

**SIERRA COUNTRY CLUB HOMEOWNER’S ASSOCIATION
STRATEGIC PLAN 2020 – 2025
OVERVIEW AND SUMMARY**



“Sierra – where the views are inspiring and community is more than just a place.”

STRATEGIC PLANNING FOUNDATION

Strategic planning is a process whereby an organization identifies its mission, vision, values, priorities, and direction. “Who are we? Why do we exist? What do we want to accomplish?” Through a process of brainstorming, research, and analysis, organization leaders develop goals, strategies, and actions that provide the organization a roadmap for the future.

Sierra Country Club HOA has historically conducted significant planning resulting in the careful stewardship of member resources for over fifty years. This is evidenced by a successful community with a safe water system and adequate cash reserves to sustain future projects. The formalized Strategic Planning process documents the research, assessment, and prioritization that occurs in the management of an organization, and culminates in specific, realistic, and attainable goals.

MISSION, VISION, VALUES

Defining an organization’s mission, vision, and values is a critical component in tracking its course and charting its future. In this context, these terms can be defined as follows:

Mission - Defining organizational clarity of purpose and its reason for existence

Vision - Creating a compelling picture of an organization’s future

Values - Identifying the boundaries within which an organization pursues its goals

On October 28, 2020, Sierra’s Board of Directors assembled for its first formal Strategic Planning session for the time period of 2020-2025. Through brainstorming and discussion, Sierra’s mission, vision, and values were condensed into a motto designed to represent the essence of the community. “Sierra – where the views are inspiring and community is more than just a place.” It was agreed that the place where we have the privilege to live is inspirational, however, beyond the beauty is the fact that the people who live here have made the community more than a geographical location, and that makes our community unique.

SWOT ANALYSIS

With the goal of conducting an accurate assessment, the board invested considerable time in identifying those factors that may impact the accomplishment of its strategic goals. During this session, the board conducted an analysis of Sierra’s strengths, weaknesses, opportunities, and threats (SWOT) with the following results:

- Strengths
 - Dedicated board and staff
 - Community-oriented and friendly members and residents
 - Condition and maintenance of assets and infrastructure
 - Status of reserves
 - Current water system quality and quantity
 - New water source contracts with potential viable wells
- Weaknesses
 - More work than volunteers
 - Engagement (especially difficult during COVID-19)
 - Limited succession plan for board members
 - Poor cell coverage/limited Internet options and coverage
 - Limited water connection availability for new construction

- Opportunities
 - Build additional reserves
 - Enhance community involvement
 - Pursuit of additional water sources
 - Consideration of contracted HOA management
- Threats
 - Natural and man-made disasters (earthquake, wildfire, etc.)
 - Aging infrastructure and facilities (clubhouse, water infrastructure)
 - Saltwater intrusion of current wells
 - COVID-19 pandemic
 - Succession of board members with specific/unique expertise
 - Potential legal actions
 - Large upcoming expenditures (water infrastructure)

STRATEGIC GOALS

After review of Sierra's foundation, its mission, vision, and values, and after conducting a SWOT analysis, the board created strategic goals based on those things it **MUST** do by statute or the HOA's governing documents; those things it **SHOULD** do based on its mission, vision, and values; and those things that would be **NICE** to do based on priorities and budgetary constraints. The following strategic goals and tasks were identified:

Must do

- Covenants enforcement (AOI, bylaws, CCRs)
- Obtain hold, convey, or sell real property (AOI)
- Fix, establish, levy, and collect dues and assessments (AOI)
- Maintain current and future facilities and assets to foster social interaction (AOI)
- Maintain a community water system (AOI)
 - Ensure water system (infrastructure, facilities, and delivery system) is maintained, repaired, and improved as necessary
 - Hydrant replacement
 - Meter replacement (ongoing)

Should do

- Upgrade website (communications, community engagement, board assistance)
- Replace pool solar panels
- Paint the pool
- Identify and repair Clubhouse plumbing issues (kitchen)
- Roof inspection and maintenance
- Replace riding lawn mowers
- Replace old water piping Balboa to Libbey

Nice to do

- Playground upgrade/enhancements?
- Kitchen remodel?
- Clubhouse fireplace/chimney repair/replacement?

Priorities for the next strategic plan (2026 and beyond)

- New water treatment plant/reservoir
- Clubhouse - Expand/remodel/retrofit for EQ

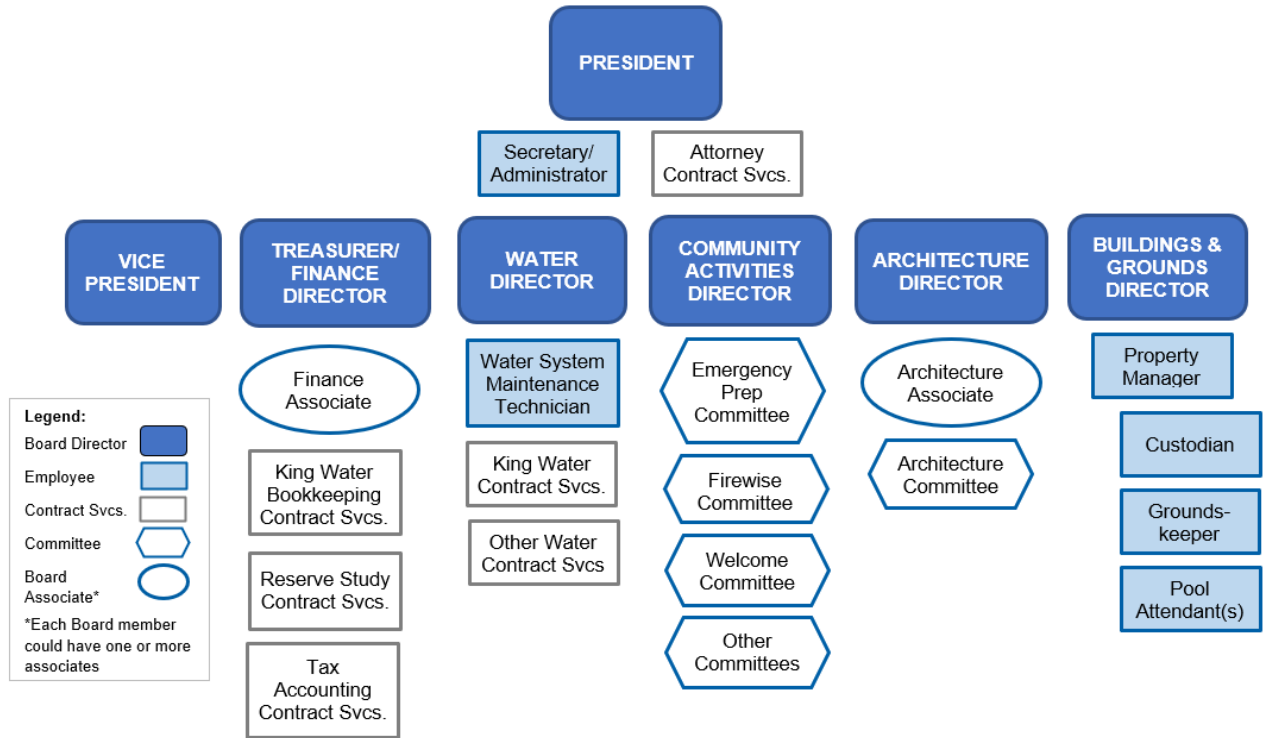
TASKS, TIMELINES, AND ASSIGNMENTS

#	YEAR	ASSIGNMENT / PROJECT	ESTIMATED COST(S)	PROJECT DETAILS	DUE DATE	ASSIGNED TO
1.	2019/2020	Identify and pursue additional water sources	\$750,000	Obtain new water source easements, drill wells, install and connect to water plant for use.	12/2022	Water Director
2.	2020-2021	Digital (cloud) records management	Annual subscription \$120	Transition association records to digital platform (Dropbox). Identify and collect records created or maintained by board or staff and upload. Scan all historical docs and store in Dropbox.	1/2022 Ongoing	Secretary
3.	2020	Hire/contract with an as-needed water system maintenance technician	\$30 / hr for part time employee	Contract/hire water system operator to manage some maintenance & repair tasks currently managed by King Water (cost and time savings)	1/2021	Water Director
4.	2021	Address covenants enforcement position (consider professional HOA manager)	TBD	Continually assess covenants enforcement and other HOA management issues	3/2021 Ongoing	Board
5.	2020	Develop a specific succession plan	N/A	Revise current job descriptions for each officer / director Develop "Associate" program & engage or add committees as needed How-to guides Annual recruitment plan	12/15/20 for duties; TBD for guides, recruitment plan	Board
6.	2021	Replace pool solar panels	TBD	Routinely assess and determine status	3/2021 (Ongoing)	Property Manager
7.	2021	Paint the pool	TBD	Drain and repaint pool interior	Spring 2021	Property Manager
8.	2021	Clubhouse kitchen plumbing repair	TBD	Ongoing kitchen sink draining issues – investigate & repair	3/2021	Property Manager
9.	2020	Hydrant replacement	\$10,000 per hydrant (est)	Maintain ongoing hydrant replacement schedule	2020-2022	Water Director Water System Maint. Tech.
10.	2020	Water meter replacement	\$300 per meter 20 meters per yr = \$6000/yr (est)	Initiate ongoing meter replacement schedule	2020-2025	Water Director Water System Maint. Tech.

#	YEAR	ASSIGNMENT / PROJECT	ESTIMATED COST(S)	PROJECT DETAILS	DUE DATE	ASSIGNED TO
11.	2020-2022	Piping replacement – Balboa to Libbey	\$316,000 (est)	Replace cast iron section of piping with PVC/composite	2021 – Section 1 2022 – Section 2	Water Director
12.	2021	Replace one riding lawn mower	TBD	Purchase replacement riding lawn mower for landscaping	4/2021	Property Manager
13.	2021	Enhance community engagement	N/A	Identify ways to increase engagement during COVID & beyond; engage senior & p/t residents; Committee participation; Website photo contest; “Steps” fitness contest; Sierra cookbook; Parades (ie, July 4); Website members-only portal	2020-2025	Community Activities Director
14.	2021	Website upgrade	\$2,500-2,700	Transition to new website platform to reduce board work-load & enhance community engagement, provide form submission, covenants violation reporting forum, etc.	12/2021	VP Secretary Tech Committee
15.	2021	Small assets inventory	N/A	Create an assets inventory and replacement schedule for smaller, depreciable assets; use water asset worksheet as template	3/2021	VP Secretary Prop Mgr
16.	2021	Website FAQs	N/A	Prepare and maintain FAQ website page	1/2021	Secretary
17.	2020 Ongoing	Threat mitigation- Earthquake Wildfire	TBD	Interface with Firewise and Emergency Preparedness Committees to support and encourage prevention & mitigation efforts	2020-2025	Community Activities Director
18.	2021	Begin planning for new Water Treatment Plant and Reservoir	\$750,000 (est)	Design and build a new treatment facility to handle needed expansion	2026	Water Director
19.	FALL 21-25	Review 2020-2025 Strategic Plan	N/A	Make revisions to current strategic plan as needed	10/2024	Board
20.	2025	Explore clubhouse upgrades	TBD	Kitchen, fireplace, clubhouse remodel?	2026	B&G Director

BOARD ROLES AND RESPONSIBILITIES

During the second Strategic Planning session held on December 1 2020, board roles and responsibilities were reviewed to ensure they coincided with strategic goals and task assignments. With succession planning identified as a critical need to ensure continuity of operations when board member terms expire, the value of committees and the development of board “associates” to enhance the leadership pool was incorporated in the functional organization.



CONCLUSION

It is important to note that every Strategic Plan must have built-in flexibility with a process for revision as circumstances dictate. Reviewed annually in conjunction with budget and reserve planning, Sierra’s Strategic Plan becomes a “living” document that not only allows for updates, but provides the board an opportunity to place specific focus on the current and future needs of Sierra Country Club HOA.