

**WILLOW BROOK METROPOLITAN DISTRICT
RUBY RANCH HOMEOWNERS' ASSOCIATION
JOINT MEETING AGENDA**

<u>Metro Board of Directors</u>	<u>Office:</u>	<u>Term Expiration</u>
Donald Samuels	President	May 2020
Randy Lewis	Vice President	May 2020
EJ Olbright	Asst. Secretary	May 2020
Mat Sherwood	Secretary/Treasurer	May 2022
Michael Good	Asst. Secretary	May 2020 (running 2-year 2020)

<u>Home Owners Association</u>	<u>Office:</u>
David W. Robbins, Esq.	President
Holly Adnan	Director
Rebekah Barrington	Director
John Rovick	Director
Mary Francis Alquist	Director

DATE: Friday, August 17, 2018

TIME: 3:00 PM

**PLACE: The Gate House
524 Ruby Road
Silverthorne, Colorado**

There is an alternate meeting location at:

**PLACE: CFC Construction
14062 Denver West Parkway, Suite 110, Bldg. 52
Golden, CO 80401**

JOIN THE VIDEO CONFERENCE from your computer/tablet/smartphone

CLICK THIS LINK TO CONNECT (a brief download to your computer will occur before connecting)

<https://global.gotomeeting.com/join/247819117>

OR,

If you need audio (without screen-sharing capability), you can dial in using your phone. Call the number below, and enter:

Access code: United States: **1 (408) 650-3123**

Access Code: **247-819-117**

AGENDA

(preliminary, subject to revision based upon availability of information)

1. Call to Order/Disclosure of Potential Conflicts of Interest
2. Review financial statements for period ending July 31, 2018 and cash position dated August 13, 2018 (enclosures)
3. Schedule special meeting for September 21, 2018 to review draft 2019 budget
4. Review election/budget timeline (enclosure)
5. Discussion re eligible electors and recommended process for Annual Meeting
6. Updated Vision Statement Feedback /Comments (Rebekah Barrington)
7. Updated Strategic Plan Feedback /Comments (Rebekah Barrington)
8. Improvement Proposal Review – By Pillar (Subject Matter Areas)
 - Security
 - Perimeter/Access Point Security (Mark Nadeau)
 - US Postal Hub (John Drake)
 - Smith Ranch Ease –Ways & Access (EJ Olbright)
 - Communications & Socialization
 - Additional Social Events (Rebekah Barrington)
 - Infrastructure & Operations
 - Waterline Replacement (EJ Olbright)
 - Road Improvement & Speeding Reduction (EJ Olbright)
9. Engineering Report (Jason Carr, S.A. Miro, Inc.)
10. Financial Advisory Update (Michael Persichitte, RBC)
11. Q & A as a dialogue with Owners
12. Adjournment

WILLOW BROOK METROPOLITAN DISTRICT
CASH POSITION RECONCILED TO GENERAL LEDGER
Year to Date (YTD) as of July 31, 2018
Adjusted as of August 13, 2018

	CHECKING	INVESTMENT			TOTAL ALL ACCOUNTS
		ColoTrust Plus		CTF	
		Average Monthly Yield 2.21%			
	Colorado Business Bank	General			
Account Activity Item Description					
BEGINNING CASH PER BANK					
YTD credits - Total deposits, wires and transfers	\$ 21,863	\$ 407,620	\$ 4,346		\$ 433,829
YTD debits - Total vouchers, wires and transfers	218,962 (149,990)	339,629 (183,000)	77,533 (81,209)		636,124 (414,199)
YTD balance	90,835	564,249	670		655,754
Less outstanding checks	(75,389)	-	-		(75,389)
Adjusted balance at end of period	15,446	564,249	670		580,365
CURRENT					
Deposits	2,912	4,969	-		7,881
Current payables	(157,910)	-	-		(157,910)
Auto payments - utilities	(517)	-	-		(517)
Transfers	150,000	(150,000)	-		-
Adjusted balance	9,931	419,218	670		429,819
Less:					
Restricted Conservation Trust Funds	-	-	(670)		(670)
Adjusted unrestricted cash balance	\$ 9,931	\$ 419,218	\$ -		\$ 429,149

WILLOW BROOK METROPOLITAN DISTRICT
FUND ALLOCATION OF AVAILABLE BALANCES
Year to Date (YTD) as of July 31, 2018

Account Activity Item Description	GENERAL	CAPITAL	WATER	TOTALS ALL FUNDS
BEGINNING CASH PER BOOKS	\$ 365,989	\$ 57,870	\$ -	\$ 423,859
YTD REVENUES				
Property taxes	197,587	138,365	-	335,952
Specific ownership taxes	6,432	4,504	-	10,936
Trash fees	4,662	-	-	4,662
Water charges	-	-	27,475	27,475
Weed program (Chargebacks)	20	-	-	20
Colorado Trust Fund (Lottery)	132	-	-	132
Interest	5,662	80	-	5,742
Miscellaneous	3,790	-	15	3,805
Total YTD revenues	218,285	142,949	27,490	388,724
Beginning cash plus YTD revenues	584,274	200,819	27,490	812,583
Transfers in (out)	(10,546)	-	10,546	-
Less YTD expenditures	(121,645)	(72,537)	(38,036)	(232,218)
Cash available at end of period	\$ 452,083	\$ 128,282	\$ -	\$ 580,365

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WILLOW BROOK METROPOLITAN DISTRICT
GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCE
Budget vs Actual - Cash Basis (Non-GAAP)
For the Seven Months Ended July 31, 2018

	2017 Actual	Adopted 2018 Budget	YTD Actual	YTD Variance Over (Under)	Percent of Budget 58%
REVENUES					
Property taxes	\$ 217,407	\$ 199,918	\$ 197,587	\$ (2,331)	99%
Specific ownership taxes	11,917	10,000	6,432	(3,568)	64%
Trash service fees	9,033	8,000	4,662	(3,338)	58%
Conservation Trust Fund	248	200	132	(68)	66%
Weed program (Chargebacks)	1,327	1,000	20	(980)	2%
Interest	6,161	5,600	5,662	62	101%
Miscellaneous income	-	-	3,790	3,790	-
Total revenues	246,093	224,718	218,285	(6,433)	97%
EXPENDITURES					
<u>Operating</u>					
Audit	1,326	1,300	1,915	615	147%
County treasurer fees	10,016	9,996	9,884	(112)	99%
District management and accounting	39,680	30,000	23,607	(6,393)	79%
Election	7	6,000	1,753	(4,247)	29%
Gore range irrigation work	3,250	7,250	-	(7,250)	0%
Insurance and SDA dues	5,893	6,500	495	(6,005)	8%
Legal	3,821	1,500	-	(1,500)	0%
Maintenance					
- Ditch improvements	10,051	10,000	-	(10,000)	0%
- Gate	500	1,500	420	(1,080)	28%
- General maintenance	2,725	1,000	-	(1,000)	0%
- Meadow (non-stable)	8,450	2,000	-	(2,000)	0%
- Parshall flume	-	5,000	-	(5,000)	0%
- Road	14,992	23,000	7,137	(15,863)	31%
- Stable	6,933	15,000	-	(15,000)	0%
- Weeds	4,132	6,500	-	(6,500)	0%
- Well repairs	2,690	10,000	167	(9,833)	2%
Miscellaneous	2,794	2,500	1,162	(1,338)	46%
Snow plowing	35,539	45,000	23,386	(21,614)	52%
Trash removal	8,891	10,500	4,203	(6,297)	40%
Utilities	9,077	9,000	6,106	(2,894)	68%
Wildfire fuel reduction	-	9,000	-	(9,000)	0%
<u>Capital Improvements</u>					
Road improvements	44,516	35,000	41,410	6,410	118%
Emergency Reserves 3%	-	6,742	-	(6,742)	0%
Total expenditures	215,283	254,288	121,645	(132,643)	48%
EXCESS OF REVENUES OVER (UNDER)					
EXPENDITURES	30,810	(29,570)	96,640	126,210	
OTHER FINANCING USES					
Transfer to Capital Projects Fund	-	(2,000)	-	2,000	0%
Transfer to Water Utility Fund	-	(4,500)	(10,546)	(6,046)	234%
Total other financing sources	-	(6,500)	(10,546)	(4,046)	162%
NET CHANGE IN FUND BALANCE	\$ 30,810	\$ (36,070)	86,094	\$ 122,164	
BEGINNING FUND BALANCE			365,989		
ENDING FUND BALANCE			\$ 452,083		

WILLOW BROOK METROPOLITAN DISTRICT
CAPITAL PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCE
Budget vs Actual - Cash Basis (Non-GAAP)
For the Seven Months Ended July 31, 2018

	2017 Actual	Adopted 2018 Budget	YTD Actual	YTD Variance Over (Under)	Percent of Budget 58%
REVENUES					
Property taxes	\$ 152,158	\$ 139,997	\$ 138,365	\$ (1,632)	99%
Specific ownership taxes	8,328	8,429	4,504	(3,925)	53%
Interest income	53	100	80	(20)	80%
Total revenues	<u>160,539</u>	<u>148,526</u>	<u>142,949</u>	<u>(5,577)</u>	<u>96%</u>
EXPENDITURES					
County treasurer fees	7,010	7,000	6,922	(78)	99%
Water system improvements	266,505	140,000	65,615	(74,385)	47%
Total expenditures	<u>273,515</u>	<u>147,000</u>	<u>72,537</u>	<u>(74,463)</u>	<u>49%</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>(112,976)</u>	<u>1,526</u>	<u>70,412</u>	<u>68,886</u>	
OTHER FINANCING SOURCES					
Transfer from General Fund	-	2,000	-	(2,000)	0%
Total other financing sources	<u>-</u>	<u>2,000</u>	<u>-</u>	<u>(2,000)</u>	<u>0%</u>
NET CHANGE IN FUND BALANCE	<u>\$ (112,976)</u>	<u>3,526</u>	<u>70,412</u>	<u>\$ 66,886</u>	
BEGINNING FUND BALANCE			<u>57,870</u>		
ENDING FUND BALANCE			<u>\$ 128,282</u>		

WILLOW BROOK METROPOLITAN DISTRICT
WATER UTILITY FUND
STATEMENT OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCE
Budget vs Actual - Cash Basis (Non-GAAP)
For the Seven Months Ended July 31, 2018

	2017 Actual	Adopted 2018 Budget	YTD ACTUAL	YTD Variance Over (Under)	Percent of Budget 58%
REVENUES					
Water service charges	\$ 40,032	\$ 38,000	\$ 27,475	\$ (10,525)	72%
Miscellaneous	15	-	15	15	-
Total revenues	<u>40,047</u>	<u>38,000</u>	<u>27,490</u>	<u>(10,510)</u>	<u>72%</u>
EXPENDITURES					
Maintenance contract	22,812	24,000	13,510	(10,490)	56%
Legal	-	500	-	(500)	0%
Repairs and maintenance	7,154	3,000	4,376	1,376	146%
Utilities					
- CenturyLink	-	1,200	-	(1,200)	0%
- Xcel	528	6,500	-	(6,500)	0%
- Town of Silverthorne	121	100	51	(49)	51%
Utility billing	5,347	1,200	2,557	1,357	213%
Water testing	1,169	1,000	552	(448)	55%
Water system improvements	21,596	5,000	16,990	11,990	340%
Total expenditures	<u>58,727</u>	<u>42,500</u>	<u>38,036</u>	<u>(4,464)</u>	<u>89%</u>
EXCESS OF REVENUES OVER (UNDER)					
EXPENSITURES	<u>(18,680)</u>	<u>(4,500)</u>	<u>(10,546)</u>	<u>(6,046)</u>	
OTHER FINANCING SOURCES					
Transfer from General Fund	-	4,500	10,546	6,046	234%
Total other financing sources	<u>-</u>	<u>4,500</u>	<u>10,546</u>	<u>6,046</u>	<u>234%</u>
NET CHANGE IN FUND BALANCE	<u>\$ (18,680)</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>	
BEGINNING FUND BALANCE			<u>-</u>		
ENDING FUND BALANCE			<u>\$ -</u>		

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Willow Brook Metropolitan Dist
VENDOR CHECK REGISTER REPORT
Payables Management

Page: 1
User ID: kassaf

Ranges:	From:	To:	From:	To:
Check Number	First	Last	Check Date	8/13/2018 8/31/2018
Vendor ID	First	Last	Checkbook ID	First Last
Vendor Name	First	Last		

Sorted By: Check Number

* Voided Checks

Check Number	Vendor ID	Vendor Check Name	Check Date	Checkbook ID	Audit Trail Code	Amount
05576	CENTURYLINK	CENTURYLINK	8/17/2018	COBIZ	PMCHK00000207	\$206.86
05577	CDPHE	CO DEPT OF PUBLIC HEALTH/ENVIR	8/17/2018	COBIZ	PMCHK00000207	\$75.00
05578	CRS	CRS	8/17/2018	COBIZ	PMCHK00000207	\$4,733.70
05579	JON ROVICK	Jon Rovick Construction, Inc	8/17/2018	COBIZ	PMCHK00000207	\$1,625.00
05580	METROSVCSINC	METRO SERVICES II INC	8/17/2018	COBIZ	PMCHK00000207	\$7,382.26
05581	RKRINC	RKR INC	8/17/2018	COBIZ	PMCHK00000207	\$137,009.90
05582	MIRO	S A Miro, Inc	8/17/2018	COBIZ	PMCHK00000207	\$4,220.00
05583	GRIMSHAW	SPENCER FANE BRITT & BROWNE LL	8/17/2018	COBIZ	PMCHK00000207	\$2,040.50
05584	SILVERTHORNE	TOWN OF SILVERTHORNE	8/17/2018	COBIZ	PMCHK00000207	\$25.74
05585	WASTEMGMT	WASTE MANAGEMENT	8/17/2018	COBIZ	PMCHK00000207	\$590.69

Total Checks: 10

Total Amount of Checks: \$157,909.65

Auto Payments

CenturyLink \$95.17 8/18/18

Xcel energy \$421.91 8/24/18

WILLOW BROOK METROPOLITAN DISTRICT

HOA SP Program Date	Statutory Deadlines	WBMD Meeting Date	Action Required
September			Vision and Ranch Improvement Process Questions Raised
		1-Feb	Vision and Improvement Approach Needed - Tasked to the HOA
18-Mar			HOA Strategic Plan (SP) Working Sessions Kick Off
28-Mar			CRSC SP Working Session
30-Mar			Ruby 21 SP Working Session
April			Homeowner Awareness - Article on the SP activity published in the monthly Newsletter
12-Apr			Ruby 21 SP Working Session
17-May			CRSC SP Working Session
18-May			HOA Strategic Plan SP Working Session
May 23-June 6			External Service Provider Interviews for SP
26-May			WBMD SP Working Session (Special Session)
June tbd			HOA Committee Interviews (Barn, Rental, Weed...)
24-May			Finalize 1st HO Survey -identify where expectations are being missed and improvements needed
1-Jun			1st HO Survey Sent (June 15th to respond, one week (6/22) to consolidate responses)
	30-Jul	15-Jun	Board decision on conduction an independent mail ballot election OR coordinated election
		15-Jun	Board action required to call the election - approval of Election Resolution and CRS as DEO
		15-Jun	Initial discussion regarding 2019 budget
13-Jul			Final Improvement Project Charters Due
		20-Jul	Special Board Meeting; review survey results; engage consultants - engineering, financial, legal counsel
20-Jul			Public - Homeowner Review & Comment Session #1 at Gatehouse
20-Jul			HOA Meeting - Review final proposals & approve HO Survey #2
21-Jul			Finalize 2nd HO Survey -identify their priorities on various solution options
23-Jul			2nd Survey Sent (August 6th to respond, one week (8/13) to consolidate responses)
	30-Jul		If coordinated election, District notifies the county clerk
17-Aug			Public - Homeowner Review & Comment Session #2
		17-Aug	Board reviews draft November Ballot Election Questions
		17-Aug	Finalize presentation for Annual Meeting
	28-Aug		If a coordinated election, Board approves an intergovernmental agreement
	7-Sep		Statutory deadline to certify the ballot order and content
		8-Sep	ANNUAL MEETING
		21-Sep	Special Board Meeting - CRS to present draft 2019 budget
	21-Sep		Last day to file written comments (pro/con statements) with the DEO in order to be included in the Tabor Notice
	21-Sep		Last day to transmit ballots to overseas military voters
	25-Sep		Last day to finalize Tabor Notice
	1-Oct		Contract with Gore Range Outfitters Expires
	5-Oct		Last day to mail Tabor Notice
	15-Oct		First day ballots can be mailed to eligible electors
	17-Oct		Last day to publish Notice of Election
		19-Oct	Public hearing and adoption of the 2019 budget
	22-Oct		Last day to mail ballots to eligible electors
	6-Nov		ELECTION DAY
	20-Nov		Last day to canvass election and certify results
	15-Dec		Last day to certify mill levies for collection of 2019 property taxes
		21-Dec	Regular Board Meeting if necessary

**The Ruby Ranch Subdivision
2018-2020 Strategic Plan**

Summit County, Silverthorne Colorado
Ruby ranch.com

V 2.6, Updated 8/9/18 – Updates from Owner Reviews and Comments

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Introduction

The creation of this Strategic Plan was inspired by dialogue at the 2017 Annual Ruby Ranch Owners meeting. Following that meeting, the Ruby Ranch Owners Association Board of Directors agreed to initiate a project to craft a community vision, a Strategic Plan, and management structure to achieve it. The objective of the Strategic Plan is to provide a comprehensive perspective, create direction, guide day-to-day decision-making, maximize options for asset management, and improving quality of life and the image of The Ruby Ranch.

This document strives to be a comprehensive living document that unites varied community perspectives around a common set of agreed priorities. It focuses on both the intangible (community culture) and tangible (physical facilities, services) aspects required to preserve and enhance the long-term health and vitality of the community. It should be periodically reviewed and revised to address the changing needs and wants of the overall community members.

A number of generally accepted business tools, methodologies, and mechanisms were used by board members to formulate a vision, assess the current state of the community against that vision, and prioritize improvements from owner, manager, service provider, and board member perspectives. Collaboration was facilitated through face-to-face and online working sessions, information sharing, open houses, interviews, surveys, and the community newsletter.

Strategic Drivers and Tactics

Our History

The JMC Company acquired the Lowe Ranch in 1972 and developed the master plan for the 54-lot Ruby Ranch community. Lots ranged from 2 ½ to 26 acres with most falling in the 4 to 5 acre category. The design objective was to develop a unique equestrian community and maintain the rustic ranch character of the original property as seen today in the fencing, road surfaces, hay and equestrian operations. Development proceeded slowly due to the collapse of the energy industry in the mid 1980's. By 1984, only 21 lots had been sold and 7 residences constructed. Numerous changes to the original master plan have taken place over the years that include combinations and subdivisions of lots and revisions to the covenants, conditions, and restrictions. Today, the Ranch has 51 homes with the potential for 7 more. Much of the original infrastructure remains.

The Ranch is ideally located at the foot of the Gore range near the town of Silverthorne, Colorado. Summit County, located high in the Colorado Rockies, is known as Colorado's playground because of the numerous outdoor activities and retail that the area provides, including four major downhill ski areas, Nordic skiing, two reservoirs, and countless hiking and biking trails.

Fiscal and Operational Implications of the Strategic Plan

Portions of the Strategic Plan may require funding not presently reflected in the budget and for which no source presently exists. The Board of Directors of the Owners Association and the Willowbrook Metropolitan District do not intend to authorize implementation of any part of the Strategic Plan absent the required approvals and existence of sufficient funds to implement and maintain the improvement. However, the strategic planning process is intended to provide input and guidance into financial forecasting, budgeting, prioritization, and asset management decisions.

The Future State of Our Community

The most important outcome of this plan has been and will continue to be the formalization of a common community vision and strategy for achieving that desired future state. Owner perspectives and priorities were collected by asking a few key questions, compiling responses, and identifying the common themes (See Annex B).

*What is important to current owners? What should be protected or enhanced?
What aspects of the ranch are not meeting expectations? What should change?
What does a successful Future State look like? What is the desired future state?*

The vision of what the community will look and feel like in the future is a powerful communications tool that helps describe what is important to the community, the communities' direction, values, and essence of the association in its desired state.

Our Community Vision

We envision a community of neighbors working together to achieve a higher quality of life. This includes the provision of reliable and efficient services, well-maintained common areas, and protection of the Ranch's wildlife and native rural setting. We envision a unique equestrian neighborhood that is considered by residents and non-residents alike to be one of the most desirable rural residential subdivisions in Colorado.

The Accountability Model

The Ruby Ranch subdivision is managed through a collaborative model that includes the Ruby Ranch Owners Association (RROA), the Willowbrook Metropolitan District (WBMD) Board, the Community Resource Services of Colorado (CRSC), external service providers, committees, and volunteers. There are some processes, tools, documents, and roles formalized, but each group should continue to implement changes that improve decision making, accountability, communications, and reduce costs and operational issues (See Annex D).

Ruby Ranch Owners Association (RROA) is the entity that upholds and enforces the Declaration of Covenants, Conditions, and Restrictions, Rules, and Architectural Regulations. It ensures that the priorities of the owners are known, and acted upon. It is responsible for ensuring the Strategic Plan is maintained and complied with. Board members are nominated into voluntary 3-year terms. They represent the Voice of the Owners and help ensure the community vision is realized.

Willowbrook Metropolitan District (WBMD) is an entity created pursuant to Colorado law, subject to the obligations and restrictions of Colorado statute. It is responsible for the efficient and effective management of the budget, regulatory compliance, and maintenance of common subdivision assets as recommended by supporting committees and owner preferences (i.e. roads, water system, equestrian facilities, fencing, signs, hay operations...). No owner dues are collected. WBMD funding comes from the collection of property taxes, quarterly invoices to

homeowners for water and trash usage, or special assessments. It follows the Governmental Accounting Standards Board (GASB) accounting pronouncements. In accordance with the State Budget Law, the District's Board of Directors holds public hearings in the fall each year to approve the budget and appropriate the funds for the ensuing year. Board members are nominated and voted into voluntary 3- year terms.

Community Resource Services of CO, LLC. is the external paid firm responsible for the management of the subdivisions financial and regulatory processes, website maintenance, and general administration.

External Service Providers: Numerous service providers are contracted by the WBMD Board and CRSC to support ranch maintenance and owner services.

Volunteers/Committees: Numerous individual and committee volunteers support the boards and service providers with day to day management, recommendation, and long-term strategic planning. Committee members are volunteers.

Each Board and committee will promote and adhere to the following Mission, Values and Guiding Principles.

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### Our Boards Mission

Together, our mission is to oversee the efficient governance of The Ruby Ranch subdivision in accordance with the recorded Covenants, Conditions, Restrictions, Laws and this Strategic Plan. To enhance the quality of life in our neighborhood through;

- the effective management of common areas and assets
  - improving physical and environmental security
  - promoting our agrarian environment
- supporting initiatives that strengthen community bonds among residents, and
  - investing in capital improvements for the benefit of all residents



### Our Boards Values and Guiding Principles

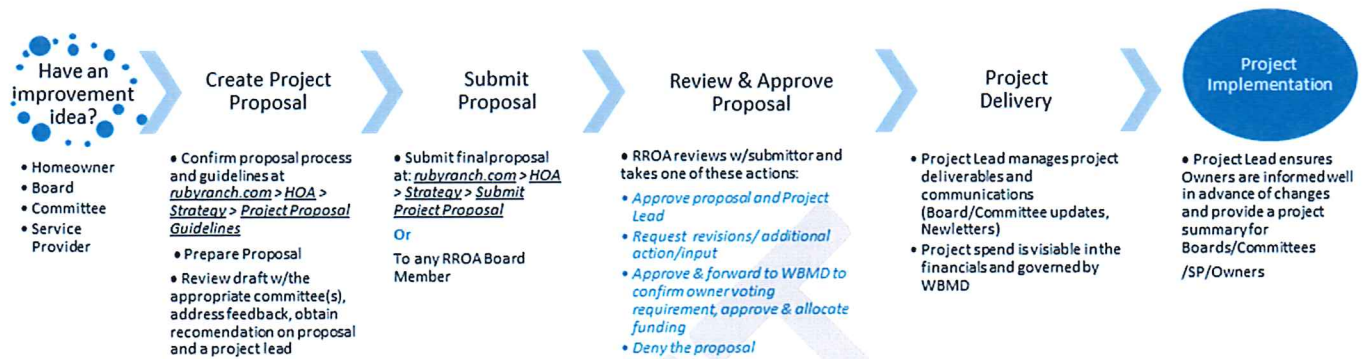
Both Ruby Ranch Boards value honesty, ethics, transparency, democracy, equity, common sense, participation, cooperation, maximizing individual freedom and respectfulness in all our actions.

- Make responsible decisions and provide ethical, objective, and fiscally responsible solutions
- Promote a sense of community and communicate with respect, professionalism, and timeliness
  - Enhance property values and protect owner investments
- Ensure annual spend reflects the prioritization desires of the majority of owners

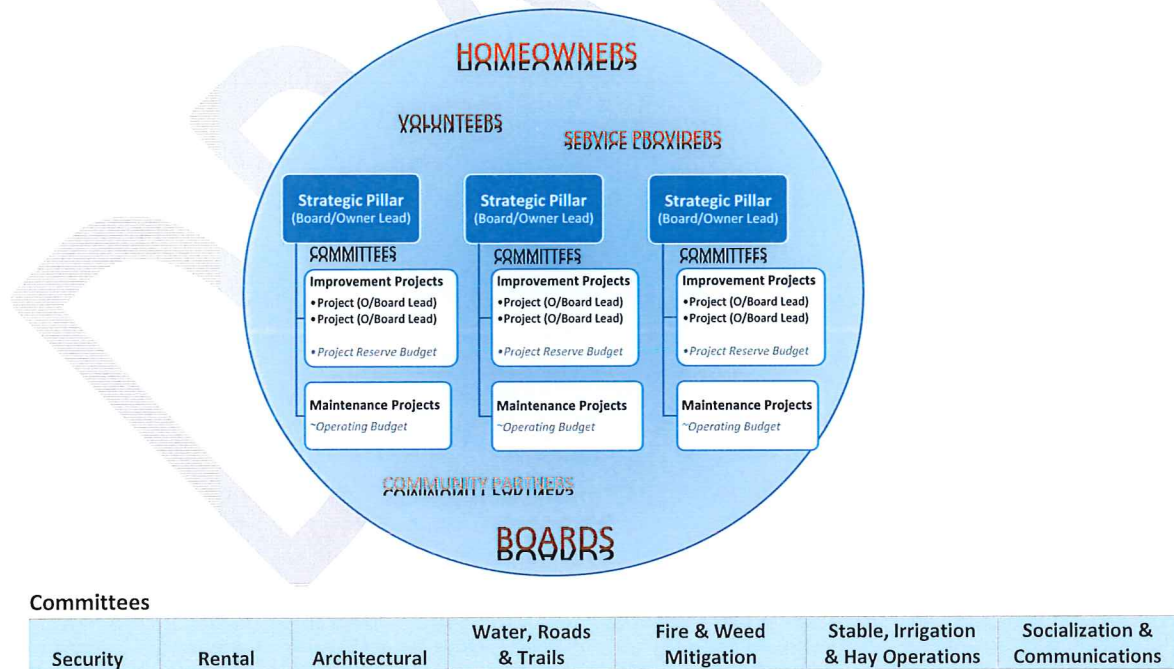
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A key enabler for this strategy is the adoption of a simple, repeatable process for improvement ideas to be raised, evaluated and implemented. This process promotes accountability, awareness, engagement,

and better prioritization of limited resources. It provides a formal mechanism for owners to raise needs, share ideas, and collaborate on changes that will significantly impact their experience.



Along with the new process, the strategy is for idea proposals to include a more standard set of detailed information and increase accountability throughout the model. Each strategic pillar and project have a Lead who provides a single point of contact for the work effort, drives results, and communications. The Leads and Board's leverage the committee structure to help assess, prioritize, design, and resource projects. Boards will favor proposals with committee support that help achieve strategic goals and objectives (See Annex E).



The Current State of Our Community

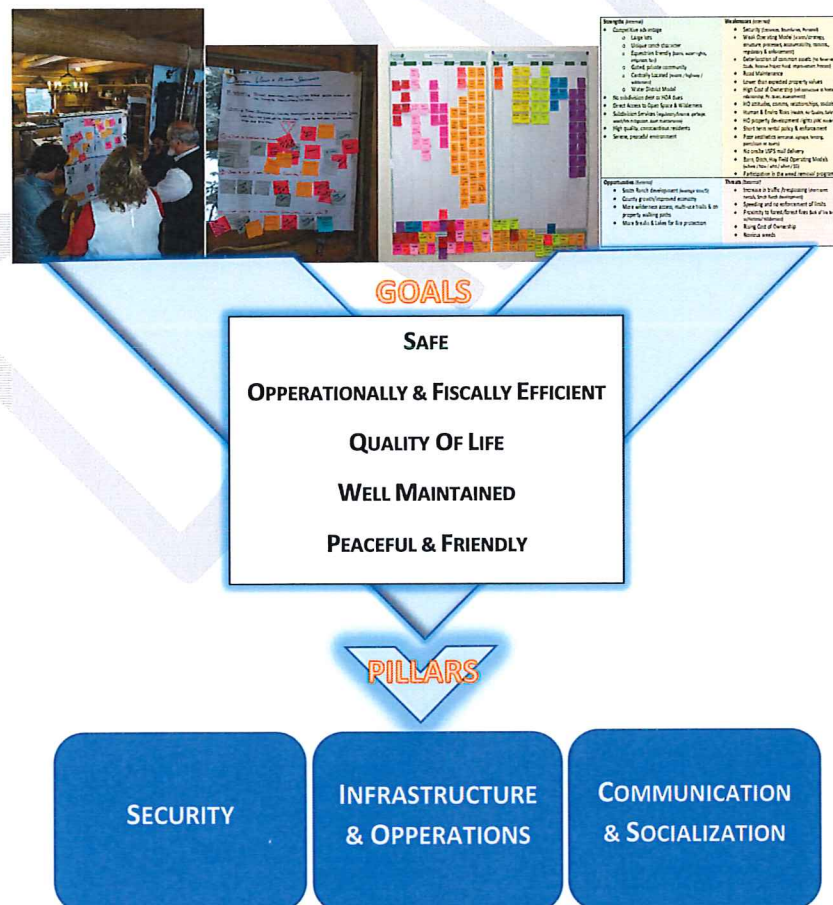
The next step was to establish a baseline on the current state of the Ranch's assets/infrastructure. This was accomplished by identifying characteristics that enhance our ability to realize the Vision, aspects that make the Ranch the most desirable place to live, potential weaknesses that need to be proactively

managed, and the identification of threats that could otherwise be a surprise. This picture of today's environment was then used to compare against the new vision. The differences between the current and future state revealed a number of opportunities that would help achieve strategic goals and objectives if pursued (See Annex B).

The most common reoccurring themes focused on improving security, better maintenance of assets/infrastructure, refining accountability structures, enhancing administrative processes/tools, and improving community relations. Stakeholder feedback and priorities were obtained through face to face working sessions, interviews, round tables, and an online survey. This collection of information provided critical input in gauging how the community feels about the current environment, each other, and prioritization of the improvement ideas.

Since there is never enough time or money to address all the ideas, the teams agreed to narrow focus on the most commonly raised issues, those with the largest gaps between the current and future state, those with improvements that would improve financial positions, and enable the elimination of threats as quickly as possible. By comparing these results to owner's expectations and our competitors, a three-pillar strategy was crafted around improving security, infrastructure & operations, and socialization & communications.

Strategic Goals, Pillars, and Objectives



SECURITY

Improving security across the ranch was the top priority among owners. Achieving quality of life goals requires improvement in physical and environmental security from crime, trespass, loss of property or life, speeding, and natural threats. Reducing road speeds and improving both the physical boundary and access point security are critical in addressing this threat. Additionally, owners would like to reduce risks associated with natural threats by increasing focus on fire mitigation, eliminating noxious weeds, and reducing the air quality impacts of dust. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures:

- Security Incident Count
- Noxious Weed Lot Count
- Fire Mitigation Participation Rate

INFRASTRUCTURE & OPERATIONS

Much has been done to maintain Ruby Ranch since its inception in 1972, but the effects of inflation, poor subdivision design/construction, and limited maintenance of an aging infrastructure have contributed to breakdowns, declining efficiencies, and increased operating and owner costs. Additionally, much of the institutional and operational knowledge for the Ranch resides in the minds and memories of long-time residents and service providers. To reduce risk and improve collaboration, this knowledge needs to be documented and critical documents cataloged.

Many critical services are provided to owners, including, but not limited to water services, trash/recycle disposal, road maintenance, equestrian facilities, irrigation and hay operations, and trail access maintenance. Owners agree that the multi-year Waterline Replacement project should be completed as soon as possible and would like to agree quickly on the best approach. There is also agreement that summer road conditions must improve, that architectural and land development guidelines need to be updated, more trails / wilderness access should be added, common assets should be better maintained, and additional benefit from the stable and hay operations should be sought. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- RR Financial Credit Rating
- Average Year Over Year Operational Costs
- Meadow Water Delivery Rate
- New Trail Access Count

SOCIALIZATION & COMMUNICATIONS

The improvement of communications and the addition of social events were common themes across owners. The community's pride, culture, and relationships are not as robust as they have been in past years and most owners would like to see that change. Over 34% of survey respondents rated their overall community experience as neutral or poor and the majority agreed they would attend more social events if they were held. Improvements in the newsletter and website received positive reviews. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- Owner Satisfaction Rate

- Owner Survey Participation Rate
- Social Event Count
- Ruby Ranch Newsletter Count
- rubyranch.com Site Hits

Board Monitoring, Reporting, and Revisions

Each board will review progress and help resolve strategic project or pillar issues at their regularly occurring meetings throughout the year. These results will be available to all owners at rubyranch.com in the formally published minutes, and a full report on progress, changes, and constraints will be presented at the Annual Owners Meeting. The RROA will be responsible for the review, update, socialization, and posting of the Strategic Plan document. Changes will be identified through collaborative working session, the employment of strategic tools, and owner input. Revisions must be approved by a majority consensus of the RROA and WBMD Boards, as well as a majority of owners at the annual meeting.



Approval Dates

RROA Board of Directors _____

WBMD Board of Directors _____

Owners (Annual Meeting) _____

ANNEXES

ANNEX A: KEY DATES AND DELIVERABLES

Timeline Summary

September 2017	Owner Concerns Raised at Annual Meeting
February 2018	WBMD Meeting – Improvement Process & Ideas Raised
March 18, 2018	RROA Working Session/Kick Off
March 28	CRSC Working Session
March 30	Ruby21 Kick Off
April	Article of this effort included in monthly newsletter
April 12	Ruby21 Working Session
May 17	CRSC Working Session
May 18	RROA Working Session
May 23-6	External Partner/Service Partner Interviews
May 26	Special Meeting - WBMD Working Session
June 4-25	Committee/Volunteer Interviews
June 4	1 st Owner Survey
June 11	Owner Communication on Proposal Formats & Deadlines
June 15	WBMD Action to Call an Election
June 29	RROA Public Review of Strategic Plan and Owner Survey Results
July 1	Strategic Plan Working Session (incorporate survey results)
July 5-11	Working Sessions
July 12	Draft Strategic Plan Published for Remark
July 13	Final Improvement Charters / Proposals Due
July 16	Distribute Proposals to Owners
July 20	Special Public Meeting, Owner Review/Comment (Gatehouse)
July 30	District Notifies County Clerk If Coordinated Election
August 17	Special Public Meeting, Owner Review/Comment (Virtual)
August 17	Final Presentations for Annual Meeting
August 17	WBMD Final Questions for November Ballot
September 8	Annual Meeting
October 19	Public Hearing for Budget Approval
November 6	Election Day

ANNEX B: CURRENT AND FUTURE STATE DATA

Current State Data

	RROA Board (3/17/18)	Ruby21 (4/13/18)	WBMD Board (5/26/18)
What is important to current owners? What should be protected or enhanced?	Property Values, Rural Ranch Feel, Security, Privacy, Wilderness /Trail Access, Common/Private Meadows Are Properly Irrigated, Equestrian Ease Ways, Good Roads, Healthy Forests, Equine Friendly	+ Quality of Life, Equestrian Facilities, Improving Safety, Fire Mitigation, Healthy Environment/less road dust	+ Well maintained/ship shape common assets, lowering cost of ownership / no debt, common vision, wildlife & environment,
What aspects of the ranch are not meeting your expectations? What should change or be improved and how?	Property Values, Maintenance of common assets, Well Managed Community, Common Vision, Properly Maintained Assets (Roads, Barn, Fences...), Winter Plowing (.3', earlier), Inability to Use Hay/Graze on Personal Property, Solid Fire Safety Strategy	+ Effective Dispute Resolution Process, Efficient Cost Management, Maintain Water Rights Adherence to Speed Limits, Improved Rental Policy, Self-Sustained Community	+Maintenance of infrastructure, common vision, health impacts of road dust/mud, attitudes & interactions
What does a successful Future State look like?	A well-maintained community with a rustic ranch feel; Operationally efficient with no special assessments; Safe; Clean Water; Private; Aesthetically Appealing; Happy neighbors that share a sense of community; The environment and wildlife are protected.	+ A safe, peaceful, and operationally efficient environment with residence who share a common sense of community; An effective dispute resolution process that minimizes individual issue stressors and resolutions	+Well maintained, debt free, all water lines replaced, non-expiring General Fund Mill Levy, walking paths along roads, highly regarded community, all audits passed, extra mill levy extended 1 more time

Future State Data: S.W.O.T. Analysis

Strengths (Internal) <ul style="list-style-type: none"> Competitive advantage <ul style="list-style-type: none"> Large lots Unique ranch character Equestrian friendly (barns, water rights, irrigation, hay) Gated, private community Centrally Located (resorts / highway / wilderness) Water District Model No subdivision debt or HOA dues Direct Access to Open Space & Wilderness Subdivision Services (regulatory/finance, garbage, weed/fire mitigation, asset maintenance) High quality, conscientious residents Serene, peaceful environment 	Weaknesses (Internal) <ul style="list-style-type: none"> Security (Entrances, Boundaries, Personal) Weak Operating Model (vision/strategy, structure, processes, accountability, comms., regulatory & enforcement) Deterioration of common assets (No Reserve Study, Reserve Project Fund, Improvement Process) Road Maintenance Lower than expected property values High Cost of Ownership (Infrastructure to home relationship, PV, taxes, assessments) HO attitudes, comms, relationships, socials Human & Enviro Risks (Health, Air Quality, Safety) HO property development rights (ARC model) Short term rental policy & enforcement Poor aesthetics (entrance, signage, fencing, paint/stain on assets) No onsite USPS mail delivery Barn, Ditch, Hay Field Operating Models (where / how / who / when / \$\$) Participation in the weed removal program
Opportunities (External) <ul style="list-style-type: none"> Smith Ranch development (leverage time/\$) County growth/improved economy More wilderness access, multi-use trails & on property walking paths More Breaks & Lakes for fire protection 	Threats (External) <ul style="list-style-type: none"> Increase in traffic /trespassing (short term rentals, Smith Ranch development) Speeding and no enforcement of limits Proximity to forest/forest fires (lack of fire breaks w/National Wilderness) Rising Cost of Ownership Noxious weeds

DRAFT

ANNEX C: PROJECT PROPOSAL GUIDE, PROJECT PRIORITY LIST, AND PROJECT TRACKING REPORT

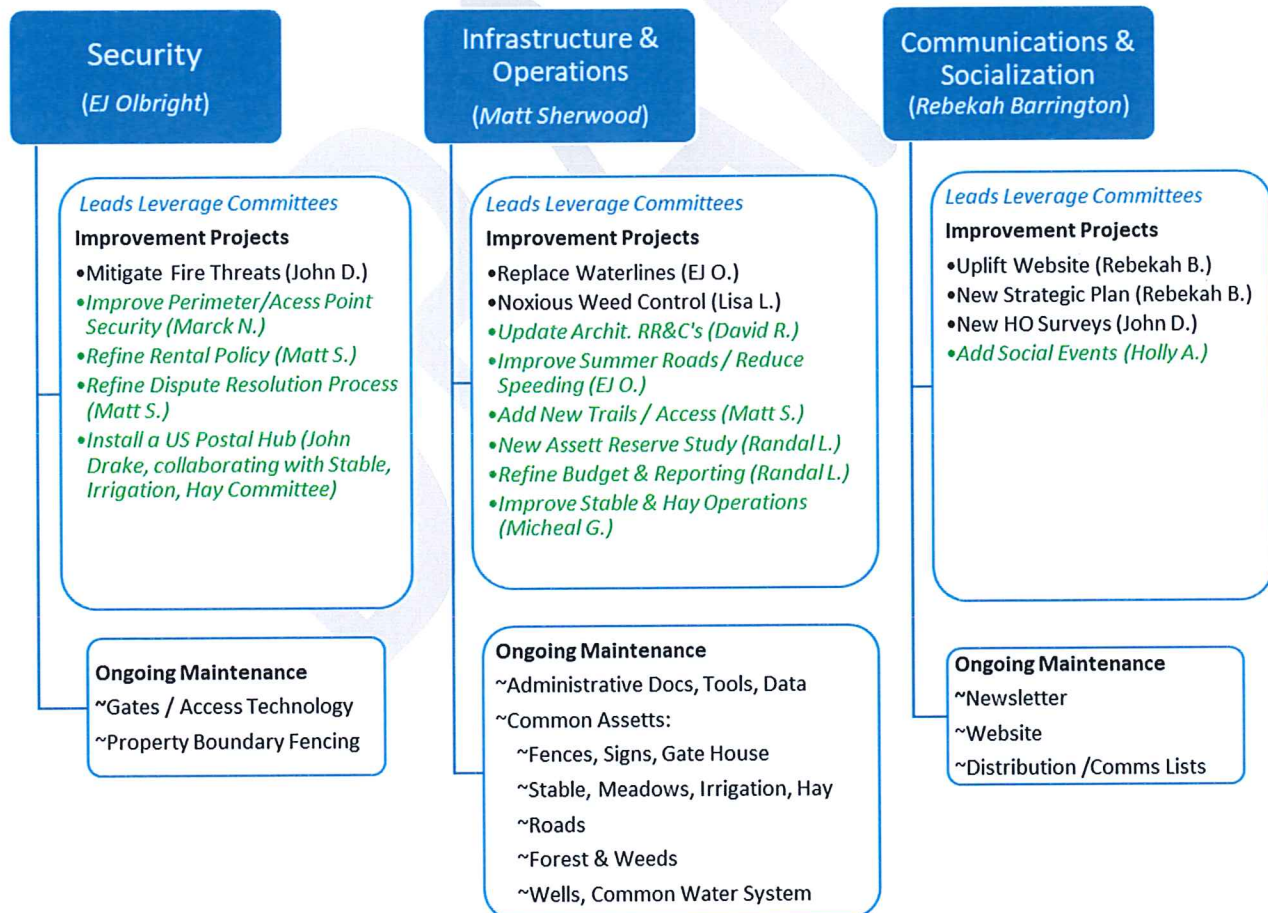
Idea Proposal Inclusions

Idea Name: [Select a name that is reflect of the work to be done]

Problem Statement	[Problem or opportunity the idea will address. How often does the issue occur? How do we know if a problem we should solve? What is the impact and where? What will risk or negative impact if not addressed?]
Project Goal(s)	[What will be accomplished, what will improve, by what date?]
Project Deliverables	[What specifically will be delivered or changed?]
Scope	[Boundaries, constraints, restrictions, or off-limit areas?]
Cost vs Benefits	[Compare the cost to quantifiable hard and/or soft benefits. How would short and long term solution costs compare - current compared to proposed?]
Project Team	[Who is the project Sponsor, project leads, working team members, stakeholders and their roles /responsibilities?]
Project Lead	[Who is leading the project?]
KPI's	[What SMART KPIs/Measures will help us track that the improvements are working?]
Financial Requirements	[Total cost of project; Spend To Date; Forecasted Remaining Spend to Completion?]
Funding Mechanism	[How will the project be paid for? Where will the funding come from?]

Project Schedule				
Milestone Name	Start Date	End Date	Outputs / Deliverables	Owner
START				
[Milestone Name]				
END				

Project Priority List (w/ Leads)



Project Tracking Log

Name	Deliverables	Priority	Sponsor	Project Team	Stakeholders	Total Budget	2018 Budget	2018 Spend To Date	Benefit(s)	Start Date	Due Date	Status/ Updates
Water Line Replacement		1	WBMD		RR Boards, Owners	\$ 1,400,000	\$ 140,000		+5%; Acceleration = ↓Material costs, Avoid inflation cost			
Ditch Improvement						\$ 10,000	\$ 10,000		+5%			
Road Improvements						\$ 23,000	\$ 23,000		+5%			
Road Improvements	Apply recycled asphalt to all main/common roads					\$ 15,000	\$ 35,000		+5%			
Stable Improvements						\$ 15,000	\$ 15,000		+5%			
Well Improvements						\$ 0,000	\$ 10,000		+5%			
Website Uplift	Secure, stable website, with accurate and relevant information and links; Management Process for Maintenance; Improved HO Communication Mechanisms		RR HOA	A.Kelly (WBMD); T. Svanes (CRSC Web Master); R. Barrington (HOA)	RR Owners; Boards; CRSC	\$ -	\$ -	\$ -	+5%; Timely & accurate information; ↑communications	Oct-17	tbd	95% Complete
Strategic Plan	Strategic Plan Document; Mission, Vision, Values, GP, Reserve Study, Master Priority List, Strategic Project Log; Updated Budget/Reserve Fund		RR HOA	R. Barrington (Lead); RR Boards; Ruby21	RR Owners; Boards; CRSC	\$ -			+5%; Data driven planning, decision making & budgeting; Mechanism for achieving ongoing improvements; ↑communications; ↑Property Value	Mar-18	43344	40% Complete
Reserve Study & Budget Alignment	Part of the RR Strategic Plan Project: Formal study, w/pictures, which lists all common community assets, their current condition, EOL timeline, yearly maintenance costs, estimates for repair or replacement			CRSC (Lead), R.Barrington	CRSC	\$ 3,500			↓ Risk of asset & property value deterioration. Data driven tool used for strategic & budget planning			

ANNEX D: ROLES AND RESPONSIBILITIES

Ruby Ranch Owners Association (RROA) is the entity that upholds and enforces the Declaration of Covenants, Conditions, and Restrictions, Rules, and Architectural Regulations. It ensures that the priorities of the owners are known, and acted upon. It is responsible for ensuring the Strategic Plan is maintained and complied with. Board members are nominated into voluntary 3- year terms. They represent the Voice of the Owners and help ensure the community vision is realized.

Willowbrook Metropolitan District (WBMD) is an entity created pursuant to Colorado law, subject to the obligations and restrictions of Colorado statute. It is responsible for the efficient and effective management of the budget, regulatory compliance, and maintenance of common subdivision assets as recommended by supporting committees and owner preferences (i.e. roads, water system, equestrian facilities, fencing, signs, hay operations...). No owner dues are collected. WBMD funding comes from the collection of property taxes, quarterly invoices to homeowners for water and trash usage, or special assessments. It follows the Governmental Accounting Standards Board (GASB) accounting pronouncements. In accordance with the State Budget Law, the District's Board of Directors holds public hearings in the fall each year to approve the budget and appropriate the funds for the ensuing year. Board members are nominated and voted into voluntary 3- year terms.

Community Resource Services of CO, LLC. is the external paid firm responsible for the management of the subdivisions financial and regulatory processes, website maintenance, and general administration.

External Service Providers: Numerous service providers are contracted by the WBMD Board and CRSC to support ranch maintenance and owner services.

Volunteers/Committees: Numerous individual and committee volunteers support the boards and service providers with day to day management, recommendation, and long-term strategic planning. Committee members are volunteers.

Strategic Pillar Champion is a Board member or homeowner who is appointed by the RROA to ensure the goals and objectives of the strategic pillar are aligned with the owner's vision, that the stakeholders are properly engaged, and that the projects are in progress that will incrementally deliver the desired future stage. They support Board and Committee prioritization, planning, and project leads throughout the lifecycles as needed.

Project Lead Role is a board member or homeowner who is responsible for utilizing approved resources to manage a project and associated communications. This role is self/committee/board appointed for a defined period of time and is disbanded after the project is deemed complete.

Project team resources are volunteers on a project who help complete the deliverables and activities on a project. They are only used for a defined period of time and are disbanded after the project is deemed complete.

Committee Chair is a board member or homeowner who volunteers to chair a committee for a 2- year period and is voted in by the impacted committee. They lead the committee through the business of planning, evaluating, sponsoring/leading projects that support the committee's goals as well as the community's vision. They schedule meetings, drive communications on changes or needs with the boards and pillar champions, resolve issues that impact their committee, and ensure minutes/records are produced on material changes or occurrences. They support the boards in the processes of idea identification, prioritization, planning, and project implementation.

Committee Vice Chair is a board member or homeowner who volunteers to stand in for the Committee Chair as needed for a 2- year period and is voted in by the impacted committee.

Committee Members are homeowners and service providers who volunteer for a 2-year period. They support the work of the committees as needed.

ANNEX E: STAKEHOLDERS AND CONTACTS [Need to get new members informed/onboarded]

Ruby Ranch Owners (details posted at [rubyranch.com/Owners/Homeowner Directory](http://rubyranch.com/Owners/Homeowner%20Directory))

Ruby Ranch Owners Association (RROA)

President	Sept, 2020	David Robbins
Director	Sept, 2020	Rebekah Barrington
Director	Sept, 2018	John Rovik
Director	Sept, 2019	Holly Adnan
Director	Sept, 2018	Mary F. Alquist

Willow Brook Mero District Board (WBMD)

President	May, 2020	Don Samuels
V Pres	May, 2020	Randy Lewis
Sec/Treas	May, 2020	Matt Sherwood
Asst. Sec	May, 2020	E. J. Olbright
Asst. Sec	May, 2020	Michael Good

Committees

Security	Rental	Architectural	Water, Roads & Trails	Fire & Weed Mitigation	Stable, Irrigation & Hay Operations	Socialization & Communications
EJ Olbright (Chair, Smith Ranch Development Coordinator)	Matt Sherwood (Chair)	David Robbins (Chair)	EJ Olbright (Chair)	John Drake (Chair, Fire Mitigation & Forest Health)	Michael Good (Chair)	Rebekah Barrington (Chair, Surveys, Website)
Mark Nadeau (Vice Chair)	Chris McGadden	Jon Rovick	Matt Sherwood (Trails)	Lisa Lewis (Noxious Weed Control)	EJ Olbright John Longhill	John Drake (Newsletter, Surveys)
John Drake	Dean Settje	John Longhill	Randal Lewis	OPEN	Marilyn Nadeau	Holly Adnan
Don Meinhold	EJ Olbright	Suzanne Allen Sabo			Jon Rovik	Mary Francis Alquist
	Michael Good					OPEN (Distribution Lists)

Service Providers

Sue Blair, CEO

Community Resource Services of Colorado, LLC
 7995 East Prentice Avenue, Suite 103E
 Greenwood Village, CO 80111
 (303) 381-4977 - Direct
 (303) 381-4960 - Office
 (303) 601-6441 - Cell
 (303) 381-4961 - Facsimile
sblair@crsocolorado.com

Management Company

Ten Mile Engineering, Inc.
 Joe Maglicic, P.E
 P O Box 1785
 Frisco CO 80443
 970-485-5773
tenmileengineer@aol.com

Water System Replacement

Metro Services II, Inc.
Eric Kircher, President
P.O. Box 1337
Silverthorne, CO 80498
970-468-7688 work
970-390-7688 cell
970-468-7688 fax
eric@bmmd.org

Roads & Wells/H2O

Alpine Tree Services – Jake

County Chipping Program

Mike Bore

Hay Operations

Gore Range Outfitters, Inc.
Glenn Morse
P.O. Box 9849
Silverthorne, CO 80498
866-898-4868 TF
970-547-8144 Work
Goreranchoutfitters.com
gorerangeoutfitters@yahoo.com

Stables/Irrigation

ANNEX F: OBJECTIVES AND MEASURES [Need to complete these]

DRAFT

PillarE1B3:H12	Metric Name	Objective	Description	Baseline (today)	Goal
SECURITY	Security Incident Count	Secure from crime, trespass, loss of property and life	A count of incidents formally reported through the Summit County Sheriff, plus any disputes or incidents recorded by the Security Committee (noise, trespass, firearm discharge, rentals, property damage, speeding, fires...).	[EJ - Need to establish a baseline? How many over the past two years?]	[Need to set a 2 yr. goal for this]
	Noxious Weed Lot Count	For as many owners as possible to help eliminate noxious weeds on and around the ranch.	A count of the lots with noxious weed issues that require remediation as reported by the Fire & Weed Mitigation Committee's lot survey.	[Lisa L. - Need to establish a baseline? How many currently need to be sprayed?]	[45 lots or 90% by 9/2020?]
	Fire Mitigation Participation Rate	For as many owners as possible to help eliminate fire and forest risks on and around Ruby Ranch.	The percentage of owners who participate in the county chipping program, personal property remediation, and common area projects as recorded by the Fire & Weed Mitigation Committee.	[John - Need to establish a baseline? How many participate in these activities over the past year? If no, how can we baseline this?]	[?50% by 9/2020]
	Hazardous Material Usage Incidents	To eliminate the use of environmentally detrimental materials; recycled asphalt, magnesium chloride, herbicides	A count of incidents formally logged by the Security Committee.		
	Main Gate Repair Rate	Uninterrupted operations of the main access gate and resolution of issues within 48 hours when they occur.	The percentage of malfunctions fixed within 48 hours divided by total # of issue occurrences as recorded by the Security Committee.		
INFRASTRUCTURE & OPERATIONS	RR Financial Credit Rating	RR to maintain a financial credit rating that matches or exceeds that of comparable nearby neighborhoods	The financial rating as determined by federally backed financial institutions, as reported by the WBMD board.	[Randal/WBMD - What is our current rating?]	[Need a goal established if it we are missing it]
	YOY Average Operational Costs	To reduce operational costs year over year	A percentage showing the % change in operational costs year over year as reported by the WBMD board.	[Randal/WBMD - Do we have a baseline? Is this the most reflective measure of how the WBMD is managing the overall budget? Who/How would this be measured?]	[Need to establish a 2-yr. goal]
	Meadow Water Delivery Rate	For all ranch ditches to deliver the target cubic feet of water per second required to keep ranch meadows properly irrigated.	The average monthly count of target cubic feet of water per second as recorded by the Stable, Irrigation & Hay Operations Committee.	[Michael - Do we measure this today? If not, how can we establish a baseline by ditch?]	[Need to establish a 2-yr. goal]
	New Trail Access Count	To develop new trails and access into surrounding wilderness.	A count of new trails and access points as reported annually by the Water, Roads, & Trails Committee	[Matt - Need to baseline. How many do we have today?]	[Need to establish a 2-yr. goal]
	Ruby Ranch \$/ Square Foot	To obtain the highest \$ p SQFT for ranch real estate compared to like properties w/ the county.	Add	\$250 p SQFT	\$350 p SQFT
	Average Days on Market	To sell ranch real estate quickly or as fast as other like properties w/ the county.	Add	> 200 Days	< 100 Days
	Road - Average Cost of Ownership	To confirm the total annual costs for the main roads by season and activity type.	An annual calculation of road maintenance cost by summer vs winter and activity type (plowing, grading, overlay, # of times).		
	Water System - Average Cost of Ownership	To confirm the total annual costs for the ranch water system.	An annual calculation total cost for the common ranch water system from revenue (both maintenance and new improvements)		
	Architectural Compliance Score - New Development	For 100% of new construction to comply with architectural standards, development guidelines and processes.	The percentage of new home or addition builds that comply (including approve exceptions) divided by the total number annually as reported by the Architectural Review Committee.		
SOCIALIZATION & COMMUNICATIONS	Owner Satisfaction Rate	For as many owners as possible to be very satisfied with their overall experience on/with the ranch.		64%	80% by 8/2020
	Owner Survey Participation Rate	To get as many respondents to association surveys as possible in order to get the majority opinions, needs, and wants	The percentage of total respondents compared to total invites	50% response to June 2018 survey	55% by 8/2019
	Social Event Count	To provide regular get-togethers for ranch residents to socialize and foster a stronger sense of community among neighbors.	A count of the number of social events held annually as reported by the Socialization and Communications Committee.	1	3 by 8/2019
	Ruby Ranch Newsletter	To publish periodic newsletters that informs, educates, and helps build a stronger sense of community.	A count of the number of newsletters published annually as reported by the Socialization and Communications Committee.	3	4 (quarterly) by 1/2020
	rubyranch.com Site Hits	To provide a website for the subdivision that informs, educates, and provides useful information, links, and resources.	A count of the number of individual main landing page hits versus actual owner log-ins as reported by the Socialization and Communications Committee.	[RB -need to establish a baseline for this]	[need to establish a 2-yr. goal for this]

ANNEX G: LIMITED PROPERTY VALUE STUDY

Property Value Study Summary (see full document for details)

Objective: To perform an independent study on Ruby Ranch Subdivision to establish property value baselines for Price Per Square Foot (PPSF) and Days on Market (DoM), and to identify key contributing factors (+/-) on these metrics.

Approach: Fred Ebert, a local appraiser was contracted to perform the study. Data was collected from MLS, the local market, 2017 sales statistics, multiple local expert interviews, and from comparisons on local like properties. Comparison subdivisions were chosen that have a similar stock of housing, variety of sizes, ages, some variance in quality levels of common assets, and paved roads. All neighborhoods were in the mid to upper price ranges for their respective markets, and the Summit County market in general.

Study Sponsors: Ruby Ranch owners: John Drake, Matt Sherwood, EJ Olbright

Summary of Findings

Fred Ebert (Appraiser)

Key Findings:

- Ruby Ranch is a unique subdivision due to large lot size and the equestrian facilities
- The average price per square foot of sales showed Ruby Ranch on par or up on the market during the slow recessionary period but lagging in average value as the market recovered and prices increased. In 2017, Ruby Ranch valued out at \$254 per square foot, versus \$395.60 for comparable properties.
- Ruby Ranch is following the market trend with days on market decreasing over the past few years, but days on market is consistently higher in Ruby Ranch by at least 50%. In 2017 this equated to an average of an additional 95 days on market.

Henry Barr (Realtor), Barbara Schneeman (Realtor), Dan Pins (Realtor), Mike Magliochetti (Realtor and Property Manager for ranches), Eric Klein (Realtor), Dave Peterson (Realtor), Doyle Richmond (Realtor)

Key Findings:

- Weak architectural controls that have resulted in a housing inventory that exhibits a wide range of styles, quality levels and sizes
- 50-80% of potential buyers decided not to pursue a property in the development because of the gravel roads, especially women buyers
- Only a small percentage of buyers, perhaps less than 10%, are interested in equestrian services
- The equestrian facilities are not a significant cost burden to the owners but some are adamant about not supporting that type facility at all. Many are supportive of the facilities even without being "horse people" as it creates an ambiance of country charm and goes along with the larger tracts.
- Per the 2017 Sales Report for the entire Silverthorne area (\$17M sales), Ruby Ranch lags in price per square foot compared to the average of \$370/square foot

Matt & Olivia Sherwood, Ruby Ranch Owners, Bought in 2014

Key Findings:

- Buyer concerns related to road maintenance and the general condition of common Ranch assets
- Tax rates for RR vs similar properties considered (Summerwood, Three Peaks, Vail, Cordillera) did not raise a red flag.
- Property evaluation on 6/3/18 comparing like Cordillera property tax. Cordillera house had a \$20k+ property tax vs Matt's at <\$18k. He used this as a quick test to see if RR property taxes are currently the highest in county.

Reviewer Responses and Considerations:

- *R. Barrington: No concern on the PPSF and DoM baselines as they were established using relevant quantitative data. Minor concerns that a limited, qualitative data set was used to determine the factors impacting (+/-) these metrics. Additional input and considerations are required to make this more comprehensive.*
- *J. Rovic: In summary I think our values are increasing and will continue to, especially as more people move into Colorado and are looking for extremely unique properties like Ruby. When we all bought our properties here in The Ruby Ranch the roads were dirt. Paving the roads may be one of those investments you never recoup. Also plan on keeping that tax assessment because pavement doesn't come without maintenance and a life cycle. Additional points to consider:*
 - *Outdated homes that are slowly being remodeled. Some have sold and we can look at the outcome of that. But remodeled homes have had a significant effect on the value of our properties. Just look at the Nadeau Residence remodeled by my company in 2012 and sold in 2013 for 1,800,000 which is \$297 per square feet. And 2013 was the year that Ruby had the highest average sale price per square foot according to the value study. It would bring quite a bit more today I'm sure of it. So many of the comps he has in his report are based homes that have not been remodeled.*
 - *Extremely High Taxes. Keystone Ranch and Spruce Valley Ranch would be better comps for this category because both are older subdivisions with outdated homes and a high tax base.*
 - *Large properties that are expensive to maintain. All the comparative properties in this study are small lots. Many buyers do not have the ability to maintain a large parcel of land like the lots you find in Ruby. This makes our properties more difficult to market.*
 - *Architectural control. I agree with Ebert on this one. He expressed this in his study. The subdivisions that have more architectural control have a more consistent value. We have very little architectural control. The architectural guidelines are very difficult to interpret here in Ruby.*
 - *Paving the roads isn't likely the only answer to increasing property values. Example: if we raise taxes by \$4,000.00 per year to pave the roads we may either need to sell our house or stop taking vacations. However, if we sell our house than you all will probably benefit because I think we would raise the property value in Ruby. Since we paid \$600,000.00 for a house that was falling apart and have spent the last 8 years restoring it. Many other homes have recently been remodeled and I think we are going to start seeing the positive effect of that. Need to baseline what new homes are comparatively selling for.*
- *John Drake Response to Feedback: I believe the data was from \$17 million in Ruby Ranch sales and >\$40 million from the control. And even if we concede Rovic's point that cheap remodels influenced the RR results, if we remove the most flagrant of those we will probably still have <\$50/square foot disadvantage. The dirt roads are hurting our property values. The only question is "how much?" The most recent sale on the Ranch was Kull's @\$250/square foot; a fine home in good shape.*

ANNEX H: OWNERS SURVEY SUMMARY

Background & Methodology (see full survey document for details)

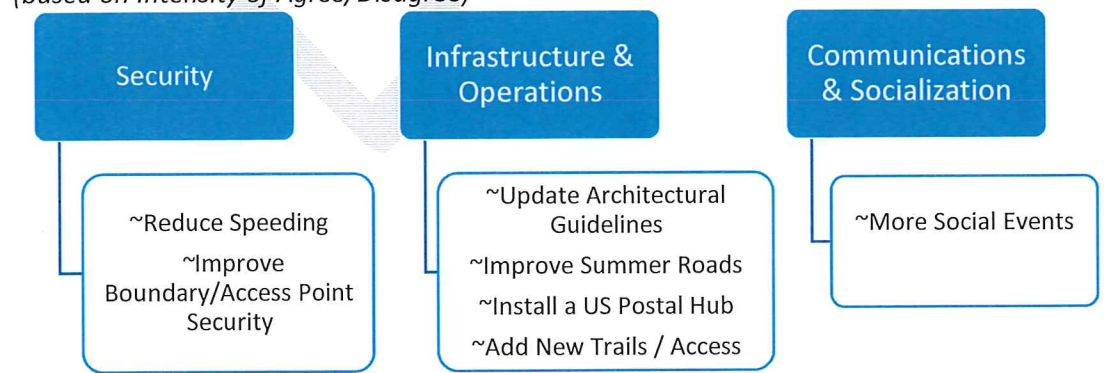
- Sponsored by the Ruby Ranch Owner Association in Kune 2018
- Survey results will be used to determine:
 - areas owners believe are most important to improve
 - overall satisfaction with the quality of community life
 - willingness to invest in desirable community projects
- Solution proposals will be developed on some of the top priorities that included costs, benefits, impacts, funding options and other decision-making information.
- Internet survey using Google Sheets
- Standard scoring method
 - Intensity of preference scale (strongly disagree = 1 up to 5 for strongly agree)
 - Average numerical score for each of 23 Issues was calculated
 - Issues sorted, high to low scores to prioritize Action Items
 - Classification and Verbatim data were also included
- Good response Rate (50 respondents out of about 80 invitations)
 - 19 full time residents
 - 31 part time residents
 - Respondents had an average of 13.6 years of experience with the ranch

Conclusions & Themes

- ✓ Above average response rate shows owners are very interested and engaged
- ✓ There is need to improve the 'Owner Experience' with 34% rating their overall community experience as neutral or poor
- ✓ The mix of full and part time residence, along with their average years of experiences, provides an experienced and balanced set of responses
- ✓ Some improvement suggestions are already being addressed and should be vetted against work in progress for alignment opportunities (... fire mitigation, rentals and stables/meadows/ditches)
- ✓ Most owners would increase their cost of owners to improve property values or reduce long term expenses

Most Important Focus Areas by Strategic Pillar

(based on Intensity of Agree/Disagree)



ANNEX I: Standard Operational Definitions

Mission Statement is a broad statement that explains your organization's purpose. An effective mission statement is both memorable and easy to understand. The most basic mission for a community association is to "maintain, enhance and protect the value of the property."

Vision Statement provides a broad picture of what the community will look and feel like in the future. It can be used to communicate, organize and inspire. It is a simple, clear and concise description of what is important to the community, describing the communities' direction, values, and essence of the association in its desired state. It can project a well-managed community, a place where owners' needs are met and a community where residents have a sense of involvement

Strategic Plan: A living document used by the Association to determine where to spend time, human capital and money. It considers changing demographics, local economic conditions, capital improvement priorities, and the needs and wants of the individual community members. It normally includes RROA priorities, budgets, and short to long range improvement projects. It stimulates ideas to make good use of association resources, identifies responsibilities, assigns work, coordinates efforts, reveals obstacles, identifies opportunities and guides decisions. The plan is based on the community vision and the board's mission to achieve it as quickly and efficiently as possible.

Critical Requirements: An essential condition, resource, and means for a critical capability to be fully operational. Essential elements that must be included for the project to be successful. After starting a project and gathering the voice of the customer (VOC)/needs, the requirements are key measurable characteristics or outputs whose performance standards or specification limits must be met in order to satisfy the majority of the owners.

S.M.A.R.T. Goals (performance measurements)

Specific- The goal is well defined and clear to all who have basic knowledge of the Strategic Plan.

Measurable- Progress toward the goal is measurable and achievement of the goal will be clearly evident.

Achievable- The organization has high confidence that the goal is achievable within the agreed upon time constraint.

Relevant - The goal must directly advance the mission and vision of the association and must remain relevant once achieved.

Time-bound- Allow adequate time to achieve your goal, but not enough time to lose momentum or render the goal irrelevant.

Reserve Study is a long-term capital budget planning tool which identifies the current status of the reserve fund and a stable and equitable funding plan to offset ongoing deterioration, resulting in sufficient funds when those anticipated major common area expenditures actually occur. Common Reserve Study Components include:

1. Preface (Written description of a reserve study and the figures in the report Includes glossary, preparer qualifications, and calculation description)
2. Executive Summary (Summarizes key findings of the report. Includes development description and lists the projected balance and percent funded. Summarizes the funding plans Includes category breakdown pie chart)

- a. Percent Funded (Describes percent funded calculation and funding levels. Includes current percent funded chart and x-30 Year percent funded projection chart)
 - b. x-30 Year Projections (Includes x-30 Year projection charts for annual expenses and reserve balance projections for each of the 3 funding plans)
 - c. Category Significance (Includes category percentage column charts for fully funded balance and annual depreciation)
 - d. Theoretical x-30 Year Funding Plan (Lists details of each of the 3 funding plans (current, recommended, and threshold) over the next 30 years. Charts of the figures in this table are located in the x-30-year projections)
 - e. Future Percent Funded (Includes table and chart of percent funded for various levels of funding over the next x-15 years)
3. Component Summary & Component Significance (Lists all components included in the study in table form. Shows Depreciation and Fully Funded Balance Significance including quick glance graph. These figures are the basis for all other calculations in the study)
 4. Annual Expenses by Component (Lists all projected expenses for each component over the next x-30 years in table form)
 5. Component Details (Lists details of each individual component. Includes notes and pictures of selected components if site inspection was conducted)

Group	Category Component	Date In Service	Useful Life	Remaining Life	Quantity / Unit of Measure	Booked Unit Cost	Total Cost	Annual Expense By Component					
								2018	2019	2020	2021	2022	...
100	Land	6/27/1992											

ANNEX J: DOCUMENT REVISION LOG

NAME	ACTIVITY	VERSION	REVISION DATE	UPDATE PUBLISHED
Rebekah Barrington	Document Created	v1.0	4/11/2018	none
Rebekah Barrington	Document Updated	v2.0	6/21/2018	RROA, WBMD, John D.
Rebekah Barrington	Document Updated	v2.1	7/2/2018	RROA, WBMD, John D., Michael G, Sue B.
Rebekah Barrington	Document Updated	v2.2	7/11/2018	RROA, WBMD, Committees (<i>John D., Michael G, Mark & Marilyn N., Carl O., Chris M., Dean S., Don M. John L., Lisa L.</i>)
Rebekah Barrington	Document Updated	v2.3	7/16/2018	From DR, To all owners on Ruby Ranch General Distribution
Rebekah Barrington	Document Updated	v2.5	7/25/2018	From RB, To Reviewers/Editors
Rebekah Barrington	Document Updated	v2.6	8/9/2018	From DR, To all owners on Ruby Ranch General Distribution

Communications & Socialization Update

Based on feedback from interviews, round tables and survey responses, most owners would like to see improvement in our community's pride, culture, and relationships. Over 34% of survey respondents rated their overall community experience as neutral or poor and the majority agreed they would attend more social events if they were held. These goals and improvements are being identified and evaluated.

Strategic Goals

- ☐ Newsletter -> Added 1 additional in 2018 (a total of 4 going forward)
- ☐ Website-> Continue to refine and increase value to owners by providing useful, accurate, easy to access information. Evaluate a new design/host by 8/2019.
- ☐ Owner Events-> Add 2 owner events by 8/2020 (from 2 to 4)

Existing Events

Annual Owners Meeting
Annual Owners Pot Luck



Ideas for Additional Events

Owner Hosted Happy Hours
Committee Organized – Owner Work Days
Owner Hosted Holiday Party
Owner Activity Days (Sunday Morning Hike, Skiing, Biking....)
Community Pond & Pavilion Area
Other Ideas?????