

ROXBOROUGH VILLAGE METROPOLITAN DISTRICT

8390 E. Crescent Pkwy, Suite 300
Greenwood Village, CO 80111
303-779-5710
www.roxboroughmetrodistrict.org

NOTICE OF SPECIAL BOARD MEETING AND AGENDA

DATE: August 17, 2022

TIME: 6:00 p.m.

LOCATION: Via Zoom

ACCESS:

- To attend via Zoom, use the link below:**
<https://us02web.zoom.us/j/85128873973?pwd=bjdmT2tuM0t2N1pDdE3d04zVmdjUT09>
- To attend via telephone, dial 346-248-7799 and enter the following additional information:**
Meeting ID: 851 2887 3973
Passcode: 289568

| <u>Board of Directors</u> | <u>Office</u> | <u>Term Expires</u> |
|----------------------------------|----------------------|----------------------------|
| Mathew Hart | President | May, 2025 |
| Ephram Glass | Vice President | May, 2023 |
| Mark Rubic | Treasurer | May, 2025 |
| Travis Jensen | Secretary | May, 2025 |
| Calvin Brown | Assistant Secretary | May, 2023 |

I. ADMINISTRATIVE MATTERS

- Call to order.
- Declaration of quorum / Director qualifications / disclosure matters.
- Approve agenda.
- Public comment and/or guests (15 minutes).
(Note: Members of the public may express their views to the Board on matters that affect the District. Comments will be limited to three (3) minutes. Please sign in. Questions may be asked of the Board but will not be answered at this time. Please refer to the Code of Conduct for additional guidelines:
<https://www.roxboroughmetrodistrict.org/2022-meetings> and attached hereto.)

II. DISCUSS PROPOSALS RECEIVED AND DETERMINE COURSE OF ACTION

A. Management Services

B. Accounting Services

C. Payroll Services

D. Engineering Services

III. ANY BUSINESS CONTINUED FROM AUGUST 16, 2022 REGULAR MEETING

IV. OTHER BUSINESS

V. ADJOURNMENT



August 16, 2022

Board of Directors
Roxborough Village Metropolitan District
Via email

Dear Board,

Cherry Creek HOA Professionals was pleased to receive your request for proposal for district management services. Enclosed please find our response to your proposal request.

We believe we are well suited to meet your district management needs, as we have established ourselves as a top-flight management company for communities of all types, including metropolitan districts. We've been in business since 2003 and have grown steadily since. We consider ourselves a large boutique firm; large enough to have the sophistication and resources you require but small enough that every client is still important to us. Further, while we operate independently, we also have the resources of our parent company, Goodwin Management (one of the largest management companies in the country) at our disposal when necessary. We truly offer the best of both worlds – a small company experience with large company resources.

We understand the scope of responsibilities you are seeking with this engagement as outlined in your request for proposal for district management services, and have unique tools and capabilities to address the district's requirements. We've highlighted some of technology we utilize that helps us track work streams and efficiently manage large districts such as Roxborough Village. We are able to begin management services September 1 with Shannon Torgerson as the senior district manager, though given the compressed time frame to begin the engagement it may take us approximately 90 days to finalize the team supporting her. The additions to the team will likely be from a combination of internally and externally sourced resources.

One element of our proposal is that we are offering a (mostly) fixed price contract for the management services you are seeking. We are prepared to provide the district with a senior district manager, district manager, and administrative assistant for a monthly service fee of \$10,000, subject to contractual provisions limiting certain activities and excluding capital project management. The day-to-day management of the district and the activities described within the RFP would all be included in the fee barring special circumstances. We find that these fixed price arrangements provide Districts a more predictable cost structure with less administrative burden. We look forward to your review of these materials and, should you believe we are a good fit, the next steps in the process.

Thank you,

David Prieto

Chief Executive Officer



Introduction to Cherry Creek HOA Professionals Roxborough Village Metropolitan District

August 2022

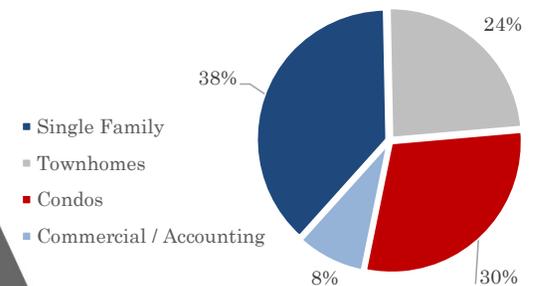
Cherry Creek HOA at a Glance

Cherry Creek HOA is a highly experienced, full-service community and metro district management company focused on making community management as streamlined and effortless as possible for our clients

- Expertise across single family, multi-family, and metropolitan district communities with 92 communities under management (and growing!)
- Founded in 2003 and based in **Aurora** with offices in **Louisville**. Serving the entire Front Range with clients as far north as Boulder and as far south as Castle Rock
- Thirty employees and over 100 years of combined community management experience. We've seen (almost) everything
- Strong references – our clients are our best advocates
- Technology-driven but people-focused
- Fully licensed and credentialed
- Specialty in challenging / complex situations



Expertise in All Community Types
(% of clients by type)



Pricing Proposal – Fixed Price



We are flexible in how we craft our service offering and will adjust our pricing to reflect the service levels you desire. Based on your request for proposal, below please find our initial pricing estimate

Rather than a straight hourly proposal, we would offer a fixed monthly rate for the majority of expected services as outlined in the request for proposal. Capital projects and certain other activities – such as additional meetings and site visits – would still be subject to an hourly rate

Key Assumptions in pricing proposal:

- ~4,500 Total Units
- Twelve Board meetings per year included
- Amenities include park and recreation, open space, mosquito control, streetscape maintenance and improvement services across 950+ acres
- Weekly inspections from April-September; twice per month October-March. Additional inspections as needed and would be billable by time spent
- **Monthly management fee: \$10,000.00**
 - Billable rate for additional services of \$100/hr for District Manager; \$65/hr for Assistant District Manager

We hope you find this offer appropriate for your community. We would love to work with you and your neighbors. Thank you for allowing us to discuss this opportunity with you!

Proposed District Staffing



We are proposing a staffing model for the District of three professionals: A Senior District Manager, District Manager, and Administrative Assistant. Shannon Torgerson would lead the engagement as the Senior District manager. She would be supported by a District Manager as well as a dedicated administrative assistant. We have a number of experienced professionals on staff and would determine the District Manager and administrative assistant once awarded the mandate.

Shannon Torgerson, Director, Head of District Operations for Cherry Creek HOA Professionals (Aurora Office)

Shannon is a Denver area native who graduated from the University of Northern Colorado in Greeley, Colorado. With 20 years experience in managing HOAs and metropolitan Districts, she is well versed in most matters that both Associations and Districts deal with on a daily basis. Shannon holds both the CMCA and AMS designation from the Community Associations Institute and completed the Special District Association of Colorado Leadership Academy in 2016. Shannon leads Cherry Creek's business practice for metropolitan districts.

District Management References



We currently manage two metropolitan districts: Murphy Creek Metro District No 3, and Tollgate Crossing Metropolitan District No 2. We've included the references below – reach out and see what their experience with us has been!

Doug Schriner, Board President, Murphy Creek Metropolitan District No 3

Phone: 303-907-7347

email: doug@fariskmanagement.com

Rich Martinez, Board President, Tollgate Crossing Metropolitan District No 2

Phone: 303-947-2150

email: richm1313@gmail.com

Community Management Plan



Our proposed approach to managing the District includes the following:

- A senior district manager (Shannon Torgerson), district manager and administrative assistant assigned to the District
- An on-site inspection every week during the summer season. This inspection would allow us to review and supervise the work performed by District contractors and inspect the District's assets
- Provide and manage the district website. We are familiar with a variety of website platforms (blogger, Wordpress, Wix, Comweb, etc.) and can leverage that experience for the District
- Recordkeeping/Communication. We utilize a software platform, Vantaca, that allows us to maintain owner records, track and document owner requests, maintain a vendor database, and provide real-time status tracking for Board action items
- Vendor Verification. We utilize a 3rd party screening service (VIVE) that performs extensive diligence on vendor's qualifications to ensure they are properly insured and are current on their relevant licensing (including trade licenses)
- Contract Administration. Issuing RFPs and administering contracts is a fundamental aspect of our jobs. We are large enough to have worked with nearly all major vendors in town, and have a steady flow of information about vendor performance across our portfolio that we can leverage to your benefit. We also utilize a customized reporting tool to document our inspections and keep everyone on the same page when we issue maintenance work orders

The Cherry Creek Difference - Our Values



Management companies and Boards spend a lot of time working together. It is important that you “know what you’re getting” when hiring a management company. Below are our core values:

- Make our clients’ role as board members as easy as possible
- Honor the fiduciary responsibility entrusted to us
- Hire and invest in the best people and let them shine
- Manage our communities proactively not reactively – treat each community like our own
- Know what we know and know when someone else may know better. We will bring in the best help when necessary from our pool of trusted resources
- Tailor services to the needs of the community; We understand that one size does not fit all
- Operate with the utmost integrity and professionalism at all times – do the right thing even when it isn’t the easiest or most convenient option
- Leverage technology to enhance communication and our clients’ service experience
- Admit any mistakes and make things right
- Never stop learning, growing and improving for our clients

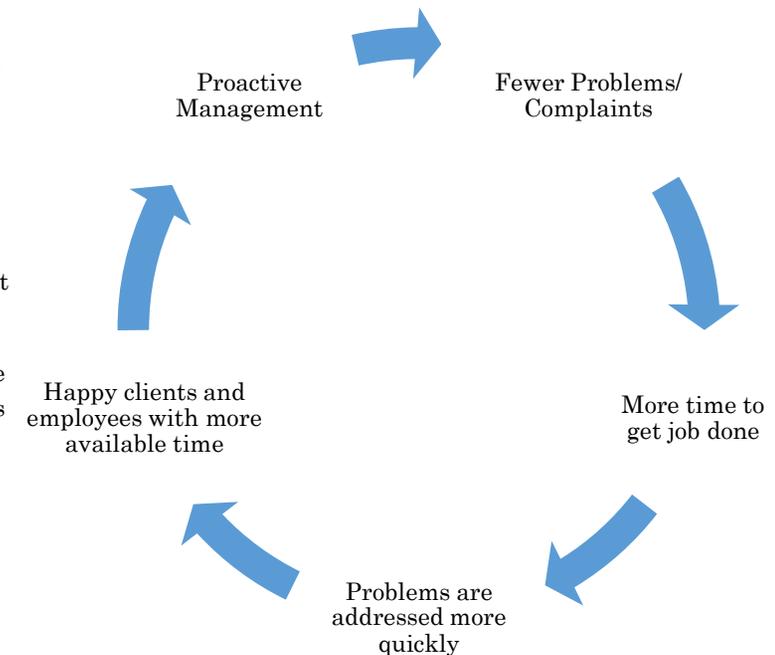
What Do Our Clients Get?

Our clients get a manager who has the time, support, expertise, and tools to properly service your community - backed by an organization that seeks to be proactive in everything that we do. On our platform, Boards get:



- **Virtual Meetings** – we facilitate seamless community management even when in-person meetings can't happen
- **Homeowner Communications** – we have an app for that! We stay in touch with our homeowners through our software, Vantaca, as well as regular communications through email blasts. We also have a live voice answering every phone call (including after-hours)
- **Simplified Invoice Review & Approval** – invoices are scanned and approved online. Our process ensures the validity of the invoices and frees Boards from having to physically sign checks
- **Simple, Straightforward Owner Portal** – homeowners are able to retrieve Association documents, review their account balances, make payments, submit maintenance requests, and update their contact information through an easy-to-use Owner Portal
- **Verified Vendors** – we have partnered with VIVE, a 3rd party vendor verification platform, to ensure that your vendors are properly licensed and insured. We validate trade licenses, authenticate business principals, screen for government watch lists, and add all clients as additional insured

Proactive Management



Record Keeping – Tracking Homeowner Interactions

We log and track homeowner interactions – from simple requests and work orders to phone calls and emails

Drag a column header and drop it here to group by that column

| | XN | Type | Step | Assigned | Follow Up | Due Date | Details | Created D... |
|---|---------|------------------|----------|----------|-----------|----------|---|--------------|
| ▼ | 1220045 | A Homeowner Call | Call Log | | | | Tollgate Crossing Amir Khan 4906 S Algonquian Way Past Due Balance | 08/02/2022 |

Messages

+ New Message

Call Log 08/02/2022 3:35:23 PM

Author: Shannon Torgerson
Sent To:
This item has been automatically advanced.

Call Notes 08/02/2022 3:35:23 PM [Formatted Note](#)

Author: Shannon Torgerson
Sent To:
Amir called; asked what the past due balance is from. Manager explained it is from November 2018 when the last bi-monthly payment was not received. Amir will send a check for \$96.00.

Manager updated mailing address for owner as he is no longer living in the home.

Communication— Accountability



Owners will have access to a portal through which they can submit questions and work order requests and track the progress / responses to those issues. Each item is assigned a ticket number and becomes a trackable action item with metrics for quality assurance purposes. The status of these requests is visible to the Board

The screenshot shows a web portal interface for "PRESIDENTIAL VALLEY". On the left is a navigation sidebar with sections for "Owner" (My Account, Dashboard, Make a Payment, My Items, My Contact Info, My Login, ARC Request, Submit a Request) and "Association" (Calendar & Events, Directory, Documents). The main content area is titled "My Items" and includes a welcome message and a table of action items. Below the table are five large icons representing "PAYMENTS", "REQUESTS", "DOCS", "FAQS", and "CALENDAR".

Owner

- My Account
- Dashboard
- Make a Payment
- My Items
- My Contact Info
- My Login
- ARC Request
- Submit a Request

Association

- Calendar & Events
- Directory
- Documents

PRESIDENTIAL VALLEY

My Items

Welcome to your My Items page! This page allows you to follow activity on requests submitted through the *Submit a Request* page and any open tickets, which we refer to as "Action Items." Action Items displayed here include all activity for your property or properties over the last 30 days. This can include any resolved or voided activity.

Click on the drop down arrow next to each Action item displayed to see any messages sent to you and recent activity related to that item. Click "Reply" to send a message about your item.

| | XN | Address | Type | Step | Description | |
|---|-------|--------------------------------|------------------|----------------|---|-------|
| ▶ | 10587 | 1857 Pennsylvania Ave Unit 317 | General Question | Review Message | Can you have the landscaper mow my yard for me? I'll be leaving town for the summer and I don't want any violations! I expect that this extra service can be included in my monthly fee since I pay my bills on time. | Reply |
| ▶ | 10588 | 1857 Pennsylvania Ave Unit 317 | Work Order | Review Request | I noticed a brown spot on the edge of my lawn. The sprinkler must not be reaching that spot. Please have an irrigation technician repair. | Reply |

PAYMENTS **REQUESTS** **DOCS** **FAQS** **CALENDAR**

Our Approach – Verified Vendors



Our goal is to work with vendors that reflect our core values: great work at a reasonable price

- We do not charge vendors to be on our “list” or to receive preferential treatment. We judge vendors on their price and performance. We do carefully screen vendors for proper licensing and insurance through a 3rd party verification service, VIVE
- VIVE has a tiered approach to verifying vendors, depending on the type of work the vendor performs. They not only ensure that vendors have proper licensing and insurance, they also review the endorsements and exclusions in the vendors’ policies. For example, we have a very good vendor that is a tree trimming service. VIVE reviewed their policy, which had appropriate limits, and found that the policy had an exclusion for multi-family activities. For a business that trimmed trees at condominiums and townhomes! The vendor was unaware of this gap in coverage....which was quickly remedied to ensure all parties were properly protected.
- We are constantly evaluating and tracking vendor performance. Vendors who prove themselves to be trustworthy and dependable get more opportunities, and those that don’t are removed from consideration. Our vendor list is always changing based on real-time feedback to ensure we can deliver the best service experience to our clients



Contract Administration – Work Order Real-Time Status

Work Orders are handled through our system. Our system tracks the status of these orders as they are requested (or input), assigned to vendors, awaiting an estimate, and completed. This status can be viewed by the Board in real-time and also by the owner if they were the requestor

| XN | Type | Step | Assigned | Follow Up | Due Date | Details | Created D... |
|---|------------|------|----------|-----------|----------|---------|---|
| | work order | | | | | | |
| Suite 320 Aurora, CO 80014 | | | | | | | |
| Invoices can be emailed to invoices@cchoapros.com | | | | | | | |
| ***If the repairs will cost more than \$500, a written estimate is required prior to starting repairs. | | | | | | | |
| This Community is Professionally Managed By:Cherry Creek HOA Professionals(303) 693-2118 www.cchoapros.com | | | | | | | |
| Author: Shannon Torgerson Sent To: Manager, Assistant Manager This item has been automatically advanced | | | | | | | 08/03/2022 3:48:48 PM Email |
| Service Provider Assigned | | | | | | | |
| Author: Shannon Torgerson Sent To: Homeowner This item has been automatically advanced | | | | | | | 08/03/2022 3:48:48 PM |
| Send to Service Provider | | | | | | | |
| Author: Shannon Torgerson Sent To: Service Provider_dispatch@pjpeknow.com 2 toilets in the pool restroom are backed up. The address is 24781 E. Florida Ave., Aurora, CO 80018 | | | | | | | 08/03/2022 3:48:48 PM Formatted Note Email |

Contract Administration – Leveraging Technology

We leverage technology to facilitate good communication with our vendor partners. We have the ability to clearly document issues and use that documentation to make certain vendors know exactly what we are talking about when requesting work be done

Cherry Creek HOA Maintenance Inspection Form

Report

Client Information

| | |
|----------------------|---------------------|
| Client Name | Trials at Parkfield |
| Name of Inspector | Ron Koch |
| HOA / Address / Unit | 5255 S. Mephis |

General Notes

| | |
|--------------------|-------------------|
| Date of Inspection | 07-17-2022 |
| Time of Inspection | 03:45 PM (-6 GMT) |
| Area of Inspection | Building 10 |

Comments

General Photos



branches loying in rocks Clean gutter areas.

Accounts Payable – Invoice Processing



We use Strongroom to process invoices online. This platform can be used in partnership with the District Accountant. Our process has many benefits:

- **Convenience.** No need to wait for a Board meeting and sift through papers; all invoices are scanned and can be reviewed from anywhere
- **Safety.** Invoices are first reviewed by the manager, coded by accounting, and reviewed by the manager again before going before the Board for approval. We require two Board member approvals to release payment
- **Speed.** We process invoices continuously. Vendors prefer to work for those that pay in a timely manner; we facilitate timely payments
- **Traceability.** All invoices are stored electronically for seven years. They are searchable by date, coding, and vendor. We provide our clients' auditors with access to the system...audits are a snap!
- **Simplicity.** The system will notify Board members when an invoice is ready for review. Simply click the invoice to review, approve, and we will handle the rest.

Invoices

Association

Invoices

- Pending
- Scheduled
- Payment Authorized
- Held
- Paid
- Voids
- Deleted

Association Invoices

Pending Approval Invoices >8 Invoices: \$50,516.37 Displaying Invoices 1-8 of 8

| Invoice | Association | Vendor | Amount | Coding |
|-------------------------------------|-------------|---------------------------------|-------------|---------------------|
| <input type="checkbox"/> 4946 | | Supreme Commercial Care, Inc. | \$32,640.00 | 6360-(\$32640.00) |
| <input type="checkbox"/> 4284A | | Radiant Lighting Services, Inc. | \$743.12 | 6275-(\$743.12) |
| <input type="checkbox"/> 4939 | | Supreme Commercial Care, Inc. | \$16,004.00 | 6310-(\$3794.00)... |
| <input type="checkbox"/> 120-15 | | D & D Group, LLC | \$85.00 | 6275-(\$85.00) |
| <input type="checkbox"/> 46295 | | Colorado Pest Management | \$624.00 | 6380-(\$624.00) |
| <input type="checkbox"/> 4596A | | Radiant Lighting Services, Inc. | \$95.00 | 6275-(\$95.00) |
| <input type="checkbox"/> 0000882868 | | Arapahoe County Security Ctr | \$200.25 | 6255-(\$200.25) |
| <input type="checkbox"/> 0000885398 | | Arapahoe County Security Ctr | \$125.00 | 6255-(\$125.00) |

Click on invoice to see the scan

Last Changes Approved by Angela Beckwith

Vendor Name: Supreme Commercial Care, Inc.

Invoice # 4946

Invoice Date: 1/9/2020

Invoice Amount: \$32,640.00

Expense Line Items:

| Item | Amount | Account |
|---|-------------|---------|
| SNOW (Snow Removal) (Snow Removal) (6360) | \$32,640.00 | 6360 |

Check Stub Notes:

Internal Notes:

Click "Approve" to approve, or reject and let us know why. It's that easy!

Supreme Commercial Care Inc.
60 South Havana St., #607
Aurora, CO 80012

JAN 13 2020

Invoice

Date: 1/9/2020 Invoice #: 4946

Bill To: c/o Cherry Creek HOA Pro

| Date | Description | Amount |
|------------|--|----------|
| 11/26/2019 | SNOW SERVICES | |
| 11/26/2019 | Track w/ plow + J. Eichen 4.0, R. Thomas 7.0, E. Doster 4.0 / 15.0 hrs @ \$110 / hr-1pm | 1,650.00 |
| 11/26/2019 | Briga - R. Thomas 2.0 hrs @ \$125 / 14pm | 250.00 |
| 11/26/2019 | Hand shovels - L. Lopez 12.0, C. Zaramora 12.0, D. Marquis 13.0, M. Arcevala 12.0, R. Ramonada 12.0, J. Acosta 12.0, C. Ariza 12.0, J. Pizar 12.0, M. Marinova 12.0 / 12.0 hrs @ \$60 / hr-6pm | 7,200.00 |
| 11/26/2019 | Hand shovels - E. Rodriguez 5.0, J. Brown 5.0, C. Villanueva 5.0, F. Rodriguez 5.0, D. Lazaro 5.0, R. Torres 5.0, B. Laryea 5.0, L. Gutierrez 5.0, J. Chavez 5.0 / 24.0 hrs @ \$60 / 14pm | 3,140.00 |
| 11/27/2019 | Ice Silver | |
| 11/27/2019 | Track w/ plow - E. Doster 4.0, J. Eichen 4.0 / 8.0 hrs @ \$110 / hr-11.30am | 248.00 |
| 11/27/2019 | Hand shovels - C. Zaramora 8.0, C. Ariza 8.0, D. Villalobos 8.0, M. Arcevala 8.0, E. Arcevala 8.0, E. Ariza 8.0, M. Martinez 8.0, R. Hernandez 8.0, J. Ariza 8.0, L. Modesto 8.0, A. Ramirez 8.0, A. Ariza 8.0 / 96.0 hrs @ \$60 | 960.00 |
| 11/27/2019 | | 5,760.00 |

Project Management

We can provide talented, professional project management to your capital projects with our in-house staff.

Casey Travis, Director of Field Services

Casey oversees maintenance and capital expenditure projects for our clients. He partners with Boards to validate scopes of work, coordinating and managing the progression of projects and ensures fair market outcomes.

Casey received a degree from the University of Houston in Mechanical Engineering technology. Directly out of school he utilized his education in the oil and gas industry, where he assisted in the build out of a 1.7 million sq. ft. manufacturing facility. Casey left the oil and gas industry to help Boards navigate their capital projects and insurance claims.



Conflict of Interest Disclosure

Cherry Creek HOA Professionals is party to contracts with a variety of vendors whereby the Company may receive rebates and incentive fees from any services and products purchased in the course of our daily activities on behalf of our clients. These contracts include, but are not necessarily limited to, office supplies, printing services, payroll services, collection services, payment processing, consulting services, talent acquisition, and 3rd-party vendor verification.

Other Vendor Partners. We have established vendor relationships where we may be hired in concert with certain project management, maintenance, construction, demolition, restoration, or other similar activities as a subcontractor depending on the project. Depending on the arrangement and project, we may be able to waive our Nonroutine Services Fee.

HomewiseDocs.com: Cherry Creek HOA Professionals has a signed agreement with Homewisedocs.com, who provides data and sells products to lenders for refinancing and resale-oriented transactions on Cherry Creek HOA's behalf. Homewisedocs.com may charge a fee ranging from \$0.00 - \$30.00 in addition to our fee to process the transactions.

Additional Fee Schedule

Expense Reimbursement Rates and Fees for Additional HOA Services

I. Staff Billing Hourly Rates. Solely for items not covered in the Association Management Agreement. Minimum 15-minute increments unless otherwise noted.

| | |
|----------------------------------|-----------------|
| A. Senior Management | \$150.00 |
| B. District Manager | \$100.00 |
| C. Technical Staff (Accounting) | \$50.00 |
| D. Clerical Staff | \$40.00 |
| E. Meetings in excess of 2 hours | \$100.00 / hour |

II. Expense Reimbursements. All expenses are billed on Association's regular monthly invoice.

| | |
|--|--|
| A. Photocopies / Printing | \$0.20 per side; \$0.40 for color. |
| B. Standard letter (incl. postage, label & envelope) | \$1.25 |
| C. Postage (non-standard letter) | At cost |
| D. Certified letters | Cost plus \$1.00 per letter sent |
| E. Coupon Books | Greater of \$6.00 or cost plus \$1.00 per book |
| F. Miscellaneous Office Supplies | At cost |
| G. Handling charge | 10% of any purchases financed by Manager and billed back to the District |

III. Supplemental Services

| | |
|--|---|
| A. Newsletter Preparation | Hourly, \$100.00 minimum. |
| B. Records Storage (excl current & prior year) | Greater of \$50.00 per month or \$5 per box |

Resale / Refinance Services *No HOA responsibility / Paid by Buyer/Seller*****

| | |
|--|---|
| Basic Lender Questionnaire | \$175.00 (extra fees for custom orders) |
| Lender Questionnaire Bundle | \$200.00 - \$225.00 |
| Status Letter Fee / Transfer Fee | \$250.00 (each, billed directly to closing agent) |
| Sellers Required Disclosure Bundle | \$150.00 (in addition to Status Letter)* |
| Ownership Change Covenant Compliance Inspection | \$100.00 (if service approved by Board) |
| Rush Fees | \$25.00-\$150.00 depending on request |
| Documents (individual orders) | \$15.00-\$45.00 depending on the request* |
| Payoff Letter fee (accounts in collections only) | \$150.00 |

*a la carte orders available upon request

Colorado District Management and Operations

Proposal for Metropolitan District Management Services

August 16, 2022

Roxborough Village Metropolitan District
c/o: CliftonLarsonAllen LLP
Attention: Anna Jones

Anna.Jones@claconnect.com

Colorado District Management and Operations (“CDMO”) is delighted to provide this proposal for District Management Services to the Roxborough Village Metropolitan District. CDMO staff has been successfully managing Special Districts since 2012 and deeply understands District operations and requirements.

Overview:

Colorado District Management and Operations (“CDMO”) is a small management firm which allows us to provide hands-on, personalized, quality services to a limited number of clients.

One of our clients in Aurora, which appears to be quite similar to the Roxborough Village Metropolitan District, owns, improves and maintains three public parks and street side landscaping throughout this District of 1,500 homes that are grouped into four Homeowner Associations. Similar to your District, the City of Aurora owns and is responsible for street, public utilities and stormwater drainage infrastructure within the District. In addition, this District owns and maintains a large stormwater detention pond that receives stormwater from Aurora’s stormwater drainage system.

Other Districts that we have managed include a recreational Metro District in the high country and a full service Metro District that focuses most of its resources on providing potable water and wastewater collection and treatment but is also responsible for roads, open space, landscaping and snow removal services.

Our organization consists of two people and we both will be involved in actively managing your Metro District.

Principal: Edward (Ted) Laves has for many decades managed businesses large and small including serving as a Division Manager at Motorola that generated 9% of total corporate profits in the 1990s and the CEO of a NASDAQ traded startup. He has managed

organizations that range in size from a few people to thousands. Ted holds a BA from Cornell University and an MBA and Ph.D. from the University of Chicago. He has been granted three patents by the US Patent Office. Ted has both management and technical expertise.

Administration: Mary Laves worked for many years as a high school math teacher in Denver Public Schools. She holds a BA and an MBA from the University of Chicago with a concentration in accounting.

Location: Our office is located in Golden, Colorado.

Proposal Narrative:

Colorado District Management and Operations (CDMO) has the experience and capabilities to provide superior management services to Roxborough Village Metropolitan District. We have successfully managed Districts including among others:

- Maintained, improved and operated a Public Parks Metropolitan District that provides services to roughly 1,500 homes that are grouped into four Associations. This Metropolitan District has three public parks with recreational facilities, a one and a half acre storm water detention pond, over 400 mature trees and extensive and varied landscaping along major streets in the District. CDMO has managed maintenance, improved landscaping, instituted playground safety programs and successfully completing an over \$1 million renovation of the District's storm water detention pond in partnership with Wright Water Engineers.
- Turned around and managed another Metropolitan District with 10 miles of roads, open space, multiple buildings and a complete CDPHE regulated water & sanitation system. That District's infrastructure was failing because of many years of inadequate maintenance, finances were weak because of questionable contract management, CDPHE was investigating sewage spills and the risk from wild-fires was serious due to overgrown, slash filled open space forests. We turned that District around, by controlling costs, maintaining and selectively replacing sections of failed roads, constructing a water main pipeline (involved CDPHE approval and an intergovernmental agreement) to a neighboring District for wild-fire water sharing, repairing and upgrading the water & sewer system and with the financial help of a State matching grant, mitigating overgrown forests in the District's open space to reduce wild-fire risk. Meanwhile we made sure that water and sewer fees were collected, roads were plowed, buildings were cared for, landscaping was maintained and property owner problems were promptly resolved. We also added remote monitoring of water & sewer components and we

implemented automated water meter reading to reduce labor costs and help detect water leaks and customer usage issues.

Overview of Proposed Management Services:

Board Meetings:

For each Board meeting, Colorado District Management and Operations (“CDMO”) will facilitate successful and productive meetings in coordination with Roxborough Village’s Legal and Financial Consultants:

- Prior to each Board meeting, we will prepare and send electronically to each Director a Board Packet containing the meeting agenda, draft minutes from previous Board meetings, financial statements, claims with invoices, legal documents as needed, vendor proposals and contracts if any and a Manager’s report of recent events and issues.
- Before each Board meeting, we will post the legally required public notices on the District’s website and we will help file the legally required reports with higher level governmental bodies.
- After each Board meeting, we will, in coordination with the District’s legal counsel, prepare draft minutes of the meeting for board approval at a subsequent Board meeting.

Project Administration:

Colorado District Management and Operations will attend all Project meetings and will regularly report on each project’s status to Roxborough Village’s Board of Directors. We will solicit bids, handle bid processing, monitor schedules, in consultation with the project engineers resolve issues; review progress payments for Board approval and keep the Board fully informed.

Financial Management:

Colorado District Management and Operations will receive invoices and after our review and verification, forward them to Roxborough Village’s accountants for processing. In conjunction with Roxborough Village’s accountants, CDMO will route checks to the Board for approval, signature and then return them to the accountant’s for payment.

In coordination with Roxborough Village’s Accountants, Colorado District Management and Operations will manage the preparation and processing of the annual budget including obtaining Board approval after discussion, holding the required public Budget hearing and in conjunction with legal counsel filing the budget as required by Colorado and Douglas County laws and regulations.

In coordination with Roxborough Village's accountants, Colorado District Management and Operations will monitor and discuss with the Board expenditures and budgetary performance.

In support of Roxborough Village's accountants, we will work with the District's outside auditor to facilitate a timely, accurate and cost-effective audit process.

Management:

Colorado District Management and Operations will oversee all aspects of the District's operations in accordance with the Board's desires and policies. As needed, we will find vendors, negotiate terms and with Board approval and the assistance of legal counsel prepare contracts for Board approval. We will monitor all contracts including specific work order documents. We will also help prepare and manage bid solicitation in accordance with Colorado law and the Board's instructions.

We will:

- Obtain Board approval and appropriations on an annual basis for multi-year renewable contracts.
- Collect up-to-date vendor insurance certificates
- Verify vendor compliance with illegal alien laws and regulations,
- Receive and review vendor invoices prior to submitting them to your accountants for processing.
- Answer vendor questions and monitor vendor performance.
- Regularly visit the District to conduct onsite inspections.

Communications:

Colorado District Management and Operations office is open weekdays from 8:30 AM to 5:00 PM. All email, text and voice mail communications will be promptly responded to within one business day. A dedicated email address and phone number will be established and routed to CDMO's offices. After hours emergencies will be covered by a 24/7 answering service.

We will keep the Board fully informed about the District's communications with residents & vendors and keep the Board posted on any developing needs.

Website:

Colorado District Management and Operations has technical experience in developing and maintaining websites on a variety of platforms. CDMO will keep Roxborough Village's website up to date including the timely posting of legally required notices such as meeting notices and Call for Board Nominations and with the Board's approval will post additional District documents and information.

Records Management:

We will keep and maintain the District's records and handle Colorado Open Records Act (CORA) requests. With the Board's permission, we would like to

digitize any existing District paper records to reduce costs while improving access to District records and insuring their preservation. Digital records will be backed up to a nationally recognized, secure public server such as DropBox and all digital records will be fully accessible to the Board.

Some Districts post on their website documents such as the District's Service Plan, the Declarations, Board meeting Agendas and Minutes, the District's Annual and Election Resolution, CORA rules, the Annual Budget, Audit Reports and the Quarterly Financial Statements. Posting documents on the District's website provides additional preservation security and offers transparency to the residents and others. What is posted on the website is, of course, the Board's decision.

Insurance:

We will periodically review the District's insurance policies with the SDA Pool to insure appropriate coverage. We will also as needed handle the filing of claims.

Statutory Compliance:

We will handle statutory compliance in conjunction with the District's legal counsel.

Elections:

In coordination with the Roxborough Village's legal counsel, we will manage all aspects the election process to insure a smooth, fair and legal process.

Point-By-Point Response to RFP Requirements:

We will provide all of the serves specified in your RFP as we do for our other Districts.

1. Board Meetings:

For each Board meeting,

- a. We will prepare and post the meeting Notice and Agenda in coordination with the Board's direction and in compliance with Colorado law.
- b. We will prepare and email to Board members and key staff a packet that includes (i) draft minutes of previous Board meetings for the Board's consideration and approval; (ii) financial statements & materials prepared by the District's accountant; (iv) invoices for claims due; and a (v) Manager's report that reviews in some detail District activities and needs. The Manager's report will also include supporting documentation such as photos, bid/contract status information and vendor proposals.
- c. After each meeting, we will prepare draft meeting minutes for review and approval at a subsequent Board meeting.

d. We will also follow up on any Board decisions and directives.

2. Record Keeping:

- a. We have an extensive, active list of vendors that we can use to take care of Roxborough Village Metropolitan District's needs. We are continually expanding this vendor list as new needs and vendors appear and we are happy to use your existing vendors.
- b. We are highly organized and we will track all tasks, the responsible individuals and deadlines.
- c. For all projects, we will keep track of their status and utilize GANT scheduling to insure that projects stay on schedule and are completed on time.
- d. We will securely maintain all District files. We prefer to digitize all files and to back them up to a secure web-based service such as Microsoft "OneDrive", DropBox or Google Drive. We also prefer to post selected public documents on the Roxborough Village Metropolitan District's website. With well organized files, we will promptly respond to any CORA requests.

3. Communications:

- a. We recommend having a dedicated phone number at our offices so that we can answer with Roxborough Village Metropolitan District's name and outbound calls will have your caller id. This also avoids resident and vendor confusion should there ever be a change of District management.
- b. We also recommend having a Roxbury Village District manager email address for clarity with residents and vendors and for future continuity of communications.
- c. We will provide 24/7 answering and paging services to enable a prompt response to emergencies.
- d. We have created District websites. We prefer to use the Colorado's SIPA website service (<https://cms.colorado.gov/all-colorado-content-management-solution-sites>) because of its built in security but we have also created and maintained websites using WordPress. We are technically strong.
- e. Phone calls are normally answered and our system records and notifies us by email of any missed calls. We will respond to all missed communications within 24 hours and we will provide Board members and key vendors with our cell phone numbers. We will include communications tracking in the above mentioned Manager's Report.
- f. We are experienced in liaising and coordinating with other government agencies. We have handled issues with higher level government bodies, negotiated intergovernmental agreements with nearby Metropolitan Districts and successfully applied for governmental grants.

4. Contract Administration:
 - a. We have a strict protocol for vendors that has been developed with other District's outside counsels. This can be modified as desired by Roxborough Village Metropolitan District's legal counsel. Our current vendor contract structure covers such topics as (i) insurance coverage; (ii) certification regarding illegal aliens; (iii) specification of work with schedule and (iv) compensation. No contract will be issued without clear Board authorization will include limits on cost.
 - b. We routinely keep a list of each active vendor's insurance coverage and will not pay invoices when a vendor's insurance coverage lapses.
 - c. We are experienced with contract bidding and recently in coordination with the District's legal, accounting, and engineers, completed - over several years - bidding, managing and successfully completing a \$1 million plus, multi-year construction project. We served as the District's representative and actively participated in regular progress meetings and made onsite inspections.
5. Document Administration:
 - a. We will work with the Board and others on the continuing revision of the District's Rules and Regulations.
 - b. If requested, we will contract for a vendor to obtain area photographic maps of the District and to create framed maps.
 - c. As needed, we will administer all legal documents relating to the District's facilities. We have done so at the Aurora recreational Metro District.
6. Accounts Payable Services
 - a. We will receive, review and send all invoices to the District's accountants for payment after Board approval. We will manage any issues that may arise with regard to the prompt payment of invoices.
7. Managing C.R.S. § 8-17.5-102(2)(a)(I) & (II) Issues.

As discussed in response 4-a above, we have a contracting and administration protocol to prevent any use of unlawful employees, contractors or subcontractors both during and after the contracting process.
8. Confidentiality. Our contracts with Special Districts all have a Confidentiality clause that we always comply with.
9. Termination of Services: Our contracts with Special Districts always have either a 30 day or 60 day mutual written notice clause in accordance with each District's wishes.

Price Quotation:

Colorado District Management and Operations does not believe in charging for such minor costs as paper and envelopes. Other expenses such as postage and outside printing services are charged on an actual cost basis without markup. Our goal is to make our services predictable and affordable.

Hourly Rate for Services:

| <u>Title</u> | <u>Name</u> | <u>Hourly Rate</u> |
|--|--------------|--------------------|
| Principal | Edward Laves | \$165.00 |
| Administrator(s) | Mary Laves | \$80.00 |
| Other Staff | | To Be Determined |
| Travel Time per hour – outside of regular meetings | | \$50.00 |

Notes:

1. CDMO will monthly invoice Roxborough Village Metropolitan District for services rendered and reimbursable expenses incurred.
2. CDMO will charge at *actual* cost for District related expenditures for postage, copy services and other unique expenditures.
3. CDMO will invoice Roxborough Village Metropolitan District at *actual* cost for any Board approved purchases and expenditures made on the District's behalf.
4. This quotation does not include any new and unexpected assignments undertaken at the Board's request beyond those listed in the RFP.
5. This quote includes CDMO's cost of all necessary CDMO insurance coverage.

Proposal respectfully submitted by:

Edward (Ted) Laves
Principal

Date

Attachments:

- Resumes
- References

EDWARD W. LAVES

EXPERIENCE

Colorado District Management & Operations Golden, CO
Colorado Association Management & Operations 2012-2022

Principal

Providing superior and personalized client services with detailed, systematic management to reduce costs and improve outcomes.

NEWSFLEX, INC. Golden, CO

Founder and CEO

NewsFlex developed a folding cellular phone with large screen and long battery life.

COMPUTER & COMMUNICATIONS TECHNOLOGIES, Inc. (CCT) Englewood, CO

President and CEO of CCT and CTO of Japan Communications, Inc.

CCT was the US, product development subsidiary of Japan Communications, Inc., a young Japanese company traded on the Osaka stock exchange. Developed technology that enabled major corporations to enjoy low cost, enhanced communications and high security wireless data communications over both cellular and Wi-Fi.

CELL-ROVER Oak Park, IL

Founder, and President

Cell-Rover provided a low cost, automated system to provide near real-time quality of service monitoring for major cellular operators.

ILLINOIS SUPERCONDUCTOR Corp. Mt. Prospect, IL

Chairman, President and Chief Executive Officer

Executive Vice President and Chief Operating Officer

Illinois Superconductor, a NASDAQ National Exchange Corporation, designed, manufactured and marketed cellular base station filters that increased cellular capacity by up to 70% while extending coverage by up to 30%.

MOTOROLA, Inc. Schaumburg, IL

CELLULAR INFRASTRUCTURE GROUP

General Manager, Japan Cellular Infrastructure Division (Tokyo)

Established Motorola as the leading provider of cellular systems in Japan and generated almost 10% of Motorola Corporation's profits.

COMMUNICATIONS SECTOR

Founder and General Manager of CoveragePLUS™

Invented and developed as a skunk-works CoveragePlus™, which became the basis of the Nextel cellular system. Achieved high margin sales of \$50 million in the first nine months of sales.

Manager, Strategic Planning

Oversaw the strategic analysis of business opportunities for Motorola's walkie-talkie business, which generated 1/3rd of Motorola's revenues. Spearheading shifting distribution to independent distributors.

THE BOSTON CONSULTING GROUP CHICAGO, IL

Consultant

Returned Kraft Parkay in Canada to profitability, identified alerted major building products company to competitive threat from Indonesia and developed distribution strategy for Mitsubishi Motors new US factory in Illinois.

UNIVERSITY OF ILLINOIS, CHICAGO CHICAGO, IL

Assistant Professor

EDUCATION

UNIVERSITY OF CHICAGO, BOOTH GRADUATE SCHOOL OF BUSINESS CHICAGO, IL

Masters of Business Administration

Concentration in finance. Extensive coursework in Economics. Dean's List

UNIVERSITY OF CHICAGO CHICAGO, IL

Ph.D.

CORNELL UNIVERSITY ITHACA, N.Y

BA

MARY T. LAVES

EXPERIENCE

Colorado District Management & Operations Golden, CO
Colorado Association Management & Operations 2015-2022
Providing administrative support in management of properties.

MATHEMATICS TUTORING SERVICES Golden, CO
Founder and Tutor
Tutor students in high school mathematics

DENVER PUBLIC SCHOOLS Denver, CO
Peer Evaluator
Evaluated and provided support to teachers to improve pedagogy.

Mathematics Teacher
Taught subjects from Algebra 1 to Pre-Calculus at George Washington High School

MORTON EAST HIGH SCHOOL Cicero, IL
Mathematics Teacher
Taught mathematics as a member of a team

OAK PARK RIVER FOREST HIGH SCHOOL Oak Park, IL
Mathematics Tutor
Tutored mathematics as a member of a team in the school's tutoring center.

EDUCATION

UNIVERSITY OF CHICAGO, GRADUATE SCHOOL OF BUSINESS CHICAGO, IL
Master of Business Administration
Concentration in finance and accounting. Dean's List. Honorary Society: Beta Gamma Sigma

NORTHWESTERN UNIVERSITY, SCHOOL OF EDUCATION EVANSTON, IL
Master of Arts in Teaching
Concentration in elementary and secondary education.

UNIVERSITY OF CHICAGO, The College CHICAGO, IL
Bachelor of Arts with Honors
History

References:

Juliet Uhlott
Board President
Harris Park Metropolitan District
Cell: 814-441-8591
Email: julietg@gmail.com
Important: Please email or text before phoning.

Tom Napp
Former Board Member
Forest Hills Metropolitan District
Cell: 720-203-0730\
Email: tomnapp@comcast.net

Thom Cook
Vice President Bolt Factory Lofts Owners Association
Cell: 303-887-6879
Email: thom.cook@mcclurehill.com



COMMUNITY RESOURCE SERVICES OF COLORADO, LLC
The Offices at the Promenade East Building
7995 East Prentice Avenue, Suite 103E, Greenwood Village, CO 80111
(303) 381-4960 - (303) 381-4961 Fax - www.crsocolorado.com

August 14, 2022

Ms. Anna Jones, District Manager
Via Email: Anna.Jones@clacconnect.com

RE: PROPOSAL FOR PROFESSIONAL MANAGEMENT, PAYROLL AND ACCOUNTING SERVICES

Dear Ms. Jones:

Community Resource Services of Colorado, LLC (“CRS”) appreciates the opportunity to submit this response to the request for proposal for the Roxborough Village Metropolitan District for cost-effective management, payroll and accounting services.

CRS has been in existence since 2005. Our team consists of highly skilled and experienced professionals. CRS is focused on efficient and effective management strategies, including being proactive in the services we provide and providing strong customer service and communication with the Board and community. Please visit our website at www.crsocolorado.com for additional company information.

PROPOSAL/SCOPE OF SERVICE

EXECUTIVE SUMMARY

Community Resource Services of Colorado, LLC, is a Colorado Limited Liability Company in good standing, and is located at 7995 East Prentice Avenue, Suite 103E, Greenwood Village, CO 80111. In addition to the CRS Executive Team of Joel Meggers and Sue Blair, CRS consists of five district managers, seven financial managers, eight district administrators/assistant managers.

The CRS Team brings together a diverse group of individuals who have a wide array of public and private sector experience to serve the differing needs of each client. Our staff can furnish all the personnel and services needed for district management, accounting, utility billing, and field work supervision (if necessary).

The CRS Team understands that effective communication and positive intergovernmental and community relations are critical to the success and stability of your district. The CRS Team provides qualified staff to assist you in the development of newsletters and stands ready to update the District’s website as needed so that your constituents have the latest information available to them at their fingertips.

At CRS, we understand that each district has unique needs and requirements. Our experienced management team will work closely with the District’s many experienced consultants and governmental entities to maintain open communications with the District team through periodic meetings and field visits as needed. As your management team, we will strive to keep the Board

updated as it relates to major initiatives. We will proactively manage all contractors and consultants by providing clear concise direction. We will bring creative well thought out solutions to your most vexing issues. We will provide a full accounting of our staff's time and highlight key accomplishments so that the Board can clearly communicate with constituents as to how their taxes, fees, and rates are being spent.

CRS has put in place a team that we believe is uniquely qualified to help lead the District in the accomplishment of key initiatives. The team that CRS has assembled to provide management, administrative and accounting services in response to this request has over 75 years of local government experience – 100 years of Executive District and Municipal Management.

CRS works with both residential and developer boards. We've been involved in long term development and phased infrastructure project delivery over the years with many clients, working with many special district attorneys, engineers, auditors, maintenance contractors, etc.

CRS Team Managers who would be assigned to the District:

Joel Meggers
CRS President -- MPA, MURP

Background Summary

Joel Meggers has been involved with special districts and metropolitan districts since 1998, and urban renewal authorities and municipal governments since 1993. Joel compliments CRS with a solid foundation of education and experience in local government; he holds a Masters of Urban and Regional Planning and a Masters of Public Administration from the University of Colorado.

Joel's proven record of success includes positions such as Executive Director of the Colorado Public Infrastructure Authority, Deputy City Manager, Director of Utilities and Public Works, Director of Community Services, Budget Analyst, Advance Planner, Current Planner, and Management Analyst. He is also an expert in the areas of water, sewer, and stormwater utility operations, management and planning; operations and maintenance and capital improvement budgets and projections; goal-setting and long-range planning.

Joel has earned several honors from the Denver Regional Council of Governments Local Government Innovation Awards Program and is a certified member of the American Institute of Certified Planners (A.I.C.P.). Joel brings both extensive experience and education to the management of special districts and local governments.

Joel's Career Experience Highlights in Finance and Accounting include:

- ✓ Managed debt assessment, bond issuance, infrastructure financing and planning, revenue and cost sharing agreements.
- ✓ Issued, refinanced, restructured and managed over an estimated \$500 million in bonds that funded various transportation, water right and utility projects with over 50 different governmental entities - that include districts, cities and urban renewal authorities.
- ✓ Coordinated the structuring and management of several sales and property tax increment financing projects.
- ✓ Played a leadership role in short & long term financial planning and cost/benefit analysis.

- ✓ Extensive experience in audit preparation, budgets, budget amendments, monthly financials statements, and billing operations for over 50 different governmental entities - that include districts, cities and urban renewal authorities.

Joel's Career Experience Highlights in Water Rights, Water, Wastewater and Stormwater include:

- ✓ Led a Cooperative Regional Water Supply Development transaction that included over 5,000 acre-feet of water and pipeline capacity assets valued at over \$50 million. The project involved a water conservancy district and sub-district, and four cities and towns. The project received **First Place Honors, 2003 Local Government Innovation Awards Program category of Cooperative Service Delivery by DRCOG.**
- ✓ Formulated and implemented a multi-phased plan that improved the efficiency and effectiveness of several districts, urban renewal authority and Town. **Honorable Mention Winner, 2002 Local Government Innovation Awards Program category of Productivity Improvement by DRCOG.**
- ✓ Led a Cost-effective Watershed Approach to Stream Health (WASH) to enhance and improve water quality through stormwater management with four neighboring cities and one county. The partnership received **Third Place Honors, 2004 Local Government Innovation Awards Program category of Cooperative Service Delivery**
- ✓ Extensive experience in the planning, construction and maintenance, and management of water and wastewater treatment plants, drainage projects, storage tanks, reservoirs, and distribution and collection systems.

Joel's Career Experience Highlights in Land Use Management and Planning include:

- ✓ Assisted with the financial management, planning and development of the Urban Renewal Authority Area – 91-acre commercial development that includes \$21.5 million in public improvements and \$12 million in interchange improvements.
- ✓ Project lead in several comprehensive plan rewrites and amendments.
- ✓ Extensive experience in both current and long range planning as a former Current and Advanced planner. He has managed the development process for various residential and commercial developments.

Joel's Career Experience Highlights in Transportation include:

- ✓ Led a \$12 million Interchange/Transit Improvement with RTD, CDOT, FHWA, DRCOG, and local governments that was funded by both Federal and Local revenues.
- ✓ Committee member for the following corridor studies: NW Pkwy, US36, North I-25, Arapahoe Road. He played a key role with the US36 TMO to pursue federal funding and EIS development.
- ✓ Extensive experience in managing engineers and planners in the areas of traffic modeling, traffic studies, warranting traffic signal, traffic calming and traffic systems management analysis.
- ✓ Supervised and directed the maintenance services of asphalt and concrete repair, striping, signs and traffic signals, and snow and ice operations.

Past Positions Held

- ✓ District Manager, Executive Director of the Colorado Public Infrastructure Authority, Deputy Manager, Director of Utilities and Public Works, Director of Community Services, Budget Analyst, Advance Planner, City Planner and Management Analyst.

Education

- ✓ Masters of Urban and Regional Planning (MURP), Graduate School of Architecture and Planning. University of Colorado at Denver.
- ✓ Masters of Public Administration (MPA), Graduate School of Public Affairs. University of Colorado at Denver.
- ✓ Bachelor of Arts Degree in Economics (BA), Western State College, Gunnison, Colorado

MARCOS PACHECO

Senior Manager

Marcos has extensive operational experience having worked for a Fortune 500 construction company for over 10 years, while also serving as a Wheat Ridge firefighter simultaneously. During this time, he was exposed to the intricate processes of the special district world. Marcos started part-time at CRS in 2008 assisting with special district elections. In 2017, Marcos shifted to a full-time position with CRS, serving as a Senior Manager for many of our clients. Marcos has successfully managed water and sanitation districts and metropolitan districts. In addition to his management role, Marcos has served as an Assistant DEO for elections with more than a quarter million electors. Marcos' diverse background has helped him grow into a trusted member of the CRS team where he brings new perspectives and ideas to our clients.

Marcos' Career Highlights Include:

- Provided leadership to a Denver construction operation that remained injury-free during his time with the company.
- Provided regional leadership to a team of 1,400 employees.
- Successfully co-managed elections with more than a quarter million eligible electors
- Served as a Wheat Ridge firefighter
- Assisted with securing SRF loans for water and sanitation and metropolitan district clients.
- Successfully obtained CARES ACT funding for several CRS clients
- Preparation of annual budgets, supervision of employees, SDA Leadership Academy graduate, Water For Colorado graduate

MAT BIRKENESS

Community Manager

A regarded manager with over 5 years' experience in international hospitality, regulatory oversight, work force management, account management, and customer experience. Mat has evolved into Special District Management and Community Management under the guidance of CRS.

Mat has a proven record of improving customer experience, building upon a book of business and utilizing creative solutions to increase the business bottom line.

PHYLLIS BROWN, CPA

Director of Finance

Phyllis has an extensive background providing over 30 years of experience in accounting, financial and SEC reporting, and auditing for small to large size private and publicly held businesses.

Included in her areas of expertise are financial accounting and reporting, technical accounting research, peer review, internal control, process redesign and efficiency and an in-depth knowledge of GAAP, FASB, GASB and SEC standards. She is a member of the AICPA and the Colorado Society of CPAs. Phyllis has received awards for both excellence in technical achievement and growth of professional staff.

Phyllis received her Bachelor of Science degree in Accounting from California State University, Long Beach, CA.

DISTRICT MANAGEMENT, PAYROLL AND ACCOUNTING SERVICES

The CRS staff can provide the services outlined in the District's Requests for Proposal for management, payroll and accounting services. CRS can begin providing said services to the District effective September 1, 2022 pending a timely transition of District's records and critical information.

COMPENSATION

CRS bills on a time and materials basis in accordance with the following rate sheet:

CRS 2022 RATE SHEET

District Management & Administration:

| | |
|--|-------------------|
| Director & Managers | \$130.00-\$250.00 |
| Assistant Managers & Admin. Coordinators | \$ 95.00-\$175.00 |
| Administrative Support Personnel | \$ 65.00-\$125.00 |

Finance & Accounting:

| | |
|--------------------------------------|-------------------|
| Director and Managers | \$130.00-\$250.00 |
| Assistant Accountants & Coordinators | \$ 90.00-\$175.00 |
| Accounting Administration | \$ 65.00-\$125.00 |

Additional Expenses:

Direct non-salary expenses incurred, identifiable and not applicable to general overhead, will be charged at actual invoice cost. Photocopies will be charged at the cost of \$0.15 per page for black and white; color copies will be charged at the cost of \$0.25 per page.

Please let me know if you have any questions. We would welcome the opportunity to meet to review our proposal in detail.

Very truly yours,



Sue Blair
CEO

CLIENT REFERENCES

Tom Waterman, President
Fossil Ridge Metropolitan District No. 1
703.625.7555

Milton B. "Butch" Gabrielski, President
Meridian Ranch Metropolitan District
719-491-1829

EJ Olbright, President
Willow Brook Metropolitan District
970-376-4200

John A. Forney, President
Cherry Creek Village Water District
720-394-1237

*Additional References are available upon request.

August 16, 2022

Roxborough Village Metropolitan District
Mathew Hart, Board President
Anna Jones, District Manager
8390 E. Crescent Parkway, Suite 300
Greenwood Village, CO 80111

Dear Anna and Mathew,

Thank you for the opportunity to submit a proposal to work with Roxborough Metropolitan District. Over the last 21 years, Gemsbok has worked with various special districts in a variety of areas including budgeting processes, 10-year modeling, organization of accounting structures for easy and accurate reporting, basic bookkeeping, payroll, human resources, and benefit management.

One of Gemsbok's passions is to support districts to operate more like a business with key performance indicators, an appropriate level of transparency and a clear understanding of the key levers that impact their financial stability. These pieces provide critical insight and data needed when communicating with the voting population about mil levy increases or rate changes that may be needed.

Attached is a proposal that outlines the services to be provided, history of the firm, key personnel who would work on the account and our current rates. Our team brings a wide breadth of experience and knowledge, and our goal is to be flexible with the district's needs and expand as necessary to support additional one-time projects and related tasks.

Please reach out to me with any questions regarding the proposal or our work.

Best,

A handwritten signature in black ink, appearing to read 'CG', with a long horizontal flourish extending to the right.

Christina Griggs, CEO
Gemsbok Consulting, Inc.



Roxborough Village Metropolitan District

Purpose

Gembok Consulting, Inc. can provide a wide range of services to the Roxborough Village Metropolitan District (RVMD) with its team of professionals who bring extensive knowledge of accounting and Special Districts. This proposal is focused on general accounting, payroll, budgeting, and auditing needs of the District. Below is a detailed outline of the work to be provided by the Gembok team.

Work to Be Provided & Associated Costs

For the first three months of the engagement, work would be billed on an hourly basis. After that period, a flat monthly fee will be discussed based on the overall general course of the work. The two options for a flat fee are one that includes the budgeting and audit work (if required) and one that is only for the normal monthly accounting services with the additional annual work (budgeting and auditing) billed hourly when the work is needed.

Based on the general outline of work provided and the work Gembok does with other Special Districts, the estimated monthly fee would range between \$1,100 and \$1,600 per month. However, this can fluctuate up or down and would be **based on the current state of the District's books and the volume of transactions** per month.

First Three Months

Kickoff

At the beginning of the engagement, the CEO, and the assigned Gembok team members, would hold a kickoff call with the appropriate members of the District to learn about specific reporting needs, obstacles the District has faced and the overall desired expectations of the engagement. During this meeting, the Gembok team will be listening **to the District's needs** in order to make recommendations on reporting, key performance metrics and work processes. This meeting would also allow the members of the Gembok team to get to know **the District's members** and ask general questions around the expectations of the Board.

Financial Review & Workflow

The first month is focused on learning about all the various aspects of the District. This includes reviewing current year budgets, audits, bond documents and other key district documents. The Gembok team reviews existing accounting processes to ensure that workflows are smooth and allow for timely reporting. Gembok also keeps an eye out for opportunities to improve procedures throughout the engagement. In addition, the Gembok team reviews the financial statements within the books with the most recently completed audit or financial statements to ensure they are accurate. If discrepancies are found, the Gembok team will notify the District leadership and resolve all errors.

During the first month, overall communication is higher as the Gembok team asks questions **and ensures it's clear on the District's needs and desired** workflow.

Month Two & Three

During this time, the Gemsbok team and the District are finding the cadence of communication, reporting and overall flow of work. This is also when the Gemsbok team will start to make recommendations on reporting, performance metrics and other best practices based on their experience with other special districts and organizations.

By the end of the third month, the Gemsbok team typically has a solid cadence established for communication, reporting and bookkeeping. Items that can delay establishing a smooth workflow and reporting include significant errors on the financial statements, payroll tax errors that go back beyond 2 quarters, and difficulty gaining access to payroll accounts, banking, credit card and loan documentation needed for successful bookkeeping and financial reporting.

Month 4 and After

Ideally, the engagement moves into a flat monthly rate with established processes for reporting, budgeting, payroll, and the general accounting needs of the District. An outline of the monthly work is provided below.

Monthly Bookkeeping & Payroll

- Bookkeeping
 - Accounts Payable: recording and payment of expenses
 - Accounts Receivable: recording and depositing of income
 - Bank, investment, credit card and loan account reconciliations
 - Annual 1099s and other reporting
- Payroll
 - Processing payroll and submitting direct deposits
 - Payment of all payroll taxes
 - Creation of all payroll tax returns
 - Annual W-2s
- Financial Statement Review
 - Review of the books and the financial statement monthly to ensure accuracy
- Monthly Reporting
 - Executive Summary of prior month's **activities**
 - Budget to Actual reporting
 - Key Performance Indicators (KPI) and associated graphics
 - Cash activity and overall cash position

- Other reporting as requested by the Board or recommended by Gemsbok

Budgeting

- Review of prior year and current year expenses
- Current year financial projections
- Preparation of preliminary budget for upcoming fiscal year
- Finalization of budget and submissions to DOLA
- Budget recorded in accounting system for ease of reporting

Annual Financial Close and Statements

- Officially close out the financial statements for the fiscal year and verify that all numbers reported are accurate. This includes:
 - Capital assets
 - Payroll taxes
 - Ending balances for all assets and liabilities
 - Taxes receivable
 - Fund Balances
- Audit documents are gathered and ready when needed by the auditor. This includes all supporting documents such as bank statements, county tax statements, attorney invoices, capital asset transitions and other key supporting statements.
- Review of the preliminary audit and entry of any adjusting journal entries.
- Preparation of the Management Discussion and Analysis (MD&A)

Other Work

Typically, this work is billed hourly when it is needed.

- Documentation of Accounting Practices
- Human Resource Documents
- Interactive financial model to see the impact of various district decisions and their long-term potential impact.

Overall, the Gemsbok's team objective is to adapt to the needs of the District and to support them in whatever capacity is needed. This can include expanding to modeling and forecasting beyond the next fiscal year to understand the impact of numerous factors such as changes to a mil levy, billing fees, the Colorado



residential assessment rate, assessed values and many other factors that can **impact a district's future financial stability.**

Hourly Rates:

Bookkeeping: \$65 / Hour

Controller: \$135 / Hour

CEO | Sr. Consultant: \$235 / Hour

Company Overview

Gemsbok Consulting, Inc. is a Colorado based management consulting company founded in 2001. Gemsbok specializes in working with governmental organizations supporting financial, operational, and human resource functions. We provide a unique approach to evaluating and implementing a broad range of solutions from CFO-level strategies to operational structures, to staffing, to basic bookkeeping; while managing how each relates to one another, ensuring that the *whole system* achieves the organization's goals. **Utilizing Gemsbok's** engineered solutions, clients have saved, in a single 12-month period, in excess of half a million dollars and reduced administrative function costs by over 50%. **Gemsbok's** engagements have also reduced the time leaders spend gathering information by nearly half, while improving the quality of the information, thus leading to more responsive and informed decision making. In addition to excellent technical solutions, the entire Gemsbok team has completed extensive leadership training in conflict resolution and organizational change management, thus enabling Gemsbok to help lead organizations in implementing sustainable tools, structures, programs, and operations.

Over the past 21 years Gemsbok Consulting has had the privilege of supporting many government organizations in Colorado. Projects have included:

- Analyzing the cost of Fire-Based Emergency Medical Services (EMS) and determining how to present the information to the public,
- Writing job descriptions and standard operating procedures,
- Developing key performance indicators for special districts to ensure programs are effective and cost efficient,
- Increasing administrative function efficiencies (reducing staffing requirements)
- Implementing zero-based, detailed budgeting processes,
- Instituting long-term comprehensive capital replacement schedules,
- Installing streamlined wastewater billing system,
- Updating pension documents **to reduce the Board's fiduciary risk while increasing the staff's investment options,**
- Conducting comprehensive operating cost analyses for water and sanitation districts,



- Developing consistent, concise, and professional monthly financial reports for Boards of Directors, and
- Preparing comprehensive, long-term district service plans for strategic planning and forecasting, while also increasing the success of obtaining grants and increasing operating mil levies.

Team

RVMD's team would include:

CEO and Founder of Gembok Consulting, Christina Griggs

Director of Client Services, Rebekah Ormord

Bookkeeper, Melissa Christopher

Christina Griggs, CEO

Christina has been working closely with special districts for the past 21 years. Her extensive experience includes creating budgeting tools, providing 10-year modeling to help forecast district financial needs and setting up payroll that aligns with the nuances of shift work and tax exemptions. She has supported many districts in the audit process to ensure accurate reporting and alignment with the **Board's needs** and expectations.

Location: Evergreen, CO

Rebekah Ormord, Direct of Client Services

Rebekah has been supporting organizations with thorough accounting oversight and insightful skills to help improve workflow and procedures for more than 15 years. For the past 2 years, she has been working closely with several special districts supporting them with payroll, account review and board reporting. Rebekah also has extensive bookkeeping and payroll expertise.

Location: Thornton, CO

Melissa Christopher, Bookkeeper

Melissa joined the Gembok team in 2022 and has thorough attention to detail and is a proficient bookkeeper. She has experience working with many different sizes and types of businesses and is an outstanding communicator.

Location: Parker, CO

References

Gembok Consulting has worked with numerous special districts over the **past 21 years. Below are two of Gembok's active special districts.**



Colorado River Fire Protection District

Chief Leif Sackett, Fire Chief - Leif.Sackett@Crfr.us

PJ Tilman, Administrative Director - PJ.Tillman@Crfr.us

Gemsbok Consulting was initially engaged to create a 10-year modeling tool for the district. After the completion of this project, the Gemsbok team has worked closely with CRFR to update the chart of accounts, correct how payroll was being posted and prepare the monthly Board reporting. The team has recently started a new project of creating department budget tools that will be integrated into the 10-year model.

Pleasant View Metropolitan District

Adrian Waller, Board President - AdrianCWaller@outlook.com

Gemsbok Consulting has been working with PVMD since 2010 and the work over the years has adapted with changes to the staffing at the district. Currently the Gemsbok team is responsible for processing payroll for employees, volunteer firefighters and board members, reconciling all bank and credit card accounts, processing benefit payments, filing payroll tax returns, submitting contributions for retirement accounts, preparing monthly board reporting, preparing quarterly and annual government tax forms, preparing annual 1099s and W-2s, and supporting the District with the budgeting and audit process.

Availability

Gemsbok could be available to start the engagement as early as September 12, 2022. If the 2023 budget will need to be prepared, a September 12 start would be critical to meet various budget deadlines.



SDMS

**Special District
Management
Services, Inc.**

Professional Services Proposal Prepared for
Roxborough Village Metropolitan District
August 15, 2022



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Special District Management Services, Inc.

141 Union Boulevard, Suite 150
Lakewood, CO 80228-1898
303-987-0835 • Fax: 303-987-2032
www.sdmsi.com

August 15, 2022

VIA EMAIL TRANSMISSION

Roxborough Village Metropolitan District
via e-mail Anna.Jones@claconnect.com

Re: Proposal for Professional Services

Dear Board of Directors:

Thank you for offering Special District Management Services, Inc. (“SDMS”) the opportunity to provide a proposal for District Management for Roxborough Village Metropolitan District (the “District”).

In 2022, SDMS celebrated its 35rd anniversary of providing management, accounting, and operational services for local governments in the State of Colorado. We assume the day-to-day responsibility of operating the local government, manage all outside contractors and consultants, and support the Board of Directors with experienced and sound policy recommendations.

SDMS staff has many years of experience delivering the services important to SDMS clients. We are comprised of the best staff in our industry with over seventy-five years of combined experience in the management, accounting, and operations of Colorado Local Governments. We are presently providing services to over one-hundred and fifty special districts and authorities, ranging in size from a handful of residents to several thousand. Each entity is unique and requires a specialized set of services. Our staff has a wealth of knowledge and the expertise necessary to provide you with an accurate and detailed work product. Peggy Ripko will be the dedicated contact and primary District Manager for the District. Ms. Ripko has been working in property management for almost 20 years and has been working with SDMS for close to 5 years.

It is our commitment to the District to provide unequalled service with the highest ethical standards, expert knowledge, accuracy and efficiency at the most reasonable price. Our commitment to our clients is unmatched in the industry. Attached is general information regarding our firm and our qualifications. If you have any questions, please contact me at (303) 987-0835.

Sincerely,

Christel Gemski
Executive Vice-President

GENERAL INFORMATION

Founded in 1987 by Deborah McCoy, Special District Management Services, Inc. (“SDMS”) is among Colorado’s most respected special district and local government management firms. We pride ourselves in meeting the specific needs of each of our clients in the most cost-effective manner possible.

Prompt, personal attention to detail, while providing the highest quality service at the lowest possible price, is the hallmark of SDMS. SDMS takes pride in our seamless continuity of service when working with governing boards, staff, business representatives or homeowners. Our approach is to roll up our sleeves and pay attention to the unique needs of every client. Our managers don’t stamp out cookie-cutter solutions; they pay special attention to the details to find the right solution for every situation.

SDMS has four distinct divisions within our company: a District Management and Administration Division, an Accounting Division, a Community Management/HOA Division and an Operations and Field Services Division.

Below is a summary of the services we offer:

District Management / Administrative Services: SDMS is staffed by experienced professional managers who take care of day-to-day administrative details on behalf of our clients. All of our managers regularly participate in educational opportunities provided by the Special District Association and often provide educational opportunities to others in our industry through presentations offered by the Special District Association. With the recent demand for District governance of covenant controlled communities, SDMS is taking the initiative (although not required in the industry) to obtain licensure for its managers as is currently required of homeowners association managers.

Based upon client needs, and when directed by the client, SDMS recommends and will implement initiatives to address specific needs. Examples of such initiatives include community communications (e.g., newsletters, websites, public meetings), meeting procedures to maximize efficient use of Board member time and involvement of community representatives, cost-saving measures, etc.

Depending on a particular client's needs and desires, SDMS management and administrative responsibilities include activities such as the following:

- Ensure compliance with statutory filings with state, county and local entities as required;
- Respond to inquiries made by government officials, property owners, consultants and residents;
- Maintain all District records, which must be available for public inspection during regular business hours;
- Coordinate and attend board meetings;
- Draft minutes and agendas; Manage and coordinate services of consultants and staff; Perform regular and special election services.
- Manage public outreach information such as news letters or websites
- Perform covenant enforcement and field services
- Provide Accounting, accounts payable and billing services
- **Board Meetings and Elections:** SDMS coordinates board meetings, prepares and distributes meeting agendas and information, and prepares and files all meeting notices as required by law. Our staff attends board meetings, records the minutes, and makes sure they are distributed in a timely manner. In addition, SDMS will act as your election official to ensure all legal requirements are met according to Colorado's Uniform Election Code.

Custodian of District Records: SDMS will act as the official custodian of the District's records utilizing Microsoft Office, Adobe Pro and Microsoft Outlook. SDMS maintains a secure data system with daily backup of all District information and records.

Accounting, Financial Reporting and Fiduciary Responsibility: Our Accountants work closely with the District Managers to ensure that financial information provided is accurate, comprehensive and reported in a timely manner. They prepare regularly scheduled financial reports so Managers and Board Members can monitor "planned vs. actual" financial status and make informed decisions. Additionally, our accounting team will prepare special purpose reports, as needed, to allow for more detailed monitoring of matters such as construction contract status.

SDMS maintains tight control over resources, keeps cash properly invested, and issues detailed reports. We also provide professional advice during the annual budget planning cycle and preparation of budget documents, including budgeting for debt service requirements, tracking TABOR impacts, and will prepare supplementary budgets if needed. SDMS coordinates with auditors for timely completion and filing of annual audits required by state law.

From developing pro-forma operating budgets and long-range forecasts, to reporting for continuing disclosure compliance for bonded debt, SDMS provides support for safeguarding the financial health of the Districts.

Special Assessment Fees: SDMS coordinates the collection of fees, rates, tolls, and charges such as sewer and water tap fees, system development fees, and bills for fee collection. SDMS also issues certificates upon payment, coordinates with local entities and monitors development to ensure prompt payment when due.

Operations, Field and Construction Management Services: SDMS helps the Board run their communities efficiently and economically through its Operations and Field Services staff. The Operations and Field Services Division performs work, or manages the work of Board-retained contractors, and ensures that all work is completed on schedule and in accordance with covenants, conditions, restrictions, rules and regulations, as determined by the Board. Examples of Operations and Field Services support include the following:

- Covenant and architectural inspections and enforcement;
- Project management and contractor oversight;
- Customer relations;
- Meter reading and billing services;
- Field locates of underground utilities;
- On-site review of improvements for compliance;
- Operation and maintenance budgeting.

We expertly manage and monitor construction projects to ensure the legal public bidding process is followed, including bid publication, final payment remittance, and insurance and bond requirement follow-up. SDMS also tracks actual vs. budgeted costs on a project-by-project and contract-by-contract basis to allow its clients to proactively manage projects.

Property Management and Community Management Services: SDMS provides community management services in accordance with each community's governing documents, and will consult with each Board on covenant development and enforcement procedures as necessary. Detailed and customized reports are provided as frequently as desired. SDMS will proactively monitor the property and all of the District's amenities to ensure that it is being maintained to the level desired by the Board. When appropriate, SDMS will employ the use of GIS-based software systems for tracking, reporting and monitoring covenant enforcement activities and common area maintenance.

We understand that unique staffing arrangements may sometimes be necessary to obtain a desired level of service. SDMS will consult with each client and propose a carefully tailored solution depending on the needs of the community. Our staff will work with all of the District's contractors to ensure that the District is not wasting time or money.

In short, SDMS manages the day to day operations of the District.

THE SDMS APPROACH

SDMS is proposing to offer its management services to act as the District's Manager to include accounting and property management services. By selecting SDMS, the Board is ensuring that every aspect of the District's business will be performed in the most professional and cost-effective manner possible.

While each of our clients is subject to the same Colorado Statutes, each client also has its own unique needs and objectives. Therefore, SDMS tailors its services to address each client's unique objectives and needs with the same efficiency, vigor and attention to detail as it applies to managing each client's statutory compliance requirements.

SDMS strives to exceed the expectations of our clients by ensuring that every aspect of the District is managed in the most professional manner. Our commitment to providing exceptional customer service, maintain accurate and detailed records, and provide cost-effective management is unmatched in our industry.

MANAGEMENT SERVICES – SCOPE OF WORK

Administrative Management

- Coordinate and attend all Board Meetings; draft agendas, minutes, and meeting notices; post in accordance with Colorado law.
- Attend study sessions, executive sessions and special meetings of the Board as requested.
- Maintain a business location and 24-hour availability for emergencies via answering service.
- Maintain the District's records in accordance with State laws and statutes which affect the District.
- Perform statutory filings with the various state, county and local entities as required.
- Assist the Board in the administration of District elections; serve as the Designated Election Official for the same.
- Track action items and keep a detailed history of events related to action items assigned to all contractors, consultants and Board members.
- Attend public forums as may be requested by the Board.
- Resolve property owner concerns as they pertain to the District.
- Coordinate with General Counsel.
- Ensure timely compliance with all statutory filings.
- Facilitate appropriate communication between the District and the property owners.
- Review and monitor insurance coverage, evaluate risks and monitor coverages required for contractors.
- File insurance claims and monitor status of reimbursements.

- Distribute District information to new property owners.
- Manage, administer, and enforce policies, rules, and regulations adopted by the Board.
- Act as liaison to the other local governmental entities, associations, developers and builders within the community.
- Upon request of the Board, prepare requests for proposals, solicit, evaluate and present bids for services required.
- Maintain the District website (if established).
- Webpage design and maintenance.
- Other duties as may be required or requested by the Board.

Financial Management

- Prepare reports to track and project costs associated with annual landscaping and beautification.
- Prepare periodic financial statements.
- Monitor expenditures to preclude exceeding appropriated (budgeted) expenditures.
- Assist auditor in performing the annual audit, to accomplish timely completion and filing.
- Maintain accounting books and supporting records, including:
 - Cash Receipts Journal.
 - Cash Disbursements Journal.
 - General Ledger.
- Accounts Receivable Journals and Ledgers. Prepare all deposits; prepare disbursements for approval (coding invoices; cutting and disbursing checks).
- Coordinate the preparation of disbursements for approval.

- Prepare or assist in the annual budget preparation (including preparation of all budget documents).
- Prepare or assist in the preparation of supplementary budgets and accompanying documents, if required.
- Manage collections process coordinating with general counsel.

Field Services

Oversee contracts and contractors providing service for:

- Landscaping maintenance and upgrades.
- Snow removal.
- Pet waste stations.
- Pest control services.
- Repairs and maintenance for specific projects.
- Process work orders for routine maintenance and repairs.
- Perform site inspections as necessary to ensure the facilities are being properly maintained.
- Upon request of the Board, prepare requests for proposals, solicit, evaluate and present bids for services required in connection with the facilities.
- Oversee and follow up on all projects. Maintain communication with vendors providing services for the facilities.
- Keep an inventory of the district property.
- Validate work completed by contractors.
- Provide professional locating services for the Districts non-potable system.

- Other duties as may be required or requested by the Board.

District Community Management Services

- Review and assist in the development of District Covenants, Rules and Regulations and/or Design Guidelines.
- Create start-up Operations and Maintenance budgets, and make recommendations for potential District fees.
- Work with District legal counsel to ensure all governing documents and associated fees abide by applicable laws and statutes.
- Enforce Covenants, Rules and Regulations and/or Design Guidelines.
- Inspections conducted 17 times per year as outline above, and the resulting administrative tasks (violation letters, etc.).
- Develop, coordinate, and process Design and/or Architectural Review Requests.
- Facilitate Design and/or Architectural Review Committee Meetings.
- Resolve customer and property owner concerns.
- Create and distribute Board Reports as needed, and attend and present information at Board meetings.
- Communicate with community members, customers, vendors, and contractors.
- Develop and distribute Welcome Packets and Community Newsletters.
- Generate and ensure delivery of homeowner Notices.
- Assist the Board in the development of community special events.
- Develop and monitor the District community website, and provide online billing options.

- Conduct Covenant, Design and/or Architectural inspections on a weekly, biweekly, monthly or quarterly basis as required.
- Perform on-site review of Improvements for compliance.
- Generate and maintain resident tracking sheets and inspection reports.
- Follow-up on inspection Violations by noting, generating, and delivering Courtesy and/or Violation Notices.
- Take and record photographic documentation as needed.

Billing and Collection Services provide billing and collection services for a water distribution system, including:

- Post/print/mail billing statements.
- Receive/record/deposit receipts.
- Follow-up on delinquent accounts.
- Communicate with customers and vendors.
- General reports for the Board.
- Certification of delinquent accounts.
- Set up and utilization of online bill pay features.
- Other duties as may be required or requested by the Board.

RATES

SDMS has incorporated a blended rate structure for management/administrative and accounting services of \$148.00 per hour, regardless of the task performed. District Community Management Services are billed at \$100.00 per hour; field technician services are billed at \$80.00 per hour and utility billing services are billed at \$70.00 per hour. Logically, the client prefers to see limited involvement by higher rate staff and a greater utilization of lower rate staff. We believe a blended rate structure fosters a “team” approach, allowing for greater hands-on knowledge of the client, utilizing an amalgam of staff expertise.

SDMS tracks all time spent on the District in increments of 0.1 hours. All amounts billed to the District will be for actual time spent. Incidental, out-of-pocket expenses, such as postage, facsimiles, printing, etc. are billed as detailed on the attached Cost Detail and Rate Structure Table. No purchases will be made without the approval of the Board of Directors and receipts for such purchases will be provided with the monthly billing.

For performance of services as set forth above, the Company’s fees are billed monthly. The current rates at the time of execution of this Agreement are outlined below.

The following services are billed on a Time & Materials basis:

1. Administrative Management
2. Accounting Matters
3. Operations Matters
4. Billing & Collections
5. Field Services

REFERENCES

Arista Metropolitan District
Joseph L. Zepeda
joe@wienscapital.com
303-460-8800

STC MD Nos. 1 - 3
Jim Brzostowicz – President
jim@civilresources.com
303-833-1416 x 203

Denargo Market MD Nos. 1, 2 & 3
Donald D. Cabrera
Don.Cabrera@rtd-denver.com
303-513-5808

Prairie Star Metro District No. 1-2
Scott Sarbaugh – President
scott@PrairieStarColorado.com
(303) 443-3939

REPRESENTATIVE CLIENTS AND CONFLICTS

Although SDMS is unaware of any professional relationships that would constitute a conflict in providing management services to the District; we would like to disclose that we work closely with the following legal firms who represent the various districts we manage:

Collins Cockrel Cole, PC

Duncan Ostrander Dingess, PC

McGeady Becher, PC

Robinson Waters & O’Dorisio, PC

Spencer Fane, LLP

White Bear Ankele Tanaka & Waldron, PC

Icenogle, Seaver Pogue, P.C.

APPENDIX – COST DETAIL AND RATE STRUCTURE

Supplies and Materials

| | Per | Cost |
|-------------------------|-----------|---------|
| Copies, Black and White | each \$ | 0.20 |
| Copies, Color | each \$ | 0.69 |
| Fax | page \$ | 0.20 |
| Mileage | mile \$ | 0.58 |
| Postage | each | at cost |
| Supplies | each | at cost |
| Digitizing of Records | hourly \$ | 148.00 |

A one-time fee of \$500.00 is requested to set up the District's files.

**PROPOSAL TO PROVIDE GENERAL MANAGEMENT
& ADMINISTRATIVE SERVICES FOR**

ROXBOROUGH VILLAGE METROPOLITIAN DISTRICT



Timberline Consulting, LLC

Introduction

Timberline Consulting, LLC is pleased to submit a proposal to provide general management and administrative services to Roxborough Village Metropolitan District (“Roxborough” or the “District”). Established in 2007, Timberline Consulting, LLC has provided general management and consulting services to public and private entities including the Towns of Minturn and De Beque, the Colorado Department of Transportation and the Minturn Community Fund as well as a variety of land development projects in Colorado, Wyoming and Washington.

Principal

Management and administrative services for the District will be provided by Timberline Consulting, LLC’s principal, Guy Patterson. Mr. Patterson is an International City/County Managers Association Credentialed Manager with over 25 years of government, non-profit and policy experience in Colorado. When not providing consulting services through Timberline, Mr. Patterson has served as the chief administrative officer for the Colorado towns of Red Cliff, Timnath and Salida and the director of administration for Lake County, CO. In his career Mr. Patterson has had direct administrative authority over budgets in excess of \$20 million and staffs exceeding 100 FTE.

Mr. Patterson has extensive experience in all aspects of governmental management including:

- RFPs, contract negotiation and consultant management
- Budgeting and audits
- Accounts payable
- Agency referrals
- Website administration
- Intergovernmental relations
- Water and wastewater issues
- Colorado Sunshine Law
- Long-term planning and Capital Improvement Plans
- Constituent services
- Community outreach and public relations

Most recently, Mr. Patterson served as the Town Manager for Hudson, CO. Situated 30 miles from downtown Denver, at the junction of State Highway 52 and Interstate 76, Hudson is commonly considered the next community in the Denver/Metro area to experience rapid growth. He had direct administrative authority over 28 FTE and a \$12.5 million budget. Among numerous successes at Hudson was the design and installation of a \$ 1.5 million broadband middle-mile backbone owned by the Town which will serve 99% of the current addresses. During his tenure he increased the reserve funds for the Town from \$3 million to \$12 million.

Mr. Patterson sits on the advisory board for So-Core Ltd. This company partners with businesses and governments to address social, economic and environmental needs in an effort to promote and benefit from environmentally sustainable practices and robust corporate responsibility. As well, he serves on the Colorado Intergovernmental Risk Sharing Agency (CIRSA) Member Advisory Council. Mr. Patterson has served on various boards and commissions including the Eagle County Regional Transportation Board of Directors and was vice chair of the Avon, CO Planning & Zoning Commission.

Conflicts

Timberline Consulting, LLC has no conflicts of interest with the District. Should we be retained by the District, we would not undertake any new client whose interests conflicted with those of the District.

Client Services

Timberline Consulting, LLC will provide all services detailed in the District's Request for Proposal for Management Services issued August 2, 2022.

Timing

Timberline Consulting, LLC is well aware of the timing constraints for the transfer of management services and is fully prepared to make the transition as smooth and quick as possible.

Cost Proposal

Timberline Consulting, LLC understands the end result of professional and ethical management of District services is the enhanced health, safety and welfare of the citizens and their property.

Since 2020, The District has budgeted on average nearly \$185,000 annually for management services represented in both the general and capital funds. Billing has been on an hourly basis and has varied substantially between months. A review of annual budgets indicates that these line items consistently exceed appropriated amounts.

Timberline Consulting, LLC proposes a different model. Instead of hourly billing, we propose a flat fee for all services rendered. This will make budgeting and billing simpler and more predictable for the District. The District will have one point of contact for services. It will have one person who will become an expert in the needs of the Board and their constituents with one phone number and one email address.

Timberline Consulting, LLC proposes a flat fee of **\$14,000** per month for provision of services detailed in the District's RFP. Any other costs outside of the scope of the RFP (for example, attending conferences on behalf of the District, new or expanded services, filing fees, etc) will be with prior approval of the District Board of Directors and billed at cost.

References

Maria Chavez

Former Council Member, Town of Hudson, CO
mariachavez.abc@gmail.com
303-472-3016

Steve Nguyen

Principal, Clear Water Solutions (Water Resources and Planning Consultants)
steve@clearwatercolorado.com
970-223-3706

Lorraine H. Trotter

Managing Partner, Professional Management Solutions (Municipal and Special District Financial Consultants)
lhtrotter@professionalmanagementsolutions.com
303-910-9197

Jay Hirokawa

Former Chief of Police, Town of Hudson, CO
Jsh8541@msn.com
303-910-1825

Daniel Mattson

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Contact

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970-343-0979

**THE FOLLOWING ARE POST PACKET ITEMS:
ITEMS THAT WERE DISTRIBUTED AT THE MEETING
AND NOT IN THE ORIGINAL PACKET**

