



**Siobhan Foster**  
**COO Village Management Services**  
**2018 – Present**

**Education**

University of Kansas, Lawrence, Kansas / Master of Public Administration  
Lake Forest College, Lake Forest Illinois / Bachelor of Arts in Political Science

**Accomplishments at Village Management Services**

**Customer Service Improvements, Cost Savings**

- Streamlined Sales and Leasing process for a 30% reduced turnaround time
  - Sales and Leasing
    - Added temporary position (membership financial advisor) for membership application review, income verification, assets evaluation, credit information
    - Enhanced resale application process by requiring only:
      - Credit report summary if FICO score 700+
      - First three pages of escrow instructions
      - Summary page of each investment account document reflecting date, account owner, account number and balance
      - Using DocuSign for board approval of resale applications
- Split unwieldy General Services Department into Landscaping Services and General Services departments to improve responsiveness, accountability and service delivery
  - General Services Improvements
    - Oversaw efforts to reduce transportation costs and implement improved bus route and specialized transportation efficiencies
    - Completed and implemented short range transit plan, recommended operational changes to Village Transportation system (effective January 2020) to increase ridership and efficiency while enhancing travel convenience, including redesigned fixed-route system, Journey paratransit system and Boost program operated by Lyft, saving more than \$30,000 annually
    - Privatized night-shift janitorial services (and negotiated with the union) at GRF facilities to focus primarily on cleaning Clubhouse 4 classrooms and restrooms at clubhouses for an annual savings of \$50,272 and a reduction of three full-time positions

- Landscaping Improvements
  - Number of landscaping tickets continues to decrease; a 35% decrease from 21,194 tickets in 2018 to an estimated 13,822 tickets in 2021
  - Landscaping director significantly improved resident-request response time and led important initiatives to save water and address community herbicide use
  - Privatized tree-trimming services (and negotiated with the union) to reduce long-term maintenance costs and employee liability while mitigating general liability by managing and scheduling tree trimming based on species growth rates
  - Advocated for purchase of tub grinder to convert landscape debris to mulch, resulting in cost savings of more than \$1 million/year and eliminating landscape debris haul away and disposal and mulch purchases
- Advocated for Maintenance and Construction Department reorganization by establishing assistant directors for facilities/engineering and maintenance functions

#### **Personnel Cost Savings**

- Developed voluntary employee retirement program for full-time employees in the 66+ age demographic designed to achieve payroll savings and restructure workforce

#### **Legal Fee Cost Control**

- Led review process and procurement of new labor-relations attorney, replacing long-standing, expensive, ineffective legal counsel; hourly rate reduced by \$200 per hour
- Adopted cost-containment strategy and resolved large backlog of employer practices liability cases dating to 2011
- Initiated and led competitive selection processes to replace and secure legal counsel for GRF Board of Directors; negotiated favorable contracts that reduced hourly costs and maximized “no charge” services

#### **Safe Work Environment**

- Initiated workplace-violence-prevention training for full-time employees
- Developed and implemented Community Center security plan limiting visitor access to private employee and board member work areas through access control technology and additional security services, resulting in increased employee morale and sense of workplace security
- Initiated VMS staff and board director interaction guidelines (approved by VMS board 4/3/19)
- Finalized VMS anti-harassment policy to provide staff with a work environment free of conduct that interferes with performance or creates an intimidating, hostile or offensive environment

### **Government Relations**

- Lead coordination efforts with Laguna Woods city manager to ensure Village interests are adequately represented in city affairs
- Led Village effort to oppose OCTA/Caltrans' proposed I-5/El Toro Road Interchange Project, including drafting of Village's comprehensive response to initial comments on the draft environmental document
- Coordinated successful lobbying effort to enact SB 754, resulting in savings of \$30,000 per election when appropriate

### **Governing Documents/Governance**

- Led legal counsel in preparing and coordinating amendment to agreement extension of GRF trust (recorded August 31, 2018)
- Supervised development of GRF amended bylaws (adopted January 21, 2021)
- Led search and retention of new inspector of election services
- Developed records retention schedule for VMS and three corporations to guide records management in accordance with applicable laws; recruited and hired record retention specialist
- Drafted GRF donation policy (adopted May 5, 2020) to provide guidelines for an effective process for accepting gifts/monetary donations in a responsible, transparent and accountable manner consistent with GRF goals
- Led staff support to Third Mutual initiatives to amend CC&Rs
- Leading effort to update VMS management agreement with three corporations, working with four board presidents, corporate counselors, boards of directors and CEO

### **Pandemic Management**

- Wrote and presented VMS request for coronavirus emergency protocol procedures during a March 2019 all-boards meeting, leading to authorization by CEO to implement appropriate measures to protect Village community and staff in response to novel coronavirus (COVID-19), pursuant to GRF, United and Third bylaws
- Administered implementation of temporary COVID-19 rules adopted by VMS, GRF, United, Third and Mutual No. Fifty on an emergency basis in response to the ongoing public health threat to members/residents from COVID-19
- Coordinated VMS response to reported COVID-19 cases among employees and in community ensuring necessary notification, disinfection and sanitation occurred to limit liability exposure to all corporations
- Managed development and implementation of conditional reopening procedures for each specific GRF facility to minimize liability exposure while safeguarding community
- Participated in comprehensive effort to thwart plans to lease the Ayres Hotel as a site for Project Room Key, an effort to house homeless citizens with COVID-19

## Revenue Generation

- Built relationship with Age Well Senior Services Inc. to identify operating efficiencies and reduce the Village transportation system overall cost, resulting in annual agreements for vehicle parking and fuel purchases that generate \$34,800 in annual GRF revenue
- Supported and facilitated MemorialCare sponsorship for Village's "wellness" fixed-bus route, generating \$35,000 in annual GRF revenue
- Implemented short-term leases with Arizona Pipeline for storage on GRF property, generating \$30,000 in annual GRF revenue
- Obtained \$76,772 through the City of Laguna Woods' COVID-19 face coverings reimbursement program, representing 100% reimbursement for the purchase of single-use and cloth masks between March 1, 2020, and August 31, 2020
- Spearheaded \$1.5 million request for reimbursement (pending) by City of Laguna Woods through a portion of its federal local recovery funds; identified expenses include sanitation supplies and equipment, computer hardware and software for remote/virtual work, vaccine clinic expenses, legal fees, industrialist hygienist services, etc.