

**STONEBRIDGE RANCH COMMUNITY
ASSOCIATION**

STRATEGIC PLAN

CREATED NOVEMBER 2013

REVISED NOVEMBER 2014

REVISED DECEMBER 2015

REVISED NOVEMBER 2016

REVISED DECEMBER 2017

REVISED NOVEMBER 2018

REVISED DECEMBER 2019

INTRODUCTION

This Strategic Plan has been prepared by the Board of Directors to ensure 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 AND OPERATIONAL 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 and revise project management reporting template, as needs evolve
2. Deliver on last year's projects
3. Rolling 36 month pro forma operating expense budget
4. Increase analytics for expense management for costs and volumes
5. Align our service delivery with better expense management to increase SRCA value for money
6. Enhance CPG and streamline as many items to provide customer services as possible
7. Build and revise Key metrics of all relevant processes, including trending data
8. Work with CMA to develop reports that don't require extra work as part of an Executive dashboard
9. Review and update short and long term investment strategies and SRCA risk profile
10. Complete Reserve study update to include additional assets and useful life calculations
11. Capture sponsorship money for events

OTHER

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

ASSIGNED TO

Treasurer and Vice President

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. Establish performance criteria and manage through quarterly reviews
2. Develop appropriate communication and action items
3. Clearly articulate roles and responsibilities

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.

ASSIGNED TO

Treasurer and Landscape & Grounds Liaison

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

Board of Directors to:

Review and revise/approve future enhancement project recommendations.

ASSIGNED TO

Landscape & Grounds Liaison

PRIORITY #4

AMENITIES MASTER PLAN

STRATEGY:

Create a long-term Amenities Master Plan that directly supports the vision of the Association community to be the premier, large scale, master planned community of choice in North Texas.

Elements of the plan to include identified amenities, maintenance requirements, and financial support required

ACTION ITEMS

Amenities committee to:

1. Provide results of benchmark study of SRCA vs. other large-scale communities in North Texas.
2. Identify requirements to close identified gaps physical and financial.
3. Establish a connection with other committees to help define project scopes/needs to close identified gaps.
4. Align Amenities Master Plan with the Long-Range Financial Plan.
5. Help with the planning, and execution of projects approved to be implemented.

Board of Directors to:

1. Establish a guideline for the Amenities Committee to follow when conducting benchmark study
2. Review results of benchmark study
3. Approve how Amenities Master Plan is comprehended in the long range financial plan.
4. Approve specific common area amenity projects and funding

OTHER

Amenities Committee to monitor project execution and provide input as needed.

ASSIGNED TO

Amenities Liaison and Treasurer

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.

ACTION ITEMS

1. Develop a Master Communications Plan
2. Optimize strategic brand messaging
3. Take advantage of social media and new technology
4. Design communications, process(es) or events, e.g., a Town Hall or other venue to
 - a. showcase the premier benefits of SRCA,
 - b. explain homeowner commitments and opportunities,
 - c. highlight the SRCA committees and their respective activities, and/or
 - d. promote other mission-driven information

Board of Directors to:

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

ASSIGNED TO

Communications Committee Liaison

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. Create a RFP process
4. Prepare RFQ/RFP for third party expert services and evaluate submittals.
5. Document in-house management scope and responsibilities for the project.
6. Establish schedule of project deliverables with vendor. Monitor schedule to ensure required actions are performed and deadlines met.
7. Develop management project oversight methodology.
8. Develop a system and regulate financial reporting.
9. Use Board member expertise, if available.
10. Whenever possible, use a local architect (McKinney, Frisco, Plano area)
11. Evaluation of project management vendors on an ongoing basis by defining benchmark/standards for providers service performance.
12. Develop a strategy to view whole cycle of project management to include reporting and create a combined strategy and process.
13. Create and maintain an Acceptable Contractors List (ACL) of vendors to hire or not hire. Notate the reasons why or why not to utilize their services again.

OTHER

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

ASSIGNED TO

Director of Operations and Vice President

PRIORITY #7

GOVERNMENTAL ISSUES

STRATEGY:

Focus on City, County and State government related issues that could impact our 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. Review City of McKinney, Collin County and State government agendas on an ongoing basis for relevant issues and follow up with necessary actions.
4. Continue work on the 380 project by monitoring the updates and make the Association's position known.
5. Attend City Quarterly HOA meetings.
6. Add a Governmental Affairs update item as a regular BOD agenda item in the Executive Session section.
7. Form an ad-hoc Civics Committee made up of Board members on as needed basis. The goals of the Civics Committee would be:
 - a. Increase civic engagement opportunities.
 - b. Keep BOD better informed of Governmental issues that may impact the Association.
 - c. Keeping homeowners informed of issues that may impact them.
8. Grow advocacy efforts. Advocacy means "Standing for your Mission" and is something Boards are supposed to do.
9. Coordinate with Communications Committee to get our message out to homeowners on Governmental issues that impact the Association:
10. Review adopting a public position on Governmental issues that could impact the Association. Take action as appropriate.

OTHER

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

ASSIGNED TO

President

PRIORITY #8

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.
5. Expand list of items not requiring an application.
6. On-site staff to send a list each week for a cyber vote on all open, but not tabled, applications.

ASSIGNED TO

Modifications Committee Liaison

PRIORITY #9

BENCHMARK OTHER LARGE HOMEOWNER ASSOCIATIONS

STRATEGY:

Review how other large associations (5000+ homes) operation

ACTION ITEMS

On-site staff to:

1. Acquire ideas for how to improve our processes and structures
2. Look at leased space for events
3. Find opportunities to apply new ideas

Board of Directors to:

1. Review findings and implement any processes or projects as necessary.
2. Business process benchmarking through CAI companies.

ASSIGNED TO

Director of Operations

PRIORITY #10

BOARD AND COMMITTEE DEVELOPMENT

STRATEGY:

Create a process that identifies and develop people to serve on committees and board.

ACTION ITEMS

1. Keep a list of those interested that may not be able to volunteer at the time or have an opening on the committee
2. Develop a process to identify and recruit potential members
3. Develop communications to support this
4. Board buddy to help guide and answer any questions
5. Identify qualifications for membership on committees and board
6. Create ways to evaluate member performance
7. Refresh transition activities guidelines for committee leaders / “seamless continuity”

ASSIGNED TO

President and Board of Directors

S.W.O.T ANALYSIS

PREPARED

NOVEMBER 2013

UPDATED

NOVEMBER 2014

DECEMBER 2015

NOVEMBER 2016

December 2017

November 2018

December 2019

STRENGTHS

1. Financial focus increased
2. Repair and Replacement Fund is healthy
3. Collection rate on assessments
4. Size – economy of scale
5. Volunteer infrastructure – Board + Committees
6. Our amenities are paid for
7. Growing brand awareness.
8. 2 Country Clubs, 3 golf courses, beach club
9. Communication Channels
10. Homeowner owned association
11. Approaching 100% build out
12. Location
13. Recognized city
14. Residency of Political Figures
15. Presence of Schools
16. Demographics
17. Relationship with the City
18. Diversity of property values
19. Multiple Association events (100+)
20. Service providers / Vendors
21. Compliance
22. MOD
23. Effective use of consultants
24. CMA Management
25. Board of Directors: We have an active Board, with committed members
26. Landscape/Medians: We control our medians, the City subsidizes
27. Divided roadways
28. Our roads are an asset
29. Multiple events – social - sense of community
30. No surprises regarding development (built out except for approved annexations)
31. We maintain the property we have
32. We have created a sense of community
33. Focused committees around targeted issues
34. Annual review of Policies and Guidelines
35. Amenities and Landscape committees personally inspect common properties
36. Market Values are high
37. Investment Portfolio testing
38. Response time for issues – landscaping
39. Regulate architectural guidelines

WEAKNESSES

1. Homeowner understanding of processes
2. Pressure on dues increase from homeowners
3. Size – cost – maintenance
4. Lack of homeowner involvement – ho hum attitude
5. Age of community / amenities
6. Traffic / Congestion
7. Approaching 100% build out
8. Some homes lower in value
9. Homeowner commitment to maintaining property
10. Country Club maintenance
11. Perception of HOA role – lack of clarity in communication to homeowners
12. Lack of expertise in managing projects/project management
13. Lack of “Boiler Plate” service contract
14. “One-Off “project volume/lack of 3rd party contacts to manage contracts
15. Country Club lake maintenance
16. No early warning on city ordinance changes
17. Ability to fulfill reserve budget
18. Population growth – ability to deal with it
19. City permit process vs homeowner association policy
20. Inability to control street parking
21. Vendors are not aligned to Association strategies

OPPORTUNITIES

1. Homeowner understanding of our process
2. Marketing Stonebridge Ranch / expanding public relations
3. Need construction management group expert – McKinney based
4. Planning amenities / Capital improvements
5. Expansion of amenities
6. Long term landscape replacement including drought tolerant planning
7. Execution of implementation of water conservation
8. New electronic media channels
9. More influence with the city officials
10. Quantity and quality of social activities
11. New Employers coming into the area
12. Need for staff construction expert
13. Improve process leverage subcontractor review; performance checklist
14. Communication with homeowners regarding Board decisions - achieving compliance
15. Benchmark other HOAs
16. Work with City on trails
17. Increase Reserve Replacement Fund
18. Identify talent within the community
19. Marketing Stonebridge Ranch brand
20. Look at village guidelines – review and update
21. Use our Sponsorship Policy
22. Acquire adjacent land; assess opportunity for SRCA
23. BrightView acquisition
24. Demographics to position ourselves. Utilize census data.
25. Considering our response to gentrification – architectural implications
26. Be a leader as a sustainable energy leadership
27. Enhancing communication actions (social media)
28. Develop future board members – recruitment development
29. Embrace supplier’s partnership with property managers; size issues
30. Turn homeowners and association into advocates for value for the money
31. Strategic brand messaging as friendly and helpful
32. Defining qualities of preferred providers. Rating/performance process.
33. Enhance civic engagement with homeowners
34. Build a relationship with the Commercial Association
35. Establish a Civic Affairs Committee
36. Social Media (already enhancing communication)

THREATS

1. Social media
2. Water restrictions
3. Lake and pond dredging and vendors
4. Biennial State legislation and City legislation
5. Drainage issues
6. City Maintained infrastructure- Streets & sidewalks
7. Golf cart proliferation
8. Rental properties increase
9. Homeowner maintenance to property
10. Property Taxes
11. Storm damage - Natural Disasters
12. Potential of City to reduce or eliminate annual Landscape Reimbursement
13. Country club landscape maintenance
14. Lake maintenance by County Clubs
15. Dues management – assessments – reserve requirements
16. Competition from new development/amenities
17. CC&Rs “pushing the envelope”
18. Board turnover – finding qualified candidates; retain committed members
19. Partners could be acquired – possible negative outcomes (re: Management)
20. 380 project and other major artery proposals
21. Homeowner willingness to participate in association process and committees
22. Providers performance
23. Assessment Growth
24. Landscape vendors acquiring current vendors
25. High density housing near us
26. Solar Panel placement issues
27. HOA relevance
28. Increasing utility rates
29. Courts and Legislators hostility at Associations

THE NEXT 3-5 YEARS

STRENGTHS

1. Management Company
2. Master Planned Community of Choice
3. Financially sound
4. Location, the way we look
5. Sense of Community
6. Schools

WEAKNESSES

1. Fences
2. Drainage
3. Landscape Maintenance

OPPORTUNITIES

1. Track demographics/interpret implications
2. Fitness needs
3. Community entertainment needs (e.g. TV, meeting needs, sports)
4. New Senior Center support
5. Demographics change generation need for different amenities
6. Increase use of sponsorships

THREATS

1. Financing future needs
2. Inflation
3. Identifying/qualifying future Board of Directors members
4. New developments which compete with Stonebridge Ranch
5. Congestion (traffic, population and development); 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