

**PINE MOUNTAIN CLUB PROPERTY  
OWNERS ASSOCIATION**

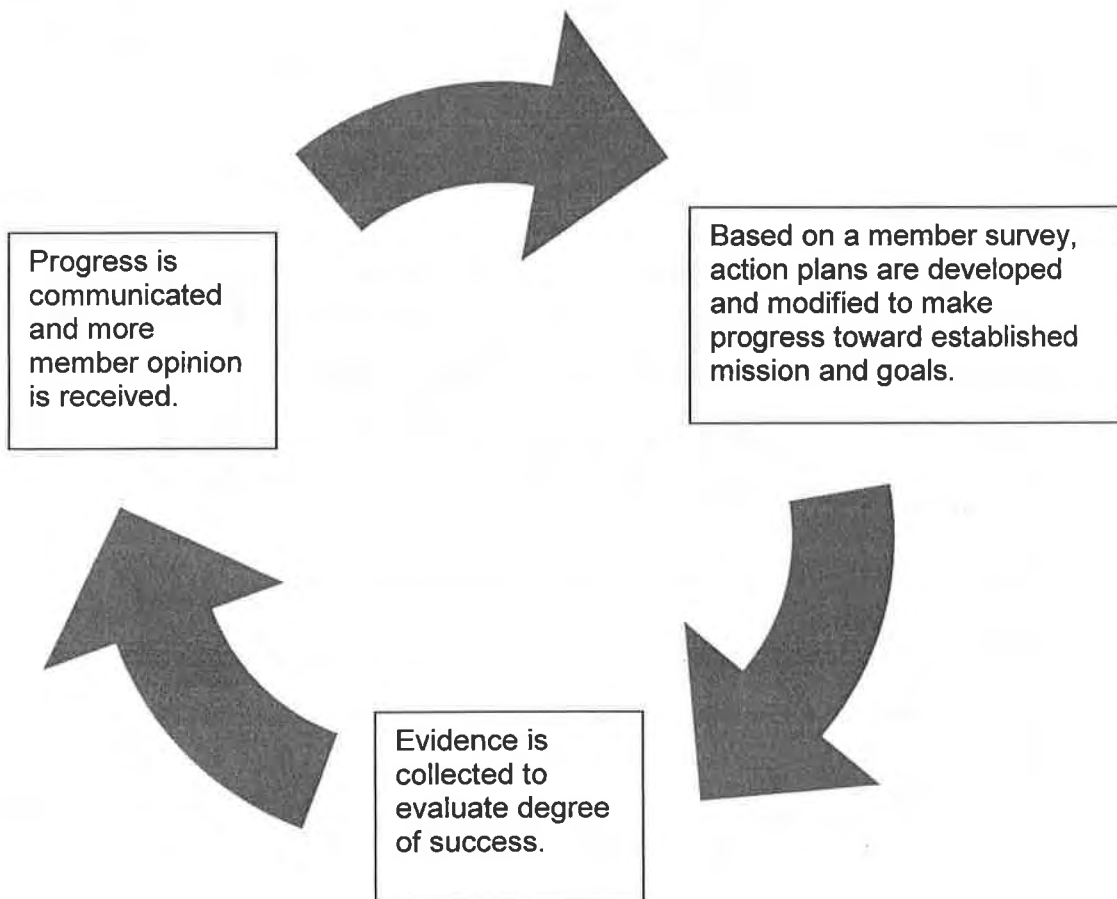
**2016 FIVE-YEAR STRATEGIC PLAN**



## Strategic planning, what is it?

Strategic planning has become the gold standard in achieving institutional effectiveness for business and industry, public and private organizations, and other diverse groups who desire to steadily improve and provide accountability to their constituents. Strategic planning is composed of four basic elements: **environmental scanning and analysis, planning, implementation, and evaluation**. The last three elements are ongoing and cyclical in nature. Environmental scanning, such as the SWOT survey, lays the groundwork for planning. Then planning (the development of action plans), properly done with measurable outcomes, assigned responsibilities, and timetables, leads to effective implementation. The success (or failure) of implementation can then be evaluated using an assessment of the evidence collected by means of the measurable outcomes. Subsequently, new planning can then be undertaken based on the conclusions derived from the evaluation phase and so on. Each incident of evaluation leads to better planning and overall institutional improvement. Furthermore, at each point of evaluation, the institution, in our case the Association, has the opportunity to report its findings to the members which in turn provides credible accountability. In many organizations a quarterly report of these measures is provided to key stakeholders.

- The nature of strategic planning is proactive rather than reactive.
- Strategic planning is not a one time effort; rather it is ongoing and cyclical in nature.



## Where did this strategic plan come from?

As a result of the process described above, the planning committee, in 2015, made available to all members the strength, weakness, opportunity, and threat survey online on the SurveyMonkey.com website. This is a professional survey tool used by corporations, academic institutions, and organizations like ours world wide. It is a scientific polling instrument that allows very rapid analysis of the results submitted by participants.

The results of the survey, including all written comments, have been the subject of a series of articles in the Condor. Then early in 2016 the planning committee met with the general manager and two members of the board of directors executive committee to analyze the results and lay the groundwork for a series of action plans. For several months the planning committee then constructed the plans.

Action plans in a strategic plan are written very carefully to include three components: a description of the action to be taken, specific assignments for who will take the action, and a statement of what is expected to be delivered as a result. Finally, every action plan contains a method of determining whether the action was successful based on empirical evidence. Evidence can include survey results, CCC box submissions, quantitative measures such as increased numbers in usage or sales, and employee reports such as citations or other data. The committee tries to avoid using anecdotal evidence whenever possible. In all cases the outcomes will be reported to the membership regularly in the Condor and on the website.

### **Sample action plan.**

#### ***Action to be taken:***

3. To better communicate with members about Association matters such as emergency alerts, upcoming events, Association news, agendas for board meetings, impending discussions and votes on project approvals, and other relevant topics, the communications committee will develop a plan to increase the number of email addresses for members on file with the Association to seventy-five percent of the membership or more. At the same time, the Association will expand the current email alert procedure to include separate alerts with these additional topics. A guiding principle shall be that the alerts are to be kept short, concise, and highly readable. Supports goal #1.

#### ***Timeline, responsible individual(s), and specific assignments:***

Timeline: Year 1.

Responsible individual(s): GM., communication committee.

#### **Assignments:**

1. The communication committee will develop a plan to increase the number of email addresses on file with the Association to seventy-five percent or more.
2. The GM will include in his staffing assignments an expansion of the number of email alerts to be written and disseminated.

***Outcome:***

Deliverables: An expanded number of email addresses on file with the Association and an increase in the number and content of email alerts.

***Measures:***

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

These results of these measures will be published online on the website and in the Condor.

**The new strategic plan has its origins with the membership and whether the action plans it contains succeed or not will be determined by evidence received from the membership.**

# **DRAFT PMCPOA STRATEGIC PLAN**

## **Mission Statement**

The Pine Mountain Club Property Owners Association will provide high quality services to its members and continually improve its organizational operations and capital assets while maintaining fiscal responsibility. It will protect the intimacy and mutual respect of the community's small-village atmosphere and practice sound stewardship in conserving the surrounding natural environmental resources.

## **Goals**

### **Goal 1**

PMCPOA will use objective data to evaluate the quality of the services it provides to the members. It will rely on this evaluation to create plans that continually improve the organizational operations, the management of the capital assets, and the effective allocation of resources of the Association. It will continually evaluate the effectiveness of planning and report the findings to the membership.

### **Goal 2**

PMCPOA recognizes the value the community places on a small-village atmosphere and will plan and implement policies that uphold and protect this value. The Association will use objective data to evaluate the satisfaction of members with the effectiveness of the resulting plans and policies and report the findings to the membership.

### **Goal 3**

PMCPOA will practice sound stewardship in conserving the natural environmental resources that lie within Association property by planning and implementing environmentally sustainable policies and procedures. It will use objective data to evaluate and improve the effectiveness of these practices and report the results to the membership.

### **Goal 4**

PMCPOA recognizes the value of its capital assets and their importance to the community. PMCPOA will identify each capital asset and use objective data to determine the life-span of each asset; a maintenance plan for each asset; the improvements required, if any, for each asset; and develop a schedule for making improvements or replacing the assets.

## **Strategies**

1. Strengths, weaknesses, opportunities and threats analysis of any previous strategic plan and current conditions in the development by members establish action plans.
2. Objective data is used to evaluate the success of action plans.
3. Constant improvement is the criteria for all planning.
4. Efficiency and fiscal responsibility guides management decisions.
5. Member satisfaction with planning and execution guides improvement.
6. Sustainability guides planning for the use and management of natural resources.
7. Objective data guides the scheduling of maintenance for and/or the replacement of assets.
8. The assessment of outcomes is used to revise and improve planning.
9. The results of the assessment of outcomes are reported to the membership in a timely manner.

## **Outcomes for the 2016 Strategic Plan**

**By successfully completing the action plans contained in this strategic plan, the following improvements will be accomplished.**

Increased knowledge of, and satisfaction with, the budget formation and project approval processes as demonstrated by members on surveys.

Increased satisfaction with and understanding about how the board of directors makes decisions about the amount of support to be received by amenities, the amount of each amenity's user fee, the balance between them, and the implication of the Association's status as a 501 C7 non-profit mutual-benefit corporation as demonstrated by members on surveys.

Educational materials on the capital reserve fund and the reserve study delivered to members and received satisfactorily. Increased knowledge of the reserve study by members as demonstrated on surveys.

Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

Thoroughly prepared A2 project proposal forms and number of projects having gone through the process. Increased satisfaction with project review process by the board of directors and by members as demonstrated by members on surveys.

Few or no complaints about service issues in the Bistro received in the CCC box and/or on surveys.

Satisfaction by members with the dining experience and interior design and decor in the Bistro and lounge on surveys and the CCC box.

Director's satisfaction with up-to-date information on member satisfaction with the Bistro.

Members satisfied they have received comprehensive information covering all issues affecting any proposed decision to remodel the clubhouse complex and swimming pool as evidenced on surveys.

All identified problem conditions with road drainage and ice in winter mitigated.

Data that enforcement is taking place and compliance with PMC rules is increasing as communicated in the annual "state of the Association."

Data that enforcement is taking place and compliance with e.c. code provisions on lighting is increasing as communicated in the annual "state of the Association."

Increased compliance with speed limits evidenced by decreased complaints from members and data compiled by the PMC patrol.

Expanded awareness of the rules and policies on enforcement focusing on noxious activities and noise. Reduction in the number of complaints about noxious activities in the CCC box and as reported by PMC patrol.

Reduction in complaints to the Association about noise and noxious activities by neighbors who live near short-term rentals.

Eventual elimination of all retreats and party houses.

No double-booked events and increased member satisfaction with cooperation among the entities involved on surveys.

Additional youth activities are created.

Member satisfaction with information available and the quality of written plans for maintaining water in the lakes for fire fighting and the overall plan for a fire disaster as expressed on surveys.

Board satisfaction with cooperative planning with the water company.

Member satisfaction with the water conservation efforts as expressed on surveys.

Member satisfaction with Association efforts with removal of dead and dying trees as expressed on surveys.

Increased drought-tolerant plantings and a reduction in water usage on member's properties throughout the development.



Few complaints by members about an improved Association website on surveys and in the CCC box.

Member satisfaction with increased opportunities for trail usage as expressed on surveys.

Development of a Fire-safe San Emigdio Canyon road and trail.

Member satisfaction with offerings at the campground site, increased usage, and increased revenues as expressed on surveys.

Member satisfaction with the disposition of the dog park site as expressed on surveys.

Satisfaction with new opportunities for outdoor recreation for seniors and others as expressed on surveys.

## **Action Plans 2016 Strategic Plan**

### **BUDGET PROCESS, FINANCE AND OPERATIONAL MANAGEMENT**

#### **Budget process and project approval.**

##### Action plans:

1. The annual budget process (Business Policy and Procedure [B.P.P.] E14) and the strategic planning process and project review (B.P.P. A2) will be reviewed by the governing documents committee as part of their global review of Association policies and their procedures. A definition of "project" will be established. Once the committee's recommendations have been reviewed and approved by the board of directors, the two policies and procedures will be implemented by the general manager (GM). To raise awareness about how the budget is formed and how projects are approved, the Association will develop a plan for educating members about these procedures. The plan should involve, among other means of communication, numerous articles in the Condor and a brochure for new members. The source for the written materials will be the information contained in the annual assessment letter, the business policies and their related procedures, the monthly budget summaries, the monthly treasurer's report and other related documents. Emphasis will be placed on the role played by the board of directors and the impact of the California corporations code and civil code as decisions about the budget are made in a non-profit mutual-benefit corporation. These articles will be professionally written with educational best practices as the guiding principle. Additional opportunities for education will exist at semi-annual new member meetings and other means as developed by the communications committee. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): Board chair, GM, Condor editor, governing documents committee, communications committee.

##### Assignments:

1. Governing documents committee will review and make recommendations on E14 and A2.
2. Board of directors will review and vote on any recommended changes to E14 and A2.
3. GM will implement revised policies and procedures.
4. GM will modify the contract with the Condor editor to include producing educational materials from all relevant source materials.
5. Communications committee will develop and implement a plan for the distribution of the completed educational materials.
4. Communications committee will develop additional educational opportunities for members to learn about the budget development process.

Deliverables: Publication and/or distribution of educational materials on the budget process and project approval.

Evidence of success: Increased knowledge of and satisfaction with the budget formation and project approval processes as demonstrated by members on surveys.

2. To raise awareness about the amount of support various amenities receive from assessments and to what extent the cost of the assessment is offset by user fees, the Association will develop educational materials related to the topic. Articles will be written to educate members about the origin of Association amenities, their relationship to the original development, the implications of, and the reason for, the Association's status as a 501 C7 non-profit mutual-benefit corporation, and the basis for the continuance of reasonable support to maintain amenities. The source for these written materials is to be developed by the communication committee and the GM. These articles should be professionally written with educational best practices as the guiding principle. Additional opportunities for education will exist at semi-annual new member meetings and other means as developed by the communications committee. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM., Condor editor, communications committee.

Assignments:

1. GM will modify the contract with the Condor editor to include producing educational materials on assessments, user fees and amenities from sources developed by the GM and the communications committee.
2. Communications committee will develop and implement a plan for the distribution of the completed educational materials.
3. Communications committee will develop additional educational opportunities for members to learn about assessments.

Deliverables: Publication and/or distribution of educational materials on the history and nature of support for amenities from assessments.

Evidence of success: Increased satisfaction with and understanding about how the board of directors makes decisions about the amount of support to be received by amenities, the amount of each amenity's user fee, the balance between them, and the implication of the Association's status as a 501 C7 non-profit mutual-benefit corporation as demonstrated by members on surveys.

3. To better communicate with members about Association matters such as emergency alerts, upcoming events, Association news, agendas for board meetings, impending discussions and votes on project approvals, and other relevant topics, the communications committee will develop a plan to increase the number of email addresses for members on file with the Association to seventy-five percent of the membership or more. At the same time, the Association will expand the current email alert procedure to include separate

alerts with these additional topics. A guiding principle shall be that the alerts are to be kept short, concise, and highly readable. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM., communication committee

Assignments:

1. The communication committee will develop a plan to increase the number of email addresses on file with the Association to seventy-five percent or more.
2. The GM will include in his staffing assignments an expansion of the number of email alerts to be written and disseminated.

Deliverables: An expanded number of email addresses on file with the Association and an increase in the number and content of email alerts.

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

4. To provide complete research on all downhill effects of proposed projects and increase board preparedness for discussions on projects before voting, the process shall be systematically followed on projects costing over \$10,000 unless required for an emergency or legal reasons. The GM will review submitted A-2 forms for all required information including the attention to detail and diligence in reporting interviews and/or surveys with affected employees and/or members. The planning committee will provide assistance to project proponents in conducting surveys and completing the A2 form when requested. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM, planning committee.

Assignments:

1. The planning committee will provide assistance to project proponents when requested.
2. GM will review submitted A2 forms for thoroughness in preparation.

Deliverables: Increased information for board members when projects are submitted for discussion and voting.

Evidence of success: Thoroughly prepared A2 forms and number of projects having gone through the process. Increased satisfaction with project review process by the board of directors and by members as demonstrated by members on surveys.

## **Budget process and recreational funding.**

No action plan needed. Continue the current practice with monitoring for member satisfaction using surveys.

## **Operational management and the Bistro.**

### Action plans:

1. To correct service deficiencies for upstairs dining, continue the current effort to monitor service management and train servers. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM, food and beverage manager.

### Assignments:

1. GM will monitor service management.
2. GM will assign food and beverage manager to train servers.

Deliverables: Improved service. Reduction in time between orders and food delivery to tables.

Evidence of success: Few or no complaints about service issues in the Bistro received in the CCC box and/or on surveys.

2. To match interior design and decor to the desired level of dining experience in the Bistro and the lounge, when and if a clubhouse complex remodel takes place, the Association will consult with restaurant interior design professionals and the architects in charge of the project. Supports goal #4.

Timeline: To be determined by remodel schedule, when and if needed.

Responsible individual(s): GM.

### Assignments:

1. GM will work with the clubhouse complex remodel architectural firm to employ interior design professionals in the design of the clubhouse interiors.

Deliverables: Professional quality interior design and decor matching the desired dining experience in the Bistro and lounge.

Evidence of success: Satisfaction by members with the dining experience and interior design and decor in the Bistro and lounge on surveys and the CCC box.

3. When requested by the board, the planning committee will develop and disseminate online surveys that monitor the members' approval of the quality of food and menu offerings in the Bistro. Supports goal #1.

Timeline: Year 1 and ongoing.

Responsible individual(s): Board of directors, food and beverage manager, planning committee.

Assignments:

1. The board of directors will determine when surveys on restaurant food quality are needed and request them from the planning committee.
2. The planning committee will work with the food and beverage manager to develop, distribute, analyze and publish results of surveys.

Deliverables: Timely information on Bistro food and menu quality for board and member discussions.

Evidence of success: Director's satisfaction with up-to-date information on member satisfaction with the Bistro.

### **Facilities master plan and clubhouse complex planning.**

Action plans:

1. Continue the current effort by the planning committee to work with the contracted architectural firm to develop a master plan for the clubhouse complex and the pool. When the work is completed the plan will be presented to the board and the members for open discussions and further action.

2. To increase awareness by members of issues that might affect the decision to remodel the clubhouse complex, the Association and the planning committee will develop a plan to inform them about the following key topics: the various options for remodeling, the options for financing a remodel, the cost of maintaining an aging facility, impact of the current facilities on access by an aging population, the impending need to replace the swimming pool, the impact of the cost of a remodel on assessments, the potential offsets to cost residing in the reserve account, the impact of a greener facility on budgeted energy costs, the impact on the budget of lowered maintenance costs, the impact of potential increased revenue from rental to weddings and conventions with an upgraded and better-planned facility, the benefit to members of a more up-to-date facility with expanded services and ease of use, and any negatives attendant to a remodel plan. The plan for communication should make use of repeated Condor articles, the website, lobby displays, town hall meetings, forums and all other potential avenues of communication. Supports goal #4.

Timeline: Year 1.

Responsible individual(s): Board, GM, planning committee.

**Assignments:**

1. Board of directors will continue planning process for possible remodel.
2. Planning committee will develop informational materials about the plan.
3. Planning committee will present materials in a series of events, in the Condor, and online.

**Deliverables:** A plan put in place to inform the members about issues affecting the decision to remodel the clubhouse complex and the pool. Informational materials about the potential remodel of the clubhouse complex and the pool made available to the members.

**Evidence of success:** Members satisfied they have received comprehensive information covering all issues affecting any proposed decision to remodel the clubhouse complex and swimming pool as evidenced on surveys.

**Capital reserve fund.**

Action plans:

The general manager will provide content on all aspects of the reserve fund and contract with the Condor editor to write an article and/or other educational materials including a brochure for new members on how the reserve fund operates. The content will include the legal mandate for a reserve fund and its role in protecting Association assets. This material will be professionally written with educational best practices as the guiding principle. Additional opportunities for education will exist at semi-annual new member meetings and such others as developed by the communications committee. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM, Condor editor, communications committee.

**Assignments:**

1. GM will provide educational content on the reserve study.
2. GM will modify the contract with the Condor editor to produce educational materials including a brochure.
2. Condor editor will write an article on the operation of the reserve study and fund.
3. Condor editor in conjunction with the communications committee will develop a brochure and other educational materials on the reserve study and fund.
4. Communications committee will develop additional educational opportunities for members to learn about the reserve study and fund.

Deliverables: Publication and/or distribution of educational materials on the operation of the capital reserve fund.

Evidence of success: Educational materials on the capital reserve fund and the reserve study delivered to members and received satisfactorily. Increased knowledge of the reserve study by members as demonstrated on surveys.

### **Roads management.**

#### Action plans:

Continue the current road maintenance practices with additional monitoring of any existing areas with poor drainage that may develop overly icy conditions in winter. If such conditions are found, the Association will improve drainage to mitigate the pooling of water and eliminate the development of ice. Supports goal #4.

Timeline: Year 2.

Responsible individual(s): GM.

#### Assignments:

1. GM will identify areas of poor drainage and develop a mitigation plan.
2. GM will assign work crews to mitigate problem areas.

Deliverables: List of problem areas and mitigation plan for each.

Evidence of success: All identified problem conditions with road drainage and ice in winter mitigated.

## **ENFORCEMENT**

### **Overall enforcement of the governing documents.**

#### Action plans:

The Association will continue following the current plan of enforcement as adopted by the board with the following modifications that will increase member awareness of enforcement activity and success in reducing violations.

- a. Develop a plan to inform members about enforcement that is taking place by listing actions taken using lot and tract numbers as identifiers in the Condor.
- b. Explore using a double-blind case number system on member complaints about governing documents violations so that complainants are able to track progress on enforcement actions.



c. Write up the typical steps to be taken for enforcement actions. Deliver this to complainants when they initially make the complaint.

d. Communicate improvements in enforcement practices and gains in compliance in a "state of the Association" presentation at the end of each fiscal year.

Supports goal # 2.

Timeline: Year 1 and ongoing.

Responsible individual(s): GM, patrol, . environmental control (e.c.) enforcement officer.

Assignments:

1. GM will work with the PMC Patrol to authorize the use of lot and tract identifiers when enforcement activity takes place.
2. GM will explore using a double-blind case number system to allow complainants to track progress.
3. GM will write up a list of typical steps that are taken in enforcement actions and provide this list to complainants.
4. GM will communicate improvements in enforcement in an annual "state of the Association" presentation.

Deliverables: Publication of information about enforcement actions taken and progress on gaining compliance communicated to members.

Evidence of success: Data that enforcement is taking place and compliance with PMC rules is increasing as communicated in the annual "state of the Association."

### **Environmental control code enforcement.**

Action plans:

1. To improve compliance with various sections of the environmental control code, the Association will employ the "focused enforcement" plan in which one section of the code is in focus for enforcement throughout the development for a period of time until increased compliance is evident. As sections of the code are about to be emphasized, an article in the Condor will be published in advance to advise members to pay particular attention to complying with the specific rule. Supports goal #2.

Timeline: year 1.

Responsible individual(s): GM, patrol, e.c. enforcement officer, Condor editor.

Assignments:

1. GM to authorize the EC officer to employ focused enforcement plan.
2. GM to communicate to the members the area of focus in advance.

3. Condor editor will feature the focus area to ensure members are informed.

Deliverables: Tracking of violations and their corresponding compliance to verify improved compliance with the e.c. code. Publication of this data in the Condor.

Evidence of success: Data that enforcement is taking place and compliance with the e.c. code is increasing communicated in the annual "state of the Association."

2. To reduce complaints about violations of the lighting provisions in the e.c. code, that section of the code will be re-written to make it more enforceable and the e.c. officer will be tasked with working an evening shift for designated periods to concentrate on observing and enforcing infractions. No violations will be exempt including any that may occur with the water company and the commercial center. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board, GM, environmental control committee, patrol, e.c. enforcement officer.

Assignments:

1. Board of directors will task the e.c. committee and the governing documents committee to write enforceable language on lighting in the code.
2. Board review and approval of the changed code.
3. GM will authorize the e.c. officer to work appropriate evening shifts to identify code violations and take appropriate enforcement action.

Deliverables: Tracking of violations and their corresponding compliance to verify improved compliance with the e.c. code. Publication of this data in the Condor.

Evidence of success: Data that enforcement is taking place and compliance with e.c. code provisions on lighting is increasing communicated in the annual "state of the Association."

3. To respond to drought conditions and the high number of resulting dead trees in the development, the Association will change the policy on tree replacement in the e.c. code. emphasizing drought-tolerant planting and reduced water usage. Supports goal #3.

Timeline: Year 2.

Responsible individual(s): Board, GM, environmental control committee, governing documents committee.

Assignments:

1. Board of directors will task the e.c. committee and the governing documents committee to rewrite tree replacement language in the e.c. code emphasizing drought-tolerant planting and reduced water usage.
2. Board review and approval of the changed code.
3. E.C. committee to carry out new provision.

Deliverables: A policy on tree replacement that takes into account drought conditions.

Evidence of success: Increased drought-tolerant plantings and a reduction in water usage on member's properties throughout the development.

4. To address the problem of speeding on Association roads, a trailer mounted radar speed sign that warns of speed limits and displays passing car speed in real time will be investigated and evaluated. If a pilot program is implemented and is successful, the Association will develop a policy and procedure for its use and purchase the machine to aid in enforcement of speed limits. Other traffic calming methods will be explored at the same time. Supports goal #2.

Timeline: Year 2.

Responsible individuals: Board, governing documents committee, GM, PMC patrol.

Assignments:

1. Board of directors will investigate the use of a radar machine and other traffic calming methods on PMC roads.
2. GM will implement a pilot program using the radar machine or other methods as appropriate.
3. Board will direct the governing documents committee to develop a policy and procedure implementing the machine or other methods, if the pilot program is successful.
4. PMC Patrol will use the machine or other methods to assist in enforcing speed limits.

Deliverables: A machine or other method and a policy that assists patrol in enforcing speed limits on PMC roads.

Evidence of success: Increased compliance with speed limits evidenced by decreased complaints from members and data compiled by the PMC patrol.

### **Noxious activities and noise.**

Action plans:

1. To increase awareness of rules prohibiting noxious activities and excessive noise, the Association will continue the semi-annual orientation sessions with new members and renters providing information on rules and the e.c. code covering noxious activities and

the need for compliance. At the sessions brochures on important rules will be made available. Supports goal #2.

Timeline: ongoing.

Responsible individual(s): GM, communications committee.

Assignments:

1. GM will continue semi-annual orientation sessions.
2. Communications committee will continue to update brochures on rules and develop new brochures as needed.

Deliverables: Educational materials and presentations for new members and renters on rules governing noxious activities and excessive noise.

Evidence of success: Expanded awareness of the rules and policies on enforcement focusing on noxious activities and noise. Reduction in the number of complaints about noxious activities in the CCC box and as reported by PMC patrol.

2. To increase cooperation and coordination with real estate agents responsible for short (add hyphen) term rentals, a board-appointed liaison will make available educational pamphlets on rules and enforcement on a regular basis. The liaison will meet with real estate agents to negotiate improved cooperation with handing out the pamphlets and informing clients about rules governing noxious activities, excessive noise and other relevant restrictions. The same liaison will contact owners advertising short-term rentals in social media and elsewhere online and will provide educational materials to them. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board of directors.

Assignments:

1. Board of directors will appoint liaison.
2. Liaison will meet with short-term rental agents to provide educational materials.
3. Liaison will contact owners who advertise online and provide educational materials.

Deliverables: A board-appointed liaison to facilitate an increase in cooperation with real estate agents and owners who have short-term rentals in disseminating information to clients about rules.

Evidence of success: Reduction in complaints to the Association about noise and noxious activities by neighbors who live near short-term rentals.

3. To eliminate illegal retreat and party houses, the Association will rigorously enforce rules prohibiting noxious activities and excessive noise when complaints are received. Emphasis will be placed on the CC&R restriction on single family occupancy of homes in PMC. All legal remedies will be pursued. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board of directors, GM, patrol, e.c. enforcement officer.

Assignments:

1. GM to authorize PMC patrol and the e.c. officer to rigorously enforce rules on occupancy, parking, noxious activities.
2. The Association will fine the owner for violations.

Deliverables: Reduction and/or elimination of complaints about noxious activities association with retreats and party houses. Tracking of violations and their corresponding compliance to verify improved compliance with the e.c. code. Publication of this data in the Condor.

Evidence of success: Eventual elimination of all retreats and party houses.

### **EMERGENCY PREPAREDNESS**

Continue with all current efforts and monitor for continued member satisfaction in surveys.

### **RECREATIONAL ACTIVITIES**

#### **Outdoor recreational events.**

Action plans:

1. To avoid double-booking of recreational events by the Association, the Commercial Property Owners Association (CPOA) and the merchants organization and to ensure better coordination, the board will appoint a liaison to the CPOA and authorize the development of a joint master calendar of such events. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board of directors, GM., recreation manager.

Assignments:

1. Board of directors will appoint a liaison to the CPOA.
2. The liaison and the recreation manager will coordinate events with the CPOA on a master calendar.

Deliverables: Increased cooperation between the Association and the CPOA and the merchants in planning recreational events. A reduction in double-booked events.

Evidence of success: No double-booked events and increased member satisfaction with cooperation among the entities involved on surveys.

### **Youth recreation.**

Maintain and publicize current planning for youth activities and survey members for additional activities that may be desired .

#### Action plans:

1. Conduct a survey for suggestions for additional youth activities. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Planning committee.

#### Assignments:

1. Planning committee will conduct a survey to obtain ideas for additional youth activities.

Deliverables: Publication of survey results in the Condor.

Evidence of success: Additional youth activities are created.

## **INTERGOVERNMENTAL RELATIONS**

Continue the current effort members view as successful maintaining closer relationships with county government.

## **NATURAL RESOURCES**

### **Water management.**

#### Action plans:

1. To better inform the members on plans to maintain enough water in the lakes for fire fighting and the overall preparedness for a fire disaster, the plans will be written and published in the Condor. Supports goal #3.

Timeline: Year 1.

Responsible individual(s): GM, Condor editor.

Assignments:

1. GM will develop a plan for having enough water in the lakes for firefighting.
1. GM will contract with Condor editor to write an article for the Condor on the plan and the overall preparedness for a fire disaster.
2. Condor editor will publish finished article.

Deliverables: Written plan for maintaining water in the lakes for fire fighting and the overall plan for a fire disaster. Publication of the plans in the Condor.

Evidence of success: Member satisfaction with information available and the quality of written plans for maintaining water in the lakes for fire fighting and the overall plan for a fire disaster as expressed on surveys.

2. The board will continue to appoint a liaison to the Mil Potrero Mutual Water Company to maintain cooperative planning. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board of directors.

Assignments:

1. Board of directors will appoint a liaison to the water company.
2. Liaison will attend water company meetings and facilitate cooperation between PMCPOA and the water company.

Deliverables: Liaison continues cooperative planning with the water company. A report provided of activities as part of the board's monthly committee liaison reporting.

Evidence of success: Board satisfaction with cooperative planning with the water company.

3. The Association will publish articles in the Condor publicizing the overall water conservation effort for the Association including the gains realized with the reduced fairways on the golf course and the computerized irrigation system. Supports goal #3.

Timeline: Year 1.

Responsible individual(s): GM, Condor editor.

Assignments:

1. GM will develop an article for the Condor listing all water conservation efforts.
2. Condor editor will edit and publish the finished article.

Deliverables: Articles in the Condor on the Association's conservation efforts.

Evidence of success: Member satisfaction with the water conservation efforts as expressed on surveys.

### **Greenbelt and forest management.**

#### Action plans:

1. To better inform the members on efforts to remove dead and dying trees in greenbelts and on Association land, publish articles in the Condor describing plans and successful efforts by employees and cooperative efforts by Southern California Edison. The articles should also describe the restrictions the United States Forest Service (USFS) faces on similar efforts in the surrounding national forest and especially in the Chumash wilderness bordering the development. Supports goal #3.

Timeline: Year 1.

Responsible individual(s): GM, Condor editor.

#### Assignments;

1. GM will develop an article for the Condor listing efforts to remove hazardous fuels from the greenbelts and Association property including cooperative efforts by Edison. Limitations on USFS land in wilderness areas should be included also.

Deliverables: Articles on Association efforts to remove dead and dying trees from the development.

Evidence of success: Member satisfaction with Association efforts with removal of dead and dying trees as expressed on surveys.

2. To improve community fire safety, the area on either side of San Emigdio Canyon road and trail will be inspected for overgrown brush and dead and downed trees. A plan will be prepared for the systematic removal of ladder fuels, dead trees, and excess dead plant material. Supports goal #3.

Timeline: Year 1 and 2.

Responsible individual(s): GM

Deliverables: A survey of the flammable materials along San Emigdio Canyon road and trail and a plan for their removal. By year 2, the plan will be executed.

Evidence of success: Fire-safe San Emigdio Canyon road and trail.



## AMENITIES

### Action plans.

#### **Website.**

To improve navigation and ease of use for the Association website, employ a professional web developer and a new website host and webmaster. Re-organize the pages most accessed by members paying particular attention to making the governing documents easily available. The design of the website should be more professional and up-to-date. Future planning should include interactive elements such as reservations and paysite capability. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): GM., future web developer, future webmaster

#### Assignments:

1. GM will employ a professional web developer and contract for a new website host and webmaster.
2. Developer and webmaster will produce a professional design that makes all governing documents easily available.
3. Developer and webmaster will include interactive elements.

Deliverables: A website with improved functionality and design.

Evidence of success: Few complaints by members about an improved Association website on surveys and in the CCC box.

#### **Trails.**

To provide more walking, biking and horse trails and to allow for improved greenbelt management, the Board of directors will direct the GM in coordination with the planning committee and the greens and grounds committee to develop a plan for multi-use trails throughout the development similar to the new exercise trails. The Association will implement the plan when complete. Supports goal #2.

Timeline: Year 1.

Responsible individuals(s): Board of directors, GM., planning committee, greens and grounds committee.

#### Assignments:

1. Board of directors will direct the GM to develop a plan coordinated with the planning committee and the greens and grounds committee for expanded multi-use trails throughout the development.

2. Board of directors will authorize expenditure for trail development when plan is complete.

Deliverables: A plan for an expanded trail system for hiking, horses, bikes, expanded multi-use trails through the development, and increased access to greenbelt for management. Publication of the plan in the Condor.

Evidence of success: Member satisfaction with increased opportunities for trail usage as expressed on surveys.

### **Campground.**

To enhance usage of the campground, the Board of Directors will direct the GM in coordination with the planning committee and greens and grounds committee to develop a plan that provides opportunities for expanded usage and other alternatives at the site with the potential to add revenue at the same time. Supports goal #1.

Timeline: Year 1.

Responsible individual(s): Board of directors, planning committee, greens and grounds committee, GM.

#### Assignments:

1. Board of directors will develop a plan in conjunction with the planning committee.
2. Board will authorize expenditure to implement the plan.
3. GM will carry out the plan.

Deliverables: An upgraded and more usable campground.

Evidence of success: Member satisfaction with offerings at the campground site, increased usage, and increased revenues as expressed on surveys.

### **Dog park.**

To better manage the area of the campground currently occupied by the dog park, the Association will analyze usage assisted by the planning committee and develop a plan in coordination with the greens and grounds committee that is consistent with the findings. Supports goal #2.

Timeline: Year 1.

Responsible individual(s): Board of directors, planning committee, GM greens and grounds committee.

Assignments:

1. Board of directors will direct the planning committee to analyze usage of the dog park.
2. Board of directors will develop a plan in coordination with the greens and grounds committee consistent with the findings.
2. GM will carry out the plan.

Deliverables: A plan for the site that conforms to current interest and usage. Publication of the plan in the Condor.

Evidence of success: Member satisfaction with the disposition of the dog park site as expressed on surveys.

**Outdoor activity area for seniors.**

To increase opportunities for outdoor recreation by the aging population of PMC, the Association will research and develop a plan for features such as gentle fitness, bocce ball, shuffleboard, pickle ball, horseshoes, badminton, miniature golf, or other similar amenities. The plan will be coordinated with the plan for the remodeled parking lot, pool, and clubhouse complex and executed in conjunction with any proposed construction. Supports goal #2.

Timeline: Year 1 and 2.

Responsible individual(s): Board of directors, planning committee, recreation manager, greens and grounds committee, GM.

Assignments:

1. Board of directors will develop a plan in consultation with the recreation manager and in coordination with the planning committee and the greens and grounds committee.
2. Board will authorize expenditure for new amenities.
3. GM will implement plan.

Deliverables: New outdoor activities venue for the aging population of PMC.

Evidence of success: Satisfaction with new opportunities for outdoor recreation for seniors and others as expressed on surveys.

