

Village at Highlands Owners Association

2024 Annual Meeting Notice

The 2024 Annual Meeting of the Village at Highlands Owners Association will be held on **Saturday, February 17, 2024.**

The meeting will be held in the meeting room **at the Crozet Library located at 2020 Library Avenue, Crozet, VA 22932, and will start promptly at 9:30 am.**

Enclosed is the following Information:

- ❖ 2024 Meeting Agenda
- ❖ 2023 Annual and Special Meeting Minutes (for approval)
- ❖ Meeting Proxy Statement
- ❖ 2024 Board of Directors Sample Election Ballot
- ❖ 2023 4th Quarter Financial Report

If you do not plan to attend the meeting and wish to vote, please be sure to return your Proxy Statement early enough to reach Associa Community Group at 1524 Insurance Lane, Suite C, Charlottesville, VA 22911, by February 16, 2024 (the day immediately preceding the Annual Meeting). You may also email your Proxy Statement to Philip Adams at padams@communitygroup.com . Proxies will be accepted until 5:00 p.m. on Friday, February 16, 2024 (the day before the Annual Meeting). A return envelope is enclosed for your use.

Please bring this packet with you to the meeting to facilitate discussion.

Village at Highlands Owners Association

2024 Annual Meeting Agenda

- I. Call to Order and Establishment of Quorum
- II. Proof of Notice of Meeting
- III. Approval of Minutes of Previous Membership Meeting
 - a. 2023 Annual Meeting Minutes (February 11, 2023, attached)
 - b. 2023 Special Meeting Minutes (December 9, 2023, attached)
- IV. Treasurer's Report (attached)
- V. Other Reports
- VI. Architectural Review Board Report
- VII. Election of Directors
- VIII. Other Business
 - a. IRS Tax Resolution 70-604*
- IX. Questions and Answers
- X. Adjournment

** Please note that there will be a voice vote taken at the Annual Meeting concerning the IRS Tax Resolution 70-604. This is a membership resolution that is recommended by the auditor for the purpose of deferring taxes on the 2023 and 2024 reserve contributions. Normally, the IRS would consider these contributions as income and tax accordingly, but if the membership will approve this resolution annually at each Annual Meeting, the tax preparer will make this election while filing the taxes to defer reserve income to the following year. This membership approval is requested annually, and its ultimate result is that the annual reserve contributions are not taxed. Rather, the reserves tax liability is deferred to the following year allowing the Association to use its reserves for the purposes intended without being required by the IRS to pay taxes on that income.

Village at Highlands Owners Association
Annual Homeowners Meeting Minutes
February 11, 2023

The Annual Owners Association meeting was held at the Crozet Methodist Church and called to order by Sandy Wisco, President, at 10:00 am.

Board Member Attendance:

Sandy Wisco: President

Robbie Whitestone: Treasurer and Building Maintenance

Barbara Kelly: Recording Secretary

Barbara Poston: Member at large

Community Group, Management Company: Tim Durrer

Homeowner Members: Leigh Ankney, Carolyn Brauner, Pete Chandler, Karen Christensen, Lisa Cornet, Bettyanne Dicken, Elaine Hamlet, Patti and Mike Jackson, Arleen Keeling, Bill Kelly, Luci Luniewski, Sean McCoy, Bob McGurn, John McGowan, Sandy Ross, and Juanita Wykle.

Quorum: Tim Durrer identified homeowners via the Sign-in sheet and a **quorum was established**

Annual Meeting Notice: Sandy Wisco asked the membership for confirmation of the Annual Meeting Notice mailing. All members received notice.

Acceptance of 2022 Meeting Minutes: The Board of Directors previously approved the minutes of the 2022 Annual Owners meeting. The members were asked if there were any questions or comments. There being no comments, the meeting continued.

President's Report: Sandy Wisco, President.

The BOD is an experienced team, except for me. I am the new person to the BOD and the role of President. I am grateful to each board member for being willing to share their gifts and experience with me. Each of you is very helpful. Thank you. I am also grateful to all of you who live here and who engage in the community life we share at the Village. Thank you for your calls and inquiries and your patience as well.

Our current Community Group representative is Tim Durrer. He can be reached via email at TDurrer@CommunityGroup.com. Tim has been responsive and helpful to me and is seeking some mutual discussion with the Rockbridge HOA about the kudzu concerns we share.

This year, I have attempted to increase communication of news and information about the community via email. Those messages are also posted on the website for easy reference. I hope to improve the format in the coming year. When utility work happens in our neighborhood, I'll share with you what I know. It is not the norm for an HOA to be given

advanced notice. In an attempt to make it possible, I added a generic email VatHPres@gmail.com address to our website that can be used by anyone to provide notice or ask questions. A special 'shout-out' to Pete Chandler for his website ideas and his work on our website to make it easier to locate things.

This year, there was some sewer line maintenance done on pipes across from Mechums River Road / behind lower Gate Post Lane, and the installation of fiber optic cables in our whole neighborhood. The vegetation growing over the fence along lower Gate Post is being trimmed back and two broken fence boards near the gate are being replaced.

Another popular activity this year was our Sept. Yard Sale that Dee Keller organized and advertised for us. There was plenty of activity in the neighborhood that day and many families participated. Thank you, Dee! Other social activities fall under Hospitality.

Maintaining our Village according to the covenants and by-laws is an important responsibility of an HOA. The community *can* go through a process to make changes to them but it takes time and consideration as to what is best for the long-term benefit of the whole community. The whole community would vote on any suggested changes. We always have to remember that one person's *beautiful* lawn decoration can be the next person's *ugly* decoration. Hence, guidelines define what is permissible. The documents are all located on our website <https://villageathighlands.com> for your review.

Treasurer's report: Robbie Whitestone, Treasurer

Robbie confirmed that all owners received a copy of the 2023 budget.

Robbie began his report with an explanation of how the budget process works.

We have three sections that comprise our budget. The first would be the Operating Budget. This would include items such as our taxes, insurance, and our management fee for the Community group. This runs approximately \$14,000.00 a year

The next section would be Grounds Maintenance, which is the largest consumer of our money. This runs approximately \$60,000.00 a year.

The last is the Maintenance Reserve, which remains at \$41.62 a month

He noted that there are a few item accounts that are funded for unexpected expenses such as the need to replace a mailbox and cover the expense of the doggie station, but short of the allocated money there is no discretionary spending.

As you look at the budget, there is a "comments" section. With \$140.33/per unit per month for the operating budget, \$41.67/per maintenance fee, and \$.33 per month for the Highlands Entrance fee. Our Bylaws state that this area be funded.

For the budget this year we made a few changes.

Legal fees (#7020) were reduced by \$1,000.

Other Administrative fees (#5195) were reduced by \$300.00

Management Fee (#7040) is a 3% increase. Robbie explained that we were able to renew our contract with Community Group. Their contract calls for a maximum increase of 7.5% increase. We were able to negotiate that to a 3% increase over three years.

Contractual Grounds Maintenance (#6100) covers our new contract with Marshall & Sons. The good thing about our new contract is that we have a four-year commitment to maintaining that cost with the proviso that it may increase only if the price of fuel exceeds \$5.00/gal.

Special Projects/ Unanticipated Expenses (#6795) Bartlett Tree Work. We have set a three-point plan to try to get some of the necessary tree work completed throughout the community which would include the large Maples and some of the Crape Myrtles. That increased to \$8,500.00

Total Operating Expenses have gone up to \$84,160.00 which is a 12.5% increase

Total Quarterly Fee is \$547.00 which is a 7.6% increase.

We did have some money left over from projects we were unable to complete, and I will discuss that in the Building Maintenance report.

Robbie called for questions.

Karen Christensen: inquired if any communication was sent out to the community following the meeting where the Budget rate was increased.

Sandy Wisco: explained that information would have been part of the October meeting minutes and posted on the web. No other specific information was sent out.

A Discussion ensued:

Pattie Jackson: inquired what was the current interest rate on our Money Market Account.

A Discussion ensued including the financing of the Maintenance Reserve Account and that portion of the account referred to as the Operating Contingency Account.

Committee Reports

Architectural Review Board – Sandy Wisco- Chairman

Approved ARB requests 2022 YTD

2/16 Dennis Koziel 1434 GPL Issue: *update rear patio area*
Install stone paver patio, replace shrubs

2/23 Lisa Cornet 1448 GPL Issue: *patio improvements*
Extend existing patio, no tree changes, gravel changed to hardscape

4/1 John Shanks 4644 MRR Issue: *dying front shrub*
Removal and replacement were approved. The two acceptable options, in this case, are either Helleri Holly or Magic Carpet Spirea as per Danie Opperman, grounds chair and HOA board member

- 6/3 Sandra Ross 1432 GPL Issue: *a large tree in the ravine fell into the Cherry tree and the house, causing damage to the rear roof and punching a hole in the siding on the rear exterior wall.*
- Replace damaged shingles on the rear roof and replace damaged siding at the rear of the home. Replacement shingles with the closest match to existing shingles on her roof: Owen Corning Duration Series - Driftwood.
- Replace some siding. Hard plank is to be painted the color noted on the HOA website.

8/12 John Shanesy 1306 GPL Issue: *put For Sale Sign in his front yard.*

11/2 Sandra Ross 1432 GPL Issue: *redo the path along the side of her home with flagstone, stone dust, and mulch.*

Note:

If you wonder if your idea for a change to your home or property is within the guidelines and/or needs approval, you can always contact the chair of the Architectural Review Board (ARB) which is currently Sandy Wisco 716-913-7718.

There are more limits to the front of our properties than the side and rear areas so we do have space to personalize.

Respectfully submitted,
Sandy Wisco, ARB Chair Feb. '23

Building Maintenance Committee – Robbie Whitestone: Chairman

Robbie noted that not much has been done, except a lot of mailboxes replaced or Repaired for which he thanked Pete Chandler.

For the coming year, all homes are due to be power washed. You can find all the scheduled work to be done each year on the website. We may need to find a new contractor for this year.

The other project is to refinish some of the front doors. There are 15 that have not been done. Covid rules played a part in disrupting the schedule as well as scheduling and weather issues as the door must be left open for some time.

Pattie Jackson asked which doors would be done first.

A Discussion ensued including the fact that Chris (the painter) would be in contact with homeowners.

Robbie continued, discussing the fact that we renewed the contract for maintenance of the spillway basin. Aside from that, there is some miscellaneous work, such as new signs. He will be working with Danie with the hope of making this a maintenance year.

Robbie called for questions.

John McGowan asked if a schedule for maintenance work could be done in advance.

Robbie responded that the community would be notified about dates for power washing.

Pattie Jackson asked if refinishing doors included replacing weatherstripping

Robbie responded that it did not.

Grounds Maintenance – submitted by Danie Opperman, read by Sandy Wisco.

1. The year 2022 was a year in which the renewal of the long-standing grounds maintenance contract was a major activity. For many years V@H Board renewed the contract with James River every 4 years. In fact, V@H never had a grounds maintenance contractor, other than James River, since its inception and the relationship worked well for many years. Unfortunately, senior management in the company changed during the most recent 4-year contract period and so did the quality of service. Complaints from homeowners were received constantly. James River was always very attentive to these complaints and rectified most of the issues. Nevertheless, it was time-consuming and frustrating at times.

In June 2022 we started the process of renewing/implementing a new grounds maintenance contract. We had some discussions and asked various companies to submit bids.

In the end, three companies responded to our RFQ:

- o James River Grounds keeping
- o Dos Amigos Landscaping
- o LC Marshall and Sons Landscaping

After substantial due diligence, a new 4-year contract, which was approved during the BOD meeting of October 12th, 2022, was signed with Marshall and Sons. This new agreement took effect on January 1st, 2023.

2. The neighborhood seems a little torn up with all the work done to install FIOS as well as the sewer work and there were some complaints. We do however understand that this work is for the long-term benefit of the neighborhood and therefore well tolerated. Our feeling is that recovery after winter will be swift.
3. There is a lot of tree work that needs to be done in the neighborhood. We are still hoping to use some of the money left over from the 2022 budget to catch up on this overdue tree work.
4. The Grounds Committee 2023 priorities are:
 - o Establish a good working relationship with LC Marshall & Sons for taking care of our neighborhood.

- Finding a member, not necessarily a member of the HOA, that will serve as Chairperson of the Grounds Committee once my term expires at the end of December 2023.

Sandy called for questions:

Elaine Hamlet: Inquired about the water drainage between homes near the driveways. Specifically who was responsible for the maintenance and upkeep?

A Discussion ensued including referring to VDOT as it is close to the road which is a public road

Arleen Keeling: Inquired if there was a plan to mulch around the mailboxes. Presently the posts are being damaged by weed whackers.

Robbie: explained that the new grounds maintenance group will be more diligent in our problem areas.

Michael Jackson Inquired if mulching would be done this year.

Sandy explained that mulching would be done every other year and alternate years would be directed to stir up, and fluff. Sandy stated that she would share these concerns with Danie.

Hospitality Committee – Juanita Wykle

Juanita Reported that there are no plans for the spring, at this time. She commented that the Christmas party was a great success, with many community members requesting a repeat for next year.

Juanita discussed the \$10.00 donations requested from each family. This money is used for a variety of expenses such as plates and napkins for the seasonal events and this coming year the committee will need to replace all the ribbon and poinsettias on the holiday wreaths. She stressed that it is strictly a donation.

Special Projects – Kudzu

Sandy commented that the community is very interested in working to resolve the problem of the Kudzu, but it is not on our property, there are limits to our involvement.

A Discussion ensued:

Homeowner's comments:

Pattie Jackson suggested the community consider using the "Next Door Neighbor" trash removal Company strictly as the one company to use.

A Discussion ensued including pros and cons. Each homeowner is free to choose their trash removal company

Barbara Poston asked that we discuss the use of flower pots at the home front entrance. **A Discussion ensued** including the fact that: it is an ARB issue, and the covenants cover the rules and regulations governing that. In the future a committee might be formed to review and update the covenants. It is an arduous and costly task. These issues will be discussed at the next ARB meeting.

Elections:

Sandy explained that there are six available seats on the BOD. The Ballot shows Sandy Wisco, Barbara Poston, Pete Chandler, and Bettyanne Dicken are all available for two-year terms. There are two additional positions available.

Sandy called for nominations from the floor to the board 3 times with no response.

A **Motion** was made by John McGowan and seconded by Arlene Keeling that the ballot be accepted as cast. **Motion Passed.**

Adjournment

A **Motion** was made by Sean McCoy and seconded by Robbie Whitestone to adjourn the meeting. The meeting was adjourned at 11:20.

*Respectfully submitted
Barbara K. Kelly
V@H Recording Secretary*

Approved 5/8/2023

VILLAGE AT HIGHLANDS

SPECIAL HOA MEETING

DECEMBER 9, 2023

Draft Minutes

A special meeting was held at the Greenwood Community Center to record the homeowner's votes on a proposed amendment to Article IX, Section 27 of the Declaration Covenants for the Village at Highlands to prohibit all solar collection devices in the community.

Board Members Present: Peter Chandler, B.A. Dicken, Robbie Whitestone, Sandy Wisco, and Philip Adams, representing Associa Community Group.

Board President, Sandy Wisco, called the meeting to order at 10:06AM. A quorum was met with forty responses from property owners voting on the proposed changes to the covenants regarding installation of solar devices.

The floor was open for questions and comments: Shirley Dow commented that she felt that solar panel and roof issues should be dealt with separately since the shared-roof configurations have been problematic and unresolved for some time. She pointed out that expenses are incurred each time we need necessary legal counsel to make changes to the covenants, and she felt we should do better at making long term community decisions.

Sandy Wisco proposed that it would be helpful for the community to have general informal "Town Hall" meeting with open conversation and information sharing about issues that concern everyone. Such informal meetings are allowable according to our covenants.

Sandy also explained that the Board appoints people to committees, with their consent, and that efforts are underway to form an ad hoc committee to work on the roof replacement concerns. She asked for emails from those willing to help.

Collection of Ballots: Philip Adams announced the results of the voting with twenty-five YES vote and fifteen NO votes recorded. Thirty-four YES votes (2/3 of homeowners) were required to pass the amendment that would have prohibited all solar installations.

Meeting Adjournment: At approximately 10:20AM Robie Whitestone moved that the meeting be adjourned. Sandy seconded the motion.

After adjournment informal discussion followed about what next action is possible regarding solar panel installations. Two possibilities were mentioned - 1) Rewrite the proposed amendment or 2) develop a list of restrictions to solar installations which would make them acceptable, and that would need approval of the Architectural Review Board. This will be an ongoing exploration of options..

Village at Highlands Budget - FY 2024

Approved by BOD 11/6/23

11/7/2023

Income	Code	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	2024 Budget	Comments	2023 Budget
Assessment Income- Operations	4000	21,000	21,000	21,000	21,000	84,000	Dues for Regular Operations	84,400
Assessment Income Maint.Resv.	4025	6,250	6,250	6,250	6,250	25,000	Dues for Reserve	25,000
Reserve Contribution Income	4905	5,000	0	0	0	5,000	From Owner's Equity or Conting.Acct (offset Dues)	
Collections Income	4710	0	0	0	254	254	Collection Fees from Tardy Payments	
Grand Total- Income	-	32,250	27,250	27,250	114,254			109,400
Interest Income	4900	0	0	0	10,206	10,206	Interest earned from CD's to Reserve	
Expense								
Collection Fees	5025	25	25	25	25	100	collection fee for tardy accounts	50
Other Administrative Services	5195	212	212	211	210	845	Community Group's expenses	500
Insurance Premiums	5400	786	786	786	786	3,144	New Ins. Carrier. Better coverage for Directors	1,700
Corporate Fees	6300	0	0	0	55	55	State Fee- Corporate Registration	100
Tax Return	7000	0	0	0	567	567	Tax Prep	550
Legal/ Professional Fees	7020	5,000	0	0	0	5,000	Legal for solar problem	1,000
Management Fees	7040	2,630	2,630	2,630	2,628	10,518	Community Group- Contracted Fee	9,928
Total Admin/Mgmt Expenses	-	8,653	3,653	3,652	4,271	20,229		13,828
Contracted Grounds Maintenance	6100	14,808	14,808	14,808	14,808	59,232	Periodic Grounds work	59,232
Tree Maintenance	6160	1,750	1,750	1,750	1,750	7,000	Tree/Shrub Maintenance	8,500
Other Grounds Maintenance	6110	313	313	313	314	1,253	Odds and Ends grounds	1,000
Total Grounds Maint. Expenses	-	16,871	16,871	16,871	16,872	67,485		68,732
General Maintenance	6432	250	250	250	250	1,000	"Buildings" expenses	900
Website Maintenance	5115	75	75	75	75	300	Registrations, programming changes	0
Miscellaneous	5100	60	60	60	60	240	Miscellaneous	0
Total Misc. Expenses	-	385	385	385	385	1,540		900
Replacement Reserves	9800	6,250	6,250	6,250	6,250	25,000	Member Dues - Post to Reserve	25,000
Grand Total Operating Expense	-	32,159	27,159	27,158	27,778	114,254		109,160
Net Income or (Loss)	-	91	91	92	-528	0		240
Special Projects-Unanticipated Expenses	3394	0	0	2,400	0	2,400	* Stonework at driveway catchbasins	
Special Projects-Unanticipated Expenses	3394	0	0	2,500	0	2,500	* Extra Spillway maintenance	
Special Projects-Unanticipated Expenses	3394	0	0	0	0	0	* Special Project	
Total Special Projects	-	0	0	4,900	0	4,900		
Interest Earnings	9908	0	0	0	10,206	10,206	To Rep/Repl Reserve	

2024 Quarterly Fee
\$545

* Funding from Operating Contingency

Village at Highlands

Balance Sheet
FY 2023

Assets

Operating Checking	0	112,176
Money Mkt-Reserve	4.2%	20,000
Money Mkt-Conting.	4.2%	20,000
Reserve Savings	3.5-4.7%	167,482
Acct. Receivable		346
Total Assets.....		320,004

Liabilities..... 16,289

Owner's Equity 294,747

Income 8,968

Total Liabilities and Owner Equity..... 320,004

Village at Highlands

Income / Expense Statement
FY 2023

Income

Assessments- Operations....	84,400
Assessments- Reserve.....	25,000
Late Charges.....	219
Interest.....	8,199
Total Income.....	117,818

Expenses

Associa Expenses.....	14,845
V at H Expenses.....	68,765
Reserves.....	25,240
Total Expenses.....	108,850
Net Income/Loss.....	8,968

Village at Highlands

Reserve Analysis

FY 2023

Reserve Acct.	249,428
Operating Contingency Acct.	45,320
Total Reserve.....	294,748

Reserve Expenses

Power Wash	11,375
Poly Front Door	4,500
Total.....	15,875

Contingency Expenses

Clean spillway	1,200
Replace trees (Corner GPL)	1,700
Total.....	2,900

Village at Highlands

Scheduled Maintenance Costs

FY 2024

Allocated Funds

Common Area Drainage Repair..... 2,439

Spillway Maintenance..... 1,458

Replace Monument Sign..... 4,859

Refinish 35 Front Doors..... 10,629

Reserve Study - New..... 4,252

Total..... 23,637

Village at Highlands Owners Association

ANNUAL MEETING PROXY

February 17, 2024

Homeowners: If you are not planning to attend the Annual Meeting, please complete this proxy and mail to Associa Community Group at 1524 Insurance Lane, Suite C, Charlottesville, VA 22911 or email to Philip Adams at padams@communitygroup.com for receipt no later than 5:00 p.m. on Friday, February 16, 2024.

PROXY STATEMENT FOR

Owner Signature: _____ Printed Name: _____

Owner Signature: _____ Printed Name: _____

Village at Highlands Address: _____

As a member of the Village at Highlands Owners Association, I hereby appoint the President of The Village at Highlands Board of Directors, or if absent, the chair of the meeting, as my proxy holder, for and in my name, with full power of substitution and with all powers that I would possess as if personally present in attendance at the Annual Meeting of the Village at Highlands Owners Association, to be held on February 17, 2024 at 9:30 am. I authorize the proxy holder to cast my vote or votes at such meeting and at any postponements thereof, with all the powers I would possess if personally present.

I (WE) ACKNOWLEDGE THAT I (WE) HAVE BEEN INFORMED AND UNDERSTAND THAT:

1. Only owners of record should execute this proxy.
2. The proxy is REVOCABLE by the owner or by either of the owners (if more than one) should they attend the meeting.
3. The decision of the Managing Agent of the Association as to the validity of any proxy shall be binding on the owner(s).
4. The proxy holder may vote for any matter that arises in the meeting or continuance thereof on my/our behalf.
5. This proxy shall terminate automatically upon adjournment of the Annual Meeting.

If you would rather have someone other than the President, or if absent, the chair of the meeting to serve as your proxy holder you may name someone else. Please write in your selected individual below. Please note that it is important that the person you name be someone who will attend the Annual Meeting. **Please do not write in your own name as the proxy holder.** Thank you.

Proxy Name: _____ Address: _____

Village at Highlands Owners Association

February 17, 2024, Board of Directors Election

BALLOT

Each lot owner is entitled to one vote for each Board member to be elected annually.

Please vote for no more than three (3) candidates

Check (X) below

Candidate

John McGowan - 1424 Gate Post Ln

Bob McGurn - 1418 Gate Post Ln

Write In: _____

Write In: _____

Required Information:

Signature of Property Owner: _____

Printed Name of Property Owner: _____

Property Address: _____

John G. McGowan

Biographical Sketch

Village @ Highlands Resident since February 7, 2017

Previously served on the V@H Board of Directors one term.

Educational Background

Syracuse University - B.S. Finance 1973

Syracuse University College of Law - Juris Doctorate (Magna Cum Laude)(Order of the Coif)
1981

Prior Work Experience

1973 -79 - Marine Midland Bank (now H.S.B.C.) - management trainee, branch manager, commercial lending officer

1979-1981 attended law school, completing the three years of requirements in two calendar years

1981 to 2014 Bond Schoeneck & King, PLLC (a law firm consistently listed by size in the top 100 U.S.A. law firms -

1981 - 82 - rotating associate with significant exposure to the principle facets of the Firm's practice areas;
1982 assigned to the Firm's litigation department upon completion of rotation program
1989 elected to partnership
2008 Chairman of the Firm's litigation department
2014 retired

Legal Admissions, Service and Honors

- Admitted to practice in all state and Federal trial and appellate courts situated in New York; admitted pro hac vice in Federal Courts in Virginia (Western District), Connecticut, and state courts in Maine and Florida
- served on the Ethics Committee for the New York State Supreme Court, 4th Department, 5th Judicial District
- served on the NY Court of Appeals Committee for Jury Improvement
- served as an officer on the Federal Court Bar Association (USDCNDNY)

Statement of Interest in seeking a seat on the Village @ Highlands Board of Directors.

When Claire and I first visited the V@H with our realtor, we were struck by the excellent appearance of the community. After a month of consideration, we felt any drawbacks were outweighed by the wonderful appearance of the community and the obvious unity of the residents in maintaining that appearance. I am interested in fostering that sense of community for our mutual benefit.

**Robert William McGurn
(Retired)**

EXPERIENCE - Federal Government Contracting Services: Serco North America, Reston, VA (1997-2014).

Project Manager: (2006-2014) Supervised a time & materials contract for the Information and Customer Service Division (ICSD) of United States Citizenship and Immigration Services (USCIS). Supervisory and operational duties included the development of the USCIS network of Interactive Voice Response (IVR) toll-free help lines (which handle more than fourteen million telephone calls per year); user acceptance testing of IVR applications; and the development and management of a database for call volume and traffic pattern reports. Position required interaction with USCIS Senior Management, telecommunication service providers, and other government contractors in a virtual team environment. Received consistent ratings of "Outstanding" in the annual Contractor's Performance Review.

Task Manager: (2002-2006) Developed new IVR applications and maintained existing toll-free help lines.

Management Analyst: (2001-2002) Provided planning, training, and analysis for a variety of USCIS projects at the National Records Center, Receipt File Maintenance Facility, Central Office Washington, Integrated Card Production Site, Bond Backlog Action Team, Service Centers, District Offices, and Headquarters Office of Records Services. Projects entailed collaboration with government and corporate analysts, programmers, site managers, and other vendors.

Project Coordinator: (1999-2001) Supervised the removal and transportation of more than 16 million case files from the USCIS District Offices to the National Records Center (NRC) in Lee's Summit, MO. This eighteen-month project involved just-in-time delivery of secured records to the NRC from District Offices throughout the country. Completed all aspects of the project on time and under budget.

Assistant Project Manager, National Records Center: (1999) Participated in the build-out and timely start-up of the USCIS National Records Center (NRC). Developed the NRC's process flows, standard operating procedures, training program, staffing plan, and equipment plan. As the main storage facility for USCIS case files, the NRC, as of 2014, covers more than 300,000 sq. ft., houses more than 25 million files, and employs more than 250 people. The NRC serves as a national hub for the storage and just-in-time of USCIS case files. Position required interface with the USCIS Director of Records Services, Director of the NRC, start-up staff, and a variety of vendors.

Director of Operations: (1997-98) Participated in the start-up of the Harrisonburg Receipt File Maintenance Facility (RFMF). Interviewed and hired staff, developed standard operating procedures, trained employees, and assumed management of the facility. The RFMF was the nation's largest storage facility for USCIS Receipt Files. The RFMF covered 120,000 sq.ft., housed 21 million files, and employed up to 60 employees. Position required interface with USCIS Headquarters Office of Records Services, Service Center Division, and District Offices to implement a new business model for the storage, maintenance, retrieval, nationwide delivery, retention, and disposition of Receipt Files.

Senior Technical Writer: (1997-2014) Periodic duties included the preparation of contract proposals, presentations, reports, standard operating procedures, training materials, and other corporate and government deliverables.

Department of Homeland Security Clearance: Level T-2.

Certification: Project Management Professional, PMP Institute.

OTHER WORK EXPERIENCE -

Videographer: Virginia Department of Economic Development, Workforce Services Division, Richmond, VA (1994-1997). Directed, scripted, shot, and edited more than 150 orientation, safety, and technical training videotapes. Cleared a three-year backlog of overdue and dead production projects. Standardized and streamlined production policies and procedures. Reduced product delivery times to as little as one week. Transitioned the studio operations from a linear to a digital non-linear editing system. In addition to small and medium-sized businesses, clients included major corporations, such as: Ford, GE Fanuc, Westvaco, Gateway, CFW, Diebold, DuPont, Georgia Pacific, Tenneco, and Corning. Position required extensive travel throughout Virginia, the United States, and abroad.

Sole Proprietor: BMV Production Services, Charlottesville, VA (1990-1993). Directed, scripted, edited, and produced more than 40 marketing, safety training, and technical training videotapes. Clients included Comdial, Sperry Marine, Virginia Power, Telepath, Southern States, TriDim Filters, Suburban Propane, and Liberty Fabrics.

Technical Writer: Institute of Textile Technology, Charlottesville, VA (1993). Reviewed industry publications and wrote abstracts for the Institute's monthly trade journal.

Graduate Assistant Instructor: Acting & Directing, University of Virginia, Charlottesville, VA (1990).

Teacher: Expository Writing & American Literature, Bonny Eagle High School, Standish, ME (1979-1986). Also served as the Assistant Varsity Soccer Coach, Junior Varsity Soccer Coach, and Yearbook Advisor.

Field Evaluator: Cole, Layer & Trumble, Portland, ME (1977-1978). Collected information and inspected residential property for the assessment of municipal taxes in Maine and New Hampshire.

Insurance Agent: Banker's Life & Casualty, Portland, ME (1976). Sold life, health, and disability policies.

Photographer: Stevens Studio, Bangor, ME (1976). Performed portrait photography for college yearbooks throughout the South and Midwest. Also worked as a freelance photographer (1980-1986).

Sales Representative: Performance Motors, Falmouth, ME (1975). Sold new and used vehicles.

Peace Corps Volunteer: Senegal, West Africa (1973-1975). Planned logistics, developed estimates; wrote grant proposals, managed: budgets, schedules, and personnel to complete small-scale, rural development projects.

EDUCATION -

Master of Fine Arts: Directing, University of Virginia, Charlottesville, VA (1991). Founded the University of Virginia "Children's Theatre Project." Received the Commonwealth of Virginia, Governor's Fellowship (1990). Completed the three-year program in two and a half years,

Bachelor of Arts: Theatre, Graduated *Summa Cum Laude*, University of Southern Maine, Gorham, ME (1987). At the National College Theatre Festival (New England Region): won First Place in the "Irene Ryan Acting Auditions" and won First Place in the "Critical Writing Competition."

Bachelor of Arts: American Studies (Major), Education (Minor), Graduated with Distinction in the Major, Colby College, Waterville, ME (1973).

COMPUTER SKILLS -

Strong background in MS: Word, Excel, Power Point, Visio, Outlook.
Familiar with Google Docs and Google Workspace.
Experience with Web Design.