

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

REVISED NOVEMBER 2020

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

COMMUNICATION ACTION PLAN

STRATEGY:

Maximize communications channels, increase engagement, and promote premier benefits of SRCA.

ACTION ITEMS

1. Expand homeowner and others' use of channels
2. Develop communications, e.g., videos, events, or other options:
 - a. Showcase SRCA benefits
 - b. Explain homeowner responsibilities and opportunities
 - c. Highlight SRCA volunteer service and staff operations
 - d. Promote other mission-driven information

Board of Directors to:

1. Continue funding new technologies
2. Direct Communications Committee to survey residents, as needed
3. Give direction to Communications Committee regarding video(s) to be produced

ASSIGNED TO

Communications Committee Liaison

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

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
4. Build tolerance levels more precisely
5. Address color bed issues
6. Use of growth resistant/drought tolerant coverings or plants

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

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

PRIORITY #3

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. Deliver on last year's projects
2. Increase analytics for expense management for costs and volumes
3. Align our service delivery with better expense management to increase SRCA value for money
4. Build and revise Key metrics of all relevant processes, including trending data
5. Work with CMA to develop reports that do not require extra work as part of an Executive dashboard
6. Review and update short- and long-term investment strategies and SRCA risk profile
7. Complete Reserve study update to include additional assets and useful life calculations
8. Capture sponsorship money for events; refine policy
9. Evaluate payment plan process
10. Look at goals for investments
11. Feasibility studies of annexation properties

OTHER

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

ASSIGNED TO

Treasurer and Vice President

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

PRIORITY #4

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 an 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.
14. Set boundaries with CMA and partnership process.
15. Define Project Management steps and get CMA alignment.
16. Define deliverables and shared repository.

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

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

PRIORITY #5

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. Expand list of items not requiring an application.
4. Future focus on gentrification, new architecture, multi-generational and re-plotting
 - a. How to transition villages to new housing styles and fit the character of the neighborhood.
 - b. Identify focus areas and possible actions.

ASSIGNED TO

Modifications Committee Liaison

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

PRIORITY #6

BENCHMARK OTHER LARGE HOMEOWNER ASSOCIATIONS

STRATEGY:

Review how other large associations (5000+ homes) operate

ACTION ITEMS

Amenities Committee 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
4. Provide results of benchmark study of SRCA versus other large-scale communities in North Texas.

Board of Directors to:

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

ASSIGNED TO

Amenities Committee

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

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 making the Association's position known.
5. Attend City Quarterly HOA meetings.
6. Increase civic engagement opportunities.
7. Keep BOD informed of Governmental issues that may impact the Association.
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

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

PRIORITY #8

BOARD AND COMMITTEE DEVELOPMENT

STRATEGY:

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

ACTION ITEMS

1. Keep a list of those interested who may not be able to volunteer at the time or when there isn't an opening on the committee of their choice
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. Create ways to evaluate member performance
6. Refresh transition activities guidelines for committee leaders / "seamless continuity"
7. Identify job criteria

ASSIGNED TO

President and Board of Directors

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS

S.W.O.T ANALYSIS

**PREPARED
NOVEMBER 2013**

**UPDATED
November 2014
December 2015
November 2016
December 2017
November 2018
December 2019
November 2020**

STRENGTHS

1. Financial focus increased – able to predict
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 which provides stability to organization
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. We maintain the property we have
31. We have created a sense of community
32. Focused committees around targeted issues
33. Annual review of Policies and Guidelines
34. Amenities and Landscape committees personally inspect common properties
35. Market Values are high
36. Investment Portfolio testing
37. Response time for issues – landscaping
38. Regulate architectural guidelines
39. Flexibility to respond to unexpected circumstances and emergencies

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. Approaching 100% build out
7. Some homes lower in value
8. Homeowner commitment to maintaining property
9. No enforcement for commercial development and country club maintenance
10. Perception of HOA role – lack of clarity in communication to homeowners
11. Lack of expertise in managing projects/project management
12. Lack of “Boiler Plate” service contract
13. “One-Off “project volume/lack of 3rd party contacts to manage contracts
14. Country Club lake maintenance
15. No early warning on city ordinance changes
16. Ability to fulfill reserve budget
17. Population growth – ability to deal with it
18. City permit process vs homeowner association policy
19. Inability to control street parking
20. Vendors are not aligned to Association strategies
21. No cap on rentals
22. More homeowner lawsuits
23. Homeowner education

OPPORTUNITIES

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

THREATS

1. Unilateral decisions made by CMA impacts partnership
2. Social media
3. Water restrictions
4. Lake and pond dredging and vendors
5. Biennial State legislation and City legislation
6. Drainage issues
7. City Maintained infrastructure- Streets & sidewalks
8. Golf cart proliferation
9. Rental properties increase
10. Homeowner maintenance to property
11. Property Taxes
12. Storm damage - Natural Disasters
13. Potential of City to reduce or eliminate annual Landscape Reimbursement
14. Country club landscape maintenance
15. Lake maintenance by County Clubs
16. Dues management – assessments – reserve requirements
17. Competition from new development/amenities
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. Assessment Growth
23. High density housing near us
24. Solar Panel placement issues
25. HOA relevance
26. Increasing utility rates
27. Courts and Legislators hostility at Associations
28. Consequences of assessments rising
29. Fall off in collection of assessments due to pandemic
30. Unexpected issues beyond anyone’s controls such as changes in environment, technology, and public health

THE NEXT 3-5 YEARS

STRENGTHS

1. Onsite Personnel
2. Master Planned Community of Choice
3. Financially sound
4. Location, the way we look
5. Sense of Community
6. Schools – Elementary
7. Landscape Maintenance

WEAKNESSES

1. Fences
2. Drainage
3. Lakes and Pond Maintenance
4. Schools – Middle and High School
5. CMA Back Office Issues

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. Supports Community Projects to Have More 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 Communicate job qualifications
5. Competition from large new subdivisions elsewhere	Sell Stonebridge Ranch advantages Stay visible
6. Congestion	Support measures to alleviate
7. Fences/Drainage/Erosion	Financing Replacement timing
8. Lakes and Ponds	Financing