



# THE MEADOWS

## MEADOWS NEIGHBORHOOD COMPANY

### STRATEGIC PLAN 2019-2024

The Board of Governors have determined a need to establish a Strategic Plan that determines and prioritizes our short and long term goals, with action plans that will assist us in monitoring our progress, and evaluation of the execution of the plan. This plan will coordinate, unify and facilitate advancement of the Meadows Neighborhood Company's goals while identifying opportunities and create awareness of obstacles. The Strategic Plan will assist in facilitating very methodical and knowledge based decisions on how we move forward in future years while providing accountability to the residents.

#### **Mission Statement of the Meadows Neighborhood**

Our mission at the Meadows Neighborhood Company is to instill a small town, close-knit community atmosphere while protecting and enhancing the quality, value, desirability, and attractiveness of all properties, for the benefit of all residents.

In order to achieve the mission statement the Board of Governors has determined that there will be five focus areas, which are: Building a sense of community; providing a strong, stable financial future; develop sustainability practices; future amenities and facilities plan; and leadership and management.

#### **Building Sense of Community**

- **Promote an active community by encouraging member driven activities such as clubs, activity groups and special events. Promote volunteerism throughout the community. Provide diverse opportunities for recreation and social activity.**
  - Celebrate community at the annual meeting with a slide show of pictures, and food to promote higher attendance at the meeting. Make the meeting event oriented rather than meeting oriented.
  - The MNC shall make every effort to get a Castle Rock Development Company representative to attend the annual meeting and give an annual report on the community. ED to invite Developer to attend annual meeting in December prior to the next annual meeting.
  - Member services: Identify ways to continuously evaluate and improve services and activities offered for residents and find creative approaches to utilize

volunteers. This will include events, activities, facility programs and clubs such as theatre, book and study groups, cards, retirees, playgroup, etc.

- Third party voting tabulation one year prior to homeowner transition, March 2019.
- Offer at least five new classes a year that focus on family friendly, multigenerational recreation programs.
  - ED to ensure goal is met by incorporating it into the annual goals of the Program Coordinator.
  - Evaluate our partnership with MCA and include residents in our community activities, and the partnership contract will be reviewed on an annual basis to revisit any capacity issues, increased expenses, sponsorship fees, or any issue that may be negatively impacting the MNC residents from MCA participation/use. Primary focus will remain on the MNC residents and ensuring they are the ultimate beneficiaries of the community activities. Ensure MCA pool pass costs are reflective costs and increased on an annual basis to be more appropriate and fair to the MNC resident
  - Staff to ensure that outside sources are not marketing our events to the public.
  - ED to report annual MCA season passes and guest passes sold for the Board to determine appropriate value.
  - ED to incrementally reduce annual revenue in the budget from MCA pool passes so that the budget is not balanced or reliant on the pool pass revenue.
  - If Board elects to limit attendance at events and increased costs are incurred, MCA fees will increase proportionately to assist in offsetting additional event costs.
- Increase volunteer opportunities to assist the MNC into the developer transition phases; offer leadership opportunity classes for trained community stewards
  - Maintain adequate volunteer levels for events but not turn away any new volunteer requests.
  - Focus groups to identify community leaders; ie frequent facility or pool users, class participants, events participants, water conservation/sustainability. Hold focus groups in conjunction with member needs' survey (conducted by third party).
  - Recreation/Events Committee in 2019
    - Quarterly meetings
  - Budget and Finance Committee
    - Begin recruitment of members to get the committee fully functional by Q2 2019

## **Financial Future**

- **Provide effective and fiscally responsible management of all Association resources and provide well capitalized reserves for future replacement of Association assets.**

- Ensure financial stability of the community; adopt a goal of maintaining a funding level of 70% for replacement of reserves. Be responsible stewards in managing the commonly owned facilities and resources of the Association; continue a Reserve Study of all the Association assets every three years. Conduct a comprehensive reserve study to update current reserve study; adding new capital equipment and new amenity to the study, next update to be completed by end of 2019. Be prudent in all financial decisions, while providing high value and maintaining affordability for our members; ensure proper funding is put into the Reserve Fund on an annual basis increasing the amount if need be during the budget process.
  - Continue paying off construction loan of new amenity with early payoff goal of 2022 allocate more funds to loan payoff per quarter as deemed possible. Paying \$11,000 more a quarter
- Conduct timely and thorough annual audits of financial and operational systems to validate that they meet the needs of the Association with annual audit to begin in August of each year and conclude as soon as possible to provide required financial documents to bank to meet the loan requirements.
  - Maintain the integrity of the strategic plan and budget to keep up with inflation and maintain services and increase assessments to meet the inflation increases to maintain current level of service of programming, events, and to maintain current services provided to the residents.

## **Develop Sustainability Practices**

- **Set the character of the community through superior stewardship of the common property. Maintain and enhance the natural beauty of the common property in balance with the Castle Rock climate.**
  - **Develop a comprehensive and coordinated approach to water conservation.**
    - Renovate existing landscaped areas to limit high water use turf and plant materials to active play areas only by developing a five year project to meet the water conservation goals
      - Irrigation System Efficiency: Perform water use audits prioritizing by high use areas to determine if increased efficiency will reduce water use.
      - Diligent and purposeful in water management adhering to the TOCR water window of 10 am-5 pm three days a week.
      - Consider resident needs; and their willingness to continue to pay for water and the green grass; establish criteria of what areas should be xeric; Spring 2019 for installation in Summer 2019
        - Monument Corners with large areas of grass
        - Reduce hard to water, narrow strips of turf
        - Reduce any area that irrigation has to shoot over the sidewalk to irrigate landscaping
        - Adopt a narrow strip/ROW landscape design to repeat in various areas throughout the community to reduce design fees while providing for a consistent xeric look

- Reduce Irrigation Repair expenses by:
      - Consider hiring a full time certified irrigation tech staff to handle all irrigation repairs, and monitoring of the systems
      - Install flow sensors on all smart controllers with a data plan activated; test water pressure to ensure delivery efficiency.
    - Partner with the Town of Castle Rock, Metro District, and the Meadows Community Association to foster residential water conservation.
    - Continue to promote the TOCR Water Wiser education programs
    - Champion residential water stewards –Great Yard Award in September Meadows Living newsletter.
  - Continuing water conservation goals with grant awarded in 2018
- Replace existing irrigation controllers with smart controllers as they fail and need a replacement.
- **Follow Best Practices for Common Area Maintenance**
  - Replace trees as they die - current minimum rate of \$50,000 per year as budget permits
    - -2019 begin competing for tree grants
      - Assistant Director to research and apply for a minimum of three tree grants.
      - Add additional year to winter watering to immature or new trees to three years from two.
  - Reduce soil erosion by maintaining a healthy stand of vegetation which will hold the soil in place and allow rain water to infiltrate into the soil rather than run off.
  - Preserve and enhance the open space natural grasses through proper mowing and fertilization practices along with reseeding as necessary.
  - Maintain noxious weed control through chemical and mechanic methods. Focus on increasing grass density to out-compete weeds. Reduce chemical spray weed control at open space/resident fence lines and research alternative less toxic product for noxious weed control for better long term environmental impact.
  - Maintain pest mitigation to avoid land degradation.

## **Future Amenities and Facilities Plan**

- **Provide enhanced and well-maintained, safe facilities while implementing a long-term action plan for improved facility and site maintenance.**
  - Develop routine, preventative and scheduled maintenance plan for current facility and common area amenities.
  - Reinstate an amenities committee; and recruit new members for the committee to determine the next amenity model and how to fund the amenity.
  - Long Term Amenities Plan: Develop a plan for addressing the needs of a growing community, and staff. Conduct a community survey in Q2-2019 prior to transition from developer to determine community wants and needs.

- Analyze current community growth pattern, prepare an annual update of projected growth and assessing the impact of growth on existing facilities and amenities.
- Charge fees so that classes are fee based and cost recovery; charge a fee for events that are not landmark events that have limited registration where not all residents can attend.
- Increase the cost of Grange facility rental to be competitive in the rental marketplace to increase rental revenue. Rent facility when staffed-day and evening.
- Renovate Grange restroom facilities with good commercial toilets, carpeting, painting, concrete refurbishment, restrooms utilizing reserve funds. Complete work prior to December 2019.

## **Leadership and Management**

- **Maintain a professionally managed team of employees who can carry out the Board of Governors' initiatives in an expeditious and efficient manner. Encourage hiring highly motivated, competent service-oriented staff to provide the best possible service to our membership.**
  - Remain competitive with the local employment market and create a work environment that embraces creativity and innovation among the Board, Committees, and Staff.
  - Budget appropriately to staff for growth of residents, needs and amenities.
  - Conduct a salary survey once every two years to assure we are within pay ranges and offer a competitive salary/benefit package to keep employees and reduce staff turnover.
  - Take medical insurance out to bid every two years, provide retirement package for employees, provide employee education and training as it relates to position.
  - Adopt and maintain a staff policy manual, and offer documented safety trainings.
  - Complete an Active Shooter Program, and increase staff safety in community buildings; additional security cameras, bullet proof glass; pony wall gate at Taft, panic buttons
  - Restructure staffing for optimal organization efficiency in 2018 to prepare for transition determining the best structure possible for transition to homeowner control in two years.
  - Succession plan for Executive Director
  - Adopt policy governance to assist Board in being a policy making board and function as efficient and effectively as possible.
- **Communications**
  - **Develop a Community Relations plan which fosters relations with local organizations, TOCR, new homeowners, Builders**
    - Address ways to make Board and management more accessible
    - Maintain good vendor relationships to foster the growth and transition while maintaining a close relationship with the Met Districts, MCA, CRDC, Chamber of Commerce
    - Web Surveys to gain feedback on resident services, events and activities, Grange rentals and general satisfaction

- Surveys conducted for all events and programs.
- **Increase Communication to our MNC residents**
  - Web site E-mail Alerts; utilize effective Social Media and Marketing plan establishing quarterly plan in conjunction with marketing consultant.
  - RFP to outsource the website and take control of the website so it is not through MSI.
  - Continue Town Hall Forums and other community relations events/activities to create community support for community building activities. “Strengthen the Community Wants” so they are willing to pay what is needed when developer is no longer supporting the Association financially.

## **Manage and Care for Property**

- **The MNC shall manage, operate, care for, maintain and repair all Neighborhood Company properties and keep the same in a safe, attractive, and desire condition for the use and enjoyment of the Members. Covenants and ARC guidelines will be enforced consistently and uniformly.**
  - Rules and regulations will be adopted, amended, repealed and enforced as deemed necessary (*usually annually*), or desirable with respect to the interpretation of the Declaration. The rules and regulations shall be reasonable and uniformly applied.
  - Increased presence in the community with covenant enforcement; hire new staff to do ARC and part time inspections.
  - Ensure committee members are adequately trained to effectively make good decisions on the Tribunal and Architectural Committee level.
  - Ensure baseline photos and backyard landscaping installed in the timeframe required per the documents.
  - The Board of Governors will perform functions to assist the Architectural Control Committee in enforcing the adopted Architectural Guidelines.
  - Educate homeowners in the architectural process and covenant compliance of the home. Offer articles and classes on exterior maintenance and improvements including exterior painting class to the membership, with a paint colorist available to assist homeowners in the painting architectural process as well as color selection on an annual basis. Completed
  - Continue to offer Homeowner education with exterior paint classes, possibly xeriscaping classes with TOCR, gardening, ARC applications. Completed
  - Offer a Community Governance class in May 2019 to educate residents on the governing documents and what is acceptable/unacceptable in our planned community.
  - Maintain current landscaping and snow removal maps to monitor the respective contracts appropriately and efficiently. Completed
  - Work with the Town of Castle Rock on maintenance responsibilities on property that is their responsibility but we are currently maintaining, or get the property deeded to the MNC.
  - Continue to conduct quarterly playground inspections on the MNC tot lots.

- Solution to the Wiggly Field grass condition; ie add sprinkler system, etc

**The Meadows Neighborhood Company is to become a homeowner board controlled community as of January 2020. It is of utmost importance to develop a smooth and seamless transition so that residents and the community are unaffected by the transition.**

- Develop succession plan for future staffing structure; Executive Director/Assistant Director structure.
- Develop a structured transition plan for the smooth and efficient transfer of information; processes and structure from Developer to homeowner control by 2019.
  - Continue Board Leadership program; So You Want To Be a Board Member? Implemented and coordinated by the Executive Director-Jan 2019. Incorporate policy governance in training.
    - Ensure all documents are in order and accessible. Association Property Records, Governing Documents, Association Contracts, Plat Maps, Supplemental Declaration, Site Plans, all Asset files, As-Builts, landscaping plans, warranties, Association Property Inventory, etc.
    - Maintain legal framework, strengthen District Delegate appointments
    - Transition successful financial processes and accounting practices to continue fiscal accountability.
    - Board Terms established through bylaw amendment to three year staggered terms.