

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

REVISED NOVEMBER 2022

REVISED NOVEMBER 2023

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 ensure we have the management process that Stonebridge Ranch must have to remain the premier association it is.

Table of Contents

VISION STATEMENT	3
MISSION STATEMENT	3
STRATEGIES.....	4
FINANCIAL AND OPERATIONAL HEALTH OF THE ASSOCIATION.....	4
BOARD / COMMITTEE DEVELOPMENT	6
MAJOR CAPITAL PROJECT MANAGEMENT.....	8
LANDSCAPE IMPROVEMENTS.....	10
OPERATIONAL EFFECTIVNESS OF MANAGEMENT TEAM	12
COMMUNICATION ACTION PLAN.....	14
GOVERNMENTAL ISSUES	16
MODIFICATION COMMITTEE WORKLOAD	18
S.W.O.T ANALYSIS.....	20
STRENGTHS.....	21
WEAKNESSES	22
OPPORTUNITIES.....	23
THREATS.....	24
THE NEXT 3-5 YEARS.....	25

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 **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. Explore alternative sources for sponsorship money for events; refine policy include possible donation of excess sponsorship funds.
2. Investigate new ways to fund facilities renovations. The first concern is Beach Club Pool Renovation.
3. Develop rolling forecast model for P&L to better plan operational spending.

OTHER

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

ASSIGNED TO

Treasurer and Executive Director

ACTION ITEM TRACKING

DATE	ACTION	STATUS

PRIORITY #2

BOARD / 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. Clarify role and responsibilities of Committee members and GrandManors team.
4. Continue to utilize Committees in consulting/advisory roll.
5. Identify better ways to recruit, train and reward Committee members.
6. Implement SRCA Leadership Forum.

ASSIGNED TO

President and Board of Directors/Nominating Committee Leads

ACTION ITEM TRACKING

DATE	ACTION	STATUS

PRIORITY #3

MAJOR CAPITAL PROJECT MANAGEMENT

STRATEGY

Work with GrandManors to implement action items, to manage major capital projects, including but not limited to the planning, management oversight, and reporting.

ACTION ITEMS

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

1. Identify ways to fund projects over \$500,000.
2. Follow approved project management methodology.

ASSIGNED TO

Treasurer and Executive Director

ACTION ITEM TRACKING

DATE	ACTION	STATUS

PRIORITY #4

LANDSCAPE IMPROVEMENTS

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. Continue improvement of vendor inspections and procedure to follow-up on deficiencies identified through monthly performance criteria reviews.
2. Use of growth resistant/drought tolerant coverings or plants by identifying landscape architects for planting recommendations based on various sun/soil conditions and sourcing vendors to implement such recommendations.
3. Homeowner education seminars to share what SRCA has learned through various projects, such as the PRS-CV project.
4. Save on water usage via expanding the PRS-CV project.
5. Build tolerance levels more precisely.
6. Address color bed issues.
7. Develop appropriate communication and action items.
8. 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 achievements as it relates to achievement of the strategy goal.

ASSIGNED TO

Landscape & Grounds Board Liaison

ACTION ITEM TRACKING

DATE	ACTION	STATUS

PRIORITY #5

OPERATIONAL EFFECTIVENESS OF MANAGEMENT TEAM

STRATEGY

Enhance operational effectiveness of management company to ensure continual operations and services for SRCA owners.

ACTION ITEMS

1. Address GrandManors data system issue.
2. Address sourcing and retention of staff.
3. Better understand/identify/define ownership of commercial plats within our area.
4. Create and maintain vendor list.
5. Identify common issues with Sub-Associations.
6. Benchmark best practices in HOA business processes.
7. Improve document archive management across GrandManors P: Drive, Ciranet Document Archive / Resident Portal, SRCA Website and Board of Director's SharePoint.
8. Support ways to improve employee recruitment and retention.

Board of Directors to:

Return Board focus to oversight and governance activities.

ASSIGNED TO

President, Board of Directors, and Executive Director

ACTION ITEM TRACKING

DATE	ACTION	STATUS

PRIORITY #6

COMMUNICATION ACTION PLAN

STRATEGY

Maximize communications channels, increase owner knowledge and understanding of the purposes and benefits of SRCA.

ACTION ITEMS

1. Expand homeowner and others' use of channels.
2. Work collaboratively with Beach Club Renovation Public Relations Firm to keep owners informed about this major initiative and, as appropriate, to solicit their feedback.
3. Refresh SRCA website to create a more dynamic and owner-focused site with designated public facing information.
4. Implement notice to Homeowners regarding BOD Meeting Attendance guidelines/expectations.

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 website update.

ASSIGNED TO

Communications Committee Liaison

ACTION ITEM TRACKING

DATE	ACTION	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 and state representatives.
2. Invite City of McKinney representatives to attend and/or present at 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 Bypass Project by monitoring the updates and making the Association's position known.
5. Attend City Quarterly HOA meetings.
6. Continue to take advantage of 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. Continue using lobbyists as contacts during legislative sessions.
13. President continues to implement action items.

OTHER

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

ASSIGNED TO

President

ACTION ITEM TRACKING

DATE	ACTION	STATUS

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. Work with GrandManors on processes, technology utilization, and information required.
2. Improve reports and information via technology.
3. Review/update Master Design Guidelines and Sub-Association Guidelines.
4. Investigate ways to make Modifications Application upload more user friendly.
5. Work on updating approved landscaping pallet.
6. 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

DATE	ACTION	STATUS

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

NOVEMBER 2022

STRENGTHS

1. Financial predictability of income from annual assessments; strong collection rate on assessments
2. Repair and Replacement Fund is healthy
3. Strong, organized onsite staff; commitment to onsite management
4. GrandManors is responsive to Board of Directors requests
5. Informative Stonebridge Ranch 101 Sessions for new homeowners
6. Size – economy of scale
7. Volunteer infrastructure – Board plus Committees
8. Our amenities are paid for
9. Growing brand awareness
10. 2 Country Clubs, 3 golf courses, beach club
11. Multiple communication channels
12. Homeowner owned association
13. 100% build out which provides stability to organization
14. Optimal location in North Texas
15. Residency of key political figures
16. Presence of strong schools
17. Diverse demographics
18. Relationship with the City
19. Diversity of property values
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. We enforce high architectural standards
38. Flexibility to respond to unexpected circumstances and emergencies
39. Great homeowners
40. Upgraded technology
41. SRCA office and facility

42. Board takes ownership
43. We serve as a City/HOA model for how to do it
44. Comprehensive documented and adopted effective policies and procedures

WEAKNESSES

1. Financial unpredictability due to inflation
2. 5% cap on annual assessment increases
3. Lack of dedicated Repair and Replacement fund for capital items
4. Age of community / amenities
5. GrandManors Ciranet data system: slow, lack of sharing information between departments, portfolio model (not easily customizable to onsite management needs)
6. Lack of alternative revenue generation opportunities
7. Archive file management process needs to be streamlined
8. Homeowner understanding of processes
9. Pressure on dues increase from homeowners
10. Size – cost – maintenance
11. Lack of homeowner committee involvement – ho hum attitude
12. 100% build out – loss of revenue
13. Some homes lower in value
14. Homeowner commitment to maintaining property
15. No enforcement for commercial development and country club maintenance
16. Perception of HOA role – lack of clarity in communication to homeowners
17. Lack of expertise in managing projects/project management
18. Lack of “Boiler Plate” service contract
19. “One-Off” “project volume/lack of 3rd party contacts to manage contracts
20. Poor Country Club lake maintenance
21. No early warning on city ordinance changes
22. Ability to fulfill reserve budget
23. Population growth – ability to deal with it
24. City permit process vs homeowner association policy
25. Inability to control street parking
26. Vendors are not aligned to Association strategies
27. No cap on rentals
28. More homeowner lawsuits
29. Homeowner education
30. Landlocked
31. Aging infrastructure and amenities
32. No list of vendors
33. Lack of functional relationship with Country Club management
34. Retaining and recruiting talent
35. Lack of homeowner engagement at social events

OPPORTUNITIES

1. Need strategy to utilize a separate fund for Capital Items
2. Beach Club renovation
3. Sponsorships for supplemental funding
4. Retain and attract talent to onsite management team; evaluate current PTO policy and adjust if needed
5. Continue to evaluate new ways to manage turf and landscape
6. Initiate dialog with local companies, such as Globe Life
7. Brainstorm for additional sources of revenue
8. Homeowner understanding of our process
9. Marketing Stonebridge Ranch / expanding public relations
10. Build a relationship with the Commercial Association
11. Planning amenities / Capital improvements
12. Expansion of amenities
13. Long term landscape replacement including drought tolerant planning
14. Execution of implementation of water conservation
15. Continue influence with the city officials
16. Quantity and quality of social activities
17. New Employers coming into the area
18. Need for staff construction expert
19. Improve process leverage subcontractor review; performance checklist
20. Communication with homeowners regarding Board decisions - achieving compliance
21. Develop alternative funding sources (sponsorship, grants)
22. Demographics to position ourselves. Utilize census data.
23. Considering our response to gentrification – architectural implications
24. Enhancing communication actions (social media)
25. Develop future board members – recruitment development
26. Embrace supplier's partnership with property managers, size issues
27. Strategic brand messaging as friendly and helpful
28. Defining qualities of preferred providers. Rating/performance process.
29. Leverage technology for more effective communication, services, information
30. Identify common issues with sub-association

THREATS

1. Water pricing increases and potential restrictions
2. Failure to renovate Beach Club facilities
3. Potential need to issue first special assessment
4. Losing talented staff
5. New development that are attractive and offers more competitive amenities
6. Limitation of 5% cap on annual assessments
7. Limited space for events
8. Lake and pond dredging and vendors
9. Biennial State legislation and City legislation
10. Erosion issues
11. City maintained infrastructure- streets and sidewalks
12. Golf cart proliferation
13. Rental properties increase
14. Homeowner maintenance to property
15. Property Taxes
16. Storm damage - Natural Disasters
17. Potential of City to reduce or eliminate annual Landscape Reimbursement
18. Country club landscape and lake maintenance
19. Dues management – assessments – reserve requirements
20. Competition from new development/amenities
21. Board turnover – finding qualified candidates; retain committed members
22. 380 Bypass Project, roundabout at Glen Oaks and Ridge Rd, and other major artery proposals
23. Homeowner willingness to participate in association process and committees and lack of diverse volunteer candidates
24. High density housing near us
25. Solar Panel placement issues
26. Increasing utility rates
27. Courts and Legislators hostility at Associations
28. Unexpected issues beyond anyone's controls such as changes in environment, technology, and public health
29. People like to complain which is exacerbated by social media and leads to misinformation
30. Weak commitment from owners who say they want to work on Board and/or committees
31. Inflation
32. Investor buy-outs for rental purposes lead to negative outcomes, e.g., Blackstone Capital
33. Five percent cap on assessment increases
34. Increasing need for legal intervention

THE NEXT 3-5 YEARS

STRENGTHS

1. Management Company
2. Planned Community of Choice
3. Financially Sound
4. Location, the Way We Look
5. Sense of Community
6. Landscape Maintenance
7. Strong HOA Management Structure and Team

WEAKNESSES

1. Large Size of Community and High Cost to Maintain L&G (Double Edged Sword as it is also a Strength), including Erosion
2. Beach Club Needs Updating
3. Lakes and Pond Maintenance

OPPORTUNITIES

1. Generational Needs for Different Amenities, Social, and Lifestyle Activities
2. Increase Use of Sponsorships
3. Increase Use of Alternative Source of Funding

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. Future Financial Constraints	<p>Manage impact and homeowner reaction.</p> <p>Develop ways to create flexibility to meet increasing costs.</p>
2. Technology	<p>Use technology to help SRCA.</p> <p>Determine strategies to deal with negative aspects.</p> <p>Further enhance IT architecture and capability to meet future demands.</p>