

**STONEBRIDGE RANCH COMMUNITY
ASSOCIATION**

STRATEGIC PLAN

CREATED NOVEMBER 2013

REVISED NOVEMBER 2014

REVISED DECEMBER 2015

REVISED NOVEMBER 2016

REVISED DECEMBER 2017

REVISED NOVEMBER 2018

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:

- 1.** Continue to monitor project management reporting template
- 2.** Deliver on last year's project (Reserve Study Update)

OTHER

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

PRIORITY #2

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. Move irrigation management in-house during 2019
2. Quarterly Reviews
3. Develop appropriate communication and action items

Board of Directors to:

Review and revise/approve communication plans for the project.

OTHER

Board and management to evaluate the effectiveness of the water savings implementation as it relates to achievement of the strategy goal.

PRIORITY #3

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. Address community and village entry signage maintenance issues. Focus will be placed on both hardscape and landscape features.
2. Using the Master Landscape Plan as a guide, develop a prioritized list of future enhancement projects
3. Mulch reduction costs where possible
4. Develop a plan for non-vegetated areas
5. Look at Custer and Stonebridge entrance and take action as necessary

Board of Directors to:

Review and revise/approve future enhancement project recommendations.

PRIORITY #4

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. Provide theme areas to focus on
2. Establish a connection with other committees to help define project scopes/needs
3. 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.
4. Look ahead at Master Plan and make recommendations on potential new projects
5. Look for opportunities to annex and develop new properties
6. Look for similar opportunities to enhance current amenities

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 #5

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.

NONRECURRING ITEMS

Communications committee to:

1. Determine what would be required to obtain rights to Stonebridge Ranch logo/brand from Newland.
2. Develop a standard process to work with other SRCA committees to provide support for their activities.
3. Explore opportunities to increase recognition and promotion of the Stonebridge Ranch Community Association.
4. Develop a communications plan to improve resident knowledge of the modifications process, to include benefits to the community.
5. Explore possibility of using social media and develop a social media policy.
6. Develop process for conducting resident surveys.
7. Develop a yearly budget which supports the communications committee yearly plan.
8. Develop an annual editorial calendar to assist long-term SRCA magazine planning.

Board of Directors to:

1. Approve funding of new technologies.
2. Direct communications committee to perform a resident survey.
3. Give direction to communications committee on what video needs to be produced in support of SRCA needs.

PRIORITY #6

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)
10. Evaluation of project management vendors on an ongoing basis.
11. Develop a strategy to view whole cycle of project management to include reporting and create a combined strategy and process.

OTHER

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

PRIORITY #7

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.
5. Continue work on the 380 project by monitoring the updates and make the Association's position known.

OTHER

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

PRIORITY #8

OVERSIGHT OF LAKES & DAMS

STRATEGY:

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

ACTION ITEMS

Amenities Committee to:

1. Prepare spreadsheet for projection of activities. Main goal is to have all lakes up to date (includes any dredging needed).
2. Monitor the progress.
3. Use electric stun to evaluate fish population and use results as an aid to manage them.

Management to:

1. Work with Amenities and Ad Hoc, if necessary, committees.
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.

PRIORITY #9

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. Post-work inspections.
4. Have decisions to the Board quicker.

OTHER

N/A

PRIORITY #10

HOMEOWNER COMMUNICATION

STRATEGY:

Communicate better with homeowners to increase awareness and involvement.

ACTION ITEMS

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

1. Hold Town Hall or other events and process
2. Improve recruitment process
3. Enlarge the pool of candidates
4. Booths for Committees with information about their activities

PRIORITY #11

BENCHMARK OTHER LARGE HOMEOWNER ASSOCIATIONS

STRATEGY:

Review how other large associations (5000+ homes) operation

ACTION ITEMS

On-site staff to:

Acquire ideas for how to improve our processes and structures

Board of Directors to:

Review findings and implement any processes or projects as necessary.

S.W.O.T ANALYSIS

**PREPARED
NOVEMBER 2013**

**UPDATED
NOVEMBER 2014
DECEMBER 2015
NOVEMBER 2016
December 2017
November 2018**

STRENGTHS

- Financial focus increased
- Repair and Replacement Fund is healthy
- Collection rate on assessments
- Modest assessment growth due to diligent expense management
- Size – economy of scale
- Volunteer infrastructure – Board + Committees
- Our amenities are paid for
- Growing brand awareness. Presence 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
- Presence of Schools
- Demographics
- Relationship with the City
- Diversity of property values
- Multiple Association events (100+)
- Service providers / Vendors
- Compliance
- MOD
- Curb Appeal
- Effective use of consultants
- CMA Management
- Board of Directors: We have an active Board, with quality members
- Landscape/Medians: We control our medians, the City subsidizes
- Divided roadways
- Our roads are an asset
- Multiple events – social - sense of community
- No surprises regarding development (built out except for approved annexations)
- We maintain the property we have
- 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
- Market Values are high
- Investment Portfolio testing
- Landscape and Grounds Management

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
- Country /club maintenance – lakes
- No early warning on city ordinance changes
- Collection process issues
- Tax value of lots (process weakness)
- Ability to fulfill reserve budget
- Population growth – ability to deal with it
- City permit process vs homeowner association policy
- Inability to control street parking

OPPORTUNITIES

- Homeowner understanding of our process
- Marketing Stonebridge Ranch / expanding public relations
- Need construction management group expert – McKinney based
- Planning amenities / Capital improvements
- Expansion of amenities
- Long term landscape replacement
- Execution of implementation of water conservation
- New electronic media channels
- More influence with the city officials
- Quantity and quality of social activities
- New Employers coming into the area
- Need for staff construction expert
- Improve process leverage subcontractor review
- Communication with homeowners regarding Board decisions - achieving compliance
- Benchmark other HOAs
- Work with City on trails
- Increase Reserve Replacement Fund
- Talent available as needed
- Marketing Stonebridge Ranch brand
- Irrigation Management In-House
- Look at village guidelines – review and update
- Use our Sponsorship Policy
- Acquire YMCA adjacent land

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
- Partners could be acquired – possible negative outcomes (re: Management)
- 380 project and other major artery proposals
- Homeowner willingness to participate in association process and committees

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)
- New Senior Center support
- Restaurant Row at 380 and Custer

THREATS

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

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