



RIVER VALLEY RANCH

RVRMA EXECUTIVE BOARD MEETING

Wednesday, June 25 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, May 28, 2025.

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
- Election Timeline

VII. New Business

- Board Term Structure

- Annual Meeting

VIII. Adjourn



RIVER VALLEY RANCH

RVRMA EXECUTIVE BOARD MEETING
Wednesday, May 28 2025
Ranch House Conference Room & Zoom
DRAFT MINUTES

Executive Board of Directors

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

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

Homeowner Attendees

Pat Guerra
Jay Cofield

I. Call to Order- Establish Quorum

Board President, Mike Banbury, called the meeting to order at 5:30 p.m. Four members of the board were present. I quorum was established.

II. Approval of Minutes

- **MOTION:** Vice President, John Lund and Board Co-Treasurer, Carl Hostetter, motioned and seconded the approval of meeting minutes of the RVRMA Executive Board Meeting held on Wednesday, April 23, 2025. The motion passed.

III. Public Comment

Homeowner Pat Guerra submitted the following comments for the record:

On May 13th, I asked for a meeting to discuss how the DRC and HOA were going to operationalize this direction considering the passage of the 22nd Amendment to the Design Guideline. In subsequent communications I was encouraged to make a

statement at this Board Meeting. Allow me to make my objectives very clear. I do not want to see other hillside development and adjacent lots harmed by:

- a. Lack of "Architectural Harmony" as described in our Design Guidelines, and per John Lund. This starts with building height and design guidelines that are not open to subjective interpretation.

- b. Safe and prudent excavation and retaining wall standards and build compliance.

- c. Compliance with the Civil Engineering drainage recommendations that are required by our DRC.

It can be that simple, or we can make it difficult. My preference is for simple solutions. I look forward to reaching a common understanding with the appropriate members of this Board.

IV. Month End Financial Review

RVR Controller, James Maguire, shared a presentation that featured April's numbers, actual versus budget, year to date and the reserve account.

James shared that the operational budget continued to perform favorably in April, with a net surplus exceeding \$5,000. This positive variance brings the year-to-date net surplus to over \$8,000.

James highlighted that the current financial focus is directed towards the Ranch House Renovation project. Regarding special assessments, collections are proceeding as planned, with over \$1 million remaining outstanding and due by August 1st. Strategic management of reserve and special assessment funds has generated approximately \$75,000 in interest income year-to-date through Certificates of Deposit. The majority of these investments will mature in the fall, aligning with the anticipated start of the renovation project.

James shared that the total income for April reached \$271,796, compared to the budgeted amount of \$272,596. Notably, tennis memberships generated \$45,000, and lessons contributed \$11,455 in revenue during the month. Year-to-date total income stands at \$934,621,

An expense analysis was provided, noting that Cost of goods sold totaled \$33,339 in April which was slightly below the budget of \$34,050 a variance of only \$711. When subtracted from income, the gross profit is \$238,457 out of a budgeted \$238,546 which is a difference of only \$89.

James also shared Budget Vs Actual – Bottom line, stating that the year-to-date financial performance through April reflected a less than 1% variance, with a total net surplus of \$8,092.

The reserve fund summary showed that as of April 30th, the total reserve fund

balance stood at \$5,933,641. This balance is composed of \$3,156,299 in the capital reserve fund and \$2,777,342 in the special assessment fund.

James concluded by sharing that RVRMA's financial position remains strong and stable. Current year-to-date operational expenses are closely aligned with the approved budget and the present forecast does not indicate any material concerns. Although an increase in irrigation expenses is anticipated, proactive measures have been implemented to manage their potential impact. The primary financial emphasis for the remainder of the year is the strategic management of the reserve account, in preparation for significant upcoming renovation and capital improvement projects. The detailed projections and forecasts for these projects are currently under review.

V. Management Update

- **General Manager Report- Ashley Lynch**

Ashley shared that our lawn maintenance contractor, Rocky Mountain Landscapes, experienced delays in securing their workforce this year because of a delay in H2B Visas for their employees. The contractor seems to be back on track now. Ashley shared a reminder that Landscape updates can be found on the landscape page of the website regarding mowing schedules etc.

Ashley also shared that we have a new employee at the front desk. Stop by and introduce yourself to Gabby the next time you are in the Ranch House.

- **Programming & Community Engagement Report- Ali Royer**

Ali shared that we are staffed for the summer, and she is happy with the team. The last week was busy with training and everyone did great. Ali added that the last day of school will be Thursday, May 29 and after that, the summer is on.

Mike Banbury commented that he has noticed a large number of younger families have moved into the neighborhood, specifically in the custom home section of the community. John Lund asked how that affects Ranch House programming. Ali noted that tennis camps have filled up for the younger ages and they are currently waitlist only.

- **DRC Report- Jessica Hennessy**

- **Finance Report- James Maguire**

- **Facilities & Grounds Report- Travis Green**

Travis shared that flowers have arrived and hanging baskets have been hung. The entrance to the Ranch House will soon be very colorful

VI. Old Business

- **Ranch House Renovation Update**

Ashley noted that RA Nelson is completing their final pricing round and taking additional estimates from subcontractors. Ashley said that results are expected in early June. Ashley added that once final pricing comes back, we will start the hard work of drafting the contract.

The permit application for the project was submitted on time and the plan is to break ground around Labor Day. Ashley commented that work on locating electrical lines was performed near the east wing in the hopes of not disrupting electrical lines. We learned that they are at least 5 feet down.

Asbestos testing came back negative, and it was noted that the new maintenance will be situated next to the old shed. The plan is to use the old shed for storage.

Mike Banbury noted that the Town of Carbondale will likely be spending in the neighborhood of 15 million dollars for a new pool, which is about 50 percent over their budget.

Ashley reiterated that there is \$500,000 contingency on the Ranch House renovation project.

VII. New Business

- **Executive Board Meeting Schedule August 2025 – July 2026**

The August 2025 – July 2026 Board Meeting Schedule was shared. It was brought up that the schedule should not conflict with next year's local school's Spring Break. Jessica confirmed that she checked dates with the Roaring Fork School District Calendar and the board meeting schedule will not overlap.

- **Election Timeline**

Ashley went over the dates for upcoming Executive Board of Directors Election:

Community notice of Board Election; Request for candidate declarations	Friday, May 23
Candidate declaration deadline	Friday, June 6
Ballots sent out	Friday, June 13
Candidate Meet and Greet	Wednesday, June 18
Voting deadline	Monday, July 7
Election results published	Tuesday, July 8
Elected candidates installed at the July Board Meeting	Wednesday, July 23

VIII. Adjourn

MOTION: Todd Richmond and Carl Hostetter motioned and seconded to adjourn the meeting. The meeting adjourned at 5:59 p.m.

IX. Executive Session

- Legal Matters Associated with RVR Fees

X. Return to Regular Session

The RVR Board of Directors exited Executive Session and returned to the regular board meeting session at 6:15 p.m.

MOTION: John Lund Motioned that in accordance with the legal advice the board has received, the Association will *direct our attorneys to begin the process to* establish an entity that will fulfill the purposes of section 10.14 of the River Valley Ranch Master Declaration for the purpose of handling RVR transfer fees In accordance with that provision, and further, that counsel address the recorded notice from AVLT as a matter of property records. Related documents such as bylaws and recommendations for tax entities be obtained from counsel. Carl Hostetter seconded the motion. The motion passed unanimously.

XI. Adjourn

The meeting was adjourned at 6:17 p.m.

DRAFT



June 25, 2025

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 have had issues with our washer and dryer that required us to send notifications to the community asking homeowners to bring their own towels. While the washing machine has been repaired, we have been working with our vendor to secure quotes for new units. Our current units are older and securing parts is becoming difficult. This is an item that had been planned for in the reserve study and the pricing seems to be in line with our projections.
- We have completed all EAB removals for this year. We replanted many trees recently and plan to continue this process in the fall.
- Thanks to all who attended the RVRMA Board Candidate Meet and Greet on Tuesday 6/17.
- As has been noted in the newsletter, voting for the election closes on Monday 7/7.

Staffing

- We are staffed for the summer season of 2025.

Sub-Associations & Neighborhoods

- **The Boundary** – They held an HOA meeting on 4/17/2025. They are entertaining a wildfire mitigation plan to be voted on in the upcoming board meeting.
- **Crystal Bluffs – No Updates**
- **The Fairways**– No updates
- **Old Town and Settlement** –
 - Siding quotes are in process and summer painting has begun. We have completed 8 homes in the Settlement at the time of this writing. We are painting 11 homes in The Settlement and 9 homes in Old Town this year.
 - We had a SAC meeting on 4/10/26 and an OTAC meeting on 5/19 which Mike Banbury attended.
 - The Settlement held a community picnic on 6/18 that was very well attended.
- **Thompson Corner**
 - The community held their annual meeting on 3/18. Their 2025 budget was approved.

Fitness



Day	Time	Location	Class	Instructor
Monday 6/23				
	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
Tuesday 6/24				
	8:00 - 9:00 AM	Studio	Gentle Slow Flow Yoga	Shelly (sub)
	9:00 - 10:00 AM	Rec Pool	Water Aerobics	JoAnn
	9:30 - 10:30 AM	Studio	HIIT	Lauren
	5:30 - 6:30 PM	Lap Pool	Master Swim	Dave
Wednesday 6/25				
	6:00-7:00 AM	Studio	PEAK Fitness	Shaylee
	8:00 - 9:00 AM	ZOOM	Qigong: Moving Meditation	Cari
	8:00-9:00 AM	Studio	Cycling + Upper Body Strength	Susan
	9:15-10:15 AM	Studio	Gentle Slow Flow Yoga	Shelly
Thursday 6/26				
	7:30 - 8:30 AM	Studio	Vinyasa Flow (moderate)	Shelly
	9:00 - 10:00 AM	Rec Pool	Water Aerobics	JoAnn
New Time!	9:30-10:30 AM	Studio	Pilates for Everyone	Johnna
	5:30 - 6:30 PM	Lap Pool	Master Swim	Dave
Friday 6/27				
	6:00-7:00 AM	Studio	PEAK Fitness	Shaylee
	8:00 - 9:00 AM	Studio	Gentle Slow Flow Yoga	Shelly
	9:30 - 10:30 AM	Studio	Cycle + Strength	Shaylee
Saturday 6/28				
Canceled	9:00-10:00 AM	Studio	Ageless Athlete	John
	10:15 - 11:15 AM	Studio	Bootcamp	Shaylee
Sunday 6/29				
	4:30 - 5:30 PM	Studio	Restore & Renew Yoga	Ellen

Ranch House Usage – May 2025 summary

1. We had 4302 check-ins for May (compared to 2,848 for April, and compared to 3,918 in May 2024)
 - a. 256 were Thompson Corner or ADU members. **We had 25 ADU/TC memberships as of May 31, 2025.
 - b. 3,545 were homeowners or transferred members (long-term renters)
 - c. 501 were tennis members

Tennis

We had 64 tennis memberships as of May 31, 2025. There were 64 tennis memberships at this time last year.

Staff

Naomi, front desk full time employee, left in mid-June to pursue other interests. Rachel Kelmanson, who is on maternity leave, plans to return for 2 shifts per week starting mid-July. We've trained a few college-age lifeguards at the front desk to help with front desk coverage, and we've hired a PT front desk employee named Jack, who will start at the end of June. Hollie Hardwick, will return on July 1 and be available for swim lessons through Labor Day. She is almost fully booked with lessons. We have a new swim lesson instructor, Stephanie Lister, who will be available for lessons on Fridays, Saturdays, and Sundays starting May 31 through at least Labor Day. She also teaches lessons at the Hot Springs Pool.

Past & Upcoming Events

Recent Events

- Memorial Day BBQ 5/26
- CCS Triathlon 5/27
- Artist Meet & Greet Mila Rossi 6/17
- Meet the Board Candidate 6/16

Upcoming Events

- 4th of July part 7/4





DRC Report, June 2025 - Jessica Hennessy

While the volume of new applications has eased slightly following a busy spring, the DRC continues to review new construction and miscellaneous project reviews such as landscape renovations and exterior remodel work.

The following new construction projects were reviewed by the DRC in June:

- **Lot:** D09, 3880 Crystal Bridge | **Review:** Final Review
- **Lot:** A55, 634 North Bridge | **Review:** First Preliminary

Additionally, the following submittals have been assessed by the committee:

- K05, 70 Old Barn – Screening Solutions
- HH14, 1229 Heritage – Landscape Changes and Inquiries
- V14, 769 Perry Ridge – Neighbor Letter
- Z19, 368 Crystal Canyon – Landscape (site visit required)
- EE06, 863 Perry Ridge – Grading Solutions

DRC Numbers June 2025:

- There have been **84** Administrative Review Applications processed so far this year.
- There are currently **20** homes in the construction phase (from breaking ground to the final inspection phase/closeout).
- There are **7** applicants in the Preliminary Design Review phase.
- There are **2** applicants finalized by DRC and waiting on permits from the Town of Carbondale.
- There are currently **29 total** active new construction DRC files.

At the April Board Meeting the DRC was directed to uphold the foundational Purpose and Intent of the RVR Design Guidelines: to preserve the natural beauty of the mountain valley setting, ensure harmonious residential design, and protect and enhance property values.

Architectural preferences from homeowners have evolved. Many homeowners now favor metal roofs, larger windows, and cleaner lines. The DRC has adapted its interpretations to reflect these changes while maintaining consistency with the community's established character.

To uphold the purpose and intent of the guidelines and ensure harmonious design, the DRC will:

- Continue requiring primary gabled roof forms consistent with RVR's architectural vocabulary.
- Emphasize harmony in scale, form, and color.
- Maintain requirements for earth-tone exterior palettes.
- Prioritize landscaping that softens the visual impact of new construction.
- Reinforce these themes during pre-design conferences as well as throughout preliminary and final reviews with owners and architects.
- Emphasize the importance of creating a harmonious relationship between new construction homes and the existing neighborhood during pre-design discussions.



RIVER VALLEY RANCH

Financial Report for Month Ending May 31, 2025

Prepared by James Maguire, Controller

Executive Summary

The operational budget for May recorded a net deficit of \$5,207, reducing the year-to-date net surplus to \$2,885. This deficit was primarily driven by income falling short of projections by approximately \$4,000 and expenses exceeding projections by nearly \$3,000. Cost of goods sold (COGS) were under budget by almost \$2,000, partially offsetting these variances.

Looking forward, our forecast indicates a favorable financial position for the upcoming summer months. We are currently operating with tight margins and aligned with the annual budget. Close monitoring of anticipated revenues and expenditures will continue to ensure we remain on track with our financial objectives.

Revenue Analysis

Total income for May was \$271,726 out of a budgeted 275,896 for a small shortage of \$4170 which is still within 1.5% of budget. The main factors contributing to the small shortage was tennis lessons and property sale fees. Tennis is doing well. Last month, the revenue was over budget by almost the same amount so we expect it to level out with the budget over time. Property sales have been lagging this Spring but have picked up in June so we should catch up next month. DRC fee income was over budget by \$3623 in May which helped defer some of the shortages on other line items.

Year to date income is at 1,206,346 out of a budget of 1,213,580 for a variance of \$7234 which is less than 1% within budget.

Expense Analysis

Cost of Goods Sold (COGS)

In May, our Cost of Goods Sold (COGS) totaled \$44,591, coming in under the budgeted \$46,300. Year-to-date, our COGS are \$97,822 against a budget of \$97,750, indicating we're right on target with a negligible variance of just \$72.

Operational Expenses

May's expenses totaled \$244,297, slightly exceeding the budgeted \$241,551 by \$2,746, representing a 1% variance. This slight overage was primarily driven by the Community Events line item, which was approximately \$5,000 over budget. This was intentional and due to providing catering services for the Memorial Day event this year which we hadn't done in previous years.

Our largest expense category, personnel costs, was well-managed at \$135,755 against a budget of \$136,092. Most other expense lines remained largely in line with their May budgets.

Year-to-date, we've successfully managed our expenses, spending \$1,039,287 against a budget of \$1,049,479, resulting in a savings of \$10,191 through May. This positive variance is largely attributable to personnel and ground maintenance costs, both running approximately \$10,000 under budget for the year. These savings are effectively offsetting the ongoing overage in irrigation water costs, which currently stand at \$9,365 year-to-date.

Budget vs Actual – Bottom Line

The year-to-date financial performance through May reflected a less than 1% variance, with a total net surplus of \$2,885.

Reserve Fund Summary

The reserve fund began May with a balance of \$5,933,641 on an accrual basis. This total was comprised of \$3,156,299 in capital reserves and \$2,777,342 in special assessment funds.

During the month, we received \$47,090 in reserve assessments and \$15,017 in interest income. Expenditures from the capital reserve fund totaled \$21,796, allocated for pre-construction services and the acquisition of a new griddle for the snack bar. An additional \$38,314 was expended from the special assessment fund for pre-construction services, which included asbestos testing, a building permit, and architectural and engineering services.

As of the end of May, the reserve fund's closing balance stood at \$5,935,638. This balance consists of \$3,196,610 within the capital reserve and \$2,739,028 in the special assessment fund.

Conclusion

We are currently operating with a minimal year-to-date surplus, less than 1% within budget, indicating a lean financial position with limited margin for error. We will continue to forecast revenue and expenditures with precision and implement adjustments as needed to maintain fiscal stability.

A significant portion of our current efforts is dedicated to developing the planning and financial cash flow forecast for the upcoming ranch house improvement plan. Construction is slated to commence shortly after Labor Day this year. To fund the initial construction costs, we anticipate liquidating several Certificates of Deposit (CDs) as they reach maturity this Fall.

River Valley Ranch Master Association
Profit & Loss Budget Performance
May 2025

	May	Budget	YTD Actual	YTD Budget	Annual Budget
Income					
Assessments - Operating	191,144	191,163	955,729	955,815	2,294,100
Homeowner Reimbursable Assessments	19,037	18,700	60,284	59,900	135,000
Memberships	7,098	8,000	26,998	28,000	82,500
Swim & Fitness	894	3,083	8,253	8,415	27,100
Tennis	32,454	38,000	92,959	95,000	207,000
Design Review Committee	13,223	9,600	46,344	48,000	115,000
Other Income	7,876	7,350	15,780	18,450	91,500
Total Income	271,726	275,896	1,206,347	1,213,580	2,952,200
Cost of Goods Sold					
Swim & Fitness	8,903	9,000	30,935	30,000	71,500
Tennis	27,010	28,800	52,169	53,450	170,200
Concessions	5,666	5,500	7,424	6,800	28,500
Credit Card Fees	3,012	3,000	7,295	7,500	20,000
Total COGS	44,591	46,300	97,823	97,750	290,200
Gross Profit	227,135	229,596	1,108,524	1,115,830	2,662,000
Expense					
Personnel	135,755	136,092	623,840	633,827	1,603,400
Grounds	45,445	50,950	126,288	137,450	374,000
Irrigation	10,490	10,150	63,005	55,250	124,800
Ranch House Expenses	14,210	12,768	61,017	63,424	153,300
Utilities	12,238	11,410	54,761	58,850	138,100
Administrative	11,300	10,956	62,177	57,753	130,200
Finance	217	200	1,097	1,600	7,500
Design Review Committee	3,661	4,000	17,938	20,000	46,000
RVR Community Expenses	10,982	5,025	29,164	21,325	84,700
Total Expense	244,298	241,551	1,039,287	1,049,479	2,662,000
Net Operating Surplus / Deficit	(17,163)	(11,955)	69,237	66,351	0

RVRMA Reserve Activity
May 2025

	May	Budget	YTD Actual	YTD Budget	Annual Budget
Reserve Income					
Reserve Assessment Income	47,090	47,090	235,450	235,450	565,080
Investment Interest Income	15,017	15,000	90,076	75,000	120,000
Total Reserve Income	62,107	62,090	325,526	310,450	685,080

	Capitla Reserve	Special Assess.	Total RVRMA
Reserve Balance May 1	3,156,299	2,777,342	5,933,641
Income - Reserve Dues & Interest	62,107	0	62,107
Spending	(21,796)	(38,314)	(60,110)
Reserve Balance May 30	3,196,610	2,739,028	5,935,638

River Valley Ranch Master Association

Public - Balance Sheet

As of May 31, 2025

ASSETS

Current Assets

Checking/Savings

 Wells Fargo Operating 351,742

 Investment Accounts 5,903,484

Total Checking/Savings 6,255,226

Accounts Receivable

 Special Assessments A/R 1,076,878

 HOA Dues A/R 2,287

 Miscellaneous A/R 1,000

Total Accounts Receivable 1,080,165

Other Current Assets

 Undeposited Funds 1,490

 Interest Receivable 20,025

 Prepaid Expenses 60,879

 Other Reimbursables 4,000

 Inventory 5,235

Total Other Current Assets 91,629

Total Current Assets 7,427,020

Fixed Assets 604,338

TOTAL ASSETS 8,031,358

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

 Accounts Payable - Vendors 197,088

 Accounts Payable - Payroll 60,364

 Accounts Payable - Payroll Tax 5,290

 Accounts Payable - P&D Deposits 925,740

Total Accounts Payable 1,188,482

Credit Cards

 Wells Fargo Credit Card 7,955

Total Credit Cards 7,955

Other Current Liabilities

 Interest Payable - P&D Deposits 15,738

 Prepaid HOA Dues 37,586

 Prepaid Income - DRC Fees 36,868

 Prepaid Income - Tennis 7,650

 Sales Tax Payable 487

 Conservation Fund Payable 14,997

 Payroll Liabilities 1,794

Total Other Current Liabilities 115,120

Total Current Liabilities 1,311,557

Total Liabilities 1,311,557

Equity

Reserves (RVRMA, OT, TS) 6,038,950

Prior Operating Fund 1,058,167

Transfers to from Reserves (604,204)

Retained Earnings 154,302

Net Income 72,586

Total Equity 6,719,801

Rounding 0

TOTAL LIABILITIES & EQUITY 8,031,358

Dear Board Members,

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

Irrigation: It's getting hot, we are increasing our run times and are aware of the hot spots throughout the community. The crews are constantly tuning heads and making repairs to keep RVR green and beautiful.

Emerald Ash Borer: We have planted 8 new trees to help supplement the removals we have done this year. We will be planting more in the fall.

Weed Control: Vacant lots will be sprayed on 7/2 & 7/3.

Swimming Pool: We are doing our best to cover damaged concrete spots before the remodel takes place. Be careful and let staff know of any additional dangerous areas and we will do our best to remedy the issues as quickly as possible.

Flowers: The flowers are here, hooray! A big thank you to Michael Francisco and his crew for their efforts.

Carlos, Gavin, Dan, and Jeffrey are the guys you see driving around and fixing the sprinklers in the neighborhood. There is never a dull moment for them this time of year. Many thanks for their efforts.

Travis Green
Landscape and Facilities Superintendent

Ranch House Renovation Updates

June 25,2025

We received updated pricing estimates from RAN this month and we have asked them to consider moving the mailroom renovations into phase one (fall 2025 to spring 2026). This was done in an effort to find cost savings. The idea is that the general conditions costs might decrease by putting a larger portion of the scope in that first phase.

Additionally, in past timelines, the pool deck work had been planned to separate the lap pool from the recreation pool/hot tubs in order to allow use over the winter season of 2025/2026. We now believe that accomplishing this entire scope all at once would result in cost savings that are needed to ensure adequate reserve funding.

We are closing in on a final guaranteed maximum price and we are simultaneously working with legal counsel to draft a construction contract (AIA Document A133). We would like to complete this in order to ensure that commitments can be made to sub-contractors given that work will be starting surrounding Labor Day 2025.

As we work on these items, we continue to check in with the Town of Carbondale concerning our building permit, which is pending at this time. Unfortunately, the Town is not able to give any estimates on approval dates. That said, we did get our application in early and we are optimistic that approvals will be granted with time to spare.

Ranch House Renovation Updates

May 28, 2025

RA Nelson (RAN) is completing their final pricing round, taking additional input/estimates from sub-contractors. We anticipate receiving these results in early June. This has been mentioned in previous reports. We are simultaneously awaiting our permit with the Town of Carbondale. Our plan to break ground this Fall remains unchanged.

As a reminder, our latest cost estimates include a \$500K contingency (in addition to a contingency held by the contractor). We see a path forward given those cost projections. To be clear, financial analysis is always ongoing and has no bearing on estimated start dates for construction. We are in for permitting with the Town and that process has been moving forward without delay. Please see last month's update for more details concerning financials, GMP and contract negotiations as well as phasing/scope.

We recently conducted "potholing" to try to physically locate electrical lines buried underground in the vicinity of the East Addition. This involved using pressurized water and a large vacuum to remove dirt causing minimal disruption to the area. While this work did not find the physical lines, it did give us confidence that the surveys conducted isolated the line locations and their estimated depths of 48" to 60" below the surface is accurate. Given that the excavation holes went down around 4.5 feet before hitting cobble/rock, the assumption is that they lie nearly 6' underground. This is good news, and we believe that we can construct the addition without having to move those lines, which would have a considerable cost.

We also completed mandatory Asbestos testing and there was none found, which is positive news.

Ranch House Renovation Updates

April 23, 2025

The CD (construction Documents) phase of the design is set to wrap up on the Friday prior to this board meeting (after finalization of this document). The CD set will be used to establish a final pricing round from the contractor (RA Nelson). As has been noted in the past, this pricing would be the basis for contract negotiations establishing a GMP (guaranteed maximum price).

The estimated costs up until now have been over budget. This is largely due to the reserve portions of the project. As a reminder to the community, the Special Assessment was based upon segments of the renovation as outlined when voting on the long-range plan. In addition to those items, we have a great deal of deferred maintenance as outlined within the Reserve study. Those reserve study components are amongst the most expensive items that the project entails. At this time, approximately 82% of the project overage is attributed to reserve items. Reserve items largely consist of the pool deck/pool related areas and roofing, though they also include some items such as misc. window replacements. You can refer to the Dec. 11th update below for an image that breaks down items attributed to reserves.

As we have discussed in the past, we have reconstructed our entire reserve study and we believe that the plan is achievable under current pricing estimates, keeping year end reserve balances above a margin that we feel is safe for the community (over \$1M in reserves at the end of each year).

As the CD set is released, we are mindful of the current economic situation, most particularly, the potential for tariff related inflation that could come to bear as RAN completes their final pricing round. That said, we do have a \$500,000 contingency built into our numbers. That \$500,000 is in addition to RAN's contingency which is 5% of the overall project costs. As we await the final pricing, we are optimistic.

The project phasing plan that I introduced in the March meeting will be memorialized in this upcoming CD set. As noted previously, that plan would aim to accomplish the outdoor pool and pool deck work + the east addition to the Ranch House beginning in the Fall of 2025 (after the summer pool season comes to a close). That work would conclude prior to Memorial Day 2026. We aim to close facilities only as necessary and, while we have not finalized construction schedules, we have always discussed phasing that project to best minimize impacts to the lap lanes.

Phase One 9/2025 to 5/2026:

- New pool deck
- New plaster on all bodies of water
- New tilework (mostly the tile just above the waterline) but also tilework on the bottom of lap lanes

- 2 new large built-in umbrellas in addition to the two that already remain
- New pool furniture
- Miscellaneous landscape work needed after demo-install.
- The east addition: this will consist of 2 family changing rooms (full shower and toilet facilities), one new office, a small storage space and a large covered patio under the roofline for community usage. It will also include a small bathroom that would function in the same manner as the current bathroom near the front desk.
 - The current office near the locker rooms would become flex space. It's usage is TBD.
- Shade structure over the existing kid's playground

Phase Two of the project (9/2026 to 5/2027) would accomplish all additional items in the Ranch House Renovation Plan, inclusive of the items below. As above, this is not an exhaustive list but this is the same plan that has been shared from the beginning of the community vote for the project:

- Expanded mailroom (mailroom is staying in the current location but square footage will be expanded in the manner as noted in the March update and the images below).
- The bar will receive new countertops and new equipment to make it more ergonomic. The front of the bar will also receive an update to reflect aesthetic changes made by designers.
- The Coffee Area will be renovated
- The current restroom off of the front desk will be converted to a back of the house area for food storage/refrigeration, with a utility sink and hand washing sink.
- Full locker room re-model.
- New FF&E throughout (furniture, fixtures and equipment).
- RH floors to be sanded and refinished
- New paint throughout
- New front desk (it was more cost effective to replace the existing desk vs. remodeling it to match other interior improvements).

While we don't have the finalized CD (construction documents) set, I wanted to include some images provided by Land and Shelter (Architect) as a sneak peak. This gives more of an idea of what the next rendition of the East Addition will look like. It differs slightly from the previous sketch shared in this document. As noted above, an open patio concept has been added in lieu of a larger storage area. This slightly reduces costs, while also giving a covered patio for the community to enjoy. I have also included a sketch of the pool deck showing the proposed locations of additional shade structures. You will see those areas shaded in yellow.



SWIMMING ADDITION FROM POOL AREA 3D 3



SWIMMING ADDITION FROM PARKING LOT 3D 2



MAIL FROM BIKE PARKING 3D

3



MAIL FROM ENTRY 3D

2

Ranch House Renovation Updates

March 26, 2025

We continue to work through financials surrounding the renovation project. We are currently working through the CD phase (construction documents). At this stage the majority of the financial analysis revolves around the potential phasing of the overall project.

Phasing the project over 2 seasons is being discussed. This would mean that one portion of the construction would take place spanning between Labor Day and Memorial Day 2025/2026. Another phase could then take place between Labor Day and Memorial Day 2026/2027. The potential benefits of phasing are being entertained largely for 2 reasons: 1) financial and 2) risk management. I'd like to note here, that no final decisions have been made as of yet.

From a financial perspective, phasing would allow our reserve balance to replenish between 2 waves of construction. This would allow our balance to be at a higher level throughout the process despite resulting in an overall larger price tag. Here it should be noted that depleted balances in any association's reserve brings risk. Unforeseen circumstances can always arise. As we make these financial decisions, we are acting very conservatively to ensure that our reserve projections keep the community safeguarded. As has been noted in the past, we have manually "re-built" our reserve study over the past several months. In our latest version we analyzed this from a month-by-month perspective vs. previous renditions that looked at reserve balances from an annualized perspective. We have also further engaged Todd Richmond (who acts as Board Treasurer along with Carl Hostetter). While we have not arrived at a suggested path forward concerning the overall project timeline, we have made great strides, and we feel that we are in a good place. We believe that we've taken all variables into consideration. We can now plug different scenarios into our spreadsheets, giving us detailed data on how those decisions might impact our reserves into the future. Concerning value engineering (VE), the plan is currently being drawn roughly as has been shared in the past. VE, is a process that has limited yields, and while there are miscellaneous items that could be (and have been) eliminated from the plan, the overall impact on our reserve balances over time is often of limited impact. I will elaborate more on this later.

From a risk management perspective, phasing the project is beneficial because it allows us to execute a smaller scope of work in each Fall/Winter/Spring, reducing the risk that project delays will extend into higher volume summer months.

Furthermore, a phased approach also reduces the risk that unforeseen circumstances could drive costs up. While we are working toward establishing a GMP (Guaranteed Max Price), there are still many variables that can drive costs up once a project is underway. These variables generally arise in a way that can't be predicted. Taking a phased approach could afford us the opportunity to change strategies after the completion of the first phase if necessary.

Ranch House Renovation Updates

February 26, 2025

We will be receiving data from the second pricing round (from RA Nelson) by Friday 2/21. Once we have that pricing we will internally crunch numbers during the week of the board meeting. We have a planned meeting with our Architect and GC on the week following the board meeting. Our path forward will be determined by that pricing.

Once we process that information and revise plans as needed, we will be entering the Construction Documents Phase (CD). During that stage we will work toward a guaranteed maximum price with RA Nelson and pursue contract completion. Concerning our contract with Land + Shelter, we submitted changes to our latest draft in coordination with our legal team. We met with L+S to discuss their comments. We have agreed on a path forward and should be signing a contract soon. We are using an AIA contract (B-133) with inserted language from our attorney.

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. 11th 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 3rd to discuss Schematic Design (SD) prior to entering the Design Development (DD) phase.

We received preliminary pricing from RA Nelson (RAN) on November 15th. 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.



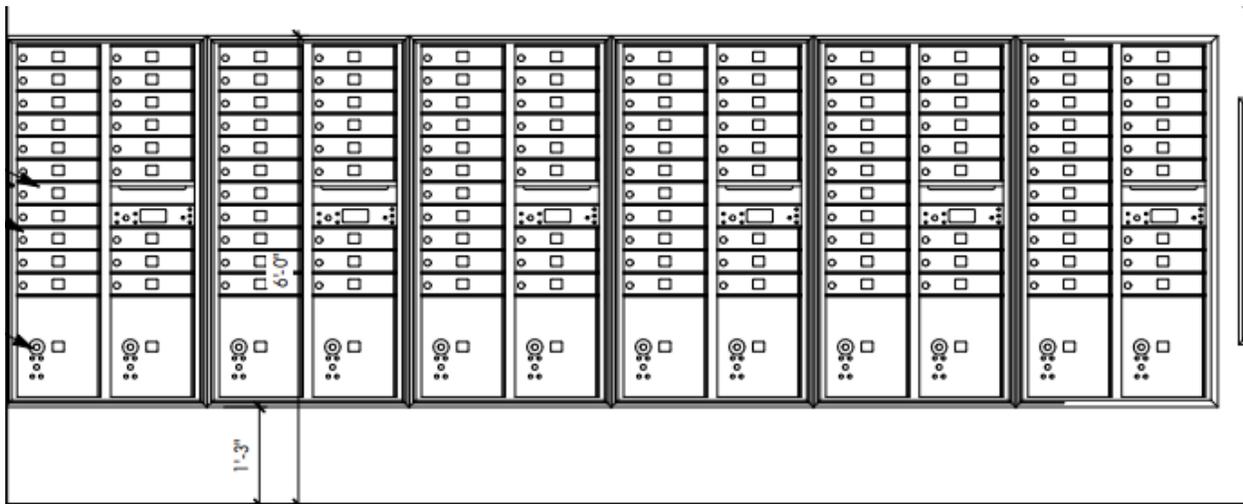
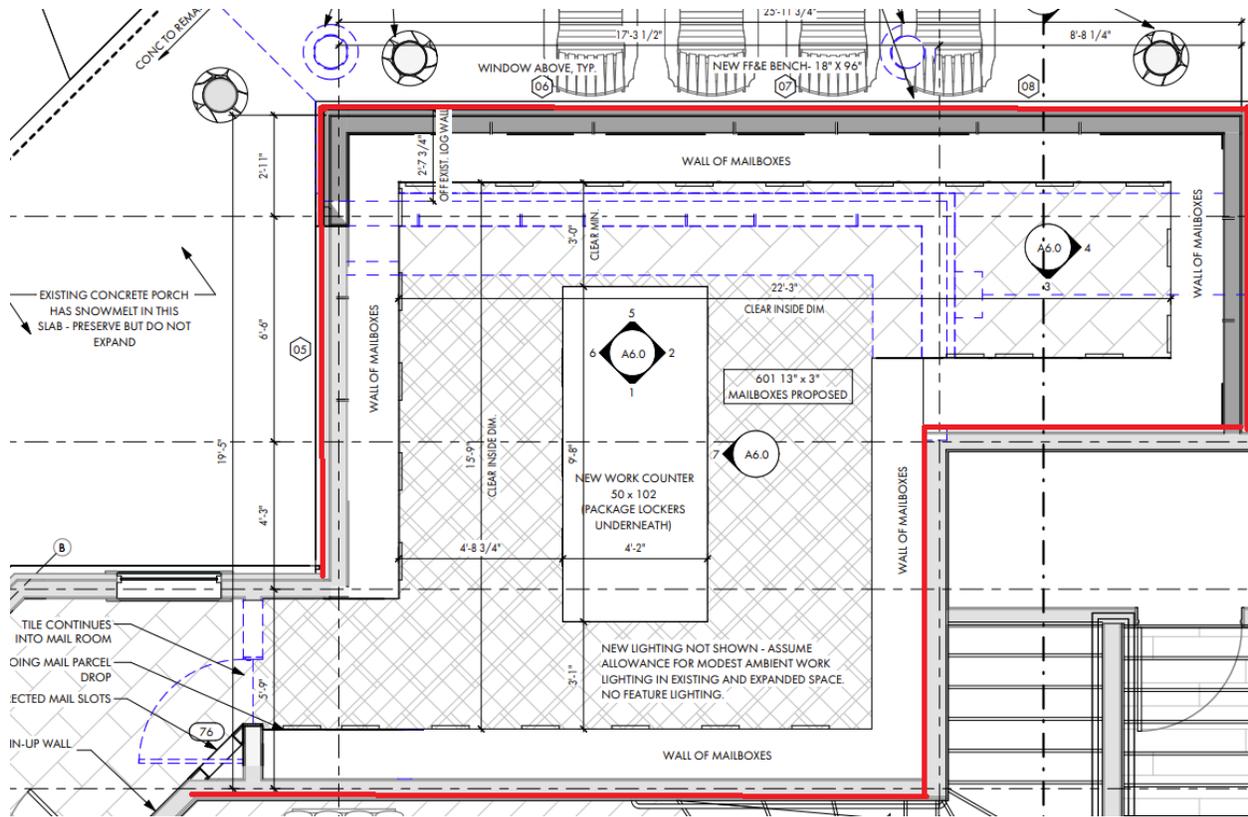
VIEW AT EAST SIDE ADDITION

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 costs are as follows:

- Maint. Bldg. Rplacement: \$100,000 (with photo of a wooden building)
- Tennis Shop Refurbish: \$25,000 (with photo of a small wooden building)
- Pool Decking Replacement: \$452,500 (with photo of pool deck)
- Main & Lap Pool Resurface: \$300,000 (with photo of a pool)
- Spa Resurface: \$50,000 (with photo of a spa)
- Windows Replacement: \$150,000 (Partial) (with photo of windows)
- Roof Replacement: \$202,730 (with photo of a roof)

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

2025 SUMMER BOARD ELECTION

Following is a schedule of key election activities, for the Summer 2025 election.

Community notice of Board Election; Request for candidate declarations	Friday, May 23
Candidate declaration deadline	Friday, June 6
Ballots sent out	Friday, June 13
Candidate Meet and Greet	Tuesday, June 17
Voting deadline	Monday, July 7
Election results published	Tuesday, July 8
Elected candidates installed at the July Board Meeting	Wednesday, July 23

Board Term Structure

Relevant governing documents:

Section 5.2 Qualifications of Directors. A Director may be any natural person and need not be an Owner of a Lot or Unit within the Common Interest Community. Provided, that upon and after the expiration of the Period of Declarant Control described in Article (V)(5) of these Bylaws, at least a majority of the Directors shall be Owners other than Declarant or designated representatives of Declarant, or designated representatives of owners other than Declarant. A Director may be re-elected and there shall be no limit on the number of terms a Director may serve.

Section 11.1 Bylaw Amendments. These Bylaws may be amended by a majority of a quorum of the Executive Board at a regular or special meeting of the Executive Board, or by the vote of Members holding at least 67 percent of the votes in the Master Association at a meeting duly noticed for such purpose. No amendment shall serve to shorten the term of any Director, or conflict with the Declaration, the Articles of Incorporation, or the Colorado Common Interest Ownership Act. Notwithstanding anything to the contrary herein, prior to the termination of the period of Declarant Control, these Bylaws shall not be amended without Declarant's prior written consent and approval.

Proposal:

A Director may be re-elected and may serve up to 3 consecutive three-year terms.

Although not explicitly stated, directors may run for the board again with a break in service.

Rationale:

- BoardSource Survey results of Nonprofit Board Practices in 2024: 54 percent of nonprofit boards have term limits. The most common board member term structure is two consecutive three-year terms.
- Staggered terms (which we have), are designed to assure a balance of continuity and turnover.
- Incumbents tend to win our elections as they are known entities with valuable experience.
- Openings without incumbents, brings new ideas and new perspectives to the board and provides opportunities to change / improve group dynamics.
- Term limits avoids stagnation, tiredness, boredom, and loss of commitment that can sometimes set in when board members serve long-terms

- Term limits avoids the perpetual concentration of power within a small group of people.
- A larger number of former board members increases active, knowledgeable owners to participate in board meetings and serve on committees.

Risks/concerns for discussion:

- Would this limitation of 3 terms/9 years impact succession to board leadership roles?
- Do we have enough qualified candidates to fill vacancies and renewals on the board with this limitation?
- Would we lose organizational/institutional knowledge/memory?

Additional thoughts:

Are there other aspects of this section of the bylaws that should also be amended at the same time? For example:

- Do we want to require that board members are Owners?
- Should we remove all of the verbiage related “Period of Declarant Control”, since they are no longer relevant?
- Would we want to increase the size of the board as John alluded to at the Meet the Candidate forum?