



GVR
METROPOLITAN
DISTRICT

2009 STRATEGIC PLAN

MISSION STATEMENT

The GVR Metropolitan District is committed to providing a quality living environment to its residents through excellent stewardship of financial resources, environmentally conscious, well cared for landscaping and quality community experiences

GVR METROPOLITAN DISTRICT

STRATEGIC PLAN FOR 2007

INTRODUCTION

Title 32 of the Colorado Statutes provide for organization and operation of Special Districts. Districts are created to fulfill a purpose that city, county or state governmental powers could not provide economically. The Colorado general assembly provided for the organization of Special Districts providing select services and having the purposes, powers, and authority provided in the statutes to serve a public use and to promote the health, safety, prosperity, security, and general welfare of the inhabitants of such districts and of the people of the State of Colorado.

There are different types of Districts depending upon the services they provide, such as; fire protection; health services; parks and recreation; sanitation; street improvement; transportation; water; special improvement districts; etc. In general, a “Metropolitan District” performs two or more of these services. Districts have the statutory authority to: issue bonds or other debt obligations for special projects; own property; hire employees and contractors (attorneys, engineers, architects, accountants, construction companies, etc.); levy taxes to operate the District and pay for the retirement of debt; and in general, to fix fees, rate, tolls, penalties, or charges for services, programs or facilities.

The GVR Metropolitan District (“District”) is a quasi-municipal corporation and political subdivision of the State of Colorado organized in accordance with Title 32 of the Colorado Statutes. It has all the powers of a metropolitan district, and operates with an elected seven-person Board of Directors. The primary purpose of the District is to provide a stable funding source for the provision of municipal services within its service area, which may include the construction of streets, traffic and safety devices, water and sewer systems, and construction, operation and maintenance of parks and recreation facilities, and operation of community recreational programs. The primary benefits of utilizing a Colorado Special District include:

1. Limited liability through the Colorado Governmental Immunity Act;
2. The ability to use, among other income sources, property taxation to collect the cost of service on an equitable basis through income tax deductible means;
3. Exemption of District property and activities from Colorado property, sales, and income taxes; and
4. Governance by local elected officials.

THE SERVICES

The Service Plan of the District, which was approved by the City Council of the City and County of Denver, authorized the District to provide, among other services, design and construction of street improvements; sanitation sewer facilities, which upon completion were conveyed to the City and County of Denver; water system facilities, which upon completion were conveyed to the Denver Board of Water Commissioners; storm sewer and drainage facilities, which upon completion were conveyed to the City and County of Denver; and to provide park and recreation services and facilities, including the operation and maintenance of public open spaces, community facilities and programs for community benefit, which properties and programs are owned and operated by the District.

OUR ROLE

Our role as the GVR Metropolitan District includes the following:

- Represent the people of the District through transparent communication;
- Respond to changing dynamics in the community;
- Analyze community needs and wants and work to provide services that complement the needs and wants of the community;
- Plan and provide for environmentally responsible landscaping of many of the public common areas enjoyed by the community;
- Perform tax collection and infrastructure support to the immediate area and coordinate bond elections as needed for public support of tax supported projects. and
- Continue to provide sound financial stewardship of taxpayer funds to continue reducing the debt by paying off the bonds and provide for cost efficient operations.

OPERATIONS, DEBTS AND FEES

The primary sources of revenue for payment of operating costs are from property taxes. The District's operating budget is authorized from property tax revenue generated by a current mill levy of 17.509 mills for calendar year 2009.

The initial infrastructure of the District was funded by authorizing debt in the form of bonds beginning in 1984. The District's outstanding debt, as of December 31, 2008 was \$8,400,000. The District has authorized debt repayment in 2009 through a mill levy of 12.765 mills in addition, the District is paying \$4 million towards debt retirement in December 2009. Current infrastructure of the District is funded by system development charges, which are charged to developers for each single family equivalent of water demand associated with residential and commercial construction within the District. The system development charge for 2009 is \$ 5,200 per single family equivalent.

Other funding opportunities for Metro District include the following:

- System Development Fees are charged to commercial development and residential development not coordinated by Oakwood homes, within the District's boundaries.
- The District receives lottery dollars for use through the Conservation Trust Fund which are restricted to be used for certain expenses with recreational benefits for the community and upkeep of community facilities and enhancement of greenbelts and other common areas.
- The District charges fees for its community recreation programs.
- The District applies for and uses grants and contracts whenever possible and feasible to enhance community programs and public common areas.

BOARD MEMBERSHIP AND PUBLIC REVIEW

The District is controlled by a seven-person Board of Directors, elected at large, serving four-year staggered terms. Elections are held in May of even-numbered years by state statute. The District is responsible for producing and filing with the state an annual independent audit of its financial activities, and it is otherwise subject to many state requirements for filings and reporting.

In order to further accomplish our purpose, the Board continues development of a Strategic Plan for the District. The purpose of the Plan is to assist the Board in understanding the current environment in which the District is operating and then to establish short-term (approximately one to two years), mid-term (approximately three to five years) and long-term (approximately 6 to 10 years) goals, accompanied by objectives, timing and the lead responsible person for the near-term goals to the extent such specificity is available. This process will promote the most responsive and cost effective service to our constituents. We intend to update this plan every three years.

The District has adopted a Public Information Policy, which provides for review of public documents. A copy of the policy for obtaining public information may be obtained from the District by calling (303) 307-3240, visiting our website at www.gvrmetrodistrict.com, emailing your request to info@gvrmetrodistrict.com, by visiting the Administration Building, or writing the District Manager at 18650 East 45th Avenue, Denver, CO 80249.

ORGANIZATIONAL ANALYSIS

In developing the original strategic plan, the Board and staff were asked to fill out a survey. The current Board and Staff are continuing work on this plan to enhance the original Strategic Plan. The Board has reviewed the Strategic Plan included in the 2007 Strategic Plan in a SWOT format – that is considering the Strengths, Weaknesses, Opportunities and Threats and have modified as below. The SWOT information in this updated 2009 Plan is based on Board and Staff member discussions. Key items under each category are:

STRENGTHS

- Sound financials by consistently reducing bond debt, achieving and holding a superior credit rating, always operating within our budget and maintaining the ability to provide new programs.
- The Board, staff, contractors and volunteers exhibit strong dedication and commitment to the District.
- The Board and staff have a strong desire to improve the District.
- The Board shares the common goal of all entities in our community to preserve the community standards. Accordingly, the Board seeks cooperative relationships to further unify the community.
- The diversity of the Board and staff allow us to represent the district well.
- The ability to adapt to the changing dynamics in our community.
- The relationship between the community and the GVR Metropolitan District Board.

WEAKNESSES

- The District and HOA relations need to be established
- Decision-making needs to be streamlined for all committees.
- The responsibility, authority and delegation of duties to the staff should be clearly identified.
- There is a need for expanded and direct communications with the community, through such means as our newsletter and websites.

OPPORTUNITIES

- Increase community participation in meetings and committees to enhance the democratic process and balance of the organization.
- Survey community periodically and maintain open feedback mechanisms to understand the Community's needs and wants.
- Provide the community with information through newsletter, direct mail, web sites, community event signs, and bulletin boards.
- Strengthen the team, which is composed of the Board and staff, by continuing professional skills development, training, and resource utilization.
- Continue the development of a premier community with modern, efficient, and well cared for landscaping
- Attract, develop and retain highly qualified and committed long-term members of the team including Board Members, Staff Members, and Community Members sitting on committees, etc.
- Build trust throughout team with team-building workshops.
- Merge duplicative services with the GVR District and the HOA to better provide efficient community services and reduce costs.

THREATS

- Economic conditions and the downturn in the economy in general.
- The possibility of losing focus and not keeping this strategic work underway after this process is completed.
- Community apathy could continue to threaten the over ability for the District to succeed in this Strategic Plan.

STRATEGIC ISSUES

The Board deemed the most important issues to address are communication, team development and community enhancements. It is noted that some goals are important in the time frame listed and will be on going as well.

GOALS

SHORT-TERM (ONE-TO-TWO YEARS)

- Complete development of a new Policy and Procedures Manual, which will clarify, among other aspects, duties, responsibilities, job descriptions, performance measures, and will include an organizational chart.
- Restructure and/or refinance and pay down the debt service mill levy to reduce tax burden.
- Support the continuing evolution and development of the community programs, and continue supporting youth, teen, and adult programs.
- Support the continuing evolution of landscape improvements, maintenance and management.
- Develop a survey mechanism that will allow for efficient and inclusive feedback from the community for the District Board and Staff.
- Improve communications and relationships with the community via electronic mailings, “The Metro” Newsletter, Direct Mailings, Websites and through staff via phone and in person.
- Create and maintain an environment that attracts and supports a strong team atmosphere strengthened by diversity and respect.
- Conduct Board member and staff orientation, offer professional development to new Board members and ensure each staff person attend one training per year to improve job skills.
- Conduct a biannual review of the status of short-term goals by the Board.
- Develop landscape outreach program for community.
- Address outstanding common area and improve aesthetics of District owned areas.
- Develop new programs based around community input.

MID-TERM GOALS (THREE- TO FIVE-YEARS)

- Become a desirable Denver metro community for drought resistant landscaping and a quality programs.
- Create community unity by melding operations, activities and goals for the two community boards.
- Renovate distressed landscape areas with contemporary improvements so that the primary job becomes maintenance, natural resources are conserved and landscape operations become more economic.
- Work with the City of Denver and Denver Water on Highline Canal Trail and other open space areas within the District, not owned by the District to provide more comprehensive landscape management.
- Analyze the positive effects of the central irrigation system and modify system as warranted.
- Increasing financial security, while paying down the bond debt.
- Develop an operations plan.
- Develop new programs based around community input.

LONG-TERM GOALS (SIX-TO-TEN YEARS)

- The bonds are paid off.
- Enhanced Mosquito Control mechanisms are established in all retention ponds for control and/or aesthetic enhancement.
- Be recognized as a Special District Association award-winning District.

OBJECTIVES AND TASKS FOR IMPLEMENTING SHORT-TERM GOALS

COMPLETE DEVELOPMENT OF A POLICIES AND PROCEDURES MANUAL, WHICH WILL CLARIFY DUTIES, RESPONSIBILITIES, JOB DESCRIPTIONS, AND HAVE AN ORGANIZATIONAL CHART.

| ACTION | RESPONSIBLE PARTY | TIMEFRAME |
|-----------------------|--------------------------------------|------------------|
| A. Develop Policies | Board President, Board and Attorneys | May 2010 |
| B. Develop Procedures | District Manager and Staff | August 2010 |

SUPPORT THE CONTINUING EVOLUTION OF THE COMMUNITY PROGRAM

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|--|----------------------------|------------------|
| A. Support program | Community Program Manager | Quarterly |
| B. Develop new programs around community needs and wants | Community Program Manager | June 2011 |

SUPPORT THE CONTINUING EVOLUTION OF LANDSCAPE IMPROVEMENTS, MAINTENANCE AND MANAGEMENT.

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|--|----------------------------|------------------|
| Support landscaping, maintenance and management. | Facility Manager | Quarterly |

IMPROVE COMMUNICATIONS AND RELATIONSHIPS WITH THE COMMUNITY THROUGH INAUGURATING, THE WEBSITES, A NEWSLETTER AND POSTING OF OUR MEETINGS.

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|--|----------------------------|------------------|
| A. Improve relations with community | Board | On-going |
| B. Improve communications with the community | District Manager and Staff | On-going |

CREATE AND MAINTAIN AN ENVIRONMENT THAT ATTRACTS AND SUPPORTS A STRONG TEAM ATMOSPHERE STRENGTHENED BY DIVERSITY AND RESPECT.

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|--|----------------------------|------------------|
| A. Fill open staff positions in a timely fashion | Board and District Manager | On-going |
| B. Strengthen atmosphere | District Manager | On-going |

CONDUCT BOARD MEMBER AND STAFF ORIENTATION, OFFER PROFESSIONAL DEVELOPMENT TO BOARD MEMBERS AND ENSURE THAT EACH STAFF PERSON ATTEND TRAININGS TO IMPROVE JOB SKILLS.

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|--|--|-----------------------------------|
| A. Conduct orientation | District Manager and General Legal Counsel | Within 2 months of Board election |
| B. Board member professional development | Each Board Member | As needed |
| C. Training for each staff member annually | District Manager | Annually or as needed |

ON A BIENNIAL BASIS, REVIEW THE STATUS OF THE SHORT TERM GOALS BY THE BOARD.

| ACTION | RESPONSIBLE PARTIES | TIMEFRAME |
|-------------------------|----------------------------|----------------------------------|
| Biannual Status Reports | District Manager | Biannually from adoption of plan |

PROVISIONS FOR UPDATING THIS STRATEGIC PLAN

One of the above mid-term goals calls for triennial updating of this Strategic Plan and sets forth a process of use of the plan and making updates. We will follow that process.

STRATEGIC PLAN CONTRIBUTORS

BOARD MEMBERS

Earleen D. Brown, President
Michael E. George, Vice President
Anthony Noble, Treasurer
Mary P. Schumer, Secretary
Elana C. Perry, Director
Chuck Britton, Director
Joanne M. True, Director

STRATEGIC PLAN APPROVAL

The 2009 Strategic Plan for the GVR Metropolitan District was approved at a Regular Meeting of the Board of Directors held August 19, 2009.