

Committee Members: HGA – David Kennedy Co-Chair; HGMD – David Funk Co-Chair; David Beck, Corby Kasten, Craig Baldwin, Allen Lindeman (add committee invitees)

Staff: Jon Rea (CEO)

1) Determine Quorum Present

2) Call meeting to order

3) Unfinished Business

- Finish Review of Filter Tool
- Test Filter Tool

6) New Business

7) Residents wishing to speak on non-agenda items – time limit 3 minutes

8) Adjournment

Residents wishing to speak on agenda items will be given the opportunity at the time the item is discussed.

Draft Vision Statement:

To be the most desirable senior living community in the greater Denver/Aurora area. To provide safe, affordable, high quality and diverse housing alternatives with inclusive activities and amenities to support an active lifestyle. Heather Gardens is a financially sound community with a superb management and staffed support infrastructure.

Mission Statement:

It is the purpose of Heather Gardens Home Owners Association and the Heather Gardens Metropolitan District to provide a safe, sound, beautiful, supportive housing and environment for the owners and residents of the community. Further it is the duty of the two mutually dependent organizations to provide first class amenities, recreational opportunities, staff and management at reasonable cost to the community.

JOINT LONG-TERM PLANNING: ANALYSIS FILTER: DRAFT 2 (10/22)

Our initial attempt to move a project through the “Filter” demonstrated that we were in the right direction, but refinement was necessary if the tool is to become useful in meeting our charge to proffer thoughtful recommendations. Based on our experience, the following modifications are intended to address the shortcomings of the first draft.

STEP 1

(Consistent with the first draft each item presented for consideration will undergo a SWAT analysis.)

Build on your **STRENGTHS**

Shore up your **WEAKNESSES**

Capitalize on your **OPPORTUNITIES**

Recognize your **THREATS**

If in the collective opinion of the committee the item does not address one of the four factors, that item will be given no further consideration at this time.

STEP 2

The item will be determined to be either a “Governance/Best Practices” matter or a “Physical Plant/Programming” matter. This classification will allow a more tailored filter to be used in reviewing the item. Some excellent examples of items that would be determined to be “Governance/Best Practices” are found on the work sheet under Infrastructure and Governance. Such items would be subject to a unique Filter (a product of my imagination subject to committee review, modification, and acceptance). Items considered to be “Physical Plant/Programming” matters would be subject to analysis using a modified Filter process containing elements already reviewed by the committee.

STEP 3

Apply the “Governance/Best Practices” filter to the item.

For “Physical Plant/Programming” items there must be a further determination made to place the item in the proper filter. The newly modified Filter has two tracks, “Infrastructure” and “Valued Lifestyle”.

This reflects the committee’s concern that in many cases the Filter contain extraneous items that were not germane in evaluating the task.

STEP 4

Analysis ensues using the appropriate filter. The minimum standard for any items to be recommended for Board consideration is a score above 75% of the total points possible in any given filter process.

GOVERNANCE/ BEST PRACTICE FILTER (Yet to be discussed by the committee)

Tier I – Current Focus

- | | | |
|---|-----|----|
| a. This item is not the responsibility of a specific committee? | Yes | No |
| b. No committee regularly addresses this matter? | Yes | No |
| c. No committee produces a timely report regarding this item? | Yes | No |
| d. The Board(s) have not addressed this with an “ad hoc” in the past 2 years? | Yes | No |

Tier II- Focus of Committee

- | | | |
|--|-----|----|
| a. The committee has no established objectives and goals? | Yes | No |
| b. The committee does not seek the input of experts, leaders, residents? | Yes | No |
| c. The committee does not consider fiscal impacts? | Yes | No |
| d. The committee does not consider legal impacts? | Yes | No |
| e. The committee does not produce a product that is timely and useful? | Yes | No |

Tier III – Unmet Need

- | | | |
|---|-----|----|
| a. Does this item require a unique committee? | Yes | No |
| b. Is this item of an urgent nature? | Yes | No |
| c. Is the nature of the item long-term? | Yes | No |
| d. Does this item have the potential to produce or sustain a best practice? | Yes | No |
| e. Does this item have the potential in improve operational effectiveness? | Yes | No |
| f. Does this item have the potential of improving the quality of life? | Yes | No |
| g. Is this a matter that should be reported to the Board(s) annually? | Yes | No |

TOTAL POSSIBLE POINTS: 16

NUMBER OF POINTS FOR FURTHER CONSIDERATION: 13

PHYSICAL PLANT/PROGRAMMING FILTERS ELEMENTS

Tier I: Pragmatics

Fiscally Sound

- | | | |
|---|-----|----|
| a. Is this a long-range project (anticipate lifespan 3 years plus)? | Yes | No |
| b. Is this potentially a capital project (needs dedicated funding)? | Yes | No |
| c. Has potential to reduce annual maintenance/operating costs? | Yes | No |
| d. Is there a potential alternative funding source for the project? | Yes | No |
| e. Does this project have the potential to increase HOA dues? | Yes | No |
| f. Does the project potentially sustain or increase property value? | Yes | No |

Structurally Sound

- | | | |
|---|-----|----|
| a. This project will reduce the risk of infrastructure damage that displaces residents. | Yes | No |
| b. Project will reduce the risk of critical safety systems failure. | Yes | No |
| c. Project will enhance safety systems. | Yes | No |
| d. Project will sustain basic sanitary systems, i.e., water, sewer, air flow. | Yes | No |
| f. Project will extend the useful life of a structure/system beyond project depreciation. | Yes | No |
| g. Project addresses an urgent or emergent need. | Yes | No |

Safety

- | | | |
|---|-----|----|
| a. Project potentially reduce the risk to property in common areas. | Yes | No |
| b. Project reduces the risk of resident and/or staff injury. | Yes | No |
| c. Project cost is commensurate with the potential benefit derived. | Yes | No |
| d. Project increases the safety for residents and their property. | Yes | No |

Tier II: Valued Lifestyle

Quality Amenities

- | | | |
|--|-----|----|
| a. Project/Process enhances the amenities offered. | Yes | No |
| b. Project/Process makes amenities more accessible to all residents. | Yes | No |
| c. Project/Process encourages more friend and family participation. | Yes | No |

Quality Activities

- | | | |
|---|-----|----|
| a. Project/Process increases the availability of activities. | Yes | No |
| b. Project/Process expands the capacity of activities allowing more to participate. | Yes | No |
| c. Project/Process increases cultural diversity and awareness. | Yes | No |
| d. Project/Process increases the number of amenities. | Yes | No |

Affordability

- | | | |
|--|-----|----|
| a. Cost for participation will be consistent with resident means. | Yes | No |
| b. Cost of participation reflects actual cost of providing the amenity. | Yes | No |
| c. The amenity will be free of a user fee for participation. | Yes | No |
| d. There is no required annual subsidy. | Yes | No |
| e. The amenity can be sustained without compromising existing amenities. | Yes | No |

Tier III: The Aesthetic

Beautiful Home

- | | | |
|--|-----|----|
| a. Project will enhance the enjoyment of the residents within their living unit. | Yes | No |
| b. Project will increase a sense of neighborhood with the living unit. | Yes | No |
| c. Project will allow for enhanced personalization of living space. | Yes | No |
| d. Project will not have a negative impact on the neighborhood. | Yes | No |

Beautiful Environment

- | | | |
|---|-----|----|
| a. Project will sustain the current acceptable standard. | Yes | No |
| b. Project will enhance the curb appeal of the community. | Yes | No |
| c. Project will minimally sustain best practices in respect to natural resources. | Yes | No |
| d. Project will encourage more community involvement and use of amenities. | Yes | No |

Tier IV: Desirability

- | | | |
|---|-----|----|
| a. Project will sustain a valued element of the community. | Yes | No |
| b. Project will enhance the profile of HGA/HGMD as a state-of-the-art community. | Yes | No |
| c. Project will increase the quality of life/quality of lived experience for residents. | Yes | No |
| d. Project will increase the appeal of HGA to prospective residents/owners. | Yes | No |

PHYSICAL PLANT FILTER

TIER I: Pragmatics (1 point per question) 16 possible points

Fiscally Sound

- | | | |
|---|-----|----|
| a. Is this a long-range project (anticipate lifespan 3 years plus) | Yes | No |
| b. Is this potentially a capital project (needs dedicated funding) | Yes | No |
| c. Has potential to reduce annual maintenance costs. | Yes | No |
| d. Is there a potential alternative funding source for the project? | Yes | No |
| e. Does this project have the potential to increase HOA dues? | Yes | No |
| f. Does the project potentially sustain or increase property value? | Yes | No |

Structurally Sound

- | | | |
|--|-----|----|
| a. This project will reduce the risk of infrastructure damage that displaces residents. | Yes | No |
| b. Project will reduce the risk of critical safety systems failure. | Yes | No |
| c. Project will enhance safety systems. | Yes | No |
| d. Project will sustain basic sanitary systems, i.e., water, sewer, air flow. | Yes | No |
| f. Project will extend the useful life of a structure or system beyond project depreciation. | Yes | No |
| g. Project addresses an urgent or emergent need. | Yes | No |

Safety

- | | | |
|---|-----|----|
| a. Project potentially reduce the risk to property in common areas. | Yes | No |
| b. Project reduces the risk of resident and or staff injury. | Yes | No |
| c. Project cost is commensurate with the potential benefit derived. | Yes | No |
| d. Project increases the safety residents and their property. | Yes | No |

Tier II: Valued Lifestyle: 7 points possible (1 point per question)

Quality Amenities

- | | | |
|--|-----|----|
| a. Project/Process enhances amenities offered. | Yes | No |
| b. Project/Process makes amenities more accessible to all residents. | Yes | No |

Quality Activities

- | | | |
|--|-----|----|
| a. Project/Process increases the availability of activities | Yes | No |
| b. Project/Process expand the capacity of activities allowing more to participate. | Yes | No |
| c. Project/Process increases the number of amenities. | Yes | No |

Affordability

- | | | |
|---|-----|----|
| a. The amenity will be free of a fee or use/participation. | Yes | No |
| b. There is no requirement of an annual subsidy for operations. | Yes | No |

TOTAL POSSIBLE POINTS: 23

NUMBER OF POINTS FOR FURTHER CONSIDERATION : 18

PROGRAMMING FILTER

Tier I: Pragmatics: Safety Section: 3 points possible

- | | | |
|--|-----|----|
| a. Project potentially reduces the risk to property in common areas. | Yes | No |
| b. Project reduces the risk of resident and or staff injury. | Yes | No |
| c. Project cost is commensurate with the potential benefit derived. | Yes | No |

Tier II: Valued Lifestyle: 12 points possible

Quality Amenities

- | | | |
|--|-----|----|
| a. Project/Process enhances the amenities offered. | Yes | No |
| b. Project/Process makes amenities more accessible to all residents. | Yes | No |
| c. Project/Process encourages more friend and family participation. | Yes | No |

Quality Activities

- | | | |
|--|-----|----|
| a. Project/Process increases the availability of activities. | Yes | No |
| b. Project/Process expand the capacity of activities allowing more to participate. | Yes | No |
| c. Project/Process increase cultural diversity and awareness. | Yes | No |
| d. Project/Process increase the number of amenities. | Yes | No |

Affordability

- | | | |
|--|-----|----|
| a. Cost for participation will be consistent with resident means. | Yes | No |
| b. Cost of participation reflects actual cos of providing the amenity. | Yes | No |
| c. Cost of the amenity will require a fee for use/participation. | Yes | No |
| d. The amenity will require an annual subsidy to operate. | Yes | No |
| e. The amenity can be sustained without compromising existing amenities. | Yes | No |

Tier III: The Aesthetic: ½ point per question: 4 points possible

Beautiful Home

- | | | |
|--|-----|----|
| a. Project will enhance the enjoyment of the residents within their living unit. | Yes | No |
| b. Project will increase a sense of neighborhood with the living unit. | Yes | No |
| c. Project will allow for enhanced personalization of living space. | Yes | No |
| d. Project will not have a negative impact on the neighborhood. | Yes | No |

Beautiful Environment

- | | | |
|---|-----|----|
| a. Project will sustain the current acceptable standard. | Yes | No |
| b. Project will enhance the curb appeal of the community. | Yes | No |
| c. Project will minimally sustain best practices in respect to natural resources. | Yes | No |
| d. Project will encourage more community involvement and use of amenities. | Yes | No |

Tier IV: Desirability: ¼ points per question: 1 point possible

- | | | |
|---|-----|----|
| a. Project will sustain a valued element of the community. | Yes | No |
| b. Project will enhance the profile of HGA/HGMD as a state-of-the-art community. | Yes | No |
| c. Project will increase the quality of life/quality of lived experience for residents. | Yes | No |
| d. Project will increase the appeal of HGA to prospective residents/owners. | Yes | No |

TOTAL POINTS POSSIBLE: 20

NUMBER OF POINTS FOR FURTHER CONSIDERATION: 16

	Priority Rank	Responsible Party or Entity	Expected Product or Outcome	Start Date	Target End Date
Community Wellbeing / Quality of Life					
Empowerment - Informed and Engaged (communication and participation)					
Identify issues, e.g. senior housing, health care, security and safety, etc. of interest to the community and the HG Board of Directors					
Identify available financial assistance and resources - city, county, state and federal					
Develop a culture which encourages creative thinking about community issues					
Promote Volunteerism - AR, AAR, committees, leadership, service activities (support)					
Encourage residents to support community improvement efforts for the next generation					
Encourage Diversity - Neighborhoods / Community Concept					
Establish a culture that addresses important issues together rather than independently					
Enhance Health / Recreation - Classes, Clubs, Clinics, Activities, Entertainment, Amenities					
Identify Environmental Considerations - Sustainability / Renewability					
Support "Green Efforts" - evaluate and improve recycling					
Increase conservation efforts - water, efficiency of irrigation systems					
Identify opportunities to use of alternate energy sources such as solar energy, opportunities to increase energy efficiency, and provide for electric vehicle charging stations					
Assist residents to effectively adjust to the changing world environment					
Monitor Real Estate Trends and Property Values for growth, value and affordability					
Safety / Security					
Enhance the physical security, especially prevention of property crimes					
Develop and implement a training program of armed Security Officers - required and enhanced					
Identify and implement innovative best practices of Security Technology					
Implement enhanced communications system for Security Officers					
Identify and install appropriate surveillance systems in highrise building garages and RV lot					
Develop a community-wide, comprehensive modern fire safety plan					
Install Traffic calming / mitigation devices in conjunction with the City of Aurora throughout the community					
Increased police presence - traffic and speed enforcement					
Assess campus safety related signage and lighting					
Evaluate principles of Crime Prevention Through Environmental Design (CPTED) for implementation in HG					
Ensure well maintained properties throughout the community					

		Priority Rank	Responsible Party or Entity	Expected Product or Outcome	Start Date	Target End Date
Infrastructure						
Conduct a comprehensive evaluation of our legacy (aging) Infrastructure						
Implement the approved plan for the parking/garage Structures - study/ planning [HGA/LRPC/PSAC: 2020-2022]						
Develop a comprehensive plumbing and water plan for HG and HGMD including city water and well water usage and sewer systems in conjunction with the City of Aurora						
Develop a comprehensive plan for Roof Replacements for all structures						
Maintenance						
Develop a proactive scheduled maintenance and financial plan with contingency allowances for emergencies						
<u>Establish physical facilities inspection procedures and plan</u>						
Develop a Capital Improvement and Long Term Financial Plan to include Capital Component Elements						
Identify essential technology Infrastructure that is Secure, Resilient and Adaptable including fiber optic network and other alternatives for campuswide communications, internet access, and information sharing.						
<u>Provide opportunities to help residents learn to use new technologies</u>						
Conduct biannual Interior Space Assessment - Clubhouse, Maintenance Bldg.						
		Priority Rank	Responsible Party or Entity	Expected Product or Outcome	Start Date	Target End Date
Governance						
positive, constructive collaboration.						
Review and revise governing documents, i.e., Bylaws, Rules, Policies, Procedure Memoranda, Agreements, Declarations - [HGA/HGMD: 2022/2025]						
Annually review and assess expiring lease agreements						
Periodically assess need for Governing Bodies Reorganization - [HGA/HGMD: 2022]						
Define governance processes with focus on expectations, efficiency and transparency						
Annually assess and revise meeting schedules as needed						
Provide oversight, guidance, direction and support to: The administrative, management, and operations components of the Heather Gardens Community [HGA/HGMD: 2020 - 2025]						
Fulfill the fiduciary duty to act in the best interest of the community and its members						
Honor existing inter-agency agreements						

JOINT LONG RANGE PLANNING COMMITTEE Joint Procedure Memorandum JLRP - 1

This Joint Procedure Memorandum JLRP - 1 replaces and supersedes Association PM LRP-1, Long Range Planning Standards & Procedures dated September 15, 2020, which should be removed from your file and destroyed.

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I. BACKGROUND

The Heather Gardens Association (Association) and the Heather Gardens Metropolitan District (District) signed an interagency agreement pursuant to which the Association serves as the agent for the District in carrying out District programs and managing District property (the "Management Agreement"). Both the Association and the District need to identify issues likely to increase costs and impact Association and District property in future budget years so that those costs can be prudently managed. The Management Agreement provides for shared advisory committees. The Joint Long Range Planning Committee (JLRPC) will provide advice to each Board, as appropriate, on issues pertaining to long range planning for the Heather Gardens community.

- A. **AUTHORITY:** The Management Agreement provides for joint committees. This Joint Procedure Memorandum JLRP - 1 incorporates the intent of both Boards to identify and develop plans for dealing with long-term issues that are expected to impact the Heather Gardens community.
- B. **COMPOSITION:** The JLRPC is co-chaired by an Association Board member and a District Board member and consists of a minimum of four (4) and a maximum of seven (7) members. A quorum is four (4).
- C. **CONCERNS:** The Heather Gardens community includes both residential areas under Association management and certain real property, including, without limitation, recreational facilities, open space, grounds, roads and walkways, a golf course, a clubhouse, a restaurant, a recreational vehicle parking lot, a community garden, storage units and other real estate, structures, improvements, and certain personal property subject to District authority and policy. As such, cooperation between the Association and the District is highly desirable. As a middle-aged community, long-term planning for adjusting to anticipated climate change and aging facilities has become increasingly important.
- D. **SCOPE:** While most other committees focus on immediate issues (one year or less), the JLRPC will focus on issues that are likely to impact the community over the course of the next two years and beyond. The JLRPC will advise the Association and District Boards on matters that relate to:
 - 1. Residential property values, i.e., issues which will maintain community competitiveness in the real estate marketplace;
 - 2. High quality of life for residents through services and amenities;
 - 3. Identifying major long-term infrastructure issues such as maintenance, repair and replacement, grounds maintenance including landscaping,

- and road and street maintenance;
4. Any other issues the JLRPC determines are relevant to the long range planning concerns of the Association and the District.

II. RESPONSIBILITIES

- A. **ASSOCIATION PRESIDENT:** Appoints with Board approval, no later than the Association board meeting in January of each year, a Co-Chair of the JLRPC.
- B. **DISTRICT PRESIDENT:** Appoints, no later than the District board meeting in June of each year, a Co-Chair of the JLRPC.
- C. **CO-CHAIRS, JOINT LONG RANGE PLANNING COMMITTEE:** Chair meetings of the JLRPC and initiate actions needed to meet the responsibilities of the JLRPC. Inform the Association and District Boards of JLRPC activities, provide reports to the Association and District Boards as appropriate, and coordinate with other committees and management.
- D. **MEMBERS, JOINT LONG RANGE PLANNING COMMITTEE:** Participate in meetings of the JLRPC, identify and propose evaluation of issues needing long-term planning and analysis, accept and carry out assignments.

III. PROCEDURES

A. **JOINT LONG RANGE PLANNING COMMITTEE:**

1. **Meetings:** The JLRPC will meet at least quarterly in the Heather Gardens Board Room at a date and time determined by the Co-Chairs. The JLRPC may conduct additional meetings or work sessions as needed. With appropriate notification, meetings may be held using technology such as videoconferencing as may be convenient or desirable.
2. **Functions and Authority:** The JLRPC is expected to display initiative in identifying long range issues which are likely to impact property values and quality of life in Heather Gardens. When such issues are identified:
 - a. The JLRPC will be receptive to input from the residents. It will communicate and cooperate with other Association and District committees and staff having responsibility for the issue for the purpose of

fully defining and understanding the issue.

b. When the JLRPC determines that JLRPC and staff resources are adequate to develop a clear description of the issue along with recommended options, the JLRPC is to investigate the issue and prepare a report, with recommendations, for the Association and District Boards.

c. When the JLRPC determines that the JLRPC and staff resources are not adequate to properly investigate the issue, the JLRPC will work with staff to identify outside resources capable of assisting the JLRPC to properly investigate the issue and develop recommendations for the Association and District Boards.

1. The JLRPC will obtain approval from the Association and District Boards for all outside assistance, including, but not limited to, approval for expenditure of funds for such studies. The only exception to such approval requirement will be when the cost of the outside assistance falls within the General Manager's spending authority.

2. In identifying and working with outside resources, the JLRPC will coordinate with Association or District operations staff that would ordinarily be responsible for the issue in question.

d. The JLRPC will prepare an annual summary report for the Association and District Boards that provides an overview of issues that have been identified, issues that have been addressed, and those currently being addressed by the JLRPC. the report shall include trends in property values as compared to residential property values in similar communities in the area, long-term maintenance issues, trends in utilization of District amenities, and any other information relevant to the long range planning concerns of the Association and the District.

Jill Bacon, President

Jill Bacon, President
Heather Gardens Association

David Funk, President

David Funk, President
Heather Gardens Metropolitan District

May 26, 2021

Date

May 26, 2021

Date