

**LAKE RIDGE PARKS & RECREATION ASSOCIATION**  
**STRATEGIC PLAN**  
**SEPTEMBER 10, 2019**

**Goal: BUILD TOMORROW'S LAKE RIDGE**

**Strategies:**

1. Expand Community Amenities

**Objectives:**

- a. Identify amenities needed to attract and serve residents.
- b. Plan for future capital investments.

2. Provide Skilled, Knowledgeable Staff

**Objectives:**

- a. Provide staff with access to related training and education.
- b. Evaluate and improve staff benefits, salaries, etc. to retain the best and brightest employees and minimize turnover costs.
- c. Develop staffing plans for future association needs.

**Goal: STRENGTHEN COMMUNITY ENGAGEMENT**

**Strategies:**

1. Expand Volunteer Opportunities

**Objectives:**

- a. Establish roster of volunteer talent and create opportunities for use of those talents.
- b. Recruit volunteers and form advisory committees with committee charters and clearly defined roles and responsibilities for each committee.
- c. Explore a more interactive website, which encourages member input and interaction.

2. Develop Member Code of Conduct

**Objectives:**

- a. Use Code of Conduct to promote civil discourse in all interactions.
- b. Establish measures and consequences for handling unacceptable behavior.

**Goal: ENHANCE COMMUNICATION**

**Strategies:**

- I. Develop Engaging Publications

**Objectives:**

- a. Evaluate *Lake Ridge Today* – cost, impact, printing and delivery method, desirability, timeliness, etc. – and make adjustments as needed.
- b. Evaluate Welcome Packet – cost, impact, printing and delivery method, desirability, timeliness, etc. – and make adjustments as needed.
- c. Incorporate signage and/or vehicle magnets to increase member knowledge about upcoming events.

2. Fully Utilize Social Media

**Objectives:**

- a. Identify social media channels used by residents to establish a presence within those channels.
- b. Expand database of owner and renter email addresses.

**Goal: ASSURE A STRONG FINANCIAL POSITION**

**Strategies:**

1. Employ Sound Financial Practices and Controls

**Objectives:**

- a. Annually assess insurance coverage.
- b. Regularly assess progress toward Strategic Plan goals.
- c. Perform regular reserve studies and properly budget reserve and replacement.
- d. Employ consistent and efficient procedures for obtaining competitive contracts.
- e. Create a continuity of operations plan.
- f. Assure minimum risk in the investment portfolio.

2. Effectively Manage Collections

**Objectives:**

- a. Employ best accounting practices which include minimizing delinquencies and retaining earnings.
- b. Evaluate/upgrade software/technology to create efficient operations and tracking.

**Goal: CULTIVATE COMMON AREA TO MAXIMIZE POTENTIAL USE**

**Strategies:**

1. Assess Current Use of Common Area

**Objectives:**

- a. Create inventory of current Common Area use.
- b. Evaluate level of use of each Common Area element.
- c. Consider changes in use to meet member needs/desires.

2. Define Physical Assets for Current Use and Future Growth

**Objectives:**

- a. Create inventory of physical assets including improved and unimproved, natural and built.
- b. Evaluate condition of each asset.
- c. Determine needed improvements and consider changes in use.
- d. Evaluate the health/condition of major vegetation on Common Area.
- e. Address safety issues on a continual basis.

## **Goal: PROVIDE MULTI-FACETED PROGRAMS**

### **Strategies:**

1. Continually Evaluate Existing Programs for Usage and Quality

#### **Objectives:**

- a. Perform inventory of existing programs, level of usage and quality.
- b. Evaluate existing county and neighboring community programs to eliminate unnecessary redundancies.

2. Enhance Programs to Meet the Diverse Needs of Our Changing Community

#### **Objectives:**

- a. Upgrade systems to meet community needs, including the systems used for pool passes, program registration and amenity access.
- b. Use survey input to design new programs or change existing programs to meet the needs and desires of members.

## **Goal: ENHANCE PROPERTY VALUES THROUGH PROTECTIVE COVENANTS ENFORCEMENT**

### **Strategies:**

1. Maximize Automation Systems and Records to Ensure Integrity of Records

#### **Objectives:**

- a. Evaluate storage/database systems and ensure efficient, stream-lined systems.
- b. Evaluate/upgrade phone system to provide interactive, efficient customer service.
- c. Provide security/privacy of member data.

2. Streamline Procedures for Handling Resident Concerns, Common Area Encroachments, and Damage

#### **Objectives:**

- a. Create a clear process for the handling of resident concerns.
- b. Identify encroachments on Common Area and take timely corrective action.
- c. Identify damage to Common Area and take timely corrective action.

3. Enhance Current Practices/Procedures to Enforce the Protective Covenants.

#### **Objectives:**

- a. Evaluate policies regarding trash, trash can storage and vehicles.
- b. Perform annual neighborhood sweeps inspections.
- c. Equip staff with tools, training and personnel needed to successfully perform all enforcement functions.
- d. Establish a standard procedure for county involvement in violation cases.