

Willow Valley Club Association

Strategic Plan

2023-2026

What is it?

- ▶ **STRATEGIC PLANNING IS** a planning process involving a number of steps that identify the current status of the association, including its mission, vision for the future, operating values, needs (strengths, weaknesses, opportunities, and threats), goals, prioritized actions and strategies, action plans, and monitoring plans.
- ▶ A strategic plan is more than ensuring financial stability and providing for future community maintenance.
- ▶ Every community association needs multi-year strategies, goals, and policies to guide future operational decisions. With a clear and concise strategic plan, your board and other community volunteers will enjoy a roadmap that helps them stay focused on the important tasks and goals that will provide long-term benefits to the community.
- ▶ A strategic plan may also increase volunteerism, enhance relationships and unite community members around common goals and objectives.

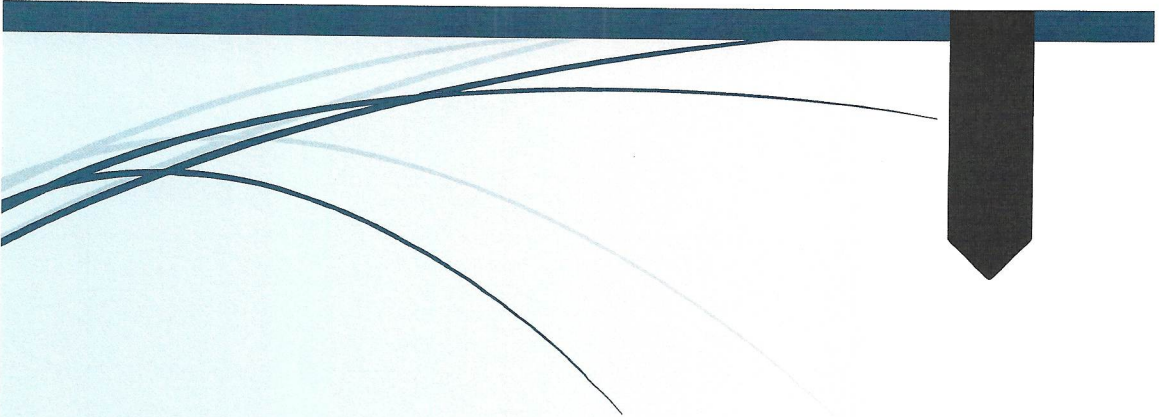


Other Benefits Of A Strategic Plan:

- **Facilitates** advancement of the association's goals.
- **Exposes** factors that may impact resident's quality of life
- **Reveals** the external perception of the community and how it may influence the marketability and value of its homes.
- ▶ It is important to recognize that even the best strategic plan cannot ensure optimal decisions, however, it may simplify and streamline community association operations and provide the basis for more effective decisions that support the association's vision and mission.

Strategic Planning and SWOT Analysis

- 1. Assess the Association's Current Status:**
A great tool that facilitates this effort is SWOT analysis which is an acronym for Strengths, Weaknesses, Opportunities and Threats.
- 2. Strengths:**
Identify the organization's *internal* characteristics that enhance the association's ability to meet its mission and vision or give it a competitive advantage over other communities. Some examples: location, committed volunteers and access to public amenities.
- 3. Weaknesses:**
List the organization's *internal* characteristics that detract from the association's ability to meet its mission and vision or put it at a competitive disadvantage over other communities. Examples include poorly funded replacement reserves and deferred maintenance.
- 4. Opportunities:**
Record the *internal and external* factors that may enable the association to meet its mission and vision. Some examples include technological advances, consolidation of functions and subsidies for community enhancement projects.
- 5. Threats:**
Capture the *internal and external* factors that may prevent the association from meeting its mission and vision. Some examples include theft, a high foreclosure rate, undesirable municipal projects and new communities in close proximity that may undermine resale prices.



Surveys and Brainstorming

- ▶ Solicit input from owners early in the planning cycle. A couple of good methods are a community brainstorming session (often synergistic and productive if best practices are observed) and a well-designed community survey. Don't forget about renters in the community. Their perspective may be different and valuable.
- ▶ Both the budget process and the annual meeting are also excellent opportunities to learn what is important to the community and to encourage owners to get involved in their community by serving on a committee or working on a project where they have interest or expertise—including strategic planning.
- ▶ It may also be useful and enlightening to solicit input from real estate agents that specialize in your community and other external entities that conduct informal, de facto assessments of your community. They may be able to identify SWOT factors that are not readily perceivable by owners and residents due to the residents' intimate relationship with the community. For example, a real estate agent may identify elements of the community that need an update.

Components of a Strategic Plan

- ▶ Mission and Value Statements
 - ▶ Why are we here and what is our reason to stay
- ▶ SWOT Analysis
- ▶ Financial Goals
 - ▶ How much in Reserves
12month/18months
 - ▶ Finance Committee
- ▶ Technology Goals
 - ▶ Association Management System
 - ▶ Accounting Software
 - ▶ Upgrade Key system
- ▶ Marketing/Communication
 - ▶ Website, Social Media
 - ▶ Signage
 - ▶ Community Involvement
- ▶ Infrastructure/Building Goals
 - ▶ Marina, Beach Area
 - ▶ Clubhouse
 - ▶ Caretakers Mobile
- ▶ Amenities Goals
 - ▶ Improvement
 - ▶ Family Area
- ▶ Policies, Bylaws, Rules Review and updates goals
 - ▶ Annual Review
- ▶ Board Design and layout Goals
 - ▶ Standard Committees
 - ▶ Duties Descriptions for Board Members

Next Steps

- ▶ Form a Strategic Plan Committee
- ▶ Discuss Mission and Vision Statements
- ▶ Discuss SWOT
- ▶ Gather ideas, opportunities, goals and issues from Board, Committees and Members
- ▶ Document discussion
- ▶ Compile into a Plan
- ▶ Review and Approve
- ▶ Set Financial Budget based on Strategic plan