

Glenshire Devonshire HOA

2023-2028 Strategic Plan



Our Path Forward



BACKGROUND

The Glenshire/Devonshire Residents' Association Board of Directors created the following strategic planning document in 2014 and then updated it in February of 2016 and again in March of 2023. The purpose of the Plan is to define a set of priorities for the Board and Association over the next five years. Guiding the Strategic Plan are: 1) the Vision, 2) the Mission, and 3) the Guiding Principles. Together, they provide guideposts to help the Board make decisions and the membership understand what drives the decision-making process.

The Board of Directors who created this plan include:

President, Claudia C. Hanson

Vice President, Adrian Juncosa

Secretary, Kathleen Raber

Treasurer, Miriam Rack

Director at Large, Julia Collins

Staff that also participated: Lori Kelley (Operations Manager)

VISION

Support a high quality, connected, healthy life for all residents.

MISSION

Protect and enhance the quality of life and property in Glenshire /Devonshire.

GUIDING PRINCIPLES

1. Maintain all amenities
2. Improve safety
3. Protect our natural environment
4. Consider new or upgrades to amenities if:
 - a. Financially viable
 - b. Supported by members
 - c. Impacts to nature and community minimal
5. Promote healthy living
6. Improve trails and common areas
7. Foster an engaged, connected membership
8. Support an inclusive community that supports the current quality of life
9. Plan for the future with strong financial resources



Relationship between the Vision + Mission + Guiding Principles, kept in check by CC&R's & Legal Requirements



2023 - 2025 BOARD FOCUS AREAS

The Focus Areas are further defined through Goals and Tactics. Goals provide five year outlooks with tactics providing actions to be accomplished or addressed within two years. This plan should be revisited every two years. The annual survey results should be compared against the plan.

1. Foster a connected community
2. Plan for the future - balance amenities and other needs with sound finances
3. Improve how Board serves the Association

FOCUS AREA 1: Foster a Connected Community

Goal 1: Understand *who* we serve and what their priorities are to drive Association plans.

Tactics:

- Survey members at least once per year, including a community study of demographics, lifestyle info, etc. General survey should be annual with dues, easy to complete, and part of the on-line process.
- Create an easy to use system to provide feedback in both physical and digital formats with an established follow up process.
- Engage members early and often on all major board decisions.



Goal 2: Foster Community Connections

Tactics:

- Host Glenshire Day as a community outreach event.
- Expand Association communication programs by improving the website approachability; post announcements on social media accounts; coordinate community events and classes at the clubhouse such as swimming, tennis, speaker series, and social gatherings.
- Maintain alignment of the Board and Staff on approach to working with members to resolve issues when they provide feedback and/or attend meetings.
- Encourage participation by announcing volunteer opportunities, requesting block captains/representative, communicate messages through committees, and providing welcome packets to new owners.

FOCUS AREA 2: Plan for the Future

Goal 1: Create a strong financial plan to maintain and improve current amenities to meet the long-term needs of the community.

Tactics:

- Conduct Reserve Study with updates every three years.
- Create and post a 10-year Capital Improvement Plan
- Create plan to cover short term future expenses
- Maintain and enhance amenities including: Trail/boardwalk, pool, trail access with Truckee Donner Land Trust, recreation courts, office space, recreation easements, pond/dam.

Goal 2: Maintain and enhance overall property, personal and community safety.

Tactics:

- Identify partnerships and established responsibilities for maintenance, infrastructure, and services.
- Maintain Firewise Community designation.
- Reduce fuels in common areas.
- Address community safety in governing documents
- Provide education, support, publicity, and incentives to encourage private property safety improvements.
- Provide educations through the speaker series with insurance professionals and Fire Division representatives.
- Support alternative transportation.
- Advocate with Town of Truckee to improve safety at all Glenshire Drive intersections, particularly the Legacy Trail/ Dorchester Drive area to increase safety for all modes of transportation.



FOCUS AREA 3: Strengthen the Board + Board Systems

Goal 1: Make Board Meetings More Effective and Efficient

Tactics:

- Host separate Joint Board + Design Review Committee meeting annually
- Manage agendas by placing a reasonable number of items on the agenda with time estimated times.
- Establish Guiding Principles to help drive decision-making
- Create robust and detailed Board packets and all Board members review all material before meetings. It is essential for Board members to be prepared.
- Implement process improvements at Board meetings: Introduce topic; clarify issues; hear public comment; discussion of issues; decision.
- Improve Executive Sessions by listing priorities per parcel with brief history
- Improve member experience. (call in?)

Goal 2: Improve Board Systems

Tactics:

- Create Organization Chart
- Update + post Board and staff job descriptions
- Establish Rules of Engagement for Board members, staff, and members
- Increase interest in Board member candidacy

Goal 3: Increase membership attendance at Board meetings

Tactics:

- Increase signage at Clubhouse and entrances
- Include “Hot Topic” notification
- Expand email lists
- Provide earlier meeting and agenda notification to promote meetings with common efforts of Focus Area 1-Goal 2
- Expand reasons to attend meetings such as kids activities, movies, trivia, snacks, social aspects, or open forum at 5:30.

Goal 4: Improve compliance process

Tactics:

- Provide guidelines on payment of fees including options for compliance.
- Outline available tools to meet compliance