



## **RIVER VALLEY RANCH**

### **RVRMA EXECUTIVE BOARD MEETING Wednesday, Jan. 22, 2025 Ranch House Conference Room & Zoom**

#### **Executive Board of Directors**

Michael Banbury, President  
John Lund, Vice President  
Todd Richmond, Co-Treasurer  
Carl Hostetter, Co-Treasurer  
Ben Johnston, Secretary  
RJ Spurrier, Director  
Sherry Stripling, Director

#### **Management Attendees**

Ashley Lynch, General Manager  
James Maguire, Controller  
Jessica Hennessy, Director of Design Review & Admin.  
Services  
Ali Royer, Director of Programming & Community  
Engagement  
Travis Green, Facilities & Grounds Superintendent

#### **I. Call to Order- Establish Quorum**

#### **II. Approval of Minutes**

- Approval of Meeting Minutes of the RVRMA Executive Board Meeting held on Wednesday, Dec. 11, 2024.

#### **III. Public Comment**

- Comments in public comment are for agenda items only.

#### **IV. Month End Financial Review – James Maguire**

#### **V. Management Update**

- General Manager Report- Ashley Lynch
- Programming & Community Engagement Report- Ali Royer
- DRC Report- Jessica Hennessy
- Finance Report- James Maguire
- Facilities & Grounds Report- Travis Green

**VI. Old Business**

- Ranch House Renovation Update (*info.*)

**VII. New Business**

- Reallocation of Funds for Old Town, Settlement and RVRMA to Reserve (*decision*)
- OTAC New Members (*decision*)

**VIII. Adjourn**



## RIVER VALLEY RANCH

**RVRMA EXECUTIVE BOARD MEETING**  
**Wednesday, Dec. 11, 2024, at 5:30 p.m.**  
**Ranch House Conference Room & Zoom**  
**DRAFT MINUTES**

### **Executive Board of Directors**

Michael Banbury, President (*Via Zoom*)  
John Lund, Vice President  
Todd Richmond, Co-Treasurer  
Carl Hostetter, Co-Treasurer  
Ben Johnston, Secretary  
RJ Spurrier, Director  
Sherry Stripling, Director

### **Management Attendees**

Ashley Lynch, General Manager  
James Maguire, Controller  
Jessica Hennessy, Director of Design Review & Admin.  
Services  
Ali Royer, Director of Programming & Community  
Engagement (*Absent*)  
Travis Green, Facilities & Grounds Superintendent

### **Homeowner Attendees:**

#### **Via Zoom:**

Richard Rogers  
John Krousouloudis  
Marlene Maddalone

### **I. Call to Order- Establish Quorum**

- RVRMA Vice President, John Lund, called the meeting to order at 5:30 p.m. A quorum was established.

### **II. Approval of Minutes**

**MOTION:** Todd Richmond and Carl Hostetter, Co-Treasurers, motioned and seconded the approval of meeting minutes of the RVRMA Executive Board Meeting held on Wednesday, Nov. 13, 2024. The motion passed.

### **III. Public Comment**

- John Krousouloudis commented that he was grateful for the ice melt on the sidewalks on his sidewalk section of the neighborhood. Ashley gave credit to Travis Green and his team for making that happen.

#### IV. Month End Financial Review

James Maguire shared a financial presentation that highlighted the budget versus actual, the reserve account and the special assessment renovation project funds.

James started with a high-level view of November. It was shared that everything was fairly in line with the budget. Income has a slight surplus of \$1,427 mostly due to a rebate from the Co-op in town and some additional irrigation assessments coming online as more houses are built. Expenses were on target, coming in only \$602 below the budget of \$178,000. This nets out on the bottom line to a \$988 surplus for the month.

James then shared that the year-to-date budget versus actual was the same as November. Income is still running over by almost \$53,000. Cogs are over by almost \$16,000 and expenses are over by only \$13,000. This leaves the bottom line with a year-to-date surplus of \$23,511 with one month to go in the year. We have been forecasting about \$20,000 -\$25,000 for a year-end surplus and still expect to hit that target.

Next James went into more detail on the income year-to-date. DRC income is the same as last month, being almost \$29,000 over budget. Our largest expense, personnel costs, are right on target with the budget with only a \$7,000 variance out of a \$1.377 million budget. James then highlighted the numbers in black where we have spent over budget, is DRC expenses which is proportional to the excess income, Admin & Finance, which is mostly due to insurance and IT expenses, Grounds which is mostly from increased tree maintenance, and Ranch House Expenses which was from new towels and chairs.

A special assessment update was then shared. We currently still have two homeowners who have not paid the first installment of the assessment. The combined amount past due is \$5,500. We are currently working with our attorney to collect payment or get them on a payment plan.

James ended the presentation with an accrual basis snapshot of our reserve account with the special assessment renovation project split out from the main reserve account. The beginning balance in the capital reserve account was \$2.895 million with \$68,786 in funding and \$22,359 in spending on architectural, survey and design fees for the reserve portion of the project. The ending balance of the capital reserve account was \$2.942 million. As far as the special assessment, the beginning balance was \$3.047 million and \$68,846 was spent on architectural, survey and design fees. That leaves an ending balance of \$2.978.154 in the special assessment fund. Combined, the total amount in reserves is \$5,920,405.

## V. Management Update

- **General Manager Report- Ashley Lynch**

Ashley briefly mentioned that two seats on the Old Town Advisory Committee expiring in 2025. At this time there are no applications to fill those seats. Ashley added that this year's holiday party was great.

- **Programming & Community Engagement Report- Ali Royer**
- **DRC Report- Jessica Hennessy**
- **Finance Report- James Maguire**
- **Facilities & Grounds Report- Travis Green**

## VI. Old Business

- **Ranch House Renovation Update**

Ashley gave a synopsis of the renovation project and where they are in the project. He commented that revised pricing was received by RA Nelson on November 15 and we requested some deletes from the initial pricing round. A meeting was also held with the design advisory group.

Currently, the reserve is a bit over spent and there are some big questions on that side of things. The pool work came in very high but there is only one bidder for that at this time (for a cost estimate), and it was much higher than the reserve study. RA Nelson was asked to find more options for the pool work contractor.

On the special assessment side we are flat on what we budgeted. This includes the contingency and the cost escalation allowance.

Ashley went on to say that he and James have rebuilt the reserve study over the past two days with a tool called "You Plan It" which is tied to the reserve study. The tool has allowed Ashley and James to play with all the components inside the reserve study. It has produced information that is not quite ready to be shared. More work will be done before it can be discussed and shared.

Ben Johnston, Board Secretary, asked what the main purpose of the exercise was. Ashley remarked that as an example, we have received one round of pricing back from RA Nelson, but a question they are asking themselves is what happens if we plug that into the reserve study and what does that mean? What percentage funded would we come out of the renovation at and how quickly would we rebound from that?

It was asked if the bar would still be revamped with an outdoor element as

part of the project. Ashley mentioned that the architects had a hard time with that piece. The redesign of the bar got complicated from a design perspective. The outdoor section of the bar was eliminated. Ultimately, the bar renovation was dialed back. There is still money for a new bar top and for all new FF&E underneath the bar. Tap beer is up in the air.

It was also mentioned that the east addition has probably been the most material item that has changed since the original plan. Although it's uncertain if that will stand in the future.

There was also discussion about the mailroom structure. The new mail room will be substantially bigger and package lockers will double.

A timeline for the project was shared. Ashley said that he believes they are on schedule and planning for the bulk of the work between Labor Day and Memorial Day. If we remain on track through the design phases we should have a permit somewhere around mid-summer.

- **2025 Budget Ratification**

Ashley went over the final numbers for the community vote for the 2025 budget.

**121 homeowners voted in total**  
**111 voted yes**  
**10 voted no**

According to the governing documents, two-thirds of RVR's property owners would have to vote no to reject the budget to curtail it from going into effect on 1/1/2025. With the numbers received from the vote, that means the budget will go into effect on January 1, 2025.

## **VII. New Business**

- There was no new business.

## **VIII. Adjourn**

**MOTION:** Sherry Stripling and Ben Johnston motioned and seconded to adjourn the meeting. The meeting adjourned at 5:55p.m.

## **IX. Executive Session**

- Staff Wage Discussion



January 22, 2024

## General Manager's Report

### Governance/Operations:

- We continue to work on items concerning the execution of the Ranch House renovation plan. Please refer to the renovation update in the board packet.
- We are in the process of entertaining new vendors for our website management/hosting. A big thanks to Laura Hansson (former RVRMA Board Member) for her assistance in this process.
- We are planning our annual RH closure to perform routine cleaning and maintenance from 2/18 to 2/25.

### Staffing

- We have hired a Member Services Supervisor to assist us as Ali and Rachel leave for maternity leave. Sarah Gager will begin training on Monday 1/20. Please give her a warm welcome. You will see her in the Ranch House at the front desk as she learns the ropes. Sarah will be working at the front desk while also acting in a supervisor capacity to lead that team while also assisting with various administrative tasks from event planning to member services.

### Sub-Associations & Neighborhoods

- **The Boundary** – the community had a meeting on Jan 16 at 3pm.
- **Crystal Bluffs** –
  - The community had an annual meeting on Dec 5<sup>th</sup>. Their budget was approved for 2025.
  - A meeting is scheduled at Silver Mountains Property's offices on 2/26/25.
  - A fire assessment was recently done via the Carbondale Fire Department.
- **The Fairways**– No updates
- **The Settlement**--
- **Old Town and Settlement** –
  - Emails with information have gone out to all homeowners who will be painted/stained in 2025
  - We have 3 applicants for the board to consider to fill two vacancies on OTAC
- **Thompson Corner**
  - No updates

**Fitness**

Members are enjoying our new Pilates instructor, Lauren. We tried a couple of pop up in-person qigong sessions in January to gauge interest. Most fitness classes are close to full. Please see below for the most recent fitness schedule.



Day	Time	Location	Class	Instructor
<b>Monday 1/20</b>				
	6:00-7:00 AM	Studio	PEAK Fitness	Jace
	8:00 - 9:00 AM	ZOOM	Qigong: Moving Meditation	Cari
	8:00 - 9:00 AM	Studio	Pilates for Everyone	Alexandra
	9:30 - 10:30 AM	Studio	Strong & Stable	Shaylee
<b>Tuesday 1/21</b>				
	8:00 - 9:00 AM	Studio	Gentle Slow Flow Yoga	Anthony
	9:30 - 10:30 AM	Studio	HIIT	Lauren Hinson
	5:30 - 6:30 PM	Lap Pool	Mater Swim	Dave
<b>Wednesday 1/22</b>				
	6:00-7:00 AM	Studio	PEAK Fitness	Jace
	8:00 - 9:00 AM	ZOOM	Qigong: Moving Meditation	Cari
	8:00-9:00 AM	Studio	Cycling + Upper Body Strength	Susan
	11:00 - 12:00 PM	Studio	Gentle Slow Flow Yoga	Shelly
<b>Thursday 1/23</b>				
	7:30 - 8:30 AM	Studio	Vinyasa Flow (moderate)	Shelly
	9:30 - 10:30 AM	Studio	Dynamic Strength	Bonnie
<b>New Class</b>	10:45-11:45 AM	Studio	Pilates Sculpt	Lauren Haimbaugh
	5:30 - 6:30 PM	Lap Pool	Master Swim	Dave
<b>Pop Up Class</b>	6:45-7:45 PM	Studio	Qigong for Better Sleep	Cari
<b>Friday 1/24</b>				
	6:00-7:00 AM	Studio	PEAK Fitness	Jace
	8:00 - 9:00 AM	Studio	Gentle Slow Flow Yoga	Shelly
	9:30 - 10:30 AM	Studio	Cycle + Strength	Shaylee
<b>Saturday 1/25</b>				
	9:00 - 10:00 AM	Studio	Ageless Athlete	John
	10:15 - 11:15 AM	Studio	Bootcamp	Shaylee
<b>Sunday 1/26</b>				
	4:30 - 5:30 PM	Studio	Restore & Renew Yoga	Ellen

**Ranch House Usage – December summary**

1. We had 2,960 check-ins for December (compared to 2,730 check-ins in November, and compared to 2,787 in December 2023)
  - a. 169 were Thompson Corner or ADU members.
  - b. 2,791 were homeowners or transferred members (long-term renters)

**Past & Upcoming Events**

Recent Events

- 12/7 RVR Annual Holiday Event – approximately 200 attendees
- 12/14 Donuts with Santa – 100+ attendees
- 12/17 Artist Meet & Greet Tom Hazard
- 12/18 Kids’ Ballet Holiday Performance
- 12/31 1<sup>st</sup> Annual New Year’s Eve Swim Challenge
- 

Upcoming Events

- 1/18 Apres-Ski Fireside Social with Mt. Sopris Nordic Council
- 1/28 RVR4Good Follow Up Meeting – Next Steps

## **DRC Report, January 2025 - Jessica Hennessy**

The following projects are on the agenda for review by the DRC in January:

- **Lot:** EE11, 860 Perry Ridge | **Review:** Second Preliminary
- **Lot:** EE11, 860 Perry Ridge | **Review:** Final Review
- **Lot:** Q03, 979 Cedar Creek | **Review:** Changes to approved
- **Lot:** FF16, 782 Perry Ridge | **Review:** First Preliminary Review

The DRC also reviewed various miscellaneous design requests that included changes to approved new construction projects.

### **DRC numbers January 2025:**

- There have been **2** Administrative Review Applications processed so far this year.
- There are currently **19** homes in the construction phase (from breaking ground to the final inspection phase/closeout).
- There are **8** applicants in the Preliminary Design Review phase.
- There are **3** applicants finalized by DRC and waiting on permits from the Town of Carbondale.
- There are currently **30** total active DRC files.

### **DRC number comparisons over the years:**

- January 2025 has **30** active DRC Files
- January 2024 had **36** active DRC files
- January 2023 had **45** active DRC files
- January 2022 had **50** active DRC files
- January 2021 had **48** active DRC files

A recent count of lots in the community showed 56 vacant lots in total. However, 20 those are owned by adjacent owners leaving 36 buildable lots at the moment in RVR.

## Financial Report

December 2024

Prepared by James Maguire

### Budget vs Actual

This report summarizes the financial performance for fiscal year ending December 31, 2024.

After having a relatively flat month of December, we ended the year with a \$21,486 surplus which, out of a \$2.56 million budget, is only an 0.8% variance.

Total income for the year was \$2.893M out a budgeted \$2.838M, a surplus of close to \$55K. This surplus consists of \$28K from DRC income, \$12K from tennis lessons, \$11K from irrigation water assessments, and \$6K from memberships. There were no income items significantly under budget. The largest amount under budget was property transfers at -\$3K.

The surplus in income was the key factor in the overall surplus for the year.

Costs of goods sold came in at \$296K out of a budgeted \$279K, a variance of \$18K after rounding. This is not surprising as COGS increases as income increases. The bulk of the \$18K variance came from tennis lesson commissions (\$10K) which are directly related to the increase in tennis lesson income. To a lesser degree, concession costs and group fitness costs also contributed to the variance.

As for expenses, the total for the year was \$2.575M out of a budgeted \$2.560 million, a meager overage of only \$16K after rounding. That means we ended the year within 0.6% of budget for spending. Our largest expense, personnel costs, came within 0.2% of budget with a mere \$4K variance out of a budget of \$1.537M.

The largest line item that was under budget (saved money) was the irrigation costs split with the golf course for the common areas. That was \$13K under budget due to the annual reconciliation that occurred in the beginning of the year.

Natural gas was under budget by almost \$8K which is in contrast to year 2022 when gas prices exploded and we ended \$27K over budget.

Other areas in which we saved money were lawn maintenance (\$6K), BOD expenses (\$5K), plumbing (\$3K), vehicle fuel (\$3K), and office expenses (\$3K) and other areas that were under \$3K each.

As we forecasted, especially in Q4, we saw how we were saving overall and pushed some extra funds to areas that need attention. Last quarter, that area was tree maintenance. We allocated an extra \$14K above budget to tree maintenance to tackle almost all of the outstanding projects we had around the community. Our tree maintenance costs have been exasperated by the ongoing Emerald Ash Borer issue.

The two other line items that were most over budget were Insurance (\$10K) and IT costs (\$9K). We've noticed insurance costs rising by 18% per year as wildfires increase around the country and insurance companies pull out of high-risk areas. And IT costs have increased as we modernize our systems.

But again, when all these overages and shortages balance out, we came in within 0.6% within budget for expenses.

## **Year-end surplus**

As mentioned, RVRMA ended the year with a \$21,486.00 surplus which can be transferred to the reserve account with a vote of the Board.

Old Town ended with a \$1,128.76 surplus and Settlement with a \$1,839.91 deficit. These amounts can also be transferred to their reserves with a vote of Board.

## **Special Assessment**

As reported last month, we had 3 unpaid 1<sup>st</sup> installments for the special assessment. Since then, we have collected 2 in full, and the 3<sup>rd</sup> is on a payment plan. Therefore, we are finished with the collection activity for now. Out of a total of \$3,047,000 total assessment, we have collected \$1,914,147 with \$1,132,853 to be collected as part of the 2<sup>nd</sup> installment due August 1<sup>st</sup> 2025.

As for spending on the renovation project, a total of \$94,293 has been spent so far on survey, engineering, architectural, and preconstruction work. The total project is a little over \$3M. Budgeting for the project has been ongoing as the scope and cost of work comes more into focus with our architectural and construction firms.

## **Reserve Funds**

The beginning RVRMA total reserve fund balance in December was \$5,920,404, of which \$2,942,250 is capital reserve and \$2,978,145 is the special assessment on an accrual basis.

Total reserve income from dues was \$44,320 and interest income was \$16,428.

We spent a total of \$47,688 from reserves, of which \$25,447 was from the special assessment fund and \$22,241 from the capital reserve fund. Both were for the survey, architectural engineering, and preconstruction work mentioned above. We also spent \$11,335 out of the capital reserve for excavation work done at Bowles Gulch.

The total ending balance in the reserve account for year-end 2024 was \$5,933,464, or \$2,980,757 in the capital reserve and \$2,952,707 in the special assessment fund.

## **Conclusion**

I hope the successful conclusion of Fiscal Year 2024 with a 0.8% overall budget to actual accuracy demonstrates the staff and Board's sound financial management and commitment to fiscal responsibility to the homeowners.

For 2025, we were able to reduce the percent increase of dues by close to 50% year over year. This was accomplished while maintaining our commitment to providing essential community services. As we embark on a renovation project this year, we will continue to exercise prudent financial management and navigate towards a course that ensures the long-term success of RVRMA.

**River Valley Ranch Master Association**  
**Profit & Loss Budget Performance**  
**December 2024**

	December	Budget	YTD Actual	YTD Budget	Annual Budget
<b>Income</b>					
Assessments - Operating	187,171	187,275	2,247,093	2,247,300	2,247,300
Memberships	5,219	4,700	88,937	83,000	83,000
Swim & Fitness	1,042	1,000	22,332	20,300	20,300
Tennis	245	0	207,191	197,000	197,000
Homeowner Reimbursable Assessments	10,304	9,000	132,407	123,000	123,000
Other Income	10,995	10,800	195,240	167,800	167,800
<b>Total Income</b>	<b>214,976</b>	<b>212,775</b>	<b>2,893,200</b>	<b>2,838,400</b>	<b>2,838,400</b>
<b>Cost of Goods Sold</b>					
Swim & Fitness	6,400	5,000	75,507	69,700	69,700
Tennis	0	0	172,229	162,750	162,750
Concessions	1,685	300	29,130	26,300	26,300
Credit Card Fees	234	1,000	19,495	20,000	20,000
<b>Total COGS</b>	<b>8,319</b>	<b>6,300</b>	<b>296,361</b>	<b>278,750</b>	<b>278,750</b>
<b>Gross Profit</b>	<b>206,657</b>	<b>206,475</b>	<b>2,596,839</b>	<b>2,559,650</b>	<b>2,559,650</b>
<b>Expense</b>					
Personnel	162,890	159,928	1,533,046	1,536,935	1,536,935
Grounds	4,204	8,570	374,870	370,665	370,665
Irrigation	5,613	6,200	114,105	117,900	117,900
Ranch House Expenses	10,127	11,450	149,448	141,550	141,550
Utilities	12,488	12,663	138,218	144,700	144,700
Administrative	13,165	10,460	135,915	124,800	124,800
Finance	223	200	6,383	6,900	6,900
Design Review Committee	2,650	2,000	39,155	34,000	34,000
RVR Community Expenses	17,417	15,100	84,213	82,200	82,200
<b>Total Expense</b>	<b>228,777</b>	<b>226,571</b>	<b>2,575,353</b>	<b>2,559,650</b>	<b>2,559,650</b>
<b>Net Operating Surplus / Deficit</b>	<b>(22,120)</b>	<b>(20,096)</b>	<b>21,486</b>	<b>0</b>	<b>0</b>

**RVRMA Reserve Activity**  
**December 2024**

	December	Budget	YTD Actual	YTD Budget	Annual Budget
<b>Reserve Income</b>					
Reserve Assessment Income	44,320	44,320	531,840	531,840	531,840
Investment Interest Income	16,428	8,000	128,612	100,000	100,000
<b>Total Reserve Income</b>	<b>60,748</b>	<b>52,320</b>	<b>660,452</b>	<b>631,840</b>	<b>631,840</b>
<b>Reserve Balance December 1</b>	<b>2,942,250</b>	<b>2,978,154</b>	<b>5,920,404</b>		
Income - Reserve Dues & Interest	60,748	0	60,748		
Spending	(22,241)	(25,447)	(47,688)		
<b>Reserve Balance December 31</b>	<b>2,980,757</b>	<b>2,952,707</b>	<b>5,933,464</b>		

# River Valley Ranch Master Association

## Public - Balance Sheet

As of December 31, 2024

### ASSETS

#### Current Assets

##### Checking/Savings

Wells Fargo Operating 148,286

Investment Accounts 5,808,738

Total Checking/Savings 5,957,024

##### Accounts Receivable

Special Assessments A/R 1,144,019

HOA Dues A/R 1,300

Miscellaneous A/R 200

Total Accounts Receivable 1,145,519

##### Other Current Assets

Undeposited Funds 449

Interest Receivable 22,453

Prepaid Expenses 36,180

Inventory 5,235

Total Other Current Assets 64,317

Total Current Assets 7,166,860

Fixed Assets 604,338

**TOTAL ASSETS 7,771,198**

### LIABILITIES & EQUITY

#### Liabilities

##### Current Liabilities

##### Accounts Payable

Accounts Payable - Vendors 52,201

Accounts Payable - Payroll 47,617

Accounts Payable - Payroll Tax 4,838

Accounts Payable - P&D Deposits 922,740

Total Accounts Payable 1,027,396

##### Credit Cards

Wells Fargo Credit Card 7,788

Total Credit Cards 7,788

##### Other Current Liabilities

Interest Payable - P&D Deposits 13,497

Prepaid HOA Dues 10,367

Prepaid Income - DRC Fees 44,962

Sales Tax Payable 141

AVLT Payable 0

Payroll Liabilities 284

Total Other Current Liabilities 69,251

Total Current Liabilities 1,104,435

**Total Liabilities 1,104,435**

#### Equity

Reserves (RVRMA, OT, TS) 6,037,724

Prior Operating Fund 1,058,167

Transfers to from Reserves (604,204)

Retained Earnings 154,302

Net Income 20,774

**Total Equity 6,666,763**

Rounding 0

**TOTAL LIABILITIES & EQUITY 7,771,198**

## **Facilities & Grounds – Travis Green**

I am pleased to provide an update on the recent grounds and facilities activities at River Valley Ranch.

### **Irrigation:**

The team is trying to stay warm in the shop while refurbishing all of the clay valves (The irrigation valves that service the 27 main lines throughout the neighborhood). We will again be attending the Pro Green conference in Denver at the end of the month for continued landscape and irrigation training.

### **Pool Maintenance:**

We are preparing for the deep cleaning of the lap pool and hot tubs during the Ranch House closure. During this time we will also be replacing salt cells and faulty valves in the mechanical room.

### **Snow Removal:**

I am pleased that we are finally getting this much-needed snow and am equally pleased with the quality and promptness of the snow removal services thus far this season.

### **Speeding:**

Please remember to heed the speed and feel free to email me if you feel there is a problem area that is being overlooked.

### **Street Signs:**

We are awaiting the arrival of the replacement street signs for a handful that are missing or faded throughout the community.

Thank you for your attention, and we look forward to updating you on our future endeavors and achievements.

Sincerely,

Travis Green  
Landscape and Facilities Superintendent

## **Ranch House Renovation Updates**

**January 22, 2025**

We have entered the Design Development phase (DD), with a full DD set to be released on Friday 1/17/25. That plan will be used by RA Nelson as they complete another pricing round. This pricing round should be exhaustive (3 to 4 weeks), allowing us to make final decisions to the scope based upon where we stand with our budget.

We held a working session with the RVRMA BOD in late December to discuss details, ensuring that they were versed in project specifics. We have also continued to work on projected financials, completing what is essentially a new reserve study that can give us a clearer picture of our reserve balances over time. We accomplished this by using a software tool (uPlanIt) that came with our last reserve study via Association Reserves. We also completed a spreadsheet that mirrors the uPlanIt Tool, allowing us to change a myriad of details to project future outcomes. As an example, we can change the expected rate of return on our reserve investments in the future, change future funding, and change future expected expenditures to see what implications it might have on reserve balances in years to come. In doing this, we can have more confidence that our reserve balances are sufficient to avoid risks as we move deeper into the contracting phases with RA Nelson.

Concerning the contracting, RA Nelson is currently working under a \$35K maximum pre-construction agreement, upon which we will develop a Guaranteed Maximum Price (GMP). We will not sign a construction contract until we have an agreed upon GMP, with a full list of dated documents upon which sub-contractor bids and all GC costs are based. We are working with our lawyers (a construction law expert) to review all contract language for both the RA Nelson Contract as well as our contract with Land + Shelter. Again, I would like to offer thanks to Marc Margulies for his expertise and assistance through this process.

As we forge through these phases and await another round of pricing we hope to have more detailed designs to share (please see the Dec. 11<sup>th</sup> report below for more details on design).

On a related note, we are beginning preventive maintenance measures on our boilers in an effort to ensure that they can extend their useful life for around 6 more years. We are replacing ignition modules and collecting quotes for other proactive measures to better ensure that they will function until replacement.

## **December 11, 2024**

We held a meeting with the Design Advisory Group (DAG) on December 3<sup>rd</sup> to discuss Schematic Design (SD) prior to entering the Design Development (DD) phase.

We received preliminary pricing from RA Nelson (RAN) on November 15<sup>th</sup>. That pricing caused us to request updates to SD pricing to evaluate alterations to the scope being considered. During the meeting with the DAG we reviewed pricing and made recommendations for drawings that would bring us into Design Development. We continue to work with financials to ensure that we have a full understanding of all costs. To be clear, the design is still in flux and future pricing rounds will allow us to make adjustments as we fine tune details.

From the perspective of the “special assessment portion” of the project, the current design shows us nearly flat with our budget, though as noted earlier this pricing and scope is still very much subject to change.

From the perspective of the reserve portion of the project, we asked the General Contractor (GC) to entertain additional preliminary bids for work on the pool deck/pool plastering, etc. We are awaiting those new estimates to gain confidence in preliminary pricing estimates. Here it should be noted that we are not soliciting bids from sub-contractors at this stage of design. Pricing estimates are being obtained to ensure that we have dependable estimates to guide design decisions.

At this stage, we plan to perform needed maintenance/replacement for all reserve items that were discussed during the course of the Long-Range Planning Committee’s (LRPC) work. A short list of those items include: maintenance building replacement, pool deck replacement, partial window replacements, roof replacement, resurfacing all bodies of water, replace coping and tile work in pools, etc. These are some of the most expensive items to accomplish, particularly those related to the pools/pool decking. Preliminary cost estimates from a local contractor on these items came in high—hence our investigation into alternative preliminary price estimations. There are many other extraneous reserve items that are in our reserve study such as boiler replacement or augmentations to our HVAC system. At this time, we are reviewing all pricing and performing due diligence (as noted in my previous report) to guide a path forward.

Since my last report in November, we have had our boilers inspected and they have received an overall clean bill of health, though there are components that will always be subject to unexpected failure. As we had this work done, we had discussions about maintenance priorities should we retain the current boilers for a longer period of time. Boilers and HVAC work may be part of a longer strategy of planned replacement given the large-scale expense and the anticipated additional life that current components seem to have. Solar is also a consideration, we are obtaining price estimates and ROI projections.

We hope to have a design set to share soon, but I will share some more specific design details of the mailroom, as it’s overall design and dimensions seem to be more stable at this time. I will also elaborate a bit more on the overall design concepts.

### Overall Design:

At this time, the current design is quite similar to what the LRPC recommended. The bar is planned to undergo a full refresh with new equipment, barstools a new bar top, keeping its current rough dimensions. A window will be added, creating a pool view and letting light into the reception area. The front desk will likely be replaced to be more ergonomic and space efficient. Lighting fixtures will be upgraded throughout the main level with all new furniture. The current restroom behind the front desk will be repurposed for refrigeration and dry storage with a utility sink. We will also be adding new modern water fountains that allow water bottles to be refilled. All of this is roughly in keeping with the concepts shared with the community. This is by no means a comprehensive list, but we will share more in the coming months.

The east addition on the other side of the great room fireplace has been drawn slightly larger than what the LRPC had envisioned, adding a storage area and an office area (likely used by the tennis pro). This design was entertained by the DAG under the assumption that added square footage here might be of little cost. It was drawn by the architects to understand if it would be advantageous from a cost perspective. It would eliminate the need for any renovations to the tennis shed (Cristina's office) and storage could be used just off of the Great Room. As we move through design stages, we will need to weigh the usefulness of this space with financial realities. That said, if it is not vetted, we can't make informed decisions.



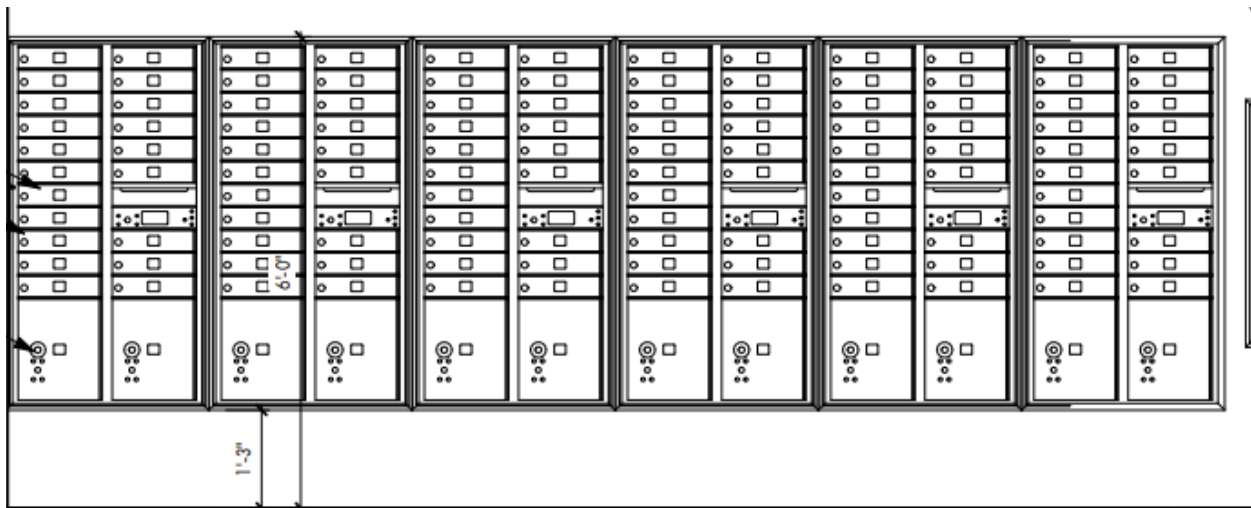
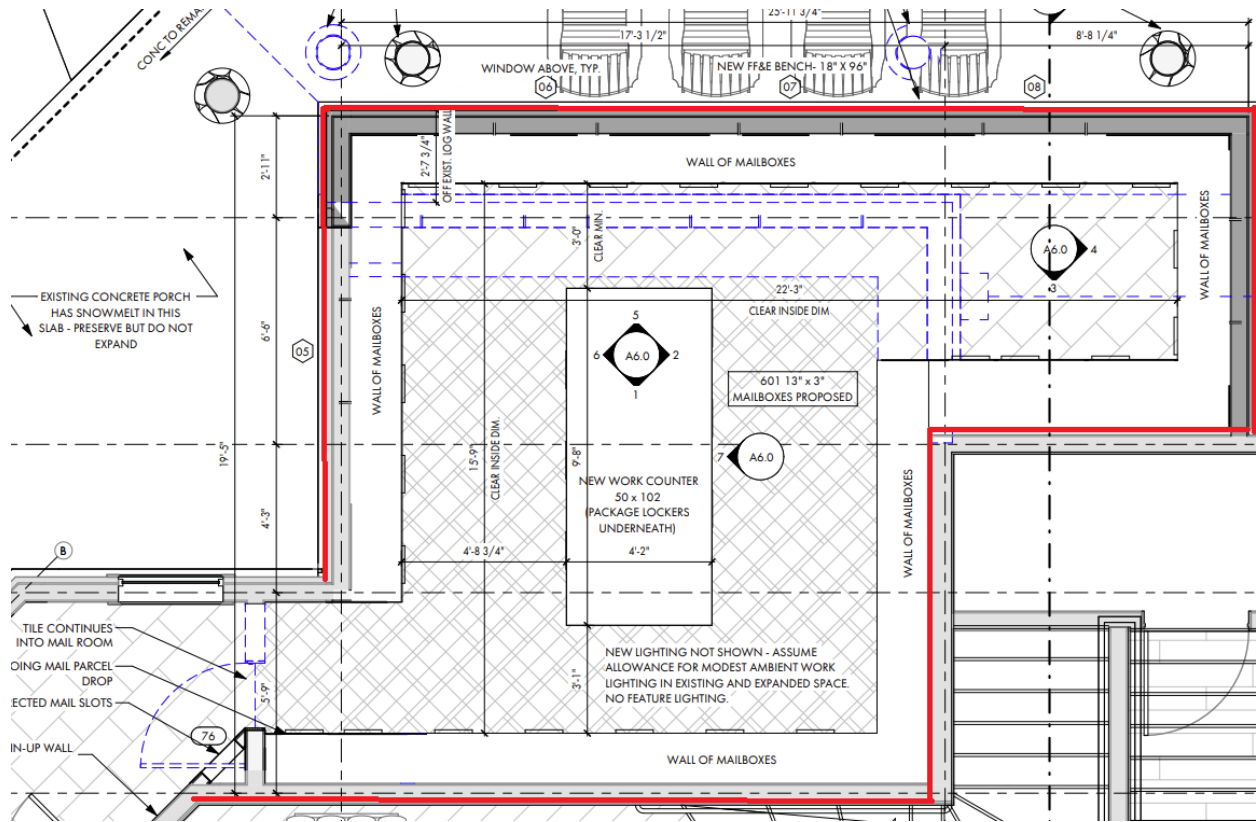
VIEW AT EAST SIDE ADDITION

In terms of the locker room renovation, that scope is still evolving but we do hope to re-tile showers and steam rooms, upgrade all plumbing fixtures and sinks, install all new countertops, paint lockers and add programmable 4-digit locks. The bathroom stalls are also planned to be upgraded with all urinals and toilets to be replaced. Of course we will also repaint to an alternative color scheme.

As noted previously, the plan for the mailroom seems to be more stable. This area is planned to move forward with some small modifications (slightly different than the Long-Range Plan in terms of its shape and design). The photos below illustrate its shape and form, which is more in keeping with the architecture of the existing building. This design allows the expansion to retain its current shed roof form bringing the addition further to the east, creating the shape you see outlined in red below. The current internal door to the mailroom will likely be eliminated to produce additional space and a more open feel (this door is never closed, there is no operational need for it). You may notice that the window below with red dots has slightly changed. This window is in the staircase leading to the boardroom. Under the plan the window transom will remain, but the shed roof form will continue across the current window.

This design would facilitate new mailboxes that are recommended by the USPS and it would allow nearly double the number of parcel lockers (see illustration below). The existing island will also be substantially larger.





From the special assessment side of the remodel, pricing came back roughly in line with expectations, largely thanks to an aggressive contingency that was added to the plan. There is still much work to be done to refine the scope while ensuring that the project comes in on budget. We are in the contractual stages, formulating a contract with the GC that includes a Guaranteed maximum price.

The details of the renovation are in flux, but it is exciting to see things coming together. Preliminary pricing did cause us to reconsider some items, but the majority of cost overruns seem to center on reserve items. As discussed, we need to obtain more information on pricing before navigating forward. That said, the items outlined in the original LRP are a priority to accomplish (see screenshot below).

**Improvements not in the plan to be funded from Reserves**

The site plan shows several buildings and pools. Callouts with photos and cost estimates are as follows:

- Maint. Bldg. Rplacement: \$100,000
- Tennis Shop Refurbish: \$25,000
- Pool Decking Replacement: \$452,500
- Main & Lap Pool Resurface: \$300,000
- Spa Resurface: \$50,000
- Windows Replacement: \$150,000 (Partial)
- Roof Replacement: \$202,730

**Note**  
Cost estimates from Association Reserves Study (May 19, 2023)

RIVER VALLEY RANCH

### **Previous Report from 11/13/2024**

Given that our last board meeting occurred in late October, there are no significant updates. We have been working to ensure that details have been considered to get the most accurate preliminary pricing from RA Nelson.

As we receive that pricing, we will be in a better position to consider a path forward as we progress through the design process. We are also continuing a due diligence process with an HVAC contractor. Conversations related to HVAC are related to reserve expenditures, as opposed to items related to the Special Assessment portion of the project.

As we receive pricing, we want an estimated idea of what an overhaul of the current heating/cooling system of the Ranch House might cost. Our boilers are original to the building. Those boilers ultimately serve to heat the Ranch House and they also have a role in heating the pool via dedicated heat exchangers. The specific projects that we want preliminary cost estimates related to these mechanicals are:

- 1) A full replacement of our cast iron boilers, replacing them with high efficiency boilers
- 2) Transitioning our HVAC system to a variable air volume (VAV) system.
  - a. Our current system uses constant velocity, meaning that air is always circulating (the vents are always blowing air). This system utilizes an ERV (energy recovery Ventilator) which reduces the workload of the air conditioning units.
  - b. While constant velocity is not as efficient as a VAV system would be, it does allow for maximum air exchange in the building, which is useful in a health club setting.

We have an appointment set to have the current boilers inspected. Our HVAC maintenance purveyor will be physically inspecting the inside of the boilers. We hope that this will give us the most accurate indication of remaining useful life.

Boiler upgrades and VAV would have ROI, but they are some of the most expensive items addressed on our reserve study. While they are due for replacement, with funding via our reserve study, there could be enormous cost savings from delaying that project if the current units have a clean bill of health.

The due diligence that we are doing concerning our HVAC system is a good way to understand where we stand on the overall planning for the renovation at this time. The current schematic design sets have been crafted to ensure that we receive pricing, giving us enough information to forge a path forward.

I should also note that due diligence is also being conducted to understand the costs related to solar as we consider the roofing project at the Ranch House.

## **Previous Report from 10/24/2024**

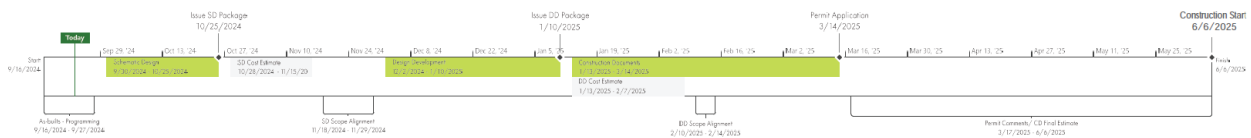
The update that was included in September's Board Report appears below this update. For anyone who is not familiar with what was discussed at the September Board meeting, please refer to that report.

Since that time, a meeting was held with the GC, Architect, and RVR Design Advisory Group (DAG) to discuss early stages of Schematic Design. The conversation largely centered on specific plans for the added square footage to the east of the Great Room, along with specific ideas for a restructuring of the current bar. We also walked the locker rooms to discuss the remodel scope that might be included in the Schematic Design for subsequent pricing. This meeting was helpful to guide us toward a preliminary Schematic Design.

The timeline for design phases is included below, though it might require you to zoom in on the PDF file to read. We hope to conclude SD and have cost estimates provided by the GC by 11/15. This will give us a better understanding of overall costs for both the special assessment portion of the project as well as the portion that would be funded by existing reserves.

As has been discussed previously, from an accounting perspective, we are tracking costs for the reserve portion vs. the assessed portion of the project separately.

Concerning Engineering: Sopris Engineering has been working on a site survey and Bighorn Engineering will soon be engaged to review M&E. A meeting was also held to walk mechanicals with the vendor who maintains our boilers/HVAC, to better understand the current systems.



*Previous Report from 9/25/2024*

During the annual meeting I covered this topic in more detail. This document will further discuss processes that have unfolded since that time.

As noted in that meeting, we have selected RA Nelson (RAN) as a General Contractor. We ultimately decided on them after pursuing 2 other alternatives. RAN offered the best pricing structure via their RFP. They also provided references alongside comparative projects that were very similar in size and scope to our renovations at the Ranch House, inclusive of work on pools/community centers. The references provided were also outstanding. RAN had pre-existing knowledge of our project, having volunteered to assist us during the Long-Range Planning Committee's OPC (opinion of probable cost) phase with the McMahon Group. In this way, they fully understood what we were hoping to accomplish at the Ranch House.

Since that time, we have also selected an Architectural firm. After interviewing other architects, we ultimately decided to work with Land + Shelter (L+S), led by Andrea Korber. L+S is a well-known local architecture and planning firm. They have been involved with Carbondale projects such as: the Carbondale Pool/Rec Center and True Nature. As a long-time local, Andi has family in RVR and has familiarity with both our community, and our facility.

While we have made commitments to both L + S and RAN, our current obligations do not yet extend to the full scope of the renovation project. As we begin the Schematic Design (SD) process, we are working toward a full contract with both firms. As this SD phase comes to a close, we will work with RA Nelson for a preliminary pricing round. That will give us a more detailed idea of costs allocated to specific portions of the scope.

Up to this stage, our internal team has largely consisted of a working group, which is growing over time. I'd like to thank the following homeowners for providing their expertise to consult on the project. As we move through the SD phase, this group will serve a more formal role as a Design Review Team.

- Ashley Lynch (GM)
- Carl Hostetter (Co-Treasurer of the RVRMA Board)
- Marc Margulies (Boundary homeowner and retired Architect & Owners Rep)
- Rob Morey (Owners Rep, Old Town Homeowner)
- Zach Smith (RVR Custom Homes owner, Builder)
- Elizabeth Lozner (Caryatid Structural Engineering, RVR Homeowner)
- Jennifer Dicuollo (DRC Committee Member, Landscape Architect)

The timeline of the project will become clearer as we march through the planning stages, but we hope to accomplish the bulk of project from Labor Day 2025 to Memorial Day 2026. The Architectural phases of the plan leading up to the construction documents and construction administration phases will take some time to complete.

This puts us on track to accomplish the bulk of the improvements in 2025/2026. As a reminder to the community, the full plan, inclusive of financial data, remains available on the RVRMA website. You will find it on the top of the homepage. In that PDF, you will find a detailed accounting of expenditures, projecting those to happen in 2025/2026.

As we move deeper into the planning stages, more comprehensive cost estimates will be forthcoming.

It should be noted that the top priorities for this project remain to be:

- 1) To come in on, or below, budget.
- 2) To minimize disruption to the Ranch House as much as possible, focusing on timeframes outside of the peak summer season.
  - a. It is our goal to keep the facility open to the public to allow use of the building at all times.

Ashley Lynch

GM RVRMA



## **OLD TOWN ADVISORY COMMITTEE CHARTER**

Pursuant to the provisions of Section 3.3 (c) of the Amended and restated Master Declaration of the Protective Covenants for River Valley Ranch, the Executive Board( "Board") shall appoint a committee of Old Town Owners to evaluate the Master Association's performance of the special maintenance and repair obligations described in Section 3.3 (b) as amended in the Second Amendment to the Amended and Restated Master Declaration of Protective Covenants for River Valley Ranch and as stated in the Third Supplemental Declaration to Master Declaration of Protective Covenants for River Valley Ranch.

### **RESPONSIBILITIES**

1. Advise the Board on issues relating to neighborhood concerns, the quality and frequency of maintenance, and the nature, extent of and budget for services provided by RVRMA for Old Town residents.
2. Handle any appeals or hearing the Board my request of the Committee.
3. Create, as needed, task forces to assist with special issues.
4. Plan and attend regularly scheduled neighborhood Old Town Advisory Committee (OTAC) meetings.
5. Elect a "Chairperson" to be the primary contact between the Board and the OTAC
6. Assist and facilitate neighbors in resolving issues regarding the RVRMA.
7. Provide input to staff on any concerns regarding assessments, safety, landscape, or other issues within the neighborhood.
8. Maintain frequent contact and communication with the Board appointed liaison to the OTAC from the Board, including inviting said liaison to all meetings.
9. Gather feedback for the Board on proposed actions affecting Old Town owners.
10. Attend any joint meetings of all Neighborhood Representatives.

By focusing on neighborhood issues, the OTAC can make substantial improvements in the quality of the neighborhood lifestyle.

### **COMPOSITION AND QUALIFICATIONS**

1. Membership is limited to those persons who are Old Town owners and RVRMA members in good standing. As used herein, "good standing" shall mean and refer to (a) a member who is not delinquent in the payment of any assessment levied by the Association against his lot, or any interest, late charges, costs or reasonable attorney's fees added to such assessment pursuant to the provisions of the Declaration or as provided by law, unless the member has entered into an agreement, (b) a member who does not have any condition in his lot which violates any provision of the Declaration which has progressed to the stage of a certified demand for compliance by the

Association, or beyond, (c) a member who has not failed to comply with all terms of a judgment obtained against him by the Association, including the payment of all sums due to the Association by virtue of such judgment, and (d) a member who is not involved in litigation against the Association and/or a member or members of the Board.

2. The OTAC shall consist of three (3) to five (5) members appointed by the Board.

### **TERM**

1. Each OTAC member shall be appointed by the Board of Directors, and except as provided below, shall serve for two years. There are no term limits.
2. Appointments for 2021 shall be staggered so that the terms of at least one-third of the members of the OTAC shall expire annually.
3. OTAC members shall hold office until their successors have been appointed.

### **APPOINTMENT, RESIGNATION, REMOVAL, OFFICERS**

1. Annual appointment by the Board for all open committee seats will occur during the first quarter of any calendar year, ideally at the January Board meeting.
2. If a person who is serving on a committee ceases to be a member of the Association, his/her position on the committee shall automatically cease as of the date of conveyance of his/her lot. If a person who is serving on a committee ceases to be a member in good standing, his/her position on the committee shall cease upon the expiration of thirty (30) days from the date of written notice thereof by the Board, unless within such thirty (30) day period the committee member shall be reinstated as a member in good standing of the Association.
3. A committee member who is a member in good standing of the Association may be removed from the committee by the Board at any time without cause.
4. If there are any mid-term resignations, the Board shall appoint a new member to fulfill the unexpired term of the vacated position.
5. A chair, vice-chair, and secretary shall be elected at the first meeting of the calendar year. The chair shall not spend more than two consecutive months away from RVR in the year of his/her service.

### **LIAISON**

In order to facilitate communication between the Board and the Committee, the Board shall from time to time appoint one of its members as liaison to the Committee, to serve at the behest of the Board. The Liaison shall be invited to all meetings of the Committee and may attend all meetings as a non-voting participant. The Liaison will be included in all communications between Staff and the Committee. The Liaison is responsible for reporting to the Board on the effectiveness of the Committee in fulfilling the obligations set forth in this Chapter. Timely response to the Committee on the status of outstanding business shall be the

responsibility of the Board, and may be communicated to the Committee through the Liaison or the Executive Director.

## **MEETINGS**

Meetings of the Committee shall be open to all OTAC owners in good standing. Any person who attends a Committee meeting who is not a member in good standing may be removed from the meeting at the direction of the acting Chairperson at the meeting. Further, the acting Chairperson or Board member may remove from a Committee meeting any attendee other than a committee member who unreasonably disrupts the business of the Committee. Meeting minutes shall be taken by a committee member, reported to the Board at the next Board of Directors meeting, and posted on the RVRMA web site. Notice of time and location of all meetings shall be posted in the RVR mail room at the Ranch House at least one week prior to the meeting and in addition shall be e-mailed to all Old Town owners maintaining current e-mail addresses on the RVRMA web site.

Quarterly OTAC meetings are encouraged; however, two (2) meetings annually are mandatory. One shall be within 30 days after appointment by the Board to, at a minimum, elect officers and arrange for notification to residents about the upcoming painting and landscaping programs and other information of value. A second shall be prior to September 1<sup>st</sup> at the Ranch House or any other public facility for, but not limited to, the gathering of information and preferences for the upcoming budget cycle. This information must be reported to the Board in writing no later than October 1<sup>st</sup>. Members of the OTAC may hold or participate in a property noticed meeting of the OTAC by means of conference telephone or similar electronic means provided that all such persons so participating in such a meeting can do so in real time. Special meetings can be held on an as needed basis within ten (10) days of a request by three (3) or more members of the OTAC, or by the Board appointed liaison.

## **VOTING**

There must be a majority of committee members present to establish a quorum. A vote by a majority of those eligible committee members present at the meeting shall be considered an acceptable vote for any recommendation to the Board.

Additionally, every committee member must disclose any relationship with any vendor involved in a proposed contract, prior to the vote on the recommendation to the Board.


## **AUTHORITY**

The Committee operates only as an advisory body to the Board. The Committee cannot authorize any transaction or activities on behalf of the RVRMA unless expressly granted in the RVRMA governing documents or given by the Board. The Committee and the Committee members will not be involved in the routine management and operation of the RVRMA.

Committee members do not have authority to make contact on behalf of the RVRMA or the OTAC with RVRMA vendors or bidders, unless so authorized by the Executive Director.

**APPROVED BY**

The charter was endorsed and approved by the Board of Directors of the RVRMA on this 27<sup>th</sup> day of October 2021.



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Gary Lesser, President RVRMA

## Applicants to fill Old Town Advisory Committee Positions

Steve Laverty and Tami Cassetty have expiring terms and are not applying to renew their terms

Note: The OTAC Charter allows for 3-5 members which only leaves 2 vacancies to be filled. We have 3 candidates

<b>Name</b>	Elkie Craven
<b>Address</b>	210 Holland Thompson Dr Carbondale, CO 81623
<b>Email</b>	[REDACTED]
<b>Phone</b>	[REDACTED]
<b>Occupation</b>	Claims supervisor
<b>Why are you interested in serving on the committee?</b>	I am new to the area and would like to be a part of the community I live in.
<b>What strengths do you think you would bring to the committee?</b>	I have strong communication skills A willingness to participate I'm a good negotiator I'm a good listener with the ability to compromise
<b>Do you have a current resume you can send?</b>	Yes
<b>List prior board or committee experience.</b>	None
<b>How much time will you be able to contribute?</b>	What ever it takes

<b>Name</b>	Sam Hartnett
<b>Address</b>	460 Boyd Dr Carbondale, CO 81623
<b>Email</b>	[REDACTED]
<b>Phone</b>	[REDACTED]
<b>Occupation</b>	Manager
<b>Why are you interested in serving on the committee?</b>	I have long had interest in contributing to the governance of RVR, including running for RVRMA board the last two years. OTAC is a great opportunity to get involved in the issues and topics that are most relevant to my own neighborhood.
<b>What strengths do you think you would bring to the committee?</b>	Experience with facilitation in group settings; experience in formal governance in professional organizations; enthusiasm and day-to-day lived experience of young families in Old Town.
<b>Do you have a current resume you can send?</b>	Yes
<b>Please upload any resumes or documents here</b>	<a href="https://www.formstack.com/admin/download/file/17424865834">https://www.formstack.com/admin/download/file/17424865834</a>
<b>List prior board or committee experience.</b>	Circle 9 Ranch Wildlife Committee
<b>How much time will you be able to contribute?</b>	Regular participation as required

<b>Name</b>	Colin Galbraith
<b>Address</b>	232 Holland Thompson Dr Carbondale, CO 81623
<b>Email</b>	[REDACTED]
<b>Phone</b>	[REDACTED]
<b>Occupation</b>	oral surgeon
<b>Why are you interested in serving on the committee?</b>	As a father of three young boys and a small business owner, I plan to be in the Old Town neighborhood for many years to come. My wife and I love the neighborhood and want to see it thrive, so I would like to be involved with decisions that will have lasting impact on my family and my neighbors. I would strive to make the committee open to the viewpoints of as many people as possible, because nobody wants to feel like they are excluded from the decision making process or being dictated to by an overbearing HOA.
<b>What strengths do you think you would bring to the committee?</b>	Before switching careers to the medical field, I used to work as an engineer for an aerospace company. In both roles I have been responsible for managing teams of people, budgets, timelines, and projects of various types. I enjoy the collaborative process and can usually find common ground to reach a compromise when differing opinions have been presented.
<b>Do you have a current resume you can send?</b>	Yes
<b>Please upload any resumes or documents here</b>	<a href="https://www.formstack.com/admin/download/file/15750860634">https://www.formstack.com/admin/download/file/15750860634</a>
<b>List prior board or committee experience.</b>	Ball Aerospace and Technologies, Corp. Greater Baltimore Medical Center
<b>How much time will you be able to contribute?</b>	Evenings work best, a few hours per week if needed

# Colin T. Galbraith, DMD

Carbondale, Colorado  
720-633-2883  
ctg.dmd@gmail.com

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## Work Experience

### Roaring Fork Oral Surgery and Dental Implants

*Owner, Oral and Maxillofacial Surgeon*

**Glenwood Springs, CO**

*October 2021 – present*

### University of Maryland School of Dentistry

*Dean's Faculty, Department of Oral and Maxillofacial Surgery*

**Baltimore, MD**

*October 2015 – September 2021*

### Maryland Center for Oral Surgery and Dental Implants

*Oral and Maxillofacial Surgeon*

**Cockeysville, MD**

*August 2015 – March 2021*

### Temple University Kornberg School of Dentistry

*Research Associate*

**Philadelphia, PA**

*August 2007 – May 2011*

### Ball Aerospace & Technologies Corp.

*Materials and Processes Engineer*

**Boulder, CO**

*June 2002 – July 2007*

### Center for Learning and Memory, MIT

*Research Assistant*

**Cambridge, MA**

*October 2000 – June 2002*

## Education

### Denver Health Medical Center

*Chief Resident, Department of Oral and Maxillofacial Surgery*

*Resident, Department of Oral and Maxillofacial Surgery*

**Denver, CO**

*July 2014 – June 2015*

*July 2011 – June 2015*

### Temple University Kornberg School of Dentistry

*DMD, summa cum laude*

**Philadelphia, PA**

*August 2007 – May 2011*

### Massachusetts Institute of Technology

*Bachelor of Science: Materials Science & Engineering*

**Cambridge, MA**

*August 1999 – June 2003*

## Hospital Privileges

### Valley View Hospital

**Glenwood Springs, CO**

*November 2021 – present*

### Greater Baltimore Medical Center

**Baltimore, MD**

*December 2015 – October 2021*

## **Certifications**

Diplomate, American Board of Oral and Maxillofacial Surgery  
Basic Cardiac Life Support  
Advanced Cardiac Life Support  
Pediatric Advanced Life Support

## **Professional Organizations**

American Association of Oral and Maxillofacial Surgeons  
American College of Oral and Maxillofacial Surgeons  
American Dental Association  
American Dental Society of Anesthesiology  
Colorado State Dental Association  
Colorado Society of Oral and Maxillofacial Surgeons  
ITI International Team for Implantology

## **International Outreach Trips**

**Jeremie, Haiti**

*March 18 – 27, 2011*

**Jeremie, Haiti**

*March 7 – 14, 2010*

**Costa Rica & Panama**

*July 5 – 19, 2008*

## **Awards**

**Denver Health Emergency Medicine Department**

**Denver, CO**

*Best Consultant*

*June 2013*

**Temple Dental Summer Research Grant**

**Philadelphia, PA**

“An Evidence-Based Review of Cone-beam Computed Tomography for  
Dental Implants”

*July 2009*

**Academy of Stomatology**

**Philadelphia, PA**

*Robert Burkhardt Memorial Research Scholarship*

*October 2008*

**Temple Dental Student Research Competition**

**Philadelphia, PA**

*2nd Place Winner, Poster Presentation*

*May 2008*

“Physical Properties of an Experimental Luting Cement”

**Publications / Presentations**

**Emergency Medicine Secrets, 6th Edition**

*December 2015*

“Dental and Oral Surgical Emergencies” Chapter. Galbraith C, Glasgow M. Elsevier.

**AAOMS Annual Meeting**

**Honolulu, HI**

*Poster Presentation*

*September 2014*

“Isolated Mandible Fractures and the Risk of Blunt Cerebrovascular Injuries”

**Compendium of Continuing Education in Dentistry**

*November-December 2013*

“Physical properties and comparative strength of a bioactive luting cement”. Jefferies S, Lööf J, Pameijer CH, Boston D, Galbraith C, Hermansson L. 34 Spec No 8:8-14.

**Journal of Prosthodontics**

*January 2012*

“Prospective observation of a new bioactive luting cement: 2-year follow-up”. Jefferies SR, Pameijer CH, Appleby DC, Boston D, Galbraith C, Lööf J, Glantz PO. 21(1):33-41.

**TUKSD Student Research Competition**

**Philadelphia, PA**

*Poster Presentations*

*March 2010*

“Barium Sulfate Suspension as an Intraoral Contrast Agent: Proof-of-Concept Study”

“Effect of Storage Medium and Long-term Storage on Compressive Strength and Compressive Modulus of a Novel Bioactive Luting Cement

**American Dental Association Student Research Symposium**

**Gaithersburg, MD**

*Poster Presentation*

*May 2009*

“Physical Properties of an Experimental Luting Cement”

**Hinman Research Symposium**

**Memphis, TN**

*Oral Presentation*

*October 2008*

“Physical Properties of an Experimental Luting Cement”

**American Journal of Dentistry**

*August 2008*

“Comparison of Detachment Forces of Two Implant Overdenture Attachment Types: Effect of Detachment Speed”. Jefferies SR, Boston DW, Damrow MP, Galbraith CT. 21(4):244-50.

**Journal of Dental Research**

*2008*

“Physical Properties of XeraCem™”. Jefferies SR, Lööf J, Pameijer CH, Boston D, Galbraith C, Hermansson L. 87(B), 3100.

**SUMMARY**

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I'm a natural systems thinker who enjoys learning new things, solving problems, and working in multidisciplinary teams. I'm passionate about the clean energy transition, and I have over 12 years of experience commercializing demand response, virtual power plants, and renewable energy in utility programs and wholesale markets.

**RELEVANT PROFESSIONAL EXPERIENCE**

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**Uplight, Inc., Boulder, CO (Remote) December 2023–Present**

- **Senior Product Marketing Manager.** Led a cross-functional team comprising Sales, Market Development, Product, and Delivery teams to execute a new go-to-market strategy for Uplight's Flexibility Management solutions following AutoGrid acquisition in 2024; Developed value-based pricing model for DERMS and Asset Optimization products for utilities and independent power producers; Developed novel pay-for-performance contract model for Virtual Power Plants based on capacity and energy value for delivery of various grid services.

**Energy Web Foundation, Carbondale, CO, March 2019 – November 2023**

- **Director of Product Marketing, February 2022 - November 2023.** Led the Sales team through the transition from a project-based revenue model to a product-based, enterprise SaaS model; Developed product and go-to-market strategy for DER Data Exchange and Green Proofs Clean Energy Registry solutions including market analysis and segmentation, pricing and packaging, and partnerships and sales enablement; Worked with CEO and CTO to establish feedback formal loops between commercial pipeline and product roadmap.
- **Director of Operations, September 2020 – January 2022.** Established new organizational model and employee lifecycle management programs to improve project delivery as headcount doubled from 25 to over 50 staff globally; Implemented multiple platforms to streamline talent management, project management, and financial workflows; Created professional development programs to strengthen alignment between organizational, team, and individual strategic goals and OKRs; Built and managed a team of six DevOps engineers to improve internal infrastructure performance and security while optimizing cloud costs, achieving \$175k in annual savings.
- **Research and Market Development Manager, March 2019 – August 2020.** Led business development activities and successfully closed multiple \$1M+ projects for battery storage participation in wholesale electricity markets including drafting public tender responses, negotiating contracts, and preparing detailed delivery and resource allocation plans; Established and managed EWF's US operations, including administering annual budget, employee payroll and benefits, and vendor contracts.

**Rocky Mountain Institute (now RMI), Basalt, CO, November 2016 – February 2019**

- **Associate, Senior Associate.** Provided consulting services to Fortune 500 mining and utility companies through RMI's Industry Program and Electricity Practice; Built technical and economic optimization models for utility-scale renewable generation projects at brownfield, grid-connected mines; Developed microgrid designs and demand-management strategies to reduce costs and carbon intensity for operating, off-grid mines; Created energy efficiency and demand response program strategy and cost-benefit analyses for the largest utility in the US to help offset construction of a natural gas peaker plant.

**EnerNOC, Inc. (now Enel X), San Francisco, CA, Melbourne, Australia, and Boston, MA, July 2012 – September 2016**

- **Systems Specialist, May 2016 – September 2016.** Managed a team of developers and led projects to enhance internal applications with a focus on increasing operational efficiency in the enrollment, nomination, and dispatch of demand response portfolios; Created technical systems architecture diagrams and dependency matrices to identify risks and develop mitigation strategies; Developed systems strategy to meet ancillary services market obligations.
- **Demand Response Operations Analyst, November 2013 – May 2016.** Managed the launch and ongoing operation of demand response programs across the Asia-Pacific region comprising 2000+ commercial and industrial sites and \$50M in annual revenue; Developed tools, processes, and workflows to decrease operational

risk and improve portfolio performance in capacity, energy, and ancillary services markets; Monitored dispatches to maximize performance, and calculated and communicated financial impacts to executive leadership.

- **Operations Rotation Program, March – October 2013.** Selected by senior leadership to participate in a 9-month Operations management training program, with roles in Product Marketing, Energy Services, and Operations Strategy. Developed go-to-market strategy and content, and launched two energy-efficiency pilot products as a member of the Product Marketing team; Conducted field work and data analysis to support the delivery of building audits and commissioning scorecards as a member of the Energy Services team.
- **Support Associate, August 2012-March 2013.** Executed demand response dispatches and real-time market transactions across domestic and international wholesale markets; Provided technical support for the installation and configuration of EnerNOC Site Server hardware for building demand management and controls.

## **OTHER SKILLS & EXPERIENCE**

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- **Skills:** Project management (MS Office, JIRA, Asana); Workflow automation & process improvement (Zapier, Monday.com); Quantitative Modeling & Data Analysis (Excel, VBA, SQL); Data visualization, monitoring, and reporting (Grafana, Tableau, Splunk); HOMER Microgrid Software; Procurement, contracting, and vendor management; Finance & HR Management (Gusto, NetSuite, QuickBooks, Greenhouse); CRM & Marketing (Salesforce, HubSpot); Product Strategy & Design (Confluence, Miro, Figma); Operations strategy & organization change management; Facilitation; Public Speaking; Conversational Spanish
- **Wildlife & Conservation Committee, Circle 9 Ranch, Boulder WY.** Identify and implement projects to enhance habitat and achieve conservation goals on the ~5,000 acre cattle ranch. **2018-Present**
- **Guide, Teton Mountain Bike Tours, Jackson, WY, May-August 2011**
- **Wilderness First Responder, NOLS Wilderness Medicine Institute, April 2011 – April 2013**

## **EDUCATION**

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Colorado College, Colorado Springs, CO, September 2006 – May 2010  
*Bachelor of Arts, Environmental Science*