

# Meeting of the Delegates

4.22.2025

Southridge – Wildcat



**HIGHLANDS  
RANCH**  
COMMUNITY ASSOCIATION

## Agenda

- |       |  |           |
|-------|--|-----------|
| I.    | Call to Order  | 6 p.m.    |
| II.   | Guest Speaker   <i>Stephanie Stanley, Highlands Ranch Metro District</i>   | 6:02 p.m. |
| III.  | Pledge of Allegiance   | 6:20 p.m. |
| IV.   | Roll Call/Establishment of Quorum  | 6:22 p.m. |
| V.    | Proof of Notice of Meeting   | 6:25 p.m. |
| VI.   | Approval of the Meeting Minutes of Action from the February 18, 2025<br>Annual Meeting of the Delegates                                    | 6:26 p.m. |
| VII.  | Member Forum   <i>Three-minute time limit</i>  | 6:28 p.m. |
| VIII. | Board of Directors Report   <i>Monica Wasden</i>   | 6:35 p.m. |
| IX.   | Director Comments  | 6:40 p.m. |
| X.    | General Manager Report   <i>Mike Bailey</i> <ul style="list-style-type: none"><li>• Department Update   <i>Woody Bryant, CIS</i></li></ul> | 6:45 p.m. |
| XI.   | Continued Business   | 6:55 p.m. |
| XII.  | New Business   | 7 p.m.    |
| XIII. | Delegate Forum   <i>Three-minute time limit</i>  | 7:05 p.m. |
| XIV.  | Adjournment  | 7:15 p.m. |

The Board of Directors Meeting follows immediately upon adjournment of the Delegate Meeting.  
The next regular Delegate and Board meeting will be held on Tuesday, May 20, 2025.

# Meeting of the Delegates Minutes

Minutes from February 18, 2025



## Agenda

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**Agenda item:** Call to Order **Presenter:** Monica Wasden

President Wasden called the meeting to order at 6:02 p.m.

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**Agenda item:** Guest Speaker, Douglas County Public Works **Presenter:**

Janet Herman, Daniel Roberts & Commissioner Keving Van Winkle, presented a PowerPoint. Within their PowerPoint:

- Commissioner Van Winkle thanked everyone who serves and volunteers in Highlands Ranch.
    - Updates on how to reach him, and his office within Highlands Ranch.
    - Information on how the County Commissioners support Basecamp and Wildcat Regional Park.
    - Introduced Dan Roberts and Janet Herman from Douglas County Public Works.
  - An overview of the 2024 completed projects and information on the 2025 project plan.
  - The three-year plan for proposed contract maintenance projects.
  - An overview of 2025 storm drainage projects.
  - The 2025 Micro Transit project in Highlands Ranch.
  - The 2025 planning and design overview.
  - Time was allotted for Q & A.
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**Agenda item:** Pledge of Allegiance **Presenter:** Monica Wasden

President Wasden led the meeting in the Pledge of Allegiance.

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**Agenda item:** Roll Call/Establishment of Quorum **Presenter:** Theresa Hill

### Conclusions:

A quorum was established; 19,176 of 31,934 lots were present.

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**Agenda item:** Proof of Notice of Meeting **Presenter:** Jim Allen

Jim Allen confirmed the Proof of Notice of Meeting.



**Agenda item:** Approval of Minutes for the Meeting of the Delegates for the January 21, 2025, Meeting **Presenter:** Monica Wasden

**Conclusions:**

The January 2025 minutes were approved — motioned by Dennis Epperly, representing District 02, and seconded by Mark Dickerson, representing District 110. Motion carried.

**Agenda item:** Member Forum **Presenter:** Members

**Discussion:**

Representative Bob Marshall | Shared with Delegate’s that there would be a vote tomorrow (2/18) on a House Bill and his interactions regarding this House Bill and HRCA. He Updated Delegates regarding two town halls on February 22 and March 9.

**Agenda item:** Continued Business **Presenter:**

Board of Director Candidate Forum:

- The Board of Director candidates were given 3-minutes to share about their candidacy in the following order:
  - Jim Allen
  - Dan Brown, represented by Laura Eicher
  - Chanan Braunstein
  - Kurt Huffman
- Time was allotted for Q & A.

**Agenda item:** Board of Directors Report **Presenter:** Monica Wasden

**Conclusions:**

President Wasden presented a PowerPoint. Within her report:

- A statement from legal representative regarding Board of Director applicant Kurt Huffman.
- An update regarding Wildcat Regional Park, which included the Commissioner’s being supportive of the plan. Information regarding a consultant who is reviewing and updating the OSCA Management Plan.
- Information about a neighboring plan for a Regional Park in Sterling Ranch.
- A reminder about the date of the March 2025 meeting.
- Information on the candidate forum.
- Discussion: Time was allotted for Delegate Q&A.



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**Agenda item:** Board of Director Comments

**Presenter:** Board of Directors

**Conclusions:**

None

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**Agenda item:** General Manager Report

**Presenter:** Mike Bailey

**Conclusions:**

General Manager Bailey presented a PowerPoint. Within his report:

- The goal to increase communication and that staff is researching an app.
- Thanked Representative Bob Marshall for taking time to meet with him and let the Delegate Body know he would be following up with Representative Marshall and our lobbyist.
- An update on the 2025 Annual Report.
- Thanked the Board of Directors for their work on Wildcat Regional Park.
- Information regarding the Eastridge Facility and the pool light malfunction.

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**Agenda item:** Department Updates – Backcountry Wilderness Area

**Presenter:** Mark Giebel

**Conclusions:**

Mark Giebel, Backcountry Wilderness Area Director, presented a PowerPoint. Within his presentation:

- Shared a video the Marketing Department created of the Backcountry.
- An overview of Backcountry conservation, education, and recreation.
- Information about Camp Backcountry, the hunt raffle program, and the Backcountry Wilderness Area Fund (501c3).
- Updates about staff time and water sources within the area.
- Provided an update regarding trails and trail closures.
- Shared information about herd management and numbers over the year.
- Information regarding the Bison reintroduction, which is happening this year.
- Time was allotted for Q & A.



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**Agenda item:** New Business **Presenter:** Monica Wasden  
None

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**Agenda item:** Delegate Forum **Presenter:** Delegates  
**Discussion:**  
None

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**Agenda item:** Adjournment **Presenter:** Monica Wasden  
**Conclusions:**  
Motioned by Greg Herman representing District 17 and seconded by Joseph Ahlgrim representing District 30. The Meeting of the Delegates was adjourned to 8:20 p.m.

**Respectfully submitted,**

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*Jim Allen, Secretary*



# Meeting of the Board

4.22.2025

Southridge – Wildcat



**HIGHLANDS  
RANCH**  
COMMUNITY ASSOCIATION

## Agenda

- I. Call to Order
- II. Roll Call/Establishment of Quorum
- III. Proof of Notice of Meeting
- IV. Consent Agenda:
  - Approval of Board Meeting Minutes of Action from March 2025
  - Approval of the Finance Committee Minutes from February 2025
  - Approval of Architectural Review Committee Minutes from March 2025
  - Approval of the Artificial Intelligence Use Policy
  - Approval of Joe Levin appointment to the Architectural Review Committee
  - Approval of Patrick Gallagher to the Architectural Review Committee
- V. Member Forum
- VI. Director Comments
- VII. Committee Reports
  - Delegate Meeting
  - Finance Committee:
    - Review and Approval of the March 2025 Financials.
- VIII. General Manager Report
- IX. Continued Business
- X. New Business
- XI. Delegate Forum
- XII. Adjournment

The Board of Directors Meeting follows immediately upon adjournment of the Delegate Meeting.  
The Next Delegate and Board meeting will be held on Tuesday, May 20, 2025.

# Meeting of the Board Minutes

Minutes from March 25, 2025



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**Agenda item:** Call to Order

**Presenter:** Monica Wasden

**Conclusions:**

The meeting was called to order at 7:21 p.m.

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**Agenda item:** Establishment of Quorum/Roll Call

**Presenter:** Jim Allen

**Conclusions:**

A quorum was established. Directors Monica Wasden, Daniel Brown, Jim Allen, Leo Stegman, and Todd Landgrave were present.

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**Agenda item:** Proof of Notice of Meeting

**Presenter:** Jim Allen

**Conclusions:**

Jim Allen confirmed the Proof of Notice of Meeting.

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**Agenda item:** Consent Agenda

**Presenter:** Monica Wasden

**Action Items:**

- Approval of Board Meeting Minutes of Action from January 2025
- Approval of Finance Committee Minutes from November 2024
- Approval of Architectural Review Committee Minutes from January 2025

**Conclusions:**

A motion was made by Daniel Brown and seconded by Leo Stegman to approve the Consent Agenda. Motion carried.



**Agenda item:** Member Forum

**Presenter:** Members

**Discussions:**

None

**Agenda item:** Director Comments

**Presenter:** Board of Directors

**Discussions:**

Jim Allen - Excited about the Base Camp PD Amendment and moving forward. Jim thanked everyone who worked on acquiring the Wildcat Regional Park land.

**Agenda item:** Committee Reports

**Presenter:** N/A

**Discussions:**

Delegate Meeting: President Wasden shared that several Delegates were thankful for the lobbyists attending and sharing, and felt we should continue that in the future.

Finance Committee: Brice Kahler presented the January 2025 Finances. He presented and discussed the HRCA balance sheet, cash flow statements, and income statements. Time was allotted for Q & A with the Board.

**Conclusions:**

A motion was made by Leo Stegman and seconded by Todd Landgrave to approve the January 2025 Finances, February 2025 Finances and 2024 Audit. Motion carried.

**Agenda item:** General Manager Report

**Presenter:** Mike Bailey

**Discussions:**

General Manager Mike Bailey commented on the following:

- Thanked Brice Kahler and the entire Finance Committee for their work on the 2024 Audit.



- General Manager Mike Bailey invited Mark Gunther, Chief Operations Officer, to share updates at Westridge. The first phase of the renovation will begin April 25. Mark shared that the project is on budget as of now.
- General Manager Bailey shared regarding many of the day-to-day business and thanked staff for their work on the Board and Delegate Elections.

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**Agenda item:** Continued Business

**Discussions:**

None

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**Agenda item:** New Business

**Discussions:**

None

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**Agenda item:** Delegate Forum

**Presenter:** Delegates

**Discussions:**

Chanan Braunstein | Delegate District 18: Shared the opinion that he would like the Board to consider using some assessment funding for Wildcat Regional Park if necessary.

Kurt Huffman | Delegate District 82: Inquired about the consideration of the location of Base Camp. General Manager Bailey reminded Mr. Huffman of the Community Involvement Process and what was approved by the Delegates and Board at that time. The location of Base Camp is not being reviewed at this time.



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**Agenda item::** Adjournment

Monica Wasden

**Conclusions:**

The Board of Directors Meeting adjournment was motioned by Daniel Brown and seconded by Leo Stegman. Meeting adjourned at 7:38 p.m.

**Respectfully submitted,**

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Jim Allen



# HIGHLANDS RANCH

## COMMUNITY ASSOCIATION

### Minutes

**February 17, 2025 Finance Committee Meeting  
Highlands Ranch Community Association, Inc.  
Eastridge Recreation Center**

**FC Members Present:**

Leighton Stephenson  
Ron Welk  
Shane Callahan  
Michael Flower  
Erik Vaska  
Jennifer Harris

**FC Members Absent:**

None

**Staff Members Present:**

Brice Kahler, CFO  
Emily Arnold, Controller  
Mark Gunther, Chief Operations Officer  
Jake Heerdt, Recreation Manager

**Board Members and Visitors Present:**

Leo Stegman, Board Treasurer

1. The Finance Committee meeting was called to order at 6:00 p.m. A quorum of the Finance Committee was present.
2. The Finance Committee reviewed the January 20, 2025, Finance Committee meeting minutes.

**A motion was made to accept the January 20, 2025, HRCA Finance Committee meeting minutes as presented. The motion was approved with one abstention.**

**Motion: Michael Flower**

**Second: Shane Callahan**

3. Mark Gunther, Director of Operations, and Jake Heerd, Recreation Manager, gave a presentation on the 2022 Reserve Study that runs through 2040. The study is a living document that is reviewed by HRCA management quarterly, updated with current pricing and timing of reserve expenditures, and monitored for tracking with budget. Determination is made on what projects can be deferred, or need acceleration, to maximize the life of assets. Changes to scope of projects are also considered. \$9 million is expected to be spent in 2025, predominantly on the Westridge renovation and roof replacement budgeted at \$6.2 million. A new study must be done every 5 years by Colorado law; the next one is slated to begin in the latter half of 2026 and finalized in Q1 2027.
4. HRCA Income Statement mapping updates were reviewed. Certain expense categories were updated or renamed to be more reflective of operations and ensure rollups for financial statement presentation matched with audited financial categories.
5. The Finance Committee next reviewed and discussed the DRAFT January 31, 2025, HRCA Financial Statements. The actual to budget favorable/unfavorable variances were identified, explained, and discussed for consolidated financials, each operating fund, and various programs. We had a good start to the year with January consolidated revenues up \$34K or 1.3% to budget. January consolidated expenses are up \$5K or 0.2% to budget.

The January financial statements will be finalized and presented for approval after the annual audit is completed in March.

6. The Finance Committee next reviewed the 2025 Highlands Ranch Community Association 501(c)3 budgets for Highlands Ranch Cultural Affairs Association, Highlands Ranch Scholarship Fund, and Highlands Ranch Backcountry Conservation and Education Fund. Of note, HRCA is budgeted to provide 26 \$2,500 scholarships to community high school seniors in 2025, funded by the annual Beer Festival. Also of note, SCFD grants received dictates the level of programming for HRCAA events.

**A motion was made that the HRCA Finance Committee endorse the 2025 HRCA 501(c)3 Budgets, as drafted, and recommend that said budgets be approved by the HRCA Board of Directors. The motion was approved unanimously.**

**Motion: Michael Flower                      Second: Erik Vaska**

With no further business, the meeting was adjourned.

Respectfully Submitted,

Emily Arnold, Controller

# Architectural Review Committee MEETING MINUTES

Meeting Date: March 05, 2025

Aspen/Vail Conference Room: Eastridge Recreation Center  
9568 S University Blvd – Highlands Ranch, CO 80126



## I. CALL TO ORDER

The meeting was **called to order** at **5:34 p.m.** by J. **Wessling** (JW)

- Roll call was taken by JW, and a quorum was established.

Member Name	Present	Absent	Excused	Notes
Jeff <b>Rohr</b> (JR)	✓			
Kate <b>Landauer</b> (KL)	✓			
Patricia <b>Callies</b> (PC)	✓			
Jeff <b>Buttermore</b> (JB)	✓			
Dawn <b>Keating</b> (DK)	✓			
Russell <b>Clark</b> (RC)	✓			

**Also in attendance:**

Jayma **Wessling** (JW), HRCA: Residential Improvement Coordinator  
 Woody **Bryant** (WB), HRCA: Director of Community Improvement Services  
 Caleb **Cameron** (CC), HRCA: Community Improvement Services Specialist  
 John **Mezger** (JM), HRCA: Community Improvement Services Technician

## II. REVIEW OF MINUTES

A. The **February 19, 2025 Meeting Minutes** were reviewed.

a. **DISCUSSION:**

i. None.

b. **ACTION:**

i. Motion (by: JR 2<sup>nd</sup> by: KL) to **APPROVE AS PRESENTED**.

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

ii. Motion **PASSES**.

# Architectural Review Committee Meeting Minutes

March 05, 2025

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## III. REVIEW OF TRIBUNAL HEARINGS

- A. One Tribunal was held in February (two were scheduled; however, one settled and withdrew).
  - a. ARC Denial re: Improper installation of eave lighting. Awaiting Ruling.
- B. Three Tribunals are scheduled for March
  - a. Two for improper installation of eave lighting.
  - b. One for improper installation of fencing, use of horizontal pickets.

## IV. RESIDENTIAL APPOINTMENTS

- A. None.

## V. NEW BUSINESS

### A. 1001 Riddlewood Lane – Accessory Building.

#### a. **DISCUSSION:**

- i. Staff noted that the submittal reflects that the accessory building will be located one foot from the fence line/property line.
  - a. §2.2.E of the RIGs require an offset of two feet from fence line/property line.
  - b. JW noted, per conversations with the Applicant, that they have agreed to adhere to the setback requirement.
- ii. Staff noted that the submittal didn't include information about the architectural style (e.g., roofing materials/color and paint colors).
  - a. §2.2.C of the RIGs requires that the accessory building's architectural style and materials, including roofing and paint colors for siding/trim must match the existing house.
  - b. JW noted, per conversations with the Applicant, that they have agreed to adhere to the requirement that the structure be painted the same color as the home and that the roof of the structure match the materials and color of the home.
- iii. The ARC felt the tall columnar vegetative screen proposed by the applicant would not be necessary. However, the ARC noted that if the applicant wants to include it, they may include on the inside of the fence with no further approval, or on the outside of the fence (as currently proposed) with Douglas County approval (since the gravel area along the back of walk appears to be within the right-of-way that is under the jurisdiction control of Douglas County).
- iv. **APPROVAL CONDITION.** Accessory building must be located a minimum of two (2) feet from any fence line / property line. Roofing materials and colors must match the home. Paint colors must match the home.

#### b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: JC) to **APPROVE WITH CONDITIONS**

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

- ii. Motion **PASSES.**

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### B. 1051 Laurenwood Ln – Painting Brick.

#### a. **DISCUSSION:**

- i. RC questioned if painting brick was detrimental to durability of the material.
  - a. Staff noted that painting brick, in general, was vetted by the Design Review Committee (DRC) regarding durability, additional maintenance, etc. The consensus of the DRC was that painting/staining was acceptable, with Committee Approval.
    - i. Staff research found that paint provides an added layer of protection against weather elements, particularly moisture, which can help prevent issues such as cracking and spalling, though the arid climate of Highlands Ranch and Colorado in general already mitigate many moisture-related concerns. Even though occasional wet seasons or snowfall could pose minor risks, the benefits of painting (such as protecting the masonry for other weather-related wear) outweigh these concerns.

# Architectural Review Committee Meeting Minutes

March 05, 2025

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- ii. Staff did note that, on the other hand, painting masonry does introduce a need for regular maintenance. Over time, the paint may peel, chip, or fade, necessitating periodic repainting to maintain an aesthetically pleasing appearance. However, this is no different than the periodic maintenance necessary for the remainder of the painted home.
- iii. Staff noted that one downside to painting masonry is that once the masonry is painted, it can be difficult and costly to reverse the decision. The removal process can damage the masonry, leading to additional repair costs.
- b. Historically the Architectural Review Committee (ARC) has allowed masonry (e.g., brick, stone, etc.) to be treated with various techniques (e.g., limewash, staining, solid painting, etc.).
- ii. **APPROVAL CONDITION.** The proposed color for the brick is acceptable. The application technique must be "solid color."

**b. ACTION:**

- i. Motion (by: JB, 2<sup>nd</sup> by: KL) to **APPROVE WITH CONDITIONS.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>6</b>	<b>0</b>	<b>0</b>

Notes: None.

- ii. Motion **PASSES.**

**C. 2757 Golden Eagle Ct – Accessory Building / Chicken Coop–Run.**

**a. DISCUSSION:**

- i. There was general concern regarding the location and orientation of the Chicken Run.

**b. ACTION:**

- i. Motion (by: JB, 2<sup>nd</sup> by: JB) to **APPROVE.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>4</b>	<b>2</b>	<b>0</b>

Notes: Dissenting views included the orientation and proximity to the abutting neighbor and the personal experience with the sounds that chickens produce. Concerned that the "peace and enjoyment" of the backyard for the abutting neighbor will be adversely impacted.

- ii. Motion **PASSES.**

**D. 3870 White Bay Dr – Lawn Ornament.**

**a. DISCUSSION:**

- i. There was extensive discussion about whether this application should be reviewed based on the RIG criteria in §2.48: Ornaments/Lawn Décor (as applied for), or the more lenient RIG criteria in §2.71: Signs and/or Advertising Devices. It was decided that §2.71 would be more appropriate, specifically §2.71.D that discusses "Dimensions."
  - a. Staff reminded the ARC that they may not prohibit or regulate the display based on the subject matter, message, or content.
  - b. Staff also noted that the installed element was noticed during a routine observation by HRCA CIS Field Technicians, and a Notice of Non-Compliance was issued to submit.
  - c. Staff also noted that two resident complaints about the size of the display have been logged.
  - d. Finally, Staff noted that there is precedent in Highlands Ranch requiring the removal of a similar element that was of a similar size. The decision was based on the size of the element.
- ii. The ARC reviewed the allowances for both yard signs (maximum of 18" tall x 24" wide) and flags (maximum of 36" tall x 60" wide) and found that the proposed element exceeded both maximum allowances.
- iii. The ARC relied on the size of the element, vis-à-vis the allowances described in RIGs §2.71.D, as the basis for their decision.

**b. ACTION:**

- i. Motion (by: DK, 2<sup>nd</sup> by: KL) to **DENY.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>5</b>	<b>0</b>	<b>1</b>

Notes: None.

- ii. Motion **PASSES.**

# Architectural Review Committee Meeting Minutes

March 05, 2025

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## E. 3990 White Bay Dr – Batting Cage.

### a. DISCUSSION:

- i. There was general concern regarding the location of the batting cage vis-à-vis the abutting neighbor.
  - a. The ARC felt that a more palatable location would be on the opposite side of the yard, parallel to Colorado Boulevard, where existing vegetation will provide screening, and the location is the furthest point from any abutting residence.
- ii. **APPROVAL CONDITION.** Install the batting cage parallel to the fence line/property line along Colorado Boulevard. Batting cage to be on the yard side of the mature landscaping that exists in this area.

### b. ACTION:

- i. Motion (by: JR, 2<sup>nd</sup> by: JB) to **APPROVE WITH CONDITIONS.**

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

- ii. Motion **PASSES.**

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## F. 8642 Mallard Dr – Fence Flora Décor.

### a. DISCUSSION:

- i. The ARC relied on RIG §2.30.F.4 in their discussion that notes: “Nothing may be attached to a fence to increase the...screening capability...” The faux flora décor would fall under the “etc...” category of elements prohibited.
- ii. The ARC also relied on RIG §2.30.E.1 that discusses the staining requirement for fences that “...face or abut a street, another front yard.... This includes wing fences which are between the front of the homeowner homes.” The ARC interpreted this requirement as being necessary to maintain consistency throughout the community.

### b. ACTION:

- i. Motion (by: RC, 2<sup>nd</sup> by: JR) to **DENY.**

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

- ii. Motion **PASSES.**

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## G. 9574 Painted Canyon – Security Cameras.

### a. DISCUSSION:

- i. The ARC was nominally concerned with the camera lights on the upper story of the backyard camera; however, the concurred that the lights were low wattage and may never be activated because of the distance to the ground plane for the motion-sensor activation.

### b. ACTION:

- i. Motion (by: JR, 2<sup>nd</sup> by: DK) to **APPROVE.**

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

- ii. Motion **PASSES.**

# Architectural Review Committee Meeting Minutes

March 05, 2025

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## H. 10839 Red Sun – Patio and Basketball Hoop.

### a. **DISCUSSION:**

- i. The ARC was nominally concerned with the use of pavers in the patio/basketball area; however, they acknowledged that this was the homeowner’s choice, and that this area appeared to be “dual tasked” as a patio and a small sports court.

### b. **ACTION:**

- i. Motion (by: JR, 2<sup>nd</sup> by: DK) to APPROVE.

VOTE TALLY		
Concur	Dissent	Abstain
6	0	0

Notes: None.

- ii. Motion **PASSES**.

## VI. STAFF COMMENTARY

- A. None.

## VII. ADJOURNMENT

- A. With no further business the meeting was **adjourned** at **7:02 p.m.**

## VIII. APPROVAL OF THESE MEETING MINUTES

- A. These minutes were reviewed by the Architectural Review Committee at the March 19, 2025 Meeting.

### a. **DISCUSSION:**

- i. None.

### b. **ACTION:**

- i. Motion (by: PC 2<sup>nd</sup> by: DK) to **Approve as Presented**.

VOTE TALLY		
Concur	Dissent	Abstain
3	0	0

Notes: Quorum of Members Present at Meeting.

- ii. Motion **PASSES**.

# Architectural Review Committee MEETING MINUTES

Meeting Date: March 19, 2025

Aspen/Vail Conference Room: Eastridge Recreation Center  
9568 S University Blvd – Highlands Ranch, CO 80126



## I. CALL TO ORDER

The meeting was **called to order** at **5:41 p.m.** by J. **Wessling** (JW)

Roll call was taken by JW, and a quorum was established.

Member Name	Present	Absent	Excused	Notes
Jeff <b>Rohr</b> (JR)	✓			Attended via ZOOM
Kate <b>Landauer</b> (KL)	✓			Arrived @ 2881 Windbridge review
Patricia <b>Callies</b> (PC)	✓			
Jeff <b>Buttermore</b> (JB)			✓	
Dawn <b>Keating</b> (DK)	✓			
Russell <b>Clark</b> (RC)			✓	

### Also in attendance:

Jayma **Wessling** (JW), HRCA: Residential Improvement Coordinator  
 Woody **Bryant** (WB), HRCA: Director of Community Improvement Services  
 Caleb **Cameron** (CC), HRCA: Community Improvement Services Specialist  
 John **Mezger** (JM), HRCA: Community Improvement Services Technician  
 Len **Abruzzo** (LA), The Hearth: Board President

## II. REVIEW OF MINUTES

A. The **March 05, 2025 Meeting Minutes** were reviewed.

a. **DISCUSSION:**

i. None.

b. **ACTION:**

i. Motion (by: PC 2<sup>nd</sup> by: DK) to **APPROVE AS PRESENTED.**

VOTE TALLY		
Concur	Dissent	Abstain
3	0	0

Notes: None.

ii. Motion **PASSES.**

# Architectural Review Committee Meeting Minutes

March 19, 2025

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## III. REVIEW OF TRIBUNAL HEARINGS

- A. One Tribunal was held in February.
  - a. ARC Denial re: Improper installation of eave lighting. Ruling Issued in favor of HRCA.
- B. Three Tribunals are scheduled for March 27, 2025.
  - a. Two for improper installation of eave lighting.
  - b. One for improper installation of fencing, use of horizontal pickets.

## IV. RESIDENTIAL APPOINTMENTS

- A. None.

## V. NEW BUSINESS

- A. **2202 Wynterbrook** – ColoradoScape.

- a. **DISCUSSION:**

- i. The ARC appreciated the variety of rocks, boulders, and live plant materials planned.

- b. **ACTION:**

- i. Motion (by: JR, 2<sup>nd</sup> by: PC) to **APPROVE**.

VOTE TALLY		
Concur	Dissent	Abstain
3	0	0

Notes: None.

- ii. Motion **PASSES**.

- 
- B. **2881 Windridge** – ColoradoScape.

- a. **DISCUSSION:**

- i. The ARC appreciated the variety of rock mulch and live plant materials planned. There was some concern about maintaining a “green” look during the winter months.

- b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: DK) to **APPROVE**.

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES**.

- 
- C. **3620 Craftsbury Dr** – Lighting.

- a. **DISCUSSION:**

- i. The ARC considers the “icicle string lighting” as that typically used for holiday lighting and do not consider this type of lighting appropriate for enhancement illumination.
  - ii. The ARC directed staff to ensure that this lighting is removed.

- b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: JR) to **DENY**.

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES**.

# Architectural Review Committee Meeting Minutes

March 19, 2025

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D. **6572 Yale Drive** – Illuminated Address Sign.

a. **DISCUSSION:**

- i. The ARC was concerned with the location of the sign and its visibility from the public right-of-way being blocked by the front entry column; however, they agreed that the size was compliant and that the appearance was complimentary to the house.

b. **ACTION:**

- i. Motion (by: JR, 2<sup>nd</sup> by: DK) to **APPROVE**.

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES**.

---

E. **8980 Winrock** – Paint.

a. **DISCUSSION:**

- i. None.

b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: DK) to **APPROVE**.

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES**.

---

F. **9773 Gatesbury Cir** – Paint.

a. **DISCUSSION:**

- i. The ARC deliberated on the use of Land of Liberty (BM 440) within the gabled triangles and front door and determined that it was not complimentary to either the planned base color (Bar Harbor Beige, BM 1032) or trim color (Muslin, BM OC-12), both of which are acceptable.
- ii. The ARC agreed that the alternative Blue Heron (BM 832) for the gabled triangles and other accent items would present and aesthetically pleasing color combination.
- iii. **APPROVAL CONDITION.** The ARC approves the use of Blue Heron (BM 832) for the front door, porch, and eaves.

b. **ACTION:**

- i. Motion (by: DK, 2<sup>nd</sup> by: PC) to **APPROVED WITH CONDITIONS**.

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES**.

# Architectural Review Committee Meeting Minutes

March 19, 2025

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## G. 10469 Tracewood Cir – Front Yard Fence.

### a. **DISCUSSION:**

- i. The ARC acknowledges that the homeowner’s request included “double-siding” of this fence; however, they were opposed to a fence installation in the front yard that’s sole intent was to create a visual barrier, that did not enclose an area.
- ii. The ARC suggested that the homeowner consider a “live screen wall” (e.g., upright junipers that are known for their drought tolerance and ability to grow in a narrow, vertical shape, offering good screening in tight spaces), or a split-rail fence like Figure 3 or Figure 4 within the RIGs. If the homeowner elects either of these options, a submittal will be required; however, the ARC defers further review to Staff.

### b. **ACTION:**

- i. Motion (by: JR, 2<sup>nd</sup> by: DK) to **DENY, WITH ABILITY TO RESUBMIT.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>4</b>	<b>0</b>	<b>0</b>

Notes: None.

- ii. Motion **PASSES.**

---

## H. 10554 Hyacinth – Paint.

### a. **DISCUSSION:**

- i. The ARC discussed and agreed that Still Water (SW 6223) and Sealskin (SW 7675) as requested by the homeowner were acceptable; however, the paint sample photographs of paint applied to their home, which were provided by the homeowner (and additional photographs obtained by Staff) did not reflect these colors.
- ii. The ARC acknowledges that there could be a “photographic quality” distortion between the photographs and the “paint chips,” and directed staff to verify that the paint sample on the home was indeed the requested manufacturer and color.
- iii. The ARC authorized staff to reversal the denial decision should further investigation reveal that the colors applied match the colors (and manufacturer) being requested.

### b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: DK) to **DENY, WITH STAFF ABILITY TO OVERTURN.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>4</b>	<b>0</b>	<b>0</b>

Notes: None.

- ii. Motion **PASSES.**

---

## I. 10872 Evergold Way – Accessory Building/Ramada.

### a. **DISCUSSION:**

- i. None.

### b. **ACTION:**

- i. Motion (by: PC, 2<sup>nd</sup> by: KL) to **APPROVE.**

VOTE TALLY		
Concur	Dissent	Abstain
<b>4</b>	<b>0</b>	<b>0</b>

Notes: None.

- ii. Motion **PASSES.**

# Architectural Review Committee Meeting Minutes

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## J. 11081 Valleybrook St – Soffit Lighting.

### a. **DISCUSSION:**

- i. LA, on behalf of The Hearth, was concerned with the quantity of lighting – primarily on the side and the rear of the home. LA also noted that, currently, the lighting that is installed on this home is on all night.
- ii. The ARC was concerned about the lighting on the side and rear of the home because of the proximity to living spaces of the neighboring residences.
- iii. **APPROVAL CONDITION.** Lighting, as proposed on the front face of the home, is acceptable. Lighting on the sides of the home, from the front face of the home to a distance no further than where the current wing fences attach to the home, is acceptable. If lighting is already installed in more than these areas, it must be removed within 30 days of the date of this approval. The homeowner is reminded that approval from The Hearth, which may further limit the allowable installation areas but may not expand the allowable installation area, is required.

### b. **ACTION:**

- i. Motion (by: KL, 2<sup>nd</sup> by: PC) to **APPROVAL, WITH CONDITIONS.**

VOTE TALLY		
Concur	Dissent	Abstain
4	0	0

Notes: None.

- ii. Motion **PASSES.**

## VI. STAFF COMMENTARY

- A. Sections 2.44(E) and 2.44(F) of the RIGs were briefly discussed. WB noted that a comprehensive review of these sections was underway, and proposed modifications would be presented to the ARC for consideration soon.

## VII. ADJOURNMENT

- A. With no further business the meeting was **adjourned** at **7:14 p.m.**

## VIII. APPROVAL OF THESE MEETING MINUTES

- A. These minutes were reviewed by the Architectural Review Committee at the April 02, 2025 Meeting.

### a. **DISCUSSION:**

- i. None.

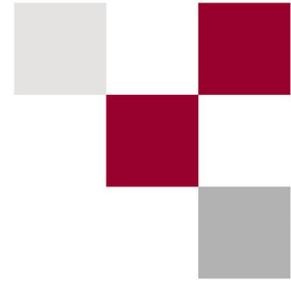
### b. **ACTION:**

- i. Motion (by: JR, 2<sup>nd</sup> by: PC) to **APPROVE AS PRESENTED.**

VOTE TALLY		
Concur	Dissent	Abstain
3	0	1

Notes: RC Abstained because he was not in attendance at the meeting.

- ii. Motion **PASSES.**



## **POLICY STATEMENT**

### **ARTIFICIAL INTELLIGENCE (AI) ACCEPTABLE USE POLICY OF HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC.**

ADOPTED: \_\_\_\_\_

**PURPOSE:** This policy establishes guidelines and best practices for the responsible and secure use of generative Artificial Intelligence (AI) or application-based large language models (LLM) within Highlands Ranch Community Association (hereinafter "HRCA"). Generative AI refers to technology that can produce human-like text, images, or media using AI algorithms, potentially impacting HRCA's information systems.

**WHEREAS,** HRCA information, information system resources, and customer information are vital assets that must be protected and used appropriately to support our business, processes, and service delivery needs.

**WHEREAS,** managing HRCA information systems formally offers business benefits, including enhanced service delivery, competitive advantage, profitability, and compliance.

**WHEREAS,** HRCA realizes that business-grade AI is new and uncharted territory; however, we must decide what is and is not acceptable use within HRCA.

**WHEREAS,** the explicit exposure of information, which is defined as HRCA Information, HRCA Information Systems, or HRCA Customer Data, is strictly prohibited.

**NOW, THEREFORE, IT IS RESOLVED** that the Association does hereby adopt the following policy governing the acceptable use of Artificial Intelligence (AI):

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#### **SECTION 1: SCOPE**

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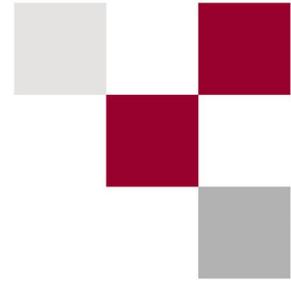
- 1.1 This policy applies to all employees, and contractors or third-party individuals with access to generative AI and tools or platforms and who use them on behalf of HRCA.
- 1.2 HRCA systems must not be used for unsafe or unfair AI practices, or for personal or professional gain unrelated to business purposes.

---

#### **SECTION 2: AUTHORIZED USE**

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- 2.1 Generative AI tools and platforms may only be used for business purposes approved by the General Manager or his/her assignee. Such purposes may include content generation for marketing, product development, research, or other legitimate activities.
- 2.2 AI tools and platforms require explicit approval from the General Manager, or his/her assignee, before use.
- 2.3 The use of unapproved AI tools or platforms is prohibited.



**Policy Statement**  
**Artificial Intelligence (AI) Acceptable Use**

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**SECTION 3: COMPLIANCE WITH LAWS AND REGULATIONS**

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- 3.1 All HRCA employees, contractors, third-party individuals, and information or information system use of generative AI must comply with applicable laws, regulations, and ethical guidelines governing intellectual property, privacy, data protection, and other relevant areas.
- 3.2 Using AI to infringe on the rights of protected classifications (e.g., race, gender, nationality, religion) will not be tolerated and can lead to disciplinary actions up to and including termination of employment.

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**SECTION 4: DIGITAL ASSET AND SOFTWARE COMPLIANCE STANDARDS**

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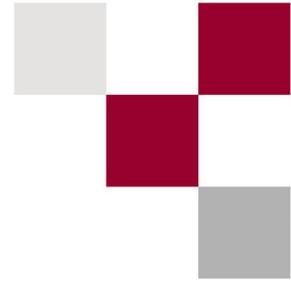
- 4.1 Electronic communications, data, documents, and computer software can be easily copied, which poses a severe risk of infringing upon HRCA information, HRCA information systems, or HRCA customer intellectual property.
- 4.2 Public domain software marked as “Free” or “Public use” may be for personal use but not for corporate use without the express permission of the HRCA Senior Management Team.
- 4.3 When downloading or using free or public use software from the internet, always be aware of license conditions and obtain approval from your Internal IT staff, as using this software may violate copyright or licensing requirements. This also includes the free use of AI or LLM-based interactions.
- 4.4 Employees must not:
  - a. Copy software licensed to HRCA systems or devices unless authorized under the license arrangements and approved by Senior Management.
  - b. Download or install any AI tool or software on company or customer equipment not explicitly approved by the Internal IT department or the customer.
  - c. Disclose information to unauthorized parties, including applications, vendors, service providers, or partners, unless explicitly directed to by the HRCA Internal IT team or the customer directly.

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**SECTION 5: RESPONSIBLE AI USAGE**

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- 5.1 The General Manager, or his/her assignee, will evaluate AI tools and associated risks as part of its organizational strategy.
- 5.2 HRCA employees must ensure AI-generated content aligns with the organization’s values, ethics, and quality standards.
- 5.3 Generated content must not be used if it is misleading, hateful, offensive, or discriminatory towards any race, gender, or other protected characteristics. It is the responsibility of the HRCA employee to raise awareness and bring to the attention of the HRCA Internal IT team if any AI tools, applications, services, or programs produce or display information that is biased, inaccurate, or harmful towards any group of people based on race, gender, or any other protected characteristics.



**Policy Statement**  
**Artificial Intelligence (AI) Acceptable Use**

Page 3 of 3

- 5.4 HRCA employees must exercise critical thinking and judgment when using AI and verify the validity and reliability of the information they generate. AI tools must not be used for decision-making or communication without human oversight and review.

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**SECTION 6: ETHICAL GENERATIVE AI USE AND CUSTOMER DATA**

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- 6.1 HRCA requires that all data exchanges with generative AI models be conducted under strict security measures. This includes securely transferring, processing, and storing data to protect sensitive information and prevent unauthorized access.
- 6.2 Any customer data, whether or not it's used with AI models, must receive the same security and privacy protection as all other data in our purview. Our policies dictate strict guidelines and protocols for using AI models, ensuring they align with our ethical standards, legal requirements, and commitment to data protection.

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**SECTION 7: AUTHORIZED ACCESS**

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- 7.1 Access to AI tools, applications, services, or programs within the HRCA is classified as a sensitive privilege and subject to appropriate restrictions.

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**SECTION 8: POLICY REVIEW**

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- 8.1 This policy will be reviewed periodically and updated to address emerging risks, technological advancements, and regulatory changes.

This policy regarding records inspection, retention, and destruction was adopted by the Board of Directors on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ and becomes effective the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, and is attested to by the Secretary of Highlands Ranch Community Association, Inc.

**Highlands Ranch Community Association, Inc.**

By: \_\_\_\_\_  
President

Attested by: \_\_\_\_\_  
Secretary



# HIGHLANDS RANCH COMMUNITY ASSOCIATION

## COMMITTEE APPLICATION FORM

First Name: Patrick Last Name: Gallagher

Home Phone #: [REDACTED] Email Address: [REDACTED]

Address: [REDACTED]

City: Highlands Ranch, CO Zip Code: 80130

1. Are you a home owner in Highlands Ranch?  Yes  No

2. Please check the committee for which you are applying:  
Architectural Committee    Development Review Committee    Finance Committee    Tribunal Hearings Panel  
Other Architectural Committee

3. Will you have the time required to fulfill the duties of this position?  Yes  No

4. Are you able to attend the necessary meetings?  Yes  No

5. Have you volunteered for a HRCA Committee Before?  Yes  No

6. Do you currently hold a committee position?  Yes  No

7. If yes, which committee and when?  
N/A

8. Summarize your background and community involvement. What if any qualifications do you possess that might be an asset to the HRCA?  
I have 20 years of business consulting experience, I am currently the president of 2 HOAs and the CEO of 2 businesses and the captain of the Southridge Men's 3.0 tennis team.

9. Please attach a current resume.

10. Please attach a letter of interest or statement of qualifications and experience indicating (a) why you are interested in serving on this committee (b) state how your background, experience, qualifications, and education are best suited to serving on the committee, and (c) why you should be considered for appointment.

11. Please fill out the attached disclosure statement for the Conflict of Interest Policy.

I certify that [REDACTED] to the best of my knowledge. (Please print and sign.)

Signature: [REDACTED] Date 3-24-25

For office use only:

Received by: _____	Date: _____		
<input type="checkbox"/> Application	<input type="checkbox"/> Resume	<input type="checkbox"/> Letter of Interest	<input type="checkbox"/> COI Disclosure

*[Handwritten initials]*

3-21-2025

To whom it may concern.

I would love to join the HRCA Architectural committee. I've held leadership positions in various capacities for the past 20 years. CEO, HR Executive, Business Consultant, HOA President, Conference Committee Chair, and Team Captain. I'm interested in volunteering to assist HRCA in maintaining excellence in all we do as a community. I love Highlands Ranch, and have been interested in getting involved for a few years. Today is the day.

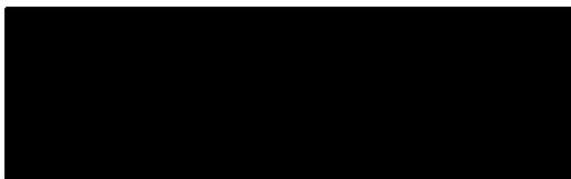
I should be considered for this appointment because, there's an open position and among the lengthy list of suitors, I'm the only one God blessed webbed toes to swim these Architectural Committee waters with confidence. I'm the Michael Phelps of HRCA HOA Committee Member Applicants being reviewed today. Thank you for your consideration.

To the best years ahead!

Patrick



Patrick Gallagher



## Patrick Gallagher



### Innovate executive offering 20+ years of multi-divisional consulting experience for business oversight.

Experience includes senior leadership positions as Fortune 500 AVP, HR Director, and CEO. Holds a bachelor's degree in environmental science and master's degree in management, SHRM-SCP certified, licensed insurance broker, and authorized Wiley distributor. Combining a unique blend of HR department development and oversight, business ownership and management, and organization strategy experience.

### EDUCATION:

University of Mary	Master's Degree	Management	GPA 4.0
Prescott College	Bachelor's Degree	Environmental Science	GPA 3.5

### Since 1999, analyzing and consulting with hundreds of businesses leading to 20+ years' experience:

- Chief executive experience in multiple divisions.
- Fortune 500 AVP sales and marketing experience.
- Multi-Location / Multi-State Operations Experience.
- Employer Representative in Legal Arbitrations and Settlements.
- Years of Supervisory and Management Experience.
- Plan Fiduciary of Organizational Retirement Plans.
- Payroll, Personnel, Regulatory, and Record Compliance.
- Internal Investigation Management and Legal Employer Liaison.
- Bind, Negotiate, and Contract 3<sup>rd</sup> Party Vendors.
- Attain Board of Directors approval for new policies and revisions.
- Generate Employee Engagement leading to positive employer evaluations.
- Succession Planning, Management Readiness, and Employee Retention.
- Regulatory Audit and Compliance Process Management and Records.
- Corrective Actions, Performance Management, Terminations, and RIF's.
- Hiring, Recruiting, Onboarding, and Training and Development.
- Serve Board of Directors, multiple terms, multiple organizations.
- Currently, HOA Board President of 2 different organizations in Utah

### LICENSES & CERTIFICATIONS:

Licensed Producer	Insurance Health, Welfare, & Life	Employee Benefits	2017
SHRM-SCP	Senior Certified Professional	Human Resources	2015
Certified Facilitator	DiSC - Inscape Publishing	Organizational Culture	2006
Team Coach Mentor	Table Group	Team Development	2004
Authorized Distributor	Wiley Publishing	Management Development	2003

## BUSINESS EXPERIENCE:

CEO / Founder

2020 – Current

Founded a property management business offering services to entrepreneurs and real estate investors who desire a turn-key management service responsible to managing the entire operation process of the business.

### Key Accomplishments:

- Built business model that produces 100% Cash on Cash Returns in less than 24 Months.
- Manage 25M in property for multiple investors in Colorado and Utah.
- Responsible for entire rental operation managing check-ins for over 10,000 guests annually
- Implement strategies achieving over 35% increase in profit margins over competition.
- Achieved above average rooms rates and above average occupancy simultaneously.
- Data Driven Strategies achieving 96% Guest Satisfaction compiling all data since 2019.
- 100% of properties managed are approved by city, county, & state and follow all licensing requirements.

Area Vice President

2017-2020

Fortune 500 Consultant working with Mid-Size Employers developing organizational solutions in health and welfare employee benefit plans, HR technology, wellbeing and engagement, executive benefits, and 401K Retirement Plans Design and Services.

### Key Accomplishments:

- Designed and sold over 5M in gross sales, hitting my annual goal in the first 4 months of licensure.
- Maintained 90% client retention rating, earning trust in developing significant growth in additional practice areas.
- Pipeline Development of 100+ active prospects generating 25+ proposals with a pipeline value over 50M gross.
- Developed innovative marketing techniques, entire office adopted, side binds on over 50+ client presentations.
- Self-executed over 10 unique marketing campaigns generating lead activity and pipeline activity for the office.
- Founded the Champion Partner Series targeting CHRO, CFO, and CEO through a series of executive education.
- Over 100 participants attended the 3<sup>rd</sup> Champion Partner Event highlighting Best of Denver Business CEO Panel.
- Client consulting strategies resulted in better-than-expected renewals in all cases exceeding client expectations.
- Attended Gallagher Annual Conference meeting senior executive leadership team for strategic planning.
- Developed Call Campaigns to over 2000 prospects sending 100's of custom mail merge drip campaigns.
- Attended National SHRM Conference as 1 of 10 employees representing Gallagher's suite of practice areas.
- Only Gallagher Conference Booth Attendee to sign clients at 2 of 3 human resources conferences, including an Aviation Client at the National SHRM Conference in Las Vegas.

Director of Human Resources

2015-2017

Responsible for Human Resources Division of Retail Mortgage Bank operating 30 branch locations across 25 states employing over 250 employees.

### Key Accomplishments:

- Executive Team Member reporting to the CEO with full responsibility of the entire HR function.
- Implementation lead upgrading our payroll platform from Paychex Preview to Paychex Flex.
- Developed a multi-state policy manual with over 250 policies in maintaining state and federal compliance.
- Chief Negotiator serving as Broker on a 1M medical policy achieving over 20% premium reduction both years.
- Developed full e-signature onboarding personnel record system utilizing BambooHR.
- Created over 75 job descriptions identifying key responsibilities and evaluation methods for all positions.
- Served as 401K trustee and account administrator for a multi-million dollar 401K plan including 5500 audits.
- Responsible for ACA Compliance including 1095-B and 1095-C data compilation and record keeping.
- Executed unemployment defense strategies and served as chief arbitrator for all unemployment claims.
- Responsible for all settlements and attorney correspondence regarding pre-court employment claims.

**Director of Human Resources****2013-2015**

Responsible for Human Resource Function for Heavy Equipment Dealership with 200 employees across 9 locations located in Colorado, New Mexico, Wyoming, and Utah.

**Key Accomplishments:**

- Implemented an online recruiting self-service system supporting 35 hiring managers attracting 5000 applicants.
- Reduced additional headcount by 50% from the preceding 2 quarters as instructed by my supervisor.
- Developed the first PIP process and supporting disciplinary policy and procedure to reduce risk and liability.
- Conducted a personnel file audit addressing multiple issues regarding state and federal compliance.
- Researched new LMS systems and working with management to roll out first LMS migration in 2015
- Handled employee relations and worked towards eliminating discretionary decisions by new policy development.
- Reviewed current handbook (2004) and wrote the first Policy Manual addressing regulatory compliance.
- Conducted management training on policy implementation, risk mitigation, and employee development.

**CEO / President****2013 - 2014**

Founded Organizational Development and Consulting Firm based in Colorado offering DiSC Profile Facilitation, Interactive Group Training, online employee profiling, organizational assessments, and HR Audits.

**Key Accomplishments:**

- Developed new market facilitating team events, DiSC strategies, strategic planning, and sales networking.
- Utilized experiential learning to engage teams into becoming aware of different behaviors of performance.
- Created new interactive simulations in brainstorming, documenting, and prioritizing the best ideas for success.
- Developed turn-key needs need interview process teams utilize improving employee engagement by 25%.
- Supervised 1099 Consultants delivering training to new clients with proprietary standardized presentations.
- Presented at 3 new events on topics of leadership, management, and employee development.

**Director of Human Resources****2010 - 2013**

Responsible for the Entire HR function of a non-profit organization delivering independence support services to over 1000 children, youth, and adults annually across 5 locations employing over 300 employees.

**Key Accomplishments:**

- Directed entire HR function as one of six executives on the Executive Team with oversight of the organization.
- Overhauled and updated over 100 policies and procedures to ensure current compliance with HR law.
- Re-designed applicant tracking system creating legal review process using Microsoft SharePoint and CMS 2.0.
- Supervised training department and co-created an online training system for state regulated positions.
- Improved LMS training documentation system aligning on-boarding, job descriptions and annual reviews.
- Facilitated multiple RIF's and Position Eliminations without need for legal intervention.
- Developed internal and external culture campaigns using displays, brochures, SharePoint and website.
- Facilitated over 50 Performance Improvement Meetings and retained 50% of staff with improved performance.
- Reduced Job Service claim payouts by over 200% by incorporating improved documentation and training.

*Built organizational development consulting firm from the ground up, developing over 400 client relationships in 15 states managing multi-day corporate retreats with up to 20 employees in the following industries: technology, healthcare, banking, insurance, construction, engineering, manufacturing, higher education, and defense.*

**Key Accomplishments:**

- Facilitated over 1000 strategic, operational, and tactical organizational development programs including: Advanced management, executive & leadership development, meeting management, employee development, customer retention, service excellence, performance improvement, and board retreats.
- Utilized adult learning principles with blended interactive team exercises, 1:1 coaching, group meetings, action learning, customized curriculums, supervisor observation, coaching, and e-learning.
- Created over 50 interactive behavioral simulations engaging employees to higher awareness of abilities.
- Conducted over 500 needs interviews with executives, board members, and directors defining program & ROI
- Managed and supervised programs with 20 employees delivering services to 400+ clients in 15 states.
- Presented at over 20 conferences in 6 states on topics of leadership, management, human resources, strategic planning, conflict resolution, supervisory development, and organizational development strategies.
- Compiled over 20,000 client participant evaluations with over a 98% satisfaction rating.
- Developed and managed LMS system for all training participants and clients.

## CONFERENCE KEYNOTE SPEAKING / BREAKOUT SESSIONS:

*Below is a list of 9 unique conference presentations delivered between 2002 – 2009. A complete listing of presentations delivered would include 20 conferences in 6 states, however, 11 similar sessions were removed.*

**International Conference Convener: Association for Experiential Education,** International Conference  
St. Paul, Minnesota

**Attract Participants, Engage Learners, and Collect Data:** International Microsoft Convergence  
Conference, San Diego, California

**DiSC Certification Workshop:** Association for Experiential Education International Conference  
St. Paul, Minnesota

**Leadership Challenge – Strategic Introduction:** North Dakota State Human Resource Association  
Conference, Fargo North Dakota

**5 Dysfunctions of a Team:** Minnesota State Human Resource Association Conference, Saint Cloud,  
Minnesota

**Transitions: Navigating Organizational Change:** APS Healthcare, Fargo, Grand Forks, Minot, Bismarck  
Dickinson, North Dakota

**Consultants: Behavioral Methodology:** North Dakota Society of Professional Engineers, Grand Forks,  
North Dakota

**Successful Sailing melting Icebergs – Navigating Organizational Change:** North Dakota Health Information  
Management Association, Grand Forks, North Dakota

**The Leadership Challenge:** Minnesota State Human Resource Association Conference, Saint Cloud,  
Minnesota

**Resolution 17-01-03**  
**Duties and Responsibilities of Directors, Delegates and Committee Members**  
**of the Highlands Ranch Community Association, Inc.**

The Board of Directors ("Board") of Highlands Ranch Community Association, Inc. ("HRCA") is responsible for the management of all aspects of HRCA and has the obligation and duty to make decisions for the entire community. In order to assist the Board, the Delegates and Committee Members of HRCA in their official capacity as defined below, the Board hereby sets forth these guidelines summarizing the duties and responsibilities of directors, delegates and committee members of HRCA.

**GENERAL DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS**

All directors, delegates and committee members have the following duties:

1. The **DUTY OF DUE CARE** requires the directors and officers to:
  - a. Act in good faith;
  - b. With the care an ordinary prudent person in a like position would exercise under similar circumstances; and
  - c. In a manner the directors and officers reasonably believes to be in the best interest of HRCA

This means you must be reasonably informed and actively participate in those affairs as are set forth. The duty of due care must be discharged diligently, honestly and in good faith. You must act with knowledge. You must conduct yourself with the level of care, skill and diligence exercised by "reasonably prudent persons" in the handling of their own affairs. Where you know the facts, analyze the probable result of an action, exercise sound judgment and keep reasonable records, you act prudently and fulfill your important duty of due care. You should generally exercise their duty of due care by reviewing the agenda and reading related materials in advance of each meeting, attending meetings, being prepared to discuss the business before the meeting and voting on matters that come before the meeting.

2. The **DUTY OF UNDIVIDED LOYALTY** requires the interests of HRCA take priority over your personal interests. You must treat all information learned in your role as confidential unless there has been public disclosure, the information is included in HRCA's records, such as recorded in the minutes, or the information is common knowledge and must not speak as an individual on behalf of HRCA or the Board unless authorized by the Board of Directors. You are prohibited from borrowing money from HRCA.
3. The **DUTY TO ACT WITHIN THE SCOPE OF AUTHORITY** as set forth in the governing documents or policies of HRCA;
4. The **DUTY OF COMPLIANCE** with the governing documents of HRCA;
5. The **DUTY TO ABIDE** by all federal, state and local laws;
6. The **DUTY TO TREAT** all others with respect and dignity, ensuring an environment free from discrimination or harassment on the grounds of race, color, religion, pregnancy, sex/gender, sexual orientation, national origin, age, disability, marital or military service status, or any other category protected by applicable law;

## CONFLICTS OF INTEREST

All directors, delegates and committee members must adhere to the following with respect to conflicts of interest.

### 1. Definitions.

- a. "Conflicting interest transaction" means a contract, transaction, or other financial relationship between the Association and you, or between the Association and a party related to you, or between the Association and an entity in which you are a director or officer or have a financial interest.
  - b. "Party related to a You" means a spouse, a descendant, an ancestor, a sibling, the spouse or descendant of a sibling, an estate or trust in which you or a party related to you has a beneficial interest, or an entity in which a party related to you is a director or officer or has a financial interest.
2. Any conflicting interest transaction on the part of you or any party related to you must be disclosed. You should disclose you financial or other interest whenever you or a party related to you proposes to enter into a business or financial relationship with HRCA. You may be counted in determining quorum at the meeting and may participate in the discussion but shall not vote on the matter. The minutes of the meeting shall reflect the disclosure made, the abstention from voting, the composition of the quorum and record who voted for and against. Following disclosure of or otherwise learning of a conflict of interest, the disinterested board members, delegates or committee members shall act in the best interests of HRCA in addressing any such conflict.
3. No conflicting interest transaction shall be voidable by the Association if:
- a. The facts about the conflicting interest transaction are disclosed, and a majority of the disinterested board members, delegates or committee members, even if less than a quorum, in good faith approves the conflicting interest transaction; or
  - b. The conflicting interest transaction is fair to the Association.
4. In addition to the above, each director, delegate and committee member shall adhere to the following Code of Ethics:
- a. You shall not use your position for private gain, including for the purpose of enhancement of your financial status through the use of certain contractors or suppliers.
  - b. You shall not solicit or accept, directly or indirectly, any gifts, gratuity, favor, entertainment, loan or any other thing of monetary value from a person who is seeking to obtain contractual or other business or financial relations with the Association.
  - c. You shall not accept a gift or favor made with the intent of influencing a decision or action on any official matter.
  - d. You shall not receive any compensation from the Association for acting as a volunteer.
  - e. You shall not willingly misrepresent facts to the Members of the community for the sole purpose of advancing a personal cause or influencing the community to place pressure on a committee to the Board, delegates, Board of Directors or the HRCA Staff Members to advance a personal cause.
  - f. You shall not interfere with a contractor engaged by the Association while a contract is in progress.
  - g. You shall not harass, threaten, or attempt through any means to control or instill fear in any Member or agent of the Association.
  - h. You shall not make any promise of anything not approved by you, the Board as a whole, the delegates or committee to any subcontractor, supplier, or contractor during negotiations.
  - i. You shall voluntarily resign from your position if convicted of a felony.
  - j. You shall not knowingly misrepresent any facts to anyone involved in anything with the community which would benefit yourself in any way.
  - k. Language and decorum at meetings will be kept professional. Personal attacks against owners, residents, managers, service providers, committee members or board members are prohibited and are not consistent with the best interest of the community.



## PROTOCOL FOR EMAIL COMMUNICATION

Emails that are distributed by directors, delegates or committee members in their official capacity are official Association business and must conform with the following protocol.

1. You shall not send any inappropriate content such as hate speech; sexually explicit or sexually oriented materials; materials related to any illegal activities; bullying or harassment or material that ridicules or could reasonably be considered as being discriminatory towards others on the basis of race, creed, religion, color, sex, disability, national origin, age or sexual orientation.
2. All emails sent by a you from your HRCA email account shall include the following:

### LEGAL DISCLAIMER

This email and its attachments may be confidential and are intended solely for the use of the intended recipient. If you are not the intended recipient of this email and its attachments, you must take no action based upon them, nor must you copy them to anyone. Please contact the sender if you believe you have received this email in error. Please note that any views or opinions expressed are solely those of the author and do not necessarily represent those of the Highlands Ranch Community Association (HRCA). Finally, the recipient should check this email and any attachments for the presence of viruses. The HRCA accepts no liability for any damage caused by any virus transmitted by this email.

3. At the request of the Manager, any email sent under this section shall be made available to the Manager.
4. Anyone who violates this email protocol or the Code of Ethics at Paragraph 4 under Conflicts of Interest will be revoked of their HRCA email account privileges as well as other appropriate action.

## SPECIFIC DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS

One of the most important functions of the Board of Directors, Delegates and Committee Members are to keep the resources and its efforts focused on HRCA's mission. This requires the directors, delegates and committee members to have an adequate understanding of HRCA's governing documents, programs, people and the various resources which are available to achieve HRCA's goals. Being a board member, delegate or a committee member requires active participation. Persons who do not have the time to keep reasonably informed and to regularly and actively participate should not agree to be a director, delegate or a committee member.

### 1. Definitions.

- a. "Official Capacity" as used in the Bylaws shall mean only the actions taken as part of the individual's position in the Highlands Ranch Community Association, Inc. and only those actions which have a nexus to that position. Specifically, Official Capacity shall mean the following with respect to certain positions within the Highlands Ranch Community Association, Inc.:
  - i. With respect to Directors Official Capacity shall mean any action taken as a part of fulfilling the duties and responsibilities of a Director as set forth in the governing documents of HRCA and state and federal law.
  - ii. With respect to Delegates Official Capacity shall mean any action taken as a part of fulfilling a Delegates duties as set forth in the governing documents of HRCA and state and federal law and more specifically described in Paragraph 3a below.

### 2. Board Members.

- a. The Official Capacity of the Board Members' is to act as the steward of HRCA's assets. These assets are held by HRCA to be used only to further the common interests of the Members of HRCA. HRCA may not be operated for the personal benefit of the directors.

- b. The directors are responsible to the Board and the Board, in turn, is legally responsible for the management of the affairs of HRCA. The Board is not expected to manage the day-to-day activities of HRCA. For those duties, the Board has hired a community manager to which the Board may delegate any of its duties, powers or functions. However, it is the Board's responsibility to oversee the community manager's work, to see that HRCA is fulfilling its mission and to review and assess the community manager's performance.

3. Delegates.

- a. The Official Capacity of Delegates is to elect the Board of Directors at the annual meeting of Delegates. Delegates also vote on those limited items set forth in the governing documents for Delegate voting as follows:
  - i. Election of Board of Directors (Bylaws Section 6.2)
  - ii. Removal of Directors (Bylaws Section 7.6)
  - iii. Amendments to the Articles (Articles of Incorporation, Article X1)
  - iv. Amendments to the Bylaws (Bylaws, Section 11.1)
  - v. Encumber Association Properties (Community Declaration, Section 5.24)
  - vi. Certain assessment increases (Community Declaration, Section 8.21)
  - vii. Special assessments (Community Declaration, Section 8.31)
  - viii. Amendments to the Declaration (required by Governmental Entity) (Community Declaration, Section 11.4)
  - ix. Conveyance of Association Properties (Community Declaration, Section 5.23)
  - x. Review of application process for Backcountry Development Proposals (Bylaws, Section 13.2)
  - xi. Act in an advisory capacity with respect to the operation and maintenance of Recreation Cost Centers (Bylaws, Section 6.2.1)

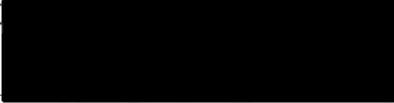
3. Committee Members.

- a. The Official Capacity of Committee Members is to serve the HRCA Board of Directors in an advisory capacity to ensure that the best and most accurate information and advice is provided to the Board for use in their deliberations. The Committee Members shall have and exercise such authority as specified in the resolution creating such committee. Each Committee Resolution will detail the specific duties of the Committee Members.

**Statement of Acknowledgment of Duties and Responsibilities  
of Directors, Delegates and Committee Members of  
the Highlands Ranch Community Association, Inc.**

I have received, read and understand the document entitled, " Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc.", a copy of which is attached hereto as Exhibit "A" and I agree to abide by and comply with same, including the guidelines set forth therein, in the course of fulfilling my duties as a committee member of HRCA.

Signature

  
Patricia Gallagher

Print Name

3-24-2025

Date



April 9, 2025

Dear HRCA Architectural Review Committee Board,

My Name is Joe Levin and I would like to express interest in volunteering to join the Architectural Review Committee. I am a homeowner, father of school age children, and active community participant in Highlands Ranch. I'm passionate about our thriving community and would like to contribute to this committee as an act of further service to the betterment of Highlands Ranch.

I've thought about volunteering for a committee within HRCA in the past, but recently had a wonderful interaction with Jayma Wessling and in the process discussed ways to further contribute. Please review the information I have provided and I welcome the opportunity to discuss my interest or experience further over the phone or in person if helpful.

I've attached my professional resume as well as the completed committee application form and duties-responsibilities form.

Thank you for your consideration,

*Joe Levin*

Joe Levin





# HIGHLANDS RANCH COMMUNITY ASSOCIATION

## COMMITTEE APPLICATION FORM

First Name: Joe

Last Name: Levin

Home Phone #: [REDACTED]

Email Address: [REDACTED]

Address: [REDACTED]

City: Highlands Ranch, CO

Zip Code: 80129

1. Are you a home owner in Highlands Ranch?  Yes  No

2. Please check the committee for which you are applying:  
Architectural Committee    Development Review Committee    Finance Committee    Tribunal Hearings Panel  
Other \_\_\_\_\_

3. Will you have the time required to fulfill the duties of this position?  Yes  No

4. Are you able to attend the necessary meetings?  Yes  No

5. Have you volunteered for a HRCA Committee Before?  Yes  No

6. Do you currently hold a committee position?  Yes  No

7. If yes, which committee and when?  
\_\_\_\_\_

8. Summarize your background and community involvement. What if any qualifications do you possess that might be an asset to the HRCA?

I am homeowner, parent of school age children and active community participant in Highlands Ranch. I have volunteered for numerous programs including coaching volleyball for HRCA, coaching travel softball, judging DECA and TIPS Senior Boards, as well as a school business advisory

9. Please attach a current resume.

10. Please attach a letter of interest or statement of qualifications and experience indicating (a) why you are interested in serving on this committee (b) state how your background, experience, qualifications, and education are best suited to serving on the committee, and (c) why you should be considered for appointment.

11. Please fill out the attached disclosure statement for the Conflict of Interest Policy.

I certify that [REDACTED] is true to the best of my knowledge. (Please print and sign.)

Signature: [REDACTED] Date April 9th, 2025

For office use only:

Received by: _____	Date: _____
<input type="checkbox"/> Application	<input type="checkbox"/> Resume
<input type="checkbox"/> Letter of Interest	<input type="checkbox"/> COI Disclosure

# JOE LEVIN

Highlands Ranch, Colorado 80129 | [REDACTED]

## SUMMARY

A forward-thinking and driven executive with extensive experience in weaving sales, marketing, events, sales enablement, and customer experience strategies into the fabric of a 15K+ co-worker organization. Additional strengths in strategy, change management, talent development, customer relationship management, branding, communications, coaching, and negotiations. A trusted business partner who leads diverse and cross-functional teams to support growth initiatives through enablement platforms and content-improving customer experiences and delivering results. Recognized for strategic vision, leadership, creative thinking, customer focus, mentoring, and collaboration.

## EXPERIENCE

[REDACTED]  
**Director of Field Marketing, Events, and Customer Experience** ..... 2016-2024

- Created vision for, built, and scaled field marketing, events, and experience organization that aligned marketing to sales and integrated technology solutions practices to drive customer outcomes.
- Led marketing strategy, planning, and execution teams for events, customer engagements, and sales enablement.
- Built and oversaw companywide sales enablement platform leveraged by 10K+ users.
- Directed teams in planning, designing, executing, and evaluating 1K+ customer-facing events annually, ensuring impactful engagement and measurable results.
- Managed agency relationships and financial stewardship, ensuring accountability for \$42M in annual investments.
- Directed the creation and implementation of strategic programs to enhance the sales process through targeted marketing tools, activities, and campaigns.
- Set vision and implemented innovative enablement tools, including customer success program and customer briefing program.
- Developed highly effective presentation and storytelling skills.
- Co-led the authoring, creation and implementation of a goal setting, development planning and performance review process to enhance Marketing and Digital team effectiveness and alignment for 250+ coworkers.
- Utilized unique skill set to navigate sensitive executive-level engagements.
- Served as executive sponsor for Women’s Opportunity Network and steering committee member for Emerging Leader program, with ongoing leadership mentoring and coaching.

[REDACTED]  
**Director eCommerce Site Experience and Sales Enablement** ..... 2013-2016

- Led product development and site experience teams for CDW.com, with annual online revenue exceeding \$200M.
- Developed and launched sales enablement organization, supporting 2.5K+ sales representatives.
- Directed marketing delivery teams, including email, direct marketing, lead management, and CRM.
- Developed and executed vision for a one-year marketing and digital job rotation program, overseeing implementation and management for coworkers.
- Delivered main stage presentations at major partner and industry conferences, including Oracle-Eloqua, Forrester, Sirius Decisions, BMA Colorado, and CDW, engaging audiences of over 2,000 attendees.

## ADDITIONAL EXPERIENCE

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**[REDACTED]**  
Senior Manager, Portfolio Management and Marketing Optimization .....2007-2013

- Created business case, gained executive approval, implemented award-winning marketing automation platform.
- Spearheaded the development of a comprehensive technical product and solution selling guide, empowering teams to drive growth in advanced technology sales.
- Designed and implemented an efficient lead management process, optimizing lead tracking, qualification, and conversion to drive increased sales pipeline and revenue growth.

**[REDACTED]**  
Sales Account Manager, Sales Capabilities Trainer, Lead Management and Partner Development .....1998-2007

- Built and sustained strong business relationships with corporate customers by successfully selling products and technical solutions, consistently achieving revenue and profitability targets.
- Designed and delivered tailored sales and technical training, onboarding sales account managers

## EDUCATION

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**[REDACTED]**  
M.B.A., Specialization in Organizational Behavior, High Honors

**[REDACTED]**  
B.S., Business Administration and Economics

## COMMUNITY AND VOLUNTEERING

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Mission Trip focused on local business engagement - Kenya, Africa  
The 410-Bridge-Community development to eliminate poverty, 2019

Club softball and club volleyball youth coach- Grayslake, IL and Highlands Ranch, CO 2015 – 2020

Douglas County School District (DCSD)- Business Advisory Board, 2024-2025

**RESOLUTION 17-01-03  
OF  
HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC.**

**SUBJECT:** Establish Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc. ("HRCA").

**PURPOSE:** To approve and adopt Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc.

**AUTHORITY:** The Declaration, Articles and Bylaws of the Association and Colorado law.

**EFFECTIVE DATE:** 2/21/2017

**RESOLUTION:**

WHEREAS, the Board of Directors ("Board") of HRCA is responsible for the management and affairs of the Community Association; and

WHEREAS, HRCA desires to adopt Duties and Responsibilities of Directors, Delegates and Committee Members of Highlands Ranch Community Association, Inc. to assist in their roles which duties and responsibilities are attached hereto.

NOW THEREFORE, BE IT RESOLVED, the Board of Directors of HRCA hereby adopts the attached Duties and Responsibilities of Directors, Delegates and Committee Members of Highlands Ranch Community Association, Inc.

**PRESIDENT'S**

**CERTIFICATION:** The undersigned, being the President of Highlands Ranch Community Association, Inc., a Colorado nonprofit corporation, certifies that the foregoing Resolution was approved and adopted by the Board of Directors of the Association at a duly called and held meeting of the Board of Directors on 2/21/2017, 2017 and in witness thereof, the undersigned has subscribed his/her name.

**HIGHLANDS RANCH COMMUNITY  
ASSOCIATION, INC.**

  
By: Jeff Suntken, President

**Resolution 17-01-03**  
**Duties and Responsibilities of Directors, Delegates and Committee Members**  
**of the Highlands Ranch Community Association, Inc.**

The Board of Directors ("Board") of Highlands Ranch Community Association, Inc. ("HRCA") is responsible for the management of all aspects of HRCA and has the obligation and duty to make decisions for the entire community. In order to assist the Board, the Delegates and Committee Members of HRCA in their official capacity as defined below, the Board hereby sets forth these guidelines summarizing the duties and responsibilities of directors, delegates and committee members of HRCA.

**GENERAL DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS**

All directors, delegates and committee members have the following duties:

1. The **DUTY OF DUE CARE** requires the directors and officers to:
  - a. Act in good faith;
  - b. With the care an ordinary prudent person in a like position would exercise under similar circumstances; and
  - c. In a manner the directors and officers reasonably believes to be in the best interest of HRCA

This means you must be reasonably informed and actively participate in those affairs as are set forth. The duty of due care must be discharged diligently, honestly and in good faith. You must act with knowledge. You must conduct yourself with the level of care, skill and diligence exercised by "reasonably prudent persons" in the handling of their own affairs. Where you know the facts, analyze the probable result of an action, exercise sound judgment and keep reasonable records, you act prudently and fulfill your important duty of due care. You should generally exercise their duty of due care by reviewing the agenda and reading related materials in advance of each meeting, attending meetings, being prepared to discuss the business before the meeting and voting on matters that come before the meeting.

2. The **DUTY OF UNDIVIDED LOYALTY** requires the interests of HRCA take priority over your personal interests. You must treat all information learned in your role as confidential unless there has been public disclosure, the information is included in HRCA's records, such as recorded in the minutes, or the information is common knowledge and must not speak as an individual on behalf of HRCA or the Board unless authorized by the Board of Directors. You are prohibited from borrowing money from HRCA.
3. The **DUTY TO ACT WITHIN THE SCOPE OF AUTHORITY** as set forth in the governing documents or policies of HRCA;
4. The **DUTY OF COMPLIANCE** with the governing documents of HRCA;
5. The **DUTY TO ABIDE** by all federal, state and local laws;
6. The **DUTY TO TREAT** all others with respect and dignity, ensuring an environment free from discrimination or harassment on the grounds of race, color, religion, pregnancy, sex/gender, sexual orientation, national origin, age, disability, marital or military service status, or any other category protected by applicable law;

## CONFLICTS OF INTEREST

All directors, delegates and committee members must adhere to the following with respect to conflicts of interest.

1. Definitions.
  - a. "Conflicting interest transaction" means a contract, transaction, or other financial relationship between the Association and you, or between the Association and a party related to you, or between the Association and an entity in which you are a director or officer or have a financial interest.
  - b. "Party related to a You" means a spouse, a descendant, an ancestor, a sibling, the spouse or descendant of a sibling, an estate or trust in which you or a party related to you has a beneficial interest, or an entity in which a party related to you is a director or officer or has a financial interest.
2. Any conflicting interest transaction on the part of you or any party related to you must be disclosed. You should disclose you financial or other interest whenever you or a party related to you proposes to enter into a business or financial relationship with HRCA. You may be counted in determining quorum at the meeting and may participate in the discussion but shall not vote on the matter. The minutes of the meeting shall reflect the disclosure made, the abstention from voting, the composition of the quorum and record who voted for and against. Following disclosure of or otherwise learning of a conflict of interest, the disinterested board members, delegates or committee members shall act in the best interests of HRCA in addressing any such conflict.
3. No conflicting interest transaction shall be voidable by the Association if:
  - a. The facts about the conflicting interest transaction are disclosed, and a majority of the disinterested board members, delegates or committee members, even if less than a quorum, in good faith approves the conflicting interest transaction; or
  - b. The conflicting interest transaction is fair to the Association.
4. In addition to the above, each director, delegate and committee member shall adhere to the following Code of Ethics:
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Signature



Joe Levin

Print Name

April 9, 2025

Date