

MEMORANDUM

To: Nancy Comstock, President
Campus Commons Village Four Homeowners' Association Board of Directors

From: Paul Stiffler, Chair
Campus Commons Village Four Homeowners' Association Landscape Committee
Gary Slavit, PMP, Project Manager
Long-Range Landscape Development Project

Date: July 21, 2020

RE: LONG-RANGE LANDSCAPE DEVELOPMENT PROJECT PHASE ONE FINAL REPORT

The Campus Commons Village Four Long-Range Landscape Project is pleased to present the results for Phase One – Goals and Objectives of the project. Attached you will find the official copy of the report. The report has been reviewed and accepted by the Landscape Committee and is presented to the Campus Commons Village Four Homeowners' Association Board of Directors for acceptance and approval.

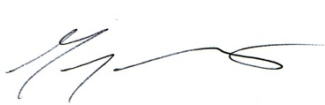
Please direct any questions to Gary Slavit, PMP.

Campus Commons Village Four
Long-Range Landscape Development Project

Phase One
Goals and Objectives

Final Report

Respectfully submitted,



Gary Slavit, PMP
Project Manager

July 21, 2020

Date

EXECUTIVE SUMMARY

Introduction

The Campus Commons Village Four Long-Range Landscape Development Project (LRLDP) was charged with assessing the needs and desires of the Campus Commons Village Four common area landscaping to determine what, if any, modifications are necessary. The initial phase (Phase One) of this four-phase project is to establish a set of Goals and Objectives through input from the affected homeowners.

Methodology

The project team utilized two town hall workshops and one survey to solicit input from the homeowners. A second survey established the priorities of the results from the first survey and town hall workshops.

Results

The final results showed that the following Goals and Objectives, ranked in order of most important to least important are:

Goal/Objective	Score
Increased security	13.88
Safety	12.67
Aesthetics (floral, colorful, etc.)	11.76
Green and shade	11.56
Walkability	11.46
Maintain or increase property values	10.84
Decreased rats, mice, & pests	10.38
Eco-friendly	10.24
ADA compliance	10.13
Reduced water consumption	10.00
Colorful	9.48
Urban forest/trees	8.57
Cohesive but with variety	8.48
Pet friendly	8.36
Reduced maintenance	7.79
Attract pollinators	5.96
Solar friendly	5.63
Recreation (e.g., putting green, picnic areas)	4.42

Recommendation

The LRLDP committee and the Landscape Committee recommend that the Campus Commons Village Four Board of Directors:

1. Accept and adopt the committee's findings;
2. Accept and adopt the prioritized Goals and Objectives as described herein; and
3. Approve the submitted charter for the LRLDP Phase Two – Requirements and Specifications

FULL REPORT

Background

The Campus Commons Village Four Homeowners Association Board of Directors (HOA) approved the Village Four Long-Range Landscape Development Project (LRLDP) at the November 4, 2019 board meeting. Due to many factors, the HOA charged the Landscape Committee to undertake to study the common area landscaping within Village Four to determine the needs and what, if any, course of action is indicated. The factors that prompted this initiative include:

- Inconsistent design
- High maintenance costs
- Poor water conservation
- Declining health of plant life
- Pests
- Safety
- Aging infrastructure
- Potential regulatory compliance issues
- Other landscape related concerns

The Village Four Landscape committee, with the support of the HOA, chose to establish a structured, phased approach to carry out their charge. The first phase (Phase One) would be to determine how the Village Four homeowners would prefer the common area landscaping to serve them and what their priorities are for its use and integration within the Campus Commons lifestyle. The committee proactively decided to have one prevailing guiding principle drive the project:

Recommendations made by the committee will be based upon homeowner input.

Consistent with this approach, the first phase of the project was to determine the Goals and Objectives for the Village Four common area landscape.

Methodology

The Landscape Committee and LRLDP formed a Goals and Objectives subcommittee (See Appendix A) to carry out Phase One of the project. In order to establish a prioritized list of Goals and Objectives, the committee scheduled three Town Hall Workshops to solicit input from the homeowners. All workshops were the same and homeowners could choose to attend any one of the three. The three workshops were scheduled at different times and days so as to maximize the opportunity for homeowners to find a convenient workshop to attend. The committee personally distributed flyers to the homeowners and advertised the workshops in the Commentator. After the workshops, the homeowners would be notified of the results and asked to participate in an exercise to provide input to prioritize the identified Goals and Objectives.

Execution

The committee was disappointed in the response to the live, in-person workshops. The first workshop held March 7, 2020 had eleven participants, but only three were not members of the committee or HOA. The second workshop, held March 9, 2020, was attended by only two non-committee participants. The third workshop was cancelled due to COVID-19. In its place, a survey was sent to all homeowners that did not participate in a workshop. The committee was hopeful that the online survey would yield better results. For a “warm audience” survey such as this, a response rate between 30% and 35% would be considered positive. A total of 30 homeowners were sent the online survey and an additional four homeowners received hard-copy surveys per their request. A total of 21 survey responses were received representing a 62% response rate, the rate of respondents that are not committee or HOA members was 56%. The response to the online survey was very good and the results were considered valid. A total of 31 homeowners participated in the process through either the town hall workshops or survey which is a 58.5% participation rate.

Because the focus of the town hall meetings was to amass a comprehensive list of goals and objectives, multiple members of households were allowed to participate. However, once the list was established and the prioritization process began, each household was allowed only one survey participation to ensure fairness; one household, one vote.

Following the initial survey, the committee tabulated the results and sent a follow-up survey to all homeowners to receive input on prioritizing the results of the initial data collection.

Results

The results of the workshops identified the following goals and objectives from the following sources are shown in Table 1 and graphically in Table 2:

Goal/Objective	Workshop 1	Workshop 2	Online survey	Paper survey	Total
Aesthetics (floral, colorful, etc.)	7	2	13	2	24
Walkability	3	2	14	2	21
Maintain or increase property values	2		14	2	18
Decreased rats, mice, & pests	2	2	13		17
Increased security	4	2	8	2	16
Cohesive but with variety	3		10	1	14
Green and shade	2		10	2	14
Reduced water consumption	3	2	8		13
Safety	2		10	1	13
Reduced maintenance	3	2	7		12
Recreation (eg, putting green, picnic)		2	9		11
ADA compliance	1	1	8		10
Attract pollinators	3	2	5		10
Eco-friendly	2		7	1	10
Urban forest/trees	2		6	1	9
Colorful		1	6		7
Pet friendly	1		5	1	7
Solar friendly	1		6		7

Table 1 – Survey and workshop results by source



Table 2 – Aggregate survey and workshop results

A brief definition of each Goal and Objective can be found in Appendix C.

Prioritization

Once the initial list of Goals and Objectives was complete, a second survey was sent to prioritize the list. The committee used a “ranking” technique that asked the respondents to rank the Goals and Objectives from 1 to 18, using the guideline shown in Table 3.

Category	Ranking
Top Priority	1 – 3
Very Important	4 – 6
Important	7 – 10
Nice to Have	11 – 14
Least Important	15 – 18

Table 3 – Ranking guideline

The prioritization survey was sent to 46 homeowners (there are seven homeowners for whom we do not have email addresses and have not responded to requests for contact information) and we received a total of 25 responses which is a 47.2% response rate. The response is

sufficient to consider the results valid. The scoring methodology used was the standard statistical formula for average ranking. A description of the ranking analysis equation can be found in Appendix D. The survey did not allow for multiple assignments of a ranking, that is, more than one Goal and Objective could not receive the same ranking. The survey software prevented this, however, some of the paper surveys did not follow this method. In those cases, rather than return the survey, the rankings were randomly distributed within the ranked group. For example, if three items were ranked #1, they were randomly assigned rankings 1, 2, and 3. Since the prioritization will be used as a broad brush-stroke for establishing requirements and specifications in Phase Two, and that some Goals and Objectives will be re-stated as requirements and specifications, this level of detail was sufficient. Additionally, the number of surveys received in this manner would not materially skew the results for the purposes they will be used. This method was chosen because it encourages the respondents to give more thought to their answers and a “bubble sort” approach eliminates equivalence between options yet maintains ordinal relevance.

The prioritization ranking results from the survey responses is shown in Table 4 and graphically in Table 5. The raw data from the survey is shown in Appendix E.

Goal/Objective	Score
Increased security	13.88
Safety	12.67
Aesthetics (floral, colorful, etc.)	11.76
Green and shade	11.56
Walkability	11.46
Maintain or increase property values	10.84
Decreased rats, mice, & pests	10.38
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Table 4 – Priority ranking

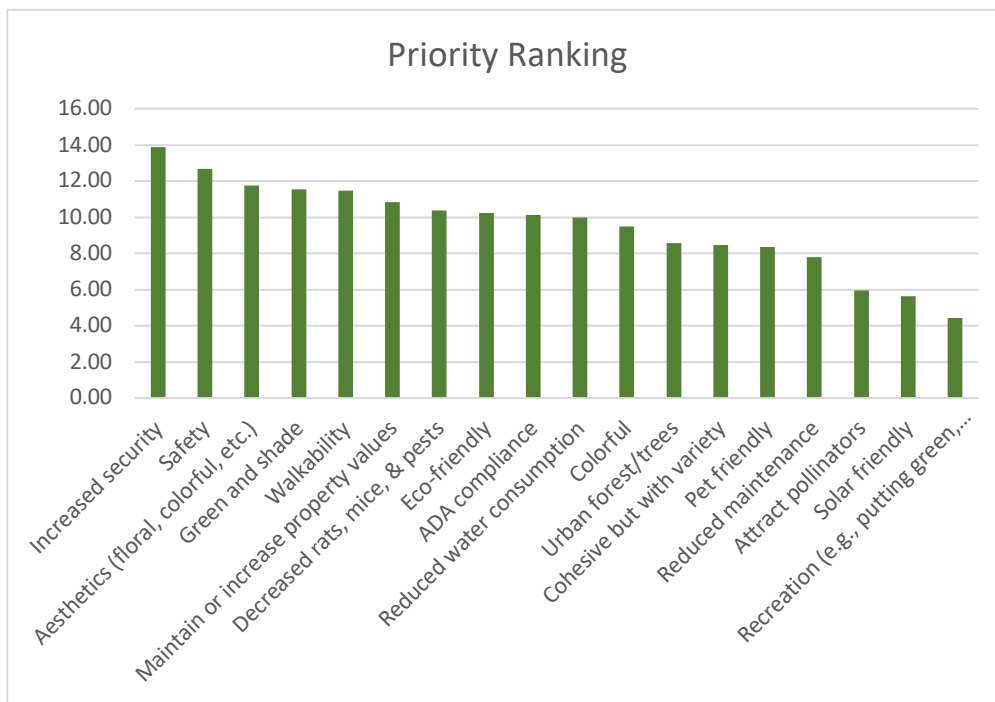


Table 5 – Priority ranking

Analysis

The results indicate a concern over security, health and safety with a strong preference to the aesthetics of the landscaping. This is consistent with comments received personally by committee members in offline discussions.

The results of this phase will be used to establish the requirements and specifications for eventual execution of any necessary landscape changes, updates, upgrades, or overhaul. It is important to note that lower priority Goals and Objectives will not necessarily be eliminated from consideration. In fact, they will be included in procurement documents. Priorities will take on stronger importance in later phase decision-making if and when cost or urgency may require scope tradeoff. It may necessitate lower priorities be done later in the implementation or eliminated.

Next Steps

Upon approval of the Phase Two Charter, the LRLDP will commence with Phase Two – Requirements and Specifications. This phase will establish metrics and provide detailed definition to the approved Goals and Objectives to prepare for consultation (Phase Three) with landscape professionals to evaluate the current common area landscaping relative to the established requirements and specifications.

RECOMMENDATION

The Landscape Committee has accepted the subcommittee report and recommends to the HOA:

1. Acceptance of the findings of the committee as described within this report;
2. Adopt the prioritized list of Goals and Objectives as established by the participating homeowners and as described within this report; and
3. Approve the Phase Two – Requirements and Specification charter authorizing the continuation of the LRLDP.

ACCEPTANCE

Landscape Committee Acceptance

The Campus Commons Village Four Landscape Committee hereby accepts this report and its findings and submits the report to the Campus Commons Village Four Homeowners Association Board of Directors for final acceptance and approval.

On behalf of the Campus Commons Village Four Landscape Committee:

Paul Stiffler,
Chair

Date

Campus Commons Village Four Homeowners Association Board of Directors Acceptance

The Campus Commons Village Four Homeowners Association Board of Directors hereby accepts this report and its findings. Upon acceptance, Phase One of the Long-Range Landscape Development Project is complete.

On behalf of the Campus Commons Village Four Homeowners Association Board of Directors:

Nancy Comstock
President

Date

APPENDIX A

Participation Roster

Campus Commons Village Four Landscape Committee

Paul Stiffler – Chair

Gary Slavit, PMP

LRLDP

Gary Slavit, PMP – Project Manager

LRLDP Phase One Committee

Gary Slavit, PMP – Chair

Kim Dagan

Eileen Lambdin

Jaklyn Moran

Paul Stiffler

Patricia Stradleigh

Sharon Vroman

APPENDIX B

Final Phase One Project Statistics

Budget Report

Original Project Budget: \$500.00
 Total Spent: \$ 85.67
 Cost Variance: \$414.33
 Cost Performance: 5.84 (favorable)
 Budget Performance: 94.16% under budget

Date	Vendor	Description	Amount	Paid By	Reference
01/31/20	FedEx	Town hall workshop flyers	\$61.17	PS	1-6
02/12/20	Dollar Tree	Pens for town hall workshops	\$4.31	GS	1-1
02/13/20	Target	Index cards for town hall workshops	\$2.08	GS	1-2
02/20/20	IKEA	Wall paper for town hall workshops	\$5.40	GS	1-3
03/03/20	Target	Blue tape for town hall workshops	\$4.34	GS	1-4
04/17/20	FedEx	Contact confirmation forms	\$8.37	GS	1-5
Total Phase Expenditures			\$85.67		

Assets purchased for Phase One were not all consumed and will be available for use for future project phases if needed.

Schedule Report

Planned Completion: 06/30/2020
 Actual Completion: 07/27/2020
 Schedule Variance: 27 days past original completion estimate

Delays due to COVID-19 were needed to develop and distribute the replacement survey for the third town hall workshop. The committee distributed a questionnaire to solicit and confirm contact information for all homeowners to facilitate maximum participation. The deadline to respond to the confirmation was extended due to poor response. This caused a further delay.

The Phase One charter established that getting high-quality results was of higher priority than meeting the initially established deadlines, so the decision was made to extend the phase deadline.

APPENDIX C

Goals and Objectives Glossary

The following are the definitions for the Goals and Objectives. These definitions are based upon the input received and discussion during the two live workshops. No additional Goals and Objectives were submitted from the online or hard-copy surveys.

In Phase 2 – Requirements and Specifications, operational definitions and more detailed descriptions will be established to ensure measurability and other specifics to determine if the Goals and Objectives are met.

ADA compliance – Compliance with all pertinent regulations defined under the Americans with Disabilities Act (ADA) in order to provide access as required by law.

Aesthetics – A pleasing visual appearance that may include color, interest, texture, and other such factors.

Attract pollinators – Landscaping that will attract desirable birds and insects that will help to keep the landscape healthy and prolific through pollination.

Cohesive and variety – Landscaping that while not completely uniform, flows in a cohesive fashion. Various parts of Village Four can have different looks and design, but those looks will flow and still have all of the common areas look as they belong together.

Colorful – There should be a wide-range of year-round color in the landscaping. This is connected to the aesthetics.

Decreased rats, mice, & pests – The landscaping should discourage undesirable rodents and insects.

Eco-friendly – Landscaping that is ecologically beneficial and reduces the need for chemicals, pesticides, gasoline-powered maintenance, etc., and appropriate trees and plants for the area.

Green and shady – Ample areas that provide shade for outdoor use.

Increased security – Landscaping that discourages criminal activity and promotes resident safety.

Maintain or increase property values – Self explanatory.

Pet friendly – Landscaping that is conducive to dog-walking or use by residents with pets.

Recreation – Is usable for recreational activity such as putting practice, picnicking, etc.

Reduced maintenance – Landscaping that reduces the need for professional maintenance.

Reduced water consumption – Landscaping that significantly reduces the amount of irrigation needed from its current usage.

Safety – Landscaping that minimizes the risks to residents and guests in terms of injuries such as trip-and-falls, slipping, etc.

Solar friendly – Landscaping that facilitates the use of solar panels for individual residence units.

Urban forest – Maintaining much of the trees currently within Village Four and ensuring their sustained health.

Walkability – Landscaping that facilitates a pleasant and comfortable walking experience.

APPENDIX D

Average Ranking Equation

The average ranking equation used to score the results of the prioritization survey is as follows*:

Ranking questions calculate the average ranking for each answer choice so you can determine which answer choice was most preferred overall. The answer choice with the largest average ranking is the most preferred choice.

The average ranking is calculated as follows, where:

w = weight of ranked position

x = response count for answer choice

$$\frac{x_1 W_1 + x_2 W_2 + x_3 W_3 \dots x_n W_n}{\text{Total response count}}$$

Weights are applied in reverse. In other words, the respondent's most preferred choice (which they rank as #1) has the largest weight, and their least preferred choice (which they rank in the last position) has a weight of 1. You can't change the default weights.

For example, if a Ranking question has 5 answer choices, weights are assigned as follows:

- The #1 choice has a weight of 5
- The #2 choice has a weight of 4
- The #3 choice has a weight of 3
- The #4 choice has a weight of 2
- The #5 choice has a weight of 1

We apply weights in this way to ensure that when the data is presented on a chart, it's clear which answer choice is most preferred.

* https://help.surveymonkey.com/articles/en_US/kb/How-do-I-create-a-Ranking-type-question

APPENDIX E

Prioritization Raw Data

The raw data from the prioritization survey results is shown in the table below.

Goal/Objective	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Total	Score
ADA compliance	4	1	1	1	4	0	1	0	1	1	0	1	2	0	1	3	1	2	24	
Ranking Score	16.67%	4.17%	4.17%	4.17%	16.67%	0.00%	4.17%	0.00%	4.17%	4.17%	0.00%	4.17%	8.33%	0.00%	4.17%	12.50%	4.17%	8.33%	243	10.13
Aesthetics (floral, colorful, etc.)	4	3	1	1	1	1	2	3	0	2	2	0	1	1	2	1	0	0	25	
Ranking Score	16.00%	12.00%	4.00%	4.00%	4.00%	4.00%	8.00%	12.00%	0.00%	8.00%	8.00%	0.00%	4.00%	4.00%	8.00%	4.00%	0.00%	0.00%	294	11.76
Attract pollinators	0	0	1	0	1	2	1	0	1	0	1	1	1	3	4	4	2	3	25	
Ranking Score	0.00%	0.00%	4.00%	0.00%	4.00%	8.00%	4.00%	0.00%	4.00%	0.00%	4.00%	4.00%	4.00%	12.00%	16.00%	16.00%	8.00%	12.00%	149	5.96
Cohesive but with variety	0	0	1	0	1	3	1	1	5	0	2	3	1	3	2	1	0	1	25	
Ranking Score	0.00%	0.00%	4.00%	0.00%	4.00%	12.00%	4.00%	4.00%	20.00%	0.00%	8.00%	12.00%	4.00%	12.00%	8.00%	4.00%	0.00%	4.00%	212	8.48
Colorful	0	2	0	1	2	1	3	2	3	1	0	1	3	3	2	0	1	0	25	
Ranking Score	0.00%	8.00%	0.00%	4.00%	8.00%	4.00%	12.00%	8.00%	12.00%	4.00%	0.00%	4.00%	12.00%	12.00%	8.00%	0.00%	4.00%	0.00%	237	9.48
Decreased rats, mice, & pests	0	2	2	0	2	2	3	2	1	1	3	1	0	3	1	0	1	0	24	
Ranking Score	0.00%	8.33%	8.33%	0.00%	8.33%	8.33%	12.50%	8.33%	4.17%	4.17%	12.50%	4.17%	0.00%	12.50%	4.17%	0.00%	4.17%	0.00%	249	10.38
Eco-friendly	2	0	3	4	2	0	0	1	2	0	1	1	3	0	3	2	1	0	25	
Ranking Score	8.00%	0.00%	12.00%	16.00%	8.00%	0.00%	0.00%	4.00%	8.00%	0.00%	4.00%	4.00%	12.00%	0.00%	12.00%	8.00%	4.00%	0.00%	256	10.24
Green and shade	4	1	2	0	0	2	2	4	0	2	3	2	3	0	0	0	0	0	25	
Ranking Score	16.00%	4.00%	8.00%	0.00%	0.00%	8.00%	8.00%	16.00%	0.00%	8.00%	12.00%	8.00%	12.00%	0.00%	0.00%	0.00%	0.00%	0.00%	289	11.56
Increased security	5	3	5	1	0	2	5	0	1	0	0	2	0	0	0	0	0	1	25	
Ranking Score	20.00%	12.00%	20.00%	4.00%	0.00%	8.00%	20.00%	0.00%	4.00%	0.00%	0.00%	8.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.00%	347	13.88
Maintain or increase property values	3	1	2	3	1	2	0	1	2	4	1	0	0	0	1	0	0	4	25	
Ranking Score	12.00%	4.00%	8.00%	12.00%	4.00%	8.00%	0.00%	4.00%	8.00%	16.00%	4.00%	0.00%	0.00%	0.00%	4.00%	0.00%	0.00%	16.00%	271	10.84
Pet friendly	0	0	1	2	2	0	2	2	0	3	2	2	2	2	0	2	1	2	25	
Ranking Score	0.00%	0.00%	4.00%	8.00%	8.00%	0.00%	8.00%	8.00%	0.00%	12.00%	8.00%	8.00%	8.00%	8.00%	0.00%	8.00%	4.00%	8.00%	209	8.36
Recreation (e.g., putting green, picnic areas)	0	0	0	0	1	0	0	0	1	0	2	4	1	1	1	3	4	6	24	
Ranking Score	0.00%	0.00%	0.00%	0.00%	4.17%	0.00%	0.00%	0.00%	4.17%	0.00%	8.33%	16.67%	4.17%	4.17%	4.17%	12.50%	16.67%	25.00%	106	4.42
Reduced maintenance	0	1	0	2	0	1	0	4	2	1	0	0	5	2	1	2	1	2	24	
Ranking Score	0.00%	4.17%	0.00%	8.33%	0.00%	4.17%	0.00%	16.67%	8.33%	4.17%	0.00%	0.00%	20.83%	8.33%	4.17%	8.33%	4.17%	8.33%	187	7.79
Reduced water consumption	0	1	2	3	4	1	0	0	2	2	1	2	0	3	1	2	1	0	25	
Ranking Score	0.00%	4.00%	8.00%	12.00%	16.00%	4.00%	0.00%	0.00%	8.00%	8.00%	4.00%	8.00%	0.00%	12.00%	4.00%	8.00%	4.00%	0.00%	250	10.00
Safety	0	7	2	0	1	5	1	2	0	2	2	0	0	0	1	0	1	0	24	
Ranking Score	0.00%	29.17%	8.33%	0.00%	4.17%	20.83%	4.17%	8.33%	0.00%	8.33%	8.33%	0.00%	0.00%	0.00%	4.17%	0.00%	4.17%	0.00%	304	12.67
Solar friendly	1	0	0	0	1	1	1	0	1	1	0	1	0	1	2	3	6	2	24	
Ranking Score	4.17%	0.00%	0.00%	0.00%	4.17%	4.17%	4.17%	0.00%	4.17%	4.17%	0.00%	4.17%	0.00%	4.17%	8.33%	12.50%	25.00%	8.33%	135	5.63
Urban forest/trees	1	1	1	1	2	0	0	0	1	4	3	1	2	1	0	0	4	1	23	
Ranking Score	4.35%	4.35%	4.35%	4.35%	8.70%	0.00%	0.00%	0.00%	4.35%	17.39%	13.04%	4.35%	8.70%	4.35%	0.00%	0.00%	17.39%	4.35%	197	8.57
Walkability	1	1	1	5	0	2	3	3	2	0	1	3	0	0	1	0	0	1	24	
Ranking Score	4.17%	4.17%	4.17%	20.83%	0.00%	8.33%	12.50%	12.50%	8.33%	0.00%	4.17%	12.50%	0.00%	0.00%	4.17%	0.00%	0.00%	4.17%	275	11.46