

**STONEBRIDGE RANCH COMMUNITY
ASSOCIATION**

STRATEGIC PLAN

CREATED NOVEMBER 2013

REVISED NOVEMBER 2014

REVISED DECEMBER 2015

REVISED NOVEMBER 2016

REVISED DECEMBER 2017

INTRODUCTION

This Strategic Plan has been prepared by the Board of Directors to insure the efforts of our Homeowners Association are focused and directed at the major issues facing us now and into the future. It was created by the Board through a series of intensive analysis meetings, in which we crystallized our Vision and Mission for our organization, explored our strengths, weaknesses, threats and opportunities, and identified from these the issues before us. After prioritizing, we built the strategies and action plans presented in this document. A rigorous implementation and review process will help insure we have the management process that Stonebridge Ranch must have to remain the premier association it is.

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VISION STATEMENT

To be the premier, large scale, master planned community of choice in North Texas.

MISSION STATEMENT

Preserve and enhance the quality and natural beauty of Stonebridge Ranch for our residents by offering attractive amenities, active lifestyle opportunities and leadership which protects property values and the financial health of the community.

PRIORITY #1

FINANCIAL HEALTH OF THE ASSOCIATION

STRATEGY:

Ensure the ongoing financial health of the association by testing association funding against current and future needs and evaluation of current and future revenue streams.

ACTION ITEMS

Board of Directors to:

Project to determine Board controls for contracting

OTHER

Management and Finance Committee to provide information and consultation as needed or requested.

PRIORITY #2

BOARD RESPONSIBILITY DOCUMENT

STRATEGY:

Ensure smooth transition between individuals who currently hold Officer positions and Committee Liaison positions.

ACTION ITEMS

Board of Directors to:

Each Officer and Board Liaison will document responsibilities and best practices of their role.

OTHER

PRIORITY #3

REPAIR AND REPLACEMENT MANAGEMENT

STRATEGY:

Create a “closed loop” process identifying current stats of repair and replacement items vs. the budget in order to prioritize and plan the related business activity.

ACTION ITEMS

On-site staff and Board of Directors to:

1. Establish a tracking mechanism.
2. Produce periodic progress reports.
3. Take appropriate actions in response to reports.

OTHER

PRIORITY #4

WATER CONSERVATION PLAN

STRATEGY:

Improve an ongoing plan to reduce the consumption of water used to irrigate the association common area landscape and upgrade the irrigation system infrastructure, technology and management to improve distribution and efficiency.

ACTION ITEMS

On-Site staff to work with consultant to:

1. Investigate transition of some of the monitoring activities from vendor to Landscape and Grounds Manager.
2. Vendor water management to landscape contracts

Board of Directors to:

Review and revise/approve communication plans for the Top Ten Meter project.

OTHER

Board and management to evaluate the contributions of the water consultant as it relates to achievement of the strategy goal.

PRIORITY #5

MASTER LANDSCAPE PLAN

STRATEGY:

Refresh the common area medians, parkways and entrances in a manner that preserves and enhances the quality and natural beauty of Stonebridge Ranch. The target funding rate is 5% of annual assessments.

ACTION ITEMS:

Landscape & Grounds committee to:

1. Develop a funding recommendation to support the implementation of the association's Hardscapes plan for 2018.
2. Address community and village entry signage maintenance issues. Focus will be placed on both hardscape and landscape features.
3. Using the Master Landscape Plan as a guide, develop a prioritized list of future enhancement projects.
4. Mulch reduction costs where possible.
5. Develop a plan for non-vegetated areas.

Board of Directors to:

Review and revise/approve future enhancement project recommendations.

OTHER

PRIORITY #6

AMENITIES MASTER PLAN

STRATEGY:

Create and implement a long term Amenities Master Plan that includes both the addition of new common area amenities and the enhancement of existing amenities at a target funding rate of 1.5% of annual assessments.

ACTION ITEMS

Amenities committee to:

1. Focus more on improving existing amenities rather than new opportunities.
2. Provide theme areas to focus on.
3. Establish a connection with other committees to help define project scopes/needs.
4. Coordinate with the association Communications Committee the development of communication plans for approved amenity projects. Timing for the communications plans will be dependent on the timing of the project implementation.
5. Look ahead at Master Plan and make recommendations on potential new projects.

Board of Directors to:

1. Establish a guideline for the Amenities Committee to follow when determining the next projects and what detailed analysis of the projects the Board of Directors would like to know.
2. Review and provide feedback on amenity projects list.
3. Manage financial expectation at start of projects.
4. Define cost parameters on future projects.
5. Approve future common area amenity projects and funding.

OTHER

Amenities Committee to provide input as needed.

PRIORITY #7

COMMUNICATION ACTION PLAN

STRATEGY:

Develop a Communications Action Plan to consolidate the Association's existing communication channels & potential future channels, improve reporting and look for opportunities to take advantage of new technology.

ACTION ITEMS

Communications committee to:

1. Explore opportunities to increase recognition and promotion of brand.
2. Continue robust outreach to realtors and residents to provide information and solicit feedback with the objective of promoting SBR as a premier planned community.
3. Improve liaison with other SBR committees to provide best support for their activities
4. Develop a plan to protect the association logo/brand.
5. Continue to develop and execute robust public relation plans to support strategic plan projects and special projects working with association committees.
6. Conduct resident survey every two (2) years.
7. Expand video library to provide up to four (4) additional video resources for staff and residents.
8. Develop a plan to provide more information regarding the rules and regulations.
9. New website implementation.

Board of Directors to:

1. Approve policy on association branding elements.
2. Approve funding of new technologies.

OTHER

Assist the other association committee's and Board of Directors with the development of communication plans that support key initiatives and strategies as requested.

PRIORITY #8

PROJECT MANAGEMENT

STRATEGY:

Implement a project management structure that establishes criteria for the planning, management oversight, and reporting and recap phases of association capital and reserve projects.

ACTION ITEMS

On-site staff, Board of Directors and appropriate committees to:

1. Define proposed project scope, budget and source of funds.
2. Define which project component expertise will be provided by “in-house” staff and which will be contracted out to third party experts.
3. Prepare RFQ/RFP for third party expert services and evaluate submittals.
4. Document in-house management scope and responsibilities for the project.
5. Establish schedule of project deliverables with vendor. Monitor schedule to ensure required actions are performed and deadlines met.
6. Develop management project oversight methodology.
7. Develop a system and regulate financial reporting.
8. Use Board member expertise, if available.
9. Whenever possible, use a local architect (McKinney, Frisco, Plano area)

OTHER

Project oversight methodology document should include many of the items shown in the original draft of the strategic plan.

PRIORITY #9

GOVERNMENTAL ISSUES

STRATEGY:

Focus on city and state government related issues that would affect Association operations.

ACTION ITEMS

Board of Directors to:

1. On an on-going basis cultivate relationships with city officials, county representatives and state representatives.
2. Invite City of McKinney representatives to attend and/or present at Association Board of Directors or Annual Meetings as needed.
3. Be more active as a Board on government related issues as needed.
4. Review City of McKinney and state government agendas on an ongoing basis for relevant issues and follow up with necessary actions.

OTHER

Management to assist with the review of the City of McKinney and state government agendas.

PRIORITY #10

OVERSIGHT OF LAKES & DAMS

STRATEGY:

Work with consultant to identify contractor and maintain oversight of the dredging of Quail Creek Lake.

ACTION ITEMS

Management to:

1. Work with Ad Hoc committee once approved by Board.
2. Work with consultant to revise and distribute lake dredging.
3. Review availability of vendors.

Board of Directors to:

Review and approve/reject ad hoc committee recommendation of lake dredging contractor.

On-Site Staff to:

Assist lake management consultant with lake dredging project oversight as needed.

OTHER

N/A

PRIORITY #11

Modification Committee Workload

STRATEGY:

Reduce the workload of the Modifications Committee.

ACTION ITEMS

On-site staff, Board of Directors and Committee to:

1. Identify top items requiring Modification Committee Approval.
2. Determine ways to simplify the process.
3. Merge the Modifications Committee (MOD) and Master Architectural Review Committee (MARC).

OTHER

N/A

S.W.O.T ANALYSIS

**PREPARED
NOVEMBER 2013**

**UPDATED
NOVEMBER 2014
DECEMBER 2015
NOVEMBER 2016
December 2017**

STRENGTHS

- Financial focus increased
- 84% funded exceeding the 80% goal for Repair and Replacement Fund
- Collection rate on assessments
- Modest assessment growth due to diligent expense management
- Size – economy of scale
- Volunteer infrastructure – Board + Committees
- Amenities
- Presence growing awareness
- Relationship with Country Club
- 2 Country Clubs, 3 golf courses, beach club.
- Communication Channels
- Homeowner owned association
- Approaching 100% build out
- Location
- Recognized city
- Residency of Political Figures
- Schools
- Demographics
- Relationship with the City
- Diversity of property values
- Multiple Association events (100+)
- Service providers / Vendors
- Compliance
- MOD / MARC
- Curb Appeal
- Effective use of consultants
- CMA Management
- Board of Directors
- Landscape/Medians
- Divided roadways
- Multiple events – social - sense of community
- No surprises regarding development (built out except for approved annexations)
- Funded
- We have created a sense of community
- Focused committees around targeted issues
- Annual review of Policies and Guidelines
- Amenities and Landscape committees personally inspect common properties
- Landscape and Grounds Manager

WEAKNESSES

- Homeowner understanding of processes
- Pressure on dues increase from homeowners
- Size – cost – maintenance
- Lack of homeowner involvement – ho hum attitude
- Age of community / amenities
- Traffic / Congestion
- Approaching 100% build out
- Some homes lower in value
- Homeowner commitment to maintaining property
- Country Club maintenance of common areas
- Perception of HOA role – lack of clarity in communication to homeowners
- Lack of expertise in managing projects/project management
- Lack of “Boiler Plate” service contract
- “One-Off “ project volume/lack of 3rd party contacts to manage contracts
- Lack of status report convenience on reserve projects (spreadsheet summary)
- Country /club maintenance – lakes
- No early warning on city ordinance changes
- Current board is ageing
- Collection process issues
- Tax value of lots (process weakness)
- Handling of social media
- Ability to fulfill reserve budget
- Marketing of Stonebridge Ranch

OPPORTUNITIES

- Homeowner understanding of our process
- Marketing Stonebridge Ranch / expanding public relations
- Need construction management group expert – McKinney based
- Purchasing process needs attention (contracting, pro buyer, etc.)
- 3 New Villages
- Growth through annexation
- Planning amenities / Capital improvements
- Expansion of amenities
- Long term landscape replacement
- Water conservation
- New electronic media channels
- More influence with the city officials
- Increase quantity and quality of social activities
- New Employers coming into the area
- Need for staff construction expert
- Subcontractor review – need for improved service i.e. stone contractor and fence contractor
- “Stress Test” investment portfolio under various economic conditions.
- Annexation fees
- Communication with homeowners regarding Board decisions - achieving compliance
- Expand branding via outreach to external community
- Need the reserve study to become a living document.
- Mass texting platform
- Benchmark other HOAs
- Work with City on trails

THREATS

- Social media
- Water restrictions
- Lake and pond dredging and vendors
- Biennial State legislation and City legislation
- Drainage issues
- City Maintained infrastructure- Streets & sidewalks
- Golf cart proliferation
- Rental properties increase
- Homeowner maintenance to property
- Property Taxes
- Storm damage - Natural Disasters
- Potential of City to reduce or eliminate annual Landscape Reimbursement
- Country club landscape maintenance
- Lake maintenance by County Clubs
- Dues management – assessments – reserve requirements
- Competition from new development/amenities
- CC&Rs “pushing the envelope”
- Board turnover – finding qualified candidates

THE NEXT 3-5 YEARS

STRENGTHS

- Management Company
- Master Planned Community of Choice
- Financially strong
- Location, The way we look
- Sense of Community
- Schools

WEAKNESSES

- Fences
- Drainage
- Demographics change generation need for different amenities

OPPORTUNITIES

- Track demographics/interpret implications
- Fitness needs
- Community entertainment needs (e.g. TV, meeting needs, sports)

THREATS

- Financing future needs
- Inflation
- Identifying/qualifying future Board of Directors members
- New developments which compete with Stonebridge Ranch
- Congestion (traffic and population)
- Busing schools

ISSUES AND STRATEGIES

1. Community Entertainment/Fitness	Provide more facilities (gathering spaces and accommodations)
2. Demographic Tracking	Track, determine implications and measures to take City demographic study data
3. Financing	Determine assessment implications (and sell strategy to homeowners)
4. Board membership	Develop qualifications and replacement strategy and recruitment strategy

5. Competition from large new subdivisions elsewhere	Sell Stonebridge Ranch advantages Stay visible
6. Congestion	Support measures to alleviate
7. Fences/Drainage	Financing Replacement timing