



**NOTICE OF HGMD BOARD OF DIRECTORS REGULAR MEETING  
April 15, 2021 at 1:00 PM**

Pursuant to Section 24-6-402(2)(c), C.R.S., the Board of Directors of the Heather Gardens Metropolitan District, hereby gives notice that it will hold a regular meeting via Zoom videoconference at **1:00 PM on April 15, 2021**. The business meeting will be held for the purpose of conducting such business as may come before the Board. This meeting is open to the public.

**THIS MEETING WILL BE AVAILABLE BY VIDEOCONFERENCE TO PRESERVE THE HEALTH, SAFETY, AND WELFARE OF THE PUBLIC IN LIGHT OF THE IMMINENT THREAT CAUSED BY THE COVID-19 PANDEMIC.**

**Join Zoom Meeting**

<https://zoom.us/j/92342608124?pwd=cU90b1ZNZUJvWlpWNU93UTI5ZkRRdz09>

**Meeting ID: 923 4260 8124**

**Password: 202437**

or

**Dial-In Number: +1 346 248 7799 US**

**AGENDA**

1. Determine quorum present
2. Call meeting to order
3. Approval of/additions to/deletion from agenda
4. Approval of Minutes
  - a. Consider Approval of Minutes of February 18, 2021 Regular Meeting
5. Reports of Directors, committees, and professional consultants
  - a. President's Report (Funk)
  - b. Interim General Manager (Rea) – April 20, 2021
  - c. Clubhouse/Restaurant Committee – No Meeting
  - d. Foundation Committee (Laubach) – No Meeting
  - e. Golf Committee (George) – April 13, 2021
  - f. Property Policy Committee (Funk) – April 5, 2021
  - g. Treasurer's Report (Archambault) – No Report
6. Discuss March 2021 Financials
7. Unfinished Business
8. New Business
  - a. Consider Approval to Update Authorized Signers at Key Bank
  - b. Consider Accepting the Heather Gardens Long Range Planning Joint Procedure Memorandum
9. Open Forum – Public comment (time limit-3 minutes per person)
10. Adjournment

**Note:** HGMD regular Board meetings, when held, are on the third Thursday of each month at 1:00 PM. Residents wishing to speak on agenda items will be given the opportunity at the time the item is discussed (time limit-3 minutes per person).

**The next regular meeting will be held Thursday, May 20, 2021 at 1:00 PM.**

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[www.heathergardens.org](http://www.heathergardens.org)

**HEATHER GARDENS METROPOLITAN DISTRICT  
REGULAR MEETING  
Thursday, February 18, 2021**

The regular meeting of the Board of Directors of the Heather Gardens Metropolitan District was held via Zoom/Telephone in the office of the District, 2888 S. Heather Gardens Way, Arapahoe County, Colorado, on Thursday, February 18, 2021 at 1:00 P.M.

**CALL TO ORDER:** President Funk called the meeting to order at approximately 1:00 P.M. on Thursday, February 18, 2021. A quorum was present.

**BOARD MEMBERS PRESENT:** President David Funk, Vice President Michael George, Treasurer and Secretary William Archambault and Director Eloise Laubach.

**BOARD MEMBERS ABSENT:** None

**STAFF PRESENT:** Interim General Manager Jon Rea and Board Assistant Evelyn Ybarra.

**GUESTS PRESENT:** Jennifer Ivey, Icenogle Seaver Pogue, P.C., five members of the Heather Gardens Association Board, Lynn Donaldson, with Heather 'n Yon, and approximately 20 members of the public were present.

**APPROVAL OF MINUTES:** Motion made by Vice President George and seconded by Treasurer and Secretary Archambault and passed unanimously to approve the minutes of the January 21, 2021 Regular Meeting as written.

**REPORTS OF DIRECTORS, COMMITTEES, AND PROFESSIONAL CONSULTANTS:**

**President Report:** President Funk commented today's meeting may be short. There were no committee meetings this month and therefore there are no reports.

**General Manager's Report:** The Board received a copy of the Interim General Manager Rea Statement of Work Report. There were no questions or comments.

**Clubhouse/Restaurant Committee:** No Meeting.

**Foundation Committee:** No Meeting.

**Golf Committee:** No Meeting.

**Property Policy Committee:** No Meeting.

**Treasurer's Report:** No Report.

**UNFINISHED BUSINESS:** None.

**NEW BUSINESS:**

- a.) **Motion to Approve to Extend for One Year the Appointment of Tom Parko to the Golf Committee:** Motion made by Vice President George and seconded by Treasurer and Secretary Archambault and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors approve extending the appointment of Tom Parko to the Golf Committee for one year. With the extension, the appointment of Mr. Parko will expire on January 31, 2022.

- b.) **Motion to Approve to Extend for One Year the Appointment of Debra Madril to the Golf Committee:** Motion made by Vice President George and seconded by Treasurer and Secretary Archambault and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors approve extending the appointment of Debra Madril to the Golf Committee for one year. With the extension, the appointment of Ms. Madril will expire on February 28, 2022.

- c.) **Motion to Approve to Extend for One Year the Appointment of Ray Nash to the Budget and Finance Committee:** Motion made by Treasurer and Secretary Archambault and seconded by Director Laubach and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors approve Ray Nash's appointment to the Budget and Finance Committee be extended for one year.

Explanation: Ray Nash has the financial experience valuable to the Budget and Finance Committee and the Capital Program Subcommittee.

- d.) **Motion to Approve to Extending the Audit Subcommittee Members Appointments:** Motion made by Treasurer and Secretary Archambault and seconded by Director Laubach and passed unanimously.

Text of Motion: Based on the recommendation of the Budget and Finance Committee, I move that the Heather Gardens Metropolitan District Board of Directors approve the extension for one year the appointments of the following: Marie Clark, Yolanda Lickteig, Karen McClaury, and Barb Schneller to the audit subcommittee.

Explanation:

1. Committee members must meet in person and have established a routine that requires no contact.
2. Training new people would require personal closeness contrary to COVID regulations.
3. These members of the subcommittee know the system better than the accounting staff, except for Vickie Wu, and can recognize when invoices are miscoded.

**e.) Motion to Approve to Carry Forward of 2020 Spending Authority to 2021 for Project Pumphouse Roof TPO:** Motion made by Treasurer and Secretary Archambault and seconded by Director Laubach and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors approve the \$10,350 carry forward 2020 spending authority to 2021 for project Pumphouse Roof TPO.

Explanation: Roof replacement was postponed due to fixes/patching that occurred in 2019 – this was a temporary fix to prolong the life and need of replacement. The roof still needs to be replaced as there are still existing issues and further deterioration since the initial fix/patch.

**f.) Motion to Approve the Update Authorized Signatures for Zion Bank:**

Motion made by Treasurer and Secretary Archambault and seconded by Vice President George and passed unanimously.

Text of Motion: I move that the listing of authorized signatures for activity at the Zion Bank be updated as follows:

David L Funk, President

William F Archambault, Secretary and Treasurer

and remove the name of Sandra Rosenberg from the authorized signature listing.

Explanation: Currently, the authorized signatures are that of Sandra Rosenberg and William F Archambault. This updates the listing to the current President and Secretary/Treasurer.

The Board will need to notify the Bank, in writing on an HGMD letterhead, of the current authorizations.

**g.) Motion to Approve to Authorize Zion Bank to Establish Custody Account for Debt Service Funds Held by Bank:** Motion made by Treasurer and Secretary Archambault and seconded by Director Laubach and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors authorize the establishment of a Custody Account at the Zion Bank for Debt Service Funds Held by the Bank. This account will be in effect until the current bond issue matures in 2040.

Explanation: Currently, funds held by the Zion Bank for Debt Service are held in a "Trustee/Payee" type of account. The bank states that there are two alternatives for handling the funds. 1)The District could establish a separate bank account, at the bank of our choice, have the funds collected monthly by Arapahoe County deposited directly to that account and semi-annually transfer funds to the bank for payments due on the bond issue or 2) authorize the establishment of Custody account and have Arapahoe County deposit funds directly to the Zion Bank which is the current practice. Semi-annually the District would authorize the bank to make the necessary payments due on the bond issue.

Given the changes in the HG finance office, I recommend that the Custody Account be established. It will cost \$500 per year to maintain the Custody account. The procedure for handling the funds was established with the issuance of the 2010 bond series and has been handled properly and accurately.

The Board will need to notify the Bank, in writing, of the decision made.

**h.) Motion to Approve to Authorize the Engagement of Such Individual and /or Firms to Assist in Bringing its Accounting Work up to Date:** Motion made by Treasurer and Secretary Archambault and seconded by Director Laubach and passed unanimously.

Text of Motion: I move that the Heather Gardens Metropolitan District Board of Directors authorize the engagement of such individuals and/or firms to assist in bringing its accounting work up to date. The work will include reconciliations of bank and other accounts, documentation of procedures and practices and internal controls, and such other work as may be appropriate to catch up the books and records of Heather Gardens. The acting general manager with consultation from such members of the Budget and Finance Committee as he deems appropriate will be responsible for initiating the engagement and monitoring the parties so engaged.

**OPEN FORUM:** None

President Funk asked the public to pass on to friends and neighbors that there is an opening on the Board and the committees associated with the District. This is the week

of random acts of kindness. Be kind by joining the Board in participating in these kinds of decisions and managing Heather Gardens in being a great place to live.

**ADJOURNMENT:** Upon motion by Vice President George, seconded by Treasurer and Secretary Archambault and passed unanimously, the meeting adjourned at 1:23 P.M.

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William Archambault, Treasurer and Secretary

DRAFT

**GM Department Report  
Statement of Work (SOW)  
4/20/2021**

**End of Month Report - March 2021**

**HGMD**

**Clubhouse**

**Project Status & Objectives**

<i>Project Name</i>	<i>Objective</i>	<i>% Comp</i>	<i>On-Time</i>	<i>Late</i>	<i>Goal for Completion</i>
Library opening		100	X		4/1/2021
Perpetual Calendar	3 mos outlook	100	x		ongoing
CPR for returning staff	Safety is Priority 1!	100	x		3/31/2021
COVID Vaccine Clinic	provide community	75	x		4/17/2021
COVID Updates & guidelines	Level Blue	75	X		ongoing
Library volunteers return & train		75	x		4/15/2021
Quarterly Reports and Merits		75	x		4/1/2021
Evaluate Picnic Pavilion usage	post COVID	50	x		5/1/2021
Woodshop Safety Protocols	Safety is Priority 1!	50	x		3/31/2021
Facility schedule in ActiveNet	communication	50	X		4/5/2021
Craft Fair-Inside & Outside	Community event	50	X		4/24/2021
Front Desk renovation & office space	create needs list/next step	25	X		3/15/2021
FT position post, hire, train	Best use of position	25	x		5/1/2021

<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>	<b>Status</b>
New class development, new instructors	In-Progress
Planning for 2021: Next step	In-Progress
Keeping up on COVID regulations and restrictions	In-Progress
Perpetual plan for opening clubhouse, increasing times	In-Progress
Front Desk renovation	Researching
Evaluate Clubhouse positions- FT vacate, PT responsibilities	Researching
Clubhouse Parking lot stripping	Researching
Evaluate the Opening Hot Tub	Parked
Capital Project-Stage flooring	Parked
Parking Structure Mtg & reservations	Parked

**Golf**

**Project Status & Objectives**

<i>Project Name</i>	<i>Objective</i>	<i>% Comp</i>	<i>On-Time</i>	<i>Late</i>	<i>Goal for Completion</i>
Update Rules for COVID-19 Play	Staying up to date with rules	100	X		3/31/21
Talk to 2020 tournaments for 2021	Retain Tournaments	100	X		3/31/21
Repair Shelter, add sanitizer & open	Image	100	X		3/31/21
Finalize 2021 scheule with Brian	Yearly Maintance	100	X		3/31/21
Punch Card Clean up	Yearly Maintance	100	X		3/31/21
Golf Shop re-arrange	Yearly Maintance	100	X		4/15/21
Finalize 2021 player development	Player development	100	X		4/15/21
Finalize Men's & Ladies league start	Yearly Maintance	100	X		3/31/21

<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>	<b>Status</b>
Permanent placement of Simulator	Researching
Upgrade irrigation system	Researching

Bridge replacement	Researching
Add Hedges to left side of # 7 for walker path safety	Researching
Flower Gardens behind tee box of # 1	Researching
Add new ladies tee box on hole #7	Researching
New tee box extension on number #3	Researching
More trees needed for course	Researching

## Restaurant

### Project Status & Objectives

Project Name	Objective	% Comp	On-Time	Late	Goal for Completion
Research new POS	Improve sales, reduce cost	100		X	1/15/21
Research new house wines ....	Increase offerings for guests	100			3/31/21
Cross train Kevin on FOH	Be the backup just in case	90		X	2/1/21
Working on New menu for opening		75	X		5/1/21
Keep working on zero waste menu, new menu specials		75	X		4/1/21
Staff planning for e-opening	Plan for hiring	50	X		5/1/21
Marketing with the golf course		50			4/1/31
Plan special events for April	Increase sales	50	X		3/31/21

Long Range Projects, Implementations & Prospective Projects/Ideas	Status
Collaborate with Golf on sales opportunities	In-Progress
Taking another look at delivery	In-Progress
Set up email list for specials for the restaurant	In-Progress
Research what other golf courses are charging for food etc	In-Progress
Work with Shamrock on webpage and social media	In-Progress
Implement new business plan	Researching
Evaluate kitchen equipment for new concept	Researching
More marketing with the new communications person	Researching
Work with Shamrock and Sysco on pricing moving forward	Researching
Researching the Araphoe 5 star recovery program	Researching
Patio for next summer, get netting to deter squirrels attacking	Researching
Make plans with Greg to create more sales for the restaurant	Researching

## HGA

### Contracts

### Project Status & Objectives

Project Name	Objective	% Comp	On-Time	Late	Goal for Completion
2020 - Carpet	Replace Carpet - in 1st and 2nd floors of 4 -story Buildings	100		X	4/1/21
2021 - 2023 - Trash Bids/ RFP's	Update Trash Contract to better suit the associations needs.	100	X		4/1/21
2021 - FPE Panel Replacements	Replace FPE panels throughout the community to meet City and State Electrical Codes	65	X		7/1/21
B223 Ventilation Project	Resolve Air Circulation Issues	53		X	5/1/21
2021 Elevator Jacks	Replace Elevator Jacks to meet City and State Code Regulations.	45	X		12/31/21
RV Parking Lot	Revising the Parking Lot layout to better suit the needs of the residents using the RV parking lot.	25	X		5/31/21
HGMD Fuel Storage Tank	Install new 500g split tank to supply fuel needs for the small engine fleet.	23			8/1/21
B215 / Golf Cart Drainage	Resolve HGA and HGMD Drainage Issues		X		ASAP
Parking Structure - Security Enhancement Project	To help relieve community safety concerns		X		ASAP

Elevator PM RFP/ Contract / Re-Bid/ Renew	Revise Elevator Maintenance Contract to maintain and keep the elevators operable for the residents ease of use.		X		7/31/20
Parking Structure - Structural Integrity Project w/ Walker Consultants	Prolong the life of the 4 Parking Structures.				
2021 - Carpet	Replace remaining 2nd story carpets of 4-story buildings and start 3rd and 4th floors		X		12/31/21
2021 - Road Seal Coat; B213-214, B215-216, Seville, CP4, and CP5-6	Provide sealcoat, crackfill, infrared to help maintain parking lot functionality and appearance.		X		
Misc - Project	Random items that will come up with previous projects or gathering information for potential upcoming projects		X		
2021 Building Paint	To keep the buildings aesthetically pleasing and prevent building leaks		X		5/31/21

Long Range Projects, Implementations & Prospective Projects/Ideas	Status
Trash Contract/ RFP/ Re-bid/ Renew	In-Progress
Carpet Replacement	In-Progress
Building 223 Ventilation Air Flow	In-Progress
HGMD - New Fuel Storage Tank	In-Progress
Remove Pillars/ Replace Fencing in CP2	Researching
PS#3 Post Tension Repair	Researching
Parking Structures - Security, New Top Coat, Water Proof	Researching
Seville - Sealcoat, Drainage, 231-236	Researching
CP-4 Road Sealcoat	Researching
Elevator PM RFP/ Contract / Re-Bid/ Renew	Parked
HGMD Clubhouse Baquet/ Management Carper Replacement	Parked
B215/ Golf Cart Drainage	Parked
Access System Controls	Parked
Building 244 - Roof Replacement	Parked
<b>Controller/Accounting</b>	

**Project Status & Objectives**

Project Name	Objective	% Comp	On-Time	Late	Goal for Completion
Bank Reconciliations	HGMD complete thru 12/20	100		X	3/15/21
Current with monthly financials		75		X	5/7/21
Bank Reconciliations	HGA Jul- Dec 2020	50		X	4/30/21
AR/Billing/Prop Mgt in Jenark	General cleanup	50			5/31/21
2020 Audit Prep - RubinBrown	HGMD	10		X	5/31/21
2020 Audit Prep - RubinBrown	HGA	10		X	6/30/21
Bank Reconciliations	HGMD Jan-Mar 2021	0		X	4/30/21
Bank Reconciliations	HGA Jan-Mar 2021	0		X	4/30/21
2022 Budget/Cap Reserv.		0	X		7/31/21

Long Range Projects, Implementations & Prospective Projects/Ideas	Status
Training for Ainissa to assume more GL management role	In-Progress
Replace AR/Billing position	In-Progress
Assume supervisor role for front office	In-Progress
Establish controls for cash management	In-Progress
<b>Custodial</b>	

**Project Status & Objectives**

Project Name	Objective	% Comp	On-Time	Late	Goal for Completion
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Covering 4 zones	3 people quit and 1 is out of the country for 2 weeks.	100			Job Posted/Hiring ASAP
Training	Finish training 1 employee.	100			4/2/2021
Manager/Staff Support	Helping cover buildings.	100			
Carpet Cleaning in all buildings	We left of in building 218, trying to hire more people to be in special prjcts.	20			7/31/2021
Trash Chutes	Desinfect/power wash trash chutes thorough out the property.	0			5/31/2021 (Weather Permitted)
Side stairs in 4 story buildings	Wash side stairs in 4 story buildings	0			Permitted)

Long Range Projects, Implementations & Prospective Projects/Ideas	Status
Extractor Training	Researching
Hiring 2 extra part timers	In-Progress
Training 1 new employee in buildings	In-Progress

**Maintenance**

**Project Status & Objectives**

Project Name	Objective	% Comp	On-Time	Late	Goal for Completion
new on the job training program	review in progress	85	X		3/1/21
Asbestos training	training	75	X		3/25/2021
purchased of a new vehicle	researching	75	X		3/31/21
develop track sheet for projects	completed projects	50	X		5/31/21
Jose Munoz	review	75	X		4/21/21
leo munoz	review	75	X		4/24/21
Andy Nylander	review	75	X		4/29/2021
Rene Portillo	review	75	X		4/27/2021
Carlos Tamayo	review	0	X		5/2/21
Julian Navarro	review	0	X		5/31/21

Long Range Projects, Implementations & Prospective Projects/Ideas	Status
Train Leo on acc process	In-Progress
213 , 244,233 chair rail project	In-Progress
replacing light fixtures in common area building 234	In-Progress
billables and what that looks like going into the future	Researching
schedule for cp's washing siding	Researching
Leaf Guard protection for all cp's	Researching
fencing project	Researching
repainting of the crosswalk next the clubhouse	Parked
boiler repairs 202,204,218,233,234,235	Parked
painting of the 4 stories floor in garbage hallway	Parked
painting of center stairwell landings at the bottom 213-220	Parked
Patch Prep by Servicemen	Parked

**Maintenance - Facilities Engineer**

**Project Status & Objectives**

Project Name	Objective	% Conf	On-Time	Late	Goal for Completion
NTH 2756 basement restoration after sewer pipe replacement	Put basenent back together after sewer pipe replacement (getting quote/s)	100%	X		Completed
Annual Fire Extinguisher Inspection	Compliance (Scheduled for March 15th – 19th)	100%	X		Completed
Inspect all CP3 Breaker Panels and make list of needed FPE's	In preparation for 2021 CAP RES	100%	X		2/26/21
Club Indoor Pool Solar problem	Not Working	100%	X		3/31/21
Bld 208 & 214 Elevator Repairs	CO State Compliance	100%	X		3/18/21

223 parking slab CAP RES	Drainage and water from foundation (Outside Temp needs to be sustained above 60 degrees)	85%	X		5/31/21
217 parking slab CAP RES	Drainage and water from foundation (Outside Temp needs to be sustained above 60 degrees)	85%	X		5/3/21
CP5 (14263) Frozen Pipe Flood Restoration	Put unit back together after flood though-out unit (getting quote/s)	75%	X		3/26/21
NTH 2754 basement restoration after sewer pipe replacement	Put basenent back together after sewer pipe replacement (getting quote/s)	75%	X		4/15/21
Work with Walker Consulting	PS1-PS4 on Structural Testing and Inspections	50%	X		UNKNOWN
Restaurant HVAC Replacement	Schedule Replacement	25%	X		5/30/21
Help with PM-A1 wording on HGA requirements	Wording in PM-A1 has grey area's not addressed regarding CP patio roofing and Multi-story plumbing material	20%	X		2/25/2021
Building 233 Unit 610 Roof Leak	Get whole roof fixed or replaced	20%	X		5/1/21
Building 213 Chai Rail	Cap Res Project	20%	X		5/31/21
CP fencing	Developing a plan for design of fencing that we can get Board approval before moving forward on more fence replacement	15%	X		2/25/2021
Maintenance Master Plan	Go Forward Plan	10%	X		3/30/21
Research PS Security	PS Security	10%	X		1/30/21
Building 216 Roof Safety Rails	Researching Options (Safety)	10%	X		2/25/21
Building 217 front entry drainage	Modify for better drainage	10%	X		3/31/21
Annual Fire Extinguisher Inspection (Discrepancies)	Compliance	5%	X		5/30/2021
5 year FDC Testing in 14 Multi-story Buildings	Compliance (Scheduled to start in June 2021)	5%	X		5/30/21
Get quotes for 213 chair rail	2020 Cap Res project	5%	X		3/30/21
Inspect stairs and landings for a list of repairs needed in 2021	For CAP RES request	5%	X		3/31/21
Explore/Research Analog to Digital Elevevator phone lines	Possible Upgrade	1%	X		2/25/21
<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>			<b>Status</b>		
Carpenter, Electrician and Plumber justifications			In-Progress		
STH siding trim repairs			In-Progress		
Add Fire Alarm Systems in 4 Story Hallways			Parked		
2019 Cap Res - Chair Rail 218 Needs to be Finished			Parked		
2020 Cap Res- Chair Rail 213,244,233			Parked		
<b>Operations Manager/Interim GM</b>					

**Project Status & Objectives**

<i>Project Name</i>	<i>Objective</i>	<i>% Comp</i>	<i>On-Time</i>	<i>Late</i>	<i>Goal for Completion</i>
CAI Licensure/M100	M100 Class - Complete/Test & Cert	100	X		4/1/21
Management Office Dev	Culture/Accountability/Expecations	100	X		3/31/21
Partial Proof of Loss & Sale Recap	CP4/Closing - Waiting on Lexington	99	X		3/15/21
Accounting Workflow & Comms	Cap Res Contracts & Accounting	90	X		4/30/21
Maintenance Connections	Inventory WO/Work Flow/Contract Sec	80		X	TBD
Accounting Dept/Training/On-Boarding	Audit/Support/Cleanup	70	X		ASAP
Communications Governance	Timing/Priority/Process	50	X		4/30/21
Goals for All Depts	Review/Add Additional Goals	25	X		4/30/21
Curbside Appeal Project	Project List From R&G (PPD)	99		X	ASAP
ACC Piping Issue/Process	Add City Input (JH) (PPD)	90		X	ASAP

<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>	<b>Status</b>
Restaurant HVAC/Windows (JH)	In-Progress
Restaurant "Plan" Indoor Dining/Capacity % (CR)	In-Progress
Restaurant/Golf Beverage On Course Beverage Services Plan (GK & CR)	In-Progress
Accounting Clean-Up & Plan (JR & JC)	In-Progress

Fencing Project/Create Options/Present to Committees (JH & JR)	In-Progress
Trash Contract (JH & DO)	In-Progress
Parking Structures Long Term/Security Project - LRP Plan (JH/DO)	In-Progress
Access Control Ideas/Presentation	In-Progress
RV Storage Project (DO)	In-Progress
CP-6 14251 & 14259 Drainage (DO & MM)	In-Progress
Employee On-Boarding Set-Up Docs/401K Set UP/Insurance (HS/JR)	In-Progress
Cross Training Matrix (R&G/Maint Dept)	In-Progress
215 HGMD/HGA Drainage Project (DO)	In-Progress
Seville Drain Pan Project (DO)	In-Progress
Contracts Misc - Org Chart of Approval Process/RFP/General Docs/Workflow	In-Progress
Siding/Powerwash Planning	In-Progress
Clubhouse Asst Backfill/Postion Development (JR, LA, HS)	In-Progress
Update what we do - All Depts (HnY Photos & Blurb)	In-Progress
Add Additional Dept to SOW - Comms, Accountant	In-Progress
Coaching/Development/Succession Planning	Researching
Philosophy - Entitlement to Empowerment Project	Researching
Specialized Staffing/Billiables In Maint (Carpenter, Elec, Plumb)	Researching
Manager & Assistant Manager Training - Common Goals & Remove Silos	Researching
Custodial Safety Follow-Up and Protocol/SOP	Parked
Succession Planning SOP/Who Handles What/Emergency/Promotion	Parked
Inventory Department Review/(VS) Job Code/Descriptions Review	Parked
Procurement Process - Savings - Opportunites	Parked
Emergency Action Plans/Covid/Compile Our Process	Parked
Safety Committee Meeting/Docs/Signoffs/Bonus	Parked
Purchasing & Procurement Process (Review Soup to Nuts)	Parked
R&G 2010 to 2020 Staffing Then & Now Review	Parked
Utilization Reporting - R&G & Maint	Parked
Internal V External Desktop Support & Services	Parked
New Employee Set-Up Form/Access/Equipment/S;/Drive	Parked
Department Report Cards thru Maint Connections	Parked
Vehicle & Equipment Safety Inspection Process/Sign-Off	Parked
Paint Striping Projects - Clubhouse & Misc / 216 Overflow Lot	Parked
Uniform/Expense/Process Program	Parked
OSHA/Safety Trainings/CPR Certs/Equipment Certs	Parked
<b>Roads &amp; Grounds</b>	

**Project Status & Objectives**

<i>Project Name</i>	<i>Objective</i>	<i>% Comp</i>	<i>On-Time</i>	<i>Late</i>	<i>Goal for Completion</i>
502 Replacement	replace truck 502	70	X		12/31/20
Clear plant material from buildings		60	X		ASAP
Tree Removal	Remove dead trees	50	X		12/31/21
Spray ants and fugus in turf	Help with yellowing turf areas	30	X		5/31/21
Retaining Wall - CP1 - Review	Replace broken retaining wall	20	X		3/31/21
Aeration		0	X		4/12/21
Fertilization		0	X		4/12/21
Irrigation start-up		0	X		4/19/21

<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>	<b>Status</b>
Long Range Master Landscape Plan	In-Progress
Irrigation Effectiveness Plan	In-Progress
Emerald Ash Borerer Treatment	In-Progress
Beaver Stump Grinding - Preston	In-Progress
Treatment for ants and fugus in turf	In-Progress

2021 capital purchase review (what are our needs)	In-Progress
Curbside appeal project	In-Progress
Truck purchase-approved by board awaiting dealer response	In-Progress
Irrigation start and damage repair	In-Progress
Pine Wilt Treatment	Parked
Maint. Shop trash bay	Parked

**Security**

**Project Status & Objectives**

<i>Project Name</i>	<i>Objective</i>	<i>% Comp</i>	<i>On-Time</i>	<i>Late</i>	<i>Goal for Completion</i>
Obtain Quotes RV Lot Camera Install	3 Quotes for board	100	X		3/30/21
Hold Team Meeting	Address Dept Issues	100	X		4/1/21
Create building camera map for staff	Knowledge for staff	100	X		3/15/21
Increased Patrol/Community Policing	Increased visibility	85	X		3/30/31
Meet with all AR's to tour buildings	Create partnerships	85		X	3/30/21
Obtain 3 Quotes Case Mgt Software	New Case software for team	33		X	3/30/21
Complete Department Reviews	Performance Review	25	X		5/1/21
Complete 2nd resident key audit	Obtain missing keys	0	X		5/31/21

<b>Long Range Projects, Implementations &amp; Prospective Projects/Ideas</b>	<b>Status</b>
Move security parking signs from side of building to north parking lot	Complete
Install flood lights buildings 232,234,236,241,242,243,244	Complete
Order/install laptop mounts for security vehicles (ordered on 4/5)	In-Progress
Performance Review for Mike 4/8 and Frankie 5/13, Cody 90 day 5/1	In-Progress
Conduct HG property tour with PAR Officer Sparks scheduled for 4/6	In-Progress
Staff to obtain Covid-19 shots (3 of 8 so far)	In-Progress
Audit structures and garages for no flammable items compliance	In-Progress
Walk Fire Lt. through Heather Gardens for future training (4/9/21)	In-Progress
Create Active Shooter Written Plan	Researching
Create Fire Emergency Response Plan for Clubhouse (EMP)	Researching
Order new bullet proof vest for Frankie	Researching
Work with Jerry to improve petty cash controls in Inventory & Accounting	Researching
Train staff how to copy video from building DVR's	Parked
Firearm training for staff - Joe/Dan completed 12/23, Frankie/Arturo 3/10)	Parked
Roads and Ground Spring Tour with Matt Martella	Parked

**HGMD**

**Clubhouse**

**Accomplishments/Department Update**

- 2021 began with the opening of the Clubhouse after 6 weeks of being closed due to COVID confirmed case numbers increasing. The Clubhouse started at square one, with opening the indoor pool, fitness center, woodshop, ping pong, and tennis courts. Upon taking reservations for these areas, we were averaging about 150 phone calls every Monday. We could not continue this pace, so an on-line reservation system was acquired. The new system is **CourtReserve**, and it has been a successful program that has provided organization and ease of use for the staff and residents alike.
- **Heather Gardens Chapel** started back the week before Christmas with limited capacity of 50. Two services are offered, 9 am & 11 am. For the Easter holiday, capacity was increased to 75 per service. The Chapel is following the guidelines and appreciating everyone's efforts in having the Chapel in person. Mid-February, the Chapel has offered zoom services. **Crossroads Worship** returned on Jan 31. They continue with minimal attendance. As restrictions loosen and members start participating in person, they will re-evaluate their rental.
- As mentioned, **CourtReserve**, was introduced in mid-January, and residents are liking the on-line reservation system. Some residents do not use it; however, the Front desk is always willing to assist with reservations.
- Front desk Staff and Pool/Fitness Attendants returned the week of January 4. There was a learning curve of new procedures and learning the new on-line system. They have all managed it successfully and finding they like it and easy to use. It has been a crazy 3 months for the Front desk staff, and they have all managed it well. Staff will continue to work on training and customer service skills. The FT position, Assistant Clubhouse Manager, was evaluated and posted. Hope to have the position filled by May 1. Front desk also participated in CPR training.
- Classes started back in February with those that were in place in Nov 2020. Fitness classes were added. More to be added as we progress. Additional Instructors will return as we add classes.
- The Clubhouse welcomed Building meetings, minimal Clubs, AR meetings, Memorials and some Community Service projects, such as the Mobile Food Pantry. Capacity limits and social distancing were practiced. The Clubhouse was involved in a **COVID vaccine event**. It was initially scheduled for the Clubhouse, and then realized it was too small of a venue for the project, then moved to the Stampede. It was a good experience to be a part of.

**Next Quarter/Next 3 Months/Goals**

- Indoor pool will be closed April 5-18, for annual cleaning and maintenance. Outdoor pool is scheduled to be open Memorial Day weekend. Lap lane times will be added in mid-April. Aqua classes will possibly start in June, when the Outdoor Pool opens. Upon opening the pools, the locker rooms, showers, sauna, and hot tub will be evaluated on a regular basis. To change the use of the showers, pool times and schedule will need to be adjusted.
- FT position to be filled, hopefully by the end of April with hiring and training through May. Upon hiring a new office will need to be established.

- Special Events will start as the weather gets nicer. A Craft Fare is schedule for the end of April, the Wine & Cheese Club will have an outdoor concert in May. More requests will come in as the Clubs start getting together.
- Continue to add new classes and clubs on a steady pace, not too much at one time, just enough to have the staff learn the procedures. Library and Billiards to open on April 1.

### **Budget/Projections/Expenses**

- Budget projections will be off due to a change in the class structure. Classes are offered on a month-to-month basis instead of the 10-week sessions. Classes are also limited by capacity due to COVID.
- The Clubhouse is going on its 8–9-year anniversary and things are starting to show their wear and tear, lights, plumbing, tile work, doors, etc. A Maintenance expense log will be tracked for future budgets.
- Staffing will be evaluated to best cover the areas opening, Front desk, pool & fitness center. As more areas open, billiards, library, lockers, showers, etc., time will be limited to clean, and times will be adjusted.
- Special Events, indoor and outdoor, will have limited capacity. Guidelines will need to be developed for outdoor events and guidelines to keep everyone safe. As weather improves, more outdoor events will be scheduled. Movie license was cancelled to avoid the large fee. We will continue to look at ways to generate revenue.
- Clubhouse Rental is a big piece of the revenue. Due to COVID, the Clubhouse has not been rented out, mostly due to capacity limits. As restrictions loosen, we can possibly rent the Clubhouse rooms and Auditorium.

<b>Golf</b>
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### **Accomplishments/Department Update**

- 2021 Started out with some great weather translating into a fantastic January. Rounds of golf were up a staggering 250 rounds vs 2020. This allowed us to generate almost \$3k over our budgeted number for Jan 2021. February was a little more hit and miss with bad weather, but we were able to generate an additional 174 rounds over 2020 and besting our budget number by 747 dollars. March was not as friendly as we have come to expect in recent years. Snow buried us for a good portion of the month only allowing us to be open for 10 days of play. Unfortunately, due to our small window of play we were not able to get close to our budgeted number in March.
- We were still restricted with COVID protocols in the 1<sup>st</sup> quarter, but as the quarter progressed golfers begin to see a slight change and noticed a closer to normal experience during the end of the quarter. Restrooms on the golf course are now open to our patrons, as well as allowing our guests to share carts on their own liability. Double rider carts will prove to be a huge benefit to us in terms of revenue.
- Except for March both January and February saw increases over 50% in play compared to 2020. Golf is very popular right now and we are seeing that here at Heather Gardens.
- In January we were able to finish our Bag tag project for everyone who has a locker at Heather Gardens. Now everyone who has a locker has name & Heather Gardens representation on their bags. They look great!
- Our maintenance staff has been very busy with projects over the first quarter. They completed

a total renovation of the bathroom/lightning shelter on hole #3, removed dead trees, cleared old tree stumps, tons of snow removal, and were able to get fertilizer down on the greens before all the big March snowstorms hit ensuring once it all melted the course would green up quick!

- The last week of March our maintenance staff was able to start cutting the greens and turn the irrigation system on. The course is already waking up and will be very green soon.

### **Next Quarter/Next 3 Months/Goals**

- As we move into warm weather we look to see increases in play as we did in Jan & Feb of this year. One of our goals is to best the budget projects by at least \$20k in the 2<sup>nd</sup> quarter. This will keep our subsidy right where we expect it.
- The next 3 months will be the official start of the golf season, we will have all our golf leagues beginning in the 2<sup>nd</sup> quarter, our full staff for the golf shop will be starting back and we will get to see all the wonderful familiar faces we are used to seeing during warm weather.
- Golf course aeration will happen in the middle of April, we would like to have this done and the course healed by the time the Men's & Ladies leagues kick off their official tournament season at the end of April.
- With more people becoming vaccinated daily, I would like to create a small golf clinic for those who have been vaccinated.
- The golf shop will be filling up with new products for 2021 and with that we will have a few sales to move some older products still in the shop from 2020 or before. As always, the goal is to keep the shop as current as possible, we try not to have merchandise in the shop for more than 2 seasons.
- In the next quarter the golf shop will be working closely with the restaurant to create a joint marketing effort to increase outside traffic to both departments.

### **Budget/Projections/Expenses**

- In terms of revenue projections, we have the 1<sup>st</sup> quarter was strong bettering the budget numbers in January and February. We lost ground in March with bad weather and heavy snow shutting the course down for a good portion of the month. With that we will be heading into the 2<sup>nd</sup> quarter about \$16k behind our revenue forecast. I truly believe that if the weather holds in April, we will have record months in April, May & June, and that \$16k gap will get smaller each month.
- For our overall budget loss, after the tough March we are behind budget but as stated earlier I do believe we will shrink that gap in the 2<sup>nd</sup> quarter and head into the 3<sup>rd</sup> quarter a lot closer to our projections.
- We will have some necessary expenses over the next quarter on improving visuals on the golf course. Updating golf course signs, out of bounds stakes, and marketing materials. We also lost our shoe cleaning station to a snowplow during the big snowstorm so we will be replacing that shortly.
- We will be using capital funds to replace the pumphouse roof on the golf course once the weather is consistently nice.

## **Restaurant**

### **Accomplishments/Department Update**

- The last three months have been a roller coaster ride, covid restrictions, open, closed, curbside only, it has been a very trying period and that is for everyone. Our focus has been on

providing the residents with a restaurant they feel safe ordering from and now a safe place for them to come and enjoy a dine in meal.

- We have lost a lot of staff, servers, and kitchen employees, we currently have 4 part time servers and one part time cook that started the end of March. We are serving at 25% capacity right now and with no banquets or parties and we can make it happen with the staffing we currently have. Once we start to book parties, we will need to hire more staff and once the weather picks up we will need more help. It is going to a tough road back to pre-covid staffing levels, it took over two years to put the last team we had together.
- Currently we are trying to have at least two special events each month as the special events do bring in good revenue and the residents really enjoy them.
- I will provide the sales report for the last quarter, these reports are generated from Aloha and may be slightly different from the MOA's. As you will see from the daily reports sales vary so much daily that it really makes it difficult to schedule as there really is no pattern for when we are busy and when we are not busy, weather does play a part but then we have nice days, and no one shows up. That works the same for the kitchen with Chef creating daily specials, one day we can sell a lot of specials and the next day very few. If anyone has a glass ball, we would love to borrow it, it is very challenging for both scheduling and food production.
- We switched food distributors from Sysco to Shamrock foods and negotiated a better pricing structure and once sales increase and we increase purchasing we should see a nice saving. When sales are as low as they are now food cost is higher because it is driven by sales, so we are looking forward to getting back to normal.

### **Next Quarter/Next 3 Months/Goals**

- Keep opening the restaurant little by little while making sure we keep things as safe as we can for the residents. The new HVAC system will be installed in the couple of months, estimated install could be middle of May and we will have surgical quality air flow. Residents will feel safe dining and attending group events again and we will be back to the new normal by then, hopefully.
- Business for April with the good weather has been picking up steadily, we are getting people on the patio and in the dining room .... Curbside has slowed down a little as more people are out and about and feeling a little safer in the dining room.
- Once the new HVAC system is installed, we are working on a new menu to include a lot of the old favorites and some new ones, we have been working with and partnering with Shamrock to create some nice snack options for the golf course and some new beverages we can offer our golfers. We are working on an updated web page for the restaurant and social media presence which will only help our customers both resident and nonresident guests.
- The restaurant POS (Point of sales) system will not be supported in a few months so we are researching a new system that will improve ordering and service for the customer and the staff. Tablets will allow the servers to take orders at the table and send the orders to the kitchen saving a lot of time and increasing sales and productivity, the tablets will have the ability to pay at the table for guests and will have the ability to have loyalty rewards for the residents and we can use the system for marketing to our residents with special offers and discounts weekly. It will be Cloud based so accounting will have the ability to draw reports at any time and it will also allow the manager to look at sales and labor cost at any time. It will not require a back-office system which the current system needs so that is a time saver right there.
- We hope to start accepting groups, parties, and special events soon once residents are ready to come back to the restaurant and visit with their friends and neighbors.

- We are getting a lot of requests to host wine dinners, special dinner with music and dancing. Again, small steps at a time but we want to get back to having some fun events as much as anyone else.
- Another big question is, when we will have buffets and brunch again, we would like to do a brunch buffet again and use the buffet for special events in the future and of course making sure we take extra careful precautions to make sure it is safe for the residents.

### **Budget/Projections/Expenses**

- Continue to Minimize Expenses through Strategic Partnerships/Vendors – Partnering with Shamrock foods has and will be a win for the restaurant going forward.
- Identify menu items where multiple ingredients may be used across multiple dishes to reduce waste and cost.
- Overall, the first quarter, the restaurant ran relatively lean with staffing & materials to minimize cost expenditures.

### **End of Quarter Report Quarter 1 – January through March 2021**

**HGA**

**Accounting**

### **Accomplishments/Department Update**

- The Accounting Department has seen many changes in the first quarter of 2021. We have hired a New Controller to backfill the previous controller departure. There have been quite a few opportunities within the department from reporting to general cleanup that have needed to occur to be able to deliver accurate financial information to the Management office and the Community. The team has been working diligently and around the clock to play catch up to get the department back up to overall standards and to meet expectations.
- The team is coming together and working well to complete daily, weekly, and monthly tasking in a timely manner. There is a heightened sense of teamwork and unity within the accounting department from the new leadership.
- Financial Cleanup is occurring – the team has had to complete many tasks that involved tracing and performing the forensics and research to understand Journal Entries, Process, and the Whys behind certain bookings etc.
- The Audit deliverables is in process, they have completed 2/3 of the needs for the audit. Once these deliverables are complete this will help in cleaning up and delivering the Nov, Dec, and End of Year financials.
- MOA Meetings with Management Staff for March has Occurred and will consistently occur going forward.

### **Next Quarter/Next 3 Months/Goals**

- Clean Up Financials and have everything back up to standards.
- Continue Training of the Team/Cross Train in Areas/Understand Daily Activities of Each Role
- Balance Sheet Complete and Issued
- Rubin Brown Audit Complete

## Contracts/Facilities

### Accomplishments/Department Update

The department has been moving forward with planning and executing capital reserve projects for 2021.

- 2020 Carpet Project – Replacement of 1<sup>st</sup> & 2<sup>nd</sup> Floors in 4<sup>th</sup> Story Buildings.
- 2021 Waste Management Trash Contract Negotiated & Approved
- 2021 FPE Panel Replacements – Have completed CP1, CP2 and some of CP3, will review reserves to potentially finish up CP3 completely – TBD.
- Norris Design for Security Site Plan and Permitting – In progress
- Norris Design for RV Site Plan for Space Planning – In progress
- Elevator Jack Replacement – In Progress

### Next Quarter/Next 3 Months/Goals

- Continue to complete Capital Reserve Project as planned on the Capital Reserve Project Sheet.
- Wrap up Site Plan etc. for Parking Structure Security and move to bid for the construction.
- Begin Building Paint Project when weather is warmer and more optimal.

### Budget/Projections/Expenses

- Scheduled projects are at or under projected budget.
- Based on Roof for 233, we will be looking at some 2021 project that we may be able to defer to make Capital Expenditure room to accommodate that large project.

## Custodial

### Accomplishments/Department Update

- **Weekend Crew** - have been working on disinfecting all surfaces, elevators, trash chutes, stair railings, laundry rooms, entrances, and all doors in buildings. (We went from 5 days a week to 7 days a week)
- **Club House**- Opening more as restrictions go down. Working with Linda on schedules on a weekly basis.
- **Golf Pro Shop**- Will continue to work with Greg on providing them with chemical and other materials for the season.

### Next Quarter/Next 3 Months/Goals

- **Club House**- Pool will be closed 2 weeks, want to work on the locker rooms. (Special projects).
- **Maintenance Shop**- Working on hiring someone to cover the maintenance shop. (I have been covering and helping Carlos in the Maintenance shop).
- **Weekend Crew**- Will talk to Jon about bringing the schedule down to 5 days week. (both ladies I have no longer will be able to work weekends, one will go back to restaurant and the other weekend lady quit).
- **Part timers** – Still hiring 2 more-part timers to help cover buildings and help catch on some projects.
- **Project** – Trying to continue with carpet cleaning. (once we get more people in)

- **Project** – Wash trash chutes with Hotsy to remove all food, scuffs etc. (Will start when we are back and running).
- **Project** – Wash dumpsters in all buildings (Will start when we are back and running).
- **Project** – Wash side stairs in all 4 story buildings (Will start when we are back and running).

### **Budget/Projections/Expenses**

- Scrutinize the budget and review expenses consistently.
- The department had quite a few purchases for supply during the first quarter which put slightly over budget to trend for the year. Will tighten this up as we move forward to come in at or under budget for the year.
- Review Part-Time versus Full-Time Personnel. Part-Time expense was slightly higher to budget as we have had some FT staff depart and covered with extending hours with PT.

## **Human Resources**

### **Accomplishments/Department Update**

- GM Search started with CAI, Indeed, LinkedIn, and various sites – Currently Reviewing Resumes to identify best fit candidates for the Hiring Committee. Once finished, send these resumes to the committee to continue to narrow prospects and identify candidates for interview.
- Various recruitment, staffing, and hiring needs met across all departments – continued to help departments with staffing and hiring.
- New Controller – Identified, Interviewed Multiple Candidates and Extended Offer/Hired
- Accounting department issues researched, mitigated, and reviewed.
- New Receptionist/Word Order Coord. – Identified, Interviewed Multiple Candidates and Extended Offer/Hired.
- Covid HERO pay reviewed with the board and extended.

### **Next Quarter/Next 3 Months/Goals**

- Finish job descriptions
- Continue to Partner with Communications Coordinator Partner to develop brochure made for Way-to-Go employee incentive program & prizes.
- Hire New General Manager – work with the committee to set up interviews, participate in interviews, and hiring process.
- Management training in employee relations/accountability
- Look into how we can start doing employee event type things again to raise moral as covid starts to lighten.

## **Maintenance**

### **Accomplishments/Department Update**

#### Personnel

- All reviews completed ahead of schedule.
- On-The Job Training continues a weekly basis. Crew Chiefs and Key Personnel are providing training in groups to continue to grow knowledge throughout the department.

- Asbestos training continues until April 2021. This is a training class and certification for personnel.
- Lift training is schedule for March 29, 2021. Ensure that key personnel using the lifts are trained prior to using the left. This includes proper usage and safety overview.

#### Completed & Continuing Goals

- We created work order completion best practices sheets/quick reference information.
- Weekly Crew Chief meetings – to ensure that each Crew Chief and Manager are on the same page for current projects, development, and daily tasking.
- Establish completed projects folder for the future refence.
- Assign service techs to new buildings for rotations.

#### Projects Completed

- Security plates completed in all buildings.
- Led light replacement on first floor in buildings 201-212.
- Fire pulls replacement in buildings 242,243,244.
- Repainting of the entire maintenance shop.
- Replaced garage door openers in 217,218,232,250.

#### Next Quarter/Next 3 Months/Goals

- Working with other Depts to support and reach goals.
- Continue working/training with Facilities Maintenance Engineer for planning & process purposes.
- Work through Preventative Maintenance Projects throughout the buildings.
- Complete Chair Rail Project in 213
- Develop & Complete w/ GM & Facilities Engineer Fencing Project Plan
- Clubhouse Striping/Repaint of Parking Lot

#### Budget/Projections/Expenses

- We have been managing the budget as best we can through the first quarter despite that challenges of not having MOA (Which has changed in March with new controller) through monitoring purchased and pulling expenses through Jenark as they are booked.
- We have seen quite a few piping issues and replacement needs the first quarter from age as well as the cold snap in February. These areas are a bit high currently and we will continue to monitor to see how this goes throughout t he year.

### Operations/Interim GM

#### Accomplishments/Department Update

- The start of 2021 has been a whirlwind with the previous GM departing beginning of February, a cold snap that followed shortly after that created pipe breaks and a record snowstorm in March. There have been many projects and tasks completed during Q1 and many remaining on the docket for completion for the remainder of the year. We have seen COVID Restrictions loosen however, the departments and staff are still following the restrictions to ensure safety and mitigate risk. Staff is still wearing masks within the office and throughout the community. We are slowly opening amenities back up on the property, considering guidelines and requirements that

still exist along with determining needs from a staff and infrastructure standpoint to support openings. We have a long way to go on many fronts however, things are moving forward and progressing daily.

- The Management office sat down in early March to discuss Accountabilities and Expectations from the Interim GM, team philosophy and setting goals. This meeting was a big value add as it cleared questions up on how we will proceed moving forward as well as level set Expectations on customer service, teamwork, partnership, and collaboration. The meeting has set the groundwork to ensure everyone is on the same page for team unity and developing a positive culture.
- Consolidation/Eliminated 20 Comcast Phone lines that were not in use/needed or were used sparingly. The 20-line elimination will save HG roughly \$500 monthly. There are additional items that we will be looking at from an IT standpoint that could be a cost savings opportunity down the road that include router needs within the mgmt. office and additional research and potential consolidation of phone lines through our carrier All Stream.
- In the Accounting Department, we were able to move on to a New Controller to backfill that vacancy. The team has come a long way in a short couple of months. They have been able to provide Monthly Operating Analysis Information to All Departments for Review through the First Quarter. We have hired a familiar face in the Account Receivable Position, Laura Talamantes. Everyone is excited for her return; she was an integral part of the team for 19 years and brings a wealth of knowledge in accounting and experience back to HG.
- Henry Roofing has been a large focus of the quarter to understand the warranty coverages, get Henry engaged with honoring the warranties and providing support. We have made a lot of headway with this over the course of the last couple of months. We have partnered with our General Counsel to push this issue along with Henry. We have a way to go however, progress is occurring and Henry has agreed to provide support in some areas and capacities.

### **Next Quarter/Next 3 Months/Goals**

- Review Department Deliverables with All the Managers – Develop Additional Expectations, Objectives, and Goals within the departments. Ensure that we are getting the most out of the individuals, teams, and departments.
- Continue to Develop Managers throughout the office and maintenance shop from a customer service, support, and partnership standpoint.
- Continue to Develop the Synergy between the Management Office Staff & the Maintenance Shop to provide a positive culture as well as promote partnership and collaboration – continue to dismantle the silos.
- Continue to challenge the departments to develop their training objectives and strategy – this will help backfill roles and provide the knowledge across the department for continual improvement. Staff Development will be key in our success now and as we move forward as an association to support our community.
- Review, Identify, and Capitalize on Cost Savings Opportunities within the Association – procurement is an area that might not be complete by the 2<sup>nd</sup> quarter however there are small areas that we may be able to capitalize on quickly.
- Implement the Inventory Maintenance Connections portion of the software – work with MC to implement process, train employees and roll out.

### **Budget/Projections/Expenses**

- We have been a bit high on payroll this first quarter in some departments. Hero pay was a contributing factor to most. In addition, we saw some spikes in departments that stayed on-site through the March snowstorm. We will want to continue to monitor the payroll trend and ensure

we meet or come in under budget. We should see payroll level out since Hero Pay is ending and overtime should be much lower. We should also see improvement now that MOA's are being provided consistently and timely to the managers. This is always a good tool for them to help manage their business.

- Streamline Communications and Capital Reserve Process between Accounting and Contracts. This is a goal however, ensuring that communications happen consistency between the departments will be a big value add so that everyone knows when to expect capital reserve expenditures to occur.

## **Roads & Grounds**

### **Accomplishments/Department Update**

- Overall, the first quarter of the year has been spent removing snow and managing icy areas around the property. However, between snowstorms we have been able to complete numerous tasks in various areas throughout the property.

#### **Pruning Crew:**

- Flush cutting ornamental grasses and shrubs
- Trimming and thinning out fitzer and juniper bushes
- Tree removal building 224.
- Removing "widow makers" and clearing downed branches caused by blizzard.
- Pruning schedule starts 4/5/21.

#### **Mow/Special Projects Crew:**

- Cleaning up fall debris and pine needles
- Repairs to turf from plowing operations
- Fixing/straightening bollards and parking blocks
- Small rock projects
  - Removal of bad turf and replaced with rock.
- Began aeration of property.
- Fertilizer to be delivered 4/5/21 - Application to be started after delivery.

#### **Irrigation Crew:**

- Replacing leaking valves
- Replacing sprinkler heads that were broken during plowing operations.

#### **Irrigation start-up**

- 2 -3 weeks to complete.

### **Next Quarter/Next 3 Months/Goals**

- Continue to Explore Mow Schedule and Timing – We may explore the flipped mow schedule again over summer.
- Review Team Schedule Overall – what makes the most sense for our business and tasking – spread team throughout the week to have coverage 5 days but test a 4/10 schedule for the individuals.

## **Budget/Projections/Expenses**

- The budget for snow removal appears high YTD for the quarter however, snow expenses will cease very soon, and we will resume purchases towards end of 3<sup>rd</sup> Quarter.

## **Security**

### **Accomplishments/Department Update**

- 2021 has started out extremely busy for the security department from a crime and statistical perspective at Heather Gardens. The department currently has 984 total reports for the year vs. 771 last year. To break down some of the crime we are seeing in Heather Gardens there have been 182 suspicious activity reports vs. 81 last year, 37 thefts vs. 8 last year, and 19 attempted thefts vs. 3 last year. There have been approximately 15 cars stolen from the property and a rash of attempted car and catalytic converter thefts. Four building burglaries also took place in the month of March where suspects were able to go into the garages to commit vehicle related crimes.
- APD Hosted a Neighborhood Watch Meeting on 3/30/21 where residents were able to attend and ask questions to the area 23 PAR Officer Stacey Sparks. Some of the topics covered were the uptick in vehicle crimes, homelessness, and the street racing which have impacted Heather Gardens over the course of the last year.
- The Chief did attend meetings with buildings 220 and 232 regarding vendor/equipment options for installing cameras in the Spring.
- A department meeting was held on 4/1/21 to go over expectations and department policies to keep the staff informed and updated.
- An experienced overnight officer named Cody Jones was hired for the vacant position in February. He worked for Heather Gardens as a security officer in 2019 for six months. Cody has since switched to swing shifts and Frankie will be working the overnight shifts in place of Cody going forward.
- A security perimeter checklist was created for the swing and overnight shift to help enhance the security around the clubhouse, gold, and maintenance shops.
- Security flood lights were added to buildings 213-244 to help with lighting in the dark areas by the people doors above the garage exits/entrances.
- New uniforms were ordered for the staff that needed them in January.
- Maintenance was performed on the patrol vehicles which included oil changes and new tires.
- Maintenance has added or replaced steel plates on a lot of the entry/exit people doors after an audit was conducted on every door within the 35 buildings at Heather Gardens.
- Spotlights were purchased for the security vehicles for night-time patrol and are currently being used by the officers.
- Three quotes for the RV lot camera installation were obtained from different vendors for the ACC committee and will be presented to the board with assistance from Contracts Manager Don OGorman.
- Entry codes were changed in all 35 buildings during the first week of March by security.
- A quote was obtained for new case management software, but the price ended up being much more than anticipated.
- Scanners were fixed/repared in the patrol vehicles. A portable fire radio scanner was also purchased for the department so the officers on duty always have an active radio when outside of a vehicle for improved incident response time.
- Community policing and increased visibility continues to be an emphasis within the department. Year to date the department has 16,622 miles patrolled through the community vs. 11,936 last year.

## **Next Quarter/Next 3 Months/Goals**

- The Attorney General Office and Par Officer Sparks plan to have a meeting at Heather Gardens May 14<sup>th</sup> for residents and the security staff. This will give the opportunity for them to educate the Heather Gardens community and enable an open discussion regarding some of the issues/concerns the residents have.
- New wheel bearings will be put on the Toyota Camry patrol vehicle as it needs replacing.
- Laptop mount will be installed on the Rav4 security vehicle in April so officers can start using the laptops provided to the department to complete their reports and have access to look up information without leaving the vehicle.
- So far 3 of the 8 officers have been vaccinated for Covid-19. I am encouraging the rest of the team to sign up for their vaccinations, so the team has a 100% vaccination rate by the end of Spring.
- The Chief will put together an Emergency response plan regarding fire response and active shooter training for the clubhouse employees.
- The AFD Fire Lt. will meet with the security Chief in Spring of 2021 to complete a building tour of Heather Gardens so proper fire training can be rolled out to residents in each type of building.
- A second resident key audit will be conducted in May 2021 to help address any missing resident keys and obtain resident information that needs to be updated in the security database.
- An additional two quotes will be obtained for the case management software to see if a company has any lower priced options compared to the first vendor.
- Building codes will next be changed the first week of June 2021.
- A tour of the HG property will be given to PAR Officer Sparks so she can be better educated about how the vehicle crimes and burglaries are being committed specifically in the open parking structures and building garages.

## **Budget/Projections/Expenses**

- Laptop mount will be needed for Rav4 patrol vehicle which is estimated at \$250 from the S684 supplies account.
- Now that the department is fully staffed, overtime is expected to be at a minimum and only used to help with coverage when officers are on PTO.
- Two new wheel bearings need to be put on Camry Patrol vehicle which is estimated at \$300-\$500 from the S683 equipment repairs account.
- Frankie will need a new body armor vest since his is expiring. This is estimated \$600 expense from the S645 uniforms account.
- Department equipment such as notepads, rubber gloves, cork boards, flashlight batteries, etc. is expected which should be estimated at \$100 from the S684 supplies account.
- Firearms training will need to be conducted with staff if the price/availability of ammo improves. This is an estimated future \$500 expense from the S574 Train/Services account.

## Golf Committee Meeting notes – April 13, 2021

1. Called to order at 1:00 PM.
2. Quorum present.
3. Minutes of March meeting accepted, approved by JoAnn and 2nd by Tom
4. Financial accepted with no comment.
5. Golf Supervisor - Brian reported that they have been working on the irrigation system. Aeration and fertilizing will start Wed. the 14th and continue into Thursday. Exit ports on the lake were raised and they captured more water. Brian also indicated that the aquafer is starting the year off in good shape. They are looking at purchasing some type of meter to actually measure the water in the aquafer.
6. Golf Pro Greg says the course is better shape than some of the "High End" courses around us. Grass is greening up very nicely. Rounds of play again exceed the previous month. Greg indicated that the "Spike cleaner" will be replaced, looks like perhaps a snowplow hit it. The portable sprinkler problem will be addressed with some sort of timer.
7. Men's Club President - Ed Bradley complemented Brian on how the course looked as did the Woman's Club report. Mr. Bradley said over 30 tournaments are scheduled through the summer and fall.
8. Women's Club report liked the "Scatter Signs" but wanted bunkers on 4 & 5 trimmed. Both clubs have over 100 members.
9. Adjourned at 1:30 pm.

Mike George, Chair

# HEATHER GARDENS METROPOLITAN DISTRICT

## Budget Exceptions Report

Through: 03/31/21

	YTD ACTUAL	YTD BUDGET	VARIANCE FAVORABLE (UNFAVORABLE)	% of Budget	Annual Budget	% of Annual Budget Spent
Total Revenue	\$ 679,586	\$ 812,693	\$ (133,108)	-16.38%	\$ 3,361,747	20%
Cost of Goods Sold	\$ 23,918	\$ 55,119	\$ 31,201	56.61%	\$ 227,869	10%
Gross Profit	\$ 655,668	\$ 757,574	\$ (101,907)		\$ 3,133,878	
Operating Expenses	\$ 457,657	\$ 579,905	\$ 122,248	21.08%	\$ 2,414,289	19%
<b>Net Operating Income/(Loss)</b>	<b>\$ 198,011</b>	<b>\$ 177,669</b>	<b>\$ 20,341</b>		<b>\$ 719,589</b>	
Capital Improvements Exp	\$ 98,889	\$ 81,425	\$ (17,464)		\$ 491,188	
<b>Net Surplus/(Loss)</b>	<b>\$ 99,122</b>	<b>\$ 96,244</b>	<b>\$ 2,877</b>		<b>\$ 228,401</b>	

### Executive Summary

#### Club House

Revenue	\$ 8,626	\$ 32,272	\$ (23,646)	-73.27%	\$ 109,044	8%
Expenses	\$ 133,475	\$ 203,245	\$ 69,770	34.33%	\$ 802,334	17%
Net Subsidy	\$ (124,849)	\$ (170,973)	\$ 46,124		\$ (693,290)	

#### Golf

Revenue	\$ 30,086	\$ 40,580	\$ (10,494)	-25.86%	\$ 469,218	6%
Expenses	\$ 145,245	\$ 144,740	\$ (505)	-0.35%	\$ 640,666	23%
Net Subsidy	\$ (115,159)	\$ (104,160)	\$ (10,999)		\$ (171,448)	

#### Restaurant

Revenue	\$ 52,447	\$ 161,260	\$ (108,813)	-67.48%	\$ 658,492	8%
Cost of Goods Sold	\$ 21,037	\$ 51,863	\$ 30,826	59.44%	\$ 211,773	10%
Gross Profit	\$ 31,410	\$ 109,397	\$ (77,987)	-71.29%	\$ 446,719	
Expenses	\$ 72,029	\$ 126,134	\$ 54,105	42.89%	\$ 513,123	14%
Net Subsidy	\$ (40,619)	\$ (16,737)	\$ (23,882)		\$ (66,404)	

Restricted Funds	Total		Net		Cash Balance
	Total Revenue	Expenses	Surplus/(Loss)		
Conservation Trust Fund	\$ 12,684	\$ 208	\$ 12,476		\$ 157,207
Debt Service Fund	\$ 184,901	\$ 82,018	\$ 102,883		\$ 435,618
Foundation Fund	\$ 1,607	\$ -	\$ 1,607		\$ 191,961

**HGMD MONTHLY CAPITAL RESERVE REPORT FOR PERIOD ENDING:  
03/31/21**

2021 FUNDED PROJECTS	2020 BUDGET CARRY OVER TO 2021	2021 BUDGET AMOUNT	2021 PROJECT AWARD	EXPECTED START DATE	EXPECTED COMPLETION DATE	2021 INVOICES PAID TO DATE	BALANCE DUE	(OVER) / UNDER OR UNSPENT BUDGET	PROJECT STATUS
Board Room AV System		\$21,425						\$21,425	Project On-Hold - Zoom Meetings and Impacts from COVID have/will changed specific needs/reqs of this project
Parking Lot - Maintenance Bldg		\$59,282				\$240		\$59,042	On-Hold until Above Ground Fuel Tank Project is Executed
Sealcoat RV Lot		\$40,000						\$40,000	
Restaurant HVAC		\$120,000	\$118,418			\$52,542		\$67,459	50% down payment
Fuel Tank		\$60,000	\$59,053			\$13,680		\$46,320	30% down payment
<b>TOTAL 2021 FUNDED PROJECTS</b>		<b>\$300,707</b>	<b>\$177,471</b>			<b>\$66,462</b>	<b>\$0</b>	<b>\$234,246</b>	
<b>2021 UNBUDGETED PROJECTS</b>									
2021 Contribution to Reserves		\$83,151							
Capital Adjustment		\$107,330							
<b>TOTAL 2021 UNBUDGETED PROJECTS / RESERVES</b>		<b>\$190,481</b>	<b>\$0</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL 2021 CAPITAL PROJECTS</b>		<b>\$491,188</b>	<b>\$177,471</b>			<b>\$66,462</b>	<b>\$0</b>	<b>\$234,246</b>	
<b>PROJECTS TARGETED FOR COMPLETION IN 2021 BUT NOT IN PUBLISHED BUDGET</b>									
Lake Fountain North	\$10,600			12/29/2020	1/31/2021	\$8,360	\$0	\$2,240	Purchased
Golf Cart Fleet Batteries (6 per cart)	\$43,563		\$43,563	1/1/2021	1/31/2021	\$24,068	\$0	\$19,495	New cart batteries for 23 carts
Pump House Roof TPO	\$10,350								
<b>TOTAL PRIOR YEAR PROJECTS NOT BUDGETED IN 2021</b>	<b>\$64,513</b>	<b>\$0</b>	<b>\$43,563</b>			<b>\$32,427</b>	<b>\$0</b>	<b>\$21,736</b>	
<b>GRAND TOTAL</b>	<b>\$64,513</b>	<b>\$491,188</b>	<b>\$221,034</b>			<b>\$98,889</b>	<b>\$0</b>	<b>\$255,981</b>	

**HEATHER GARDENS FOUNDATIONS  
FOUNDATION DONATION SUMMARY  
January - March 2021**

Description	General	Roads & Grounds	Club House	Golf	Trees	Totals
Balance at beginning of month	173,044.82	324.50	375.70	40.00	13,992.59	187,817.61
Interest						0.00
Donations for the month <a href="#">Donations need to be reviewed for allocation</a>	1,556.99				50.00	1,606.99
Expenses for month						0.00
Balance at end of the month	174,601.81	324.50	375.70	40.00	14,042.59	189,424.60

**Heather Gardens Metropolitan District  
 Summary of Investments  
 03/31/21**

<b>Bank</b>	<b>Yield</b>	<b>Maturity</b>	<b>Interest Paid</b>	<b>Principal</b>	<b>Monthly Interest</b>	<b>Fund</b>	<b>Account</b>
<b>Key Bank - Foundation</b>							
Bank of America							
Pinnacle Bank	0.20%	6/27/2022	Maturity	\$ 100,000	\$ 16.67	Foundation	D106.1
Transportation Alliance BK	0.15%	1/8/2022	Semi Annual	\$ 50,000	\$ 6.25	Foundation	D106.1
Foundation - checking				\$ 41,961		Foundation	D103.5
				<u>\$ 191,961</u>	<u>\$ 22.92</u>		
<b>Key Bank - Conservation Trust Fund/Lottery</b>			Monthly	\$ 157,207	\$ 1.15	Conservation	D104
TBK BK SSB CTF	0.10%	7/30/2021	Semi Annual	\$ 250,000	\$ 20.83	Enterprise	D106
Safra National Bank New York	0.10%	9/9/2021	Semi Annual	\$ 250,000	\$ 20.83	Enterprise	D106
Texas Capital Bank	0.25%	8/8/2022	Semi Annual	\$ 250,000	\$ 52.08	Enterprise	D106
				<u>\$ 750,000</u>	<u>\$ 93.75</u>		
<b>Total Investment</b>				<u><u>\$ 1,099,168</u></u>	<u><u>\$ 117.82</u></u>		

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	CURR MONTH ACTUAL	CURR MONTH BUDGET	CURR MONTH VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET
<b>REVENUE</b>							
D503 Conservation Trust (Lottery)	12,680	1,533	11,147	12,680	4,599	8,081	18,400
D504 Interest Income	115	900	(785)	234	2,700	(2,466)	10,800
D504.2 2010 Bond Restr Interest	0	81	(81)	0	243	(243)	966
D504.3 Interest Income Lottery	4	0	4	4	0	4	0
D505 Recreation Fee Income	126,009	126,397	(388)	378,604	379,191	(587)	1,516,758
Restaurant Income	25,234	53,888	(28,654)	52,447	161,260	(108,813)	658,492
D507 Golf Fees Daily	7,794	16,326	(8,532)	17,550	23,443	(5,893)	332,695
D507.1 Golf Simulator	340	300	40	975	1,000	(25)	3,720
D509.2 Golf Disc - 40 Play	1,104	1,296	(192)	3,437	1,944	1,493	17,064
D511 Golf Cart Rental Income	944	5,610	(4,666)	2,527	6,970	(4,443)	69,105
D511.1 Golf Merchandise	2,830	3,039	(209)	4,100	6,264	(2,164)	30,955
D511.2 Golf Lesson	475	115	360	845	345	500	4,090
D511.3 Golf Bag Storage	0	0	0	400	0	400	6,525
D511.4 Golf Club Rentals	72	104	(32)	252	194	58	1,374
D511.5 Pull Cart Rentals	0	240	(240)	0	420	(420)	3,690
D512 CH Building Rentals	875	1,425	(550)	1,435	4,275	(2,840)	17,100
D513 Events	(25)	2,270	(2,295)	(50)	6,810	(6,860)	27,245
D513.1 Trips Revenue	0	1,333	(1,333)	(94)	3,999	(4,093)	15,996
D514 RV Lot Income	1,145	0	1,145	8,737	10,452	(1,715)	41,808
D514.1 Garden Plot Income	70	0	70	1,660	2,520	(860)	2,520
D515 Classes	2,958	10,670	(7,713)	6,138	15,871	(9,734)	43,438
D515.1 Donation Revenue	210	0	210	1,607	0	1,607	0
D516 Miscellaneous Revenue	50	0	50	975	0	975	0
D516.1 Coffee Revenue	54	439	(385)	222	1,317	(1,095)	5,265
D517 Property Tax Revenue	172,950	119,300	53,650	179,470	168,877	10,593	493,745
D518 Specific Ownership Tax Revenue	2,316	3,333	(1,017)	5,431	9,999	(4,568)	39,996
<b>TOTAL REVENUE</b>	<b>358,204</b>	<b>348,599</b>	<b>9,605</b>	<b>679,586</b>	<b>812,693</b>	<b>(133,107)</b>	<b>3,361,747</b>
D590 Cost of Goods Sold	12,342	18,911	6,569	23,918	55,119	31,201	227,869
<b>GROSS PROFIT</b>	<b>345,862</b>	<b>329,688</b>	<b>16,174</b>	<b>655,668</b>	<b>757,574</b>	<b>(101,906)</b>	<b>3,133,878</b>
<b>OPERATING EXPENSES</b>							
D519 Zion Bank Payee Fee	0	117	117	0	351	351	1,400
D520 Debt Service Interest	26,442	26,442	0	79,326	79,326	0	317,300
D522 Services - Insurance	4,115	4,720	605	12,346	14,160	1,814	56,635
D523 Services - Audit	7,704	0	(7,704)	7,704	0	(7,704)	44,750
D523.5 Bad Debt Expense	0	0	0	0	0	0	2,250
D524 Services - Professional	1,402	3,000	1,598	4,714	9,000	4,286	36,000
D525 County Collection Fee	2,594	2,396	(198)	2,692	2,562	(130)	7,407
D526 Miscellaneous Expense	255	0	(255)	255	0	(255)	0
D526.1 SDA Membership Dues	0	0	0	1,204	2,400	1,196	2,400
D550 Club House Expenses	47,235	67,167	19,932	133,475	203,245	69,770	802,334
D555 Golf Course Expenses	47,878	54,133	6,255	142,384	141,482	(902)	624,560
D557 Restaurant Expenses	24,711	41,018	16,307	72,029	126,134	54,105	513,123
D560 RV Lot Expenses	613	254	(359)	1,320	762	(558)	3,050
D565 Garden Plot Expenses	0	99	99	0	234	234	2,084
D566 Lottery Expenses	0	0	0	208	0	(208)	0
D601 Capital Outlay	240	60,000	59,760	98,889	81,425	(17,464)	491,188
D604 Insurance Claims	0	83	83	0	249	249	996
<b>TOTAL OPERATING EXPENSES</b>	<b>163,189</b>	<b>259,429</b>	<b>96,240</b>	<b>556,546</b>	<b>661,330</b>	<b>104,784</b>	<b>2,905,477</b>
<b>NET OPERATING REVENUE/EXPENSE</b>	<b>182,673</b>	<b>70,259</b>	<b>112,414</b>	<b>99,122</b>	<b>96,244</b>	<b>2,878</b>	<b>228,401</b>
<b>NET REVENUE EXPENSE</b>	<b>182,673</b>	<b>70,259</b>	<b>112,414</b>	<b>99,122</b>	<b>96,244</b>	<b>2,878</b>	<b>228,401</b>

2888 So Heather Gardens Way  
Aurora CO 80014

	CURR MONTH ACTUAL	CURR MONTH BUDGET	CURR MONTH VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET
<b>ENTERPRISE FUND</b>							
<b>REVENUE</b>							
D504 Bnk Intrst Rsv Acct	115	900	(785)	234	2,700	(2,466)	10,800
D505 Rec Fee Income	126,009	126,397	(388)	378,604	379,191	(587)	1,516,758
Restaurant Income	25,234	53,888	(28,654)	52,447	161,260	(108,813)	658,492
D507 Golf Fees Daily	7,794	16,326	(8,532)	17,550	23,443	(5,893)	332,695
D507.1 Golf Simulator	340	300	40	975	1,000	(25)	3,720
D509.2 Golf Disc - 40 Play	1,104	1,296	(192)	3,437	1,944	1,493	17,064
D511 Golf Cart Rental Income	944	5,610	(4,666)	2,527	6,970	(4,443)	69,105
D511.1 Golf Merchandise	2,830	3,039	(209)	4,100	6,264	(2,164)	30,955
D511.2 Golf Lesson	475	115	360	845	345	500	4,090
D511.3 Golf Bag Storage	0	0	0	400	0	400	6,525
D511.4 Golf Club Rentals	72	104	(32)	252	194	58	1,374
D511.5 Pull Cart Rentals	0	240	(240)	0	420	(420)	3,690
D512 CH Building Rentals	875	1,425	(550)	1,435	4,275	(2,840)	17,100
D513 Events	(25)	2,270	(2,295)	(50)	6,810	(6,860)	27,245
D513.1 Trips Revenue	0	1,333	(1,333)	(94)	3,999	(4,093)	15,996
D514 RV Lot Income	1,145	0	1,145	8,737	10,452	(1,715)	41,808
D514.1 Garden Plot Income	70	0	70	1,660	2,520	(860)	2,520
D515 Classes	2,958	10,670	(7,713)	6,138	15,871	(9,734)	43,438
D516 Miscellaneous Revenue	50	0	50	975	0	975	0
D516.1 Coffee Revenue	54	439	(385)	222	1,317	(1,095)	5,265
<b>TOTAL ENTERPRISE REVENUE</b>	<b>170,044</b>	<b>224,352</b>	<b>(54,308)</b>	<b>480,394</b>	<b>628,975</b>	<b>(148,581)</b>	<b>2,808,640</b>
D590 Cost of Goods Sold	12,342	18,911	6,569	23,918	55,119	31,201	227,869
<b>GROSS PROFIT</b>	<b>157,702</b>	<b>205,441</b>	<b>(47,739)</b>	<b>456,476</b>	<b>573,856</b>	<b>(117,380)</b>	<b>2,580,771</b>
<b>OPERATING EXPENSES</b>							
D550 Club House Expenses	47,235	67,167	19,932	133,475	203,245	69,770	802,334
D555 Golf Course Expenses	47,878	54,133	6,255	142,384	141,482	(902)	624,560
D557 Restaurant Expenses	24,711	41,018	16,307	72,029	126,134	54,105	513,123
D560 RV Lot Expenses	613	254	(359)	1,320	762	(558)	3,050
D522 Services - Insurance	4,115	4,720	605	12,346	14,160	1,814	56,635
D523 Services - Audit	7,704	0	(7,704)	7,704	0	(7,704)	44,750
D523.5 Bad Debt Expense	0	0	0	0	0	0	2,250
D524 Services - Professional	1,402	3,000	1,598	4,714	9,000	4,286	36,000
D526 Miscellaneous Expense	255	0	(255)	255	0	(255)	0
D526.1 SDA Membership Dues	0	0	0	1,204	2,400	1,196	2,400
D519 Zion Bank Payee Fee	0	117	117	0	351	351	1,400
D565 Garden Plot Expenses	0	99	99	0	234	234	2,084
D601 Capital Outlay	240	60,000	59,760	98,889	81,425	(17,464)	491,188
D604 Insurance Claims	0	83	83	0	249	249	996
<b>TOTAL OPERATING EXPENSES</b>	<b>134,153</b>	<b>230,591</b>	<b>96,438</b>	<b>474,320</b>	<b>579,442</b>	<b>105,122</b>	<b>2,580,770</b>
<b>NET OPERATING REVENUE/EXPEN</b>	<b>23,550</b>	<b>(25,150)</b>	<b>48,700</b>	<b>(17,845)</b>	<b>(5,586)</b>	<b>(12,259)</b>	<b>1</b>
<b>NET ENTERPRISE FUND REVENUE/EX</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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	CURR MONTH ACTUAL	CURR MONTH BUDGET	CURR MONTH VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET
<b>RESTRICTED FUNDS</b>							
<b>CONSERVATION TRUST FUND (Lottery)</b>							
REVENUE							
D503 Conservation Trust (Lottery Ac	12,680	1,533	11,147	12,680	4,599	8,081	18,400
D504.3 Interest Inc Lottery	<u>4</u>	<u>0</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>4</u>	<u>0</u>
TOTAL LOTTERY REVENUE	12,684	1,533	11,151	12,684	4,599	8,085	18,400
EXPENSES							
D566 Lottery Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>208</u>	<u>0</u>	<u>(208)</u>	<u>0</u>
TOTAL LOTTERY EXPENSES	0	0	0	208	0	(208)	0
<b>REVENUE OVER(UNDER) EXPENSES</b>	<b><u>12,684</u></b>	<b><u>1,533</u></b>	<b><u>(11,151)</u></b>	<b><u>12,476</u></b>	<b><u>4,599</u></b>	<b><u>(7,877)</u></b>	<b><u>18,400</u></b>
<b>FOUNDATION FUND</b>							
REVENUE							
D515.1 Donation Revenue	<u>210</u>	<u>0</u>	<u>210</u>	<u>1,607</u>	<u>0</u>	<u>1,607</u>	<u>0</u>
TOTAL FOUNDATION REVENUE	210	0	210	1,607	0	1,607	0
<b>REVENUE OVER(UNDER) EXPENSES</b>	<b><u>210</u></b>	<b><u>0</u></b>	<b><u>210</u></b>	<b><u>1,607</u></b>	<b><u>0</u></b>	<b><u>1,607</u></b>	<b><u>0</u></b>
<b>DEBT SERVICE FUND 2010 BOND ISSUE</b>							
REVENUE							
D517 Property Tax Revenue	172,950	119,300	53,650	179,470	168,877	10,593	493,745
D518 Specific Ownership Tax	2,316	3,333	(1,017)	5,431	9,999	(4,568)	39,996
Bond Restricted Interest	<u>0</u>	<u>81</u>	<u>(81)</u>	<u>0</u>	<u>243</u>	<u>(243)</u>	<u>966</u>
TOTAL DEBT SERVICE REVENUE	175,266	122,714	52,552	184,901	179,119	5,782	534,707
EXPENSES							
D520 Debt Serv Interest	26,442	26,442	0	79,326	79,326	0	317,300
D525 Cnty Collection Fee	<u>2,594</u>	<u>2,396</u>	<u>(198)</u>	<u>2,692</u>	<u>2,562</u>	<u>(130)</u>	<u>7,407</u>
TOTAL DEBT SERVICE EXPENSES	29,036	28,838	(198)	82,018	81,888	(130)	324,707
<b>REVENUE OVER (UNDER) EXPENSES</b>	<b><u>146,230</u></b>	<b><u>93,876</u></b>	<b><u>52,354</u></b>	<b><u>102,883</u></b>	<b><u>97,231</u></b>	<b><u>5,652</u></b>	<b><u>210,000</u></b>

2888 So Heather Gardens Way  
Aurora CO 80014

	CURRENT ACTUAL	CURRENT BUDGET	CURRENT VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET	
<b>REVENUE</b>								
D512	CH Building Rentals	875	1,425	(550)	1,435	4,275	(2,840)	17,100
D515	Classes	2,958	10,670	(7,713)	6,138	15,871	(9,734)	43,438
D513	Events	(25)	2,270	(2,295)	(50)	6,810	(6,860)	27,245
D516	Miscellaneous Revenue	50	0	50	975	0	975	0
D516.1	Coffee Revenue	54	439	(385)	222	1,317	(1,095)	5,265
D513.1	Trips Revenue	0	1,333	(1,333)	(94)	3,999	(4,093)	15,996
	<b>TOTAL REVENUE</b>	<b>3,912</b>	<b>16,137</b>	<b>(12,226)</b>	<b>8,626</b>	<b>32,272</b>	<b>(23,647)</b>	<b>109,044</b>
<b>WAGES/BENEFITS</b>								
C500	Salaries - FTP	5,807	8,854	3,047	16,775	26,562	9,787	107,607
C510	Salaries - Part Time	9,204	6,808	(2,396)	24,861	20,424	(4,437)	81,691
C530	Salaries - Teachers	4,047	4,117	70	6,385	12,583	6,198	49,003
C540	Taxes - Payroll	1,974	1,780	(194)	5,089	5,859	770	20,249
C550	Retirement Expense	157	170	13	469	510	41	2,045
C553	Insurance - Personnel	589	1,096	507	1,767	3,288	1,521	13,810
C574	Recruit/Train/Services	0	63	63	121	774	653	2,295
C588	Workers Comp Insurance	247	212	(35)	741	636	(105)	3,608
	<b>TOTAL WAGES/BENEFITS</b>	<b>22,025</b>	<b>23,100</b>	<b>1,075</b>	<b>56,208</b>	<b>70,636</b>	<b>14,428</b>	<b>280,308</b>
<b>OPERATING EXPENSES</b>								
C675.2	Salaries-Charge Out	0	0	0	0	0	0	(1,800)
C673	Maintenance Hours	2,704	7,856	5,152	4,752	18,629	13,877	76,077
C676	Golf Hours	0	766	766	0	2,298	2,298	4,598
C677	R & G Hours	0	677	677	0	2,053	2,053	13,393
C678	Custodial Hours	8,059	11,368	3,309	22,744	34,104	11,360	136,419
	<b>CHARGE-OUT SUBTOTALS</b>	<b>10,763</b>	<b>20,667</b>	<b>9,904</b>	<b>27,496</b>	<b>57,084</b>	<b>29,588</b>	<b>228,687</b>
C621.1	Mileage Reimbursement	0	8	8	0	24	24	96
C627	Pool Care & Supplies	609	2,469	1,860	2,439	6,312	3,873	19,138
C639	Software & IT	275	340	65	1,621	1,020	(601)	4,080
C640	Electric	7,100	7,071	(29)	22,950	24,899	1,949	85,551
C643	Gas	1,357	1,443	86	4,380	4,985	605	17,617
C662	Office Supplies & Postage	309	750	441	986	2,130	1,144	8,520
C662.1	CC & ActiveNet	228	960	732	468	2,520	2,052	8,520
C671	Outside Contractors	690	1,028	338	3,440	3,134	(306)	19,980
C683	Repairs - Equipment	303	734	431	1,333	2,202	869	9,015
C684	Supplies	549	1,581	1,032	1,942	4,093	2,151	22,875
C684.1	Custodial Supplies	1,245	2,000	755	3,891	6,000	2,109	24,000
C684.2	Coffee Supplies	344	563	219	344	1,689	1,345	6,750
C686.1	Special Event Supplies	0	355	355	119	4,085	3,966	9,063
C686.2	Special Event Contractors	145	375	230	145	1,225	1,080	7,225
C687	Trips Expense	0	1,150	1,150	0	3,450	3,450	13,800
C688	Non Capital Equipment	0	695	695	1,600	2,445	845	8,870
C689	Phone & Internet	383	370	(13)	1,123	1,110	(13)	4,440
C698	Water & Sewer	910	1,508	598	2,992	4,202	1,210	23,798
	<b>TOTAL OPERATING EXPENSES</b>	<b>25,210</b>	<b>44,067</b>	<b>18,857</b>	<b>77,269</b>	<b>132,609</b>	<b>55,340</b>	<b>522,025</b>
	<b>NET REVENUE &amp; EXPENSE</b>	<b>(43,323)</b>	<b>(51,030)</b>	<b>7,706</b>	<b>(124,851)</b>	<b>(170,973)</b>	<b>46,121</b>	<b>(693,289)</b>

2888 So Heather Gardens Way  
Aurora CO 80014

		CURR MONTH ACTUAL	CURR MONTH BUDGET	CURR MONTH VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET
<b>REVENUE</b>								
D507	Golf Fees Daily	7,794	16,326	(8,532)	17,550	23,443	(5,893)	332,695
D507.1	Golf Simulator	340	300	40	975	1,000	(25)	3,720
D509.2	Golf Disc - 40 Play	1,104	1,296	(192)	3,437	1,944	1,493	17,064
D511	Golf Cart Rental Income	944	5,610	(4,666)	2,527	6,970	(4,443)	69,105
D511.1	Golf Merchandise	2,830	3,039	(209)	4,100	6,264	(2,164)	30,955
D511.2	Golf Lesson	475	115	360	845	345	500	4,090
D511.3	Golf Bag Storage	0	0	0	400	0	400	6,525
D511.4	Golf Club Rentals	72	104	(32)	252	194	58	1,374
D511.5	Pull Cart Rentals	0	240	(240)	0	420	(420)	3,690
	<b>TOTAL REVENUE</b>	<b>13,559</b>	<b>27,030</b>	<b>(13,471)</b>	<b>30,086</b>	<b>40,580</b>	<b>(10,494)</b>	<b>469,218</b>
<b>WAGES/BENEFITS</b>								
G500	Salaries - FTP	28,754	23,754	(5,000)	76,595	71,262	(5,333)	287,846
G510	Salaries - Part Time	3,285	2,926	(359)	10,374	7,646	(2,728)	75,819
G520	Salaries - Overtime	404	200	(204)	1,069	500	(569)	4,200
G540	Taxes - Payroll	3,004	2,419	(585)	8,880	7,802	(1,078)	31,086
G545	Temporary Outside Labor	0	0	0	0	350	350	1,400
G550	Retirement Expense	1,054	946	(108)	3,057	2,838	(219)	11,349
G553	Insurance - Personnel	2,482	2,740	(258)	7,680	8,220	(540)	34,524
G574	Recruit / Train / Service	205	150	(55)	345	4,838	4,494	5,778
G575	Employee Incentive	0	250	250	0	250	250	1,000
G588	Workers Comp Insurance	308	265	(43)	925	795	(130)	3,760
	<b>TOTAL WAGES/BENEFITS</b>	<b>39,496</b>	<b>33,650</b>	<b>(5,846)</b>	<b>108,925</b>	<b>104,501</b>	<b>(4,423)</b>	<b>456,762</b>
<b>OPERATING EXPENSES</b>								
G675.2	Salaries-Charged Out	0	(766)	(766)	0	(2,298)	(2,298)	(4,598)
G450	COGS - Merchandise	2,163	1,580	(583)	2,881	3,258	377	16,106
G621	Fuel Expense	566	360	(206)	1,111	918	(193)	6,189
G621.1	Mileage Reimbursement	0	20	20	21	20	(1)	160
G624	Contingency-Water	0	0	0	0	0	0	10,000
G635	Tree & Shrub Replacement	0	0	0	0	0	0	700
G639	Software & IT	223	250	27	489	750	261	3,000
G640	Electric	465	441	(24)	1,480	1,317	(163)	7,738
G640.1	Electric - Pump	1,817	2,549	732	2,560	3,777	1,217	34,545
G643	Gas	131	104	(27)	386	380	(6)	899
G645	Uniforms	276	60	(216)	276	1,455	1,179	1,995
G662	Office Supplies & Postage	0	0	0	0	0	0	50
G662.1	Credit Card Expense	314	892	578	2,001	1,339	(662)	15,484
G665	Rent - Equipment	0	0	0	0	400	400	1,400
G670	Asphalt Repairs	0	0	0	0	0	0	4,800
G671	Outside Contractors	681	10,270	9,589	8,583	11,160	2,577	18,877
G676.1	Golf Shop Supplies	34	155	121	275	465	190	1,864
G680	Radio Communications	0	0	0	0	0	0	200
G683	Repairs - Equipment	1,531	1,167	(364)	3,199	3,501	302	14,000
G684	Supplies	2,053	3,680	1,627	10,078	10,896	818	40,896
G688	Non Capital Equipment	0	0	0	2,132	0	(2,132)	0
G689	Telephone	291	300	9	871	900	29	3,600
G697	Marketing	0	1,000	1,000	0	2,000	2,000	6,000
	<b>TOTAL OPERATING EXPENSES</b>	<b>10,545</b>	<b>22,062</b>	<b>11,517</b>	<b>36,343</b>	<b>40,238</b>	<b>3,895</b>	<b>183,905</b>
	<b>NET REVENUE &amp; EXPENSE</b>	<b>(36,482)</b>	<b>(28,682)</b>	<b>(7,800)</b>	<b>(115,182)</b>	<b>(104,159)</b>	<b>(11,022)</b>	<b>(171,449)</b>

HG Heather Gardens Association  
 Restaurant Profit or Loss  
 03/31/2020

		3URR MONTH ACTUAL	3URR MONTH BUDGET	3URR MONTH VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL BUDGET		
<b>SUMMARY</b>										
Sales		25,233	53,888	(28,655)	52,447	161,260	(108,813)	658,492		
Cost of Goods Sold		10,179	17,331	7,152	21,037	51,863	30,826	211,773		
<b>Gross Profit</b>		<b>15,054</b>	<b>36,557</b>	<b>(21,503)</b>	<b>31,410</b>	<b>109,397</b>	<b>(77,987)</b>	<b>446,719</b>		
Wages & Benefits		18,203	29,691	11,488	51,579	88,858	37,279	360,832		
Operating Expense		6,508	11,329	4,821	20,451	37,278	16,827	152,291		
<b>Net Income/(Loss)</b>		<b>(9,657)</b>	<b>(4,463)</b>	<b>(5,194)</b>	<b>(40,620)</b>	<b>(16,739)</b>	<b>(23,881)</b>	<b>(66,404)</b>		
<b>SALES</b>										
D506	Restaurant Food	21,076	45,625	(24,549)	46,349	136,535	(90,186)	557,534		
D506.1	Restaurant Beer	1,484	2,673	(1,189)	2,044	7,998	(5,954)	32,658		
D506.2	Restaurant Wine	1,599	2,917	(1,318)	2,306	8,729	(6,423)	35,642		
D506.3	Restaurant Liquor	1,074	2,673	(1,599)	1,748	7,998	(6,250)	32,658		
<b>TOTAL SALES</b>		<b>25,233</b>	<b>53,888</b>	<b>(28,655)</b>	<b>52,447</b>	<b>161,260</b>	<b>(108,813)</b>	<b>658,492</b>		
<b>COST OF GOODS SOLD</b>										
H450	COGS - Food	8,754	15,513	6,759	18,918	46,422	27,504	189,562	COGS Percentages	
H455	COGS - Beer	772	588	(184)	1,061	1,760	699	7,185	41.5%	40.8%
H455.1	COGS - Wine	365	642	277	634	1,921	1,287	7,841	52.0%	51.9%
H455.2	COGS - Liquor	288	588	300	424	1,760	1,336	7,185	22.8%	27.5%
<b>TOTAL COST OF GOODS</b>		<b>10,179</b>	<b>17,331</b>	<b>7,152</b>	<b>21,037</b>	<b>51,863</b>	<b>30,826</b>	<b>211,773</b>	<b>40.3%</b>	<b>40.1%</b>
<b>GROSS PROFIT</b>		<b>15,054</b>	<b>36,557</b>	<b>(21,503)</b>	<b>31,410</b>	<b>109,397</b>	<b>(77,987)</b>	<b>446,719</b>		
		60%	68%		60%	68%				
<b>WAGES/BENEFITS</b>										
H500	Salaries - Full Time	12,115	11,715	(400)	34,826	35,145	319	142,069		
H510	Salaries - Part Time	3,017	13,472	10,455	7,453	40,315	32,862	164,623		
H520	Salaries - Overtime	0	129	129	0	522	522	4,151		
H540	Taxes - Payroll	1,763	2,658	895	5,075	7,725	2,650	27,544		
H550	Retirement Expense	442	227	(215)	1,326	681	(645)	2,729		
H553	Insurance Emp Health	565	1,096	531	1,995	3,288	1,293	13,810		
H574	Recruiting/Training	0	135	135	0	405	405	1,720		
H588	Workers Com Insurance	301	259	(42)	904	777	(127)	4,186		
<b>TOTAL WAGES/BENEFITS</b>		<b>18,203</b>	<b>29,691</b>	<b>11,488</b>	<b>51,579</b>	<b>88,858</b>	<b>37,279</b>	<b>360,832</b>		
<b>OPERATING EXPENSES</b>										
H673	Maintenance Hours	335	688	353	530	1,819	1,289	10,234		
H674	Custodial Hours	0	630	630	986	1,890	904	7,560		
<b>CHARGE-OUTS SUBTOTAL</b>		<b>335</b>	<b>1,318</b>	<b>983</b>	<b>1,516</b>	<b>3,709</b>	<b>2,193</b>	<b>17,794</b>		
H639	Software & IT	160	300	140	442	900	458	3,600		
H640	Electric	1,691	1,774	83	5,747	5,670	(77)	22,167		
H643	Gas	339	361	22	1,618	1,247	(371)	4,404		
H644	Water	76	146	70	387	404	17	2,367		
H645	Phone & TV	326	300	(26)	854	900	46	3,600		
H646	Trash Removal	400	425	25	1,201	1,275	74	5,100		
H651	Uniforms	0	80	80	150	240	90	960		
H652	Discounts & Comps	625	539	(86)	1,331	1,613	282	6,585		
H655	Linen Service	0	392	392	0	1,176	1,176	4,704		
H662	Office Supplies	0	55	55	(127)	165	292	660		
H671	Outside Contractors	295	695	400	1,030	1,683	653	6,730		
H681	Credit Card Fees	710	1,617	907	2,519	4,838	2,319	19,755		
H683	Repairs - Equipment	0	410	410	0	1,220	1,220	4,910		
H684	China/Glass/Flatware	42	250	208	42	750	708	3,000		
H684.1	Kitchen Supplies	842	1,617	775	2,714	4,838	2,124	19,755		
H685	Cleaning Supplies	257	1,050	793	617	3,150	2,533	12,600		
H688	Non Capital Equipment	0	0	0	0	0	0	3,000		
H689	Marketing	410	0	(410)	410	1,500	1,090	6,000		
H690	Licenses	0	0	0	0	2,000	2,000	4,600		
<b>TOTAL OPERATING EXPENSES</b>		<b>6,508</b>	<b>11,329</b>	<b>4,821</b>	<b>20,451</b>	<b>37,278</b>	<b>16,827</b>	<b>152,291</b>		
<b>NET REVENUE &amp; EXPENSE</b>		<b>(9,657)</b>	<b>(4,463)</b>	<b>(5,194)</b>	<b>(40,620)</b>	<b>(16,739)</b>	<b>(23,881)</b>	<b>(66,404)</b>		

**Heather Gardens Metropolitan District  
Board Action  
Date: April 15, 2021**

**Motion: Approve to Update Authorized Signatures at Key Bank**

I move that the listing of authorized signatures for activity at the Key Bank be updated as follows:

Jon Rea, Interim General Manager (IGM)

Gerald Counts, Controller

David L Funk, President

William F Archambault, Secretary and Treasurer

and remove the names of Calvin Eddy-White, Larry Francone, Twyla Gaugenmaier, Winnifred Jennings, Edwin Jones, Forrest McClure, and Jonathon Rapacki from the authorized signature listing.

Motion by: Bill Archambault Seconded by: \_\_\_\_\_

Outcome of vote:

For: \_\_\_\_\_ Against: \_\_\_\_\_ Absent/Abstaining: \_\_\_\_\_

\_\_\_ The motion has a majority and is adopted.

\_\_\_ The motion does not have a majority and is not adopted.

\_\_\_\_\_  
David Funk, President  
HGMD Board of Directors

Explanation: This updates the listing to the current Board President and Secretary & Treasurer and Staff IGM and Controller.

**Heather Gardens Metropolitan District  
Board Action  
Date: April 15, 2021**

**Motion: Consider Creation of the Heather Gardens Joint Long Range Planning Committee and Accept the Procedure Memorandum JLRP-1**

I move that the Heather Gardens Metropolitan District Board of Directors create the Heather Gardens Joint Long Range Planning Committee as a shared commitment with the Heather Gardens Association and accept the amended Procedure Memorandum JLRP-1 as attached.

Motion by: David Funk Seconded by: \_\_\_\_\_

Outcome of vote:

For: \_\_\_\_\_ Against: \_\_\_\_\_ Absent/Abstaining: \_\_\_\_\_

The motion has a majority and is adopted.

The motion does not have a majority and is not adopted.

\_\_\_\_\_  
David Funk, President  
HGMD Board of Directors

Explanation: The Heather Gardens Association (Association) and the Heather Gardens Metropolitan District (District) have signed an interagency agreement known as the Management Agreement, whereby the Association serves as the agent for the District in carrying out District programs and managing District property. Both the Association and the District need to identify issues likely to increase costs and impact property in future budget years so that those costs can be prudently managed. The Management Agreement provides for shared advisory committees. This committee will provide advice to each Board, as appropriate, on issues pertaining to long range planning for the Heather Gardens community.

# LONG RANGE PLANNING COMMITTEE Joint Procedure Memorandum JLRP - 1

This Procedure Memorandum (PM) replaces 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) have signed an interagency agreement known as the Management Agreement, whereby the Association serves as the agent for the District in carrying out District programs and managing District property. Both the Association and the District need to identify issues likely to increase costs and impact property in future budget years so that those costs can be prudently managed. The Management Agreement provides for shared advisory committees. This committee 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 Procedures Memorandum 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 Joint Long Range Planning Committee (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 three (3).
- 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, and improvements, and certain personal property locations therein 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 Joint LRPC will focus on issues that are likely to impact the community over the course of the next two years and beyond. The Committee 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, and grounds maintenance including landscaping, and road and street maintenance.

## II. RESPONSIBILITIES

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

## III. PROCEDURES

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

- 1. **Meetings:** The committee will meet quarterly in the Heather Gardens Board Room at a date and time determined by the chairpersons. The committee may conduct additional meetings or work sessions as needed. Meetings may be held using technology such as videoconferencing as may be convenient or desirable with appropriate notification.
- 2. **Functions and Authority:** The committee 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 committee 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

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fully defining and understanding the issue.

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

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

**1.** The committee will obtain board approval for all outside assistance, including approval for expenditure of funds for such studies. The only exception 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 Committee will coordinate with operations staff that would ordinarily be responsible for the issue in question.

**d.** The committee will prepare an annual summary report for the Boards that provides an overview of issues that have been addressed and those currently being addressed by the committee. Among issues to be addressed in the report will be trends in property values as compared to residential property values in similar communities in the area, long-term maintenance issues, and trends in utilization of District amenities.

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**Jill Bacon, President HGA**

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**David Funk, President HGMD**

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**Date**

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**Date**