



GVR
METROPOLITAN
DISTRICT

2015 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.

VISION STATEMENT

To develop, maintain, and foster a community where all members will be encouraged to participate, contribute, and realize the full potential of a District dedicated to serving the needs of its residents.

GVR METROPOLITAN DISTRICT

STRATEGIC PLAN FOR 2015

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-member 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 installation of public infrastructure, such as streets, traffic and safety devices, water and sewer systems, and the construction, operation and maintenance of parks and recreation facilities, and operation of community recreational programs. The District contracts with the Master Homeowners Association for Green Valley Ranch (HOA) to provide covenant enforcement and design review services to the Green Valley Ranch community on behalf of the HOA.

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 revenue sources, property taxes to fund the costs of service on an equitable basis, with such taxes being eligible for income tax deduction;
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 in 1983, authorized the District to provide, among other services, design and construction of street improvements; sanitary sewer facilities, water system facilities, and storm sewer and drainage facilities, which upon completion were all 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.

BOARD OF DIRECTORS ROLE

The role of the GVR Metropolitan District Board of Directors includes the following:

- Represent the people of the District through clear communication and transparent governance;
- Be responsive 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 for the public common areas enjoyed by the community;
- Impose and collect tax revenues to support public infrastructure, District facilities and programs for the immediate area;
- Coordinate bond elections as needed for public support of tax-supported projects; and
- Provide sound financial stewardship of taxpayer funds to reduce any District debt and provide for cost efficient operations.

DISTRICT OPERATIONS: REVENUES AND EXPENSES

The primary sources of District revenue for funding its operating costs come from property taxes. The District's operating budget is authorized from property tax revenue generated by a mill levy applied against the assessed valuation of all taxable property within the District's boundaries. The District's current mill levy for calendar year 2015 is 20.094 mills for general fund expenses.

The initial infrastructure of the District was funded by authorizing debt in the form of bonds beginning in 1984. As of December 31, 2014, the District has no outstanding debt, and has no debt service mill levy. 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 District's system development charge for 2015 is \$ 5,800 per single family equivalent.

In addition to tax revenues, other revenue-raising opportunities for the District include the following:

- The District collects system development fees which are charged to commercial development and residential development not coordinated by Oakwood homes, within the District's boundaries.
- The District receives state lottery dollars 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 user fees for participation in its community recreation programs.
- As a government, the District is eligible for many government-based grant opportunities. The District applies for and uses such grants whenever possible and feasible to enhance community programs and public common areas.

DISTRICT GOVERNANCE AND PUBLIC REVIEW

The District is governed by a seven-member 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 must adopt a budget and appropriate funds for its expenditures on an annual basis prior to the beginning of each fiscal year and following a public hearing. The District is responsible for producing and filing with the state an annual independent audit of its financial activities. The District is subject to many additional state requirements for filings and reporting.

In order to accomplish the purposes of the District, the Board continues development of the District goals and priorities through its Strategic Plan. The purpose of the Strategic Plan is to assist the Board in implementation of the District's operations, based on established short-term (approximately one to two years), mid-term (approximately three to five years) and long-term (approximately six to ten years) goals, accompanied by objectives, timing and the lead responsible person for the near-term goals to the extent such specificity is available. In so doing, the Board is able to promote the most responsive and cost effective service to the District's constituents. The Board intends to update the Strategic 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.

PARTNERSHIPS

The GVR Metropolitan District desires to partner with for-profit, non-profit, and governmental entities that are interested in working with the District to develop economic opportunities, facilities, and/or programs beneficial to the community, pursuant to the authorization allowed by its Service Plan.

A major objective in any potential partnership is to find collaborating partners that may help provide a synergistic working relationship with the District in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the District, and particularly beneficial for the citizens of the Green Valley Ranch community.

The District continues to work towards several partnerships and various joint efforts for the benefit of the community.

- Master Homeowners Association for Green Valley Ranch
- City and County of Denver
 - Denver Parks and Recreation

- Denver Mosquito Control
- Denver Police Department
- Denver Water
- Green Valley Ranch Citizens Advisory Board
- Denver Public Schools
 - Marrama Elementary
 - Green Valley Elementary
 - Florida Pitt Waller K-8
- Non-profit Entities
 - Food Bank of the Rockies
 - Other charitable organizations
- Adjacent Metropolitan Districts
 - Town Center Metropolitan District

OTHER PLANS

The District takes into consideration information and data from the Green Valley Ranch Metropolitan District Parks and Recreation Master Plan prepared in 2013, and the Master Plan for the City and County of Denver, updated in 2002, as part of the Strategic Plan for the GVR Metropolitan District.

Excerpts from the “Green Valley Ranch Metropolitan District Parks and Recreation Master Plan” dated April 2013:

Introduction

The Green Valley Ranch (GVR) Metropolitan District (District), along with the City and County of Denver and Denver Water, provides a parks, recreation, open space, and trail system that greatly contributes to the quality of life in Green Valley Ranch and surrounding communities.

In order to address the future of this valuable parks and recreation system, the GVR Metropolitan District embarked on a planning process to develop this Parks and Recreation Master Plan. This effort took place from June 2012 through March 2013 and included an extensive public input process, needs assessment, and services inventory and analysis.

The Master Plan provides a frame work to respond to the evolving needs of this growing community and identifies priority areas for implementation.

Purpose of Plan

The purpose of the Parks and Recreation Master Plan is to:

- Provide a guide for planning and providing parks and recreations services, programs and facilities for the next 5 to 10 years.
- Articulate strategies to address current and future needs and interests.

Opportunities and Challenges

There is a growing trend in the United States in which public leaders recognize that community recreation facilities and related “quality of life” amenities are not secondary services provided by governmental agencies, but are in fact integral to creating communities where people want to live, work, and visit. These services should be seen as investments in the long term vitality and economic sustainability of any vibrant and attractive community. The GVR Metropolitan District recognized these factors and seeks to continue making improvements to its parks and recreation system, enhancing the community for years to come.

COMMUNITY PROGRAMS

The District currently provides the following programs to the Green Valley Ranch community:

- Teen and Adult Excursions
- Fifty Plus Club
- Get Off Your Buns Lunch Bunch
- Computer Classes
- Community Garden
- Youth and Teen Camps
- American Red Cross Classes

The participants of the community garden contribute some of the garden crop “yield” to the Food Bank of the Rockies. The youth and teen camp programs provide a free lunch program to the community through the Food Bank of the Rockies.

SPECIAL EVENTS

The District currently participates in the following annual special events for the Green Valley Ranch community:

- June Car Fest
- Community Garage Sale
- Halloween Trunk or Treat
- Holiday Decorating Contest
- Holiday Tree Lighting
- Volunteer Recognition Dinner

ORGANIZATIONAL ANALYSIS

In developing the original strategic plan, the Board and District staff were asked to fill out a survey regarding the District. The current Board and staff continue a periodic review of this Strategic Plan to enhance the original Strategic Plan consistent with the District's goals. The Board has reviewed the Strategic Plan included in the 2009 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 2015 Plan is based on Board and Staff member discussions. Key items under each category are:

STRENGTHS

- Sound financials by the elimination of bond debt, achieving and holding a superior credit rating, operating within the District's 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 the District's 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 the Directors to represent the District well.
- The ability to adapt to the changing dynamics in the GVR community.
- The strong relationship between the community and the GVR Metropolitan District Board.
- The positive and cooperative relationship between the District and the HOA.

WEAKNESSES

- 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 District 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 the team with team-building workshops.
- Merge duplicative services with the GVR District and the HOA to better provide efficient community services and reduce costs, as may be permitted.
- Continue to develop partnerships with other community organizations and the City and County of Denver.

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 indifference could continue to threaten the overall ability for the District to succeed in this Strategic Plan.

STRATEGIC ISSUES

The Board deems the most important issues for the District 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 ongoing as well.

GOALS

SHORT-TERM (ONE-TO-TWO YEARS)

- Support the continuing evolution and development of the District's community programs, and continue supporting youth, teen, and adult programs.
- Support the continuing evolution of landscape improvements, maintenance and management.
- Improve communications and relationships with the community via electronic mailings, "The Metro" Newsletter, direct mailings, websites and through staff via phone and in person.
- Maintain an environment that attracts and supports a strong team atmosphere strengthened by diversity and respect.
- Conduct a review every two years of the status of short-term goals by the Board.
- Address outstanding common area and improve aesthetics of District-owned areas.
- Develop new programs based around community input.
- Develop additional amenities based on community desires.

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

- Create community unity by the collaboration of operations, activities and goals of the community boards.
- Increase financial security.
- Develop new programs based on community input.
- Renovate distressed items with contemporary improvements as to improve maintenance and aesthetics of the community.

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

- Be recognized as a Special District Association award-winning District.

OBJECTIVES AND TASKS FOR IMPLEMENTING SHORT-TERM GOALS

SUPPORT THE CONTINUING EVOLUTION OF THE COMMUNITY PROGRAMS

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

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

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

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

Updating of this Strategic Plan is scheduled for every three years and sets forth a process of use of the plan and making updates. The Board will follow that process.

STRATEGIC PLAN CONTRIBUTORS

BOARD MEMBERS

Roger Rohrer, President
Fenna Tanner, Vice President
Anthony Noble, Treasurer
Michael George, Secretary
Tim Camarillo, Director
Michael Haskins, Director
Matt Stallman, Director

STRATEGIC PLAN APPROVAL

The 2015 Strategic Plan for the GVR Metropolitan District was approved at a Regular Meeting of the Board of Directors held August 19, 2015.

GREEN VALLEY RANCH METROPOLITAN DISTRICT STATISTICS

Source: Denver Regional Equity Atlas 2015

Summary Statistics

Population	13,845
Avg. Household Size	3.19
Jobs	377
Commute - Carpool	787
Commute - Drive Alone	5,610
Commute - Bike / Walk	160
Commute - Transit	449

*Race/Ethnicity**

39%	White
33%	Black
1%	American Indian
5%	Asian
1%	Pacific Islander
14%	Other
7%	Mixed
34%	Hispanic

Household Income

<\$15,000	233 Households
\$15,000 – \$30,000	400 Households
\$30,000 – \$50,000	1,001 Households
\$50,000 – \$75,000	1,434 Households
\$75,000 – \$100,000	929 Households
\$100,000 – \$125,000	442 Households
\$125,000 – \$150,000	128 Households
> \$150,000	191 Households

Age

Female		Male
727	<5	699
1,862	5-17	1,837
1,922	18-34	1,646
2,270	35-54	2,055
917	55+	788

Workers by Industry

45.1%	Industrial
25.7%	Retail
12.2%	Office
9.5%	Public
7.4%	Other

**Some groups may overlap and be counted in more than one category*