

Resident Outreach Survey (Survey 1) Responses

Conducted by the Long-Range Planning Committee*
September 8-15, 2020

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Introduction

Background

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The Resident Outreach Survey (S1) was a formative survey that asked all residents three questions:

- What do you value or enjoy most?
- What ideas do you have for things that should change?
- What questions or concerns do you have about how things are done?

We asked these three open-ended questions in each of four categories: Operations, Infrastructure, Community/Culture and Other. (We later reassigned all responses in the Other category to one of the first three categories)

The survey ran from September 8 to 15. Eleven LRP members responded to the survey prior to the release date. During the survey period, an additional 60 residents (of 119 possible respondents) participated, giving an overall response rate of 55%.

In the midst of the survey period (September 8-15), the Association began a staff transition. Note that some of the responses in the Operations section about staff were provided before the transition and some just after residents were notified of the transition. We include these comments because we are committed to reporting every resident comment.

Coding Process

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A survey team of LRP (Cathy Lee Gierke, Victoria Tirrel, and Sharon Wilsnack) coded responses in two ways:

1. By category
 - a. Within each of the four categories, the responses were grouped by subcategories (Operations/Technology, Infrastructure/Amenities, etc.) and sometimes further parsed into sub-subcategories. (Infrastructure/Amenities/Garden Plots, Operation/Technology/Wi-Fi, etc.).
 - b. Some responses were further refined into even smaller topics (Infrastructure/Amenities/Garden Plots/Space Allocation).
2. By what the response proposed—LIKE or CHANGE:

- a. Like includes any satisfaction, praise or gratitude for the ways things currently are.
- b. Change includes anything else—ideas, questions, concerns or critical feedback.

At the conclusion of coding, the responses from 60 residents and 11 LRP members became 1,015 separate responses parsed into 164 subcategories.

Parsing Results

Because S1 asked for open-ended responses, parsing responses sometimes involved breaking a response into different points.

For example, the made-up response “I love my garden plot, but I really want a bigger one and don’t know how to make that happen” would be parsed into two responses: (1) “I love my garden plot” (a LIKE response) and (2) “I really want a bigger one and don’t know how to make that happen” (a CHANGE response). The LIKE response would go into Infrastructure/Amenities/Garden Plots, but the CHANGE response would go into Infrastructure/Amenities/Garden Plots/Space Allocation.

In the parsing, we were careful to include any context that was needed to understand the separated response. For instance, let’s parse this actual response: “The greenery in the front should be made more attractive & cheerful to attract prospective residents. We should hire outstanding professionals for that job.” It has two topics—the type of landscaping and the type of landscaping vendor.

The first parse is easy:

The greenery in the front should be made more attractive & cheerful to attract prospective residents.

(This is a CHANGE response in Infrastructure/Landscaping; it stands on its own.)

But the second parse is harder, because “We should hire…” doesn’t make sense without the first part. So where we’ve needed to keep the context to explain the response, we’ve put the context in [brackets]. When you see a response that includes text in [brackets], you know the bracketed text is in another category somewhere else and was repeated in the response to give you context.

[The greenery in the front should be made more attractive & cheerful to attract prospective residents.] We should hire outstanding professionals for that job.

(This is a CHANGE response in Infrastructure/Landscaping/Vendor; the words in brackets give context so the remainder makes sense.)

Report Contents

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In this report we have provided all S1 responses. In a few instances, in consultation with the Board, critical responses aimed at individuals or staff information that should be private has been redacted or updated. Redactions are marked in {curly brackets}.

The responses contained in this report are **residents' opinions that may be based on true facts or on misinformed beliefs.**

Report Organization

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[Summaries](#)

The first section of this report is a summarization, where we attempt to digest the overwhelming mass of responses and highlight major groupings of opinions, organized by Operations, Infrastructure and Community. In addition, Infrastructure and Community provide observations that are slightly different in content and format.

[Responses](#)

The actual survey responses are in the next section, organized by Operations, Infrastructure and Community. Although we started out with four categories in the survey, ultimately we moved all the responses from Other to either Operations, Infrastructure or Community.

[Comments](#)

A third section is for comments, which are responses that did not fit in either the Like or the Change category but in many cases were just comments.

[Next Steps](#)

In the last section of this report we talk about how LRP is dealing with the contents.

Response Summaries

The summaries are an attempt to pull the key points out of the piles of responses and to characterize the most important results with a brief summary of the responses or by choosing a representative response (or responses). Not all subcategories are included in these summaries, only those that rose to the top. To get a full picture of the actual depth and breadth of responses, you must read the actual responses. ([go to Responses](#))

In these summaries, the text is a verbatim response (as written by a resident) unless it appears in [brackets], in which case it is a summary of one or more responses. The symbol <> separates responses from different residents. LIKE and CHANGE responses in any category are separated under the category (see Amenities/Exercise Room, for example).

The number that follows the LIKE or CHANGE designation is a count of how many different responses made a similar point. It is important to note how many people made similar responses.

Note: Infrastructure includes an additional single page of observations about the responses and Community includes an additional two-page summary of observations backed up by specific responses. We want to give the residents the information from Survey 1 in a way that is as easy as possible to digest but that adds no interpretation.

Operations Summary

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Activities/Planning/COVID

Change – 4 – [We need to plan for activities during a long term covid to allow us to continue our rich cultural ambience -- more online options!]

Communication

Change – 1 – [Communication or written instructions are needed when new equipment is provided];

Change – 1 – [New equipment should be suited to the capabilities of a 55+ community (patio canopies)]

Change – 2 – [When work is being done, a clear notice of the work is important. A notice when it starts is needed. And follow up to say any changes as work proceeds, and notice when work is done.] <> Many times I cannot tell exactly what is happening and I have been chastised for not following directions when those directions were not correctly or clearly states.

Corridor Meetings

Change – 2 – [Corridor meetings are important. How can we encourage more attendance/participation? Hold them online (The new mics are really important!!)]

Exchange/Conflict (Conflict on the Exchange email group)

Change – 2 – [People can be discouraged from participation by others' rude behavior and responses. Do we need an ombudsman? A communication intermediary? How do we make communication safe?]

Paper

Change – 3 – [Some people are dependent on paper notifications of official emails]

Tech [editor's note: those are both technically easy]

Change – 1 – [Can high priority messages come out by text]

Change – 1 – [for urgent messages, Is there a way to call (or text) everyone at once, according to their preference, and leave a message?]

Tech / Transparency

Change – 5 – [Can we reduce paper usage by doing more online notices? Maybe a READ ONLY Coffman calendar that records notices and non-standard items for

each day? Work, special events, and the like?] [separate one for regular activities; and for room reservations]

Board

Change – 1 – [How do we ask questions during a Board meeting? Would like to ask questions about ongoing business as it proceeds]

Change – 1 – [I am not able to keep up with board activities. I am not getting updates.]

Engagement

Change – 11 – I would like to see more communication and information gathering before decisions and purchases are made on behalf of us. What are the processes? <> More transparency. <> we are all adults, and we pay substantial association fees, even though our aesthetics are not uniform and may not cohere to a single idea of excellence, we do need to have a voice in the process. We live here <> Any tendencies for discussions and decisions to be kept as the exclusive privilege of this or that committee should be reduced as much as is possible, consistent with reasonably efficient management. In governance, committees, and communications: the maximum of accessibility, transparency, and open participation by all residents.

Processes/Transparency

Change – 1 – Despite efforts at transparency, we are a complex enough community that it is not always clear what channels to use to express a concern or generate a discussion. Maybe we need some better processes or guidelines for discussion (probably after covid) in order to sustain our common life. We are a group of strong-minded folks, often accustomed to giving orders and expecting results. The give-and-take of public spaces in which everyone is respected and heard with the goal of finding common ground is something that must be practiced. But it does work!

Transparency

Change – 7 – What we value most at Coffman is the Community Spirit. To maintain or improve in this aspect can be stated in two words: Honesty and Transparency. Without these, there can be no trust <> There is a well-established gossip grapevine that perhaps comes from there being no consistent, reliable accurate flow of information from the Board and office. <> There should be a culture of transparency. Many of our committee chairs try to keep residents up to date by sending occasional emails, but this is not always the best way, because if all committees did it, it would inundate us with emails.

Rather, there should be a place on the Residents' Realm where one could see what each committee has been discussing or doing – a blog for each committee, if you like. <> Being a community, everyone should have the chance to present his/her opinion, especially when the project needs the expenditure of a

substantial amount of financial resources. It should always be mindful of the fact that the expenses are entirely borne by the residents. So, the decision should not be finalized by just the Board or some committees. In our case, this point is especially important. The residents are mostly in their 70s or more who rely on social security and own savings for their retirement. It is essential that their savings must not be severely reduced; after all, after the covid pandemic, the future is quite uncertain.

Community Name

Like – 4 – The name Coffman does not disturb me. Whereas his negative comments and behavior of the 1920s was not praiseworthy, he was a product of his time. I'm not in favor of changing the name.

Change – 32 – [change to Larpenteur address] [a range is represented, from wanting change, to wanting deferral, to wanting to explore the issues involved, to not wanting change.] It would be really good if we are able to address the name issue for Coffman. Some of us think it's important to change the name, although I expect that would require some legal advice and make changes to a number of our documents. I do think it is an important signal of our values if in fact we really believe ourselves to be democratic and open minded about cultural and racial differences. <> Exploring a change in name from Coffman was suggested, and I support that.

Fees

Change – 2 – Our association fees are already on the high end for a community with our amenities. With all the 55+ apartments that are sprouting around us, we'd be wise to do everything we can to stop the recent trend of annual fee increases. [This may mean some hard conversations. I like looking at the dining service,] and whether committees get funding. Or maybe most residents don't mind the increases, in exchange for these amenities. It just seems like an important topic to keep in mind as we do long-range planning.

Financial Management/Transparency

Change – 1 – It would be nice to know monthly what is in the reserve. <> **Online** access to accounting reports for all residents (or at least B&F)

Change – 1 – Ask for more **planning** paperwork for projects so we see what the budget is up front and know all the parameters. Does not have to be extensive. We could then create a section in the Residents Realm of our website where we post those plans <> I am concerned about how well we stick to our annual budget, and wonder how new spur-of-the-moment purchases are made.

Governance

Clarify Committee Structure & Process /Structure

Change – 15 – I wish there were better communication and collaboration between boards, committees and residents. Some projects might work better as a collaboration between committees or a taskforce across committees <> More clarification is needed regarding committee interaction. Who is responsible for what? When do they interact, etc. <> Committee structures should be democratic, not open to make it look like it is democratic but when decisions are made one person gets to make it. So more method, more system, more democratic involvement. I often have noticed decisions are being made about things the Board hasn't really talked about. All decisions should be made in the Board even if committees bring recommendations to the Board. <> It's very unclear how building projects arise, are planned, are approved <> more transparency please <> I would like to see B&G to be a committee or 3 heads dividing the job <> Lack of clarity about organizational structure <> I would like committees not to be run just by one person, but have at least four persons who give input and make decisions in each case. <> Who prioritizes the repair projects to be done? Is there a committee? There needs to be a committee for B&G & not just one person <> We can clarify the definitions of each committee's responsibilities. <> One weakness I have noted is that some committees' focus boundaries, as to areas of interest and responsibility, seem to overlap. <> Administration of the facility and its activities is uncoordinated, with poorly defined roles and responsibilities of various entities <> Lack of clarity about committee structures and functions, and how to get involved <> Develop and clearly communicate processes for a) information gathering from the community, b) decision making process by a committee or other entity (not one person), and then c) communication with the community about the decisions. <> Method, clarity, and openness of communication needs to be made better, particularly in Committee decisions and organization.

Rules (Clarification and equitable enforcement of rules)

Change – 10 – The rules for weeding and maintaining of the garden plots should be clarified and voted on by the Board. ENFORCEMENT should be by the Board. <> Ask a group to review all Board regulations for current accuracy, clarity, gaps, etc. <> Do we need increasing gradient of fines defined for rules violations? need an appeal process if we go this path fines would increase with severity of violation <> Are people held responsible for the damage they cause on the campus? (moving in+) <> Is there a checklist used during the move in/out procedure? Is that procedure followed? <> Also, the garden committee: there should be some sort of provision that limit the numbers of plots that one person can have.

LRP (long-range planning concerns)

Change – 1 – [Long range planning is not something we do systemically -- I think it is a cultural change that will require ongoing reminders of differentiation between

short- and long-term needs and planning.] <> Plan your work and work your plan. Too often plans that are approved by the Board and residents never get carried forward. While I agree that looking at long range plans from time to time is good, I don't like 'starting over' each time there are new folks on committees and on the Board.

Organizational Continuity (How do we ensure continuity?)

Change – 8 – [Organizational Continuity means keeping records, and keeping institutional knowledge, so we do not lose information and knowledge gained through the experience of our officers and committees. It includes documenting processes learned through trial and error for the benefit of successors (succession planning); keeping records of critical maintenance and upgrades (including furniture, paint, carpet, as well as mechanicals); it includes having a structured repository of that information, where we know where to find things. the following are responses concerned about these things:] <> Lack of continuity on committees and Board; <> How do we address succession planning in the administrative staff? In our Board members? In committee leadership? <> No succession plan for committees (and Board) <> Since we're charged with keeping institutional memory, how does that happen now and how can it improve? <> It seems true that as committee heads and members go off their committees, this now-history is just gone.

Orientation

New (Orientation for new residents)

Change – 12 – Perhaps all committees should have an opportunity to introduce new residents to committee opportunities. <> Based on the "Memo to New Residents" I was anticipating a designated mentor of some sort. It would be helpful as questions arise, regarding functioning within the community (i.e., replacing a light fixture, requiring an electrician, etc.).

Ongoing (Ongoing communication about how things work)

Change – 1 – [Many of the responses have to do with people not understanding how things work, or wanting to understand how committees, and maintenance decisions, and project planning, and project approval, any many things happen. Perhaps there is a need for ongoing orientation, even after people are no longer "new".]

Promotions

Change – 10 – [Gap analysis between us and the many other 55+ buildings in the area to determine where we need to improve or change]; [Misc suggestions on how to do promotions; engage more potential buyers on the approved list]; encourage younger residents]

Diverse (Promotions targeting increased diversity)

Change – 6 – [Misc suggestions to broaden promotions to a more diverse population]; [encourage younger residents]

Reserve Study

Like – 7 – [Much appreciation for having a Reserve Study]

Safety

Like – 7 – [Appreciation for the Health & Safety committee!]

Change – 8 – [Many responses on health and safety. Some quite divergent. Obviously needs ongoing attention from our excellent Health & Safety committee.]
<> One thing we could really use is a group studying and sharing really safe mask/shields/copper gaiters equipment. It seems obvious that we are going to live in a very risky world for at least two years and I would like to feel safe going out more than I do. One day someone at 1666 will get Covid, perhaps someone has already. Then we should feel comfortable with our equipment.

Sharper

Role Clarification (Clarification of what Sharper does for us)

Change – 10 – [It would be good to have Sharper take on more responsibility, but we need to remember that we need to do the oversight. We are the ones who know what we want and need, and we cannot expect others to know as well as we do. Do we do annual assessments of Sharper?] <> Clarify association relationship with Sharper. I thought Sharper was going to "take care of business" but they seem to defer to office. <> We should get clearer about what Sharper can do for us vs what we do ourselves. <> We should be willing to look at whether the resources we use are the right ones. Is Sharper doing good enough work for Coffman? <> Are we getting our money's worth with current mgmt company <> Are we getting our money's worth with Sharper

NOTE: In the midst of the survey period, the Association began a staff transition. The responses in the next two categories (Staff and Staffing) are a mix, with some received before and others after residents had knowledge of the transition.

Staff

Needs Assessment (Needs assessment of staff skills versus what we need)

Change – 2 – What services do we need in our front-office staff?

Mgmt (How are staff managed)

Change – 12 – Staffing and how that staff is supervised needs significant improvement. <> Who does oversight of caretaker work? How much time is spent? <> Is there a set of standards (principles) that is now used for evaluations? <> It's very important that we have a system of evaluation in place, so people we hire are accountable. I do not know that we have been successful in having an effective evaluative system in place for staff responsible for the office and building. It is important that we do that.

Recent Removal (recent staff removals)

Like – 4 – [support for the recent staff change]

Change – 10 – [criticism of the recent staff change--actual decision and communication method]

Staffing

Competency (Staffing competencies needed)

Change – 15 – The paid staff need to deliver fully on their job descriptions and need to use current management and office practices. They need to be accountable for the ongoing resident issues such as building safety, new resident orientation, keeping operational information current, knowing the field of retirement living so that this building is managed day-to-day in the best possible manner. <> Our office needs several roles--site management with technical knowledge, office management with a good grasp on efficient office work, good grasp on technological advancement for which some form of development needs to be built in, and also people skills to effectively offer the support ALL our residents can appreciate. <> Much of our office management has been sloppy and unprofessional. I hope the office will become a welcoming, efficient, helpful resource under new leadership.

Technology

Security

Change – 5 – [Better security using technology]

Wi-Fi

Change – 19 – [We should get building-wide wifi]

Schedule/Pay (using technology to schedule and/or pay for amenities or services)

Change – 4 – [Would like to be able to schedule rooms and meal online; would like to be able to pay online; display calendar online]

Change – 6 – [Sign-up for dining, rooms, etc should go online; we should pay online; have events online regularly]

Volunteerism

Like – 19 – [Much appreciation for volunteers willing to take on the work of the community]

B&G

Like – 15 – I think Jerry is doing a good job of dealing with all of the building issues & preventive maintenance.

Board; Committees; Governance

Like – 15 – [Appreciation for the people who volunteer to work on the board and committees, and all the work they do]

Power/Balance (Finding a balance with how much we ask volunteers to do)

Change – 2 – I sometimes wonder if we depend on one or two people a little too much and they are encouraged to take lead on everything. I do not believe that's a good strategy. Instead it is a way to concentrate power and it is not very helpful. I appreciate the work being done here by volunteers but let's figure out a way not to over stress anyone <> We have to be careful to just increase demands on volunteers to save cash. If we ask volunteers to do work that really needs to be done and that we'd have to pay someone else to do, we are not getting a true picture of what it costs to run our community

Staff/Balance (Are there ways staff can take on some of what volunteers do)

Change – 8 – Burnout among those doing too much for too long. <> ...Obviously it's important to have residents overseeing the operations of the building, but many of the volunteer oversight tasks amount, in essence, to full-time jobs. That's wrong. It's a huge imposition on residents, and creates unnecessary internal tensions and stress that should not be imposed on neighbors. Ideally, they would not be if this were a professionally managed building.

Welcoming/New (how well we welcome new residents)

Like – 6 – [Appreciation for the Welcome and orientation new residents get]

Change – 10 – Better job welcoming our neighbors and helping them feel at home here <> We need to do a much better job of welcoming new residents. There should be consistent materials in a welcome packet. There should be consistent (sic) meetings scheduled with volunteers. We should have some welcome videos about how to do things. There should be a packet all ready to go. Telephone calls and invitations to meet (socially distanced). Maybe corridor welcome parties. <> I wonder if we could do more to welcome newcomers. There are so many newcomers and I

feel I know very few of them. I don't even know their names. Maybe there could be a monthly list of the names and apartment locations in the Coffman Newsletter?

Infrastructure

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Infrastructure Observations

The following observations provide no frequency of response, just the general content. For frequency/weight, see the [more extensive summary](#) that follows or the [Infrastructure responses](#) themselves.

Amenities/Campus/Location

- Appreciation for location, campus, Library, the art collection, newsletter, sauna, garage and workshop
- Appreciation for the organics program and exercise room; improvement ideas
- Garden plots a plus, but questions/suggestions about how managed/distributed
- Several specific ideas for new amenities
- Dining service:
 - Presents a unique and valuable opportunity to socialize
 - Re-evaluate the current cost structure
 - Conflict among residents on this topic is wearying
 - Vendor performing well

Architecture

- Appreciation; specific ideas for changes/additions; investigate universal design

Decorating

- Would like to see changes in the decorating, specifically carpet, lighting and paint color; questions about priority and decision-making processes

Green Energy

- Investigate

Landscaping

- Appreciation; specific ideas for updates; concern/questions about how policy set
- Concern about lawn size and mowing frequency; alternatives to grass/plantings
- Questions about committee/staff/vendor balance in maintaining; vendor feedback

Maintenance

- Appreciation for preventive maintenance, including water abatement; ongoing concern about aging building, original construction flaws, rising costs, HVAC, ironworks, plumbing/leaks, elevators, heavy doors, garage floor and stairwell windowsills

- Need for professional oversight; want to understand Sharper's role
- Concern processes (checklists, etc.) be documented and managed in a systematic way; questions about bidding process

Spaces

- Appreciation for South Lawn, gazebos and garden.
- Questions/ideas about how space is used and how changes in use are implemented; Changes/improvements to Social Room, lobby, Dining Room, loggia, Arts & Crafts Room, Conservatory, patio, and office.

Infrastructure Summary

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Amenities

Dining Service

Community-Building

Like – 16 – I have found the dining service to be essential to our life at Coffman. It is not just a way to be fed, but has been a way for residents to get to know one another, particularly through corridors dining together. A way to facilitate the mixing different groups and helping residents get to know one another.

Change – 1 – the social function of dining together can be met in a variety of creative and less costly ways.

Conflict

Change – 7 – The negative views of a handful of people <> bone of contention <> a few vocal opponents should not keep on putting its very existence back on the agenda <> [residents] can be too vocal in their desire to eliminate the service.

Cost Structure

Like – 2 – I do not begrudge the fees we pay for it since the service offers significant opportunities for people for different reasons.

Change – 15 – [Best use of \$85K/year?; lesser assessment and user fee] <> meal prices are also low for how much food we get <> Those of us who do not eat at Coffman should not have to subsidize the dining facility. People who eat the meals should have to pay what it costs.

Meals

Change – 2 – We find the meals to be just OK. Sometimes less than OK. This has been true year after year, chef after chef <> I do not use the service typically because of my specific dietary needs.

Vendor

Like – 10 – I think Caroline is perfect for this place <> Dining Committee did a wonderful job choosing a chef

Exercise Room

Like – 6 – It is good that we have opportunities for self-managed Health and Wellness Services <> I really like playing ping pong and inviting friends to come here and play

Change – 6 – A bit dark and dated <> remediate the mold and mold smell <> uninventing and poorly ventilated <> repurpose a bathroom/shower for more space <> move to Social Room <> conduct resident equipment survey

Garden Plots

Allocation

Like – 11 – [Gardens good; attraction for buyers; also good socializing space] emotionally satisfying and fresh veggies! <> Kudos to the Garden Committee.

Change – 5 – [How get plots, disparities in size/number; personal investment in rebuilding; assn manage?]

General

Like – 21 – [art collection a plus]; The Coffman Newsletter is a "gem"! Kudos to Barb G. & her committee!; [amenities of condo living a plus]; Keep the sauna if possible <> an amenity I didn't find in other communities; [underground heated parking is great]; Good to have the well-equipped woodshop/workshop for construction of items, as well as for borrowing tools for minor jobs in our units.

Change – 10 – [multiple ideas for new amenities; ideas like car share program, campus bus stop returned]; Continue ongoing maintenance of the wildflower woods and natural rain gardens

Library

Like – 27 – [fine library, experienced retired librarian/media specialists, more funding, has depth and breadth, a place of peace, unique, real gift thanks to retired librarians!]

Change – 1

Brief intro or comments/opinions about the book or a link to a website; [book reports]

Recycling – Organics

Like – 5 – I'm grateful organics disposal has begun. That's wonderful

Change – 4 – [Need clear instructions; want transition to truly compostable packaging]

Architecture

Accessibility

Change – 3 – Evaluate universal design opps <> What are the accessibility challenges <> building evaluation done by occupational therapists/designers/architects

General

Like – 6 – [Love building layout, grounds, common areas, variety of floorplans, Palladian architecture uniqueness a selling point; layout keeps corridor lengths short.]

Specific Ideas

Change – 4 – A metal canopy over the front drive up area [light & airy] <>
Remove the cages on the first-floor apartments (they are a fire hazard!) <>
Replace first floor gates with a building-wide security system.

Campus

Grounds

Like – 24 – We live in a beautiful garden. [spacious grounds, safe neighborhood, walkable, natural beauty, adjoining park; museum, St. Paul campus, views, gazebos, south lawn, golf course, surrounding green space, birds and animals]

Location

Like – 29 – The setting is number 1! [U campus, shopping/amenities; nature but close to downtowns; bus, clinic, cultural activities; downtown St. Anthony Park, state fair, farmer's market, golf course summer/winter activities, Grove Park.]

Change – 1 – Possible loss of golf course; development could bring more traffic and noise.

Decorating

Carpeting

Change – 8 – [carpets shabby; need replacement; not enough resident input on selection of new carpet; change Social Room to hardwood]

Lighting

Change – 2 – Lighting does not meet many of the current codes for a building such as ours <> garage poorly lit <> Old-fashioned dim lighting in hallways with old fixtures

Other

Change – 6 – Most residents want to see updating and redecorating <> Make the building more welcoming. light colored & cheerful, not dark & depressing. <> I disagree with the previous AIC in redoing the dining room & furniture while lots of expenses are needed for more urgent issues (boilers, etc.). I guess operation is more important (of higher priority for expenditure) than esthetics!

Vendor

Change – 1 – Hire good design people

Green Energy

Change – 3 – What building systems are not as green as they could be? <> solar/wind power?

Landscaping

General

Like – 3 – [Large area, good mixture of trees]

Change – 14 – [general improvements; clean up wooded areas; seating under trees; more trees; trees need to be cut back; variety of ideas; locations of invasive species and weeds; flowers: more color; better design]

Lawn

Change – 4 – [Too much grass; too much mowing; more alternative plantings]

Process

Change – 2 – [have committees coordinate landscaping plan; how to set lawn policy]

Vendors

Change – 3 – [Hire gardening service for improvement]; SOS specializes in over mowing and overblowing

Maintenance

General

Like – 11 – Funds spent on preventive maintenance is money well spent.

Change – 28 – [aging building, constant maintenance/replacement/updates; are some systems are nearing “end of life” status?; effect on property values; think long term and plan for needed upgrades and repairs; quirky systems troubling; building and systems poorly constructed and maintained; need professional oversight; rising costs; fear of spending money; maintenance must trump personal opinions]

Process

Change – 10 – Do we have an annual maintenance project punch list? <> I would like to see a more strategic plan for building wide maintenance and facility management. I would also like to see a better maintenance management system. <> What is the role Sharper plays in developing and maintaining such a program?

Specific Systems/Issues

Change – 17 – [HVAC fragile, antiquated; not very energy efficient]; ironworks: Significant rust spots developing <> Year after year there are serious, costly leaks and breaks in the plumbing <> [elevators; heavy doors; basement floor repair; stairwell windowsills rotting]

Vendor

Like – 1 – [Justin & crew were great!]

Change – 1 – [are bids competitive?]

Water Abatement

Like – 2 – So happy we are finally dealing with water issues systematically and hopefully for good.

Change – 2 – [Opportunities for future building moisture remediation] including landscaping

Spaces

Conservatory

Like – 2 – I value the Conservatory <> the conservatory is a charming room

Change – 1 – Open doors/windows for conservatory for fresh air.

Dining Room

Change – 1 – more spaces for informal socializing—why not repurpose part of dining room?

General

Like – 2 – I appreciate the efforts made by committees to improve living spaces including the decor, dining room service, the garden room <> I love that we have community spaces.

Change – 4 – [general ideas to do with hallways and kitchen; several ideas to open lobby to more light and more flow]

Ideas for Specific Spaces

Change – 7 – Loggia very shady and pleasant but no place to sit down and spread out <> Add chairs, lighting, screening from lot in a few of the loggia arches <> front porch has no function <> Convert arts and crafts into a business center with group workspace, etc.; [Social Room: parquet floors; comfy chairs; suitable for dancing in the Social Room; Chairs and tables on balcony]

Office

Change – 2 – Office space and design shameful testimonial to the lack of respect we've given to staff who have to work there.

Patio

Like – 2 – STRENGTHS Our “backyard” patio and gazebos

Change – 3 – [always too sunny; implement unified patio plan as an organic extension of the building design; living space with places for eating, meeting, relaxing; committees work together]

Planning

Change – 2 – [How much common rooms utilized; space audit;] periodically we will need to rethink what we need community spaces for as a community.

Socializing

Change – 4 – Lack of informal socializing space <> comfy chairs and sofa; more tables/chairs outdoors in both front and back.

Community Summary

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Community Observations

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In the area of Community/Culture survey respondents particularly **liked** the following:

1. The social, cultural, and intellectual activities that Coffman held frequently prior to the COVID-19 pandemic. Typical responses included:
 - a. I liked to visit with people at the Saturday Coffees when we have had them.
 - b. (I liked the) informal gatherings such as coffee hour and evening wine.
 - c. When we can do this again, I welcome corridor dinners, where you are assigned a seat with people from other corners of the condo.
 - d. I love the vibrant community life – lectures, discussion groups, movies, and shared celebrations. We are an unusual community.
2. Characteristics of fellow residents:
 - a. Everyone I've met informally is very friendly and helpful.
 - b. (I) have found residents respond well to questions I have.
 - c. I love the interesting collection of people who have chosen to live here.
 - d. I value the way neighbors are friendly and caring, and that they respect their neighbors' privacy.
3. The fact that Coffman is an “independent living facility” – not an assisted living facility or a skilled nursing unit:
 - a. As an independent living community no one is obligated to participate in activities but being a participant surely adds to the enjoyment of living here.
 - b. I worry about friends and neighbors in declining health. . .I am pleased they can stay with home health care, etc.
 - c. I think we need to define “independent living” as including some residents who are hiring and receiving some regular care from professionals or from family. . .Being part of a community is so important to health, physical and mental.

Survey respondents also had a number of suggestions for **changes** they would like to see:

1. Activities that could be added include:
 - a. A regular exercise program (of the sort that Mag had implemented pre-COVID).
 - b. Group sports, (including) leagues that could challenge other residences in soccer, bocce ball, bowling. . .

- c. Table tennis is an aerobic sport...that helps to improve both physical and mental wellbeing...and can be a lot of fun.
 - d. Organized paddling? Biking? Dance invitationals, or excursions. Camping? International travel?
2. A number of respondents felt that we should define more precisely what we mean by “independent living.”
 - a. (I note that) Coffman accommodates people with limited physical abilities.
 - b. We do want this place to be viewed realistically as for independent living, meaning that if inquiries about moving here come often from persons in their mid-eighties, who may require considerable outside assistance, then that situation should lead us to express clearly that relatively short-term stay with such assistance is not in the best interests of this residential culture and history. A quasi assisted-living arrangement goes against what we have been and seek to continue to be.
 - c. What we need to decide is what we are. And those are hard choices. That definition has to agree with what we have the facilities to provide. So we need more clarity about those things so people can decide if this is truly a place for them to move into and/or to help residents have more clarity about when it's not appropriate to live in the community as we define ourselves.
 3. And several respondents felt that Coffman should become more “diverse.”
 - a. Diversity: I would like to see us recruit or show openness to those of Hispanic and African American heritage. I admit, how we do this, I don't know. Maybe have more of the outside speakers and musicians from these groups?
 - b. I worry about the whiteness of our building. Why has it stayed this way over the long-term? Are some folks feeling unwelcome or threatened?
 - c. Also, in these days of racial reckoning, just wondering why no African American folks live here, and don't know that any ever have.....wondering why?
 4. Coffman's role in the local community.
 - a. (We) don't want any passing through on fire lane; very careful about private property.
 - b. (We must) control our private road access for safety, noise, and privacy.
 - c. How do we establish a more positive role for Coffman in the local community? What should this role be? Do we have anything to offer the community?
 - d. (We) don't have a particular role in the neighborhood that gives us a particular or special identity.
 5. And how does Coffman return to the sense of community that many residents feel it once had while still coping with the demands for isolation imposed by the COVID-19 pandemic?
 - a. Much of this sense of community (that once characterized Coffman) has dissipated in the last few years.
 - b. Trying to get a participatory democracy is always hard. There will always be people who don't want to chime in, except to complain. So it does seem that a few people are bossing everyone else around.

- c. (When) I moved here I was startled to meet people who have lived all their lives within an easy walk of this building. Obviously, because Coffman is affiliated with the U of Mn, that possibility should have been self-evident. But, because my own life has been so different, such insularity was startling. Sure everyone here has traveled a lot, but the "cozy hive" quality of the place is odd to me.
- d. It is important that in resolving disputes we exercise humility and respect, avoidance of quick & easy solutions to questions that have complex implications. Better to ask questions than to have the confident easy solution.

Community Summary

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Activities

Like – 26 – [extensive praise for all kinds of activities]

Change – 19 – [ideas for how things can improve]

Culture

Change – 1 – The current culture is somewhat toxic.

Diversity

Like – 1 – Pleased that diversity is acceptable/valued--e.g. regarding all manner of social values, etc.

Change – 7 – [worry about lack of racial/ethnic diversity; ideas for recruiting] <> I am concerned that what we are not doing is making Coffman attractive to younger and more diverse seniors. A greater mix of ages, ethnicities, identities would be ideal and is desired.

Newcomers

Like – 6 – I think we did pretty well welcoming newcomers at one point but I haven't done it myself in a long time so I don't know what is happening now. <> When we arrived we were assigned a mentor who "showed us the ropes" and clued us into community norms. That was great. I hope we still do that for newcomers. <> Welcoming new people in the Sat morning format was a good thing, just formal and informal enough. <> Everyone I've met informally is very friendly and helpful

Residents

Like – 21 – [residents are great, helpful] <> The community, even in the days of covid, is welcoming, engaging and a lot of fun. I feel safe and valued. <> It goes without saying that we have treasures of many generations.

Role in Local Community

Change – 8 – How do we establish a more positive role for Coffman in the local community? What should this role be? Do we have anything to offer the community? <> Don't have a particular role in the neighborhood that gives us a particular or special identity. <> I worry that some see Coffman as a "country-club" group.

Values

Like – 4 – I love Coffman's sense of community <> The community is the top draw for living here at Coffman. We are like a village and respect each other.

Change – 5 – Much of this sense of community has dissipated in the last few years <> we need to "THINK COMMUNITY" often enough to make things good for us ALL, and not only think of OURSELF" only of what I like or what is good for me. <> the "cozy hive" quality of the place is odd to me.

Communication

Change – 9 – Face to face conversations are essential to community building. <> Living in community requires compromise and flexibility and respect! <> There is a well-established gossip grapevine that perhaps comes from there being no consistent, reliable accurate flow of information from the Board and office. <> Coffman e-mail Exchange serves an important function as a community bulletin <> Do we need rules for every little conflict that comes up?

Independent Living

Like – 3 – I think we want to define "Independent Living" as including some residents who are hiring and receiving some regular care from professionals or from family.

Change – 8 — We need more clarity so people can decide if this is truly a place for them to move into and/or to help residents have more clarity about when it's not appropriate to live in the community as we define ourselves. <> If residents are physically and mentally healthy when they enter, what happens when residents can no longer live independently? <> I sense a small undercurrent of agism, or perhaps age phobia. There is an amazing record of longevity in this building, which is at least partly due to the stimulation and support we receive here through various stages of life.

Volunteerism

Like – 4 – [general appreciation for Board and committees]; I do like that Coffman is run by the residents and that we are self-determined as far as cultural events, dining service, building decor and maintenance, etc.

Responses

(go to [Summaries](#))

Operations Responses

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Activities/Ending – Change – 4

1. There are areas of committee management and administrative practice that have not changed in a long time. I recognize and do respect the hard work people have been doing for years, but I wish some "this is how we always do it" would change. A petty example is the one year I tried to help with holiday decorations--- -people came behind me and rearranged the items I put up, because "this is how we do it." I moved on to other volunteer options, and that was fine.
2. As part of this process maybe we will have the will to discontinue doing things just because we've always done them or done them in a certain way.
3. We don't have a way of sunsetting things (like lecture series) that we've established. We don't recognize that interests decline to a point that is not worthwhile.
4. How can activities et al that no longer work (like some lecture series) be discarded?

Activities/Planning – Change – 3

1. Lecture series and other activities that are good and not terribly expensive but require large amounts of volunteer time to administer and in some case there was a founder of a series or activity who saw a need and worked to meet it but current residents don't share same vision or importance and it may be something enjoyed by groups of residents at different times but it requires a lot of volunteer time relative to the service provided. It's very hard to ask someone to come and speak, give up several hours of time, and then only 20-25 people show up. Often we think we're being nice by asking them to cocktails and dinner, when that's just more uncompensated time. In the organizing I've done for events, I think there is 1 hour of volunteer time for every 2-3 people in the audience. There was no internet or other media when programs were set up but today there are other methods of getting information that are more flexible in people's time and topic. We could have a new system where we run Ted talks in the social Room and have discussion groups afterward. We wouldn't have to spent time on brainstorm who to invite, inviting them, meeting them at the door, all the social stuff.

2. I think we should have most of the art/woodworking/creative activities but adapted to Covid 19 that would have to involve fewer people but maybe we might get in-house teachers. Teachers must be paid, out of the money paid by students. For example, a book-making class with three students separated in our classroom. Then a second and third class with the same teacher. Supplies should be included and purchased online so as not to risk our residents. Or jewelry making or beading or repair.
3. Whatever we can do to induce residents to be participants in creating the activities we enjoy should be done. That is, notwithstanding the age range of most of us, we could benefit from some active involvement rather than seclusion and isolation from the many exciting group phenomena that is our custom here.

Activities/Planning/COVID – Change – 4

1. Effort should start to get support new programs for engaging the community without exposure to COVID-19. This might include recording presentations and making them available on an internal website or blog or something.
2. Health and safety concerns have shut down many ongoing programs and activities. Creating alternative program and event plans to achieve similar intellectual or social results has been too slow to develop.
3. We need to arrange sites and activities for the winter months when we cannot be outside. One suggestion: dining room bag lunches for the 10 or 12 who can come at social distance and who sign up in advance.
4. Community service: Our life now is very cloistered, and understandably so; but we should still try to offer more opportunities for outreach into the community. After Covid, I'd like to see more speakers from Roseville or elsewhere to educate us about the community surrounding us, and offer opportunities for participation in anti-racism or other work, to those who are interested.

Address – Change – 1

1. Location of entrance is unclear (address Coffman; enter on Larp)

Committee – Change – 1

1. Short meetings are best!

Committees/Communication/Exchange – Change – 1

1. TO be honest, I wish that issues like tents, heaters, were handled by committees and people interested in the issue, rather than via email. I find email a terrible forum for discussion, and thing that could be well handled in a ten-minute discussion can blow up for weeks on end via email.

Communication – Like – 7

1. The ease of communication via email.

2. I have lived here for 13 years and discover that the informal discussions add greatly to my insight and understanding of Coffman happenings. I have found that a single discussion or organized meeting can clarify reasoning behind decisions.
3. Appreciate Sharper updates whenever they draw on our accounts - assessments - received in email.
4. I do appreciate the e-mail communications, even when I am snow-birding down south. I don't need to know that the west elevator is not working or the water is turned off, when I'm not there, but I never automatically delete the messages, and I like a message from home.
5. Great communications from Board and committees, and from Sharper.
6. Regular communications.
7. Other the past several years the Board has done a good job of email communication with residents.

Communication – Change – 3

1. Provide clear concise messages to residents to avoid confusion. Always provide timely follow up messages (like task completion) to earlier email messages to the community.
2. Required communication during this Covid period seems to suffer - fewer face-to-face contacts occur and email has its limitations for quick back-and-forth exchanges.
3. When purchasing, ensure that the requirements for installing and using new equipment or furnishing meet the needs and abilities of retirement age community members. NB: A couple of unfortunate recent examples include the new gazebo screen and tents purchased suddenly with apparently little thought about how residents might be able to use them. And sadly this purchase has been followed by blaming residents for not being able to navigate the new items well.

Communication/Board – Change – 2

1. We should make clear how questions are to be presented at the board meeting. Having questions before the meeting does not allow for discussion of issues raised in the board meeting. Can we define some way for questions to be allowed during the board meeting?
2. I have not kept up with board decisions recently - am not getting an email summary of board decisions or discussion.

Communication/Conflict – Change – 2

1. How can we make it safe to bring up tough issues? What is the line the community/Board has when there is a conflict between individuals?
2. There is a history of committee/Board members getting pissed off about lack of support for their work/opinion and then quit and won't continue to be a resource.

Need to find a way to stop that from happening and to bring those talented folks back into the fold.

Communication/Corridor Meetings – Change – 4

1. The corridor meetings are a good idea. If we can get better participation, we would get more ideas from people and foster camaraderie.
2. Corridor meetings should help to spread info, but some have difficulties hearing.
3. We could hold corridor meetings online.
4. I think this survey is a good way to get more participation.

Communication/Engagement – Change – 13

1. It appears that the best way to heard or listened to is to be on a committee or on the board.
2. I appreciate that we have neighbors who are interested in leadership for financial and administrative management at Coffman, and I would like to see more communication and information gathering before decisions and purchases are made on behalf of us.
3. Some decisions need more input from all residents even if that slows the process. It's the squeaky wheel that gets the grease. Fortunately we're in a community of individuals who are not afraid to speak up, that is, lots of squeaky wheels. Are there individuals who are not heard?
4. Need clarification about how/when residents are involved in decision making. For example, While I'm glad we moved on organics recycling, it represents an added expense and I fear residents may underuse or misuse such that costs outweigh benefits. Maybe residents should have been polled on how likely to use prior to committing to change of service.
5. Discussion and collaborative decision making would work better than the bright idea of a single person.
6. Big expensive projects are often in the hands of a few such as the AIC. They have carried on well but have a huge responsibility that needs to be shared with the community before final decisions are made.
7. Inclusive decision making
8. More transparency by the board and governing committees. Please INFORM US about personnel changes.
9. I have not seen any descriptions of processes for communication or decision making for the various committees. They may exist but are not widely referenced. The practice of operating as if we all implicitly share a single frame of reference for living here, clearly is not working and is frustrating and invalidating of those of us who live here. While this is not in any way a condemnation of any persons involved, past practices such as those recently illustrated by AIC decision making about carpeting demonstrate a practice of decision making that is opaque and infantilizing of residents. Since we are all adults, and we pay substantial association fees, even though our aesthetics are not uniform and may not cohere

to a single idea of excellence, we do need to have a voice in the process. We live here.

10. How can we make explicit the assumptions that infuse the operations of Coffman, discuss and adjust them to be more transparent and collaborative, and do this with care and compassion for all of us?
11. It seems like a lot of decisions on the various committees are being made and the residents are uninformed afterward, when it's too late for comments and input.
12. Any tendencies for discussions and decisions to be kept as the exclusive privilege of this or that committee should be reduced as much as is possible, consistent with reasonably efficient management. In governance, committees, and communications: the maximum of accessibility, transparency, and open participation by all residents.
13. Asking questions usually sheds insight and understanding. Since committees give so much input to the running of Coffman, it makes it so much easier to talk to and give feedback to decisions. One example of this was the appraisal of new carpets to be installed. Members voted that the carpet choice was too dark. New carpet choices are being reappraised presently by AIC.

Communication/Exchange – Like – 10

1. The Exchange email system is very good, where people can exchange all kind of materials/opinions/suggestions and pictures, fun stuff. Hope to see more exchanges in the mail.
2. The Exchange email system is very good, where people can exchange all kind of materials/opinions/suggestions and pictures, fun stuff. Hope to see more exchanges in the mail.
3. Really appreciate Victoria's email on the interchange explaining the Reserve Study & how things are done.
4. Is there a way to "Unsubscribe" from the group email, if we decide we don't want to participate? [question]
5. The Community email has been used by many as way to communicate. However, many of the responses seem as if they should/could be sent personally, instead of to the group. Those email chains get to be very long! (Personal opinion.)
6. Every once in a while some extremely ugly emails rush around. I personally wouldn't make any suggestions for fear of receiving one of those responses. I actually have a fairly tough hide, so I think there were a great many people who will not make any suggestions for a long long long time. If ever. Maybe we need a really anonymous system for making suggestions. But that has its problems too. Do we need an ombudsman? The really annoying thing about those ugly emails is that no one felt even the remotest instinct to apologize. In fact, those ugly emails left me, as a member of the not-in-the-loop residents with the nasty impression that one or more of the email authors has had something to do with [the recent staff transition]. Sometimes not knowing can be much more dangerous than knowing.

7. The debacle of the negative responses to Barbara Woshinsky's suggestion for outdoor heaters on the patio was so inappropriate. Do we need more frequent reminders of Netiquette procedures? Changing human nature is a tall order. Some people share their thoughts before engaging their brains.
8. Communications: the "interchange" on the internet seems like a good idea until the last couple of weeks. Hopefully all residents will be informed that residents can't just put things up in common areas and go on the interchange for "ideas and discussions"!
9. Have gotten concerned about how to achieve additive (e.g. Canopy Tents to test shade ideas) without a flurry of misinformation prompting a collection of distressed responses.
10. The two listservs we use are confusing. Official business dealing with committees, board meeting and decisions, general announcements from the office, or dealing health issues etc., should be on the coff-res@umn.edu. The exchange@1666coffman.com should be used for announcements/messages that do not have to do with the running of building, committees, etc. I find residents are not clear on the distinctions between the two. Also the long discussions using these listservs are confusing. The topic and the different replies become mixed up.

Communication/Paper – Like – 1

1. I/we are grateful to have Board minutes printed and sent to residents.

Communication/Paper – Change – 4

1. Communication/notices using different formats, e.g. email, PAPER (capitalized and underlined) copy of notices (for those of us who have hard time reading on computer screens)
2. No questions that couldn't be answered via email or telephone. There are people who don't use email or telephone, but they could be notified of an event by a door mailbox message
3. I think we stop using so much paper to communicate e.g. the budget. How many people actually read it? I understand that there are about 5 people who don't have email. We should provide paper communications to those 5 people and anyone who wants to continue to get paper. But anyone else should be allowed to opt out of the paper and get electronic copies.
4. Instead of sending paper to each door, have an OPT-IN – everyone gets materials electronically, but can ask the office to send paper. This must be especially requested, not assumed. This assumes everyone can get the doc electronically and print them themselves.

Communication/Tech – Change – 6

1. I would like to see a "Google calendar" that we could all access (read only) that would list all meetings (time and place) as well as other events. This could also

note days when impactful maintenance occurs. UMN employees all were expected to use this tool and I found it was extremely helpful. It's likely that community participation would go up.

2. I think we're terrible at communicating to the community. The newsletter is great but it should not be the official channel. There should be a planned effort out of the office to give professional weekly updates. Maybe set up an intranet site so that people can have their browser set to the Coffman residents' "HOME PAGE"...here's what's happening today at Coffman. Even better yet if these pages can show up throughout the building on monitors. iPads in the elevators, etc.
3. The newsletter is not intended to be an operational tool. It's a way of communicating resident issues. A weekly communication about the upcoming work plan for the coming week could cut down on the constant stream of urgent-appearing messages that seem to come almost daily from the office. Often one message cancels out the message of one received minutes before, implying a rather chaotic situation that is disturbing to residents and does not build trust in the processes of daily operations.
4. I wish people were more willing to use Facebook or similar platforms (Next Door?) for communication. I really dislike the constant emails, some of which are high priority and apply to me, and some of which are irrelevant for me. And social gatherings could be greatly facilitated by use of Facebook's events feature. High priority notices about water or power outages should come by text. We are really not taking advantage of the extraordinary communication options represented by cell phones and software. I understand that some older residents don't want to learn new technologies, but if we support that attitude, we will always be years behind the available technology. And this will frustrate newer/younger members of the community.
5. One possibility: A computer screen, perhaps near the mailboxes, displaying the events of the day, and additional near-future events if there is space on the screen. It could be a special and restricted version of our web page. After activities resume, this might help in recruiting new residents by showing visitors how much goes on here.
6. Set up an alert system (digital and otherwise) where for really important stuff, people get a text or urgent email, or they get a phone call.

Communication/Transparency – Like – 12

1. The approachability of the board and their efforts to bring transparency to the decision-making process.
2. I thank and appreciate the Board sending out planning, decisions & communications -- time consuming and tremendous effort.
3. One incident which I think steered some of us in the wrong direction (against transparency) was the recent leak of preliminary plans for major renovation of the exercise room, including destruction of the mural, removal of the hair salon and moving several walls. This created some consternation among people who didn't know it was preliminary and thought the condo might have committed to it,

without general discussion. Some people concluded that it was the release of the plan that caused the problem, that the committee should have kept its discussions secret until it had agreed to an official recommendation. I think this is the wrong conclusion -- the problem was not caused by the early release of information, but by the fact that it was kept secret. They wouldn't have had to release all the detailed plans, but the blog should have mentioned that renovations were being considered, up to the removal of the hair salon and the removal of the mural. It might have been inconvenient for the committee to deal with negative feedback, but they would have had to deal with it eventually anyway and knowing the reaction might have helped them make their final recommendation more acceptable.

4. Have all committee chairs give weekly status of their committee, to minimize surprises to residents. This status could be via email or perhaps print. Have the board give weekly status of key projects, to minimize surprises for residents. This status could be via email or perhaps print. Hopefully, later be able to go back to live board meetings for better resident attendance.
5. It seems now that there is a choice between almost no information at all and the detail of the RS which is overwhelming and cryptic enough that it needs some explanation. It would be useful to have either a document or a recorded presentation in which it is presented in more general terms so that the existing and new residents could understand the basic issues of what we face without getting into the detail of the interior of the elevator versus the hoisting mechanism. Without getting into minutiae I think people would appreciate having an overall outline/framework grouping the sorts of physical infrastructures problems with what we will face without making them drink from a firehose.
6. There should be a culture of transparency. Many of our committee chairs try to keep residents up to date by sending occasional emails, but this is not always the best way, because if all committees did it, it would inundate us with emails. Rather, there should be a place on the Residents' Realm where one could see what each committee has been discussing or doing -- a blog for each committee, if you like. It could have the minutes of official meetings, perhaps also more detailed information about activities between meetings (a good model here is Jerry Buckridge's reports on renovation work). Notifications that have to be acted on (like move cars out of the garage for cleaning, stay off the patio after it's been poured) will continue to have to be sent by email, but lots of things could just be in the committee blog. Maybe someone could write a short summary of what's new in the blogs once a week, and send it to all the residents.
7. There is a well-established gossip grapevine that perhaps comes from there being no consistent, reliable accurate flow of information from the Board and office.
8. Some Board actions could be explained—I don't know, or care to know, why Donna [Scott, our former office manager] was let go, but I would have liked to be able to say good-bye and wish her well.

9. What we value most at Coffman is the Community Spirit. To maintain or improve in this aspect can be stated in two words: Honesty and Transparency. Without these, there can be no trust. As an example, we will mention the case of Donna's sudden dismissal. The letter we received of this affair is written in a stone-cold way, implying that she has received a kick-in-the-butt way of departure. It is important to remember that Donna has served here for 22 years. She has cultivated and earned friendship with many of the residents. Would it have been better to send us a letter stating that Donna is dismissed for cause and, for the sake of helping her, the Board has decided to keep the matter in strict secrecy, and that she has been treated with utmost kindness. If we had received such a letter, we would still feel sadness but a significantly reduced feeling of being severely upset. Such is what a community should be.
10. I was dismayed to hear about the water damage done to {redacted for privacy} unit. I do not recall receiving a message about the problems of the unit; but then I don't know their apartment number by heart.
11. More transparency about personnel decisions. When new chefs were hired, we worked through committees, and had resident input. Donna Scott's abrupt departure seemed to be out of the norm.
12. Being a community, everyone should have the chance to present his/her opinion, especially when the project needs the expenditure of a substantial amount of financial resources. It should always be mindful of the fact that the expenses are entirely borne by the residents. So, the decision should not be finalized by just the Board or some committees. In our case, this point is especially important. The residents are mostly in their 70s or more who rely on social security and own savings for their retirement. It is essential that their savings must not be severely reduced; after all, after the covid pandemic, the future is quite uncertain.

Communic./Transparency/Discussion Guidelines – Change – 1

1. Despite efforts at transparency, we are a complex enough community that it is not always clear what channels to use to express a concern or generate a discussion. Maybe we need some better processes or guidelines for discussion (probably after covid) in order to sustain our common life. We are a group of strong-minded folks, often accustomed to giving orders and expecting results. The give-and-take of public spaces in which everyone is respected and heard with the goal of finding common ground is something that must be practiced. But it does work!

Delivery – Change – 1

1. A more efficient procedure for the delivery of packages that does not place an undue burden on delivery drivers. One place for packages and clear, concise signage. It is extremely rude and disrespectful of a worker's time to expect a delivery driver to read three or four paragraphs on a piece of paper haphazardly placed somewhere in any of a dozen windows. Focus on the front entrance, keep

it to two or three lines on the signage and give them a place to put the packages down that is accessible morning and night. These essential workers make our lives easier and make it possible to avoid going out to shop. Show some respect. They deserve better from us.

Directory – Change – 2

1. Also, I wish the Coffman phone list was better organized, more as it was before, and also that it included photos.
2. Make sure the directory (an invaluable resource) is correct and readable. This year, the condo address has an error in the zip code.

Fairness – Like – 1

1. I think the board and administration try to be fair in everything

Fees – Change – 2

1. High association fees. These are comparable to other condos e.g. Applewood, but with fewer amenities, e.g. internet.
2. [I am leaving these two responses together to show the context -- maintenance is important -- but we still need to pay attention to superfluous expenses.] I think Coffman has settled too long for a culture of band-aid solutions and "good enough." I see that changing, for instance, replacing the hot-water tanks instead of just accepting that sometimes there'd be no hot water. But I'd like to see us continue to strive for a culture of excellence. And lastly: Our association fees are already on the high end for a community with our amenities. With all the 55+ apartments that are sprouting around us, we'd be wise to do everything we can to stop the recent trend of annual fee increases. This may mean some hard conversations. I like looking at the dining service, and whether committees get funding. Or maybe most residents don't mind the increases, in exchange for these amenities. It just seems like an important topic to keep in mind as we do long-range planning.

Financial Management – Like – 4

1. I'd have to say it looks like good financial control mechanisms in place. I also appreciate the very comprehensive looking Reserve Study. I hope this is one that will keep us on track with our saving and spending. I think in the deep dark past we made a virtue of not spending. It appears that in terms of building integrity more money should have been spent more wisely along the way. If it had maybe the some of the water problems could have been controlled earlier.
2. Perhaps this question is covered in the Reserve Study. What are the ages of our three elevators? What are their life expectancies? Is our incremental budgeting for their eventual replacement/refurbishing adequate for the inevitable big-ticket price?
3. Financial problems are a potential threat

4. The financially successful condominiums in the Twin Cities are 10-15 story structures with a wide range of amenities like swimming pools, sun decks, etc. Coffman could provide these amenities by adding to the present structure. This would be a very similar to the what the founders of Coffman successfully consummated on December 7, 1986 (Take a look at the plaque in the lobby) The founders were not wealthy, but they were able to obtain funding for construction. Probably based on the fact that the University owned the land, and the expected income from the sale of the 93 apartments (we own our apartments, but the University retains ownership of the land). Despite the financial viability of the project, there were, no doubt, many faculty and staff naysayers, at the time. The founders proceeded undeterred, and it is our good fortune to enjoy a retirement in 1666 Coffman Condominiums. I would appreciate an opportunity to discuss this radial idea with the Long-Range Planning Committee.

Financial Management /Memorials – Change – 3

1. Each memorial donation should be tracked by treasurer: who donated; for what purpose? committees should have record of these funds available by designation.
2. What is current procedure for receiving/designating/spending memorial money? Are we doing all we can to make it clear that it is not money for Coffman's operations?
3. How should decisions be made about honoring individual members with non-memorial money?

Financial Management /Process – Like – 2

1. Financial Management: Sense of security that there is always a cushion to cover emergencies. That projected expenses are budgeted and that we maintain a reserve balance to cover the emergencies are they arise. Budgets focus on maintaining conservative reserves. That there is an annual process to insure that projected expenses are still correct and that opens discussion for new projected expenses.
2. I am concerned about how well we stick to our annual budget, and wonder how new spur-of-the-moment purchases are made.

Financial Management /Security – Like – 1

1. That our finances are safe, secure and monitored by a board member.

Financial Management /Security – Change – 1

1. What changes have been made as a result of the embezzlement. Do we see the actual bank statement each month? Can we log on electronically? Who has access? How is access controlled? Do passwords get changed with each change

of board members? What other lessons were learned? Can these lessons be documented for future board members?

Financial Management /Transparency – Change – 3

1. It would be nice to know monthly what is in the reserve.
2. Online access to accounting reports for all residents (or at least B&F)
3. Ask for more planning paperwork for projects so we see what the budget is up front and know all the parameters. Does not have to be extensive. We could then create a section in the Residents Realm of our website where we post those plans.

Financial Management /Values – Change – 1

1. I am interested in how our values are reflected in what we invest our money in.

Governance – Like – 8

1. Operations seem to be well organized and run smoothly.
2. Governance - The current small board system with Committee chairs and full resident-controlled assn. seems to provide a governing process that remains sensitive to group and individual needs.
3. I like the fact that we are resident-governed, with many volunteer committees and an elected board of directors.
4. Great board and committee members committed to making things run smoothly.
5. It seems to be well managed!
6. Our system of Committees and the Board providing oversight and checks and balances on financial transactions and planning, seems to be working effectively.
7. The thoughtful organization of the board and the many committees that help to manage the community's business and activities.
8. I think the Board is working very hard to help us hold together, and Mary Ellen is an excellent president.

Governance – Change – 3

1. Board and activity committees are quite numerous and give the impression they are the decisions makers.
2. Board should adopt a Principles statement (from the condo industry) and publish it. There should be an annual public evaluation of how well the principles are met and new plans for filling gaps.
3. Management neglect or incompetence is a potential threat

Governance/Clarify Committee Structure & Process – Change – 8

1. It is difficult to coordinate between committees. I don't have an answer but I think it's worth many discussions and maybe a new diagram about how the committees work with each other.

2. I wish there were better communication and collaboration between boards, committees and residents. Some projects might work better as a collaboration between committees or a taskforce across committees. I write more about this under Infrastructure.
3. More clarification is needed regarding committee interaction. Who is responsible for what? When do they interact, etc.?
4. Committee structures should be democratic, not open to make it look like it is democratic but when decisions are made one person gets to make it. So more method, more system, more democratic involvement. I often have noticed decisions are being made about things the Board hasn't really talked about. All decisions should be made in the Board even if committees bring recommendations to the Board.
5. Create sub committees under the large important committees like B & G (for example, landscape/emergency procedures/etc.), AIC (for example, carpet/lighting) where appropriate. To help spread the work out and get more residents involved.
6. I would like to see B&G to be a committee or 3 heads dividing the job.
7. It's very unclear how building projects arise, are planned, are approved...more transparency please.
8. Lack of clarity about organizational structure

Governance/Define Project Process – Change – 4

1. I feel that all residents should submit all requests/ideas concerning the condo common areas via appropriate committee to the board for review & to communicate to the community.
2. Develop and clearly communicate processes for a) information gathering from the community, b) decision making process by a committee or other entity (not one person), and then c) communication with the community about the decisions.
3. Method, clarity, and openness of communication needs to be made better, particularly in two areas: (a) General repair work and announcements. Many times I cannot tell exactly what is happening and I have been chastised for not following directions when those direction were not correctly or clearly stated. It is very aggravating. And it happened again just last week on Sept. 8th. (b) Committee decisions and organization. I have now been on three committees. On two of them, I never was clear on how decisions got made. First one committee met very irregularly. Secondly, the decisions seemed to be made outside the committee meetings by one or two persons. It was very frustrating. Also, some committee decisions, particularly those that are cost a lot of money and are hard to change, should be brought to the attention of all residents so they can have input. I'm thinking in particular of the AIC.
4. Decisions get made without input from community and then we have to live with them.

Governance/Expertise – Change – 1

1. Is our Board member nominating structure working? We need people who know what they're doing each area, not just people who are persuaded to run for the Board.

Governance/Operations Standards – Change – 1

1. Better management practices and structure within volunteer committees [editor's note: management practices meaning action items in minutes; follow up on action items; setting project milestones; submitting project plans for review of board and community]

Governance/Rules – Change – 10

1. The rules for weeding and maintaining of the garden plots should be clarified and voted on by the Board. ENFORCEMENT should be by the Board.
2. Ask a group to review all Board regulations for current accuracy, clarity, gaps, etc.
3. Do we need increasing gradient of fines defined for rules violations? need an appeal process if we go this path fines would increase with severity of violation
4. If suggestions are given without names, we may want to have a rule that says the suggestion can be considered, but only once – a suggestion without a name cannot be counted toward understanding of how many people are in favor/opposed. i.e., if there are multiple unsigned suggestions for the same thing, none of them can be counted
5. What in our by-laws need amending?
6. Are people held responsible for the damage they cause on the campus?
7. Is there a checklist used during the move in/out procedure? Is that procedure followed?
8. Also, the garden committee : there should be some sort of provision that limit the numbers of plots that one person can have.
9. I was encouraging a friend to buy a condo here, and she said, 'I hear you have a big fat notebook of rules and regulations.' I told her that so many things are run by committee here, and since everyone is a former U of M employee, they have verbose committee reports and decisions. She just grimaced. Is there a way to edit the notebook of condo rules? I do appreciate that rules are decided by the members.
10. I must confess I wonder about the inheriting of a unit by an owner's children. If said individual wants to live at Coffman, shouldn't that person be required to undergo the same review and approval process as any new resident must? I would assert that should be required.

Governance/Structure – Change – 9

1. We can clarify the definitions of each committee's responsibilities.

2. One weakness I have noted is that some committees' focus boundaries, as to areas of interest and responsibility, seem to overlap.
3. Administration of the facility and its activities is uncoordinated, with poorly defined roles and responsibilities of various entities
4. Lack of clarity about committee structures and functions, and how to get involved.
5. I would like committees not to be run just by one person, but have at least four persons who give input and make decisions in each case.
6. The tension between residents, committees, Board, and management company is under the surface, however, is felt keenly and, as a result, it is difficult to know the process of accountability. Many individuals believe in their supreme authority and fight for how right they are.
7. Committees charged with spending money should have membership commensurate with their budgets – high budget issues may need to include more members than others.
8. Overall the community lacks leadership, and a set of values and standards to adhere to.
9. Who prioritizes the repair projects to be done? Is there a committee? There needs to be a committee for B&G & not just one person. I would like a quicker response when a repair needs to be done. Example: water leaking in above windows. Water leaking from a broken pipe.

Governance/Volunteerism – Like – 2

1. I really appreciate the people willing to serve on the board and committees. I think they all do a really good job.
2. The community seems to be functioning well, which speaks well for our committees. The willingness of new members to participate in governance and on the various committees is encouraging.

Governance/Water Handling/Process Definition – Change – 2

1. My biggest concern has been the office's response to reported building issues. Neighbors have been told to open up walls in their units to investigate water intrusion on their own, and issues have been brushed off as "just condensation" or "just rain coming in," resulting in significant damage and costly repairs.
2. The Board should reappraise the financial responsibility of residents when poor interior workmanship (eg. plumbing) of copper water pipes cause leaks that sometimes result in substantial damage & expense to the owners. This should be the responsibility of the homeowners association.

Long-Range Planning – Like – 3

1. This process of systematically trying to "get a handle on" things with which we cope regularly may have very beneficial outcomes--let's hope so. Some of us not experienced in the commercial/business world may feel a bit overwhelmed about

the process but we'll hang in/cooperate as best we can, learn something in the process, and give thanks to those now leading the LRP process.

2. I am pleased that both the Board and LRP are willing to look forward.
3. I think most coop condos don't do nearly as well on long range planning as we do, and I really appreciate it.

Long-Range Planning – Change – 2

1. Plan your work and work your plan. Too often plans that are approved by the Board and residents never get carried forward. While I agree that looking at long range plans from time to time is good, I don't like 'starting over' each time there are new folks on committees and on the Board.
2. Some potentially valuable and useful projects are proposed, studied and studied and never come to fruition or a decision. Building wide Wi-Fi is an example

Community Name – Like – 4

1. Drop the idea of changing the name of the building.
2. Re the name "Coffman" -- obviously it's a touchy subject, more so for some residents. To me the name is meaningless because I have no history with the U of MN. And the cost and hassle of changing it is not worth the trouble, though 1666 Larpenteur would be a much easier address for all concerned. However, at this stage of life, I do not want to have to change my driver's license, bank and investment accounts, will, trust, property titles, or even notify friends and family of an address change.
3. The name Coffman does not disturb me. Whereas his negative comments and behavior of the 1920s was not praiseworthy, he was a product of his time. I'm not in favor of changing the name.
4. I am NOT in support of any name change to Coffman. It is our identity which everyone I know associates with Coffman Union. Coffman Union was the center of campus life and in fact the center of most 1st amendment activities on campus. The Union Board of Governors was the students voice on campus. Coffman cafeteria was the place to go when you wanted to talk about things serious. It is where my friends met when President Kennedy was assassinated. "Meet up at Coffman" always meant we could find each other. It makes me proud to know that history and that is what I think of when I think of our building. I don't know anyone who thinks of some old man we can't remember.

Community Name/Change – Change – 9

1. We need to change our name. We cannot both associate this place with racist practices and enhance our capacity to be inclusive.
2. We should pursue efforts to change the name of Coffman street and likewise change the name of our Association, and in the process have our address be on Larpenteur Ave.

3. I'd like to see us work on changing our name/address. Yes, for L. Coffman's history, but also just to make more accurate our real facing street address for emergencies, deliveries, and visitors.
4. I worry our current name keeps people of color from living here. It is also inconvenient to have our street address be on Coffman. Change the address; change the name.
5. Name suggestions: "The Grove", "The Grove on Larpenteur" (Be sure to locate approval of Univ. Grove Association for name change using "The Grove".) Change Coffman name - and address. Change address to Larpenteur Ave.
6. The name Coffman should be changed. We are named for a former president of the U. of MN who was a racist. Perhaps we would be called University Condominiums or something that identifies us accurately. At the same time that our name changes we would get an address that enables people to find us on Larpenteur Ave. and not on Coffman St.
7. It would be really good if we are able to address the name issue for Coffman. Some of us think it's important to change the name, although I expect that would require some legal advice and make changes to a number of our documents. I do think it is an important signal of our values if in fact we really believe ourselves to be democratic and open minded about cultural and racial differences.
8. The inappropriate and misleading NAME of our condominium should be changed. The new name should allude to a connection with the University of Minnesota. For example: University Grove Retirement Community, XXXX Larpenteur Avenue. This name will also allude to a connection with our neighbors: The University Grove Association.
9. Our community culture is such that we are sensitive to the concerns that have been expressed in the UMN community about the racist exclusionary actions of some past presidents of the UMN, and the proposals that some structures (buildings, streets, etc.) named for these persons should now be retitled. [Yes, the Board of Regents were disposed to do so but were stymied, reportedly. This issue is unresolved,] and it's good that there is significant sentiment here to continue to resolve the issue.

Community Name/Defer – Change – 1

1. Until University Grove agrees to change street names, 1666 Coffman should remain 1666 Coffman. If University Grove changes street names then we should seriously consider taking on the very large task of a name change.

Community Name/Explore – Change – 15

1. "how our name affects our community reputation"—by this I believe you mean former UMN President Coffman had/has a reputation as a racist. I'm of two minds about changing the name for that reason, and go back and forth. But 1666 Coffman is a confusing address since our entrance is off Larpenteur. For that reason alone, we might think about changing the name.

2. Our name should convey something positive about who we are. [e.g. University Condominiums?], and our address logically belongs on Larpenteur (which would solve ongoing problems with taxis and delivery services). Any change like this requires a fully engaged conversation within the community so that everyone feels heard. We might even find a resolution that none of us have yet imagined.
3. In general, I am very happy to have lived at Coffman for over one third of its existence. I am not gung-ho to change much of anything which happens here, but we might want to have second thoughts and conversations regarding our name.
4. Exploring a change in name from Coffman was suggested, and I support that
5. How does our name affect the community's perception of us? (Our entrance is on a different street than we're named for, and the former UMN president for whom we're named was apparently opposed to Jews, African-Americans, and other non-white minority groups.)
6. I do think it's worth having a community-wide discussion about our name. While no one wants to live in a building named after a bigot, there are also a lot of implications to consider (including amending our Articles of Incorporation). Understanding the whole picture will help us make a better decision collectively.
7. Should we change our name?
8. Name: following up on Sara's article in the Coffman newsletter, a discussion or should be held about the possibility of changing the Coffman name. Just call it 1666? In our small way, what can we do to welcome people of color? Would changing the name make any difference?
9. I am deeply concerned that our name does not reflect our values and would like to help facilitate a conversation about this. Someone needs to gather basic facts (like, will it cost us much in legal fees to change our name or address on our documents?). And someone needs to outline the range of decisions we can make and a profess (sic) for getting there. Perhaps the LRP is that group?
10. None really except perhaps for increased explanations by Board. I don't really know all the factors involved, but I've heard comments about changing our name. This is certainly a subject for community discussion..
11. I think we need to seriously consider changing our name. The stain left by UM President Lotus Coffman is offensive to the present-day community in which we live and hope to attract property owners.
12. Eventually we will have to deal with the Coffman name. I haven't seen any real attempt to deal with this. Perhaps I have just missed it? It would help the university and Coffman Union if we changed our name. So expensive, though!
13. Our community culture is such that we are sensitive to the concerns that have been expressed in the UMN community about the racist exclusionary actions of some past presidents of the UMN, and the proposals that some structures (buildings, streets, etc.) named for these persons should now be retitled. Yes, the Board of Regents were disposed to do so but were stymied, reportedly. This issue is unresolved, and it's good that there is significant sentiment here to continue to resolve the issue.

14. I would be very happy to talk about this in any discussion on the subject. I respect the reasons for asking the question but I think sometimes we throw the baby out with the bathwater.
15. regarding the racism of our namesake, there does not seem to be much energy to change our name.

Organizational Continuity – Change – 7

1. Lack of continuity on committees and Board; new LRP will help be the guide for the work of these entities, but may need to restructure to promote continuity.
2. How do we address succession planning in the administrative staff? In our Board members? In committee leadership?
3. No succession plan for committees (and Board)
4. Since we're charged with keeping institutional memory, how does that happen now and how can it improve?
5. It seems true that as committee heads and members go off their committees, this now-history is just gone. I am amazed to hear of all the committees older residents have served on, and am interested in those facts, and I also think I and others would benefit from some brief descriptions (a paragraph?) by people about what happened while they were serving, what was important, what has lost and found their processes. I wonder if anyone else would find that helpful. If so, it'd be great to have a committee historian on the Board or come to meetings, or maybe even write things up for the newsletter.
6. I would like to see training for new committee members, and perhaps optional information sessions for residents, to educate us on how the boards and committees work or should work together: for example, B & G, finance and reserve.
7. Who is responsible for keeping the homeowners Operation Manual (Regulations) up to date?

Organizational Continuity/Governance – Change – 1

1. Should we clarify Board roles and how long someone stays on and in a position. What is the succession planning? Should there be a three-year term instead of two? Are expectations clearly set for Board members so they know it will entail work?

Orientation/New – Like – 6

1. I think we did pretty well welcoming newcomers at one point but I haven't done it myself in a long time so I don't know what is happening now.
2. When we arrived we were assigned a mentor who "showed us the ropes" and clued us into community norms. That was great. I hope we still do that for newcomers.
3. Welcoming new people in the Sat morning format was a good thing, just formal and informal enough.

4. Everyone I've met informally is very friendly and helpful
5. I like committees organize various activities to get residents meet and know each other (to an extent).
6. [Again, Community is something we find in our Dining Room, getting together with friends over good food.] Likewise, we can get to know those we haven't yet met, or do not know well. It's great to have a Welcome time where new ones are introduced to us. We long for that time to come again!

Orientation/New – Change – 19

1. New residents need to be helped in understanding the history and original purpose of 1666 Coffman and that most committees are working committees. I cannot emphasize the 'working' in working committees enough.
2. Better job welcoming our neighbors and helping them feel at home here.
3. Orienting new owners to its importance and use?
4. We need to do a much better job of welcoming new residents. There should be consistent materials in a welcome packet. There should be consistent meetings scheduled with volunteers. We should have some welcome videos about how to do things. There should be a packet all ready to go. Telephone calls and invitations to meet (socially distanced). Maybe corridor welcome parties.
5. We need to wear name tags at events so we can get to know people by names as well as faces—we've been here over two years—I recognize many people as residents but don't know their names.
6. Idea - Twice a year - for new residents - have a coffee hour to talk about what Coffman committees have to offer residents.
7. I notice names of new people, but have no idea who they are. I am concerned about integrating newcomers in a time of COVID. I believe the use of mentors has lapsed and wonder whether it would not be a good idea to reinstitute.
8. Newcomers need some prescribed orientation. Covid-19 has made that difficult but a program needs to be created to inform newcomers and guide them through their early days here. Further time together is also important. A large social time has been held in August to greet and meet residents new within the last year. That should continue but new residents need individual attention that contains practical and useful information. Right now any orientation is hit and miss.
9. Effort to introduce and involve new residents sooner.
10. Again, Community is something we find in our Dining Room, getting together with friends over good food. Likewise, we can get to know those we haven't yet met, or do not know well. It's great to have a Welcome time where new ones are introduced to us. We long for that time to come again!
11. Based on the "Memo to New Residents" I was anticipating a designated mentor of some sort. It would be helpful as questions arise, regarding functioning within the community (i.e., replacing a light fixture, requiring an electrician, etc.).
12. I wonder if we could do more to welcome newcomers. There are so many newcomers and I feel I know very few of them. I don't even know their names.

Maybe there could be a monthly list of the names and apartment locations in the Coffman Newsletter?

13. I think we need to get some sort of process in firm place for welcoming newcomers. Several new people have moved in, and there is not (sic) way to greet them or get to know them short of knocking on their door. Of course COVID is a main issue here, but I think some regular process, maybe with the corridors might need doing. At least a sense of some minimum "profile" maybe in email?
14. Would enjoy some creative thinking about how to engage newcomers in this community. This might include a handbook of how to invite and engage newcomers into the community. Corridor Meetings now that they are starting again might help this a little.
15. Better, "welcoming," services are needed - especially during co-vid. Jill is pleasant but has limited info skill. Example - a newer resident was asking for a guest room assignment during renovation to their unit and wondered about availability of a refrigerator. I suggested that the west guest room is around the corner from the social room kitchen which offers both frig. & stove.
16. Could create a program to welcome new residents including a mentor (sic) when they first arrive and a time frame - say a month - when they are formally invite (sic) to visit committees to determine which committee might be a good fit and to meet new people.
17. Someone needs to do a similar introduction to the committees and communication and decision making, that Katie does with the library. The secret is the care and love with which this is done.
18. Perhaps all committees should have an opportunity to introduce new residents to committee opportunities.
19. How do committees reach out to new residents? Word of mouth? Random?

Orientation/Ongoing – Like – 1

1. My library tour with Katie W. was the single best introduction to Coffman I had.

Orientation/Ongoing – Change – 4

1. It is not always clear who is responsible for what and some Board members end up doing more than they should have to. Most of us do not know the people at Sharper, or when it is appropriate to contact them.
2. Clearer information for all residents about how one can become a member of any of the various essential committees. If self-recruitment to our committees is not encouraged and enhanced, this community will decline in quality of life.
3. How do individuals join or stay on a committee!
4. If people want to set up book clubs, discussion groups, pizza parties, field trips etc., there's no reason why they can't simply proceed to do so within the existing structure. In re "example response" cited here, if residents are really fretting about such simple things as how to set up a book discussion group, or how to

organize a baseball outing, perhaps a COFFMAN ACTIVITIES bulletin board posted near the office would help. Let residents suggest or offer to organize activities there. Lots of stuff does happen here, but who does it and how is pretty opaque.

People – Like – 1

1. (I like our) Fellow Residents

Pets – Change – 1

1. If only small dogs are allowed as pets on other floors. [This is a question about how things are done]

Promotions – Like – 6

1. I think our community promotes itself pretty well and it has a good reputation with people I know who don't live here.
2. Based on the sales record of Coffman units I'd have to say we have a pretty good reputation so maybe nothing needs to change
3. Financial ability of the owners to pay the dues (taxes) needed to meet the building's current and future needs. [I think this might be saying we should check potential owners' financial ability to pay before they can be on the wait list, or buy]
4. I think that open houses have been a good way to promote the Coffman community. These have had to be curtailed due to Covid.
5. I am stunned that any apartments sit for over a month before selling
6. We have benefited by having a promotions and orientation person who is a resident, one who evidences enjoyment in interacting with other residents. It is important that this characteristic prevail in whoever has this responsibility--and therefore this task should not be a staff assignment.

Promotions – Change – 13

1. I am not aware of how we promote to the community, other than Eve Brown's annual open house. I think that is a good thing, but it won't work with COVID restrictions.
2. Promotions and clarity about this community are not well developed and appear to be not well distributed.
3. We met with Alumni Association in 2019 Winter to discuss ways to collaborate and strengthen our ties to the U. Dave M was going to pursue some of these ideas in early 2020. (Cathy has notes). What are next steps?
4. Strengthen our ties to the U
5. I've often wondered how many potential residents dismissed Coffman for its obvious infrastructural problems.
6. 1666 Coffman should promote its uniqueness and not try to be what it is not. See my comments in other sections. History, location and a sense of community are its strong points.

7. Hype library for promotions.
8. We could engage more with the individuals on our approved buyers list. Invite them here for events (more than an open house). This would allow us to get to know them and them us, and could illustrate that we are an active community.
9. There is a lot of 55+ independent living popping up nearby.
10. Community - I am beginning to think when placing names on the waitlist some notice occurs that this self-governing community expects owners to be part of programs, enrichment and governance at various times during their residence here. Each individual apartment is self-contained but this supportive community anticipates each resident will know and become known to other members of the community. Typically this means participating and assisting with social or educational activities and the well-being of the community.
11. Just thought of one thing: sales appear to be handled by 2 realtors only. Not too long ago, cards were out for another very good and experienced realtor but her cards were somehow removed. Our realtor policy should be open to anyone certified.
12. Resident demographics have changed and are bringing new ideas and expectations about how they wish to age in place
13. The 55+ crowd today is looking for more than 30+ years ago.

Promotions/Broader Community – Change – 1

1. Annual garden tour for the broader community.

Promotions/Diversity – Change – 2

1. With recent departures, we have the ability to actively market ourselves to a broader demographic (age, ethnicity, etc.)
2. Promotion: I'm very glad that the promotion and sales process is being reviewed. We need modern technology, inc. professional or near-professional photographs and/or videos of the building and some apartments on the website and in brochures. Placing announcements in college alumni magazines at the U is a good idea. But we also need to create a more diverse community. I am concerned that the only Black and Hispanic people in our building are the workers. This raises the larger issue of overall U of M culture; even today, there are few professors of color there. In this context, It is important to remember that before the building was built, there was a debate about whether to include only U of M faculty members or staff as well. Fortunately, the decision was made to broaden our reach. One of the first residents was a U head of maintenance who was responsible for many important contributions to our infrastructure. I suggest we broaden our promotion strategy to reach other university employees and ex-employees. What about through the union that U employees (including librarians) belong to? I think its AFSCME. They must have a newsletter.

Promotions/Gap Analysis – Change – 2

1. What amenities are other apartment buildings offering that we're not?
2. Housing choices in the metro area are increasing in number, are new, and may offer more of what people 55+ are looking for that Coffman offers.

Promotions/Independent Living – Change – 1

1. Should we rethink the waiting list for entry (i.e., should there be a time limit)? The current system encourages people to use Coffman as a long-range safety plan (alternative to assisted living). It works against goals of being an active community.

Promotions/UMN – Like – 1

1. Our partnership with UMN gives us a steady stream of potential owners

Promotions/UMN – Change – 3

1. The UMN connections are less homogenous than when the community was first formed.
2. Would love there to be better communications with the U of MN for potential residents.
3. If we could recruit more retired profs & staff from the U, that would be good! Why not advertise Coffman (1666) in the Alumni magazine?

Promotions/Younger – Change – 3

1. Continue to encourage younger buyers
2. How can we attract younger buyers and engage them in activities and legacy? The new folks are the ones who "step-up" to join the Board and committees. We need them!
3. I think we need to work as a community to spread the word about Coffman. We need new, young, energetic people to join our family. This is especially important around the issue of diversity. I know this is a difficult one but that's why we need to all be involved. This is not a gated community; I hope we are never perceived as such.

Reservations – Change – 1

1. Set up a reservation system for the gazebos and grills.

Reserve Study – Like – 7

1. It was great to get the Reserve study in place a few years back, and it is good having a sense that we will not be surprised (fingers crossed) or negligent.
2. Obviously having a reserve study is important and I'm glad that such things are now required by law.

3. One of the best things done in the six years we've been here and probably in Coffman history is the Reserve Study.
4. I am impressed that we have a professionally drawn up Reserve Study that maps out needed repairs (and their costs) over a relatively long period of time.
5. I am definitely grateful for the Reserve Study. Expert thinking, planning and a document for us to follow is a must for a community such as Coffman.
6. Obviously having a reserve study is important and I'm glad that such things are now required by law.
7. I think our financial management has improved in the last few years. The Reserve Study helps us tighten up operations and helps to keep us in line.

Reserve Study – Change – 6

1. What is "the Reserve Study?" Maybe if I knew what it was I would value it appropriately. Well, okay, maybe I can guess what it is and if so I really appreciate having it but don't want to work on it myself.
2. The Reserve Study is an important document but should have a subcommittee of B&G tasked with reviewing annually to focus and refine. The Reserve Study needs to be more fully understood and made an active part of keeping the building at its peak. At least yearly there should be elaboration of what is a need for major expensive repairs or replacements that we shall encounter, so that the reserve study serves its purpose to remind us of what we're about to encounter which may impose additional cost and/or inconvenience for our long-run benefit. When items in the reserve study are evaluated, whether they are due or not for action, thought should be given to improvement to achieve better and maybe not fully thought-out objectives from the past.
3. A reserve study should be a regular occurrence. We have a lot invested in our common property. We should be sure we can maintain it properly before entertaining other projects.
4. I like the Reserve Study as a device to plan financially and logistically. I just hope we would keep to it a little better than we seem to do.
5. What is the Reserve Study?
6. Keep the reserve study up-to-date.

Reserve Study/Communication – Change – 1

1. Many residents not very well informed on issue of keeping up the physical plant and what it will cost.

Reserves – Like – 1

1. A well reserved fund for rainy days is comforting.

Safety – Like – 7

1. Our safety is a big concern here, which lets us feel secure.

2. I really appreciate the health & safety committee keeping us safe. They've done an excellent job.
3. Our health and safety committee
4. Our Health and Safety Committee has been invaluable in keeping us informed and safe in this hard time of isolation.
5. The Health/Safety Committee deserves everyone's praise and respect. I am so grateful for their ongoing leadership in this difficult time.
6. The health/safety committee has done a fantastic job during these past six months of covid.
7. I am immensely grateful to the Linda Lindeke and her committee for the ongoing (and sometimes tedious, surely) job of promoting our safety, and also our mental health.

Safety – Change – 7

1. Opening up to visitors with safety measures in place like using the closest entrance, not lingering in the stairways and halls, and wearing masks.
2. Only been here since the pandemic. The health and safety operation is way too conservative. Many areas and programs could have been continued safely. Let us decide if we want to use an area even if someone else is there. I came here for community. It has been shut down. It may be another year before we have a vaccine. Thank goodness I have an outside entrance so my life can almost be normal. I go to the YMCA for exercise, am in 3 golf leagues, one tennis group, and one bowling league. I have traveled around the state for recreation. The only activity risk I have not taken is flying, even though I fly free on standby. Sunday night movies and Saturday morning coffee should have never been cancelled. We don't force the germophobes to attend.
3. There needs to be clear expectations of visitors in writing, so feeling don't get hurt.
4. Presently I think the safety committee has done lots of things to protect residents and keeping us safe. Their reminders of our safety have been very helpful. All residents should honor these safety rules and not sneak friends or residents into the building.
5. It is time to change a few things concerning COVID-19 restrictions. Residents should be allowed to have their trusted guests visit in their own units as long as those guests wear masks during transit from the entry to the particular apartment and otherwise avoid common areas. We are allowing prospective buyers & their agents, repair people, contractors, appliance and furniture delivery people, movers, etc., to come into the building already. Residents are free to come and go as they please. This is not much of a "bubble". Asking {office staff} and members of the safety team to take temperatures of all these people entering is likely ineffective and a burden to those charged with the task.
6. Directions for using the dining room for informal meetings with friends in the building.

7. The Board is trying its best, as are many of the rest of us. We need to continue to support each other as long as the pandemic goes on.

Safety/Research – Change – 1

1. One thing we could really use is a group studying and sharing really safe mask/shields/copper gaiters equipment. It seems obvious that we are going to live in a very risky world for at least two years and I would like to feel safe going out more than I do. One day someone at 1666 will get Covid, perhaps someone has already. Then we should feel comfortable with our equipment.

Sharper/Fin Mgmt/Security – Like – 2

1. I'm grateful that smart Coffman residents were able to successfully extricate the condo complex from the embezzlement problem in 2016, and that subsequently Sharper was hired to oversee the financial management here.
2. I understand Sharper is going to take a larger role in the financial management aspect of our operations. I sincerely hope that the Board will continue to keep a close eye Sharper's processes just so we do not get into a situation like with Durand.

Sharper/HOA Surcharge – Change – 1

1. Many HOAs have a 'surcharge or fee', paid by the new buyer, during the purchase of a unit. That money goes directly into the HOA's account, to be used for infrastructure improvements that benefit all residents. I believe that should be the policy here at 1666 and should be either a fixed amount or a percentage of the taxed evaluation of the unit. To be meaningful it needs to be a minimum of \$3,000, in my estimation. This is over and above the monthly fee charged to each unit owner. Perhaps Sharper has seen this before, and might be of use in helping us develop such a policy/procedure. Of course this could only occur if U of MN regulations do not prohibit it. [Note: I have never heard of this. Are they thinking of charges in the purchase agreement?]

Sharper/Investment – Change – 1

1. A close eye needs to be kept on our professional management contractor and on our banking situation. I would like to return to the practice of having some of our reserve dollars invested not in a bank but in rather in a portfolio of stock and bond index funds. We found out the hard way during the embezzlement situation that the banking and management contractor are vulnerable to criminal activity within their ranks. I would much prefer that our deep reserves be held in index funds in our account (a Coffman account) in Fidelity or Vanguard. I think that the University faculty 401k investment situation could be looked at - there is much to be learned from them. Remember that our Vanguard account was immune to the embezzlement because the Board had direct control of it. Closing that Vanguard account and putting the money in the bank was in my opinion a HUGE MISTAKE!

Sharper/Professional Management – Like – 5

1. I hope Sharper is still working out.
2. Sharper has been easy to work with.
3. Professional management provides admin support to the community
4. Sharper is definitely an improvement over the previous management.
5. Am pleased that a Management firm like Sharper with multiple condo assn. under it care can provide a strong backbone of support to the ongoing needs of 1666 Coffman. Lately I am pleased to have their experience with other similar Condo Assns. and particularly their ability to provide legal advice and support.

Sharper/Role Clarification – Change – 9

1. What does Sharper do to charge for each of our bank accounts? We should understand what they do. Perhaps there are accounts that do not merit this charge?
2. Clarify association relationship with Sharper. I thought Sharper was going to "take care of business" but they seem to defer to office.
3. We should get clearer about what Sharper can do for us vs what we do ourselves.
We should be willing to look at whether the resources we use are the right ones. Is Sharper doing good enough work for Coffman?
4. I would like to see Sharper more involved in operations. We never see our representatives from Sharper here at Coffman. I do not even get email from Sharper. Where are they? We pay them but never see them.
5. Perhaps our management company needs to be involved a little more in managing routine preventive management while the Board can be more attentive to working through the reserve study.
6. Are we getting our money's worth with current mgmt company?
7. How can we use our management company to do less work ourselves?
8. My experience with Sharper is mixed. I needed them to be our advocate in a situation in which I think we just slipped off their radar. They have done well in other situations.
9. I would much prefer to see a more cost-effective professional management taking over more of the tasks. [Frankly, I suspect that no professional management would condone the continuance of the dining service with the extravagant fees it entails. Or if residents insisted on having the option of five in-house meals per week, a professional management service would insist that those meals be billed at what they really cost rather than burying the actual costs in the condo's monthly charges per unit.] Bottom line: my concern is that excess committees and reliance on volunteers hike costs, delays decisions, and leads to costly inefficiencies in management.

NOTE: In the midst of the survey period, the Association began a staff transition. The responses in the next several pages are a mix, with some received before and others after residents had knowledge of the transition.

Staff – Like – 7

1. I like how the Sharper staff take care of basic needs of residents.
2. Having staff on site.
3. Donna & Jill are very helpful.
4. Administrative management - I like having somewhere to ask minor questions as they arise, keeping minor questions minor and directing concerns to the right committee chair or board member.
5. Dave, from Sharper, is a wonderful asset to our building. He's always pleasant and hard working.
6. I have enjoyed the ability to communicate with the in-house management to solve minor problems and have "answers" to most situations.
7. It's is good that we have an onsite caretaker, in Al Cecka, for the absence of such would perhaps be problematic.

Staff – Change – 2

1. Ask Sharper for affectional [sic] help for Jill during this uncertain time. Retain Jill on staff - she's willing and bright - and much appreciated.
2. Do we need a live-in caretaker? Should we be using that apartment in other ways? Should we make it rentable as a unit for out-of-town guests?

Staff Mgmt – Like – 1

1. A management company that does the hiring, firing and oversight of employees

Staff Mgmt – Change – 11

1. I would like to see routine evaluations (at least yearly) of the management company, including what services they provide for us and how well they are performing. There are supposed to be job descriptions posted in the library for every employee.
2. Hire competent support staff for Donna and/or personnel to supervise some of the endless jobs that are now delegated to Jerry B.
3. The office staff seems too chatty, like there really is no work to do. If chatting is a function of the office, then set it up as a rotating volunteer.
4. Who does the staff report to? For example, who is Donna's supervisor? Who sets her priorities and reviews her work? And do residents have an opportunity for input?
5. How are we managing the paid staff??
6. Is landscaping in [the caretaker] Al's job description? Should it be?
7. Staffing and how that staff is supervised needs significant improvement.
8. Who does oversight of caretaker work? How much time is spent?

9. Is there a set of standards (principles) that is now used for evaluations?
10. It's very important that we have a system of evaluation in place, so people we hire are accountable. I do not know that we have been successful in having an effective evaluative system in place for staff responsible for the office and building. It is important that we do that.
11. I hope to see more of Michelle W. as she trains and supports our office staff. My expectation is that she will hire an office manager who has great "people skills" - as the office is the first impression prospective buyers have of Coffman. I also hope for a more technically efficient manager to reduce the ungainly files in the cramped office space.

Staff Mgmt/Transparency – Change – 1

1. I don't know what the job descriptions and responsibilities of staff are. I don't know if they are subject to performance evaluation and compensated based on that evaluation. [I don't know if the contract between Tamiru's company is available for residents' examination or what his responsibilities are. I don't know if he is subject to performance evaluation.] I am not suggesting that staffs' performance is inadequate. I would just like to understand the process.

Staff/24-7 – Change – 1

1. I believe the condominiums described below have 24/7 staff to handle telephone calls, emergencies, etc. The Board should check whether this might be a legal Minnesota housing requirement. The staff should be trained and be as competent as Jill.

Staff/Competency – Change – 12

1. Our office needs several roles--site management with technical knowledge, office management with a good grasp on efficient office work, good grasp on technological advancement for which some form of development needs to be built in, and also people skills to effectively offer the support ALL our residents can appreciate. One person cannot do that all effectively. So I hope the Board will attend to it.
2. (Our building has needed a lot of attention and maintenance lately given its age and lack of proper site management.) For that reason we do need someone who is responsible for maintenance on the staff who actually knows her/his job. Our office manager or our maintenance person did not do such a good job of being knowledgeable or effective I hope we will get the appropriate people.
3. I have not trusted Donna's work. I am hopeful that we will be able to hire a person who will work toward and with the best interests of Coffman and its residents in mind.
4. We need a more qualified and professional staff.
5. The paid staff need to deliver fully on their job descriptions and need to use current management and office practices. They need to be accountable for the

ongoing resident issues such as building safety, new resident orientation, keeping operational information current, knowing the field of retirement living so that this building is managed day-to-day in the best possible manner.

6. I would respectfully ask Donna to please double-check her emails for accuracy before she sends them.
7. The office needs to come up to the performance standards of today's business practices rather than use cumbersome communication where things fall through the cracks or are over-communicated.
8. An experienced professional office/building manager with great people skills and good work history.
9. I have had several totally incompetent repairs from Dave at Sharper, and also from Al. But Al is so useful to 1666 in so many ways I tend to overlook his flaws. Not so with Dave, though. You should get people's opinions on his work, in current time.
10. Our onsite staff should be managing our budgeting, Reserve Study, maintenance, etc. plans but I'm not sure they have the skill.
11. Dearly hope we are getting a competent and friendly person to replace Donna.
12. Much of our office management has been sloppy and unprofessional. I hope the office will become a welcoming, efficient, helpful resource under new leadership.

Staff/Demeanor – Change – 6

1. Our major resident manager is known in the local community as being rather brusque and unfriendly -- not helpful to our positive image in the community.
2. I think Donna Scott needs to do a better job in her tone of voice & choice of words when she communicates. I've been offended many times. I know she means well but we all need to learn to be pleasant when we communicate with others. Donna is one of the main people who interfaces with residents and with people outside of Coffman. It is important how she comes across. I don't think she realizes how insensitive she comes across
3. I think our office manager does not represent Coffman well to new residents, potential buyers, and the general public.
4. My CenturyLink tech told me when I asked how it was to deal with our office staff that he was warned before coming out to watch out for Donna. Do we want that kind of reputation in the community?
5. Rudeness in some Sharper staff may work against the culture we want to live in and the persona we put out to the public
6. Competency and demeanor of some Sharper staff

Staff/Needs Assessment – Change – 3

1. We need to review staff and staffing patterns in light of current needs. Management has been haphazard. All [staff] have some strengths and weaknesses but their work is not optimally coordinated.
2. Where do we need improved skills...technical skills of office staff, etc.

3. What services do we need in our front-office staff?

Staff/Removal – Like – 4

1. First, for many operational reasons, I am so glad the Board finally removed Donna Scott from the front office. I thought the opportunity should have been taken already when Sharper wanted to remove her at the time of the embezzlement. So, thank you, Board!
2. This was a big change week with the dismissal of a long-time central figure. I believe the Board took an important step toward change and updating services at Coffman.
3. As for staffing, I don't think we need both [office workers]. Just got the notice from the Board about Donna's departure: welcomed news, pleasant surprise (smiley face drawing)
4. I am glad that Donna is gone. She kept after me, telling me [redacted for privacy]. I found her a less-than-ideal employee for a number of reasons.

Staff/Removal – Change – 10

1. Will be interesting to see how much better things can be with a new office manager.
2. How difficult would it be (legally and interpersonally) to make changes in our front office staff?
3. Firing Donna has been a shock, although not a surprise. What I mean is that she has been such a strong presence, and many of us have really depended on her, and there is a felt absence. I grant that there have been real complaints involving issues that are important to our functioning, and dissatisfaction for a long time, but it is still a sort of shock. I hate that this action was done with our economy so low and unemployment so high! I also think it is most unfortunate for the community that we don't have a way to process this loss. Or to thank Donna for what she did contribute here. Can anyone think of anything to help?
4. I guess I started out with one thing that needs to change; the unexplained firing of Donna Scott.
5. Concern about the abrupt termination of Donna Scott's employment has left some important questions unanswered, which we hope will be described or explained sometime soon.
6. Until recently I have been very happy with the level of competency I saw in the office staff, financial management, the board and committees. I am very unhappy with the way Donna Scott was recently fired. I don't know how long it will be until I come to any emotional peace with the way that was handled. Until this incident I was very content with the level of competence and goodwill I saw around me. In fact that was my most valued belief/perception. So many people participate in so many activities, it was a joy to watch. People enjoyed participating, other people enjoyed planning.

7. As far as administrative management, I am curious about the hasty departure of Donna Scott.
8. I have witnessed many ugly acts by Donna: yelling at residents and other workers, and rudeness to residents. She is the wrong person to be representing Coffman to the community. Her work was sub-par and erratic.
9. Office staff - abrupt change. Invite Sharper Management to appear at a forum to speak about job description of Manager (office) and procedure to follow up on performance reviews.
10. I was disappointed in how we were informed of Donna Scott's leaving with no information of why. I understand the "legal" issues around privacy. But some of us have known Donna for many years and felt we should have had a say in the matter, or at least a heads up so we could wish her well.

Staff/Vendors – Like – 2

1. Dave has been wonderful! Thoughtful, hard-working, knows what he's doing, and he cares about us!
2. I very much appreciate Al's and Tamiru's contributions. They work so diligently behind the scenes to make sure our building is safe and clean.

Technology – 1 – Like

1. Technology has gotten better since we've been here

Technology – Change – 5

1. Tech changes offer opportunities to bring the community needed communications admin, personal and other ways
2. We need updates in technology of all kinds.
3. As we go forward technology is going to be even more important.
4. Anything more (we can do) in the technology area?
5. We used to have better tech. advice. (There even used to be classes.)

Technology/Display – Change – 2

1. Show activity information on screens across the facility (elevators, lobbies, public rooms, etc.); info available on the website
2. Consider installing large screens in each of the six east/west lobbies so that people could gather there for small events. The screens could run digital art when not in use.

Technology/Library – Change – 1

1. Where do we need improved technology...electronic card catalog & bar coding in library

Technology/Meeting – Change – 2

1. Livestream events regularly
2. During a board meeting, the document under discussion could be displayed, either on the screen for online meetings, or projected on the wall once we get back to real meetings.

Technology/Payment – Change – 1

1. Accept credit cards for payment for rooms, services, etc.

Technology/Schedule – Change – 2

1. Review app on website to sign up for rooms, activities, meals, and see if can be improved...can it be accessed via a phone?
2. Meal signup by app; reminders; invite others to join via app

Technology/Schedule & Pay – Change – 1

1. All scheduling and paying must go online. We lag in technology because we're catering to the least technical among us instead of trying to be at least up to the present.

Technology/Security – Change – 5

1. Our security system desperately needs updating.
2. Can we amp up our security system for all doors have cameras and there is footage taped and saved?
3. The security card system has replaced the lock and key technology for door security. To change this is expensive, but in my opinion, it is an expense we should accept.
4. Upgrade technology for building access, security, safety.
5. Where do we need improved technology...security cameras, keyless entry?

Technology/Sound – Change – 3

1. Anything that can be done to improve hearing, for example, in the Dining Room and Social Room, is important for a great number of people.
2. Improve sound systems
3. Where do we need improved technology...sound systems?

Technology/Wi-Fi – Change – 19

1. It's be great to get Wi-Fi here, and new residents probably expect it.
2. Committee should once again explore the possibility of having each apartment have high speed, secure internet.
3. We should get an internet system that works for the whole building. We pay for our own cable internet, but if I take my phone or I-pad away from our unit, I can't connect.

4. I know it has been looked at before, but I wish we had a building-wide Wi-Fi system. We would get better reception and in the long run, it would save money on internet service. Having so many different internet so close together gets in the way of reception.
5. Having building-wide wifi would help bring this structure into the early 21st century. That would be a huge advance in technology here, and quite possibly it would make the building more appealing to future condo purchasers since building-wide wifi is pretty common in most condos these days.
6. Building-wide wifi please.
7. Provide internet as part of dues.
8. Having building-wide cable, etc would be a savings in the long-run.
9. Building-wide wifi paid in the dues should be done.
10. Building-wide wifi.
11. Having building-wide wifi would help bring this structure into the early 21st century. That would be a huge advance in technology here.
12. Think the wifi for the entire building would fit well in the future. I understand this was discussed in the past and rejected. We should try again.
13. I would like to see Wi-Fi as an amenity for all units. This might put more residents on the email exchange.
14. Some potentially valuable and useful projects are proposed, studied and studied and never come to fruition or a decision. Building wide Wi-Fi is an example
15. Building-wide Wi-Fi and cable TV.
16. I wish there was wifi throughout the building since I don't feel I can afford it.
17. Maybe have internet come to the building via the U & not have individual subscriptions to internet service?
18. Let's get Wifi into the building.
19. I would love for the entire building to have wifi available.

Tools Needed – Change – 1

1. Building management needs to be more organized and focused on the maintenance of the facilities. The cleaning [vendor] works very hard and does nice work with what they have, but better tools are called for. A couple of chair dollies for moving stacks of chairs for example. They are not expensive and make moving chairs much easier. The current system using flatbed carts is dangerous, cumbersome and inefficient. Better floor care equipment would also be a good investment.

Value-to-Price – Like – 1

1. A good value for the price

Vendors/Cleaning – Like – 3

1. Tamaru is so kind, cheerful and helpful. I appreciate him.
2. The cleaning and maintenance [vendors] do a very good job.

3. Tamiru does a very good job on cleaning.

Vendors/Cleaning – Change – 2

1. Is our cleaning contract too expensive?
2. I don't know if the contract between Tamiru's company is available for residents' examination or what his responsibilities are. I don't know if he is subject to performance evaluation.

Volunteer/Staffing – Like – 1

1. I greatly appreciate the work of Al and Jerry Buckridge both in their work for ourselves but, more importantly, for the sake of the entire building.

Volunteerism – Like – 18 Note: The first two responses, although verbatim, were received in two separate surveys, which is why they are reported twice.

1. First of all, I would like to take this opportunity to thank all members of Board and Committees, whose excellent, efficient and hard work makes our 1666 an enjoyable and safe place to live. We also thank all the volunteers and staff members who help to manage our building and community so well. The contribution and services of these talented, devoted and ardent people are what I value the most.
2. First of all, I would like to take this opportunity to thank all members of Board and Committees, whose excellent, efficient and hard work makes our 1666 an enjoyable and safe place to live. We also thank all the volunteers and staff members who help to manage our building and community so well. The contribution and services of these talented, devoted and ardent people are what I value the most.
3. That there are so many people willing to contribute time and energy to keeping things running, e.g. Buildings and Grounds, recycling, etc.
4. The committees that handle so many things are a bonus. I miss that there is so little going on with the COVID restrictions.
5. Considering that our HOA is composed of volunteers we shouldn't be too critical of them, remember, you might just be the next in line to try and herd cats.
6. I think that the Coffman Board does an excellent and highly competent job, and I appreciate their dedication. I also much appreciate the committees and Committee Chairs who bring us our programs and cultural activities, although many are dormant now because of the pandemic. I especially appreciate the competence and dedication of the Building and Grounds Chair.
7. I appreciate the time & effort and good will of so many who do the work of the Board and committees.
8. It is gratifying that residents will step up and take on projects--- building health and maintenance, LRP, organics, promotions, website updates and, importantly, Health and Safety Team helping Coffman stay safer during Covid.

9. I appreciate that we have neighbors who are interested in leadership for financial and administrative management at Coffman
10. I appreciate the Board, their time they give to us and problem-solving skills. Also all the committees, hard work & time and new ideas,
11. I am very glad for the strong leadership exhibited by chairpersons who sacrifice personal time in order for Coffman to be maintained structurally, aesthetically, etc. in areas that I know little about. The Coffman Board researches and gets advice in areas of concern which is an added comfort which is then communicated by minutes.
12. For the most part it's amazing how much gets done by many committees.
13. Having people who are paying attention to this stuff on our behalf. Their work is greatly appreciated.
14. We have many talented and brave people to lead and get work done.
15. Lots of new residents eager to contribute to the community.
16. We have weathered several crises during which I was especially impressed with the commitment and expertise of community members. Without them, we would not have made it through whole, the way we seem to have done.
17. Volunteers to deliver the paper.
18. I appreciate the residents who serve on the committees.

Volunteerism – Change – 15

1. I am more concerned about people who do not participate complaining about the work of those who do volunteer.
2. Some volunteer committees have (burned out), aged-out or lost vitality without new members.

Volunteerism/B&G – Like – 14

1. And I mentioned Jerry - in preventive maintenance he's been a savior.
2. I think Jerry is doing a good job of dealing with all of the building issues & preventive maintenance.
3. Technology has gotten better since we've been here - Jerry's been on top of that too.
4. I value the projects that our B & G chair makes happen. Some of these should have been done years earlier.
5. We are very fortunate to benefit from Jerry's experience, expertise, and tireless dedication to solve the problems created by past neglect in this area.
6. Jerry has done a fine job in this area.
7. The Buildings and Grounds committee deserves a great round of applause as they have worked through the structural problems of the building and many other problems associated with a 35-year-old structure.
8. Finally, a special enormous thanks to Jerry Buckridge for everything he does to keep our building and grounds in the best possible shape. We would have been in real trouble this past year without his expertise.

9. I really appreciate Jerry Buckridge for B & G. He's knowledgeable, willing to go many extra miles to get the job done, and has taken on so many challenges that should have been taken years ago and with a vision toward the long-term.
10. I just wanted to express appreciation for Building & Ground committee under Jerry B's leadership. SO MUCH has been accomplished in just a couple of years - all the projects were talked about for long time (years) before, that never got anywhere!!! or just patched up, cost over-ran projects were done! I guess it has to do with the previous management co.
11. Building and Grounds has done an excellent job of appraising major structural restoration, got a competent company to complete the work, and has worked hard on the water abatement issue.
12. We are particularly fortunate that matters of buildings and grounds are guided by the B & G committee chairperson, Jerry Buckridge, whose work and craft experiences and training serve us very well not only in reaction to troubles in this aging building, but in anticipation of what might be done to forestall difficulties. What has been accomplished in revision of the backyard hard surfaces has improved substantially the appeal of using that space.
13. I am grateful the Board, Jerry and some folks have been so active in repairing garden plots (Jerry) and also in getting us more outdoor space, referring to the two moveable awnings and also the social room balcony.
14. I think we are fortunate to have Jerry as a volunteer building and grounds person. His attention to detail and willingness to get things done is a bonus, and has probably saved money for the Condominium.

Volunteerism/B&G – Change – 3

1. In recent years maintenance oversight has depended on Jerry but this is not sustainable.
2. [I think we are fortunate to have Jerry as a volunteer building and grounds person. His attention to detail and willingness to get things done is a bonus, and has probably saved money for the Condominium.] His comments need to be more suggestive than prescriptive. I usually agree with what he says, but not always the way he says it.
3. Problems with our building are many, but solutions and corrections seem to follow. Thanks to capable residents.

Volunteerism/B&G & Financial – Like – 3

1. Extraordinary leadership from Jerry and Victoria.
2. I have complete trust in the Building & Ground Committee & the Finance Committee in leading these areas. This condo will be even a better place to live under their leadership, hard work & care. Thank you
3. Thank you, Higher Power, for people like Victoria and Jerry, who, along with others, have been busting their butts off for our benefit.

Volunteerism/Board – Like – 6

1. I am grateful to our Board for their hard work and leadership. They set the tone for a kind and compassionate community.
2. When we have a Board that takes seriously its role to govern, and the members know how to govern efficiently and follow process, which we do now, it works!
3. I appreciate & thank the Board for all it does on a volunteer basis
4. I value the residents who have volunteered for the board
5. I like the attention given by board members. Their volunteer time is much appreciated.
6. Appreciate the large time commitment extended by Board members.

Volunteerism/Committees – Like – 2

1. It is both wonderful and challenging to have so many committees. Being a part of a self-governing, self-run community is an ideal that requires many heads and many hearts. Thank you to all that participate.
2. I value and am thankful for our Committees and Board. I'm thankful for all those who serve on them! I'm particularly thankful for our Internal and External Communications people!

Volunteerism/Expertise – Like – 4

1. Sub committees also provide information and instructions for the possibility of no knowledge/expert available.
2. I love the fact that we mainly govern ourselves, with all the bumps that can entail. In what other condo do residents deliberate when the heat will be turned on?? We are the beneficiaries of all the work and dedication that people have shown over the last 35+ years, and continue to show.
3. We value the numerous volunteers who give of their time and expertise to make Coffman a better place to live.
4. Competent Board and Committees and their volunteer members who ensure that the best practice principles of condo association management are met.

Volunteerism/Expertise – Change – 5

1. The amount of volunteer effort is impressive, but how do we determine when professional help is needed?
2. Way too many committees blundering along, reinventing wheels, taking on tasks that are better left to professionals.
3. We are so fortunate to have residents with so much expertise. But are we asking them to do too much? Do we ask them to make decisions beyond their level of expertise? Are we calling in qualified consultants as often as necessary? And are we willing to follow their advice?
4. We may lack expertise in an area we need to do work.
5. Do a people asset survey/map so we know who has which skills.

Volunteerism/Finances – Like – 2

1. I'm grateful that smart Coffman residents were able to successfully extricate the condo complex from the embezzlement problem in 2016, and that subsequently Sharper was hired to oversee the financial management here.
2. Another bright spot is the improvement in financial governance and planning since the embezzlement. It's good to feel confident that our community is managing its funds well and that there is now appropriate oversight.

Volunteerism/Governance – Like – 3

1. The committees that allow Coffman to be a self-determined condo community.
2. Those willing to serve on the Board and on committees.
3. I'm also grateful for the many talented and knowledgeable people on our committees and Board.

Volunteerism/Power/Balance – Change – 2

1. As for the operation of the Board itself, I sometimes wonder if we depend on one or two people a little too much and they are encouraged to take lead on everything. I do not believe that's a good strategy. Instead it is a way to concentrate power and it is not very helpful. Those are just some observations. I like the community aspect of engagement, but it also gets to be a bit too much sometimes. So we need a better system of regulations for ALL operations. I appreciate the work being done here by volunteers but let's figure out a way not to over stress anyone.
2. We have to be careful not to just increase demands on volunteers to save cash. If we ask volunteers to do work that really needs to be done and that we'd have to pay someone else to do, we are not getting a true picture of what it costs to run our community. Lots of maintenance is getting done at no cost to the community by Jerry, who in essence is working a full-time job for us. There are other volunteers who have worked long hours to keep the community afloat. Gratitude is nice but it's not the same as true recognition that those who are working very hard to keep the community afloat are literally saving you money.

Volunteerism/Reimbursement – Like – 1

1. Being on the Board is a large investment of time and energy, and I am grateful to those who serve. I think we could offer them X free meals, at least! Thank you to them!

Volunteerism/Skills Inventory – Change – 1

1. General comment: I sometimes have problems with emails or files on computers. I wonder if there could be a pool of helper volunteers who are good at automobiles, email, cell phones, simple sewing or cooking or something else. Someone who would list themselves as "having some knowledge of" somewhere.

One example is that I don't know how to use some of the equipment in the exercise room.

Volunteerism/Staff/Balance – Like – 2

1. I enjoy the engaged community aspect of living at 1666, but finding the right balance seems to be really important. Let volunteer energy be spent in things that are good for our mental and physical health rather than busy work.
2. Sharper Management Company, in collaboration with their staff and our residents, appears to work together competently and efficiently, to keep the multiple systems working and respond in timely to upkeep demands.

Volunteerism/Staff/Balance – Change – 8

1. Burnout among those doing too much for too long.
2. Should we compensate community members who do work over and above a certain number of hours or level of difficulty/skill?
3. I'm grateful that smart Coffman residents were able to successfully extricate the condo complex from the embezzlement problem in 2016, and that subsequently Sharper was hired to oversee the financial management here. Nevertheless, I'm concerned that the professional staff here (i.e. chiefly Donna) is thinly supported and that we are too reliant on volunteers to handle complex financial, building renovation/maintenance, landscaping, AIC, dining and related issues. We're v fortunate to have such competent people living here, but considering the quite hefty monthly condo fees we pay, I think we should not also have to do so much "volunteer" management and supervision. Obviously it's important to have residents overseeing the operations of the building, but many of the volunteer oversight tasks amount, in essence, to full time jobs. That's wrong. It's a huge imposition on residents, and creates unnecessary internal tensions and stress that should not be imposed on neighbors. Ideally, they would not be if this were a professionally managed building.
4. Jerry is incredible, but we can't rely on him for everything.
5. In recent years maintenance oversight has depended on Jerry but this is not sustainable.
6. It's probably not fair to put most of the responsibility for our infrastructure on one unpaid person's shoulders, but who would have it any other way? Maybe there should be a direct line to Jerry. Wouldn't he love that? (Just joking!)
7. Will Jerry burn out taking full charge of our building and grounds? Should we be paying him something since he seems to do the kind of stuff a staff person would be doing?
8. concern about burn-out in volunteer committee chairs.

Vote – Change – 1

1. Could we arrange to vote here?

Infrastructure Responses

[\(back to Contents\)](#) | [\(go to Operations Responses\)](#) | [\(go to Community Responses\)](#)

Amenities – 5 – Change

1. Add a small greenhouse for starting plants.
2. Make better use of the back lawn with bocce, badminton, gas fire pit on the patio. I'd say "swimming pool" but doubt that would or should go anywhere.
3. add a fire pit
4. Build an outdoor bread/pizza oven.
5. Beehive oven for bread baking

Amenities/Art – 3 – Like

1. COFFMAN'S ART COLLECTION. What a treat to walk the halls and enjoy the variety of art available to us to enjoy. The collection has been so well displayed that each piece compels you to look at it. Compare this collection to the institutional pieces that have been installed in the glitzy new buildings being developed for senior residents.
2. STRENGTHS The Coffman art collection
3. art in halls is attractive

Amenities/Dining Service/Community – 16 – Like

1. The dining service is clearly valued by residents at present, and it has ever been source of coming together.
2. I long for the dining room to be able to open again.
3. We are benefited much by having dining services available, especially during times other than our current pandemic restrictions, such that much satisfaction is available through dining with neighbor residents in the Dining Room.
4. I do miss the shared meals in the dining room and various potlucks throughout the year. These, I trust, will return.
5. Hopefully we can again socialize in the dining room while eating there.
6. In normal times dining together is a luxury and community building/social event. It should remain.
7. We are infrequent users of the dining service. We do dine in or order out (depending on the covid's status) occasionally just to help support the service because some residents really depend on it.
8. I am still for it, because of how it is a center of our social life, [but I do understand that it is expensive and also that some residents don't use it.]
9. Dining service allows for people to get together around food. That is a good option for us. It is there but not over determined in anyway. I do find it to be a very nice social dimension of this place.

10. The Dining Facility should be more than just dining it should be an instrument of socialization and cooperation -- once this damned pandemic ends.
11. Dining service is a luxury but one that many want and appreciate. It is especially important for more handicapped and single individuals. I will willingly approve of dining service only because it helps others.
12. I enjoy the dining room, when it is available for dining service five times a week. It is a place where single residents meet couples, couples share interests and singles do not have to eat alone! I have many fond memories of dinners in the dining room sitting around one of the big round tables and discussing events of the day.
13. I look forward to using the dining room and having more social interaction.
14. I have found the dining service to be essential to our life at Coffman. It is not just a way to be fed, but has been a way for residents to get to know one another, particularly through corridors dining together. I know cliques form in communities, but the dining service as well as other interactive events are a way to facilitate the mixing different groups and helping residents get to know one another. Workplaces often have bonding activities, which help employees get to know one another, which helps promote collegiality.
15. The dining service did a lot to promote community.
16. The communal dining that existed five years ago was a big plus -- people were randomly seated at large tables and it allowed residents to meet each other.

Amenities/Dining Service/Community – 1 – Change

1. The social function of dining together can be met in a variety of creative and less costly ways.

Amenities/Dining Service/Conflict – 7 – Change

1. [Dining service is an important amenity - it is necessary in building community - especially for a single person.] Have heard there is a movement to end the dining service - residents want to save the \$76 assessment. Has there been a recent survey to ask for a resident vote on keeping or ending dining services?
2. [I think we might finally have dining service figured out. I don't think it's just COVID and delivery that have done that. I think Caroline has had a good deal to do with the change in attitude.] Though there still may be folks who don't think we need a dining service.
3. [Ensuring the dining service remains] rather than having to keep overcoming the negative views of a handful of people. [Keep the dining service and] stop having it as a bone of contention! [People moving here realize it is part of the infrastructure and] a few vocal opponents should not keep on putting its very existence back on the agenda
4. [There are residents who profess to loving to cook and that they only use the dining service infrequently.] Unfortunately they can be too vocal in their desire to eliminate the service for people who enjoy and support the service.

5. Sometimes, I think I will scream if I have to discuss the Dining Room again. It is relentless.
6. Differences of opinion about dining service.
7. Frustration with unresolved dining issues spreads.

Amenities/Dining Service/Cost Structure – 2 – Like

1. I do not begrudge the fees we pay for it since the service offers significant opportunities for people for different reasons.
2. With regard to the complaints about the cost of the service I say buyer beware. Know what your association fee pays for before you sign on the dotted line.

Amenities/Dining Service/Cost Structure – 15 – Change

1. [I like having the dining service, but] I recognize that it may need to be eliminated in the best interest of putting our resources toward other things we want or need more.
2. Although it was nice to occasionally join others for meals in dining room, I am among those who haven't made enough use of this service to justify the expense. Unless there is a way to reduce the \$75 monthly charge, I favor eliminating the dining service or making it more dependent on payments from the subgroup who use it.
3. [I am still for it, because of how it is a center of our social life, but] I do understand that it is expensive and also that some residents don't use it.
4. Those who eat should pay what it costs. I have eaten 1 meal here since I came. I figure it cost me \$840 plus \$15 or \$855 dollars for 1 meal. That cost goes up \$70 each month I am here.
5. The dining service should be a pay as you go service. I am opposed to the current assessment to pay a chef.
6. Not sure that the dining service is a plus for everyone. It's expensive to run and maintain. Seems only a small percentage of people use it, but we all pay a lot for it.
7. The never-ending question of the dining service-- do we really need this costly service in the age of Door Dash and Bite Squad? No one will go hungry if we don't have a dining service.
8. The Dining Room is an expensive amenity. It has been said forever that Coffman's size (population) cannot sustain a dining room. The monthly fee is expensive. Dining service is a luxury but one that many want and appreciate. [I will willingly approve of dining service only because it helps others.]
9. And there's a lot of magical thinking about the true cost of expensive but underutilized features like the dining service.
10. I think it would be more honest and straightforward to include the food service subsidy in the dues. The Board always has the authority to add or remove a service or program. I find it irritating to be reminded that we support an "extra" that people may or may not use. That is not a complaint about the service.

11. What kind of dining service should Coffman make available to residents and how should the cost of that be shared (or not) across residents?
12. A big elephant in our living room is the dining service. Some people use it; some people don't. Everyone pays an assessment; some people don't mind; some people do. Is that \$85K per year best used to provide the opportunity for people to socialize over a prepared meal. We could charge a lesser assessment for all then ask those who use the service to pay more in the way of a user fee; I think meal prices are also low for how much food we get; is the meal itself subsidized by all residents?
13. Those of us who do not eat at Coffman should not have to subsidize the dining facility. People who eat the meals should have to pay what it costs.
14. [Our association fees are already on the high end for a community with our amenities. With all the 55+ apartments that are sprouting around us, we'd be wise to do everything we can to stop the recent trend of annual fee increases.] This may mean some hard conversations. I like looking at the dining service.
15. Frankly, I suspect that no professional management would condone the continuance of the dining service with the extravagant fees it entails. Or if residents insisted on having the option of five in-house meals per week, a professional management service would insist that those meals be billed at what they really cost rather than burying the actual costs in the condo's monthly charges per unit.

Amenities/Dining Service/COVID – 6 – Like

1. I think we might finally have dining service figured out. I don't think it's just COVID and delivery that have done that. [I think Caroline has had a good deal to do with the change in attitude.]
2. LIKE The efforts of the dining service to accommodate us during the pandemic.
3. During normal times I liked dining out at favorite restaurants as much as anyone. But now our favorite restaurants and associated socializing are a memory. To me the Dining Service is more important than ever.
4. I've appreciated the way the dining room has shifted to accommodate us during the pandemic. We have made more use of it than ever!
5. The dining service has proven to be a wonderful amenity in the last six months.
6. [Dining Services are a real asset] especially during a pandemic.

Amenities/Dining Service/General – 28 – Like

1. I like having the dining service, [but I recognize that it may need to be eliminated in the best interest of putting our resources toward other things we want or need more.]
2. The DINING SERVICE. Yes, there are residents who profess to loving to cook and that they only use the dining service infrequently. [Unfortunately they can be too vocal in their desire to eliminate the service for people who enjoy and support the service.] There are plenty of us who had demanding careers and specifically

chose Coffman because the dining service granted us a reprieve from the grind of daily meal preparation.

3. Dining service is an important amenity - it is necessary in building community - especially for a single person.
4. LIKE healthy meals
5. I also value the dining room and wonderful meals!
6. I value the Dining Room
7. Ensuring the dining service remains [rather than having to keep overcoming the negative views of a handful of people.]
8. LIKE The dining service
9. I appreciate the Dining Room.
10. STRENGTHS Offering meals in the dining room
11. Keep the dining service [and stop having it as a bone of contention!] People moving here realize it is part of the infrastructure [and a few vocal opponents should not keep on putting its very existence back on the agenda.]
12. Our dining service is good now, and having it available is one reason many move to Coffman. I believe that I should sell and move out - should it be discontinued.
13. The dining service seems to be working out.
14. We were attracted by the option of in-house dining
15. The dining service is a nice option for residents.
16. Dining service is good as I've experienced since 2009. Hope the support from the Condo continues & [Caroline stays].
17. In-house meals are a large benefit to all!
18. I am very grateful for the dining service under Caroline, and fully support its continuation.
19. Dining room & services are/were great.
20. I love having dining options. I will be very happy when the dining room is open again.
21. Dining Services are a real asset [especially during a pandemic.]
22. The dining service works pretty well considering the problems it is living with.
23. Dining service = delivery is great in all aspects. Food quality and ordering process.
24. I like the Dining Services at Coffman. Look forward to this evolving over the coming year.
25. dining is wonderful;
26. like the dining room
27. dining services
28. the dining room

Amenities/Dining Service/Ideas – 5 – Change

1. Could we eat some meals prepared by chef Caroline in the dining room at a social distance? We'd have to pre-register.

2. One thing I'd like to suggest groups using the gazebos for distanced dinners was wonderful! It would be nice to use the East section of the dining room and or the social room or perhaps the craft room or the card room for distanced dinners.
3. I would be more comfortable with a deli/cafeteria style service where simple foods could be purchased ala carte.
4. Meals delivered more days of the week.
5. Without our present system (a chef) we could have more potlucks, hire a caterer on occasion, etc.
6. Add a craft brew tasting club to meet daily.

Amenities/Dining Service/Meals – 2 – Change

1. [We are infrequent users of the dining service.] Almost always we find the meals to just OK. Sometimes they are less than OK. This has been true year after year, chef after chef.
2. I do not use the service typically because of my specific dietary needs.

Amenities/Dining Service/Vendor – 10 – Like

1. I think Caroline is perfect for this place.
2. [I think we might finally have dining service figured out. I don't think it's just COVID and delivery that have done that.] I think Caroline has had a good deal to do with the change in attitude.
3. I hope Caroline stays.
4. Caroline is doing an admirable job.
5. While I don't much use the dining service, Chef Carolyn has done a masterful job of adapting her service in the era of COVID. Kudos to her!
6. I like Carolyn's meals.
7. The Dining Committee did a wonderful job choosing a chef, she's done a great job during this COVID-19 crisis
8. LIKE Caroline's meals
9. Retain Caroline Berger for as long as possible - she's the best chef in the last several years. Caroline is a very likable person and she seems to have good business. That's fine and I hope she stays.
10. I think Caroline has been a great choice.

Amenities/Exercise Room – 6 – Like

1. It is good that we have opportunities for self-managed Health and Wellness Services, and the Exercise-Fitness Room with machines to facilitate fitness activities.
2. I enjoy the exercise room. I really like playing ping pong and inviting friends to come here and play ping pong with me. I also like to see people bringing their grandchildren here to play ping pong. I think there are at 4-5 people who do this.
3. I also like the exercise room. This summer, I've been walking outdoors more, but I like the option. Also, I miss Mag's stretch & tone class.
4. LIKE The workout room

5. physical exercise opportunities are wonderful
6. LIKE the exercise room

Amenities/Exercise Room – 6 – Change

1. It would be nice to give the exercise room a makeover when our budget permits. It's certainly adequate, but it does feel a bit dark and dated. The Exercise Rooms and showers etc. need to be looked at for upgrading structurally to remediate the mold and mold smell that has lingered for decades.
2. activity rooms like the gym seem uninviting and poorly ventilated
3. Do we need two bathrooms in the basement? Can we repurpose some of that space for more exercise room?
4. Should the gym be moved up to the third-floor Social Room?
5. The workout room needs to be expanded.
6. Can we survey all residents about what equipment they want to have in the exercise facility?

Amenities/Garden Plots/Allocation – 11 – Like

1. The gardens are a very definite value and, I suppose, a strong attraction to potential buyers.
2. And I love the opportunity to have a garden plot
3. The garden area is a great place to get some quiet.
4. Community gardens
5. our garden plots
6. the garden
7. The community garden plots allow for gardening and raising of some veggies. I always feel being able to garden is emotionally satisfying but one gets the joy of picking a few fresh veggies!
8. LIKE Gardens.
9. Like the gardens
10. THE GARDENS. What an enduring amenity. An essential opportunity to gather at this time. A place to informally share the love of gardening and gardening expertise.
11. The Coffman resident's garden area. The improvements made this year are very good. Gardeners and non-gardeners alike enjoy puttering about and also socializing in the gardens. Kudos to the Garden Committee.

Amenities/Garden Plots/Allocation – 5 – Change

1. I would like to see garden plots more evenly distributed. Some residents have few or no plots, and some have quite a few larger plots.
2. What are the right policies for the garden? Use it or lose it; if you rebuild, you have ownership for X years, more garden plots? Require residents to rebuild after a certain time
3. How can new residents get garden space now dominated by pioneers with massive gardens?

4. Coffman manages everything on campus except the gardens. Should Coffman take over the gardens? Should they be wholly the responsibility of residents? Is current allocation of space fair? What should guide people's usage of the spaces. If someone pays to renovate a space, does it belong to them for a certain period of time?
5. I want a bigger garden plot. I am frustrated that some people have 2 long plots or even 3 or 4 plots. Let's share better.

Amenities/Gardens – 1 – Change

1. Be sure to continue ongoing maintenance of the wildflower woods and natural rain gardens

Amenities/Library – 27 – Like

1. And, of course, the library is an extremely valuable resource.
2. [I think the addition of the spring and fall Open Houses was a great idea and I hope we will be able to offer them sometime in the fuzzy future.] The Library Committee appreciated hosting visitors. We know that some relatively recent residents consider the Library a major influence on their decision to move to Coffman.
3. The library is fabulous, especially in comparison with other condo buildings we have visited.
4. We are so fortunate in having a fine library which is managed by experienced retired librarian/media specialists.
5. library is wonderful
6. LIKE the library
7. I enjoy the library, I read books from the library all of the time. Lots of interesting things to read. I think they should get a bigger budget.
8. I also very much appreciate the Library
9. The Coffman Library. Because of the well-educated and competent Library Committee our HOA has a fantastic 5,000 volume library. It has both depth and breadth and is greatly improved in the past decade! Kudos!
10. The library is also an excellent asset that allows one to enjoy up to date books and is managed by excellent librarians.
11. The library is wonderful, a beautiful space and well-run.
12. The library is a big plus.
13. Our library is top-notch. We're lucky to have former librarians in charge.
14. The library, not only as a source of good books, but also as a place of peace.
15. I love that we have a library, and my library tour with Katie W. was the single best introduction to Coffman I had. How the library is developed and maintained may change over time.
16. The building's signature "ooh-ah" space, OUR LIBRARY. It's a proven draw for both current and prospective residents. So many of our newer residents comment on how the library was a major component of their decision to move to Coffman.

17. The library and programs that are intellectually stimulating.
18. I love the library, and enjoy serving on the Library Committee.
19. Library wonderful and cheap
20. The Coffman library
21. I like announcements when new books are available in the Library.
22. The Library
23. I greatly value our excellent library
24. having a library onsite
25. our library is unique and a real gift thanks to retired librarians!
26. The Library
27. I value the Library.

Amenities/Library – 1 – Change

1. I would appreciate very much if someone could write a brief introduction or comments/opinions about the book (one page could be enough). Or a link to a website where introduction or critics can be found. (I like brief writing in emails better.) There is a Book Reading Group here, maybe they can write something to share what they learn from the books they had read and some comments?

Amenities/Newsletter – 4 – Like

1. The Coffman Newsletter is a "gem"! Its editor is so professional, timely, approachable and talented. Kudos to Barb G. & her committee! Thanks to everyone who writes articles or contributes poems and photographs.
2. Coffman Newsletter does a great job of welcoming newcomers, reviewing books, publishing articles by residents, and keeping us informed. Great photos!
3. The newsletter. Thanks to the contributors and to Barbara Gaiser's editing.
4. Newsletter.

Amenities/Other – 4 – Like

1. LIKE All the practical amenities (laundry room, yard maintenance, snow removal, et.)
2. There are many amenities that make moving from a single-family residence to a condo less inconvenient.
3. I like [living] in a place where we aren't responsible for shoveling, mowing, etc.
4. I have enjoyed dining in the gazebos during the summer with friends at Coffman as well as my personal friends, I appreciate the efforts made by all committees to improve our living spaces including community garden plots, and the maintenance of the grounds at Coffman.

Amenities/Other – 4 – Change

1. Long term it might be useful to look at a car share program for residents. Many resident vehicles represent a significant cost to their owners but are very rarely used. A more cost-effective solution has developed in recent years, a car share

like Hour Car for example. A small fleet of cars could serve just as well as the fifty lightly used vehicles, and at a much lower cost per user. Those interested could buy in, those not interested could keep their personal vehicles.

2. Having coffee in the dining room.
3. The things that attract new residents (like the Library, Community Dining, and the grounds we have) need to be of utmost importance. They need to be constantly improved and encouraged.
4. This is an old topic: Can we have the campus bus stop back to the front of our building? The stop at Bell Museum can be kept, just add one more stop near the front gate, or the one on the Coffman Street. It will benefit us greatly to commute to the campus, especially in the winter. (Second answer identical to first)

Amenities/Recycling - Organics – 5 – Like

1. I'm grateful organics disposal has begun. That's wonderful.
2. Also the new compost project. I hope lots of us get the green containers to put food scraps in.
3. I also am grateful for the environment-friendly changes we've made in the past year, such as changing to LED bulbs and organic recycling.
4. LIKE organics composting
5. LIKE making composting happen

Amenities/Recycling - Organics – 4 – Change

1. We need to explain clearly how to recycle cardboard in the garage. Currently lots of large cardboard is placed in the bins. This clogs up the bin for smaller recycling items.
2. How do we make sure the recycling program we have is really helping the environment? What else can we recycle (plastic bags, lithium batteries, etc.)?
3. I look forward to all compostable food containers and to an overhaul of our recycling system so everyone is on the same page.
4. For compostables/recyclables we need specific instructions/list of what is compostable/recyclable. I am not sure that “all” items from dining are compostable, and as we move toward more composting, we will need even clearer directions of what is valid or not.

Amenities/Sauna – 2 – Like

1. Keep the sauna if possible
2. It's also great having a sauna--an amenity I value, and didn't find in other communities.

Amenities/Underground Heated Parking – 2 – Like

1. Functionally, having a large underground garage, and not having to worry that snow, rain, and wind will invade our balconies and windows.
2. heated parking

Amenities/Workshop – 7 – Like

1. And I love the opportunity to use the shop.
2. Looking forward to accessing the workshop again. This is an especially useful amenity. I would have no objection to the removal of the large power tools if they become a liability. It's the workspace, workbench and hand tools that are most useful to me.
3. It's also great having a wood shop--an amenity I value, and didn't find in other communities.
4. Good to have the well-equipped woodshop/workshop for construction of items, as well as for borrowing tools for minor jobs in our units.
5. the workshop
6. woodshop
7. I value the workshop

Architecture/Accessibility – 3 – Change

1. The organization could improve physical access to the building and with attention to the special needs of its aging residents evaluate universal design opportunities for improvements.
2. What are the accessibility challenges (people in wheelchairs above first floor; people who can't write sign out books, etc.)
3. Has there been a building evaluation done by occupational therapists/designers/architects to assess whether there are problems or things that can be improved for everyone's safety, ease of mobility, access, visibility of signage, etc, etc?

Architecture/Front-Entry Canopy – 3 – Change

1. Add a canopy over large entrance
2. Put a light, airy canopy over front entrance
3. Perhaps there should be a metal canopy over the front drive up area so that residents can enter waiting cars and busses better.

Architecture/General – 6 – Like

1. I love the lay-out of the building.
2. I LOVE this building with its beautiful grounds, light, elegance.
3. I appreciate the common areas and the way they facilitate community.
4. Building is attractive: Dining Room, Library, Social Room are gracious common areas.
5. Three floors of construction permit easy use of stairs and three elevators support less strenuous vertical movement. The 12 separate designs for apartments share similarities but each have distinctive strengths. We are delighted with the layout of the rooms and spaces. Our first floor, St. Paul unit design permitted us to create a unique but functional suite of rooms with our existing furniture. The

kitchen is very efficient and the two bathrooms serve us well. Overall we are very pleased to be in our apartment. We looked at one other apartment for sale before buying [this one]. Since moving in have visited several more & I have studied each of the twelve original plans. Each apartment has a distinct feeling and personality. We think we could move into almost any apartment 1666 and be well pleased to live on the library level or the Social Room, Craft Room level.

6. The uniqueness of our architect-designed building should be highlighted in promotion materials. In addition, the residents could be more educated about the architecture so they can appreciate it even more. Lots of "retirement" places offer more "amenities" like big exercise rooms, but not everyone can live in a neo-Palladian building on acres of planned grounds.
7. Thoughtful 20th century development of a 16th Century building design completed by Andrea Palladio. 1666 Coffman provides a contemporary interpretation of Palladio's farm estate housing & support structures. The 1666 building, derivative of Palladio's thirty (+ or -) estate designs from the 1540s-1570s is one area of Palladio's work that has been rarely copied. While there are more buildings in the world derivative of Andrea Palladio's work than the total buildings derivative of all other architects, the Farm Estate rarely occurs. The bilaterally symmetrical plan with the larger central commons areas with residential wings east and west of the core is very appealing and works well to keep corridor lengths short.

Architecture/Patio Gates – 2 – Change

1. Please let's remove the cages on the first-floor apartments (they are a fire hazard!). Replace them with a building-wide security system so residents in those units can feel and be safe.
2. Need to get rid of or modify the iron gate so I can get a tray of food out the door. I do gymnastics with my bicycle to get it in and out. My patio chairs will not fit through the gate. The gap is less than half the width of one side of the sliding patio doors. Food tray has to be tipped at 45' angle to get outside.

Campus/Grounds – 25 – Like

1. It goes without saying that we live in a beautiful garden
2. Spacious grounds and neighborhood which feels safe and walkable.
3. Overall, I think our grounds are attractive and well-maintained. The building and gardens are a pleasure.
4. Coffman is a warm and inviting place to live with unique features that drew me to live here: the location, the natural beauty around us, the views (on 3 sides at least). The gardens and grounds and adjoining park
5. I enjoy the grounds, the possibility of taking walks with my dog around the complex and the nearby museum and campus.
6. Surrounded by green space & trees on 2 sides.
7. Our grounds with their many possibilities for activities are a very positive aspect - love the gazebos, gardens

8. I highly value the large comfortable campus surrounding the building.
9. We have a beautiful building and beautiful grounds!
10. I love the south grounds. Is it possible to keep our "back yard" at a 72-degree temperature during the winter months? :)
11. COVID has taught us that we are lucky to have the campus we do, to be able to easily make our way outdoors and to be able to walk and socialize appropriate in a peaceful setting.
12. Many ways to be outside: wildflower garden, garden paths, connection to a park with benches (and picnic playground area), access to Bell Museum
13. Came here for the location next to the campus and golf course.
14. I love our quiet location and proximity to the U of M campus. I walk there every day when the weather is OK.
15. Our beautiful building and surrounding green space.
16. our backyard
17. The wonderful outdoor spaces.
18. Every attempt is made to improve the surroundings of our buildings as well as interior. Plans for fixing, beautifying, and preventing problems are always underway. We are lucky to have a beautiful, well-developed setting for our building, mainly the work of the generation before us.
19. Gardens in the back. rooms for activities and for exercise and social engagement.
20. In lifestyle, the trees, grass, and flowers that attract and serve birds and animals almost year-round.
21. Nature, walking opportunities, garden
22. Long outdoor areas for walkers
23. Opportunity for outdoor walking.
24. campus wonderful
25. LIKE The backyard--gardens, being near the park and the gazebos and the conservatory.

Campus/Location – 29 – Like

1. I highly value our location, which is very convenient for many of the activities that I participate in.
2. Our location is wonderful: near the university campus, close to shopping and many other amenities.
3. Location, location! We are blessed with a fabulous location. Nature surrounds us plus proximity to major roads such as 280 and 35W.
4. Location was a major reason for wanting to live here. Can get almost anything you need on nearby Como Ave. Hype location for promotions.
5. Good to be here, now next to the Bell Museum. Good to be close to (part of?) the St. Paul Campus of the UMN. Nice to have needed / wanted things around: City Hall, grocery stores, library, gas stations, restaurants, Mall. They are all close enough to be easily accessible
6. Its location both in the Twin Cities and to immediate neighbors.

7. Located close to the UMN St. Paul campus, near major freeways, metro bus service, and close to shopping and essential services, including a health clinic nearby.
8. our location.
9. Convenience of location to both cities.
10. Adjacent to Falcon Height city park
11. We are next to the Bell, which offers us participation and enlightenment.
12. Close to farm campus and both city downtowns, yet quiet and peaceful.
13. I enjoy the closeness to UMN, the Guthrie, & Orchestra Hall.
14. I do like the location of Coffman. Because I enjoy both the MN Orchestra and the SPCA, what could be better than to live between the Cities?!
15. The setting is number 1.
16. I love our location near campus, and relative to both cities.
17. I appreciate our location, close to downtown Mpls. & St. Paul, close to green space, the golf course & gardens out back. Walking distance to the St. Paul campus and its gardens
18. We were attracted by Coffman's city-yet-rural location
19. I think our community has a good reputation, and we're lucky to live in such a beautiful area, with so much green space around us.
20. Quiet clean safety and beautiful environment with natural light, sunrises, sunsets, and location/location/location
21. Coffman is really a nice place to live (location, views surrounding area (Bell Museum), so we can put up with some stuff.
22. LIKE nature walks, walks to downtown St. Anthony Park, walks to state fair
23. I love the location of 1666
24. Our location is the best and is the main reason we moved here. (Library was second.)
25. I am content with Coffman as we are close to food shopping opportunity, close to a Tuesday's farmer's market in Roseville, one can get food deliveries if one chooses, get meals from the dining room on days Wed.-Sun., and close to a Health Partner Clinic. We have a good location where it is possible to walk, ride a bike, and eat together in the out of doors. Golfing is just across the street and the golf course provides a place for skiing and snowshoeing during winter months. We have a good location where it is possible to walk, ride a bike, and eat together in the out of doors. Golfing is just across the street and the golf course provides a place for skiing and snowshoeing during winter months.
26. Location: North edge of St Anthony Park, next door to the Bell Museum, adjacent to the U of MN St. Paul Campus, adjacent to the U of MN Golf Course, on Larpenteur Avenue permits easy access from many directions, Metro Bus line has a 1666 Coffman stop
27. I love the condo location and surrounding areas. I like the convenience and accessibility of the condo. The location within the center of the Cities is convenient. The campus grounds, Grove Park, and the golf course are very nice.
28. I love the location

29. I love the location. Walking around Grove Park, the old trolley line, golf course and near campus is a treat. We bought the condo to be near relatives, and although most live in Minneapolis, we are not far from them.

Campus/Location – 1 – Change

1. THREATS: Possible loss of golf course and other undeveloped spaces; overdevelopment could bring more traffic and noise.

Decorating/Carpeting – 8 – Change

1. The building could use some updating. Such as new hallway carpet.
2. new carpet!
3. New carpets (one of the things that makes Coffman look shabby to me). We had samples put down, then... I must say the pattern offered was not to my taste. This was not samples among choices. I didn't see options.
4. I very much hope that we will ASAP replace the shabby, worn, and hopelessly dated carpets in the public areas.
5. I very much hope that we will ASAP replace the shabby, worn, and hopelessly dated carpets in the public areas.
6. The Library's carpet is stained and worn and detracts from the overall good impression that the library presents. Like the hallways the library's carpets should be budgeted for replacement more frequently than they have been.
7. I quite like the pattern of the current carpeting but they are shabby. I was sort of embarrassed when friends came over. I'd like to see at least two samples of carpeting. But perhaps this is not the year to replace?
8. I think the Social Room carpet needs to be removed. It is threadbare in places. Rather than carpet there I recommend a total wooden floor. I have no idea what cost is involved.

Decorating/Lighting – 2 – Change

1. One major concern is for the lighting in the double-loaded corridors. It is well below meeting health and safety standards. It does not meet many of the current codes for a building such as ours. I would also include in that, the garage which is also poorly lit. This is more than an aesthetic issue but, of course, it is also that!
2. Old-fashioned dim lighting in hallways with old fixtures

Decorating/Other – 6 – Change

1. Most residents want to see interior improvements
2. Interior common spaces need updating and redecorating
3. Make the building more welcoming. Take out the long black rubber carpets at front door. Decorate & paint with lighter colors. Get rid of the 2nd floor accent paint color in galleries. Use lighter colors. Make halls lighter. Make the building more cheerful & inviting. More plants, more lights & a cheerier palette.

4. Redesign, refresh and upgrade to create the interior and exterior environment in which we live.
5. The interior should be light colored & cheerful, not dark & depressing.
6. I disagree with the previous AIC in redoing the dining room & furniture while lots of expenses are needed for more urgent issues (boilers, etc.). I guess operation is more important (of higher priority for expenditure) than esthetics!

Decorating/Vendor – 1 – Change

1. [The interior should be light colored & cheerful, not dark & depressing.] We should hire outstanding professionals for that job.

Green Energy – 3 – Change

1. What building systems are not as green as they could be? What would be the investment to get them greener? When will we be faced with the absolute failure any particular system?
2. Changing climate conditions are a threat
3. solar/wind power?

Landscaping/Flowers – 2 – Change

1. The exterior requires brighter flowers. The lilac bushes were not cut properly.
2. Improve the landscaping in the front. Re-landscape using more color & better design. Use (underlined) roses annuals with color. Get rid of the dark brown bushes near the white walls. Use flowering bushes with color. Use more color in the flowerpots in front. They look like a funeral home this year. Who plans the Spring flowering planting in the front? The flowerpots? Why are not the bushes trimmed in the front on the sidewalk & behind the walls? Why are they left dead?

Landscaping/General – 3 – Like

1. Large outdoor area landscaped and available to residents for gardening.
2. Landscaping and vast recreational areas
3. Landscaping is terrific. Good mixture of tall mature, shorter younger, conifers and deciduous, - Planted landscape the product of many decisions implemented over decades. Protected South Lawn enclosed east and west by building wings Entry Drive and landscaping provides tree and landscaped edged parking

Landscaping/General – 5 – Change

1. I believe that there could be an improvement in the landscaping.
2. A clean up of our wooded areas and a long-term plan for them is needed. The dead wood and some of the trees need to be removed and new trees planted.
3. Make better use of the back lawn with a pond, rain garden, walkways and other seating areas under trees. A couple more trees on the southwest lawn, anything to get rid of the big expanse that has to be mowed all the time!

4. The greenery in the front should be made more attractive & cheerful to attract prospective residents.
5. appropriate flowering plants and bushes would brighten the exterior & make it more attractive.

Landscaping/Ideas – 3 – Change

1. Add kinetic sculpture, water features to yard
2. Add Meditation maze, workout stations to the yard
3. Add seating in South lawn under the trees/shade—benches or chairs

Landscaping/Invasives – 4 – Change

1. Multiple bushes in the east berm have wire fences that are not supported with sturdy posts
2. there are lots of thistles in the east berm
3. Maintenance of grounds seems sketchy. Weed/invasives issues problematic
4. The invasive species like buckthorn need to be removed (from wooded areas)

Landscaping/Lawn – 4 – Change

1. Why do we mow so often...is it the right use of our money? Do we need all this yard?
2. I would love to see less lawn and more sustainable and pollinator friendly landscaping.
3. Less grass and more alternative plantings and features might be good.
4. I believe there could be improvement in lawn management.

Landscaping/Process – 2 – Change

1. The exterior planting is a big job. Perhaps having coordinated committees to plan & oversee planting.
2. How does the Board decide what improvements are made about lawn management?

Landscaping/Trees – 2 – Change

1. The trees surrounding the Garden area should be cut back drastically to provide sunlight to all the garden plots.
2. Cutting down trees in the garden needs to be approved by many committees not just one. The planting on the Eastside along the road was planned by ONE person. It needed more input. I wanted to help but was not welcomed.

Landscaping/Vendors – 3 – Change

1. [The greenery in the front should be made more attractive & cheerful to attract prospective residents.] We should hire outstanding professionals for that job.
2. We put money in the budget to get a gardener to maintain many beds and the east berm. Let's get them hired.

3. SOS specializes in over-mowing and blowing.

Maintenance/Doors – 1 – Change

1. Heavy doors

Maintenance/Elevators – 1 – Change

1. Perhaps the elevators need an update or upgrade.

Maintenance/Garage – 3 – Change

1. Why hasn't the basement floor been repaired?
2. The surface of the basement garage floor needs substantial repair or replacement, primarily for aesthetic reason
3. The garage needs better preventive maintenance, lest we lose this great asset.

Maintenance/General – 11 – Like

1. I'm very grateful that preventive maintenance is finally being done
2. Funds spent on preventive maintenance is money well spent.
3. I am glad to see all the preventive maintenance being done on the building and the grounds. I've been at Coffman for twenty-two years and know that preventive maintenance was put on the back burner, so kudos to those who pushed for it and then actually, actively are seeing it get done.
4. Building is being updated with considerations for change
5. We are dealing with building problems and maintenance issues head-on and aggressively.
6. Individual condos are being updated and remodeled.
7. Maintenance done by the Association.
8. Preventive maintenance is a plus!
9. I like that the building maintenance is proactive and that seasonal upkeep, and major upkeep is taken care of, so I can leave for part of the year, and not worry about what will be there when I come back.
10. Safety, security, appearance and hygiene of the building due to the people and procedures that ensure these standards are met.
11. I think we are doing our best to make up for the previous neglect of our infrastructure.

Maintenance/General – 28 – Change

1. It is an aging building and, as such, will continue to need maintenance, replacements and updating that go beyond normal expectations. I hope this is all being considered in the long-range plan and reserve study.
2. There seems to be a lot of work that needs to be done. Is the building crumbling?
3. I worry that the building seems to have a huge number of structural and maintenance issues for a building of its age. I don't have suggestions here, but I

wonder what the next huge issue will be. Hot water? Are there things we should get ahead of now?

4. Our building has needed a lot of attention and maintenance lately given its age and lack of proper site management.
5. How can we identify and make needed repairs to our aging building?
6. Age of our building and mechanical systems mean that problems are surfacing and some systems are nearing “end of life” status.
7. Our building continues to age and will need continual and expensive investment.
8. Our building is dated.
9. Our building is getting old and much maintenance has been required recently. It's never totally over so we have to look into the future for further major repairs and replacements, such as elevators
10. THREATS Building systems failures
11. neglected and mismanaged repairs
12. Deferred and lack of maintenance of the interior and exterior presents the impression of inattention and care possibly affecting the property value.
13. Deferred maintenance for many years created serious problems.
14. The building has been poorly maintained for decades. It has seldom invested in proper upgrades that are now coming home to roost with current residents paying for repairs decades overdue.
15. Focus on short-term crisis intervention regarding needs, and often outright denial and ignoring of needed maintenance, repairs and so forth.
16. In general, we need to deal with infrastructure maintenance before rather than after failures occur, and in particular before costs of catastrophic repairs are suddenly forced upon the residents.
17. We need to think long term and plan for needed upgrades and repairs.
18. Continue with remediation and upgrade projects that will give us a solid building for the next 30 or more years. I'm willing to embrace a certain amount of the shabby/chic/lived-in/homey vibe. After all, who among us completely redecorated their entire home every 5 years? However, if prospective residents are comparing us to the competition we have to keep our carpets looking fresh and inviting even if that means we have to budget to replace them more often. What is troubling are our quirky systems.
19. Adhere to schedules in the Preventive Maintenance Plan and Reserve Study
20. continued expensive repairs for building and mechanical systems
21. Improve HVAC, plumbing, electrical, etc.
22. maintenance of grounds seems sketchy.
23. The building and its systems seem to have been poorly constructed and maintained. We need professional oversight. (In contrast to our situation, I visited a senior condo managed by a man who had been involved since design/construction and he was clearly on top of building systems and maintenance.)

24. It was great to get the preventive care and the Reserve study in place a few years back, and it is a good feeling to be using them, having a sense that we will not be surprised (fingers crossed) or negligent.
25. I'm a little worried about the multiple problems we have been discovering that trace back to flaws in the original construction. I don't know how we can prevent these in the future, but we need to ponder whether that is possible.
26. I am already in the hole \$19,000 while on Social Security and I can see the likelihood of needing more (special assessments) because the builders of 1666 did a poor job. We haven't seen the last of serious problems.
27. Many new residents are attracted by the location, the grounds, the library and the dining facility. These need to be maintained regardless of individual's opinions.
28. There is strong resistance and outright fear around spending community funds to ensure the building is maintained to the highest possible building standards and codes, and reluctance to seek outside expertise rather relying on personal opinions of residents who are certain they are correct

Maintenance/HVAC – 5 – Change

1. I am concerned how much money might be required in the future for basic infrastructure repairs, for example, the air conditioning system is antiquated; there is often no air cond. on third floor E.
2. Replacing the shockingly fragile air conditioning/ heating system is doubtless beyond the financial capacity of the association -- and probably impossible in this poorly constructed building. But it would be a relief if possible.
3. Heating and cooling systems are not very energy efficient.
4. Do we have to live with an HVAC system that demands that we switch from a heating to cooling system and vice versa twice a year? I have a feeling I know the answer to this and it would be impossible or prohibitively expensive.
5. Replacing the shockingly fragile air conditioning/ heating system is doubtless beyond the financial capacity of the association -- and probably impossible in this poorly constructed building. But it would be a relief if possible.

Maintenance/Ironworks – 1 – Change

1. Is there a plan for painting the remaining ironwork (balconies, patio enclosures, railings)? There are significant rust spots developing.

Maintenance/Mold – 1 – Change

1. Years ago I almost didn't want to move to Coffman despite its many attractions. Every time I visited and walked anywhere near units {unit numbers redacted for privacy} I detected the presence of mold. Having a mold sensitivity this should have dissuaded me from considering Coffman as a new home.

Maintenance/Plumbing – 4 – Change

1. I have serious concerns about the integrity of the plumbing in the building. Year after year there are serious, costly leaks and breaks in the plumbing. We have not figured out how to prevent them. Somehow we need to develop a plan for complete rebuild of this part of the infrastructure.
2. The plumbing needs better preventive maintenance, given its life history.
3. Residents who have pin hole leaks in their units and the water has damaged their floor, furniture & unit should not have to pay for the repair. Coffman has neglected to fix these pipes. The resident is not responsible for the damage.
4. The amount of water which is wasted down the drain in waiting for warm/hot to arrive in our units some days should result in some feasible not-too-expensive way of not wasting this wonderful increasingly scarce resource--water.

Maintenance/Process – 10 – Change

1. If the garage gets cleaned once a year it should happen at the end of winter when it's really a mess.
2. Do we have an annual maintenance project punch list? It is essential with a facility this large to be sure periodic maintenance occurs.
3. I would like to see a more strategic plan for building wide maintenance and facility management. Including but not limited to weekly building wide Inspections. I would also like to see a better maintenance management system.
4. What and where is the Preventive Maintenance program? What is the role the Sharper plays in developing and maintaining such a program? I think there should be a process in place. managed by residents but carried out by licensed professionals. NO resident work required.
5. Shouldn't we have a master maintenance calendar so things are done on a regular and predictable schedule? (list of 3 concerns separated out) These are all short-term concerns in one sense, but together they indicate a need for better planning for ongoing and long-term maintenance. Some of the building maintenance--deep-cleaning the hallway carpets, window-washing, furnace tune-ups for residents' units--seems haphazard.
6. We probably need a 'building diary' or 'journal' that is easily accessed that keeps track of the repairs and parts. I think about airplanes and how each plane requires such a log. I would be happy to work on such a project.
7. In the aftermath of the theft, we've been doing somethings more quickly than perhaps we should; let's return to a thoughtful process of projects coming to B&F first, then recommendation to Board, then action. We can always respond differently in an emergency.
8. We need to think about improvement, not just status quo or "good enough" whenever we think about maintenance tasks, building health, office and administrative work, processes and skills.
9. We value a safe and attractive building. A huge assessment was collected for necessary issues concerning water and mold. Sometimes we need to forego improvements, especially aesthetic ones such as replacing carpet in the halls.

10. Priority should be set in terms of spending \$\$ on different areas. For example, a healthy, safe and sound building structure is more important than indoor cosmetic change.

Maintenance/Vendor – 1 – Like

1. I appreciate how the balcony replacement was done. The contractor, Justin, did an excellent job informing us of progress and roadblocks re the repairs. As a newer resident I could resent have to pay for repairs that previous/longer-term residents should have dealt with, but I realize there is no fair way to say "anyone who has lived here x 5 years, 10 years, should take responsibility.

Maintenance/Vendor – 1 – Change

1. Contractors are chosen to carry out capital projects. I'm never sure that they are chosen using a competitive bidding process. I'd like to see the competitive bids laid out for the community to see.

Maintenance/Water Abatement – 2 – Like

2. I am so happy that we are finally dealing with the water issues systematically and hopefully for good.
3. Hooray for water mitigation.

Maintenance/Water Abatement – 2 – Change

1. Future building moisture remediation
2. Be sure to continue ongoing landscaping for water abatement

Maintenance/Windows – 1 – Change

1. The stairwell windows also seem to be in need of repair/replacement. There are some where the sills appear to be rotting.

Spaces/Arts & Crafts – 1 – Change

1. Convert arts and crafts into a business center with group workspace, etc.

Spaces/Conservatory – 2 – Like

1. I value the Conservatory.
2. the conservatory is a charming room

Spaces/Conservatory – 1 – Change

1. Open doors/windows for conservatory for fresh air.

Spaces/Dining Room – 1 – Change

1. more spaces for informal socializing --why not repurpose part of dining room?

Spaces/General – 2 – Like

1. I appreciate the efforts made by all committees to improve our living spaces including the decor, dining room service, the garden room
2. I love that we have community spaces.

Spaces/Hallways – 1 – Change

1. Do we use the corridor mailboxes? If not, get rid of them.

Spaces/Kitchen – 1 – Change

1. Open the main kitchen for residents' use.

Spaces/Lobby – 2 – Change

1. Open up lobby, move mailboxes, have a public facing desk, workroom behind it with a glass wall, door that shuts so it's soundproof-ish
2. Replace the current dining room fireplace with a see-through one so it can be enjoyed from both sides and let light pass through that area.

Spaces/Loggia – 3 – Change

1. It would be nice to have outdoor furniture in the cloister on the North side as well as the South. Very shady and pleasant on hot days but no place to sit down and spread out. Picnic tables perhaps?
2. The loggias are beautiful open space that is not used well. Maybe add chairs, lighting, screening from the parking lot in a few of the arches.
3. Front porch has no function.

Spaces/Office – 2 – Change

1. If we could have a better office/mail area, we may have better luck in hiring a building manager. The 2009 Master Plan had proposed such a remodel. I think we should look at that again now when there are changes in the management.
2. Our office space and design are a shameful testimonial to the lack of respect we've given to staff who have to work there.

Spaces/Patio – 2 – Like

1. I enjoy the expanded patio and Gazebo access. Even if there were no COVID restrictions, I would be using them. I appreciate the extra tents to accommodate the increased demand.
2. STRENGTHS Our "backyard" patio and gazebos

Spaces/Patio – 3 – Change

1. Large outdoor patio is always in the sun
2. The patio is a very visible, and very neglected, area, both esthetically and practically. It detracts from the beauty of the south lawn and might put off prospective buyers. We should create and implement a unified patio plan that

acknowledges the outdoor space as an organic extension of the building design. It should be a true living space with places for eating, meeting, relaxing. This project entails AIC and B&G working together as true partners. There should be some flexibility in the Reserve study plan to allow us to get this done in 2022. Even after Covid ends, I think we are entering into an era of greater use of our outside space.

3. Getting ready for a greater outdoor patio programs in spring. Finding a way to cover the red patio so that outdoor daily informal conversations can occur in early spring thorough next fall in shaded comfort.

Spaces/Planning – 2 – Change

1. How much are the common rooms utilized at present? Is there a better use we could put them to? Maybe do a room audit over six months to see how often arts and crafts is used.
2. Periodically we will need to rethink what we need community spaces for as a community.

Spaces/Social Room – 3 – Change

1. I look forward to a "new" Social Room, maybe with parquet floors and new COMFORTABLE chairs. It is in pretty bedraggled shape now.
2. It's great to have the hard surface floor suitable for dancing in the Social Room. That should be retained, not diminished.
3. IDEA: Chairs and tables on Social Room balcony

Spaces/Socializing – 4 – Change

1. We need to arrange sites etc for socialization indoors during winter months of covid
2. Lack of informal socializing space
3. Find location for some comfy chairs and sofa for socializing, maybe the alcove in the dining room which is unused?
4. More tables/chairs outdoors in both front and back.

Community Responses

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Activities – Like – 26

1. I appreciate opportunities to think - with experts from both inside and outside our community - about major issues in our local, national, and international communities.
2. I like that Coffman residents value the intellectual life, keeping current through lectures by outside speakers/performers.
3. Coffman carries the commonality of the University of MN or other educational institutions. This shared commonality allows our community to discuss important national and international issues that one may not find in just any other condominium.
4. I liked to visit with people at the Saturday Coffees when we have had them.
5. Informal gathering such as coffee hour and evening wine.
6. Saturday AM Coffee Hour = wonderful opportunity to gather as a community, introduce new residents, catch up on the news.
7. Socials. (?)
8. [We are doing a pretty good job of supporting each other during the pandemic, but we have a long way to go before we get to have] movies and Saturday coffee and Sundowners with our neighbors and friends.
9. When we can do this again, I welcome corridor dinners, where you are assigned a seat with people from other corners of the condo. Also them nights' parties, ethnic dinners.
10. I enjoy the ... social events.
11. I like that there are committees that organize social gatherings within the community.
12. Our interesting community of various professions prompts all manner of programs and activities. In ordinary times Coffman is a treasure of informative and inspiring presentations both from residents and outsiders.
13. Really miss the onsite exercise class; Mag the teacher was so great. It was so convenient and made me healthier, I'm sure.
14. Sharing produce from their gardens
15. Cultural events. Music events.
16. The programs we had movies, concerts, speakers.
17. Contributions of residents via committees to sustaining cultural life
18. LIKE opportunity to know people in this community thru movies, lectures, social events etc. Both stimulation and support.
19. Lectures plays and music

20. I don't really hear much about committees, of course with COVID restrictions, but I am hoping we will still have lectures, some of them academic, and for me, concerts are really important.
21. Our musical events were very important to me, but Covid put a stop to them, and also lectures and talks. Zoom doesn't seem to fill the void.
22. I have enjoyed the book nights, the library and some of the other talks. (Science Tech talks are not my thing, but I have attended them.) The last-minute performance by the cloggers on 9/13/20 was a treat.
23. I love the vibrant community life - lectures, discussion groups, movies, and shared celebrations. We are an unusual community.
24. The clever ideas the social committee has for "special" events/occasions.
25. Have loved in the past the community programs, Saturday Coffee, Sunday Sundowners, Storytellers group, and lectures. Looking forward to having creative ways to start these again under Covid conditions.
26. LIKE The lectures and performances; movies; group activities like coffee hour, singalongs, poetry café open readings, etc.

Activities – Change – 19

1. That "Squirrels will take over the building" (an exaggeration, of course) is malarky; I'm for bird feeders, with restrictions, such as cleaning up after the birds, especially now that the ground floor has more concrete aprons.
2. How about an informal transportation network--- list of those who would be willing to give short rides such as to HP Como
3. CHANGE The connection between east and west wings. It might seem silly, but have some people who have the same (condo) in the two wings be encouraged to say hello to the other.
4. [An attempt to restore this sense of community should be made. This should NOT be put off on the grounds that "we'll do that when we don't have to worry about COVID anymore". COVID may well remain a serious threat 10 years from now -- it won't disappear suddenly. Community can be achieved without physical proximity] -- as an example, we could have zoom meetings with breakout rooms whose participants write a biography of a randomly chosen participant. Or just corridor or floor happy hours.
5. [Let's resume community activities as soon as possible, perhaps with social distancing and masks.] Can we resume some social /intellectual activities with social distancing? Such as exercise classes, movies, lectures?
6. Years ago there were occasional meetings after dinner in some residences for display of hobbies or arts or performance--several of which were conducted simultaneously, and attendees could attend some consecutively, much like a progressive meal (the term for which I cannot recall just now.)
7. The Library Committee could sponsor informal discussions about books, mainly those reviewed in the Newsletter
8. Instead of different committees doing Science and Tech, Arts and Humanities etc. I wonder if it might be better for a single committee--an interdisciplinary

committee to work out some lectures and events. [It's important not to overwhelm people living here so they stop showing up.] But to do some quality arts and culture, intellectually enhancing lectures etc. but find a way to offer some honorarium even if it's a small amount. Fewer people can be invited, but quality can be improved.

9. Restore the lecture series ,Coffman Lectures". The Coffman lectures have been presented here for many years and were instigated to give new residents a chance to present himself/herself about one's biographical data, career accomplishments, and whatever the speaker wishes to present. It served the purpose of acquainting the newcomer with the other residents. Promote lectures of public interest. This gives the residents an excellent chance to talk to one another about one's intellectual interest.
10. If we can develop and present programs for our community could we explore the possibility inviting other communities or a program like U of MN OLLI program to offer our work to a larger audience?
11. Intellectual discussions and book discussion groups would be welcome
12. Book discussion groups would be great! A variety to choose from would be of my liking.
13. I think this month is the ideal time to begin to develop ways to face the long winter ahead to find ways to provide 1666 programs that take volunteers to organize and develop, Social and Entertainment: That can be provided remotely through Zoom or online or in small group program of 12-16 residents at a time in the social room with its new air purifiers or dining room if possible. Continue to study and develop exercise options via programs and equipment.
14. Maybe we should have a parade/fashion show of masks, with prizes! And/or a contest to disguise yourself the most amazingly with makeup, hats, facial hair, etc. behind your mask. Good Lord, all I can think of is contests!
15. Sometimes I wish we had more current movies, more "racy" or current. And/or are there DVDs available?
16. Given her age, I doubt Mag will be likely to return after the pandemic, so I hope we will be able to have a regular exercise program in future.
17. [Group theater;] group sports; organized paddling? biking? ["Coffman Rovers] Coffman leagues to challenge other residences in soccer, bocce ball, bowling, whatever. Dance invitationals, or excursions. Camping? [International travel?]
18. Promote group activities such as table-tennis playing. Playing table tennis is an aerobic sport. It helps to improve both physical and mental well-being. When a group of people play together in turn, it can be a lot of fun.
19. I think that it would fun to have a board game night.

COVID – Like – 2

1. One thing that I appreciate the most is the cumulative effort to keep us all safe from Covid. And along the same lines, to keep us all safe from other dangers older people face.

2. Looking forward to having creative ways to start these again under Covid conditions.

COVID – Change – 3

1. [An attempt to restore this sense of community should be made. This should NOT be put off on the grounds that "we'll do that when we don't have to worry about COVID anymore". COVID may well remain a serious threat 10 years from now -- it won't disappear suddenly. Community can be achieved without physical proximity] -- as an example, we could have zoom meetings with breakout rooms whose participants write a biography of a randomly chosen participant. Or just corridor or floor happy hours.
2. It is clearly possible for 2-4 people to meet in a socially distanced way in the dining room or the social room if outside is not possible.
3. The COVID restrictions have kept interpersonal connections closed.

Culture – Change – 1

1. The current culture is somewhat toxic.

Diversity – Like – 1

1. Pleased that diversity is acceptable/valued--e.g. regarding all manner of social values, etc.

Diversity – Change – 7

1. Diversity: I would like to see us recruit or show openness to those of Hispanic and African American heritage. I admit, how we do this, I don't know. Maybe have more of the outside speakers and musicians from these groups?
2. I worry about the whiteness of our building. Why has it stayed this way over the long term? Are some folks feeling unwelcome or threatened?
3. How do we increase the diversity of Coffman's residents?
4. A cultural change would have to occur in the University and in MN in order to have a spectrum of people represented in our resident population. Nonetheless, one can wish.
5. It is unfortunate we are not more diverse. Could recruiting be done?
6. Also, in these days of racial reckoning, just wondering why no African American folks live here, and don't know that any ever have.....wondering why?
7. I am concerned that what we are not doing is making Coffman attractive to younger and more diverse seniors. A greater mix of ages, ethnicities, identities would be ideal and is desired.

Newcomers – Like – 6

1. I think we did pretty well welcoming newcomers at one point but I haven't done it myself in a long time so I don't know what is happening now.

2. When we arrived we were assigned a mentor who "showed us the ropes" and clued us into community norms. That was great. I hope we still do that for newcomers.
3. Welcoming new people in the Sat morning format was a good thing, just formal and informal enough.
4. Everyone I've met informally is very friendly and helpful but based on the "Memo to New Residents" I was anticipating a designated mentor of some sort. It would be helpful as questions arise, regarding functioning within the community (i.e., replacing a light fixture, requiring an electrician, etc.).
5. I like committees organize various activities to get residents meet and know each other (to an extent).
6. [Again, Community is something we find in our Dining Room, getting together with friends over good food.] Likewise, we can get to know those we haven't yet met, or do not know well. It's great to have a Welcome time where new ones are introduced to us. We long for that time to come again!

Residents – Like – 21

1. Everyone I've met informally is very friendly and helpful.
2. The friendly and caring residents.
3. This is the best move I've ever made. The community, even in the days of covid, is welcoming, engaging and a lot of fun. I feel safe and valued.
4. Have found residents respond well to questions I have.
5. I enjoy most the friendships at our residence. I have especially appreciated these relationships since the death of my husband. It is these friendships that have allowed me to stay positive at times that I might have been isolated, especially during this Covid 19 pandemic.
6. It goes without saying that we have treasures of many generations.
7. I love the interesting collection of people who have chosen to live here.
8. I value the way neighbors are friendly and caring, and that they respect their neighbors' privacy.
9. I love how I feel about all the neat people I meet almost every day.
10. I value the community cohesiveness, talking about issues openingly but diplomatically.
11. I have enjoyed serving on several committees, offshoots of the Board. The diversity of the people living here has added to my enjoyment and knowledge.
12. interesting people
13. Thanks to Cathy Lee for all her work and patience with computer-based stuff.
14. I appreciate the community of smart, witty, caring, progressive people that live here.
15. The energy and ideas coming in from new residents, the sense of history and context provided by those who have lived here longer.
16. Getting to know people. My residence!
17. The people here
18. We were attracted by the fact that all residents were university affiliated.

19. It is a good community.
20. I appreciate the intellectual aliveness and engagement of the Coffman community. Many people give generously of their time and expertise to make our shared life possible. I am grateful to all of them.
21. [I have enjoyed serving on several committees, offshoots of the Board.] The diversity of the people living here has added to my enjoyment and knowledge.

Role in Local Community – Change – 8

1. We are not a communal neighbor
2. How do we establish a more positive role for Coffman in the local community? What should this role be? Do we have anything to offer the community?
3. Don't have a particular role in the neighborhood that gives us a particular or special identity.
4. Perhaps there should be discussion of the benefits of more participation in communication and attendance with Falcon Heights governance. As part of our external communications efforts it is well for us to be aware of how that municipal government's actions may affect us, and for that governing entity to appreciate our viewpoints on some issues of common concern.
5. I worry that some see Coffman as a "country-club" group.
6. Don't want any passing through on fire lane; very careful about private property
7. Control our private road access for safety, noise, and privacy.
8. Develop links with larger community for activities and disseminate to residents

Values – Like – 4

1. I love Coffman's sense of community. I always enjoyed helping Eve with the Open House and sharing why I loved living at Coffman. It truly is a special place.
2. Community.
3. - The community. The community is the top draw for living here at Coffman. We are like a village and respect each other.
4. Coffman's commitment to the residents and sense of community.

Values – Change – 5

1. Much of this sense of community has dissipated in the last few years.
2. Trying to get a participatory democracy is always hard. There will always be people who don't want to chime in, except to complain. So it does seem that a few people are bossing everyone else around.
3. I have no concerns except for making changes that run counter to 1666's uniqueness.
4. On behalf of Community, we need to "THINK COMMUNITY" often enough to make things good for us ALL, and not only think of OURSELF" only of what I like or what is good for me.
5. [Until I moved here I wasn't aware of how insular the "community" is. It didn't occur to me that so many of the residents would have been longtime neighbors

here in St. Anthony Park and the surrounding blocks. I was startled to meet people who have lived all their lives within an easy walk of this building. Obviously, because Coffman is affiliated with the U of Mn, that possibility should have been self-evident. But, because my own life has been so different, such insularity was startling. Sure everyone here has traveled a lot,] but the "cozy hive" quality of the place is odd to me.

Values/Communication – Change – 9

1. Face to face conversations are essential to community building.
2. Living in community requires compromise and flexibility and respect!
3. [I don't know how to change the culture. It has been my observation that most people here have the same point of view, and do not readily accept ideas that are different from their own. I have not had much discussion with others this summer, but in other visits I have noticed it. This is such a polarized political year. I do not like Donald Trump, and I am very disappointed in the Republican party. However, I am tired of the vitriol of discussions and off-hand remarks about any point of view that is different from the speaker's own view.] There are two sides to most issues, and we should be able to agree to disagree.
4. There is a well-established gossip grapevine that perhaps comes from there being no consistent, reliable accurate flow of information from the Board and office.
5. Coffman e-mail Exchange serves an important function as a community bulletin board. But we do not always treat others' ideas with respect. Guidelines could be explicitly laid out to encourage freedom of expression without rudeness or overstepping of boundaries.
6. It is important that in resolving disputes we exercise humility and respect, avoidance of quick & easy solutions to questions that have complex implications. Better to ask questions than to have the confident easy solution.
7. I have no concerns except for making changes that run counter to 1666's uniqueness.
8. It feels as if we (too) are divided more, with some leaders quite new. I feel like an Oldie, and want enough academia But I am also interested in a new Coffman emerging.
9. Do we need rules for every little conflict that comes up?

Values/Independent Living – Like – 3

1. I worry about friends and neighbors in declining health. Some I know well enough to ask for details. Others, I am surprised to see their decline during my absences. I am pleased that they can stay with home health care, etc.
2. As an independent living community no one is obligated to participate in activities but being a participant surely adds to the enjoyment of living here. People live longer when their social and intellectual needs are satisfied.

3. I think we want to define "Independent Living" as including some residents who are hiring and receiving some regular care from professionals or from family.

Values/Independent Living – Change – 8

1. [Perhaps we need to clarify our policy. At time, I know, it has been REALLY difficult.] I think we do need to get clearer what the legal implications are, include that in our decisions. But being part of a community is so important to health, mental and physical. And I feel a sense of commitment to neighbors too.
2. I think we want to define "Independent Living" as including some residents who are hiring and receiving some regular care from professionals or from family.
3. [What does "thoughts about independent living" mean?] I note Coffman accommodates people with limited physical abilities.
4. We do want this place to be viewed realistically as for independent living, meaning that if inquiries about moving here come often from persons in their mid-eighties, who may require considerable outside assistance, then that situation should lead us to express clearly that relatively short-term stay with such assistance is not in the best interests of this residential culture and history. A quasi assisted-living arrangement goes against what we have been and seek to continue to be.
5. [The infrastructure and operation structure set up in 1985 has been good on the whole and serves the community well. However, the world changes. The number of living options has changed dramatically in the last 35 years. Back then, there were two options if you couldn't stay in your home, get an apartment/condo or go to a nursing home. Now there are many types ranging from independent to assisted living to nursing assisted to memory care. It is no longer a binary choice.] What we need to decide is what we are. And those are hard choices. That definition has to agree with what we have the facilities to provide. So we need more clarity about those things so people can decide if this is truly a place for them to move into and/or to help residents have more clarity about when it's not appropriate to live in the community as we define ourselves.
6. The question of "independent living" is an elephant in the room. If residents move in as healthy 70-year-olds and, through aging or disease, perhaps need walkers or wheelchairs, they should be treated with respect and encouraged to get the help they need to continue living here as long as they wish, and can do so comfortably. We will all be in their shoes. But what about people joining the community at an already advanced age, or living with a serious health issue? How could they be told they are not allowed in? I don't know the answer, but it's a concern.
7. If residents are physically and mentally healthy when they enter, what happens when they become less healthy? (They own their unit, so if they don't want to leave we can't evict them -- correct? And yet we are classified as an "independent living facility" -- what happens when residents can no longer live independently?)

8. I also sense a small undercurrent of agism, or perhaps age phobia, which is ironic considering that this is a building for older people. Remarks like "I don't want to go to the dining room because it's all old people" (I'm not quoting one person, just paraphrasing). Also disparaging remarks about our oldest residents in relation to "active or independent living." There is an amazing record of longevity in this building, which is at least partly due to the stimulation and support we receive here through various stages of life.

Values/Residents – Like – 1

1. I feel that issues like social interaction are addressed Nicely by members of the community.

Values/Residents – Change – 3

1. Communities best serve their member by treating everyone equally and respectfully.
2. I think that community members who are resistant to change should be more willing to support the thoughtful, well planned, fresh ideas that come out of committee work. eg. Instead of saying, "We can't do that, because we've "always done it this way."
3. [The COVID restrictions have isolated people, I think, so there is not the spirit of camaraderie that I have seen in past summers. I think that is the reason for short tempers.] Beyond colors of walls or patterns of carpet, my biggest wish is that 1666 could be the respectful and engaged community it was envisioned to be.

Volunteerism – Like – 4

1. I appreciate all the volunteer committees, especially the newsletter, library & new AIC, that the chairs/co-chairs are so talented & committed to enriching the whole Coffman community.
2. I like our committees and have served on 4 of them. They provide a major part of the "community" sense complete with satisfaction of friendships, common interests and even the inevitable frictions.
3. I respect the Board & how they operate, assignment of committees, novel approaches, entertainment, & particularly dining. They have contributed to making Coffman a delightful environment.
4. [I'm not sure what you meant by "thoughts about independent living."] I do like that Coffman is run by the residents and that we are self-determined as far as cultural events, dining service, building decor and maintenance, etc.

Comments

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Some survey responses did not easily fit into the LIKE or CHANGE model and/or they did not suggest a specific category or subcategory into which we could parse them. Since we only coded for two things—category and Like/Change, we have included these few responses as “comments.”

By providing the following comments, we believe we have included in this report the responses in their entirety.

- Excellent work!
- Yes, overall, considering the many challenges of recent years
- Just want the pandemic to be over so we can "Go back" to doing the many things that worked here before the lockdown.
- Shared amenities
- I am still learning how this works.
- When I went to school, I don't think "infrastructure" was a word. I guess I'm including it under "Operations".
- Some buyers wait too long to buy at Coffman
- I do love my condo.
- I will be happy when what we had comes back.
- Mostly satisfied.
- I am still on a learning curve but everyone is pretty straight forward so far.
- Change happens when it is needed and demanded. Change is always difficult and depends on sound leadership and a clear goal(s) before being undertaken.
- I appreciate all the work already that has gone into getting this survey. It was maddening to fill out, mostly because I didn't know where to place things, and I can't think of all the stuff I HAVE thought about. Here it is, such as it is. And thank you again.

Next Steps

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LRP will follow two parallel paths with the results of Resident Outreach Survey (S1):

1. Produce and distribute this S1 report
 - a. Survey team provides S1 report to full LRP.
 - b. Full LRP provides feedback.
 - c. Survey team updates S1 report based on feedback.
 - d. Survey team provides updated report to Board.
 - e. Board provides feedback.
 - f. Survey team updates report based on feedback.
 - g. Survey team provides updated S1 report to residents.
 - h. Survey team responds to resident questions that arise.
2. Create and release Resident Priority Survey (Survey 2 or S2):
 - a. Full LRP prioritizes S1 issues in three work groups.
 - b. Survey team drafts S2 questions/methodology based on priorities of LRP.
 - c. Survey team provides S2 questions/methodology to LRP.
 - d. Full LRP provides feedback.
 - e. Survey team updates S2 questions/methodology based on feedback.
 - f. Survey team provides S2 questions/methodology to the Board.
 - g. Board provides feedback.
 - h. Survey team updates S2 questions/methodology based on feedback.
 - i. Survey team creates S2 instrument.
 - j. Survey team provides S2 instrument to full LRP and Board.
 - k. Full LRP and Board provide feedback.
 - l. Survey team updates S2 instrument based on feedback.
 - m. Survey team finalizes S2 instrument.
 - n. Survey team schedules S2 with full LRP and Board approval.
 - o. Survey team launches S2 instrument.