

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

REVISED NOVEMBER 2021

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. Offer and maintain attractive amenities, active lifestyle opportunities and leadership which protects property values and the financial health of the community.

STRATEGIES

PRIORITY #1 TRANSITION TO NEW MANAGEMENT TEAM

STRATEGY

Oversee transition from current management company to new company ensuring smooth, continual operations and services for SRCA owners.

ACTION ITEMS

1. Fill staff positions including if not beginning with approval of onsite manager
2. Clarify administrative and operational details required to seamlessly move from long-standing management company to new company
3. Ensure that all items on the "Need to Know" list provided by Board President are answered
4. Receive and process GrandManors list of needs that are outstanding

Board of Directors to:

1. Guide transition from current to new management company
2. Ensure all SRCA records, accounts, documents, and any other intellectual property owned by SRCA are conveyed appropriately to new management company
3. Communicate with owners regarding the transition

ASSIGNED TO

President and Board of Directors

ACTION ITEM TRACKING

DATE	ACTION	STATUS
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PRIORITY #2

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 Video Production Plan
 - a. Details to include goals for video productions, key audiences (e.g., new homeowners, realtors, potential homeowners, etc.), and distribution channels
 - b. Identify priority videos to produce with timeline for production
 - c. Identify production costs and solicit vendor cost proposals
3. Investigate future of magazine, including:
 - a. Future of print magazine, including detailed investigation into potential suppliers
 - b. Feasibility of digital magazine
4. Launch new texting service
5. Consider, investigate, and make recommendation related to recording SRCA Board meetings then posting to SRCA website or other video platforms, e.g., YouTube

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

DATE	ACTION	STATUS
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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. Review Key metrics of all relevant processes, including trending data
5. Review and update short- and long-term investment strategies and SRCA risk profile
6. Capture sponsorship money for events; refine policy include possible donation of excess sponsorship funds
7. Evaluate payment plan process
8. Look at goals for investments
9. Assess the impact of inflation on budget planning and implementation
10. Align service delivery with new ledger structure better fidelity in numbers especially related to major projects
11. Review dashboard metrics and do analytics
12. Look at rental property issues and identify action plan
13. Benchmark Best Practices in HOA Business Processes

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
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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

These items will continue and be revised based on new management project practices and expertise.

On-Site Staff, Board of Directors, and Appropriate Committees to:

1. Meet to agree on process in partnership with GrandManors.
2. Improve feedback and communication on execution
3. Ensure there is a statement of work for each project
4. Define proposed project scope, budget, and source of funds
5. Define which project component expertise will be provided by “in-house” staff and which will be contracted out to third party experts
6. Create an RFP process
7. Prepare RFQ/RFP for third party expert services and evaluate submittals
8. Document in-house management scope and responsibilities for the project
9. Establish schedule of project deliverables with vendor. Monitor schedule to ensure required actions are performed and deadlines met
10. Develop management project oversight methodology
11. Develop a system and regulate financial reporting
12. Use Board member expertise, if available
13. Whenever possible, use a local architect (McKinney, Frisco, Plano area)
14. Evaluation of project management vendors on an ongoing basis by defining benchmark/standards for providers service performance
15. Develop a strategy to view whole cycle of project management to include reporting and create a combined strategy and process
16. Create and maintain an Acceptable Contractors List (ACL) of vendors to hire or to not hire. Notate the reasons why or why not to utilize their services again
17. Set boundaries with GM and partnership process
18. Define Project Management steps and ensure GM alignment
19. 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
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PRIORITY #5

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 Consultants 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
7. Provide ongoing communications to homeowners

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
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PRIORITY #6

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.
11. Continue to monitor adjacent developments
12. Add lobbyists as contacts

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
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PRIORITY #7

MODIFICATION COMMITTEE WORKLOAD

STRATEGY

Reduce the workload of the Modifications Committee.

ACTION ITEMS

On-Site Staff, Board of Directors and Committee to:

1. Work with GrandManors on processes, technology utilization, and information required
2. Improve reports and information via technology
3. Improve "up-front" information and applications process for modifications
4. Define responsibility distribution with GrandManors
5. Improve appeals process especially related to documentation.
6. Identify top items requiring Modification Committee Approval
7. Determine ways to simplify the process
8. Expand list of items not requiring an application
9. Future focus on gentrification, new architecture, multi-generational and re-plotting
 - a. How to transition villages to new housing styles and fit the characters 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
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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. Identify job criteria
6. Firm up administration process of Board elections

ASSIGNED TO

President and Board of Directors

ACTION ITEM TRACKING

TARGET DATE	DATE	ACTION	ASSIGNED TO	STATUS
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S.W.O.T ANALYSIS

PREPARED

NOVEMBER 2013

UPDATED

NOVEMBER 2014

DECEMBER 2015

NOVEMBER 2016

DECEMBER 2017

NOVEMBER 2018

DECEMBER 2019

NOVEMBER 2020

NOVEMBER 2021

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. Board of Directors: We have an active Board, with committed members
25. Landscape/Medians: We control our medians, the City subsidizes
26. Divided roadways
27. Our roads are an asset
28. Multiple events – social - sense of community
29. We maintain the property we have
30. We have created a sense of community
31. Focused committees around targeted issues
32. Annual review of Policies and Guidelines
33. Amenities and Landscape committees personally inspect common properties
34. Market Values are high
35. Investment Portfolio testing
36. Response time for issues – landscaping
37. Regulate architectural guidelines
38. Flexibility to respond to unexpected circumstances and emergencies
39. Great homeowners
40. Upgraded technology
41. Assessments are good economically and provide strong return on investment
42. SRCA office and facility
43. Multi-level pricing

44. Commitment to onsite management
45. Board takes ownership

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
24. Landlocked
25. Aging infrastructure and amenities
26. Staffing issues
27. Responsibility distribution with current management team
28. No list of vendors

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. 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. Use our Sponsorship Policy
16. Demographics to position ourselves. Utilize census data.
17. Considering our response to gentrification – architectural implications
18. Be a leader as a sustainable energy leadership
19. Enhancing communication actions (social media)
20. Develop future board members – recruitment development
21. Embrace supplier’s partnership with property managers, size issues
22. Turn homeowners and association into advocates for value for the money
23. Strategic brand messaging as friendly and helpful
24. Defining qualities of preferred providers. Rating/performance process.
25. Enhance civic engagement with homeowners
26. Guideline for Gentrification
27. Define responsibility distribution with new management group and establish good working relationship
28. Learn and apply best practices
29. Use technology to better share Board information and improve transparency, e.g. Zoom
30. Expand information through use of technology
31. Improve efficiency and effectiveness of technology

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 and lake maintenance
14. Dues management – assessments – reserve requirements
15. Competition from new development/amenities
16. Board turnover – finding qualified candidates; retain committed members
17. Partners could be acquired – possible negative outcomes (re: Management)
18. 380 project and other major artery proposals
19. Homeowner willingness to participate in association process and committees and lack of diverse volunteer candidates
20. High density housing near us
21. Solar Panel placement issues
22. HOA relevance
23. Increasing utility rates
24. Courts and Legislators hostility at Associations
25. Unexpected issues beyond anyone’s controls such as changes in environment, technology, and public health
26. Negative impact of pandemic
27. People like to complain which is exacerbated by social media and leads to misinformation
28. Weak commitment from owners who say they want to work on Board and/or committees
29. Inflation
30. Investor buy-outs for rental purposes lead to negative outcomes, e.g., Blackstone Capital
31. Five percent cap on assessment increases

THE NEXT 3-5 YEARS

STRENGTHS

1. New management company
2. Master Planned Community of Choice
3. Financially sound
4. Location, the way we look
5. Sense of Community
6. Landscape Maintenance

WEAKNESSES

1. Drainage
2. Lakes and Pond Maintenance

OPPORTUNITIES

- 1 Track demographics/interpret implications
- 2 Generational needs for different amenities, social, and lifestyle activities
- 3 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. Transition and staffing with new management company	Responsibility distribution
2. Inflation	Manage impact and homeowner reaction
3. Technology	Use technology to help SRCA Determine strategies to deal with negative aspects
4. Rise in rental properties	Develop practices for managing