



13 February 2023

Strategic Planning

5 YEAR STRATEGIC PLAN 2023-2028

OVERVIEW

The Swan Lake Estates Homeowners Association (SLEHOA) strategic plan is a roadmap to assist the Board of Directors (BoD) and members with decisions impacting the association. The goals and objectives outlined in the strategic plan connect the vision and mission of the SLEHOA.

PURPOSE

The purpose of the strategic plan is to identify the goals and objectives necessary to achieve the vision and mission of the SLEHOA.

MISSION

Preserve and enhance the Swan Lake Estates community and investments through effective governance, infrastructure and amenities sustainment and capital improvement.

VISION

A thriving and desirable neighborhood preserving and growing the value of our properties, families and friends exemplified through a shared sense of community, safety and respect.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) ANALYSIS

The Strategic Planning Committee (SPC) conducted a SWOT analysis to identify beneficial and detrimental situations and factors to determine the most appropriate strategic direction. Part of this analysis included a survey to engage directly with homeowners to determine their current views on: The characteristics of SLE that gives the neighborhood an advantage (Strengths); The characteristics of SLE that places the neighborhood at a disadvantage (Weaknesses); The elements of SLE that could improve the quality of life (Opportunities); and The elements of SLE that are a detriment to the quality of life (Threats). The survey results identified:

The three STRENGTHS that matter most to homeowners

1. Maintaining the ambience of the neighborhood
2. Quality of current and future homes built in the neighborhood
3. Neighborhood amenities

The three WEAKNESSES that concern homeowners the most

1. Homeowners failing to comply with HOA Covenants
2. The level of maintenance performed on the neighborhood's amenities
3. (TIE) The adequacy of the SLEHOA Financial Reserve
4. (TIE) The age of the neighborhood's amenities

The two OPPORTUNITIES that matter most to homeowners

1. Improving the quality and/or variety of neighborhood amenities
2. Ability to adjust HOA dues to meet immediate and long-term financial goals

The two THREATS that concern homeowners the most

1. Lack of influence over development in the neighborhood
2. Current development not adding additional amenities or enhancing existing amenities

Additionally, the SPC collaborated to prepare an Urgent-Important Matrix to suggest a prioritization of the objectives within the plan's goals and objectives. The matrix is located at the end of the plan.

Based on the SWOT analysis, the SPC developed specific, measurable, attainable, relevant, time-bound objectives for the Board of Directors to consider.

GOALS AND OBJECTIVES

GOAL 1: IMPROVE HOA GOVERNANCE

OBJECTIVE 1: Standardize SLEHOA communication with homeowners

Why? SLEHOA has a responsibility to keep its members informed about any changes in the association's rules, important announcements, and business matters, such as how the BoD spends the association's money. The following actions will standardize communication with homeowners:

1. Utilize the SLEHOA public website and Homeland Neighborhood Management portal as repositories of information. Post sensitive information (i.e., financial data) on the members-only (username/password protected) portion of the Homeland Neighborhood Management portal. Post information suitable for public consumption (i.e., newsletters, meeting minutes) on the SLEHOA public website.
2. Create Project Dashboards to display key performance indicators such as overview, a color-code to indicate status, key milestones, funding source, and availability of funding.
3. Modify official SLEHOA social media platforms (i.e., Facebook) to disable comments. Social media platforms representing SLEHOA must be a source of information, not a venue for uncivil discourse.

OBJECTIVE 2: Improve the efficiency and effectiveness of SLEHOA membership meetings

Why? Well-organized and successful membership meetings are critical to maintaining homeowners' confidence in the ability of the BoD to carry out the association's business. The

following actions will improve the efficiency and effectiveness of SLEHOA membership meetings:

1. Conduct membership meetings at a location demonstrating the seriousness of governance: suitable lighting, environmental control, aesthetically pleasing, and configurable to encourage participation.
2. Strengthen meeting agendas by requiring committee reports on accomplishments, ongoing projects, and timelines for completion of projects. Set a deadline for posting the agenda ahead of the meeting. Use a facilitator to keep to the agenda timeline.
3. Amend the current method of financial reporting to include a quarterly and annual comparison between the approved budget and execution with an analysis of any differences.
4. Establish and advertise a process for homeowners to add items to meeting agendas with a set amount of time dedicated to that item.
5. Establish limits to open forum items introduced during meetings.
6. Set a BoD suspense for responding to or voting on homeowner motions, inquiries, or requests.
7. Adjust the dates of quarterly membership meetings to April, July, October, and January. Moving the 4th quarter meeting from December to January provides the Budget Committee with time to compile end-of-year expenditures, compare budget expectations, prepare an analysis of significant variances, and publish the data. It also gives committee chairs more time during the holiday season to prepare committee reports on accomplishments, ongoing projects, and timelines for completion of projects.
8. Incentivize meeting attendance with prizes and refreshments.
9. Align membership meetings with scheduled social events.

OBJECTIVE 3: Commission a white paper analysis of Swan Lake Estates' current state and its future.

Why? There are several issues impacting the current state and future of the neighborhood. These issues are recurrently raised by homeowners in various mediums. Creating a white paper analysis addressing these persistent topics of concern provides the BoD and members with a detailed look at facts and feasible options for resolution. The white paper(s) will address:

Why have custom builders not constructed homes in SLE for over a decade?

Can the SLEHOA restrict which builders construct homes within SLE?

What factors determine the traffic speed controls Harrison County could utilize in SLE?

What options are available to modify SLE into a restricted access (gated) community?
 How can new property parcels be adjoined to SLE?
 What courses of action does SLEHOA or homeowners have to control neighborhood expansion through the subdivision's dead-end streets?

OBJECTIVE 4: Construct the framework and hierarchy of committees necessary to accomplish the mission of the SLEHOA.

Why? Committees are integral to the operation of SLEHOA. Committees involve members in the development and delivery of services, represent member opinion in decision-making, and help serve member needs. They offer a forum for presenting multiple points of view. Committees are also the training ground for future association leadership. For these reasons, functioning committees are critical to SLEHOA.

1. Create a core of standing committees to assist the BoD carry out the mission of the HOA.
 - Amenities (will include subcommittees)
 - Architectural
 - Audit
 - Communication
 - Compliance
 - Covenants
 - Finance
 - Landscaping
 - Strategic Planning
 - Welcome / Social Events

2. Establish a charter for all committees. The charter should clearly state the committee's purpose, responsibilities, relationship to the BoD and hierarchy within the HOA, membership, budget, decision-making abilities, limits of authority, and reporting requirements.

OBJECTIVE 5: Create an HOA continuity program (how-to playbook) for officers and committee chairs.

Why? Because the unexpected CAN and absolutely WILL happen. To proactively respond to organizational disruptions, minimize its impact, and improve resiliency, the SLEHOA will implement a continuity program.

1. Define and assess the roles and responsibilities of officers and committee chairs.

2. Identify essential functions necessary for the SLEHOA to sustain.

3. Designate an order of succession and delegation of authority in the event of a sudden absence, loss, or resignation of an officer or committee chair.

4. Identify and protect vital records and databases necessary to the function of the SLEHOA.

OBJECTIVE 6: Standardize the process for amending SLEHOA CC&Rs and Bylaws

Why? There are circumstances that require the amending of CC&Rs and Bylaws, including changes to the law; situations that did not exist earlier; a desire to modify the rights and responsibilities of the HOA and its members based on changing needs.

1. Create a Covenants Committee chartered to conduct regular reviews of the SLEHOA documents. Proposals coming out of the committee should identify the source of the proposal and the reasoning for the change.

2. Establish timelines for the amendment process:

- Proposed changes submitted to the BoD,
- BoD decision to proceed with the proposed change,
- Notifying members of proposed changes,
- Meetings for BoD and members to discuss proposed changes, and
- Votes on proposed changes.

3. Throughout the process, constantly communicate the process and the proposed change with members through the HOA's authorized mediums.

GOAL 2: INCREASE HOMEOWNER INVOLVEMENT WITH SLEHOA

OBJECTIVE 1: Increase interaction opportunities between SLEHOA and homeowners

Why? Creating opportunities to build friendships among homeowners strengthens the community. The same is true with BoD members and homeowners. Spending time together in a variety of environments breaks down barriers, improves communication flow, and builds trust. Implementing the following actions will increase interaction between SLEHOA and homeowners:

1. Formalize the process to welcome new homeowners. Give every new homeowner a welcome gift and packet that includes:

- A copy of the bylaws and CC&Rs,
- Instructions to obtain a pool key,
- Instructions to create an account for the Homeland Neighborhood Management portal,
- Links to the SLEHOA public website and Facebook page,
- Contact information for the new homeowner's BoD representative, and
- Opportunities to participate in SLEHOA.

2. Consistently organize, schedule, and communicate SLEHOA social events through all mediums.

3. Conduct annual, phase-specific, face-to-face meetings between the BoD and homeowners. If possible, integrate with regularly scheduled social events.
4. Conduct homeowner satisfaction surveys at regular intervals throughout the year with incentives to participate.
5. Create a SLEHOA neighborhood directory.
6. Define homeowner HOA participation opportunities. Maintain a current list of officer, committee chair, and committee member openings with descriptions of roles and responsibilities derived from the continuity program and charters.
7. Implement measures that help incentivize diversity among volunteers.

OBJECTIVE 2: Increase homeowner recognition programs with incentives

Why? Recognition initiatives are effective because they focus on the positives, sending homeowners a clear message that what they're doing is noticed and valued. The SLEHOA will establish a recognition program for:

1. Board of Directors officers,
2. Other acts of volunteerism that merit recognition,
3. Yard of the month,
4. Holiday decorations, and
5. Other acts that positively impact the entire neighborhood.

GOAL 3: ENHANCE THE AGGREGATE VALUE OF SWAN LAKE ESTATES REAL ESTATE

OBJECTIVE 1: Sustain and modernize existing SLEHOA amenities

Why? Well-maintained community property such as the pool, playground, and private lake enhance property values, promote quality of life and nurture social interaction between homeowners.

1. Create a capital improvement plan to modernize existing amenities at regular intervals.
2. Create a financial plan identifying how SLEHOA will finance capital improvements to existing amenities.

3. Create a sustainment plan to maintain and repair existing amenities. End the association's reliance on volunteer's expertise to perform maintenance and repairs by retaining commercial vendors.
4. Create a financial plan identifying how SLEHOA will maintain and repair existing amenities.

OBJECTIVE 2: Establish a process to modify amenities and create new amenities

Why? Swan Lake Estates is approximately thirty years old. Since the neighborhood's inception, the amenities have remained relatively unchanged. As homeowners' preferences change, SLEHOA must have a process to modify existing amenities and create new amenities. This process will include:

1. Conduct homeowner satisfaction surveys at regular intervals throughout the year focused on modifying amenities and creating new amenities such as:
 - Exercise circuit trails,
 - Mini parks – North Swan Drive, Overlook Drive, Overlook Drive (lakeside with pier),
 - Sidewalks with curbs,
 - Off-street paths,
 - Playing fields (bocce ball, horseshoe pits, disc golf, putting green)
 - Adding trees to existing green spaces to enhance common area appearance
2. Create a capital improvement plan that identifies the modification to amenities or creation of new amenities.
3. Create a financial plan identifying how SLEHOA will finance capital improvements to modify amenities or create new amenities.
4. Create a sustainment plan to maintain and repair modified or new amenities.
5. Create a financial plan identifying how SLEHOA will maintain and repair modified or new amenities.

OBJECTIVE 3: Consistently and equitably enforce CC&Rs

Why? The purpose of CC&Rs is to preserve property values and sustain the desirability of the neighborhood. SLEHOA has the duty to enforce the restrictions set forth in the CC&Rs. By failing to do so, the association may open itself up to legal proceedings. SLEHOA must have an effective process to enforce the CC&Rs.

1. Establish a schedule for regular inspections of the neighborhood and a method to record violations.

2. Define the process, including necessary evidence, for determining whether a CC&R violation has occurred.
3. Establish criteria to evaluate whether to seek mediation, arbitration or to initiate litigation to compel compliance with the CC&Rs based on the magnitude and visibility of the violation; precedent, the cost and the chances of a successful enforcement action.
4. Establish an escalating scale of adverse actions to enforce compliance.
5. Establish a process for tracking violations through resolution.

OBJECTIVE 4: Assist members to sustain and improve the value of their property

Why? Houses with unkempt lawns, fading paint, clogged or leaking gutters, and roofs with missing shingles are examples of neglected maintenance that negatively impacts the surrounding homes. While the reasons for these conditions vary, it is in the best interest of the SLEHOA to assist members to sustain their property.

1. Enforce CC&Rs associated with the exterior appearance of homes. The SLEHOA should be aware of whether the violation is simple negligence or another factor that could be mitigated.
2. Encourage updates to landscaping by making an arrangement with a local nursery to offer a discount to members.
3. Create and sustain a “Swanny’s List” of reputable vendors that members can hire to perform landscaping and home maintenance tasks.
4. Coordinate with local realtors to provide members with data on what repairs or updates can best sustain or increase the value of their property.

EVALUATION OF STRATEGIC PLAN IMPLEMENTATION

1. Initial presentation of Strategic Plan to Board of Directors at February 2023 meeting.
2. Presentation of plan to SLEHOA membership following February 2023 BoD meeting.
3. BoD vote on adaption of Strategic Plan at March 2023 BoD meeting.
4. Strategic Planning Committee presents Strategic Plan to SLEHOA membership at “new” April quarterly meeting

5. Strategic Plan consolidated into dashboard presentation format with monthly progress reports presented by BoD and reported to homeowners. The Strategic Planning Committee is charged with the grading criteria.

6. After the first year, reporting to homeowners on Strategic Plan implementation and progress to homeowners is reduced to a quarterly requirement.

REVIEW AND REVISION OF STRATEGIC PLAN

1. The initial Strategic Plan is the effective planning document for the first 18 months after acceptance.

2. The Strategic Planning Committee will start revising the initial Strategic Plan 12 months after adoption. The revised Strategic Plan and ready for implementation within six months.

3. Following the initial 18-month cycle, the review and revision process will compress into a 12-month cycle.

STRATEGIC PLAN URGENT-IMPORTANT MATRIX

		URGENCY	
		HIGH	LOW
IMPORTANCE	HIGH	I. G1/O1 Standardize BoD communication with homeowners G1/O2 Improve HOA meetings G3/O1 Sustain and modernize existing HOA amenities G1/O3 Create White Paper Analysis	II. G1/O4 Establish standing committees necessary to accomplish HOA governance G1/O5 Create HOA continuity program G2/O1 Increase interaction between SLEHOA and members G3/O3 Consistently and equitably enforce CC&Rs
	LOW	III. G1/O6 Standardize HOA CC&Rs G2/O2 Increase homeowner recognition programs with incentives G3/O2 Create new Amenities	IV. G2/O1 Re-evaluate makeup of BoD to increase diversity G3/O4 Improve residential appearance

GOAL 1 – Improve HOA governance

G1/O1 Standardize BoD communication with homeowners

G1/O2 Improve HOA meetings

G1/O3 Create White Paper Analysis

G1/O4 Establish standing committees necessary to accomplish HOA governance

G1/O5 Create HOA continuity program

G1/O6 Standardize HOA CC&Rs

GOAL 2 – Increase homeowner involvement with HOA

G2/O1 Increase interaction between SLEHOA and members

G2/O2 Increase homeowner recognition programs with incentives

GOAL 3 – Enhance the aggregate value of Swan Lake Estates real estate

G3/O1 Sustain and modernize existing HOA amenities

G3/O2 Create new Amenities

G3/O3 Consistently and equitably enforce CC&Rs

G3/O4 Improve residential appearance