000	1,235,000	0	
CMD 2012 Interest	82,214	81,827	387	
CMD 2006A Series Interest Prmts		0	0	
Subtotal Debt Service	2,005,803	2,005,420	383	100%
Total Expenditures	\$2,062,563	\$2,061,440	\$1,122	100%
Revenue Over (Under) Expenditures	(\$150,579)	(\$170,059)	(\$19,480)	
Transfer from CPOA	148,500	148,500	0	100%
Transfer from Reserve Fund	53,596	53,596	0	
Subtotal Other Financing Sources (Uses)	202,096	202,096	0	100%
Change in Fund Balance	51,517	32,037		
Beginning Fund Balance	64,033	64,033		
Ending Fund Balance	115,550	96,070		

Cordillera Metropolitan District
 Debt Service Fund - CMMD
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Property Taxes CMMD Debt Service	1,000,000	900,003	(99,997)	90%
Tap Fee Revenue		0	0	
CMMD Debt Service Interest	13,000	18,584	5,584	143%
Total Revenues	\$1,013,000	\$918,587	(\$94,413)	91%
Expenditures				
Treasurers Fees CMMD DS	30,000	27,063	2,937	90%
CMMD Series 2017B Interest Pmts	47,960	48,007	(47)	100%
CMMD Series 2017B Principal	675,000	675,000	0	100%
CMMD 2002A Series Interest Pmts		0	0	
CMMD 2006B Series Interest Pmts		0	0	
CMMD 2006B Series Principal Pmts		0	0	
CMMD Series 2015 Interest Pmts	20,090	20,090	(0)	100%
CMMD Series 2015 Principal	240,000	240,000	0	100%
Subtotal Debt Service	983,050	983,097	(47)	100%
Total Expenditures	\$1,013,050	\$1,010,160	\$2,890	100%
Revenue Over (Under) Expenditures	(\$50)	(\$91,573)	(\$91,523)	
Other Financing Sources (Uses)				
Bond Proceeds		0		
Cost of Issuance		0		
Escrow Funding		0		
Transfer from CPOA	251,500	251,500	0	100%
Transfer from Reserve Fund		0	0	
Subtotal Other Financing Sources (Uses)	251,500	251,500	0	100%
Change in Fund Balance	251,450	159,927		
Beginning Fund Balance	38,813	38,813		
Ending Fund Balance	290,263	198,740		

Cordillera Metropolitan District
 Debt Service Fund - 2002 Bond Reserve
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Sinking Fund - Chaveno Interest Income		2,046	2,046	
Total Revenues	\$0	\$2,046	\$2,046	
Other Financing Sources (Uses)				
Transfer From CPOA		0	0	
Transfer to Debt Service Funds	(53,596)	(53,596)	0	
Subtotal Other Financing Sources (Uses)	(53,596)	(53,596)	0	
Change in Fund Balance	(\$53,596)	(\$51,550)	\$2,046	
Beginning Fund Balance	117,499	117,499		
Ending Fund Balance	63,903	65,949		

Cordillera Metropolitan District

Capital Projects Fund

Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Approved Budget	2019 Actual 12/31/2019	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues				
Bearcat Stables	10,003	9,151	(852)	91%
Cordillera Preservation Found. Donation		0		
Sale of Equipment		0	0	
Total Revenues	\$10,003	\$9,151	(852)	
Expenditures				
Heavy Equipment Replacement	364,000	422,067	(58,067)	116%
Road Repair	571,000	559,696	11,304	98%
Traffic Calming	14,000	13,591	409	97%
Admin Windows & Trash Bin Enclosure		0	0	
Com Ops Washbay Floors	6,000	6,000	0	100%
Com Ops Boiler Replacement	41,500	40,000	1,500	96%
Reserve Study	8,000	8,086	(86)	101%
Admin Paint	17,500	17,600	(100)	101%
Admin Concrete Floors	11,000	11,597	(597)	105%
Admin LED Lighting	5,000	9,308	(4,308)	186%
Equestrian Ctr-Mechanical Room	3,500	0	3,500	0%
Equestrian Ctr- Paddock Fencing	25,000	0	25,000	0%
Equestrian Ctr - Dump Trailer	10,000	7,398	2,602	74%
Equestrian Ctr - CEC Drag	11,000	12,751	(1,751)	116%
IT -Security System Improvements	164,000	162,419	1,581	99%
Total Expenditures	\$1,251,500	\$1,270,513	(19,013)	102%
Revenue Over (Under) Expenditures	(1,241,497)	(1,261,362)	(19,865)	
Transfer from General Fund	1,200,000	1,200,000	0	100%
Subtotal Other Financing Sources (Uses)	1,200,000	1,200,000	0	100%
Change in Fund Balance	(41,497)	(61,362)		
Beginning Fund Balance	134,613	134,613		
Ending Fund Balance	93,116	73,251		

Cordillera Metropolitan District (Consolidated)
 Water Enterprise
 Statement of Revenues, Expenditures and Changes in Fund Balance

	2019 Original Budget	2019 Actual Budget Periods	Actual vs Budget	
			Variance Favorable (Unfavorable)	Actual % Received or Spent
<u>Revenues</u>				
Water Usage Fees	-	0	0	
Water Tap Fees		10,790	10,790	
Incremental Sewer Tap Fees		0	0	
Total Revenues	0	10,790	10,790	
<u>Expenditures</u>				
Total Expenditures	0	0	0	0%
Revenue Over (Under) Expenditures	0	10,790	10,790	
Beginning Fund Balance	2,229,805	2,229,805		
Ending Fund Balance	2,229,805	2,240,595		

Cordillera Metropolitan District

2019 Annual Budget Variances

Account	% Variance from Budget	Budget Variance Details
Revenues		
Specific Ownership Taxes	22.7%	More taxes collected by Eagle County Clerk & Recorder than anticipated
Interest Income	80.2%	Bank Interest rates and income higher than anticipated
CVC Public Safety	-100.0%	CVC contract cancelled after 2019 budget was adopted
Equestrian Ctr Boarding - Stalls	25.6%	Barn Stalls were at capacity during 2019
Other Equestrian Ctr Revenue	-78.1%	Horse lesson program did not occur during 2019
Equestrian Center Lessons	-100.0%	Horse lesson revenue budgeted twice Expenses were less than budgeted, matching income from homeowners
Sewer Lift Revenue	-13.8%	to offset was in turn less
Lottery Proceeds	14.8%	Collections from State of Colorado higher than budgeted
Holy Cross Refunds	236.9%	LED lighting project reimbursement rebate from Holy Cross
Other Revenue	57.5%	
Road Impact Fees	277.3%	Increase in construction traffic / heavy equipment
Transponder / Sticker Revenue	535.6%	New sticker program implemented in 2019
Expenditures		
Legal	-35.7%	Legal expense less than anticipated
Audit & Accounting	-58.6%	Financial Advising services not engaged
Admin Wages	-4.8%	Payroll Savings
Strategic Initiatives	-24.9%	Strategic planning contract cancelled
Employee Recruitment	-87.5%	Funds not needed for recruiting
Overtime - Community Operations	53.4%	Snow plowing overtime hours
Retirement 401a	19.7%	457b plan budgeted in 401a line item
Retirement 457b	-431.6%	457b plan budgeted in 401a line item
Workers Compensation	-63.6%	Overall company work comp billing decreased for 2019
Electric - Com Ops	148.2%	Higher than anticipated useage
Flower Maintenance	9.7%	Additional seasonal costs
Mowing & Irrigation	-23.0%	Decrease in mowing frequency at some locations
Repairs & Maintenance	124.4%	Higher than anticipated costs & needed repairs
Fuels & Fluids	24.2%	Higher fuel useage due to plowing
Parts & Supplies - Equipment	9.5%	More repairs needed to fleet vehicles than anticipated
Wages - Public Safety	-24.3%	Payroll Savings due to vacancies
Transponders / Proximity Cards	318.4%	New sticker/transponder system implemented Summer 2019
Hay	-16.0%	Savings on per bale cost of hay
Capital Expenditures		
Heavy Equipment	16.0%	Accessory kits for new vehicles higher than anticipated
Road Repair	-2.0%	Road program savings
Equestrian Center Fencing	-100.0%	Fencing project postponed

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Projected vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues					
Assessments	2,359,800	2,523,000	2,520,000	(3,000)	99.9%
Communications Contributions	0	0	0	0	
DRB Revenue	95,024	62,000	63,931	1,931	103.1%
Community Assets	192,592	177,930	170,886	(7,044)	96.0%
Vail Gondola Club Revenue	726,861	679,000	735,321	56,321	108.3%
Other Revenue	96,637	103,343	109,091	5,748	105.6%
Total Revenues	\$3,470,915	\$3,545,273	\$3,599,229	\$53,956	101.5%
Expenses					
Administrative Expenses					
Administration Contract CMD	943,673	1,125,559	1,125,559	(0)	100.0%
River Parcel Management	37,730	36,337	35,428	909	97.5%
DRB Expenses	56,481	50,120	17,952	32,168	35.8%
Other Operating Expenses	378,310	331,165	305,696	25,469	92.3%
Trash and Recycle Program	149,647	163,700	156,045	7,655	95.3%
Vail Gondola Club	642,775	677,963	652,044	25,919	96.2%
Community Assets	1,079,843	1,108,897	1,070,409	38,488	96.5%
Communications	178,371	261,993	166,375	95,618	63.5%
Subtotal Administrative Expenses	\$3,466,830	\$3,755,734	\$3,529,507	\$226,227	94.0%
Post Office Revenue	52,266	50,419	39,205	11,214	77.8%
Post Office Expenses	56,122	57,616	41,617	15,999	72.2%
Subtotal Post Office Revenue (Expense)	(\$3,856)	(\$7,197)	(\$2,413)	(\$4,784)	33.5%
Total Expenses	\$3,470,685	\$3,762,931	\$3,531,920	\$231,011	93.9%
Revenue Over (Under) Expenses	\$230	(\$217,658)	\$67,309	\$284,967	
Transfer From (To) the Capital & Debt Service Reserve					
Beginning Available Fund Balance	1,163,465	1,163,695	1,163,695		
Ending Available Fund Balance	1,163,695	946,037	1,231,004		

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenue					
Real Estate Transfer Assessments	1,385,621	1,350,000	1,886,261	536,261	139.7%
Interest Income - Replacement Fund	1,264		1,900	1,900	
Total Revenues	1,386,885	1,350,000	1,888,160	538,160	139.9%
Expenses					
Healthy Forest Program	139,300	134,450	127,923	6,527	95.1%
Health Forest Contra - Owner Reimb	(7,417)		(6,850)	6,850	
Engineering	0	8,000	8,064	(64)	100.8%
Post Office / Cafe Remodel - Capex	1,100	30,000	0	30,000	
Post Office - Trash Bin Enclosure	14,431		0	0	
Ice Rink - Capex	11,453		0	0	
Post Office Parcel Lockers		10,000	0	10,000	0.0%
Post Office Interior Paint		10,500	0	10,500	0.0%
Post Office Lighting		3,500	3,500	0	100.0%
Post Office Floors		12,500	0	12,500	0.0%
Post Office Patio Concrete & Steps		5,000	0	5,000	0.0%
Post Office Exterior Tables & Chairs		12,000	0	12,000	0.0%
Security System Improvements	0	30,000	29,401	599	98.0%
ACC Projects	81,886	18,000	7,453	10,547	41.4%
Trailhead Projects*	255,092	1,001,000	8,312	992,688	0.8%
Short Course Projects**	286,440	63,560	102,879	(39,319)	161.9%
VGC Projects		0	8,449	(8,449)	
Total Capital Projects	782,284	1,338,510	280,682	1,057,828	21.0%
Debt Service	400,000	400,000	400,000	0	100.0%
Transfer to (From) CPOA	-	-	-		
Total Expenses	779,759	1,738,510	680,682	1,057,828	39.2%
Revenue Over (Under) expenses	607,126	(388,510)	1,207,478	1,595,988	-310.8%
Beginning Available Fund Balance	3,143,343	3,265,491	3,265,491		
Ending Available Fund Balance	3,265,491	2,876,981	4,472,969		

*Includes \$145,000 design carryforward

**2018 Carryforward

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Varjance Favorable (Unfavorable)	Actual % Received or Spent
Revenues					
Membership Revenue	87,500	40,000	80,100	40,100	200.3%
Membership Dues	628,376	625,200	643,627	18,427	102.9%
Locker Rental Revenue	8,115	11,800	10,544	(1,256)	89.4%
Seasonal Lease Revenue	2,000	2,000	0	(2,000)	0.0%
Misc Income	870		1,050	1,050	
Member Services Revenue	7,990		0	0	
Total Revenues	\$ 726,861	\$ 679,000	\$ 735,321	\$56,321	108.3%
Expenses					
Wages - VGC	118,577	118,825	106,903	11,922	90.0%
Overtime - VGC		5,000	906	4,094	18.1%
Payroll Taxes - VGC		1,795	1,647	148	91.7%
Retirement 401a Match - VGC		9,287	6,495	2,792	69.9%
Retirement 457b Match - VGC		708	3,638	(2,930)	513.8%
Work Comp - VGC		1,546	322	1,224	20.8%
Health Insurance - VGC		17,143	15,805	1,338	92.2%
EE Health Contributions - VGC			(0)	0	
Vail Gondola Club Benefits	22,266		0	0	
Subtotal Wages & Benefits	140,843	154,304	135,716	18,588	88.0%
Lease	311,549	317,718	320,101	(2,383)	100.7%
Subtotal Lease	311,549	317,718	320,101	2,383	100.7%
Common Area Maintenance	71,404	83,509	88,780	(5,271)	106.3%
Repair & Maintenance	11,863	14,075	19,034	(4,959)	135.2%
Subtotal CAM & Repair & Maint.	83,267	97,584	107,813	(10,229)	110.5%
Depreciation	0	-	0	0	
Member Entertainment	1,848	4,000	2,100	1,900	52.5%
Daily F&B	63,795	66,750	61,687	5,063	92.4%
Subtotal Member Expenses	65,644	70,750	63,787	6,963	90.2%
Vail Gondola Club Marketing/Promo	1,696	3,500	35	3,465	1.0%
Dues & Subscriptions	104	350	37	313	10.6%
Flowers & Decorations	0	300	0	300	0.0%
License, Fees & Permits	362	325	325	0	100.0%
Legal	0	6,000	0	6,000	0.0%
Insurance	0	1,400	0	1,400	0.0%
Telephone, Cable & Internet	3,337	4,440	3,629	811	81.7%
Supplies	12,687	9,975	12,860	(2,885)	128.9%
Mileage & Parking	4,617	10,182	6,699	3,483	65.8%
Uniforms	1,846	1,135	1,042	93	91.8%
Subtotal Other Operating Expense	24,648	37,607	24,627	12,980	65.5%
Subtotal Operating Expenses	\$ 625,950	\$ 677,963	\$ 652,044	\$ 25,919	96.2%
Capital Expenses					
Paint VGC	0		0	0	
Fixtures & Furniture	16,824		8,449	(8,449)	
Subtotal Capital Expenses	16,824	0	8,449	(8,449)	0
Total Expenses	\$ 642,775	\$ 677,963	\$ 660,494	\$ 17,469	97.4%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Varjance Favorable (Unfavorable)	Actual % Received or Spent
Revenue Over (Under) Expenses	\$ 84,087	\$ 1,037	\$ 74,827	\$ 73,790	7215.8%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues					
Class Revenue	175		0	0	0.0%
Personal Training Revenue	11,319	11,600	3,635	(7,965)	31.3%
Total Revenues	\$ 11,494	\$ 11,600	\$ 3,635	(\$7,965)	31.3%
expenses					
Wages - Athletic Center	93,915	122,719	103,224	19,495	84.1%
Overtime - Athletic Center	1,725	5,000	5,374	(374)	107.5%
Payroll Taxes - Athletic Center		1,852	1,899	(47)	102.5%
Retirement 401a Match - Athletic Center		9,579	6,727	2,852	70.2%
Retirement 457b match - ACC		728	388	340	53.3%
Work Comp - Athletic Center		2,523	1,076	1,447	42.6%
Health Insurance - Athletic Center		11,238	10,536	702	93.8%
EE Health Contributions - Athletic Ctr Benefits	16,877		(1,990) 0	0	
Subtotal Wages & Benefits	112,517	153,639	127,233	26,406	82.8%
Telephone, Cable & Internet	13,194	10,776	9,936	840	92.2%
Licenses, Fees & Permits	654	1,840	1,684	156	91.5%
Laundry Expense	30,801	33,456	41,824	(8,368)	125.0%
Linen	4,127	3,560	2,588	972	72.7%
Locker Room Supplies	7,140	8,400	6,123	2,277	72.9%
Office Supplies	2,251	1,000	1,007	(7)	100.7%
Uniforms	568	670	1,322	(652)	197.4%
Pool & Spa Supplies	6,530	5,787	6,290	(503)	108.7%
Coffee & Snacks	6,771	9,450	8,559	892	90.6%
Trash Removal	1,100	1,590	550	1,040	34.6%
Subtotal Operating Expenses	73,136	76,529	79,881	(3,352)	104.4%
Equipment Maintenance	1,752	2,390	3,691	(1,301)	154.4%
Landscaping	14,416	15,271	16,017	(746)	104.9%
Elevator Maintenance	2,902	3,610	3,470	140	96.1%
Parking Lot Maintenance	690	795	570	225	71.7%
Facilities R&M	31,384	18,626	29,517	(10,891)	158.5%
Facility Parts & Supplies	8,976	4,150	5,504	(1,354)	132.6%
Pool & Spa R&M	3,426	4,345	9,096	(4,751)	209.3%
Subtotal Repair & Maintenance Expense	63,546	49,187	67,865	(18,678)	138.0%
Fitness Supplies	6,379	6,985	6,555	430	93.8%
Fitness Instructions	4,481	6,300	5,329	971	84.6%
Subtotal Fitness Expenses	10,859	13,285	11,884	1,401	89.5%
Electricity	28,383	24,780	25,141	(361)	101.5%
Natural Gas	20,017	22,020	18,459	3,561	83.8%
Water	5,312	8,700	6,765	1,935	77.8%
Subtotal Utilities	53,712	55,500	50,365	5,135	90.7%
Subtotal Operating Expenses	\$313,770	\$348,140	\$337,228	\$10,912	96.9%
Net Operating Revenue (Expense)	(\$302,276)	(\$336,540)	(\$333,593)	\$2,947	99.1%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Capital Expenses					
Pool Furniture	22,417		0	0	
Tennis Court Repair / Windscreen	16,000	8,000	7,453	547	93.2%
Common Area Flooring	13,730				
Trash Bin Enclosure	8,267				
Locker Room Keyless Locks	19,143		0	0	
Trim Work / Reception Remodel	2,328		0	0	
Pool Deck Resurface / repair	0		0	0	
Hot Water Holding Tanks		10,000	0		0.0%
Subtotal Capital Expenses	81,886	18,000	7,453	547	41.4%
Total Expenses	\$395,656	\$366,140	\$344,681	\$11,459	94.1%
Revenue Over (Under) Expenses	(\$384,162)	(\$354,540)	(\$341,046)	\$13,494	96.2%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues					
Cordillera Day Camp Revenue	117,475	115,005	90,463	(24,542)	78.7%
Facility Fees	500	1,325	250	(1,075)	18.9%
Trailhead Rental	0		1,000	1,000	
Donation for Equipment	0		0	0	
Vending Revenue	888		915	915	
Total Revenues	\$118,863	\$116,330	\$92,628	(\$23,702)	79.6%
Expenses					
Wages - Trailhead	76,075	90,424	79,736	10,688	88.2%
Overtime - Trailhead	1,908	5,000	2,065	2,935	41.3%
Payroll Taxes - Trailhead		1,384	1,505	(121)	108.8%
Retirement 401a Match - Trailhead		7,157	5,405	1,752	75.5%
Retirement 457b Match - Trailhead		545	1,010	(465)	185.3%
Work Comp - Trailhead		1,791	746	1,045	41.6%
Health Insurance - Trailhead		10,155	9,483	672	93.4%
EE Health Contributions - Trailhead			0	0	
Benefits	12,097		0	0	
Subtotal Wages & Benefits	90,079	116,456	99,949	16,507	85.8%
Telephone, Cable & Internet	4,313	4,380	3,779	601	86.3%
Licenses, Fees & Permits	5,916	5,779	4,646	1,133	80.4%
Laundry Expense	13,838	14,400	13,091	1,309	90.9%
Locker Rooms Supplies	1,323	1,750	937	813	53.5%
Linen	2,222	1,750	800	950	45.7%
Vending Supplies	712	750	519	231	69.1%
Office Supplies	3,097	1,050	1,030	20	98.1%
Uniforms	1,242	1,200	1,178	22	98.1%
Pool & Spa Supplies	3,973	6,138	4,412	1,726	71.9%
Landscaping	19,960	19,958	25,012	(5,054)	125.3%
Subtotal Operating Expenses	56,598	57,155	55,404	1,751	96.9%
Parking Lot Maintenance	970	1,070	970	100	90.7%
Facilities R&M	7,890	13,247	6,687	6,560	50.5%
Facility Parts & Supplies	2,942	2,768	2,337	431	84.4%
Pool & Spa R&M	3,557	5,909	7,107	(1,198)	120.3%
Subtotal Repair & Maintenance Expense	15,360	22,994	17,101	5,893	74.4%
Electricity	8,945	9,024	8,743	281	96.9%
Natural Gas	9,734	10,032	12,371	(2,339)	123.3%
Trash Removal		0	0	0	
Water	8,473	9,840	8,549	1,291	86.9%
Subtotal Utilities	27,152	28,896	29,663	(767)	102.7%
Background Checks	236	537	430	108	80.0%
Training & Education	1,837	2,275	2,201	74	96.8%
Day Camp - License	134	134	300	(166)	223.9%
Advertising	2,894	2,975	2,639	336	88.7%
Inspection Fees	60	60	60	0	100.0%
Camp Games, Supplies, and Snacks	4,133	4,500	2,990	1,510	66.4%
Day Camp Clinics	12,817	12,932	9,879	3,053	76.4%
Camp Transportation	6,837	10,643	8,763	1,880	82.3%
Subtotal Camp Expenses	28,948	34,056	27,262	6,794	80.1%
Subtotal Operating Expenses	\$218,137	\$259,557	\$229,378	\$30,179	88.4%
Net Operating Revenue (Expense)	(\$99,274)	(\$143,227)	(\$136,750)	\$6,477	95.5%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Capital Expenses					
Roof Replacement - 2017 Capex	0		0	0	
Pool Remodel - 2017/2018 Capex	139,966		0	0	
Locker Room Tile - 2017 Capex	0		0	0	
Trash Bin Enclosure	8,149		0	0	
Roof Replacement - 2018 Capex	106,978		0	0	
Furniture - 2018 Capex	0		0	0	
Trailhead Remodel (Phase I)	0	1,001,000	8,312	992,688	0.8%
Subtotal Capital Expenses	255,092	1,001,000	8,312	992,688	0.8%
Total Expenses	\$473,229	\$1,260,557	\$237,690	\$1,022,867	18.9%
Revenue Over (Under) Expenses	(\$354,366)	(\$1,144,227)	(\$145,062)	\$999,165	12.7%

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

	2018 Actual	2019 Approved Budget	Actual Through 12/31/2019	Actual vs. Budget	
				Variance Favorable (Unfavorable)	Actual % Received or Spent
Revenues					
Expense Reimbursement	0	0	0	0	
Sale of Equipment					
Short Course Revenue - Troon	62,236	50,000	74,623	24,623	149.2%
Total Revenues	\$62,236	\$50,000	\$74,623	\$24,623	149.2%
Expenses					
Short Course Contract	447,407	400,000	400,000	0	100.0%
Property Taxes	2,342	2,350	2,485	(135)	105.7%
Fire Protection	0	0	0	0	
Facilities R&M	16	0	0	0	
Subtotal Repair & Maintenance Expense	16	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	
Subtotal Utilities	0	0	0	0	
F9 [CYMA] Invalid - company specifier too long	33,591	34,250	29,959	4,291	87.5%
				0	
Subtotal Operating Expenses	\$483,356	\$436,600	\$432,444	\$4,156	99.0%
Net Operating Revenue (Expense)	(\$421,120)	(\$386,600)	(\$357,821)	\$28,779	92.6%
Capital Expenses					
Short Course Trailer - 2017 Capex	0		0	0	
Maintenance Bldg Paint - 2017 Capex	0		0	0	
Water Feature / Irrigation Pond	286,440	63,560	102,879	(39,319)	161.9%
			0	0	
			0	0	
Total Capital Expenses	286,440	63,560	102,879		
Total Expenses	\$769,796	\$500,160	\$535,323	\$67,716	107.0%
Revenue Over (Under) Expenses	(\$707,560)	(\$450,160)	(\$460,700)	\$67,716	102.3%

Cordillera Property Owners Association

2019 Annual Budget Variances

Account	% Variance from Budget	Budget Variance Details
Revenues		
VGC Membership Revenue	100.3%	Increase in membership sales - turnover
TRL Cordy Camp Revenue	-21.3%	Lower camp participation than anticipated
Short Course Revenue	49.2%	Higher public play revenue
Expenses		
DRB Administration	-57.2%	Administration services converted to employee function
Election Expense	-100.0%	Expenses included in other line items (ie Board Meetings, Legal)
Strategic Planning	-17.1%	Strategic planning contract cancelled
Post Office Revenues	-22.2%	Post Office operations transferred to USPS November 2019
Post Office Operations	-27.8%	Post Office operations transferred to USPS November 2019
Wages - Admin	32.6%	Year End PTO Accrual
Wages - Marketing	-50.2%	Payroll vacancy savings
Advertising	-28.4%	Increase in national & local advertising
Public Relations	-91.4%	Public Relations firm not engaged
Creative/ Photography	-63.7%	Lower than anticipated costs
VGC Wages	-10.0%	Payroll vacancy savings
ACC Wages	-15.9%	Payroll vacancy savings
ACC Facilities R&M	58.5%	Increase in needed repairs - pool & equipment
TRL Wages	-11.8%	Payroll vacancy savings
Capital Expenses		
Trailhead Remodel	-99.2%	Trailhead project postponed
SHC Water Feature	61.9%	Expense carryforward from 2018 project
Post Office Remodel	-100.0%	Post Office remodel project postponed

CORDILLERA STRATEGIC PLAN 2020-2025

VISION: work together to create a Rocky Mountain lifestyle rivaled only by the natural beauty and peace of our surroundings.

CORDILLERA MISSION: Our mission is to enrich the Cordillera high-country lifestyle. We are dedicated to providing services that allow each individual to follow his or her bliss, whether it be hiking, biking, golfing, fly fishing and pond fishing, horseback riding, swimming, playing tennis or pickleball, working out, watching wildlife, cross country skiing, snowshoeing, ice skating, gathering with family, friends and neighbors at social and cultural events, and community or simply lounging in your deck chair watching a vivid sunset against the striking silhouette of Rocky Mountain peaks – all in a safe and well-cared for environment. Public and private services shall be provided in a friendly, fair, and professional manner, consistent with available human, natural and economic resources.

CORE VALUES

- Love of our uniquely beautiful surroundings
 - Preserve and protect our environment and western heritage
 - Enjoy all the natural bounties that Cordillera provides
- Respect for, within and among our diverse community of residents, staff, guests and other stakeholders
- Community of family and friends
- Quality above quantity – we can't do everything, but "what we do, we do well."
 - Quality of our lifestyle
 - Quality of our management, staff, and community services
 - Quality of our amenities and recreational offerings
 - Quality of our safety and security
 - Visual quality through our architecture and our landscaping
- Fiscal Responsibility – to sustain and preserve our Cordillera lifestyle
- Promotion of an active lifestyle capitalizing on all our community resources – both natural and man-made

LONG-TERM GOALS

- Enrich community experiences
- Practice superior environmental stewardship
- Sustain visual quality through unique architecture and site design and preservation of our western heritage
- Prioritize safety, security, and maintenance of grounds and facilities
- Govern effectively

GOALS AND STRATEGIES

Enrich community experiences

- Support a vibrant community with recreation, fitness, arts, cultural, educational, and social events that create a sense of community
- Inspire community pride and participation
- Explore enhancements and additions to facilities and services
- Explore partnerships with other entities in the Valley to supplement and enhance recreational, fitness, arts, cultural, educational and social opportunities
- Maximize availability and use of our indoor and outdoor opportunities
- Provide high quality programming and service offerings at our amenities
- Seek adventure by identifying the potential for new opportunities and activities
- Celebrate family
- Converge with the Club at Cordillera on events and activities
- Capitalize on community qualifications and committees
- Explore ways to enhance the Bearcat Stables and Equestrian Center experiences

Practice superior environmental stewardship

- Preserve our wildlife, open space, forests, and ecosystems
- Protect and improve the quality of our water, air and other natural resources
- Take practicable steps to reduce energy, fuel, material and water use (i.e. solar, composting, manure spreading, xeriscaping, paperless)
- Analyze the use and cost effectiveness for curbside and onsite recycling
- Manage river parcel to protect fishery habitats
- Preserve dark sky
- Access BLM and Forest Service lands
- Participate on the Climate Action Collaborative and Eagle River Watershed Council

Sustain visual quality through unique architecture and site design and preservation of historical assets

- Facilitate Design Review Board
- Maintain integrity of the community's founding design themes, while allowing for new construction technologies and modern concepts that promote new construction and exterior remodels
- Proactively work with owners' architects and contractors to promote best practices
- Manage Cordillera Preservation Foundation and preserve historical assets

Prioritize safety, security, and maintenance of grounds and facilities

- Continue enhancements for security gates and amenity access
- Conduct community patrols
- Increase emergency preparedness and response capabilities
- Enhance sense of personal and community safety
- Enforce CCR restrictions and issue notices of violations
- Execute road program and provide premier snow removal services
- Execute responsible maintenance and capital improvement programs for all amenities
- Implement landscaping and beautification programs
- Implement traffic calming strategies
- Maintain and enhance fire adaptable community strategies and enforcement

Govern effectively

- Engage with, listen and respond to the community
- Keep property owners updated by providing timely information
- Conduct strategic planning and evaluate progress towards goals
- Align priorities with resources
- Practice excellence in fiscal responsibility and incorporate best practices
- Orient new Directors and assess Board performance
- Evaluate and provide support to the General Manager
- Support implementation of annual plans
- Evaluate and modernize, as necessary, the governing documents
- Evaluate financing options and diversification of revenues
- Elevate services, using best practices
- Deliver exemplary customer-focused services
- Develop relationships and pursue outreach efforts with external governmental, business and Vail Valley community entities
- Ensure financial, legal and ethical integrity and maintain accountability
- Evaluate management functions and services for potential cost benefits through outsourcing, freeing up resources for higher value services
- Maintain and follow business continuity and data security plans and policies
- Leverage the use of technology to maximize efficiency, effectiveness, and productivity gains, while minimizing costs
- Brand Cordillera
 - Enhance Cordillera's public standing
 - Support and publicize the Community's philanthropic spirit
 - Obtain accreditations and certifications
- Be an employer of choice
 - Attract, develop and retain a diverse, high-performing workforce
 - Support staff development
 - Ensure safety and wellness for employees

Cordillera Metro District Employee Handbook

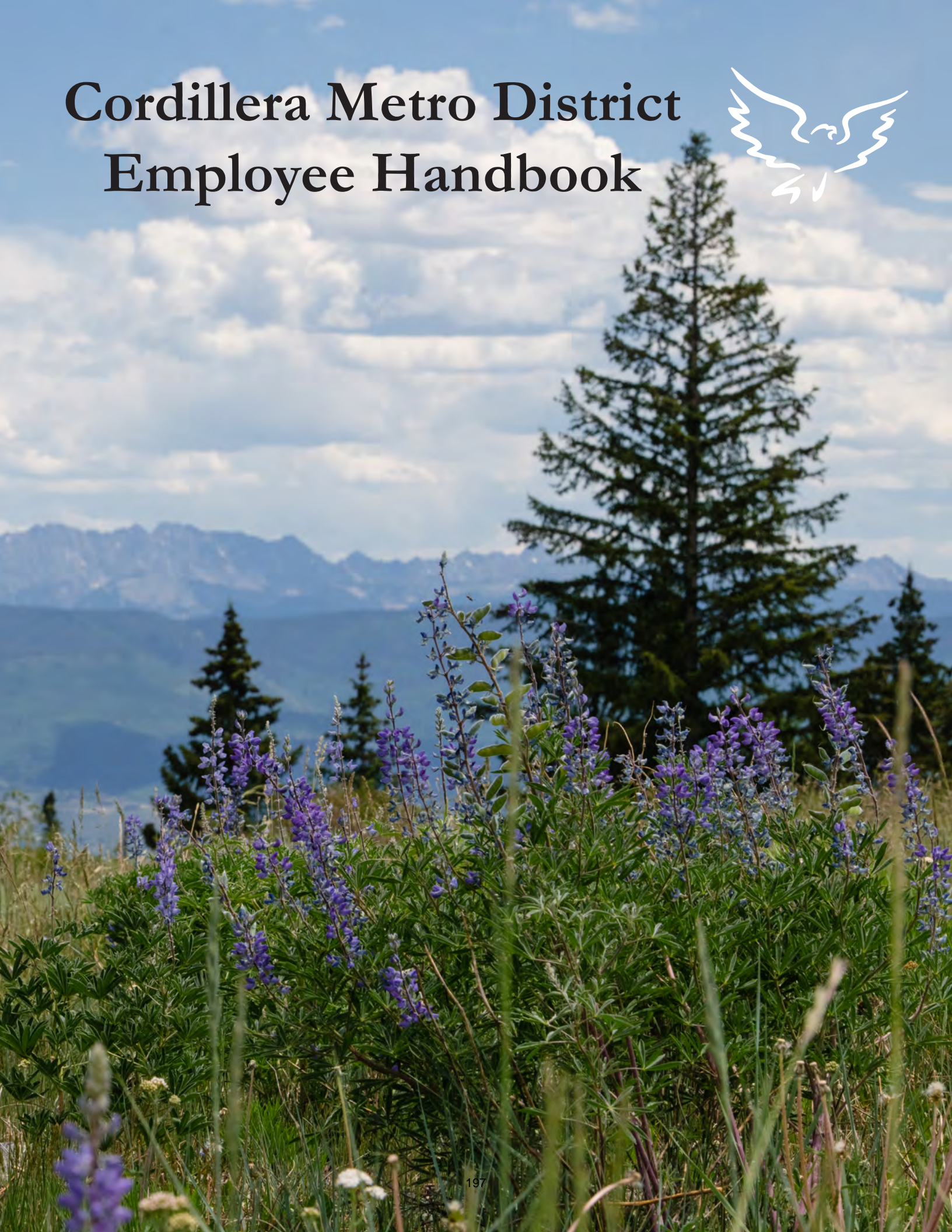


Table of Contents

INTRODUCTION	3
WELCOME	3
ABOUT US	3
GUIDING PRINCIPLES	6
MISSION	6
VALUES	6
TEAM DECLARATION: PROVIDE SERVICE WITH PURPOSE	6
TEAM OPERATING AGREEMENTS	6
EMPLOYMENT POLICIES	6
EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY	7
AMERICANS WITH DISABILITIES POLICY AND REASONABLE ACCOMMODATION COMMITMENT	7
ANTI-HARASSMENT POLICY	8
COMPLAINT PROCEDURE	8
ANTI-VIOLENCE AND ANTI-BULLYING POLICY	8
DRUG-FREE, ALCOHOL-FREE AND TOBACCO-FREE WORKPLACE POLICY	9
EMPLOYEE CONDUCT POLICY	10
CONFIDENTIALITY AND NON-DISCLOSURE	10
HIPAA (HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT)	10
OFFICE CLEANLINESS AND PERSONAL APPEARANCE	11
USE AND RETURN OF CMD PROPERTY	13
CODE OF CONDUCT AND CONFLICTS OF INTEREST	14
TRAVEL AND EXPENSE POLICY	14
TECHNOLOGY AND ELECTRONIC COMMUNICATIONS POLICY	14
MEDIA AND PUBLIC RELATIONS POLICY	15
OPEN RECORDS POLICY	16
OBLIGATION TO REPORT POLICY	16
PROHIBITION OF RETALIATION POLICY	16
EMPLOYEE INFORMATION	17
EMPLOYEE CLASSIFICATIONS	17
BOARD MEMBERSHIP OF EMPLOYEES	17
EMPLOYEE RECORDS	17
WORK HOURS, SCHEDULES AND ATTENDANCE	17
INCLEMENT WEATHER	20
COMPENSATION PRACTICES	21
SEPARATION OF EMPLOYMENT	21
LEAVES OF ABSENCE	22
BENEFITS	24

DRAFT

INTRODUCTION

This handbook is designed to provide employees valuable information about working with the Cordillera Metro District. The handbook is not all-inclusive but is intended to provide employees with a summary the organization's guidelines and expectations regarding employee conduct. This edition supersedes and replaces all previously-issued editions and any inconsistent verbal or written policy statements issued prior to its development.

THIS DOCUMENT DOES NOT CONSTITUTE A CONTRACT AND DOES NOT CREATE ANY CONTRACTUAL RIGHTS OF ANY KIND BETWEEN THE CORDILLERA METROPOLITAN DISTRICT AND ANY EMPLOYEE. THESE POLICIES MAY BE MODIFIED AND CHANGED BY THE CORDILLERA METRO DISTRICT AT ANY TIME. CHANGES AND UPDATES TO THIS HANDBOOK WILL BE COMMUNICATED TO YOU BY THE DISTRICT.

Similarly, employment at the Cordillera Metropolitan District ("CMD" or the "district") is at-will, and neither the employee nor the employer is committed to an employment relationship for a fixed period. Either the employee or the district has the right to terminate employment at any time, for any reason, and no representative of CMD has the authority to enter into an agreement of employment for any specified period of time.

This handbook supersedes all previously-issued editions, and the contents of this document may not be all-inclusive of the district information. Except for the at-will nature of employment, CMD reserves the right to suspend, terminate, interpret or change any or all the policies documented. Such changes can occur at any time, with or without notice.

WELCOME

On behalf of Cordillera Metro District, we are pleased to welcome you and wish you every success here.

We are a mission-driven organization dedicated to enriching the lives of all property owners, visitors and employees of the Cordillera community. We provide exemplary services by hiring and retaining individuals who have a strong work ethic. We look forward to your knowledge, talent and skills which will contribute greatly to our successes. We hope that you will take pride in being a member of our team.

This employee handbook is designed to provide CMD's policies, goals and expectations. We encourage you to read it carefully and to contact our human resources department should any questions arise.

Best wishes and welcome aboard.

ABOUT US

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.

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. Other winter activities 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, tennis and swimming.

NEIGHBORHOODS

Cordillera's three neighborhoods wrap around championship golf courses and enjoy spectacular mountain views. The range of Colorado mountain homes, combined with endless amenities, offers something for everyone.

The Divide:

- European architecture and design
- Short Course (10 par 3 holes)
- Expansive views of the Vail Valley
- Arid mountain landscape with pinion and sage
- Enclave homes include Les Pyrenees, Kensington and Alcazar

The Ranch:

- Formerly a working ranch
- Colorado ranch architecture and design
- 21 miles of hiking and winter sports trails
- Hale Irwin designed Mountain Golf Course
- Trailhead Clubhouse with pool and playground
- Cordy Camp
- Nordic Center & Clubhouse with miles of ski track
- Timber Hearth restaurant (offers winter horse-drawn sleigh rides)

The Summit:

- Majestic views of the Gore Range
- High Mountain architecture and design
- Jack Nicklaus signature Summit Golf Course
- Summit Clubhouse and restaurant
- Athletic Center at Cordillera with an indoor pool, outdoor hot tub and two tennis courts
- Hiking and snowshoeing into Big Park and the White River National Forest.

COMMUNITY AMENITIES

Cordillera is the only community in the Vail Valley to offer its property owners such a wide variety of facilities and amenities within a private, gated community.

THE SHORT COURSE (Open to the public from May-Oct) - A Dave Pelz Signature Design, the Short Course is one of only two in the world. Each hole is less than 200 yards but features challenging shots and tight bunkering.

ATHLETIC CENTER AT CORDILLERA - With incredible views of the Gore Range, the Athletic Center at Cordillera provides a wealth of fitness and recreational opportunities including a salt water pool and spa, state-of-the-art Life Fitness equipment, elliptical cross trainers, flexStriders, recumbent bikes, rowing machine, strength training equipment, tennis and pickleball courts and a variety of fitness classes.

THE TRAILHEAD CLUBHOUSE - The Trailhead offers a clubhouse, pool and playground and is available to Cordillera residents to host private events.

Cordy Summer Camp (Open to the public) - The Trailhead is also home to Cordy Summer Camp for youths ages five to 12. The camp offers outdoor games, arts and crafts, field trips and tennis, golf and swimming lessons.

PRIVATE FISHING - Cordillera property owners have access to 1.3 miles along the Eagle River for year-round, world-class fishing in pristine water, abundant with large rainbow and brown trout. The river parcel also features viewing benches and walking paths. In addition, Cordillera has five ponds accessible for fishing (Upper Bearden, Lower Bearden and Grenada Glen complete with a picnic area). Each pond is stocked every spring with brown and rainbow trout.

CORDILLERA VAIL GONDOLA CLUB (*Memberships available to the public*) - The Cordillera Vail Gondola Club is a seasonal private club located in Vail Village at the top of Bridge Street just steps from the base of Vail Mountain and Vail's Gondola One. Offering a convenient locale for experiencing Vail's incredible skiing and the array of exciting events the town has to offer. This well-appointed club offers a warm, welcoming sanctuary with friendly professional staff and ski and gear storage.

BEARDEN HOMESTEAD (*Open to the public*) - Bearden Homestead and Bearcat Stables is a place where horses have grazed for a century. Here, Indian Summer Outfitters provide one- to six-hour single-day rides or extended day adventures into the backcountry. During winter months (Dec.-Apr.), sleigh rides and dinner services are offered.

EQUESTRIAN CENTER (*Open to the public*) - A first-rate facility boasting two heated indoor riding arenas designed for basic horsemanship, dressage and show jumping, the Equestrian Center is the largest such facility in the Vail Valley. The facility, which boards more than 50 horses, manages a community trail system and an outdoor arena for use during the summer and fall.

OUTDOOR RECREATION (*Open to the public*) - The Cordillera Nordic Center, offers 11 kilometers of groomed track. Private and group snowshoe tours and ski instruction are available. Property owners also enjoy private gardens, hiking along 33 miles of trails, a private dog park, ice rink and both mountain and road biking.

DRAFT

GUIDING PRINCIPLES

MISSION

To be a premier mountain community.

VALUES

- Trust
- Respect
- Integrity
- Positive
- Diversity
- Awe-Inspiring
- Ability
- Flexible
- Camaraderie
- Accountable

TEAM DECLARATION: PROVIDE SERVICE WITH PURPOSE

- Delivering WOW through service.
- Assume good intent and extend trust.
- Foster open and honest relationships with communication.
- Build a positive team and family spirit.
- Pursue growth and learning.
- Be humble.
- Do more with less.
- Explore, innovate and share.
- Embrace and drive change.
- Be passionate, determined and accountable.
- Create fun.

TEAM OPERATING AGREEMENTS

- Be positive, friendly and do our best, thus making us all successful.
- Respectfully share ideas and ask questions.
- Actively listen and communicate; share information and respond timely.
- Implement consistent practices and policies.
- Enhance knowledge, skills and abilities.
- Make opportunities to support each other's work (e.g., share resources, offer to help, ask for help).
- Problem solve and help execute improvements.
- Receive and provide open and honest feedback.
- Recognize team members and celebrate successes.

EMPLOYMENT POLICIES

Employment Policies are adopted by CMD and are intended as a general statement of policy governing the relationship between the CMD and its employees. Employees are expected to familiarize themselves with the contents of these policies. CMD may, from time to time, request legal review of its policies, for compliance with all federal, state, and local laws and regulations. Additional policies and procedures necessary for the proper operation of CMD may be issued by board members, human resources or the general manager.

If any portion of these employment policies is found to be in conflict with federal or state law, that section shall continue in effect only to the extent permitted by such law or court decision. If any portion of an employer policy is or becomes invalid or unenforceable, such invalidity or enforceability shall not affect or impair any other employment policies.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

CMD prohibits unlawful discrimination against people on the basis of their race, color, religion, sex (including gender identity, sexual orientation and pregnancy), national origin, age, disability or genetic information or any other status protected by applicable laws. CMD and its employees shall not retaliate against a person because he or she complained about discrimination, filed a charge of discrimination or participated in an employment discrimination investigation or lawsuit.

AMERICANS WITH DISABILITIES POLICY AND REASONABLE ACCOMMODATION COMMITMENT

CMD also recognizes that some individuals may have disabilities and CMD will not discriminate in accordance with the Americans with Disabilities Act Amendments Act (ADAAA). As such, CMD will provide reasonable accommodations unless doing so causes a direct threat to these individuals or others and/or if the accommodation creates an undue hardship to the district.

For more information about this section or to discuss or request an accommodation, contact your manager, the human resources manager or the general manager or follow the procedure in the “Obligation to Report” policy below.

RELIGIOUS ACCOMMODATIONS

Accommodation for an employee’s sincerely held religious beliefs or practices may also be provided unless doing so creates an undue hardship to the district.

PREGNANCY ACCOMMODATIONS

Employees have the right to be free from discriminatory or unfair employment practices because of pregnancy, a health condition related to pregnancy or the physical recovery from childbirth.

Employees who are otherwise qualified for a position may request a reasonable accommodation related to pregnancy, a health condition related to pregnancy or the physical recovery from childbirth. If an employee requests an accommodation, the district will engage in a timely, good faith and interactive process with the employee to determine whether there is an effective, reasonable accommodation that will enable the employee to perform the essential functions of her position. A reasonable accommodation will be provided unless it imposes an undue hardship on the district's business operations.

The district may require that an employee provide a note from her health care provider detailing the medical advisability of the reasonable accommodation. Employees who have questions about this policy or who wish to request a reasonable accommodation under this policy should contact their human resources representative.

The district will not deny employment opportunities or retaliate against an employee because of an employee’s request for a reasonable accommodation related to pregnancy, a health condition related to pregnancy or the physical recovery from childbirth. An employee will not be required to take leave or accept an accommodation that is unnecessary for the employee to perform the essential functions of the job.

SERVICE ANIMAL ACCOMMODATIONS

Anyone, including employees and non-employees, who require a service animal as defined by federal regulations should request an accommodation for the service animal. CMD will provide reasonable accommodations unless doing so causes a direct threat to the individual or others and/or if the accommodation creates an undue hardship to the district. CMD may request reasonable documentation

that an accommodation is necessary because of a disability and that the service animal has been appropriately vaccinated and trained.

ANTI-HARASSMENT POLICY

CMD is dedicated to providing a harassment-free environment and prohibits harassment or discrimination because of race, color, religion, sex (including gender identity, sexual orientation and pregnancy), national origin, age, disability or genetic information or any other status protected by applicable laws.

Do not assume behavior that is not offensive to you is acceptable to others, as unwelcome behavior is determined by the person receiving it. Harassing or discriminating against other employees is not only prohibited at work; this policy applies to off-duty interactions including written or social media interactions.

Do not ignore harassment. Employees who feel they have been harassed or who witness any type of harassment may make it known that the behavior should be stopped immediately, and inappropriate behavior should be reported. If you believe you are being harassed or discriminated against for any reason, immediately contact your manager, human resources or the general manager or follow the “Reporting Procedure” defined below.

SEXUAL HARASSMENT

Sexual harassment is a form of sex discrimination which is prohibited by law and violates the Cordillera Metro District Anti-Harassment Policy. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute sexual harassment. The prohibited conduct may be verbal, visual or physical in nature.

More subtle forms of behavior, such as foul or obscene language of a sexual nature, posting or viewing social media language or pictures, gossiping, asking questions about another’s sex life, offensive posters, cartoons, caricatures, comments and jokes of a sexual nature and repeated unwanted requests for a date are prohibited as they may constitute sexual harassment or contribute to a hostile or offensive work environment. All questionable behavior should be avoided because conduct that appears to be welcome or tolerated by one person may be very offensive to another.

COMPLAINT PROCEDURE

If you believe there has been a violation of the EEO policy or harassment based on the protected classes listed above – including sexual harassment – please use the following complaint procedure. The district expects employees to make a timely complaint to enable the district to investigate and correct any behavior that may be in violation of this policy.

Report the incident to human resources or the general manager who will investigate the matter and take corrective action, as appropriate. Your complaint will be kept as confidential as practicable. If you prefer not to go to either of these individuals with your complaint, you should report the incident to one of the members of CMD or CPOA board of directors.

The district prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If you believe there has been a violation of our EEO or retaliation standard, please follow the complaint procedure contained in the sexual harassment policy.

If the district determines that an employee’s behavior is in violation of this policy, disciplinary action will be taken up to and including termination of employment.

ANTI-VIOLENCE AND ANTI-BULLYING POLICY

CMD is committed to maintaining a violence-free environment and will not tolerate any type of violence or threats of violence. Violence includes harassment, coercion, physical altercations, use of weapons of any kind, intimidation, stalking and threats of violence. Please do not joke or make off-hand remarks about violence.

CMD defines bullying as persistent, malicious, unwelcome, severe and pervasive mistreatment that harms, intimidates, offends, degrades or humiliates an employee whether verbal, physical or otherwise at the place of work and/or in the course of employment. Bullying may be intentional or unintentional. However, it is the effect of the behavior on the individual that is important.

The following types of behavior are examples of bullying and are not all-inclusive of what may be considered bullying behavior:

- **Verbal bullying** - Slandering, ridiculing or maligning a person or his/her family; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- **Physical bullying** - Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person's work area or property.
- **Gesture bullying** - Nonverbal threatening gestures or glances that convey threatening messages.
- **Exclusion** - Socially or physically isolating or disregarding a person in work-related activities.

Any potentially dangerous situation must be reported immediately to your manager, human resources or the general manager or by following the "Obligation to Report" procedure defined below. *Law enforcement, security and/or emergency services should be contacted if you believe there is an imminent threat to anyone's safety.*

DRUG-FREE, ALCOHOL-FREE AND TOBACCO-FREE WORKPLACE POLICY

CMD is committed to providing a safe and productive work environment, so when employees are working, present on district premises or are conducting district-related work off-site, they are prohibited from possessing or using drugs or working after the apparent use of drugs or alcohol. The term "drug" includes marijuana, illegal inhalants, illegal drugs and/or other controlled substances. It also includes prescription drugs when not taken in accordance with the written prescription or prescription drugs that affect your ability to work safely and effectively. If prescription drugs have been prescribed to you that may affect your ability to work safely and effectively, please contact your manager, human resources or the general manager to discuss the situation so accommodations may be made where possible and appropriate.

Responsible consumption of alcohol is permitted under approved circumstances such as at district celebrations or social events. In these cases, employees are still expected to behave appropriately and in accordance with all district policies and should ensure that their intake of alcohol does not impede their judgment or ability to perform their job responsibilities.

CMD offices are tobacco and cannabis smoke-free. Neither employees nor visitors may use tobacco or other smoke-producing products inside CMD facilities, vehicles or elsewhere on CMD property unless such areas are specifically designated as smoking areas.

CMD reserves the right to conduct inspections to help maintain a safe, healthy and efficient working environment for the benefit and protection of all district employees and customers. This includes any bags, purses, or other personal effects brought onto any CMD premises. Any person refusing to cooperate in such inspections may be subject to appropriate discipline. Cooperation in the conduct of inspections is required as a condition of employment. A search can include district properties such as vehicles, lockers, desks, filing cabinets, computer files, email and voicemail. Employees should have no expectation of privacy in any CMD property that is provided for their use in performing their responsibilities.

Similarly, if you use, possess, buy, sell, manufacture or dispense an illegal drug you may be disciplined up to and including termination.

REASONABLE SUSPICION TESTING

If CMD management has a reasonable suspicion regarding an employee's possible use of drugs or alcohol in violation of policy, the employee may be requested to submit to a drug or alcohol test. For further information, please request a copy of the "Reasonable Suspicion Testing Policy" to human resources.

EMPLOYEE CONDUCT POLICY

Every one of us is responsible for creating an environment where trust, ethical behavior and honest interactions are the norm. The district strives to maintain a work environment free from intimidation, threats or violent acts. This includes, but is not limited to: intimidating, threatening or hostile behaviors, physical abuse, vandalism, arson, sabotage, use of weapons, carrying weapons of any kind onto district property or any other act which, in management's opinion, is inappropriate to the workplace. In addition, offensive comments regarding violent events will not be tolerated.

There may be times when you might be in doubt about the best and most ethical course of action to take in a situation. The sections below and the policies throughout this document provide guidance. In addition, all employees are required to sign and adhere to the CMD code of conduct. Since no one resource can have expertise in all areas, you are encouraged to contact your manager, human resources or the general manager, or follow the "Obligation to Report" procedure defined below.

The district expects all employees to act in the best interests of the district and its constituents. It is the responsibility of all employees to observe all guidelines, operating procedures and directives of the district. CMD further expects that all employees behave with courtesy and respect towards other employees, Cordillera property owners and members of the public.

CONFIDENTIALITY AND NON-DISCLOSURE

During your employment with CMD, you may have access to confidential information and/or documents, trade secrets and/or proprietary data, including data such as social security numbers, personal identification numbers, passwords and financial data protected by state or federal law.

To protect the CMD's interest in these valuable assets, you must not use any such confidential information for your personal benefit or for the benefit of any person or entity other than CMD. You must also use your best efforts to limit access to such confidential information to those who have a need to know it for CMD purposes.

During the course of your employment at CMD, you will be provided with and will generate correspondence, memoranda, literature, reports, summaries, manuals, proposals, contracts, customer lists, client lists, patient lists, prospect lists and other documents and data concerning the CMD work. Any and all such records and data – whether maintained in hard copy or on a computer or other medium – is the property of the CMD, regardless of whether it is or contains confidential information. Upon termination of your employment, you are required to return all such records to CMD and may not retain any copy of such records or make any notes regarding such records. We reserve the right to search for such information and property in personal items while on district premises such as vehicles, purses, briefcases, etc.

At all times, you understand you must keep the confidential information and proprietary data of the district in strict confidence.

HIPAA (HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT)

The Health Insurance Portability and Accountability Act (HIPAA) is a federal law designed to improve the efficiency and effectiveness of the health care system. As a condition of employment, all employees are required to maintain confidentiality concerning patient records, medical documentation of any kind and any other data protected under CMD, state and/or federal mandates. In addition, employees must use discretion in discussing any health or other information about patients/clients. Such information should be discussed only with individuals who have a job-related need to know and in accordance with HIPAA's "minimum necessary" obligation. Employees may not copy, destroy and/or remove confidential patient documentation from CMD facilities unless specifically authorized to do so by CMD's general manager and/or HIPAA Privacy Officer.

OFFICE CLEANLINESS AND PERSONAL APPEARANCE

For the sake of our team and visitors to the CMD offices, employees are expected to maintain an organized and clean workspace. In addition, common areas should be kept tidy and clean – free of clutter, garbage, and other potential distractions or disruptions to a healthy working environment.

In order to maintain the CMD's premier image, it is extremely important for our employees to present a neat, professional and well-groomed appearance at all times. Our appearance is an important part of the impression property owners and visitors have of our community. Personal cleanliness is not only a requirement; it is also a common social standard. It is essential that you bathe daily, brush your teeth and use deodorant. Heavily scented perfumes, colognes and powders should be avoided.

Cosmetics/Make-up: Make-up should be moderate and natural in appearance. No extreme color applications are permitted. Make-up that contains heavy glitter is not acceptable. Mascara must be of either black or brown color.

Jewelry: Jewelry should be kept to a minimum and safe to wear while working. Jewelry should be conservative in nature and complement your attire in design. Body piercing, ear gauges and tattoos are allowed with leadership approval. Your supervisor/manager must approve your tattoos or determine the best way to cover them (if considered offensive or inappropriate). Extreme ear gauges, colored tongue rings and dental ornamentation may not be allowed. Please speak to human resources for further guidance. Changes to piercings or tattoos without prior approval could result in disciplinary action up to and including termination.

Hairstyles: Hair should be clean, neatly trimmed and styled away from the face, presenting a well-groomed appearance at all times. Hair styles of an extreme or “trendy” nature are discouraged. Long fringes and bangs should be cut short enough so that the eyes are in full view. Hair coloring is acceptable if it presents a professional appearance and is regularly maintained in order to preserve a consistent and natural appearance.

Facial Hair: Men must be well-groomed at all times. Goatees, mustaches and beards must be neatly trimmed, close to the face and well maintained. Sideburns must not extend beyond the bottom of earlobe or be more than one inch in width.

Denim: Denim/jeans that are ripped and torn – whether by wear and tear or by design – are prohibited. Jeans that are too low cut should also be avoided. Denim should be workplace appropriate and professional.

It is important that you follow these guidelines and take pride in your personal appearance. All CMD employees are also required to adhere to the general grooming standards set by the district. Guidelines are administered and implemented in a manner that complies with federal, state and local law. CMD reserves the right to determine at any time the practicality and appropriateness of the method or style of dress. The district will make accommodations to its policies for medical reasons or sincerely held religious beliefs.

OUTSIDE EMPLOYMENT

Employees may hold outside jobs in non-related businesses or professions as long as the employee meets the performance standards of their job description with CMD. Unless an alternative work schedule has been approved by CMD, employees will be subject to the district's scheduling demands, regardless of any existing outside work assignments. (See also the “Work Week and Hours” section below.) CMD's office space, equipment and materials are not to be used for outside employment.

POLITICAL ACTIVITY

While employees may exercise their rights when acting as a private citizen to engage in political activity, employees may not engage in political activity during working hours unless on approved leave. Similarly, employees may not use or permit others to use the authority of the employee's position at CMD to endorse

or actively support a candidate for any political office. Finally, employees may not represent themselves, nor knowingly permit themselves to be represented as CMD employees while engaged in any form of political activity. CMD sanctioned activities in pursuit of funding are not deemed "political activity" for purposes of this policy.

EMPLOYMENT OF RELATIVES

CMD hires the most qualified applicant for any open position and, on occasion, that an applicant may be the close relative of a current employee. We encourage referrals but will not place any relative in a position that may create or be perceived as a conflict of interest. This includes a position where one relative approves the wages or working conditions, audits or manages financial impacts of another relative or has access to confidential information, such as payroll or personnel records about a relative.

For the purposes of this policy, "close relative" refers to: spouse, domestic partner, parent, child, sibling, aunt or uncle, niece or nephew, grandparent or grandchild or the "step-" or "in-law" version of these statuses.

FRATERNIZATION

As adults, you are expected to make choices and decisions for yourself, including those regarding the personal relationships you will foster. It is not the district's desire to tell consenting adults who they can and cannot be friends with or date with one exception: CMD prohibits managers from having close personal relationships including dating, outside business relationships, joint living or landlord-tenant arrangements with subordinate employees.

GIFTS

As employees of the CMD, we follow Amendment 41 which contains a "gift ban" that prohibits any public officer, local government official, government employee from giving or accepting any gift or favor that might influence or appear to influence the judgement or actions of CMD, yourself, or others. With that said, employees may accept occasional unsolicited courtesy gifts such as business lunches, holiday baskets or periodic test products to sample as long as the gifts have a low market value and are customary in the industry or are group gifts which may be experienced or enjoyed with coworkers. Employees are not permitted to accept cash from funders, vendors or current or potential business suppliers under any circumstances. If you are unsure about how to handle the offer of a gift, discuss with your supervisor or human resources prior to accepting.

SAFETY

Each employee is expected to obey safety rules and exercise caution and common sense in all work activities. Employees must immediately report any unsafe conditions to their supervisor, manager or human resources. Employees who violate safety standards, cause hazardous or dangerous situations, fail to report or – where appropriate – remedy such situations may be subject to disciplinary action up to and including termination of employment.

In the case of an emergency, always call 911 first. If an accident results in injury, regardless of how insignificant the injury may appear, employees should notify their supervisor or manager immediately or as soon as possible following the injury. Workers' compensation processes will be followed.

Reporting of Criminal Charges and Convictions: All employees must immediately report any criminal charges or convictions to human resources when charged with or convicted of a violation of any federal or state criminal statute (whether misdemeanor or felony), including but not limited to drug-related or alcohol offenses, violence against persons, dishonesty, theft or destruction of property. A charge means any criminal complaint information (whether contained in a summons or not) or indictment. A conviction means a finding of guilt, a plea of guilt, a plea of no contest, a plea that allows the defendant to enter a guilty plea without admission of guilt, the acceptance of a plea bargain, the acceptance of a deferred sentence or deferred judgment or any imposition of any form of a sentence by a judge or jury in any federal or state

court. Human resources shall document any reporting – or absence of reporting – to CMD’s legal counsel. Failure to report in a timely manner as required by this section may result in disciplinary action up to and including termination.

Video Surveillance Policy: Cordillera Metro District uses video security cameras for public safety, security, and crime prevention. Therefore, CMD has established procedures for the placement, use and retention of video security. This policy applies to video security cameras maintained by the district within its boundaries, including recorded video content therefrom (referred to herein as the “Security System”).

The Security System is intended to provide for deterrence and detection of illegal and illicit activity. Video security is intended to capture and store content for a finite period of time to allow for after-the-fact investigation and identification of individuals in the event of legal and policy violations.

Placement of Video Security: Cameras may be installed in indoor or outdoor locations to enhance the security of persons and/or property. Installation will be based upon a need to mitigate an identified risk or vulnerability. Video security cameras will not be installed in non-public areas or in areas where persons have a reasonable expectation of privacy, such as restrooms. Video security cameras will not be installed so as to be hidden from view.

Monitoring, Access and Use: The Public Safety Director will oversee the use of the Security System. Recorded content will not be monitored continuously or routinely checked. Recorded content will be reviewed only when there is a legitimate security or investigative basis to do so.

USE AND RETURN OF CMD PROPERTY

The district’s property is to be used only by authorized employees for official district business in an appropriate manner and in accordance with all applicable rules and regulations, operating procedures or directives. Any unauthorized or inappropriate use of district property/equipment is grounds for disciplinary action up to and including termination. No employee shall remove district property or the property of any other employee from the district premises or work sites without proper authorization from their immediate supervisor.

Employees entrusted with district property during employment are responsible for returning such property to CMD upon request of management or at the time of separation. CMD reserves the right to take actions deemed necessary regarding CMD property that is not returned.

USE OF DISTRICT VEHICLES

District vehicles may be used only for the purpose and in the manner authorized by the district. Only authorized, qualified and approved district employees may operate district vehicles. All vehicles must be operated in accordance with all applicable traffic laws (including but not limited to: speed limits, use of seatbelts, etc.). Vehicle operators are responsible for maintaining the condition and proper use of CMD vehicles.

Employees driving district vehicles must be at least 18 years of age. The district will not tolerate on- or off-duty employees operating a district vehicle while under the influence of alcohol, controlled substances or other intoxicants. Employees are also obligated to notify the district of any traffic citations received while using any vehicle immediately, whether the citation is issued while driving for work or on personal time.

Motor Vehicle Record (MVR) checks will be performed annually by the district. This evaluation is to ensure an employee’s driving record remains acceptable throughout his/her employment. Each employee’s MVR is required to meet the following criteria: a) No/zero (0) Type A driving violations within the last five (5) years and less than three (3) Type B driving violations within a three (3) year period.

DISTRACTED DRIVING

Inattention and distraction created by the use of mobile phones or other electronic devices while working or driving is prohibited. Other distractions while driving, such as eating, reading, etc. also take the driver's attention away from the road and are prohibited.

CODE OF CONDUCT AND CONFLICTS OF INTEREST

CMD is committed to caring for and protecting its employees, board members, property owners, visitors and overall community. Its "Code of Conduct" guides how we treat each other, protect our information, demonstrate integrity and fiduciary responsibilities, communicate honestly and transparently and act as responsible professionals. This commitment provides a framework for making ethical business decisions.

This code is not intended to be a comprehensive rulebook and cannot address every situation an employee may face. There is no substitute for personal integrity and good judgment. If you feel uncomfortable about a situation or have any doubts about whether it is consistent with the district's ethical standards, please contact your supervisor or human resources.

REPORTING VIOLATIONS OF THE CODE

You have a duty to report any known or suspected violation of this code including any violation of laws, rules, regulations or district policies. If you know of or suspect a violation of this code, immediately report the conduct to your supervisor, human resources or the general manager. Your supervisor or general manager will contact the appropriate authorities, who will work with you to investigate your concern. All reports of known or suspected violations of the law or this code will be handled sensitively and with discretion. Your confidentiality will be protected to the extent possible consistent with applicable law and CMD's need to investigate your concern.

CONFLICT OF INTEREST

A conflict of interest can occur when the private interest of a person who is covered by this code interferes – or reasonably appears to interfere – with the interests of the district. You should avoid any private interest that influences your ability to act in the interests of CMD or that makes it difficult to perform your work objectively and effectively. Conflicts of interest may also arise if you (or any member of your family) receive personal benefits as a result of your position with CMD. Situations involving a conflict of interest may not always be obvious or easy to resolve. If you suspect that you have a conflict of interest – or something that others could reasonably perceive as a conflict of interest – you should report it to your supervisor or human resources.

You are prohibited from using or promising to use CMD funds, assets, services or facilities to secure or retain business where such use is in violation of any applicable law or regulation. Without limitation of the foregoing, you are prohibited from engaging in any form of bribery or kickbacks and from using CMD funds, assets, services or facilities to improperly influence or corrupt the action of any government official, agent or employee or of any private customer, supplier or other person.

TRAVEL AND EXPENSE POLICY

CMD will reimburse employees for necessary and reasonable pre-approved district expenses incurred in the transaction of district business. Employees travelling on behalf of CMD must receive prior approval to control travel costs. Non-exempt employees traveling in a single day as part of their employment responsibility are paid their normal hourly rate for travel time between their routine places of employment to the destination assigned by the district. However, if the employee is traveling more than one day, the district is required to pay travel time only for travel during employee's normal working hours. Travel expenses are not paid for employee's commuting travel to and from routine place of work.

TECHNOLOGY AND ELECTRONIC COMMUNICATIONS POLICY

CMD's computer network, access to the Internet, email and voicemail systems are district tools intended for employees to use while performing their job duties. All information regarding access to CMD's computer resources are confidential and may not be shared inappropriately. All systems, files and data are the property of CMD and are subject to review and inspection at any time. In addition, all communications may be public records subject to public inspection under the Colorado Open Records Act, C.R.S §§ 24-72-200.1 *et seq.* Do not assume that this information is confidential.

Employees and authorized users are responsible to maintain the security of their accounts and passwords and take precautions to prevent unauthorized access to their devices.

If for any reason your employment with CMD terminates, or upon request, you must immediately return all district property and information, including technology to CMD.

USE OF TECHNOLOGY

CMD prohibits the display, transmittal or downloading of material that is in violation of the district's policies or otherwise is offensive, pornographic, obscene, profane, discriminatory, harassing, insulting, derogatory or otherwise unlawful at any time.

CMD technology systems may not be used in violation of any policy or law, in violation of contractual or copyright rights or for personal reasons.

SOCIAL MEDIA

Social media offers various methods of communication and self-expression and can foster community. However, any use of social media that violates the CMD's policies or law; discloses any confidential or proprietary information, discloses any information about patients/clients; makes false comments about the district or its staff, clients, or other business partners or contains abusive comments may result in disciplinary action up to and including termination. The district expects employees to use their judgment and act responsibly in all communications, regardless of how one communicates. If you are uncertain about the appropriateness of a social media posting, you should not post it prior to discussing with your supervisor, manager or the general manager.

PERSONAL USE OF SOCIAL MEDIA. Employees who have personal social networking sites must make a distinction between their interactions on their personal sites and their interactions on sites related to district business. Employees may not claim to speak for the district when communicating via their personal sites unless authorized by the communications manager on a case-by-case basis. No CMD employee is authorized to maintain a web or social media site about CMD matters or comment on a CMD matter on social media without advanced authorization from the general manager or communications manager.

MOBILE DEVICES

Some employees may be issued a CMD mobile device. This should not be used for personal use.

With district approval, employees in some positions may use their personal smartphone or tablet to access work email and applications in accordance with other district policies including the "Anti-Harassment Policy," "Confidential and Non-Disclosure Policy," "Time and Attendance Policy" and "Social Media Policy." Employees pre-authorized to use a personal mobile device for district use may be reimbursed. Discuss reimbursement details with your supervisor or human resources.

Use of personal mobile devices during working hours should be limited and must be handled in a manner that does not interfere with the productivity of the employee or CMD work.

MEDIA AND PUBLIC RELATIONS POLICY

Accurate, balanced news coverage of CMD is important to build public understanding of and support for our community. To maintain this, all employees should refer all media communications or open records requests to the communications manager or general manager.

COMMUNICATION WITH THE MEDIA

Only the following persons may respond to or initiate communications with the media: president of the board, general manager, communications manager, CMD legal counsel or a person specifically designated by the general manager.

All other CMD employees must refer all media communications to the communications manager or the general manager. Employees may not provide information – no matter how insignificant – to the media. Initiated media contacts include news releases, news briefings, news conferences, public service announcements, advertisements, public affairs programs, radio and television talk shows, letters to the editor, guest editorials and requests for sponsorships of editorial support.

Communications with the media includes such things as the provision of photographs and video because CMD must protect the confidential client information and assure that permission for the use of photographs/video is appropriately documented.

OPEN RECORDS POLICY

Any employee receiving an open records request for documents shall immediately refer the request to the communications manager or general manager. The communications manager will manage all open records requests, referrals and responses in accordance with the Colorado Open Records Act and the district's records policies.

OBLIGATION TO REPORT POLICY

It is each person's responsibility to abide by all federal, state and local laws and regulations as well as by CMD policies. If you believe that there has been a violation of any expectations defined in these policies, including harassment or discrimination, you are obligated to make a timely report to enable CMD to investigate and correct not only the behavior, but also any effects the behavior may have had on CMD and those involved. Problems and/or complaints should be reported within three days of the incident, thus enhancing the district's ability to resolve any matters or concerns immediately.

If you observe an incident of violence or threatened violence that is immediate and serious, take steps to maximize **safety first**, including contacting local authorities. Once the immediate threat has passed, please also notify CMD by following the procedures outlined below.

To report a situation or incident, your first line of support is to contact your supervisor/manager. If you are not comfortable contacting your supervisor, you may also notify human resources or the general manager. When submitting a concern or incident report, you may include your name and information or you may choose to submit the report anonymously.

All reports will be handled appropriately and in accordance with CMD policies, applicable laws, industry best practice discovery and investigation procedures.

During an investigation, each incidence will be evaluated on an individual basis. If the result of an investigation indicates that corrective action is called for, such action may include disciplinary measures up to and including termination of employment.

CMD does not tolerate retaliation for filing a report. For more information, see the "Prohibition of Retaliation Policy" listed below.

PROHIBITION OF RETALIATION POLICY

Retaliation against any person who in good faith has reported a violation of the law, has raised questions or concerns, has reported an incident or has otherwise participated in an investigation of such matters will not be tolerated. The district prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. If, for any reason, you perceive retaliation, please follow the report

procedure outlined above to notify CMD. The situation will be investigated and if the district determines an individual's behavior is in violation of this policy, disciplinary action up to and including termination will be taken.

EMPLOYEE INFORMATION

EMPLOYEE CLASSIFICATIONS

Employees are classified into the following categories as regulated by the Fair Labor Standards Act (FLSA):

- **Exempt:** Paid a pre-determined salary, but not eligible for paid overtime.
- **Non-Exempt:** Paid an hourly rate and eligible for overtime pay for all hours worked in excess of 40 hours per work week or accordance with applicable state laws.

Employees are also placed in the following Status Types:

- **Full-Time:** Normally scheduled to work 30 or more hours per week to maintain continuous employment status. Eligible for paid holidays and employee benefits after satisfaction of eligibility requirements.
- **Part-Time:** Normally scheduled to work less than 29 hours per week to maintain continuous employment status. Part-time employees are not eligible for holiday pay, paid time off or benefits.
- **Occasional/On-call:** Normally in a working arrangement that is limited to a certain period based on seasonality or the need of the district. Seasonal and occasional employees are not eligible for holiday pay, paid time off or benefits.

BOARD MEMBERSHIP OF EMPLOYEES

The district may not employ a board member. Board members applying for employment with the district must resign from the board if employment is offered and accepted. No board member may begin employment with the district until the effective date of their resignation from the district board. Employees elected to the district board must take a leave of absence during their term of office or must resign their employment with the district. Failure to comply with this policy may result in disciplinary action up to and including termination of employment.

EMPLOYEE RECORDS

Keeping personnel files up to date is important for your own income and benefits as well as for CMD's records. Human resources establishes and maintains all personnel files. These records are confidential and accessible to authorized management personnel for business purposes only. An employee who wishes to review his/her own file must make a written request to human resources, which will schedule an appointment in accordance with state and federal law. Employees may authorize release of specified personnel records by executing a written request designating the record(s) to be released and person or entities to which they are to be released.

No personnel information on past or present district employees is provided by the district via telephone inquiries, except to verify dates of employment and positions held and to comply with the Colorado Open Records Act.

Please ensure the district has your accurate contact information, including address, phone number and emergency contact as well as any other relevant information – especially related to employee benefits – where applicable. In addition, copies of any required credentials, certifications or licenses must be submitted to CMD in a timely manner. Failure to do so may result in disciplinary action up to and including termination.

WORK HOURS, SCHEDULES AND ATTENDANCE

Regular attendance and punctuality are important factors for establishing a high performing culture and this is an expectation for running an efficient and effective district. Accurate recordkeeping is also essential to running the organization, including accurate time off records. All employees are expected to request time off in advance, according to the district's time off record keeping practice and should ensure their time off is recorded accurately for payroll purposes. Supervisors are responsible for ensuring that their employees' time off is declined or approved and ultimately recorded accurately for payroll. Poor attendance and/or excessive tardiness or inaccurate time off records may result in disciplinary action up to and including termination.

WORK WEEK AND HOURS

The work week consists of a seven-day period beginning at 12:00 a.m. on Monday and ending at 11:59 p.m. the following Sunday, unless otherwise specified in writing by an authorized representative of the district. Work schedules are established in accordance with volume levels and efficient management of personnel.

A full-time, non-exempt employee regular workweek is typically based on a 40 hours schedule. Supervisors are responsible for the scheduling of all employees, providing appropriate notification to employees regarding their scheduled hours and ensuring employees are paid for all hours worked. Working hours may vary according to departmental needs. All non-exempt employees are required to record exact hours worked by using a time clock provided by the district.

CMD will default to all federal and state labor laws for calculation and payment of overtime. Exempt employees who anticipate the need for overtime to complete the week's work must notify their supervisor or manager in advance and obtain approval before working overtime. Regardless of pre-approvals, all time worked must always be reported, including unapproved overtime hours. Working "off-the-clock" is never permitted.

Note that holidays, paid time off, jury duty and other leaves of absence do not count as hours worked for purposes of computing overtime for the week in which the time is used. Exempt employees are expected to work as needed to meet the needs of customers and the district.

ALTERNATIVE WORK SCHEDULE

The services provided by certain employees may require an alternate schedule. Any employee working an alternate schedule must have such schedule approved and signed by his/her supervisor or manager; a copy of the approved schedule must be provided to human resources.

The district strives to manage projects within designated hours, however, "exempt" employees are expected to work as needed to meet the needs of customers and the district.

MEAL AND REST PERIODS

CMD complies with applicable law regarding meals and rest periods. Therefore, employees are entitled to an uninterrupted and "duty free" meal period of at least a thirty-minute duration when the scheduled work shift exceeds five (5) consecutive hours of work. The meal period is not included in the total hours of work per day and is not compensable. Non-exempt employees must clock out for meal periods.

Unless applicable law provides otherwise, all non-exempt employees are permitted to take a paid 10-minute rest break for each four (4) hour work period. Breaks are not permitted at either the beginning or end of the workday to offset arrival and departure times. Supervisors may schedule employee's meal and rest periods to ensure the proper functioning of the departments.

PAY PERIOD AND PAY DAY

All employees are paid biweekly (on every other Friday) unless otherwise specified in writing by an authorized representative of the district. There are twenty-six (26) pay periods in a calendar year. Please feel free to contact human resources for a copy of CMD's annual pay day schedule.

Department managers or human resources may distribute paychecks or direct deposit vouchers. If a payday falls on a holiday, pay voucher and paychecks are issued on the preceding business day. Employees may not pick up vouchers or paychecks other than their own. Should a need arise to have a representative, family member or another employee pick up a check or voucher, please communicate in advance with your supervisor or human resources. The request must be in writing and the designated person will be required to show identification.

Employees may elect the option to have their paychecks automatically deposited into their savings or checking accounts. Employee's wages are released from the district's payroll account to a bank clearinghouse by the end of banking hours (5 p.m.) each payday. Generally, funds are deposited to employee's account within 23 hours, however, due to bank transfers, that is not guaranteed. In the event of employment termination, automatic bank deposit does not apply and the employee's final check must be picked up from human resources department.

PAYROLL ADVANCE

Pay advances may be available for emergency situations at the sole discretion of the district and must be approved by the general manager. Only full-time employees with a minimum of 12 months of service are eligible for advances. Requests must be in writing, on a "Payroll Advance Form," and submitted to human resources for further approval. The amount of the advance is limited to the greater of one (1) week's pay or \$1,000.

No more than one (1) advance will be granted per employee per calendar year. Repayments will be deducted from the employee's paycheck and are not to exceed a period of six (6) months. An employee has to satisfy the full repayment of a payroll advance before requesting another. For more information, please ask human resources for a copy of the "Payroll Advance Policy" form.

DEDUCTIONS AND REIMBURSEMENTS

Although the district has 26 pay periods annually, medical benefits are deducted over 24 pay periods annually (two premiums per month). Therefore, there will be two (2) pay periods annually that will not include medical benefits deductions. Should you have any questions, please contact your human resources representative for the specific "benefit" dates. Full-time employees working a reduced weekly schedule may be required to pay an additional prorated portion of benefits premiums.

When an authorized employee uses their personal vehicle for district business (prior approval required), he/she will be reimbursed for district-related business travel at the rate set by the Internal Revenue Service. Use of personal vehicles is never required by the district and is discretionary on the part of employee. Employees must have prior approval from their immediate supervisor to use personal vehicles for reimbursement. Employees are expected to keep a vehicle mileage log reflecting all mileage related to official district business. This policy does not include travel to work from the employee's home.

Employees may be expected to attend out of town meetings or trainings. During such pre-approved events, the district may reimburse the employee for reasonable expenses, including meals. Please see human resources for stipulated meal and daily amounts. Employee meal purchases may not include alcoholic beverages and an employee must present a detailed receipt showing all items purchased to receive a reimbursement. Reimbursements may not exceed daily allocations stipulated by human resources. All events must be pre-approved and budgeted. Any expenditure that is not pre-approved and budgeted is unacceptable and may not be reimbursed. Reimbursements must be submitted within 30 days of the qualified expense being incurred.

IDENTITY THEFT REIMBURSEMENT

Employees of the district may be eligible for defined identity recovery coverage for ID theft through the Colorado Special District Association. This benefit may cover up to \$25,000 for full time employees and CMD Board Members. Benefits may apply to costs associated with a misuse of your identity for: a) legal costs to defend a civil suit or remove a civil judgment or b) phone, postage, shipping fees, notary and filing fees, credit bureau reports, lost wages, child/elder care and mental health counseling. Coverage excludes monies stolen or fraudulently charged to employee or civil judgment against employee (these are the bank's responsibility).

ATTENDANCE

Frequently an employee's work schedule is closely linked to the work schedule of others. Good attendance is essential to the effective operation of the district. Employees are an integral part of the district and others depend on you.

All employees are expected to be at their respective workstations at their assigned times. If it is necessary for employees to be absent from work due to illness, injury or emergency, they must notify their immediate supervisor as soon as possible and two hours before their scheduled starting time. If their supervisor is not available, the employee is to leave a voice mail message with a telephone number where the employee may be contacted. Notification of absence to an employee's co-worker is not permitted. Please contact your immediate supervisor. Employees should notify their supervisor of the specific reason for their absence and expected return date. Absences of more than one day must be reported daily unless other arrangements have been made with employee's supervisor or human resources.

Tardiness is not tolerated as employees are expected to be on time at the beginning of their shift and after lunch break. If for any reason employees are unable to report to work on time, they are required to notify their immediate supervisor as soon as possible and before their scheduled starting time. If an employee is unable to reach their supervisor, they must leave a message and call back later to ensure the supervisor received the message. The supervisor may counsel employees who are tardy and disciplinary action may be taken.

Failure to report to work without prior notification (call/voice message/email) is not allowed. Failure to notify supervisor and/or employer when absent for two (2) consecutive days or more is considered job abandonment and will result in termination.

UNEXPECTED ABSENCE

If you will be unexpectedly absent, you must contact your direct supervisor at least two hours prior to your start time or, if that is not possible, make contact as soon as possible. This will allow management time to communicate to others, as needed, and to make any necessary arrangements to manage work in your absence.

If an employee is absent because of illness for three (3) or more successive days, he or she may be required to submit written documentation from a doctor stating that they are able to return to work.

INCLEMENT WEATHER

In the event of district closure due to inclement weather, fire, flood, other natural catastrophe, power or utility failure, an inoperable computer system, or lack of work employees may be paid for the time of the closure.

HEALTH AND SAFETY

The district strives to provide its employees with a safe and healthy workplace environment. To accomplish this goal, both management and employees must diligently undertake efforts to promote safety. Employees must devote their time, skill and attention to the performance of their job responsibilities utilizing the highest standard of care and good judgment. Employees must always follow all safety rules and regulations

including the use of personal protective equipment (PPE); protective clothing, devices, tools or equipment; attendance at all training sessions and follow the directions, warning signs or signals or the commands or directions of supervisory personnel. Violation of safety practices, policies, directives or procedures will not be tolerated.

REPORTING ACCIDENTS/WORKERS' COMPENSATION

Any employment-related accident involving any injury or property damage whatsoever must be reported to your supervisor and/or human resources within 24 hours of the incident. Failure to report promptly may result in disciplinary action up to and including termination.

Employees are covered for employment-related injury or illness by the Colorado Workers' Compensation Act. Under the act, an employee may receive benefits for missing work as a result of an employment-related injury or illness. If medical treatment for an on-the-job injury is needed, it must be obtained from one of the district's designated physicians. If not, the employee may be responsible for the cost of the medical treatment.

If you see a doctor for your injury, you must obtain proof in writing of any medically imposed restrictions that may or may not affect your job. It is your responsibility to provide a release and/or list of restrictions to human resources and your supervisor immediately after each doctor's visit. Medically imposed restrictions must be adhered to in both work and non-work-related activities and it is the employee's responsibility to do so. Failure to attend scheduled medical appointments may result in a reduction of benefits and will not be tolerated.

PERFORMANCE MANAGEMENT AND DISCIPLINE

The district, through its board of directors and general manager, reserves the right to take disciplinary action as it deems appropriate in any given circumstance. The district's disciplinary action is intended to place employees on notice that specific conduct, a violation of the rules of conduct, or job performance does not meet expectations and is likely to have serious consequences in the workplace, not to limit the district's right to take such action as it may deem appropriate in any given instance. Depending upon management's opinion of the seriousness of the situation, an employee's actions or failure to improve job performance may result in disciplinary action up to and including termination of employment.

The district strives to take a productive approach to disciplinary matters to ensure actions that would interfere with the district operations or satisfactory performance of employee's duties are not continued and employees are given an opportunity to improve work performance.

COMPENSATION PRACTICES

Wages, bonuses and other compensation are determined at the discretion of CMD and in accordance with federal and state law. Wage scales are determined using a consistent method and bonuses and incentives may be provided in accordance with human resources practices. Paid time off is provided to full-time employees. Guidelines are listed with benefit information in a separate benefit brochure.

SEPARATION OF EMPLOYMENT

RESIGNATION

The district requests employees intending to resign from employment to notify their supervisor or human resources two weeks before their requested termination date.

In accordance with the Consolidated Omnibus Budget Reconciliation Act (COBRA), some benefits may be continued at employee's expense if employee chooses to continue coverage. Employees are notified in writing of the benefits continued and terms, conditions and limitation of such continuance.

LEAVES OF ABSENCE

BEREAVEMENT LEAVE: Full-time, year-round employees are eligible for three (3) paid days or twenty-four (24) hours of paid bereavement leave due to the death of a member of the employee's immediate family.

Immediate family, for purposes in this section, is defined as a spouse, domestic partner or civil union, sibling (including step siblings), a parent (including step parents and in-law parents), child (including step and in-law children), grandparent, grandchild, a legal guardian and/or a ward. Special consideration may be given by the general manager to any other person connected to the employee in a comparable relationship to those listed above.

Bereavement leave/pay is not provided to employees who are on other leave provided by CMD.

FAMILY AND MEDICAL LEAVE (FMLA): CMD provides family and medical leave and cares about supporting its employees when situations arise that require time off. The district provides up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- Incapacity due to pregnancy, prenatal medical care or childbirth.
- To care for the employee's child after birth or placement for adoption or foster care.
- To care for the employee's spouse, son or daughter or parent who has a serious health condition.
- A serious health condition that makes the employee unable to perform his/her job.

If they have worked for this district for at least 12 months, employees are eligible for 1,250 hours over the previous 12 months and if they work at a work site with at least 50 employees within 75 miles.

In order to take FMLA leave, you must provide documentation to human resources with appropriate notice. If you know in advance that you will need FMLA leave (for example, if you are planning to have surgery or you are pregnant), you must give your employer at least 30 days advance notice. If you learn of your need for leave less than 30 days in advance, you must inform human resources as soon as you can (generally either the day you learn of the need or the next work day). When you need FMLA leave unexpectedly (for example, if a family member is injured in an accident), you MUST inform CMD as soon as you can.

During FMLA leave, the district maintains the employee's health coverage under any group health plan on the same terms as if the employee had continued to work. Employees must continue to pay their portion of any insurance premium while on leave. If the employee is able but does not return to work after the expiration of the leave, the employee will be required to reimburse the district for payment of insurance premiums during leave.

Upon return from FMLA leave, most employees are restored to their original or equivalent positions with equivalent pay, benefits and other employment terms. Certain highly compensated employees (key employees) may have limited reinstatement rights. Use of FMLA leave cannot result in the loss of any employment benefit that accrued before the start of an employee's leave. As with other types of unpaid leaves, paid leave will not accrue during the unpaid leave. Holidays, funeral leave or employer's jury duty pay are not granted on unpaid leave.

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the district's operations. Leave due to qualifying exigencies may also be taken on an intermittent basis.

Employees taking intermittent or reduced schedule leave based on planned medical treatment and those taking intermittent or reduced schedule family leave with the district's agreement may be required to temporarily transfer to another job with equivalent pay and benefits that better accommodates that type of leave.

The district requires employees to use accrued paid time off while taking FMLA leave. FMLA leave is without pay when paid leave benefits are exhausted.

Employee Responsibilities: Employees must provide sufficient information for the district to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Employees also may be required to provide a certification and periodic recertification supporting the need for leave. The district may require second and third medical opinions at the district's expense. Documentation confirming family relationship, adoption or foster care may be required. If notification and appropriate certification are not provided in a timely manner, approval for leave may be denied.

The District's Responsibilities: The district will inform employees if leave will be designated as FMLA-protected and the amount of leave counted against the employee's leave entitlement. CMD will not interfere with, restrain or deny the exercise of any rights provided by the FMLA. We will not terminate or discriminate against any individual for opposing any practice or because of involvement in any proceeding related to FMLA. If an employee believes that his or her FMLA rights have been violated in any way, he or she should immediately report the matter to the general manager or file a complaint with legal authorities.

Unlawful Acts: FMLA makes it unlawful for the district to:

Interfere with, restrain or deny the exercise of any right provided under FMLA.

Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

Enforcement:

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against the district.

FMLA does not affect any federal or state law prohibiting discrimination or supersede any state or local law or collective bargaining agreement that provides greater family or medical leave rights.

MILITARY LEAVE: Employees will be granted a leave of absence for military service in accordance with federal and state law. Employees must provide notice of anticipated military service leave to their supervisor and the human resources department as soon as notified by the military of impending service requirements. CMD follows the guidelines established by the Uniformed Services Employment and Reemployment Rights Act (USERRA) regarding military leave. USERRA protects service members' reemployment rights when returning from a period of service in the uniformed services, including those called up from the reserves or National Guard, and prohibits employer discrimination based on military service or obligation.

ACCOMMODATIONS TO NURSING MOTHERS: CMD complies with all federal, state, and local laws and regulations concerning breast-feeding and nursing mothers and provides assistance for nursing mothers who want to express and store breast milk at the workplace during business hours. Employees who are nursing mothers may take reasonable break periods during the workday to express breast milk for their children. If special arrangements are needed to provide a non-exempt employee extra time beyond or in addition to her normal rest or meal breaks, that time may be unpaid. For the convenience and privacy of nursing mothers, CMD provides a locked room for this purpose. See your manager or human resources for further details.

UNPAID LEAVE: Under circumstances where an employee is not eligible for paid leave, he/she may be granted unpaid leave at the discretion of the district. The district requires employees to use accrued paid time off (PTO) before unpaid leave may be taken. Unpaid leave is not granted for more than 30 days but may be renewed by the district upon its expiration.

Employees away from work on approved unpaid leave will continue to have coverage under the district's group health insurance for themselves and/or family members, however, employee is fully responsible for all premiums cost (including the portion paid by district). Arrangements for paying health insurance premiums must be made in advance with the human resources department while out on unpaid leave to maintain continuous coverage.

JURY DUTY

The district recognizes jury duty as a civic responsibility of everyone. When summoned for jury duty, employees are granted leave to perform employee's duty as juror. If employees are summoned for jury duty, they must notify their immediate supervisor as soon as possible by providing documentation of jury duty notification. Employees will receive regular pay for the first three days of jury duty if they were previously scheduled to work on those days.

Employees are expected to maintain daily contact with their immediate supervisor while on jury duty so the supervisor may adjust work schedules to compensate for the employee's absence. If an employee is excused from jury duty during regular work hours he or she is expected to promptly report to work.

VOTING: CMD encourages employees to exercise their voting privileges in local, state and national elections. Polls are open for long periods and employees are encouraged to vote via mail ballot or before or after regular working hours. If it should be necessary, employees may take up to two hours away from work without pay (or elect to use PTO) to vote in a governmental election or referendum provided that application for such leave is made by the employee to his or her supervisor prior to the day of the election.

LEAVE TO SEEK PROTECTION/DOMESTIC ABUSE LEAVE: Employees who are victims of domestic abuse, stalking, sexual assault or any other crime involving domestic violence may be eligible for up to three working days of leave in a 12-month period to seek protection. Generally, to qualify for such leave under Colorado law, the employee must have worked for the district for 12 months preceding the beginning of leave to obtain: civil protection orders; medical care and/or counseling; home security and/or legal assistance. CMD is entitled to require the employee to use accrued paid time off (PTO) for this leave. If the employee has already exhausted all his/her sick and vacation leave, the domestic abuse leave will be without pay.

BENEFITS

CMD is proud to offer its eligible employees discounted premiums for group health, dental and vision insurance, paid time off benefits, retirement plans, complimentary life insurance, discounted short- and long-term disability plans, an employee assistance program, tuition reimbursement, a wellness benefits and flexible spending accounts subject to the terms defined in the benefit plan documents. Benefit offerings are subject to change at the sole discretion of CMD.

CONCLUSION

These policies are not intended to describe every possible circumstance or situation or provide answers to every question that might arise. Instead, they are a resource to help establish a baseline understanding of what is expected. We encourage you to talk to your supervisor, manager or human resources for guidance.

What do these policies really mean? They mean that we all agree to endeavor to faithfully comply with all laws, rules, policies and regulations that apply to us during our employment with CMD. They mean that we will act responsibly and in good faith and that we will treat one another respectfully.

ACKNOWLEDGMENT AND RECEIPT

I have received a copy of the Cordillera Metro District Employee Handbook 2019 edition, containing a total of twenty-five (25) pages, and understand that it is my responsibility to read and comply with the policies contained in this document and any further revisions made to it.

This document includes important information about the Cordillera Metro District (referred to as “CMD,” or “the district”) and I understand that I should consult my supervisor, manager or human resources regarding any questions not answered in this document.

I have entered my employment relationship with CMD voluntarily and acknowledge that there is no specified length of employment listed in this document. Accordingly, CMD or I can terminate the relationship at will with or without cause at any time. I also understand and agree that no manager, supervisor or representative of CMD has any authority to enter into any agreement for employment other than at will.

This document and the policies contained herein supersede any and all prior practices, oral or written representations or statements regarding the terms and conditions of my employment with CMD. By distributing the policies listed in this employee handbook, the district expressly revokes any and all previous policies and procedures that are inconsistent with those contained herein.

I understand that, except for my employment-at-will status, any and all policies and practices may be changed at any time by the CMD and that the district reserves the right to change my conditions of employment, including but not limited to hours, wages and working conditions at any time. I also understand that revised information may supersede, modify or eliminate existing policies.

I understand and agree that nothing in this employment handbook creates, or is intended to create, a promise or representation of continued employment and that employment with CMD is employment at-will which may be terminated at the will of either CMD or myself. Furthermore, I acknowledge that this document is neither a contract of employment, nor a legal document.

I understand and agree that employment and compensation may be terminated with or without cause and with or without notice at any time by CMD or myself.

Employee's Signature

Employee's Name (Print)

Date

