

# **FINAL DRAFT**

## **VENTURE OUT STRATEGIC (LONG RANGE) PLAN**

**March, 2009**

**2008-2009 Condo Board of Directors**

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**Gary Robbins, Vice President**

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**2009-2010 Condo Board of Directors**

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**Prepared by:**

**Jim Raymond**

A strategic plan (Plan), also referred to as a Long Range Plan, is a top level planning document for an organization to set clear direction over all operational aspects of its overall mission. It serves as a framework for decision making over an extended period, and is reviewed yearly. The Plan is a disciplined effort to produce fundamental decisions that shape which will shape the selection of a rational and deliberate course of action. This Plan seeks to accomplish that for the Venture Out RV Resort by incorporating an assessment of the present state of Resort operations, gathering and analyzing information, making clear decisions for the future and charting clear implementation through strategic actions and initiatives. For planning purposed, a 5 year window of work elements will be maintained.

Time and effort has been spent to gather input from various sources to add to the action items of the plan. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

In this Plan one will find the Resort's Mission Statement, Vision Statement and the Core Values. These serve as the basis for the broad strategic direction to the Condo Board of Directors. This direction is organized in an operational sense through Strategic Elements which assure that all areas of Resort operations are covered. Implementing strategic actions (planning efforts, projects, initiatives, etc.) support each element to assure that the Vision is accomplished. These strategic actions are included in this document because they support the overall strategic direction in each of their respective strategic elements.

### **Definitions**

Mission Statement: A declaration of an organization's purpose; why the organization exists, its charter, its purpose. All work, initiatives and operations activities of an organization should be in support of the Mission Statement. The Mission of Venture Out is:

**Venture Out is an active 55+ retirement community where friendship, cooperation and volunteerism are highly valued and where residents are involved in diverse activities while keeping the park safe, secure, progressive, cost efficient, and responsive to changing needs."**

Vision Statement: Is a statement that articulates where the organization would like to be at the end of the term of the Plan. It should outline important aspects of the organization that will play an important role in meeting the vision. The Vision should stimulate strategy and tactics in order for the Mission Statement be met. The Vision for Venture Out is:

**The vision of Venture Out is to be recognized as a premier seasonal retirement resort in the East Valley and be a leader in resort innovation to provide facilities, services and programs for the residents. We intend to accomplish this by:**

**Maintaining a safe and clean resort**

**Planning for future generations of residents and programs**

**Be fiscally responsible to the residents**

**Planning for new and upgraded facilities that will meet future needs**

**Communicating with residents and outside community the benefits of Venture Out**

Core Values: Guides that are philosophical beliefs that we value when faced with options and alternatives for our future. We use these every time we make decisions as a premier resort. Core Values herein are those of the Condo Board of Directors and can be used as decision filters for Condo Board actions.

**As a 55+ seasonal retirement resort committed to providing residents with diverse activities and facilities,**

**WE VALUE:**

**Our employees and the jobs they perform**

**Our volunteers for making Venture Out what it is**

**Offering operational services in a cost effectiveness manner**

**New and innovative facilities, programs and services to meet the needs of the next resort generation**

**Our commitment to be open, fair, and honest in communications with the residents**

**To keep the resort a well maintained and safe place**

Strategic Elements: These are the broad, primary areas of Resort operations, planning, and management that need to be addressed and supported by Strategic Goals to ensure optimum progress. They represent the organized approach to planning and implementing work. The Strategic Elements chosen by the Board of Director are:

**1.0 Facilities**

**2.0 Operations**

**3.0 Maintenance**

**4.0 Security/Risk Management**

**5.0 Human Relations**

**6.0 Fiscal Management (formerly Financial)**

**7.0 Communications**

**8.0 Infrastructure**

Strategic Actions: Strategic actions and initiatives are specific and planned activities or targets that address the vision and strategy for each element. Day-to-day actions and projects (not

covered in detail in the Strategic Plan) will be designed so that the objective and strategy for each element are accomplished.

### **Plan Development and Continuation Process**

In 2007, the Board of Directors retained Jim Raymond, a resident and management consultant to facilitate and coordinate the development of their Strategic Plan. Jim first gathered input from all management employees, boards, and committees at Venture Out. The Board also directed Jim to hold public meetings and meetings with other VO organized clubs or groups to gather further perspective on the future of the Resort. Board members were also interviewed to prepare them for the extensive planning activity. The following items were discussed at all meetings;

- The Resort Mission Statement, Vision and Core Values
- Resort strengths, weaknesses, opportunities and threats,
- Current and future issues and important future projects.

The Board supported this process as a way to ensure broad participation in the initiation of the five-year strategy. The data and research phase of defining the Strategic Plan included 2 resident forums/workshops which all residents were invited to attend; workshops with key Resort committees (Social Board, Planning Committee), senior staff, and general employees; and culminated with a workshop with the Board to combine all research data and begin fine tuning the strategic elements. Workshops were conducted to review the Mission Statement, create a Vision Statement, develop Core Values, establish strategic elements, and subsequently the steering committee wrote the objective and strategy statements for each strategic element along with generate a listing of initial strategic actions.

A steering committee, consisting of the General Manager, Administrative Assistant, Activities Director, and the consultant worked to complete the list of strategic actions in support of the Vision and refine the Plan prior to presentations to the full Board for initial review and final approval.

A key part of the strategic planning process is to conduct an annual review and update of the Plan (This can occur more often depending upon the needs of the Board and Staff). These reviews allow for maintenance of the plan and are crucial to assure that the Plan reflects the actual progress and needs of the Resort. An excellent time to have one of the reviews is when the Board is preparing Goals and Objectives and the Budget directions for the next year. The reviews will be documented and followed-up with by either a new Plan or in most cases, an updated Plan. A five-year work planning window will be maintained. As recommended, this process should occur prior to the budget planning process to ensure the proper funding, and staff commitment is given for the updated elements.

It should be understood that each Strategic Element and Work Item is general in nature. That is, the Element is a goal and there are work items, not listed, that impact the ultimate planning goal. Each item should have its own outline of work to be completed for continuity and communicative efforts.

## STRATEGIC PLAN ELEMENTS AND WORK ITEMS

### 1.0 FACILITIES

**Element Objectives and Strategy:** The objective is to identify and establish a logical progression of facility improvements, new facilities to meet future demands, supportive facility issues, and identifying methods of financing those improvements.

**What is the problem, situation or condition we are trying to address?** There have been many successful improvements to increase facilities in VO since its inception as a RV resort in 1969. The inclusion of park models, seasonal residents, permanent residents, and land ownership have progressed VO to a premier RV and condominium resort in the east valley. Because the owners/residents want modern and up to date facilities for their changing needs, and wants, VO must be prepared to address their desires and needs.

As VO owners desire to improve facilities it became apparent that there is a need for a facility master plan for future facilities – both new and renovated. Many of the needs have been identified in previous studies, specifically, the Planning Committee Gold Corridor Plan of 2004, the Long Range Plan of 2003 by Dr. Hultsman, and a subsequent follow up report of 2007, and a RV Pull Through Report of 2006.

From all the research conducted, facilities were the major concerns and needs of the residents. Specifically, they wanted the Pod completed, Security at the front gate, Lighting within the resort, improved special facilities, and the Staff and Board to be cost conscious. In addition, maintaining the facilities appeared as the top priority and is included in the Maintenance Element, 3.0.

**Master Plan of Facilities 1.1** becomes the foundation of future improvements and must be completed prior to any other facility renovations or new construction. The Master Plan of Facilities would identify the needed facilities (new or upgraded) and would be addressed in future actions of the Board. The Board in November held three workshops with the Social Board, Planning Committee and residents to discuss a Facilities Master Plan and completed a priority list and directions for the hiring of an architect to provide a final master plan. In addition, many of the facilities need infrastructure support concurrent with the Master Plan of

Facilities in order to handle the improvements These infrastructures must be attended to in cooperation and coordination with any facility improvements, and are included in the Infrastructure Element **8.0.**

Once the **Master Plan of Facilities** is completed, decisions can be made on the necessity of scheduling and follow through on any remaining identified facilities which will be directed by the Condo Board based upon staff time availability, finances and resident needs.

As the Plan was being prepared, the residents expressed the overwhelming need to complete the Community Center with the POD. The economy on construction projects has become desirable for looking into completing the POD and is recommended for a higher priority this fiscal year. The major items include **1.2 Study and evaluate the need, cost and financing for the POD.** Once again, research and study participants believe this addition will solve many issues in Facilities, as the movement of the Recreation Office to the POD would make available rooms that would be available for other programs and services.

The **Entry Way** became a top priority especially to provide some type of security for residents entering and exiting the Resort. Therefore, **Entry Way 1.3** will involve establishing the type of security gates, determining the costs, evaluating the possibility of completing in the current fiscal year. If approved, this project will also involve **1.3.1** the design and construction of a new guard house facility. Reports to the Board will be forthcoming for actions will occur in 2008-2009 fiscal year.

The **RV Park 1.4** As a top priority of the Board, work is being accomplished in this fiscal year to complete a renovation project in the summer of 2009. Upgrading this facility, in the current location, has been discussed over the past years as the sites are inadequate for today's RV's. Space size, upgraded utilities, and services would be the main areas of improvements. Before any work is accomplished, the Board must approve any future expenditures based on final plans being prepared. Rental prices for the new sites have been studied and include the services and programs available in the Resort, cost comparisons in the area to remain competitive, and incentives for future owners.

Identify through the Facilities Master Plan **1.5** the design and future developments for the **Northeast Recreation Area.** This area will involve designing the entire area for future expansion of facilities which may include tennis, bocce ball, pickle ball, and parking.

**1.6 Fitness Center** has also been a high priority of the Residents; however, more priority should be given to future residents as many resorts in the area are emphasizing fitness and are addressing those needs. Venture Out must remain competitive and offer advanced facilities. The Facilities Master Plan has identified the expansion of the present site would meet the needs and

provide support facilities from the East Pool. Part of the project will be to determine how the new facility would be financed.

Many discussions were held on the needs to expand or relocate the craft facilities, so **1.7 Expanded Craft Facility** was established in the Facilities Master Plan to include the expansion of current facilities for sewing and ceramics, and adding a room for the relocation of the woodcarvers. This project will involve obtaining drawings, funding and eventual construction.

**1.8 Administration Office** needs to be studied to identify the many aspects of operating a Resort of this size and services. The Board and the many committees of the Resort have recognized the need for more space for the administration operation of the Resort. Primarily, studies must address the storage, conference and offices for real estate services, staff needs, current location for administration services versus resident and guests registrations, and address operation with modernized equipment and software. It has been recommended the building be expanded to the west to accommodate services.

**1.9 Evaluating current facilities** is an ongoing process as the residents needs change due to demographics, interests, and finances, so Venture out must continually address the facilities and offer any changes that benefit the entire Resort through the Strategic Plan Update process, yearly work plan and budget. The Social Board has undertaken this responsibility and will report to the Condo Board.

**1.10** implements a design phase development of the Northeast Recreation Area by addressing the needs for **2 New Pickleball/Paddle Tennis Courts**. Current Facilities Master Plan design will offer 2 alternatives for future discussion and possible development. Design, Financing and Board approval must be obtained before any construction begins.

**1.11 New Bocce Ball Courts** have identified as a large need due to increased membership and play. The new Facilities Master Plan will identify location (recommended for the current area).

**1.12 Evaluation and feasibility of expanding the Sewing Room** became a concern due to the number of members and the amount of equipment and supplies needed for their activity. As there is a possibility of expansion into a former office to the rear of the current facility staff and an architect will be advising the Board on the feasibility of such an action. **1.12.1** Would involve the **construction of the expansion**.

## **2. OPERATIONS**

<p><b>Element Objective and Strategy:</b> Our objective is to provide supportive and effective policies, procedures and practices that will assure that the Resort operates in an open and effective manner. Our strategy is to regularly monitor and improve operational efficiencies, and address emerging needs.</p>
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**What is the problem, situation or condition we are trying to address?** Many outside factors influence the Resort with laws, regulations, and social influences that might affect the operations and management of the Resort. This results in the need to constantly evaluate and upgrade Resort and Board policies and standard operating procedures. In addition, we recognize that the needs of the Resort community and employees are constantly changing and we must be receptive and flexible to this need.

The Condo Board is committed to adopting policies and practices which result in continuous improvements in the level of service. The Board and staff have identified elements that will enhance services improve efficiencies and maximize the efficiency and operations of the Resort.

**2.1 CC& R's Enforcement Program** is also a major concern of the residents. As staff and the Boards deal with the residents, they want to know what rules they must follow and who is to enforce them. Identified work element will be to prepare a document that can be given to residents that clarify those items of concern. The program would also find ways to administer the CC & Rs equally to all. Communicating any changes or clarifying elements to the residents is a must.

Architectural and building permits has a large impact on the Resort as it relates to building consistencies, overall appearance and rights of ways issues. **2.2 Site Design Review and Policies** will address the issues. This work element will involve providing written guidelines, processes, and policies of improvements to lot own by residents. An Architectural Guideline Handbook has been developed and approved by the Board. Further improvements to the Handbook, with illustrations, will be provided in the update. This document will be reviewed and updated yearly.

As the residents reflected their desires to maintain costs, they also recognize that services cost money. Therefore, the residents want the Resort to be cost conscious, **2.3 Evaluate fiscal impacts and identify new revenue sources** when providing new facilities and services. Also, they expressed a desire to look into evaluating services and determine if some of those could be cost recovery or revenue enhancements. Staff should be looking into new methods of increasing revenue and evaluating costs on an ongoing basis. Specific areas of concern are the possible water meters for the car wash, clarified drinking water, showers, etc.

As there is a desire and need for the continuation of coordination between **Condo Board and Social Board**, two separate operating boards, to work together and provide contiguous operations for the Resort, **2.4, Annual meeting between the two Board** for the Resort will enhance operations and joint sponsorship of projects, facilities and programs. **2.5 Marketing Policies and Procedures** continues the overall effort of the Resort to promote its ownership, rentals, RV pull throughs, advertising, general population brochures, flyers, pamphlets, etc. Guidelines and policies would be established to offer consistencies in advertising and operations.

### 3.0 MAINTENANCE

**Element Objective and Strategy:** The objective is to identify and take action on those items that will maintain the Resort in a safe and effective manner; and provide the residents with updated improvements to facilities that will enhance their enjoyment and safety.

**What is the problem, situation or condition we are trying to address?** All Strategic Plan research, studies, and resident input placed a high priority on the maintenance of the Resort. The conditions within the Resort are requiring more care due to age and use. Also, as the park was built to handle RV's in the 1960's and 1970's, more impacts have placed on this item by the land owners, as the installation of park models, and the residents are staying longer and using the facilities to the utmost extent; thereby, increasing normal wear and tear. Most facilities other than the new community center are aging and require more maintenance, if not renovation or replacement. Preventative maintenance is an ongoing process at the Resort. A majority of the work items placed in the budget are based on the off season surveys by staff. This doesn't necessarily solve all issues do to the aging infrastructure.

Maintenance is a critical issue to residents and staff alike. More emphasis by the Board and Staff in the budgetary process should be placed on preventative maintenance and current maintenance issues.

**3.1 Creating a maintenance schedule and standards manual** for the Resort with minimum standards will be necessary to maintain facilities, landscaping and infrastructure provide guidelines to staff on the items to be accomplished for a safe and enjoyable experience for the residents. Once these standards have been adopted a handbook should be prepared to assist the staff in the maintenance quality and consistency. This document will also assist in the financing of equipment and supplies, establishing work plans for staff, and standards in which to judge appearance and fiscal impacts.

New to the Resort is establishing **3.2 A Green Program** to assist the Resort and the City of Mesa, and environment, in a recycling program, possible revenue for the Resort, and participation of the residents in the overall recycling efforts. Work efforts would include creating a handout for the residents, identifying and enacting cost neutral programs, studying and implementing its own recycle programs for recycle materials, identifying areas the Resort could install energy saving solutions, and an overall education program.

**3.3 Providing a Manual or information packet on lot landscaping** as a new approach to the landscape maintenance of the Resort that would include guidelines for residents, standards for common areas, plant replacements and determining the perimeter landscaping plan. This can also be a part of the maintenance standards, but only used for the private lots.

**3.4 Evaluate and adopt a list of Resort maintenance items** is a yearly process through the Reserve Study which identifies major equipment, facilities and supplies for replacement. Each year the schedule for the equipment and major supplies, renovations to current facilities such as bocce courts, tennis courts, etc., and ongoing maintenance items such as street overlays and palm tree skinning is prepared for budget discussions and becomes a part of the operating budget of the Resort. However, some of these items can be identified in the manual and placed in the schedule for repairs or replacements.

#### **4.0 SECURITY/RISK MANAGEMENT**

**Element Objective and Strategy:** Our objective is to provide all residents secure access and safety within the Resort. Our strategy is to provide an improved entry and exit area and increase lighting visibility within the Resort.

**What is the problem that we are trying to address?** Security is one of the major concerns of the Residents. Hundreds of people enter and exit the Resort daily. In addition, many contractors, both Resort and Lot Owner hires, use the entry for access to their jobs, and this area alone is a concern of staff and residents alike. In addition, staff has expressed the need for more modern facilities to accomplish their job and hence, make the residents feel more secure.

An additional concern is the lighting within and outside the Resort. Many of the residents expressed a concern of the lack of lighting around the perimeter of the Resort, along the interior streets, and common areas. There are mixed concerns as to the amount of lighting needed or wanted, the type of lighting, and the expense of any renovations plus cost of operations.

**4.1 Is to prepare and evaluate New Entry Gate and Entrance** process that would be evaluated to determine costs, benefit and employee needs. Many of the residents have expressed a need for an automated gate for the entrance similar to the back gate. This evaluation will place emphasis on the contractor entry, resident entry and visitor's entry procedures. This process will also entail coordinating any gate recommendation with the New Entrance. In addition the necessity of a new or improved guard facility to include a restroom should be evaluated.

**Street Lighting 4.2** will be an ongoing evaluation and improvement program. Although residents place lighting in the Resort as high priority, the Resort should evaluate each case individually. There are many issues in the park that are caused by the age of the infrastructure, resident safety at night, and outside lighting. Currently, higher wattage lights have been exchanged at the Community Center, Street light globes are being cleaned, and replaced with compact fluorescent bulbs, and evaluations of maintenance costs for installation and operating additional lights is being undertaken. A program for replacement of light fixtures will be

conducted over the next two years to replace the 40 year old standards. Until then this program will be evaluated yearly and evaluated on a case by case basis.

## 5.0 HUMAN RELATIONS

**Element Objective and Strategy:** The objective is to employ and retain a high quality, motivated workforce. We will do this by offering competitive compensation and benefits, ensuring a safe workplace, providing opportunities for training and utilizing sound management practices and policies.

**What is the problem, situation or condition we are trying to address?** The Condo Board recognizes and acknowledges its' staff as a critical asset to the Resort and intends to invest in its workforce to provide high quality and efficient services. VO is committed to managing human relations to the benefits of the residents and Resort. The major situation with providing and keeping qualified employees is the nature of the Resort. Although the Resort is open year round, and few residents take advantage of that, the majority of residents use the facility for a 3 to 6 month period during the fall and winter months. Hiring and maintaining a qualified staff with split seasons is a challenge and is a major concern of staff. This places a burden on management to hire, maintain, and train qualified employees.

There is a very loyal and enthusiastic staff at the Resort. They like working for Venture Out, and enjoy the relationships with the residents. However, they do want to keep up with the work force outside the Resort and would like the opportunity to improve their skills and have possible advancement. In addition, as with any competitive work force, they also want to keep up with staff benefits. This alone will help keep and maintain a qualified and loyal workforce.

**5.1 Conduct and evaluate employee benefits** involve many factors identified by management staff and employees themselves. Important to them are benefits. Venture Out should look into this yearly with a wages survey of surrounding resorts, instituting an employer sharing 401k plan, etc. The Board and staff should evaluate the needs each year working with staff to provide the benefits they need.

**5.2 Development of a training program** is an interest of the workforce. They feel the need to be up to date with current operation methods a key to doing their jobs, and possible advancement. In addition, both management and core staff felt the need to be crossed trained in general areas. Not all personnel can be cross trained due to special trainings needed for the position. Again, any cross training would help in the overall operation, staff skills, and smooth transitions when an employee leaves employment. This program should be worked out jointly with management and core staff. The Board should also be involved in providing the necessary time and tools to accomplish this task.

**5.3 Current Organizational chart** not only includes identifying the line of authority, but also reflect the changes that have occurred over the years. The current chart does not reflect either the staff positions or line of authority correctly and must be changed. This document will also help the staff understand where they are and the need to improve themselves for possible full time and or advancement opportunities.

**5.4** Because of current laws and personnel practices, and in house policies, each employee should know the current policies adopted by the Board, County and State, and their impact to perform their responsibilities. An **Employee Manual** will accomplish that. The current manual is be available when an employee is hired and used in the orientation of that employee. The manual should also go through a biannual review to keep the data up to date. The manual will also serve as a training tool for the employee.

## **6.0 FISCAL MANAGEMENT**

**Element Objective and Strategy:** Our objective is to manage Resort funds to assure financial stability, prudent rate management and demonstrate responsible stewardship to the lot owners. VO will work to make available financial resources to fund approved current and future demands.

**What is the problem, situation or condition we are trying to address?** VO operation and project costs are increasing at a rate equal to the inflation rate and other than special assessments, Condo fees have not increased more than 5% to accomplish all the projects identified in the Strategic and Master Plan process. Therefore, the Condo Board and staff must use all available resources to accomplish its specific goals. This is not an easy task as many items outside of their control impact what is available to the Resort. This includes energy costs, state laws, local regulations, personnel changes and increases in services provided to VO by outside vendors. This problem is further impacted by VO's CC&R's which limit the amount of money spent of projects.

Major emphasis must be the review, understanding and the process to revise the **6.1 Evaluate the \$90,000 Major Additions and Alterations (Capital Improvement Fund (CIP))**. In order to keep up with inflation, and increased construction costs, it becomes necessary for VO to repeatedly return to the residents for approval to increase this limit, which was most recently increased from \$60,000 per year to \$90,000 per year. This limit previously covered ALL capital improvements, both Board projects and club requests. A new proposition was passed in the spring of 2009 which now allows donations to be accepted for "Constructed Additions to the Common Elements" from other sources outside of condo fees and not be included in the \$90,000 limit. For instance, donations from the Social Board, may now be used to help build specific capital projects and be in addition to the \$90,000 funded by Condo Fees This change will now

help facilitate moving club requests forward more quickly if funding is provided from additional sources. It will still ultimately be a Condo Board decision to accept and use any donated funds.

Another major concern of the residents and staff is identifying current services and innovative services which may increase revenue for operations. **6.2 Evaluate and recommend changes in Resort services** would identify current activities, such as drinking water, car wash, showers whether they could be self sustaining or revenue enhancements for the Resort. Also service impacts such as garbage pick up, internal as well as external, should be evaluated. The Resort must also look at real estate services and its impact on operations. There are many lots that change hands each year, an increase in rentals, an increase in third party rentals, and off site realty sales which impact time and cost expenditures. There is also an inequity, and or conflict, within the Resort as the Resort has a Broker; however, sales from an independent broker and sales by owners directly do not benefit the Resort as would in house sales would. Office space, staff support, outside sales, private sales, and non authorized sales from other brokers must be addressed. A complete evaluation of fees for real estate must be accomplished.

In order to reach the goal of being “fully funded” residents voted in fiscal year 2007/08 to increase the funding for the reserve fund by an increase \$14.00 quarter and authorized an annual increase not to exceed 5%. The **6.3 Reserve Study Update** must be reviewed every five years and the target for funding will be tied to the new reserve study. A means to facility replacement or repair is to use the Reserve Study to identify each item is for its longevity of use, and be budgeted accordingly. Thereby, each item can be replaced on a scheduled and budgeted basis.

Of critical importance to the Board and staff is managing the long term costs to ensure the level of expenses and investments, in its operations, employees and infrastructure is shared equally between the lot owners, renters, and visitors. To accomplish this, we must plan and develop stable, ongoing operations and maintenance funding sources, funding for new facilities, and 6.3 will continually evaluate the current reserve fund to insure it will meet the needs in the coming years.

The reserve fund has been greatly improved since its inception in the early 90’s. In 2005 the \$1,000,000 cap was lifted, allowing the reserve fund to increase beyond \$1,000,000. In 2006 and approved in 2007 a new Reserve study was done, which set target funding at \$3,056,684, but projected that fund requirements will increase upwards to \$10,000,000 in 30 years.

Equipment replacement, such as recreation equipment, furniture, FF & E (Furniture Fixtures and Equipment) has for many years been funded separately by monies raised by the Social Board. The Condo Board, fully funds all payroll costs, and The Social Board funds the costs of equipment and supplies of the Recreation Department. **6.4 Condo and Social Boards Projects and Cooperative efforts** have a unique relationship, in which the without the labor costs, the Social Board fundraising events are profitable and each year the proceeds generated from those

events, are used to purchase all new recreational equipment, kitchen equipment, club requests and furniture through out the property. These projects and cooperative efforts are reviewed annually.

## 7.0 COMMUNICATIONS

**Element Objective and Strategy:** Our objective to communicate to the residents, lot owners, renters and staff VO happenings and increase the awareness of VO residents to the operations of The Resort

**What is the problem, situation or conditions we are trying to address?** The purpose of an external communication plan is to ensure that timely, relevant information is delivered to the residents. In addition, the plan should take into consideration increasing the availability and trust of the Board and staff, thereby improving access to Resort decision-making process in an effort to increase awareness and broad-based support of critical Board decisions. Thorough communication will result in broad-based knowledge, at all levels, of Resort operations and issues, as well as increased efficiencies and enhanced customer service.

In addition, management staff will collaboratively develop an internal communications plan to facilitate employee input into decisions and a system to communicate issues, decisions and other administrative actions to all affected employees to ensure the policies to be implemented are understood by all.

A major concern has been the many clubs, groups and formal committees and Boards that meet during the year, and especially, during the season that impact each other. The Board has shown this concern on many occasions and would like to have policy that addresses Town Hall Meeting conflicts, Coffee and Donut sessions, General Meetings, Candidate Nights, etc. Also, individual groups and clubs want to eliminate conflicts as any outside meeting impacts their attendance. A concern is also establishing a method and or policy of notification of cancelled meetings.

Therefore **7.1 Evaluate and implement a new policy on formal resort meetings** should be drafted and approved by the two Boards.

**7.2 Evaluate Methods of Communicating with Residents** has been a concern of the Resort's residents for years. Like so many operational items that are taken for granted, this is one major one. As the resident age changes, programs and services change, operation changes, the Resort must evaluate all current methods and adopt new ones to get the word out to the residents. The resort is already seeing the results of mass Emails to the residents. The Board must also evaluate other methods used for communications. The Outlines must also undergo changes to reflect the activities and services in a more concise and clear manner. A thorough study of the format,

delivery, and content will help in deciding the future of the Outlines. Additionally, the Web page must be evaluated yearly to keep its content viable and current. The staff has already undertaken this project and has shown the improvements and current viability of the page.

New methods, and sometimes reviving old methods, of communication must be ascertained. The Resort has used bull horns on a cart in the past and was recommended they look at that again. Reader boards of activities were also bought up. Flyers of activities and where they should be distributed has also been brought up. These are but a few of the examples of resident thinking. Staff, Boards, Committees and special groups must continually look at and evaluate their communication efforts.

And finally, **7.3 Web Page** is gaining in popularity, especially with Baby Boomers, and must be revised and updated regularly. The most important aspect is to update and revise the home page, then update monthly and link to VO activities and clubs. Some of this work is being accomplish this fiscal year; however, it is imperative that this process be given a priority each subsequent year.

## **8.0 INFRASTRUCTURE**

**Element Objective and Strategy:** our objective is to plan, build and maintain safe and reliable infrastructure for current and future customers. We will work with our partners, compare alternatives of construction materials, employ best methods and continue with a planned maintenance program.

**What is the problem, situation or condition we are trying to address?** When the Resort was constructed 40 years ago, the acquired systems were built for RV's and on a temporary use basis. Since then, the Resort has become a premier vacation resort with many of the lots converted to park models and has increased the amount of time residents spend at the Resort; hence, the need to improve the infrastructure and maintain all infrastructures in a safe and reliable manner.

Venture Out must stay on top of building trends in the industry and also changes with city and state governments. Staying current so Venture Out remains viable as a community and not downgrade involves a large commitment by staff and Boards to stay on top of the trends, laws, and new technologies

The level of scrutiny by the Board and residents of Resort actions and projects is increasing, requiring clearly articulated project goals and objectives, comprehensive financing and accountable construction. Of immediate concern for the residents is the ongoing and completion of SRP Issues. Great strides have been made with SRP and the electrical improvements. Open communications will be necessary for the foreseeable future to ensure progress on the

renovations of the underground utilities. However, there are some areas still in need of replacement and repair and will be completed on a scheduled basis. This will conclude major issues with cable and this project will require a yearly review of any issues which may arise.

**8.1 Ongoing issues with SRP/Dish/Qwest** as previously noted are being handled at this time. This does not mean the Resort should sit back and wait for issues to arrive. A pro active program by staff and the Board will be needed to ensure good communication and projects that will benefit the Resort in a timely manner. Communication should be maintained especially to understand any fare increases in the future as the Resort will have the responsibility to communicate with the residents.

Qwest telephone issues are also being addressed at this time. Major repairs were completed in the 400 block; however Qwest has not committed to further major infrastructure work in the Resort. Discussions with Qwest will be an ongoing program and will have to be monitored by staff and the Board. At the same time the Board should continue its relationship with the telephone provider and keep avenues of communication open.