

2017
to
2021

Spring Creek Association Strategic Plan



Spring Creek
Association

December 2016





Spring Creek Association

Strategic Plan

Spring Creek Association Board of Directors

Board of Directors

Mike McFarlane, Board

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Letter From the President

Spring Creek Association Members,

I am excited to present the Spring Creek Association's five-year Strategic Plan. The development of this plan fulfills a major milestone for both the organization and our community which began earlier this year. The plan will serve as a roadmap of the Spring Creek Association's vision for the future through a number of goals, objectives and strategies. With guidance and leadership from the Board, Staff and outstanding participation from our community, the following six goals have been identified which create the foundation for the strategic plan:



1. Community Safety
2. Programs and Recreation
3. Availability of Goods & Services
4. Financial Stability
5. Infrastructure and Amenities
6. Team SCA

Throughout the development of the strategic plan, we have received tremendous support and input from our community. The Association held many outreach events which generated valuable input and comments from residents, businesses, organizations, employees and various other stakeholders. As the Association implements the various projects and programs outlined in the strategic plan, Association staff will continue to work diligently to build upon the partnerships we have with our community.

The completion of this plan is a testament to the desire and commitment of the Board of Directors, the organization and the community to enhance the quality of life for our residents and patrons. I have often said that, "failing to plan is a plan to fail." However, given the thoughtful and comprehensive nature of the proposed strategic plan, Spring Creek Association is on the path towards a successful and thriving place to live, work, invest, and establish long-term ties.

A special thanks to all the participants involved in this process for their time and input. Their contributions have been, and will continue to be invaluable as we work together to accomplish the many objectives and strategies identified in the Strategic Plan.

Sincerely,

Jessie Bahr
SCA President

Executive Summary

In 2016, the Spring Creek Association Board of Directors provided direction on the planning process to implement a General Plan for our Association and recommended broad outreach efforts and involvement from various community stakeholders such as residents, businesses, non-profit organizations, students, faith-based community, property owners, educators, employees, and others. The Associations outreach and community engagement efforts included community forums, workshops, meetings, focus groups, online survey, and online comments which provided the basis from which to develop the five-year plan.

As a result, the Association President and Board of Directors, Association staff and the community worked diligently to develop a five-year Plan (FY2017 to FY2021). This plan sets the course for the Spring Creek Association to ensure the mission is accomplished. The mission, "The Spring Creek Association upholds and enhances the quality of living for its property owners while protecting, maintaining, developing, and improving the assets of the Association " serves as the foundation for the Associations six goals. The goals are Community Amenities; Infrastructure; Community Safety and Relations; Programs and Recreation; Availability of Goods and Services; Financial Stability; and Team SCA which will allow the Association to align its efforts and resources to accomplish goals and make positive progress for the Spring Creek Association.

The strategic plan is a living document which features a framework that can be adjusted based on the current needs of the community. On a periodic basis, the Association will provide updates on the progress and performance of each goal, objective, and strategy. As such, the plan may be modified to ensure that stated goals are aligned with the needs of the community. Furthermore, with the adoption of the five-year plan, the strategic planning and budgeting process are now linked to ensure that the Associations budget reflects the Board of Directors and community priorities.

With the development and implementation of the plan, the Associations reaffirm its commitment to continue to provide exceptional services and programs and facilities to its community.

Section One

What is a Strategic Plan?

A strategic plan is a clear statement of where the Association is going and how it intends to get there. It includes a vision, a description of the mission of the organization, a set of guiding principles (values) that will guide actions, a set of multi-year goals that guide decisions, objectives and strategies for each goal, and a plan for implementation and accountability. The strategic plan will provide the framework to link identified objectives to the budget process, capital improvement plan, important policy considerations, economic development initiatives, and the organization's desire for continuous improvement. In summary, the plan helps translate the community's vision and Board goals to the organization – enabling the organization to better serve the community.

Developing the Plan

PLAN: Forums, surveys, focus groups, staff input, board input

CREATE: Vision, mission, values, goals, strategies

EXAMINE: Resource analysis, timelines, working units, multi-year plans

PRIORITIZE: Board and community input, resource allocations

ADOPT AND MONITOR: Five year plan, milestones, regular reports, action plans

Strategic Planning Process Overview

The strategic planning process began with a Board of Director retreat to gather perspective from the Associations leadership on strengths, limitations, opportunities, and threats. Furthermore, through the retreat process, the Board provided their vision for the Spring Creek community as well as the mission and core values to drive the Associations policies and actions. The results of the retreat set the basis by which to carry out the Associations outreach efforts and community engagement.

The Associations outreach efforts focused on gathering input from a broad spectrum of community stakeholders to ensure the plan reflects the needs of the community. These outreach efforts included a community forum, focus groups, community and employee surveys, overview meetings and workshops. Each outreach effort is summarized below.

Community Forum

On May 24, 2016, the Association hosted a Forum with the objective of receiving a broad perspective from the community. Many members of the community provided input by sharing their ideas concerning key topic areas. The meeting also laid the framework to help members understand the strategic planning process, the components, why we need a plan and the timeframe for developing the plan.

Focus Groups

To enhance the results of the Community Forum, the Association held focus group meetings comprised of Association employees and community stakeholders on June 21, 2016. The participants were asked for their perspective regarding the Spring Creek Association strengths, limitations, opportunities and threats. The focus group participants were also instructed to identify community characteristics which make the Spring Creek Association special as well as the top priorities they felt should be incorporated into the five-year strategic plan. The members also review key facilities, programs and issues including weeds, ATVs, Animal Control and others. Each moderator of key topics took notes which were compiled to find key trends.

Community and Employee Surveys

The Spring Creek Association prepared a community online survey based on the input gathered during the Board of Director Retreat, Community Forum, and Focus Groups. The online survey was offered from July until August of 2016. More than 600 community members responded to the survey. The respondents identified infrastructure as the most important areas of focus during the next five years, followed by financial stability and community amenities. The survey allowed comments in each section and it should be noted the key items in regards to infrastructure to be addressed are the roads and water issues.

Community Survey Results Meeting

On September 21, 2016, a community survey results meeting was held to review the results of the online survey with the community. Many community members attended and provided additional comments and insight on specific actions that the community and/or the Association should take to make the priorities a reality.

Executive Management Team Workshop

In December 2013, the executive management team reviewed both the qualitative input and quantitative trend data from the Associations outreach efforts in order to develop draft goals, objectives and strategies consistent with the input gathered during the strategic planning process. In addition, implementation timeframes were developed. As a result of the workshop, staff was able to prepare a draft plan which was reviewed by the Strategic Planning Ad Hoc Council Committee in January of 2014.

Community Overview Meeting

In December 2016, the Association will release the draft plan on the Association's website and provided an opportunity for the community to review and provide further input via the Association's website (online comment period will remain open from). After this period, the board will make the final adoption at the January 2016 Board of Directors meeting.



Flyers were prepared and distributed to encourage attendance at all outreach events.

Vision, Mission and Guiding Principles

The Spring Creek Association is committed to achieving a shared vision for the organization and its community. The vision, mission and guiding principles (values) are the result of a thoughtful and inclusive process designed to set the Association on a course that meets the challenges of today and tomorrow.

Vision

The Association's vision sets the focus for the future. The vision is a statement that describes the ideal future of an organization, or what the organization would ideally like to be.

"To build a vibrant, progressive community that fosters neighborhood pride, encourages cooperation and efficient use of resources, and maintains an attractive environment for our Property Owners."

Mission

The Association's mission is a statement of the organization's purpose. It defines what the organization stands for and what it will do.

"To deliver efficient public services in partnership with our community which ensures public safety, a prosperous economic environment, opportunities for our youth, and a high quality of life for residents."

Guiding Principles

The Association's guiding principles (values) provide the basis for how we and our members will work to achieve the mission and vision. As such, the plan affirms the Association's commitment to ensure public trust and confidence in the integrity of our Association with the establishment of the following guiding principles. The Association's vision, mission statement and goals are based on the Association's *current* position and outlook for the future.

COLLABORATION – We actively engage and include all community stakeholders

EFFICIENCY - We are a results and performance driven organization that continuously seeks to streamline operations and focuses on the productive use of resources

EXCELLENCE – We attract, develop, and retain dedicated team members that are committed to quality customer service

FISCAL RESPONSIBILITY – We utilize financial assets and resources in a prudent manner to ensure stability and growth

INNOVATION – We promote a culture that encourages creativity and entrepreneurship in delivering valuable public services

TRANSPARENCY – We provide information openly and hold ourselves accountable to the public regarding our actions and decisions

Reading the Plan

The five-year strategic plan highlights the priorities that the organization will complete in the coming years. This plan guides readers through the Association's six goals resulting from the interviews, community meetings, focus groups, survey information and executive management workshops. Each goal has objectives and related strategies to be implemented during the five-year strategic plan. Following is a brief definition of the goals, objectives and strategies:

Goals are general topics that are likely to involve multiple departments and encompass many objectives. Combining objectives within goals helps to ensure that activities covering similar areas are aligned to produce effective and efficient results.

Objectives are multi-year in nature. The timeframe for achieving an objective is typically three to five years, although some may take longer to accomplish.

Strategies are the means to achieve the goals. The timeframe for implementing strategies can be within a single budget year and may span several years depending on the specific program or projects undertaken.

The five-year strategic plan is a living document and should not be considered static by any means. The strategic plan will continue to evolve as Association staff provides periodic updates to the Board and its community during regularly scheduled meetings and during the budget process. Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that this be considered as the beginning, rather than an end, to managing the organization and serving the Association's community.

The Association is committed to accomplishing the goals, objectives and strategies set forth in the plan based on current economic environment and will continue to modify the plan to meet the changing needs of the community.

Section Two

Strategic Plan Goals /
Objectives / Strategies

Goal One

Community Safety

A safe and secure community is essential to the quality of life and economic success for the Association. The Association is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure area.

Primary Objectives

The Association has identified three objectives to promote a safe and secure community. These objectives are:

1. Modernize the Community Policing philosophy to improve customer service, address specific issues, and help with crime prevention and safety.
 2. Broaden communications, information sharing and community awareness of public safety activities through outreach and collaboration.
 3. Establish internal operational strategies to improve staff and community safety.
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Strategies

1. Modernize the Community Policing philosophy to improve customer service, address specific issues, and help with crime prevention and safety.

Strategies	Start Year
1a. Develop a community policing plan based on community input to deliver crime prevention and safety programs in a consistent and uniformed manner.	
1b. Deliver crime prevention/community policing programs based on the community policing plan.	
1c. Establish and implement a plan to partner with community service organizations and police to establish animal control program and coordination.	
1d. Develop plan with internal security department to be able to address safety and criminal issues including ATV trespassing within the Association without waiting for the COA letter process.	
1e. Develop plan with school district to improve safety for youth including crosswalk volunteers	
1f. Work with state and County on road safety including the possibility of additional roundabouts.	
1g. Reevaluate road access plans by Utilities to ensure safety and proper fixing of roads when accessed.	
1h. Research and develop plan for fire hazards within the community including fire hydrant access and location, water availability and lot clearance.	

Strategies

2. Broaden communications, information sharing and community awareness of public safety activities through outreach and collaboration.

Strategies	Start Year
2a. Implement software system or text alerts for the Community Watch to improve communication with residents.	
2b. Expand the use of social media platforms such as Facebook and Association website to share information with the community.	
2c. Partner with local organizations to expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention).	
2d. Develop and communicate an emergency preparedness plan to include a community evacuation strategy to respond to natural disasters with the County.	
2e. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. Association community preparedness day).	

Strategies

3. Establish internal operational strategies to improve staff and community safety.

Strategies	Start Year
3a. Financially prioritize repairs related to safety and security such as lighting and perimeter vulnerabilities.	
3b. Implement staff safety program and coordinator to ensure a safe and effective work environment.	
3c. Written monthly logs of safety concerns and corrective actions taken.	
3d. Develop Weed plan including enforcement and education with local agencies, state and county.	
3e. Develop Storm Ready plan with local agencies to educate and prepare members.	
3f. Review and address policy changes including major issues such as ATV use and Animal Control (Dogs & Geese).	
3g. Review funding opportunities for sidewalks, lighting etc. through County, State, and grants.	

3h. Master plan of greenbelt maintenance, access, and use to enhance amenity and use by residents.	
3i. Review and plan for safety of all amenities including walking paths, signs, and fencing.	
3j. Implement enforcement plan for COA rules to reduce repeat offenses and to help increase property values.	

Goal Two

Programs & Recreation

The Association is committed to working with organizations to make a full range of program and recreation opportunities available so our residents can enjoy.

Primary Objectives

The Association has identified three objectives to support the growth, development and programs for residents. These objectives are:

1. Ensure coordination among organizations serving Elko County to optimize programs and services delivered in the Association.
 2. Expand use of technology as a tool for communication and education in the community.
 3. Update facilities and amenities to meet the communities changing needs and demands.
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Strategies

1. Ensure coordination among organizations serving Elko County to optimize programs and services delivered in the Association.

Strategies	Start Year
1a. Convene a “summit” with local organizations to share information, identify programs and services and produce a comprehensive plan to bring services to the Association members.	
1b. Adopt a master joint-use agreement with youth and other local organizations for facility use.	
1c. Develop plan to campaign to foundations and grants to receive funding for programs and recreational facilities within the Association.	
1d. Partner with the School District and Boys and Girls Club to bring needed youth services to the Association.	
1e. Coordinate with youth and sports groups to develop master plan at Schuckmanns Sports complex with funding plan.	
1f. Add and coordinate community events to help bring the Association members together with other organizations including fitness in the park, movie nights etc.	
1g. Partner with organizations to develop family, youth, senior and agricultural programs to enhance the quality of life for our residents.	

Strategies

2. Expand use of technology as a tool for communication and education in the community.

Strategies	Start Year
2a. Develop marketing plan to residents on opportunities.	
2b. Create web resource for members to communicate programs and recreation opportunities.	
2c. Expand social media and PR avenues to maximize output of information.	

3. Update facilities, policies and amenities to meet the communities changing needs and demands.

Strategies	Start Year
3a. Add and update parks and playgrounds in each tract to ensure equal access to facilities for all residents.	
3b. Plan to maintain all parks facilities including PM plans, maintenance logs, and proper upkeep to allow safe programs and recreational opportunities.	
3c. Develop plan for future additions at the Fairway Community Center including splash pad, mini golf and other activities.	
3d. Plan to expand and develop Marina area for additional recreational opportunities.	

3e. Master plan of all sites to review needs, locations, and funding alternatives.	
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Goal Three

Availability of Goods & Services

The Association will work to encourage businesses to locate and invest in our community which will help improve the quality of life for all.

Primary Objectives

The Association has identified four objectives to encourage and promote the availability of goods and services. These objectives are:

1. Implement a comprehensive strategy to ensure that the Association has a vibrant climate that is accessible, user-friendly and welcoming to all residents, businesses and visitors.
 2. Create new opportunities for business and encourage development through Zoning Ordinance policies and changes.
 3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.
 4. Establish a comprehensive community engagement initiative to expand access to information and create opportunities for members to play an active role in discussing policy and setting priorities.
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Strategies

1. Implement a comprehensive strategy to ensure that the Association has a vibrant climate that is accessible, user-friendly and welcoming to all residents, businesses and visitors.

Strategies	Start Year
1a. Complete a comprehensive economic development strategy working with organizations such as NNRDA.	
1b. Establish an Association Business Advisory Committee.	
1c. Promote and market Association specific strengths to potential businesses including: location, size of workforce, proximity to airport and availability of commercial lots and facilities.	
1d. Partner with Chamber of Commerce on a business retention and attraction strategy designed to jointly outreach to existing businesses.	
1e. Partner with NNRDA and Office of Economic Development on further development plans and grant funding opportunities for the Association.	
1f. Develop plan to add specific services including partnerships with the hospital on urgent care and ambulance services.	

Strategies

2. Create new opportunities for business and encourage development through Zoning Ordinance policies and changes.

Strategies		Start Year
2a.	Review and update current Zoning Ordinances to include equitable, innovative, business friendly zoning practices.	
2b.	Support business development through the completion of critical transit planning.	
2c.	Implemented plan with marketing strategies to encourage businesses in the Association.	

3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.

Strategies		Start Year
3a.	Develop and promote online services such as e-permits, inspections and plan review to increase flexibility and access to members.	
3b.	Review policies of COA in regards to construction and development in order to streamline new development.	
3c.	Partner with businesses to program events that showcase restaurants and services.	

Strategies

4. Establish a comprehensive community engagement initiative to expand access to information and create opportunities for members to play an active role in discussing policy and setting priorities.

Strategies	Start Year
4a. Develop and promote online services such as e-permits, inspections and plan review to increase flexibility and access to members.	
4b. Review policies of COA in regards to construction and development in order to streamline new development.	
4c. Partner with businesses to program events that showcase restaurants and services	
4d. Develop a comprehensive Community Engagement Plan.	
4e. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.	
4f. Establish leadership training and community engagement programs that enhance methods of communication, opportunities for community involvement, and create an atmosphere where residents and partner agencies can receive recognition and develop a greater sense of ownership.	

<p>4g. Expand the use of new technologies including marketing and social media to increase outreach to the community in an effort to promote programs and initiatives.</p>	
<p>4h. Develop a Community Volunteer Coordination program.</p>	

Goal Four

Financial Stability

It is essential that the Association maintain fiscal stability to be able to deliver high quality services. This requires an effective and transparent financial system, accurate and reliable forecasting of revenues, and control of expenses.

Primary Objectives

The Association has identified three objectives to facilitate a fiscally sound operation. These objectives are:

1. Maintain a stable, efficient and transparent financial environment.
 2. Provide a reliable financial forecast that ensures financial stability in accordance with the strategic plan.
 3. Maintain a structurally balanced budget with appropriate reserve levels.
-

Strategies

1. *Maintain a stable, efficient and transparent financial environment.*

Strategies	Start Year
1a. Develop a database of Association-owned properties to improve the transparency of assets.	
1b. Increase the accessibility of financial information on the Associations website by creating additional portals (i.e. finances, budget process, bid opportunities, etc.).	
1c. Conduct Community Budget Outreach meetings that provide budget and financial information.	
1d. Develop a fiscal health analysis tool that informs a department of its financial position monthly in order to assist in its decision making process.	

Strategies

2. Provide a reliable financial forecast that ensures financial stability in accordance with the strategic plan.

Strategies	Start Year
2a. Adopt a budget that is in alignment with the financial forecast and strategic plan.	
2b. Provide quarterly updates on the Associations financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	
2c. Develop forecasting tools for Association and departments.	

3. Achieve a structurally balanced budget with appropriate reserve levels.

Strategies	Start Year
3a. Review assessment plan for next five years to ensure appropriate levels of funding.	
3b. Develop capital reserve policy and plan of all assets.	
3c. Review and decide on municipality plan in regards to HOA designation.	

3d. Cost review and plan of fee based amenities including charging for horse palace etc.	
3e. Revenue generation plan for amenities including non-property owners plan and outside funding such as additional County funds.	

Goal Five

Infrastructure & Amenities

A vibrant community is full of energy and life, characterized by investment in its people, its culture, and its infrastructure and amenities.

Primary Objectives

The Association has identified six objectives in regards to infrastructure and amenities. These objectives are:

1. Establish a comprehensive road management plan including best practices and communication plan.
 2. Develop municipalities plan including communication plan to members regarding options of other governance structures.
 3. Establish a comprehensive water plan to address rate increases, property values, fire hazards, and availability.
 4. Implement a weed management plan including coordination with outside organizations.
 5. Asset management plan to include addressing infrastructure issues and concerns with Association owned amenities and properties including greenbelts.
 6. Address deferred maintenance on Association buildings and equipment.
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Strategies

1. Establish a comprehensive road management plan including best practices and communication plan.

Strategies	Start Year
1a. Equitably maintain roads and associated assets in a state of good repair so they are clean, safe and aesthetically pleasing for our members	
1b. Implement roads best practices for pavement preservation plan using an asphalt consultant.	
1c. Training plan for staff team to adequately maintain roads.	
1d. Review and purchase plan for additional equipment needed to help preserve roads and to address road maintenance issues.	
1e. Review of policies and communication in regards to snow removal.	
1f. Address the use of roads by outside HOA users.	

2. Develop municipalities plan including communication plan to members regarding options of other governance structures.

Strategies	Start Year
2a. Review and communicate draft municipalities study to residents for further input.	
2b. Finalize municipalities plan including communication, changes, and next steps.	

3. Establish a comprehensive water plan to address rate increases, property values, fire hazards, and availability.

Strategies	Start Year
3a. Review current legislation changes to help close the loopholes in regards to water company management.	
3b. Keep informed of water rate cases by working with PUCN and changes to help ensure no dramatic increase in rates.	
3c. Work with water company to help reduce the fire hazard including rate increase, availability of fire hydrants, and education to the members on defensible space.	

4. Implement a weed management plan including coordination with outside organizations.

Strategies	Start Year
4a. Implement policies related to weed management to hold contractors and members to a high standard and reduce the presence of weeds in our community.	
4b. Coordinate with local organizations, state and county for overall methods of removal in regards to weeds and long term plan.	
4c. Education and communication plan to help members understand what chemicals to use, timing etc.	

5. Asset management plan to include addressing infrastructure issues and concerns with Association owned amenities and properties including greenbelts.

Strategies	Start Year
5a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain current infrastructure	
5b. Invest resources and technology to extend the service life of existing infrastructure to protect the Associations investment and support a high quality of life standard.	

6. Address deferred maintenance on Association buildings and equipment.

Strategies	Start Year
6a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the Associations current infrastructure investment.	
6b. Prepare a deferred maintenance plan that assesses safety, adequacy, and liability implications and estimates repair costs to be programmed in the correct departments future budget.	
6c. Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	
6d. Prepare a Deferred Maintenance Plan that assesses safety, adequacy, and liability implications, and estimates repair costs to be programmed in the responsible agency's future budget.	
6e. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	

Goal Six

Team SCA

The Association continues to face increasing demands for service with limited resources. This challenge provides an opportunity for the Association to become innovative and efficient in the delivery of services. Success in this effort requires that the Association retain and attract experienced, motivated employees who are committed to engaging and serving the community. Additionally, improving interdepartmental and community lines of communication will ensure greater transparency and community engagement.

Primary Objectives

The Association has identified six objectives to promote an effective and customer friendly Association. These objectives are:

1. Establish a culture of customer service and community engagement as the organization's primary focus.
 2. Establish communication plans to engage and inform employees and the community about Association activities.
 3. Improve communication between all levels of the organization.
 4. Establish employee compensation that attracts and retains a highly qualified workforce.
 5. Create a culture of innovation and efficiency within the Association.
 6. Provide a positive workplace environment that supports the health of its employees and celebrates its success.
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Strategies

1. Establish a culture of customer service and community engagement as the Association's primary focus.

Strategies	Start Year
1a. Adopt a Customer Service policy and provide training on that policy to all employees.	
1b. Annually conduct a community satisfaction survey to assess satisfaction with the delivery of the Associations services and communications.	
1c.	

2. Establish communication plans to engage and inform employees and the community about Association activities.

Strategies	Start Year
2a. Use Association communication mechanisms to inform and showcase each department to the community.	
2b. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.	
2c. Utilize new technologies such as email and social media to interact with employees and the community.	

2d. Invest in software/resources that will help streamline the flow of information to Association staff and the public.	
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Strategies

3. Improve communication between all levels of the organization.

Strategies		Start Year
3a.	Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.	
3b.	Promote fairness and trust to ensure organizational behavior is consistent with Association values.	

4. Establish employee compensation that attracts and retains a highly qualified workforce.

Strategies		Start Year
4a.	Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other agencies.	
4b.	Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with Association goals.	
4c.		

Strategies

5. Create a culture of innovation and efficiency within the Association.

Strategies	Start Year
5a. Promote the use of new technology to improve the delivery of services and information to staff and the community.	
5b. Facilitate employee engagement through an incentivized employee suggestion program.	
5c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	
5d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	
5e. Identify best practices and opportunities for process improvement and automation across departments in order to provide effective and efficient delivery of services to the community.	
5f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	

Strategies

6. Provide a positive workplace environment that supports the health of its employees and celebrates its success.

Strategies		Start Year
6a.	Create a culture of positive motivation through an employee reward and recognition program.	
6b.	Establish annual employee celebratory events.	
6c.	Document, celebrate and share stories with the community, highlighting improvements and accomplishments provided by employees.	
6d.	Create a program designed to help employees manage their health and wellness.	
6e.	Provide training opportunities, an empowered and positive work environment, career growth potential and encourage high morale based on core values and ethical principles.	



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Section Three

Reporting and Accountability (Status) Worksheet

Goal 1: Community Safety				Funding		Estimated Cost	One-time/Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Committee/Dept.	Funded	Unfunded				
3. Establish internal operational strategies to improve staff and community safety.	3a. Financially prioritize repairs related to safety and security such as lighting and perimeter vulnerabilities.	Admin	Finance	X		\$10,000	Recurring	FY 2018-2019	FY 2019-2020
	3b. Implement staff safety program and coordinator to ensure a safe and effective work environment.	Admin	Safety	x		\$5,000	Recurring	FY 2017-2018	FY 2018-2019
	3c. Written monthly logs of safety concerns and corrective action taken.	Admin	Safety		x		Recurring	FY 2017-2018	FY 2018-2019
	3d. Develop Weed plan including enforcement and education with local agencies, state and county.	Admin	Parks	X		\$5,000	Recurring	FY 2017-2018	FY 2020-2021
	3e. Develop Storm Ready plan with local agencies to educate and prepare members.	Admin.	Safety	x		\$1,000	Recurring	FY 2019-2020	FY 2020-2021
	3f. Review and address policy changes including major issues such as ATV use and Animal Control (Dogs & Geese).	Admin.	Safety		x		One-Time	FY 2017-2018	FY 2018-2019
	3g. Review funding opportunities for sidewalks, lighting etc. through Count and State grants.	Admin.	Safety	x		\$200,000	Recurring	FY 2019-2020	FY 2020-2021
	3h. Master plan of greenbelt maintenance, access and use to enhance amenity use by residents.	Admin.	Parks	X		\$30,000	Recurring	FY 2019-2020	FY 2020-2021
	3i. Review and plan for safety of all amenities including walking paths signs and fencing.	Admin.	Parks	X		\$15,000	Recurring	FY 2019-2020	FY 2020-2021
	3j. Implement enforcement plan for COA rules to reduce repeat offenses and to help increase property values.	COA	COA	X		\$3,000	Recurring	FY 2017-2018	FY 2018-2019



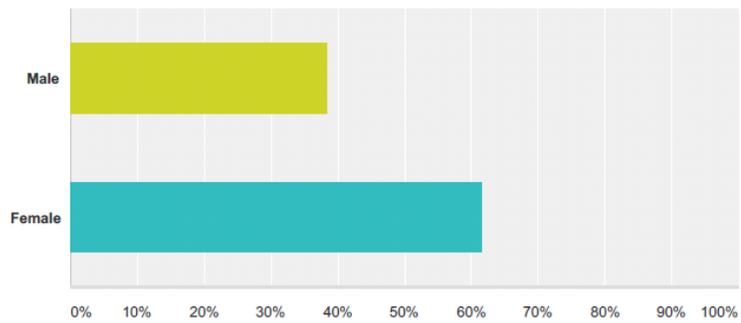
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Who Responded

Q23 What is your gender?

Answered: 300 Skipped: 296

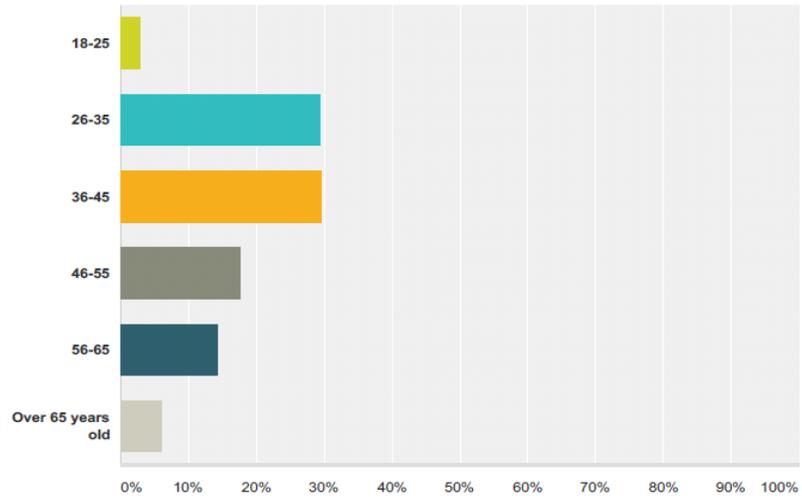


Answer Choices	Responses
Male	38.33% 115
Female	61.67% 185
Total	300

Who Responded

Q24 What is your age range?

Answered: 300 Skipped: 296

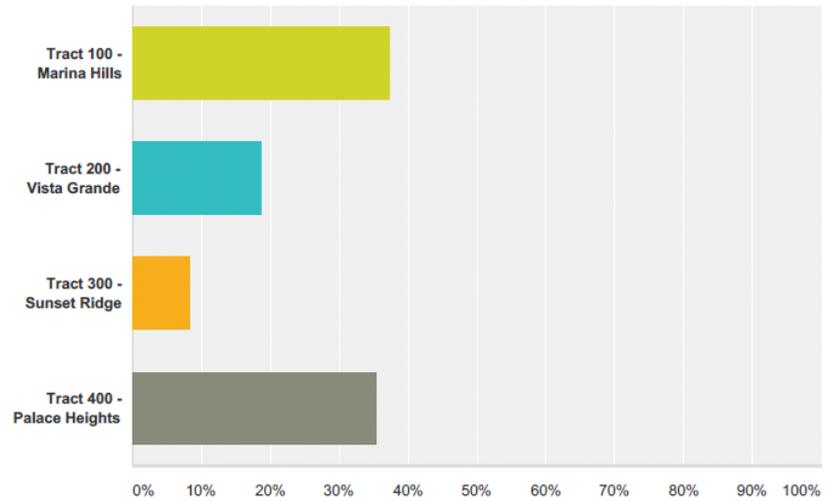


Answer Choices	Responses	Count
18-25	3.00%	9
26-35	29.33%	88
36-45	29.67%	89
46-55	17.67%	53
56-65	14.33%	43
Over 65 years old	6.00%	18
Total		300

Who Responded

Q25 What tract or area do you live in?

Answered: 302 Skipped: 294

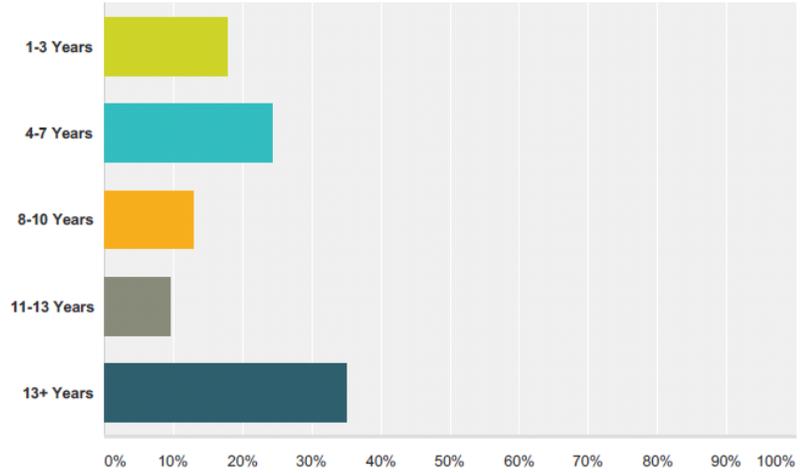


Answer Choices	Responses	
Tract 100 - Marina Hills	37.42%	113
Tract 200 - Vista Grande	18.87%	57
Tract 300 - Sunset Ridge	8.28%	25
Tract 400 - Palace Heights	35.43%	107
Total		302

Who Responded

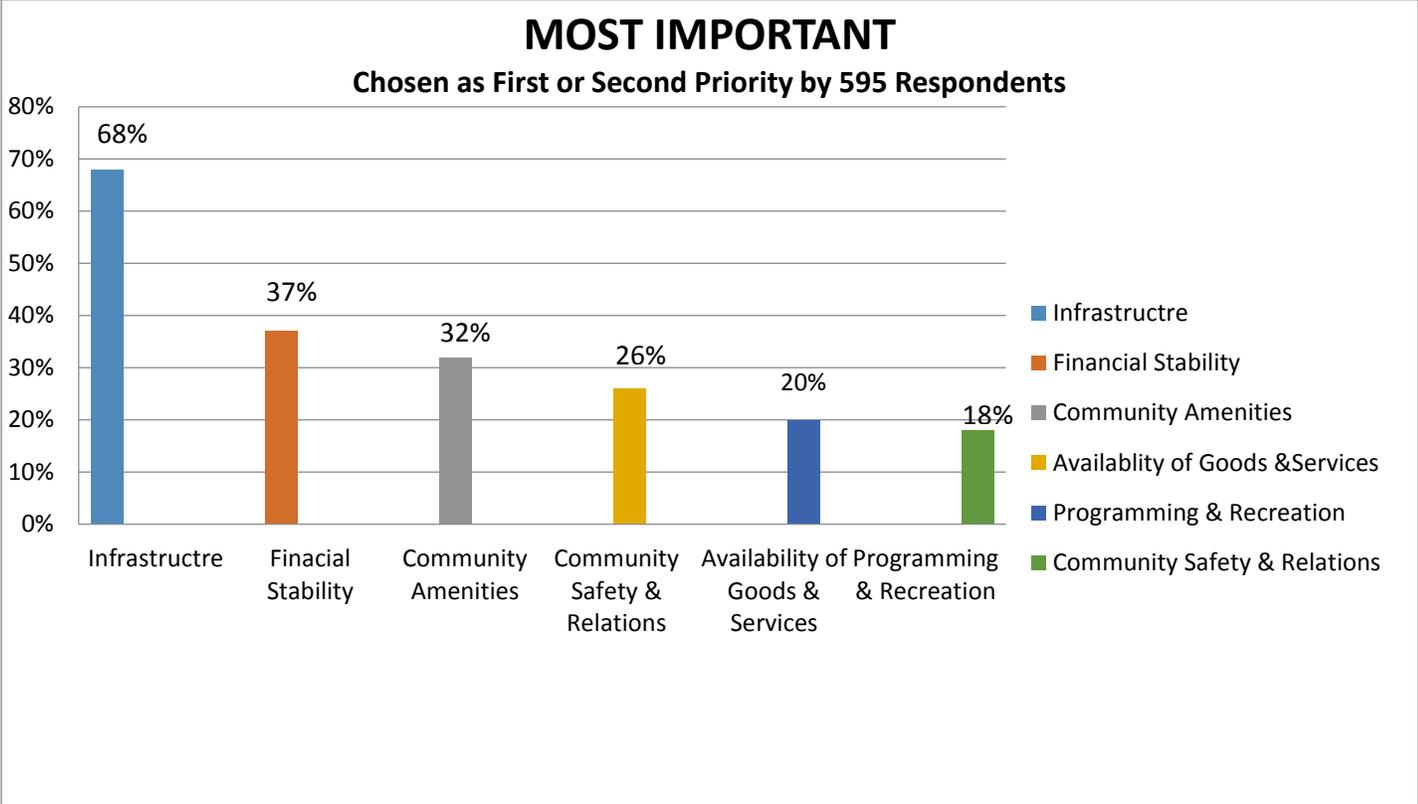
Q26 How long have you lived in the Association?

Answered: 300 Skipped: 296

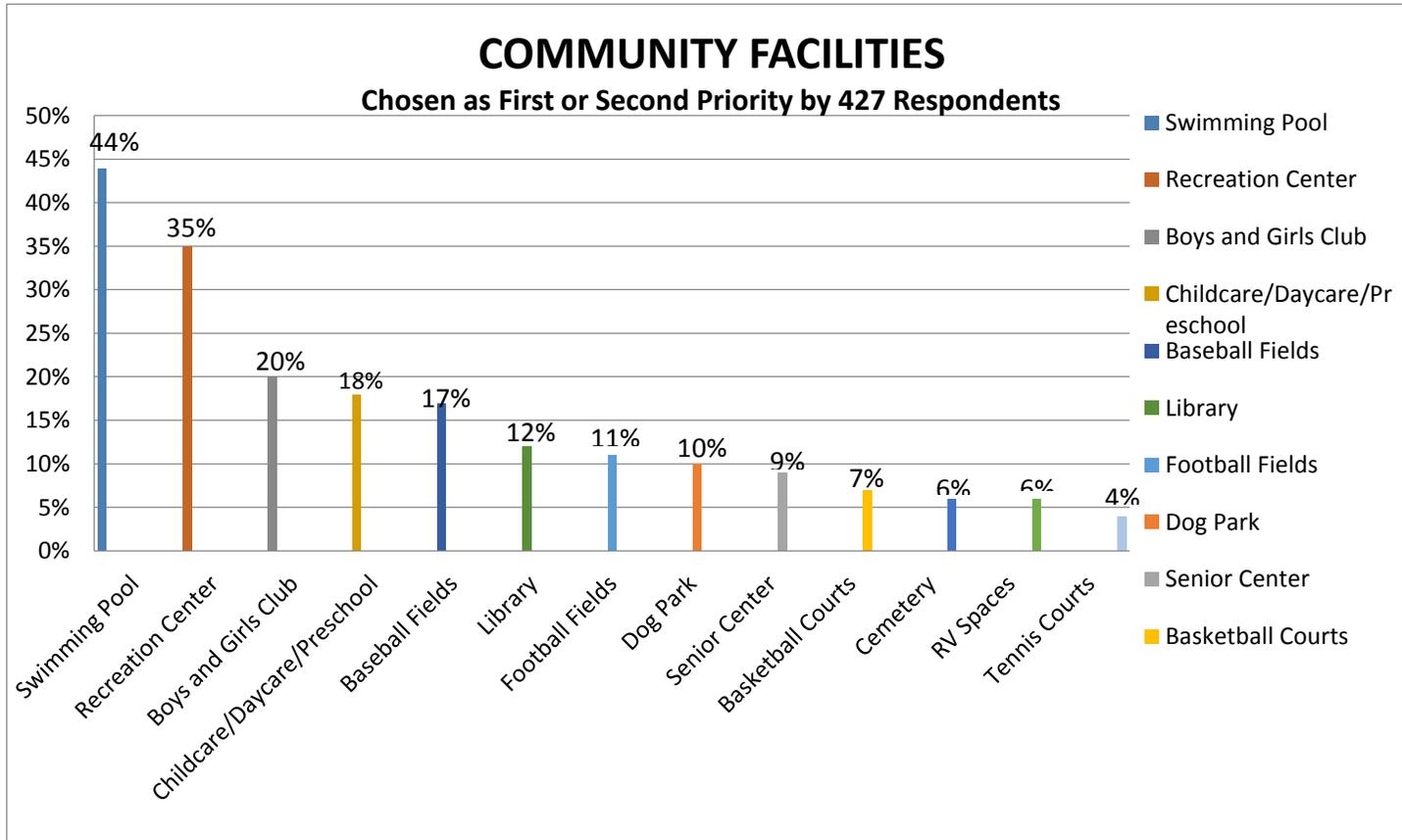


Answer Choices	Responses	
1-3 Years	18.00%	54
4-7 Years	24.33%	73
8-10 Years	13.00%	39
11-13 Years	9.67%	29
13+ Years	35.00%	105
Total		300

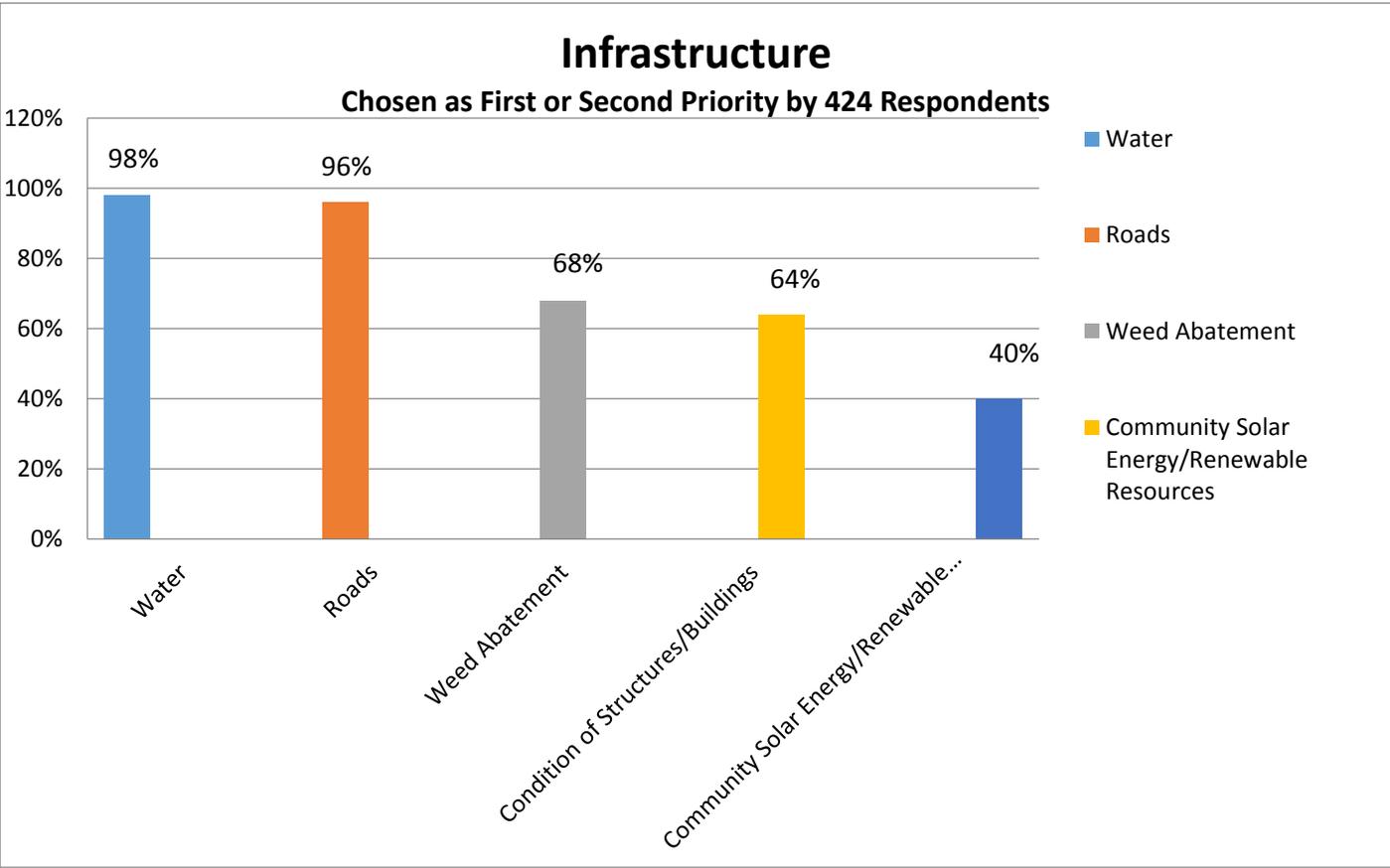
Most Important Issue



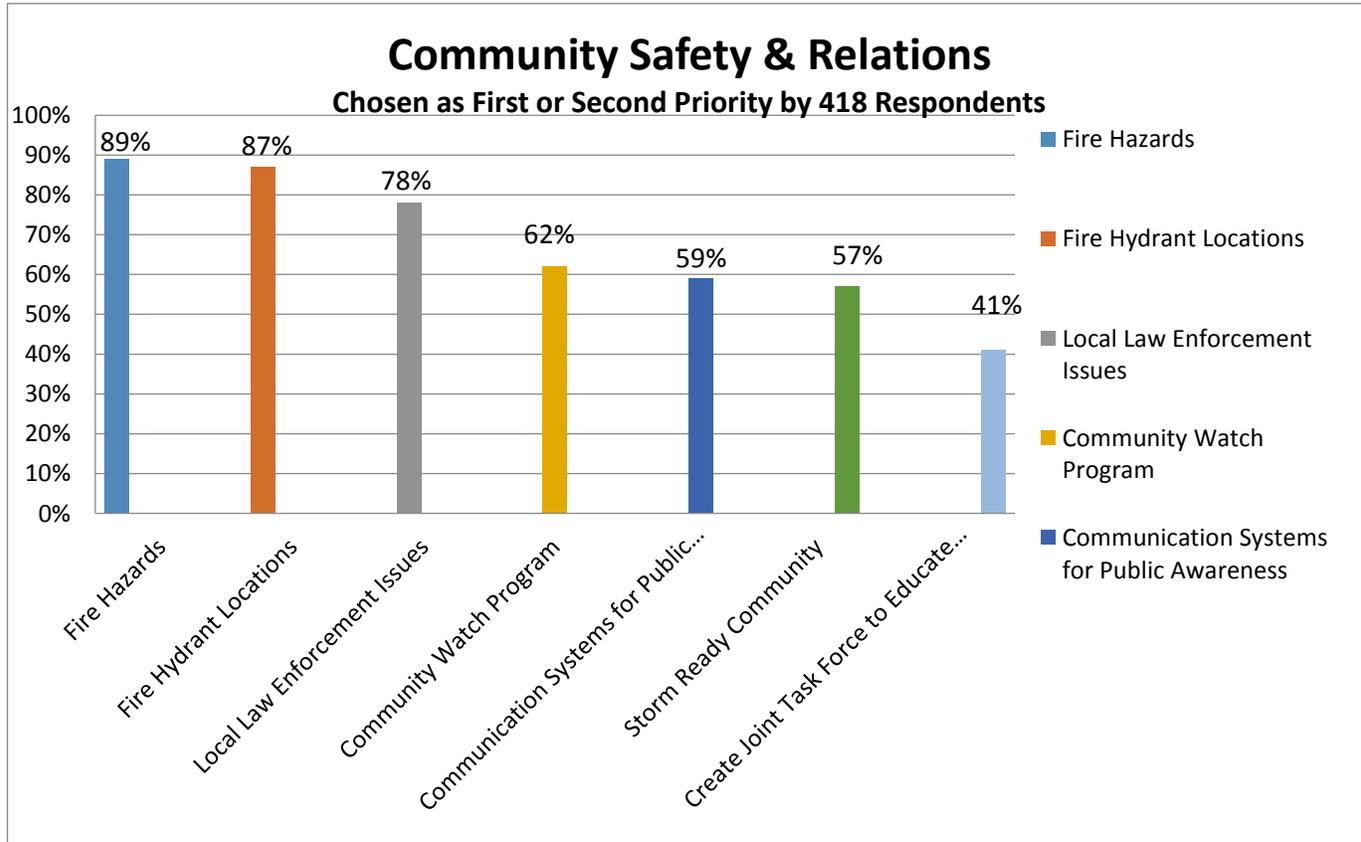
Community Facilities



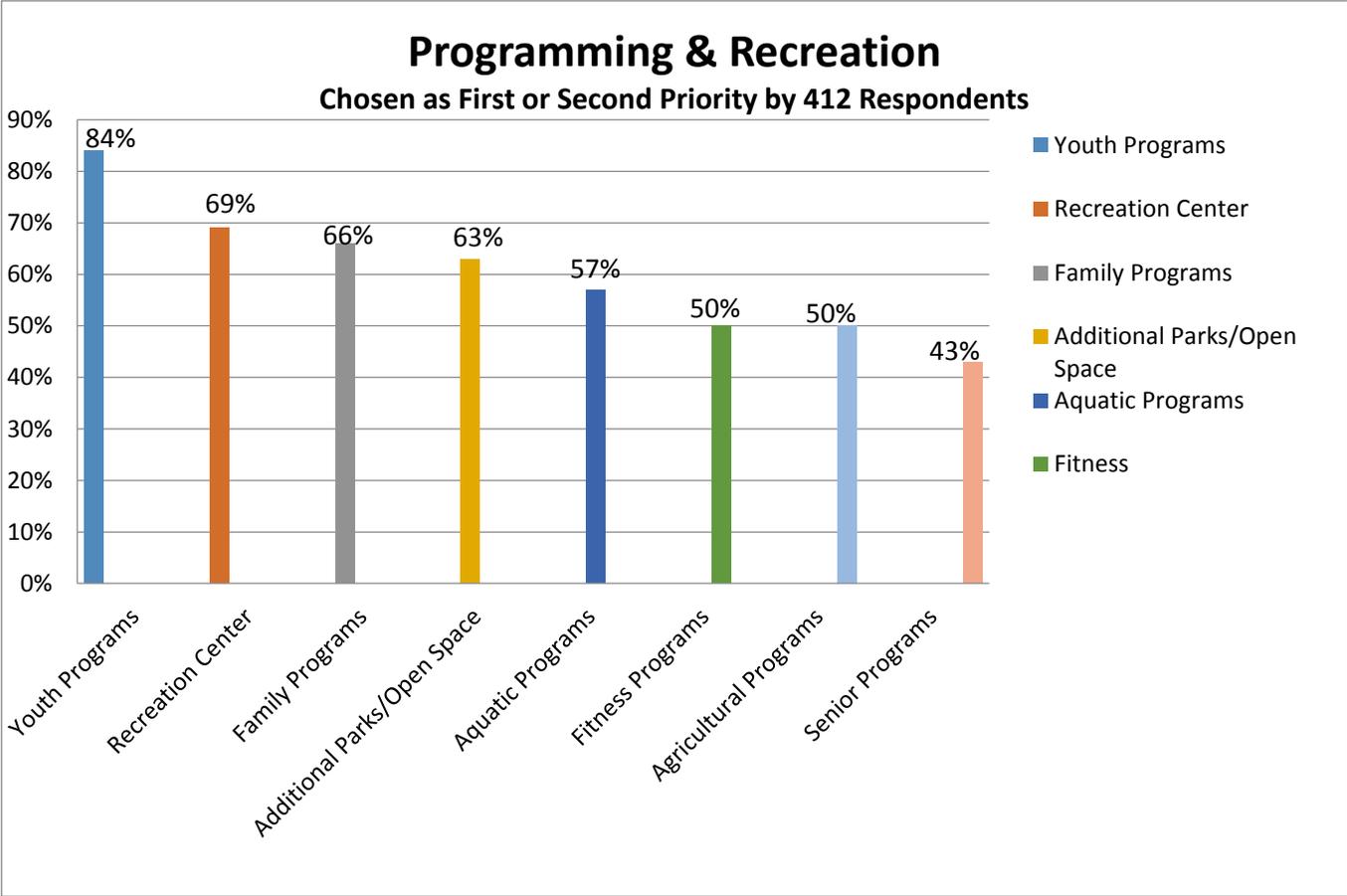
Infrastructure



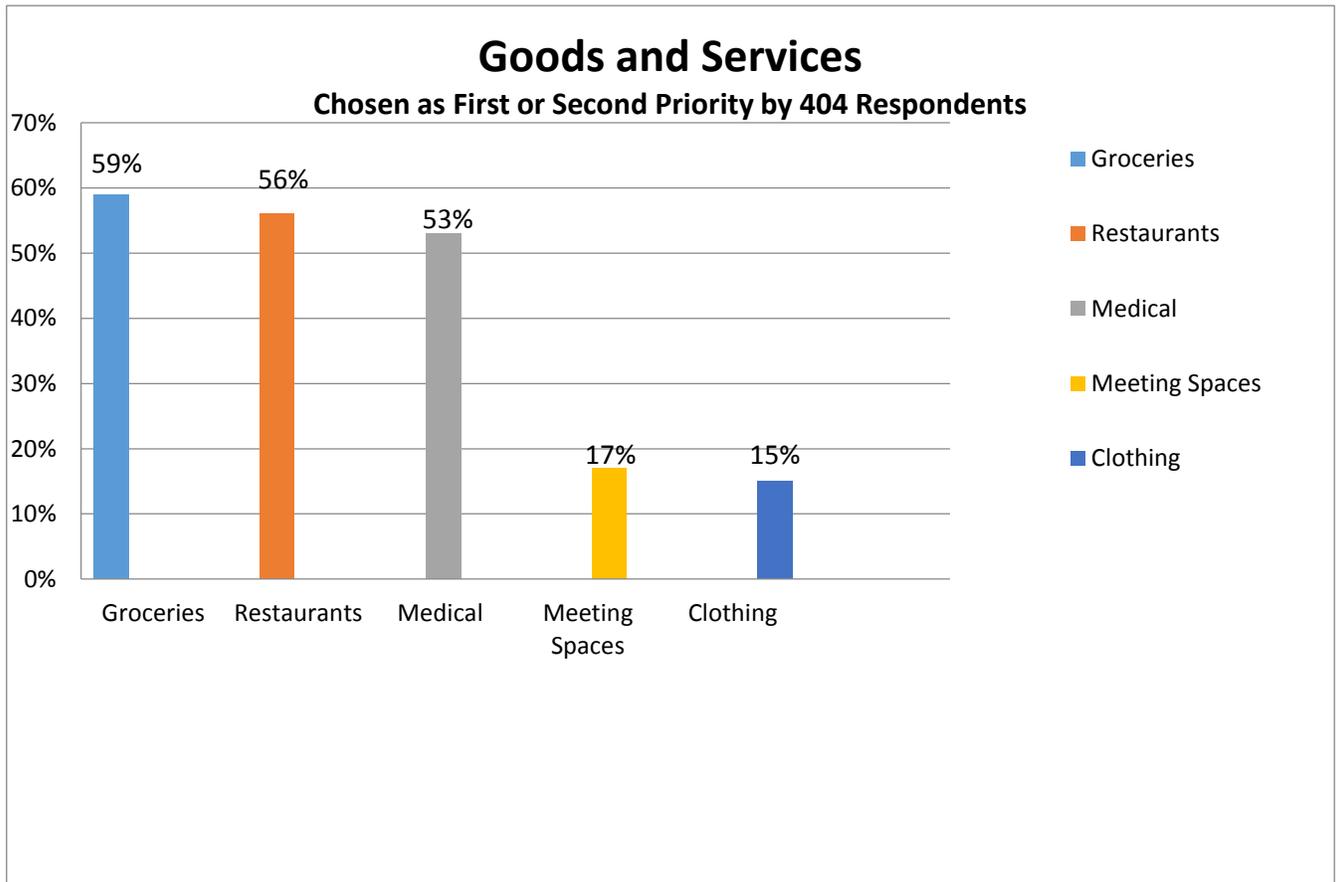
Community Safety



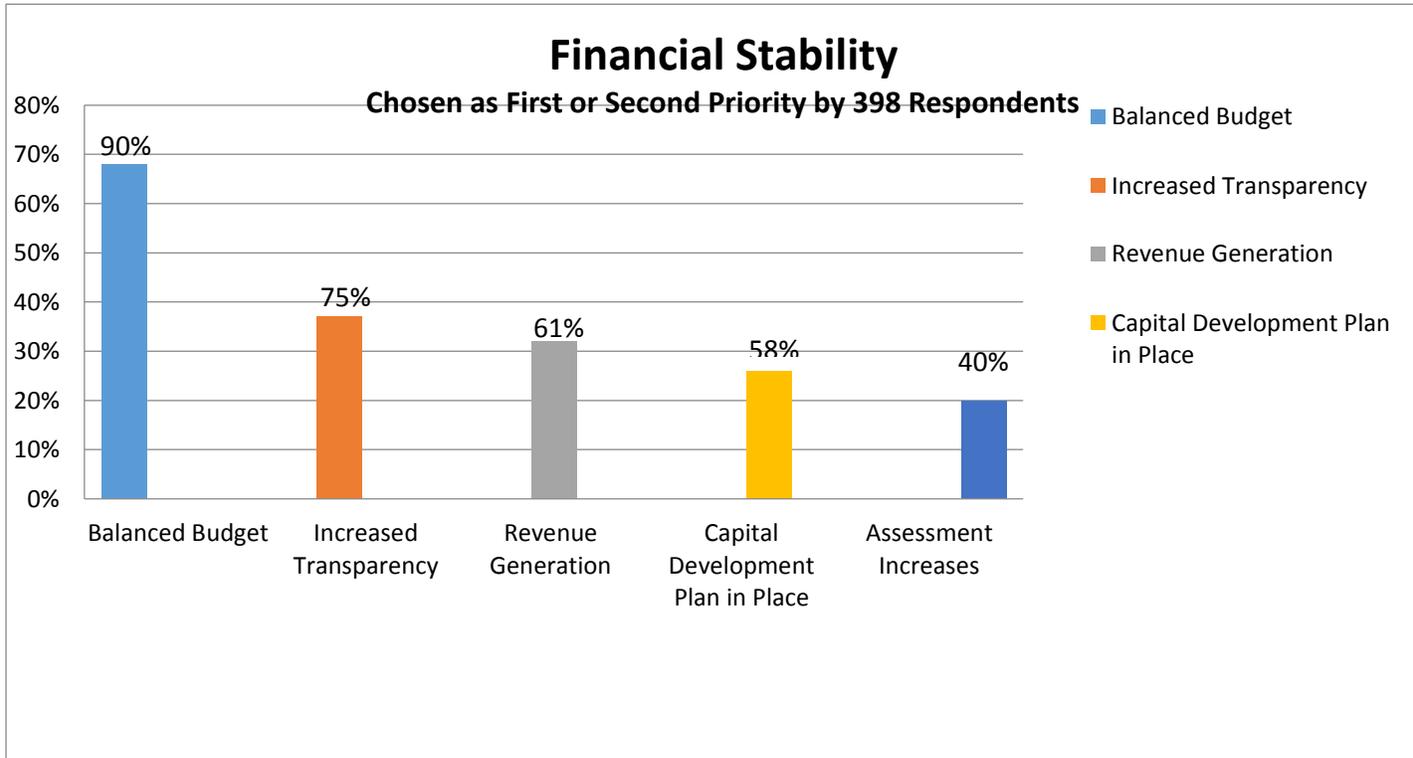
Programs & Recreation



Goods & Services



Financial Stability



Acknowledgments

The development and adoption of the Five-Year Strategic Plan was possible due to the hard work and commitment from our leadership and staff. Following is a brief list of key personnel involved in the development and production of the Five-Year Strategic Plan:

EXECUTIVE TEAM

Jessie Bahr, SCA President

Kristine Austin Preston, Treasurer

COMMUNITY

Mike McFarlane, Board

Travis Mahlke, Board

Paul McAnany, Board

Josh Park, Board

Pat Plaster, Board

Paddy Legarza, Board

James Jefferies, Board