



RIVERSTONE



Riverstone Homeowners Association

Strategic Plan 2023-2026

July 2022



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Purpose of Riverstone HOA Strategic Plan

The goal of the Strategic Plan (“Plan”) is to provide a roadmap to the future that permits the Association to be more proactive and more efficient. The Strategic Planning process is a very deliberate and a well thought out effort involving the leadership (board and management) of the Association, as well as feedback from the membership. The result becomes a working document to guide the Association from 2023 to 2026. While the complete vision may never be achieved, Riverstone HOA will take active steps to get as close as possible.

During the process the leadership worked together to identify the core focus areas and organizational values, which led to the development of the Mission and Vision statements.

To develop the goals and objectives for the plan, a SWOT (strengths, weaknesses, opportunities, and threats) analysis was created. The Action Steps provide more specificity to the objectives.

The residential membership was surveyed to provide input on whether they supported the core focus areas, mission, and vision statements, as well as a series of other questions to help guide the development of the goals and objectives. A summary of the survey results is included in Appendix A.

Once adopted by the Board of Directors, the Plan will be used by the leadership team (paid and volunteer) as a guide to facilitate decisions. The Plan is not intended to be “cast in stone” as it is important, that always, the Association can adapt their operations and plans based on market conditions and membership input, as determined by the Board.

Community & Association Overview

Johnson Development Corporation began developing the Riverstone community in 2001 as a luxury, waterside community with a premier location.

Water features define Riverstone’s landscape, with 250 acres of lakes and another 500 acres dedicated to recreational complexes, open spaces, and parks. Miles of trails connects the individual neighborhoods in the 3,859-acre community.

Planned for 6,421 homes and over 20,000 residents, Riverstone offers a variety of house styles, sizes and values, including many inside gated neighborhoods. Within the community there are numerous commercial businesses specifically designed to serve the residents of Riverstone.

Amenities are extensive and include The Club at Riverstone, a 17-acre recreational hub that is home to The Waterpark at Riverstone, a resort-style pool featuring twisting water slides, spray elements, a zero-entry lagoon, and a splash pad. The centerpiece of the complex is an 8,000-square-foot clubhouse that boasts a fitness center, the HOA offices, space for community/private social functions, and a catering kitchen. Eight tennis courts, the Splash Lagoon, a volleyball court, The Big Adventure Park, a nature-themed playground with a zip line and suspended rope bridge, and a nearby pavilion/event lawn add to



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the community's recreational opportunities. Other amenities in the community include two additional swimming pools, 12 parks/playgrounds, a dog park, and a large number of open spaces.



Riverstone Homeowners Association was formed to serve the residents moving into Riverstone and Riverstone Commercial Property Owners Association serves the commercial businesses within the community. The associations work together for the benefit of all living and working in Riverstone.

Both associations are led by a Board of Directors and an on-site management team with extensive experience in managing large-scale community associations. In addition to the management team, the associations have various committees to assist with achieving the vision for Riverstone.

It is anticipated that Johnson Development will transition Riverstone HOA to full resident control within the next several years and Riverstone CPOA shortly thereafter.



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Core Focus Areas

1. Maintain Assets
 - a. Landscaping & Hardscaping
 - b. Facilities
2. Maintain Property
 - a. Enforcement of Deed Restrictions
3. Legislative Awareness
4. Financial Stability
5. Lifestyle Programs and Events
6. Communication/Education

Values

Core Values

Respectful
 Ethical
 Transparent
 Honest
 Responsive/Prompt
 Accountable
 Consistent

Empathy
 Inclusivity
 Diversity
 Professional
 Dedicated
 Considerate
 Reasonable

Fair
 Thoughtful
 Thorough
 Detailed
 Environmentally Aware
 Loyalty
 Good Citizen
 Resident Engagement
 Responsible

Other Identified Values

Aspirational Values

Proactive

Approachable
 Friendly

Mission

Preserve the natural beauty and unified character of Riverstone through professional and proactive management of our resources, common areas and lifestyle programs; fair and consistent enforcement of our deed restrictions, while providing ethical and fiscally responsible solutions that promote a strong sense of community for all members.

Vision

We envision a community working together through public, private and voluntary means, that is considered a highly desirable place to live and work.

SWOT Analysis

The SWOT analysis is in Appendix B



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Goals

1. Maintain the Association Assets
2. Foster Well Maintained Residential & Commercial Properties
3. Assure Financial Stability
4. Provide Continual Communication/Education
5. Offer Lifestyle Programs & Events
6. Sustain Operational Excellence and Sound Governance



Objectives

1. Maintain the Association Assets
 - A. Develop & implement a preventive maintenance plan for all assets
 - B. Have reasonable and fair contracts for services provided to the association
 - C. Improve/upgrade existing assets to stay current in design and functionality to meet the needs of the community
 - D. Maintain the beauty of the landscaping in Riverstone
 - E. Maintain gate systems to minimize down time
 - F. Explore opportunities for future assets
 - G. Ensure the lakes maintain their beauty and functionality



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2. Foster Well Maintained Residential and Commercial Properties
 - A. Revise architectural guidelines to address contemporary materials and features
 - B. Ensure enforcement is fair and consistent
 - C. Evaluate staff needs to achieve the enforcement goals in the most efficient and reasonable manner
 - D. Continually educate owners on the deed restrictions

3. Assure Financial Stability
 - A. Establish and implement Investment Strategies to maximize returns with protecting principle
 - B. Ensure reserve funds are sufficient to maintain existing assets in a first-class manner
 - C. Create and maintain a 5-year financial plan considering all funding sources to improve the predictability of assessment level
 - D. Develop and maintain financial partnerships to enhance value to members
 - E. Ensure fair collection practices remain for the benefit of the owners
 - F. Establish a capital fund to fund major upgrades to existing facilities or future facilities based on the needs of the community
 - G. Assure associations are properly insured and focused on risk management best practices

4. Provide Continual Communication/Education
 - A. Provide ongoing education to members about Riverstone HOA (deed restrictions, association in general, legislative, wildlife)
 - B. Use communication platforms broadly to increase knowledge with owners and increase engagement
 - C. Establish and maintain a Public Relations Plan
 - D. Enhance communication for gated neighborhoods





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5. Offer Lifestyle Programs & Events
 - A. Provide inclusive and diverse programs and events to meet the needs and desires of the community
 - B. Host Riverstone business Expo with businesses in Riverstone CPOA
 - C. Increase use of amenities with specialized programming
 - D. Improve Neighbor to Neighbor interaction

6. Sustain Operational Excellence and Sound Governance
 - A. Plan for transition from developer control to homeowner control
 - B. Establish Governance model which defines board and management roles
 - C. Provide continual customer service training for staff which considers the cultural diversity of the community
 - D. Engage and maintain staff which is well educated on best practices in community association management
 - E. Ensure Board members are educated on best practices and legislation impacting community associations
 - F. Evaluate and implement roles for volunteers in the various function areas
 - G. Establish succession planning for leadership on the board and management






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APPENDIX A: Strategic Planning – Membership Survey Summary


Default Report

Explore the data behind your survey responses. Gain a better perspective of your survey data and uncover insights for further planning.

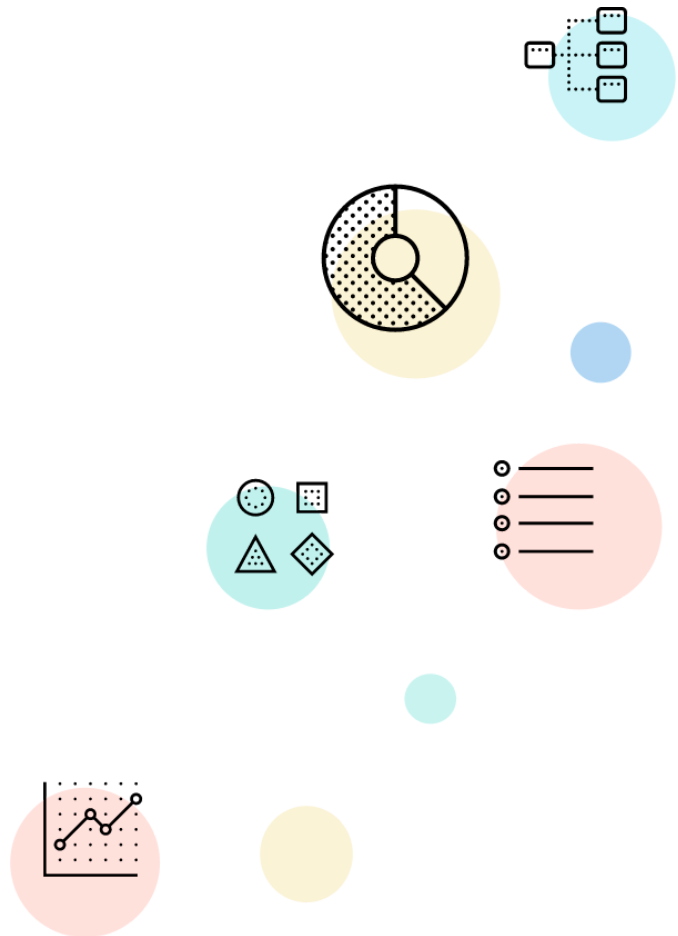
 Visited
1631

 Started
521

 Avg. Time to Complete
10m 45s

 Completed
521

 Completion Rate
100.00%



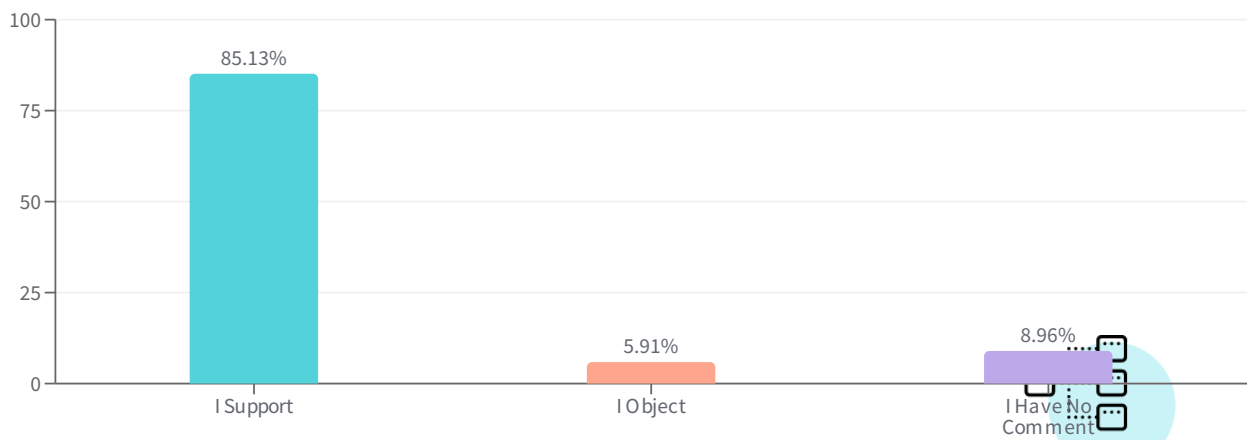
QUESTION 01 | MULTIPLE CHOICE

Mission Statement

Preserve the natural beauty and unified character of Riverstone through professional and proactive management of our resources, common areas and lifestyle programs; fair and consistent enforcement of our deed restrictions, while providing ethical and fiscally responsible solutions that promote a strong sense of community for all members.

Please Respond Regarding Mission Statement

Answered: **491** Skipped: **29**



ANSWER CHOICES	RESPONSES	RESPONSE PERCENTAGE
I Support	418	85.13%
I Object	29	5.91%
I Have No Comment	44	8.96%

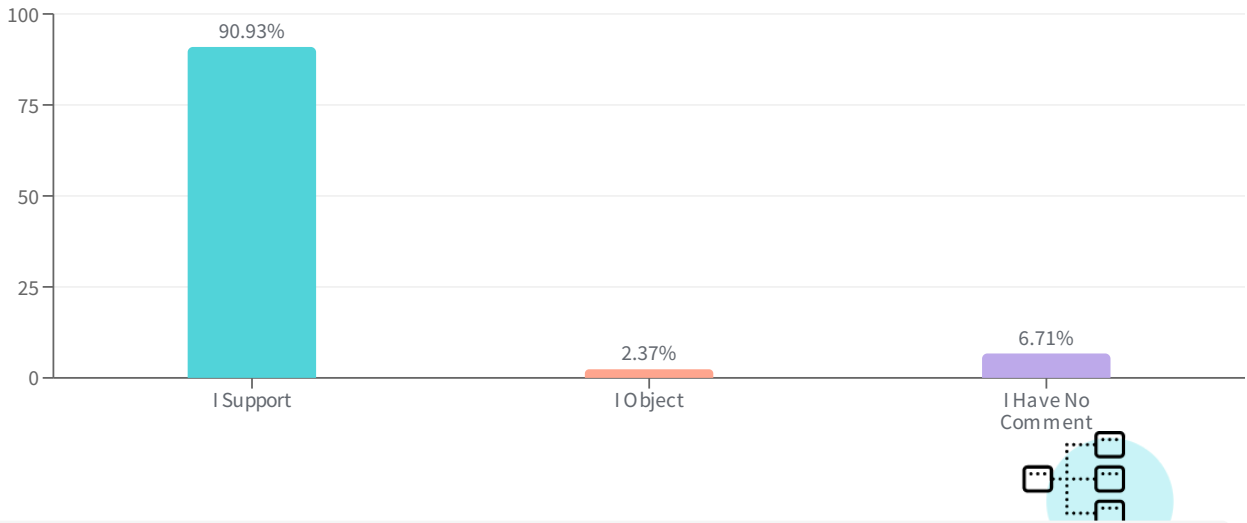


QUESTION 03 | MULTIPLE CHOICE

Vision Statement

We envision a community working together through public, private, and voluntary means, that is considered a highly desirable place to live and work. Please Respond Regarding Vision Statement

Answered: **507** Skipped: **10**

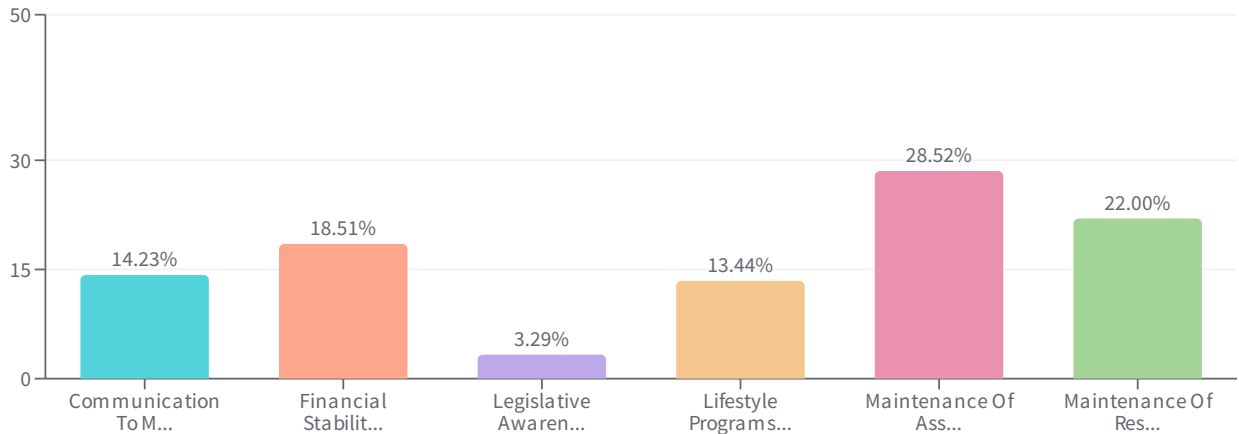


ANSWER CHOICES	RESPONSES	RESPONSE PERCENTAGE
I Support	461	90.93%
I Object	12	2.37%
I Have No Comment	34	6.71%

QUESTION 05 | MULTIPLE CHOICE

Please Select The Top 3 Strategic Areas Of Focus Most Important To You As A Riverstone HOA Member:

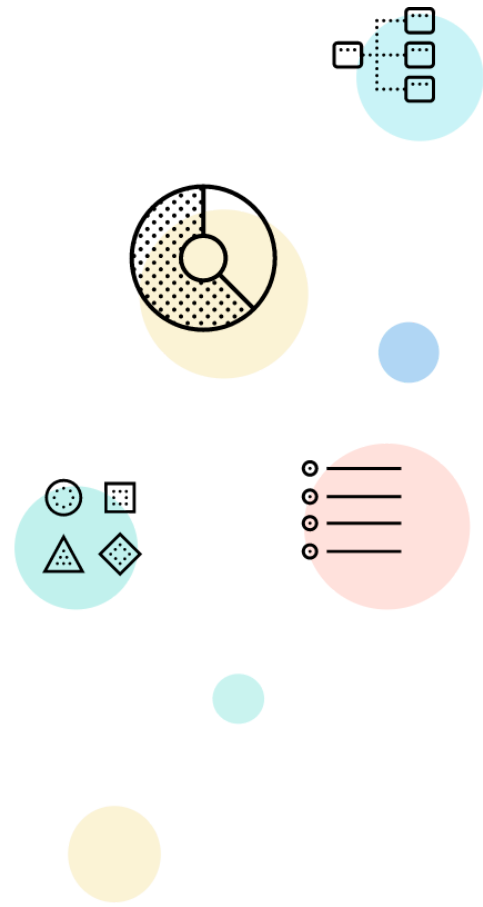
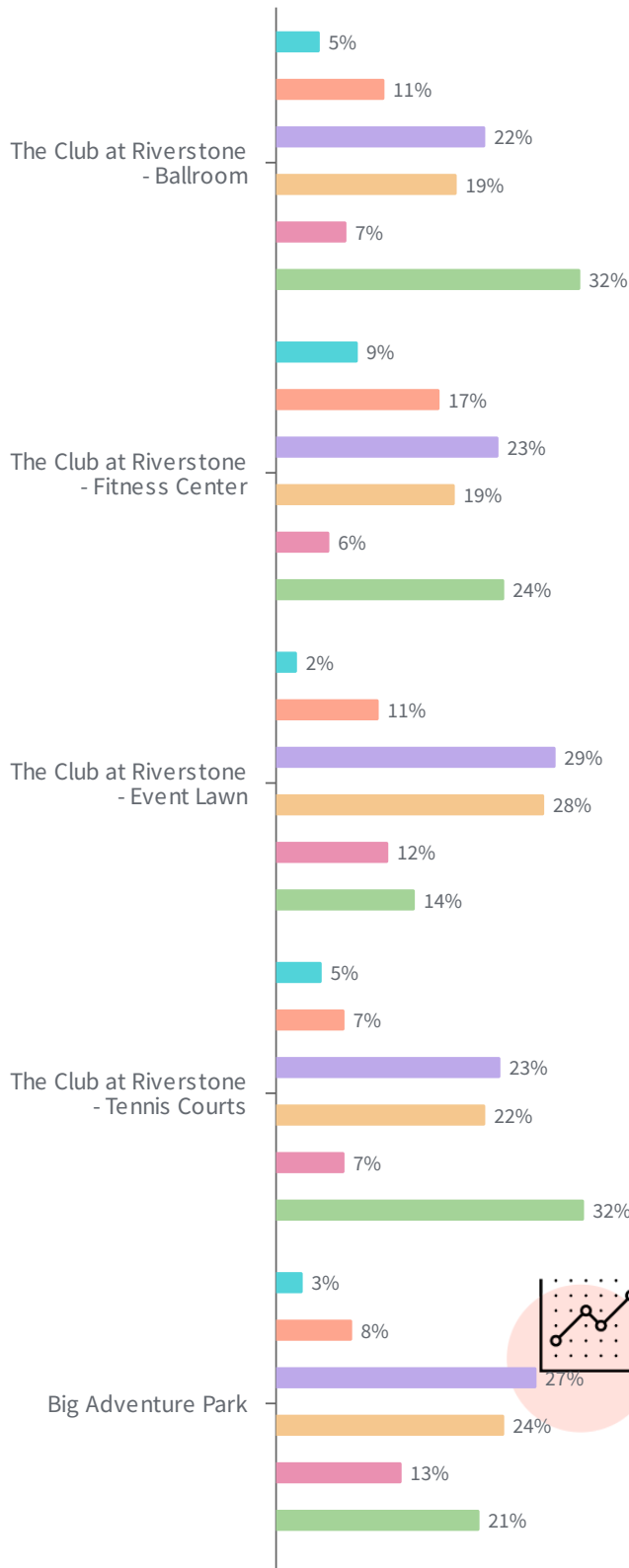
Answered: 506 Skipped: 14

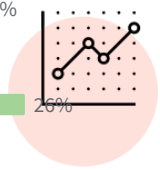
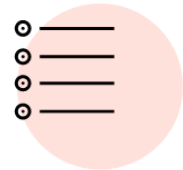
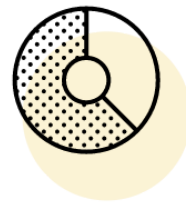
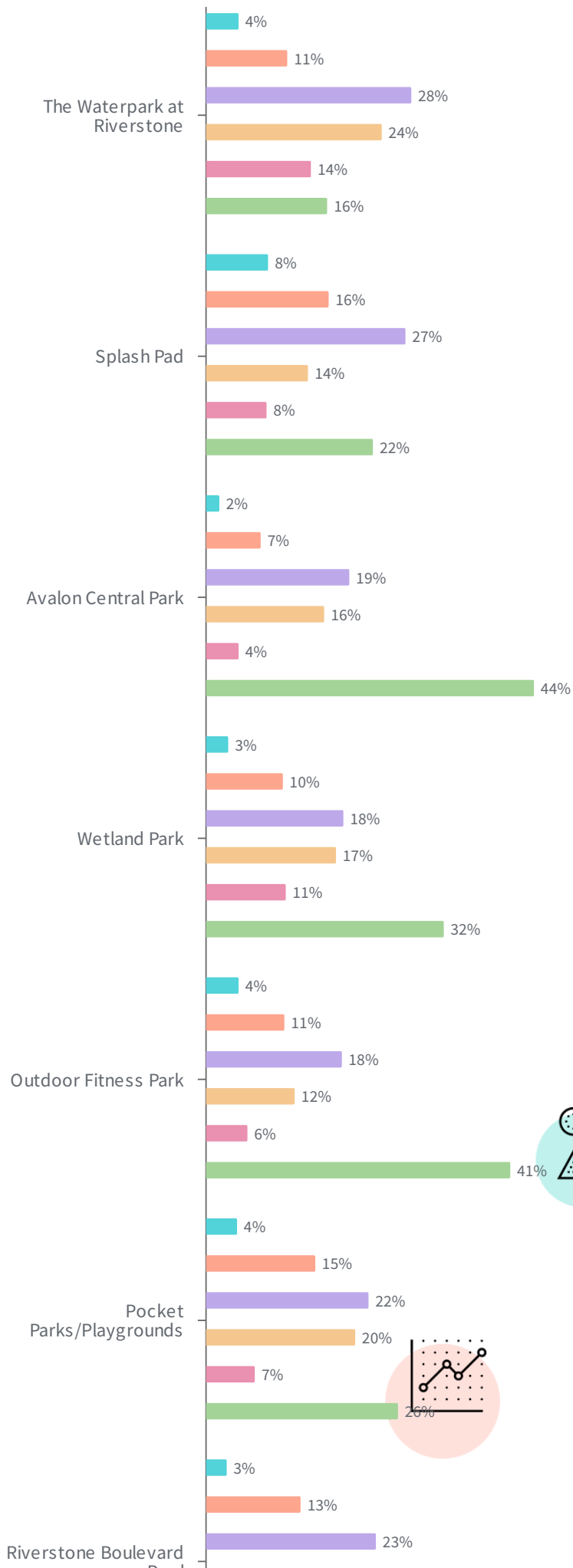


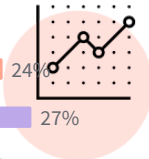
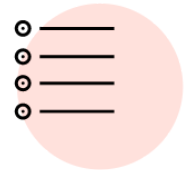
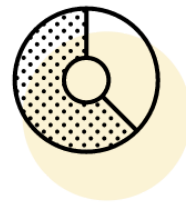
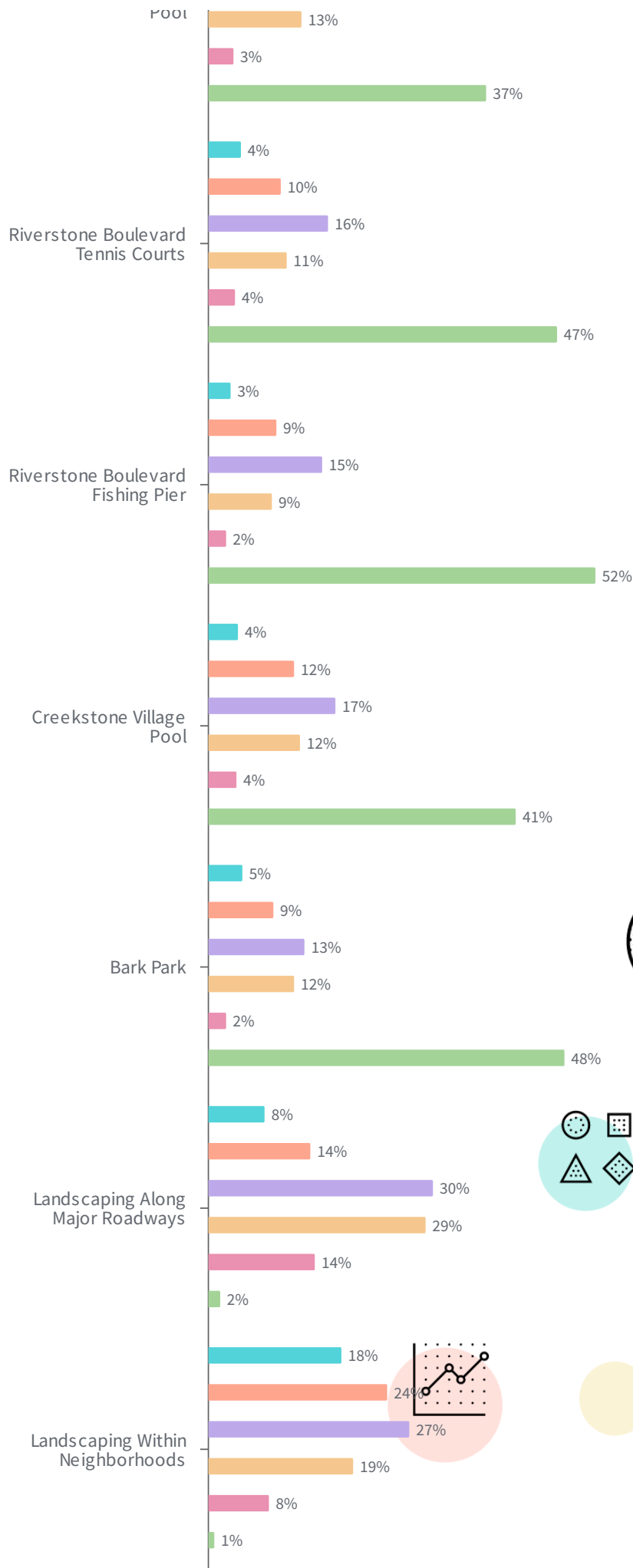
ANSWER CHOICES	RESPONSES	RESPONSE PERCENTAGE
Communication To Members	216	14.23%
Financial Stability	281	18.51%
Legislative Awareness & Relationships	50	3.29%
Lifestyle Programs & Events	204	13.44%
Maintenance Of Association Assets (Landscaping, Facilities, Hardscaping, etc.)	433	28.52%
Maintenance Of Residential And Commercial Properties	334	22.00%

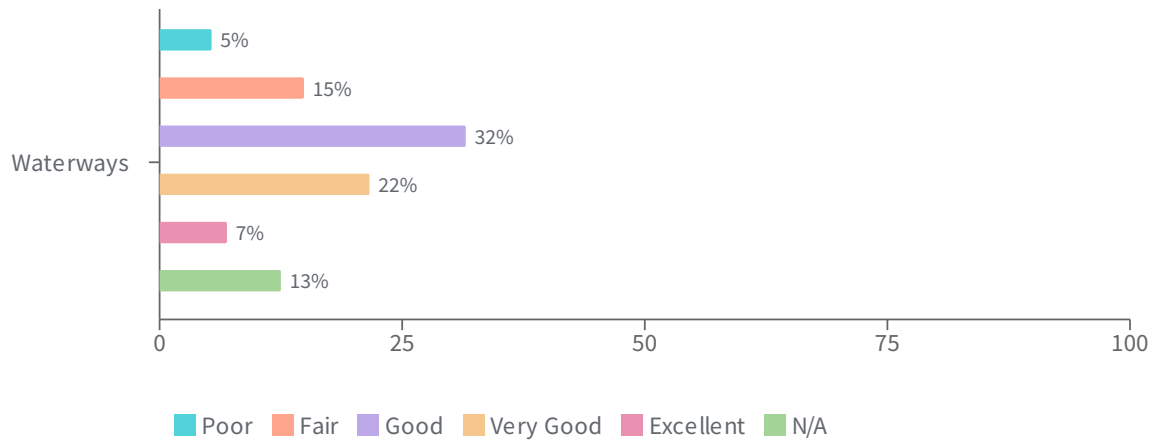
Please Rank Your Level Of Satisfaction Of The Association's Common Areas And Assets:

Answered: **504** Skipped: **13**










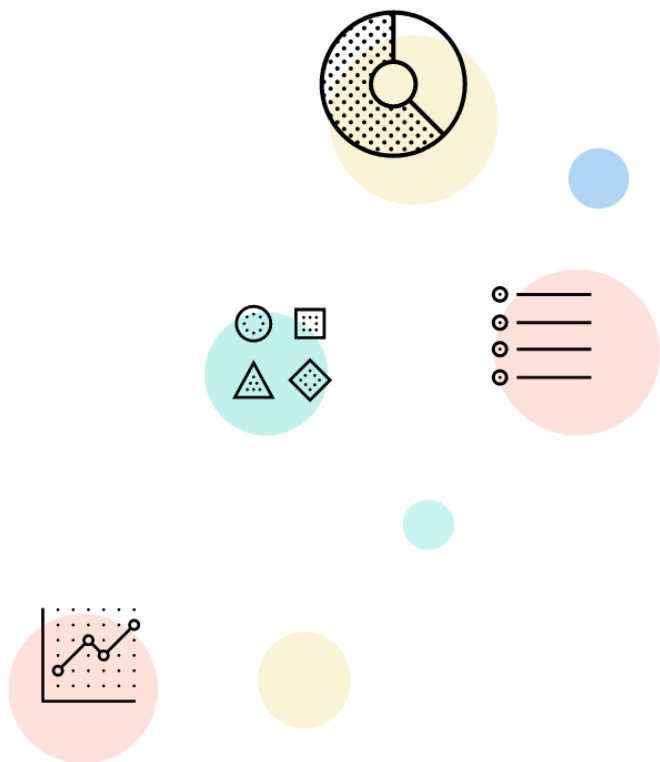




	POOR	FAIR	GOOD
The Club at Riverstone - Ballroom	23 (4.56%)	57 (11.31%)	110 (21.83%)
The Club at Riverstone - Fitness Center	43 (8.53%)	86 (17.06%)	117 (23.21%)
The Club at Riverstone - Event Lawn	11 (2.18%)	54 (10.71%)	147 (29.17%)
The Club at Riverstone - Tennis Courts	24 (4.76%)	36 (7.14%)	118 (23.41%)
Big Adventure Park	14 (2.78%)	40 (7.94%)	137 (27.18%)
The Waterpark at Riverstone	22 (4.37%)	55 (10.91%)	139 (27.58%)
Splash Pad	42 (8.33%)	83 (16.47%)	135 (26.79%)
Avalon Central Park	9 (1.79%)	37 (7.34%)	97 (19.25%)
Wetland Park	15 (2.98%)	52 (10.32%)	93 (18.45%)
Outdoor Fitness Park	22 (4.37%)	53 (10.52%)	92 (18.25%)
Pocket Parks/Playgrounds	21 (4.17%)	74 (14.68%)	110 (21.83%)
Riverstone Boulevard Pool	14 (2.78%)	64 (12.70%)	115 (22.82%)
Riverstone Boulevard Tennis Courts	22 (4.37%)	49 (9.72%)	81 (16.07%)

	 POOR	 FAIR	 GOOD
Riverstone Boulevard Fishing Pier	15 (2.98%)	46 (9.13%)	77 (15.28%)
Creekstone Village Pool	20 (3.97%)	58 (11.51%)	86 (17.06%)
Bark Park	23 (4.56%)	44 (8.73%)	65 (12.90%)
Landscaping Along Major Roadways	38 (7.54%)	69 (13.69%)	152 (30.16%)
Landscaping Within Neighborhoods	90 (17.86%)	121 (24.01%)	136 (26.98%)
Waterways	27 (5.36%)	75 (14.88%)	159 (31.55%)
Total	495 (5.17%)	1153 (12.04%)	2166 (22.62%)
	 VERY GOOD	 EXCELLENT	 N/A
The Club at Riverstone - Ballroom	95 (18.85%)	37 (7.34%)	160 (31.75%)
The Club at Riverstone - Fitness Center	94 (18.65%)	28 (5.56%)	120 (23.81%)
The Club at Riverstone - Event Lawn	141 (27.98%)	59 (11.71%)	73 (14.48%)
The Club at Riverstone - Tennis Courts	110 (21.83%)	36 (7.14%)	162 (32.14%)
Big Adventure Park	120 (23.81%)	66 (13.10%)	107 (21.23%)
The Waterpark at Riverstone	119 (23.61%)	71 (14.09%)	82 (16.27%)
Splash Pad	69 (13.69%)	41 (8.13%)	113 (22.42%)
Avalon Central Park	80 (15.87%)	22 (4.37%)	222 (44.05%)
Wetland Park	88 (17.46%)	54 (10.71%)	161 (31.94%)
Outdoor Fitness Park	60 (11.90%)	28 (5.56%)	206 (40.87%)
Pocket Parks/Playgrounds	101 (20.04%)	33 (6.55%)	130 (25.79%)

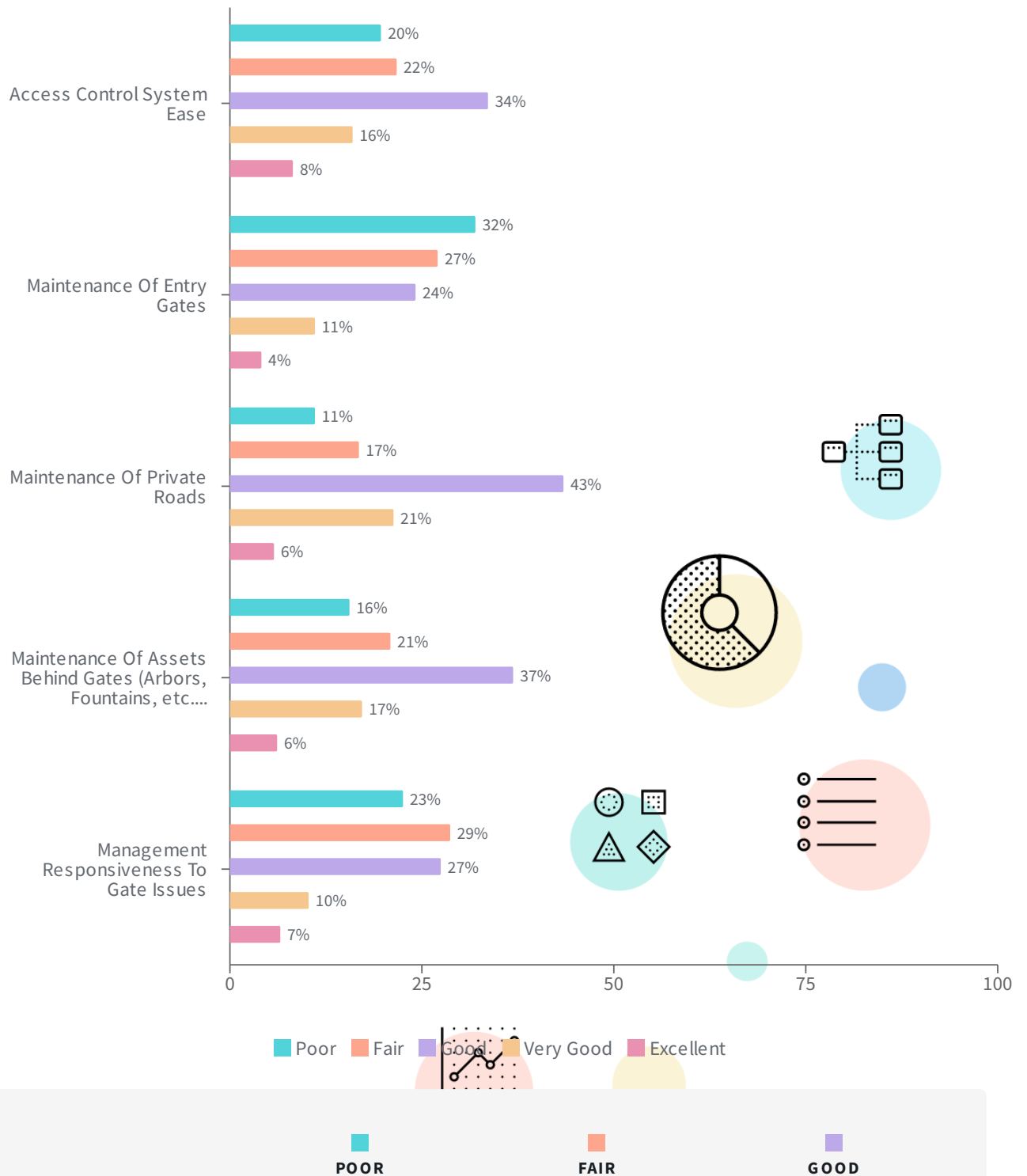
	 VERY GOOD	 EXCELLENT	 N/A
Riverstone Boulevard Pool	63 (12.50%)	17 (3.37%)	188 (37.30%)
Riverstone Boulevard Tennis Courts	53 (10.52%)	18 (3.57%)	236 (46.83%)
Riverstone Boulevard Fishing Pier	43 (8.53%)	12 (2.38%)	262 (51.98%)
Creekstone Village Pool	62 (12.30%)	19 (3.77%)	208 (41.27%)
Bark Park	58 (11.51%)	12 (2.38%)	241 (47.82%)
Landscaping Along Major Roadways	147 (29.17%)	72 (14.29%)	8 (1.59%)
Landscaping Within Neighborhoods	98 (19.44%)	41 (8.13%)	4 (0.79%)
Waterways	109 (21.63%)	35 (6.94%)	63 (12.50%)
Total	1710 (17.86%)	701 (7.32%)	2746 (28.68%)








QUESTION 08 | MATRIX

If You Live In A Gated Neighborhood, Please Rank The Following:

Answered: **244** Skipped: **230**



	 POOR	 FAIR	 GOOD
Access Control System Ease	48 (19.67%)	53 (21.72%)	82 (33.61%)
Maintenance Of Entry Gates	78 (31.97%)	66 (27.05%)	59 (24.18%)
Maintenance Of Private Roads	27 (11.07%)	41 (16.80%)	106 (43.44%)
Maintenance Of Assets Behind Gates (Arbors, Fountains, etc.)	38 (15.57%)	51 (20.90%)	90 (36.89%)
Management Responsiveness To Gate Issues	55 (22.54%)	70 (28.69%)	67 (27.46%)
Total	246 (20.16%)	281 (23.03%)	404 (33.11%)

	 VERY GOOD	 EXCELLENT
Access Control System Ease	39 (15.98%)	20 (8.20%)
Maintenance Of Entry Gates	27 (11.07%)	10 (4.10%)
Maintenance Of Private Roads	52 (21.31%)	14 (5.74%)
Maintenance Of Assets Behind Gates (Arbors, Fountains, etc.)	42 (17.21%)	15 (6.15%)
Management Responsiveness To Gate Issues	25 (10.25%)	16 (6.56%)
Total	185 (15.16%)	75 (6.15%)

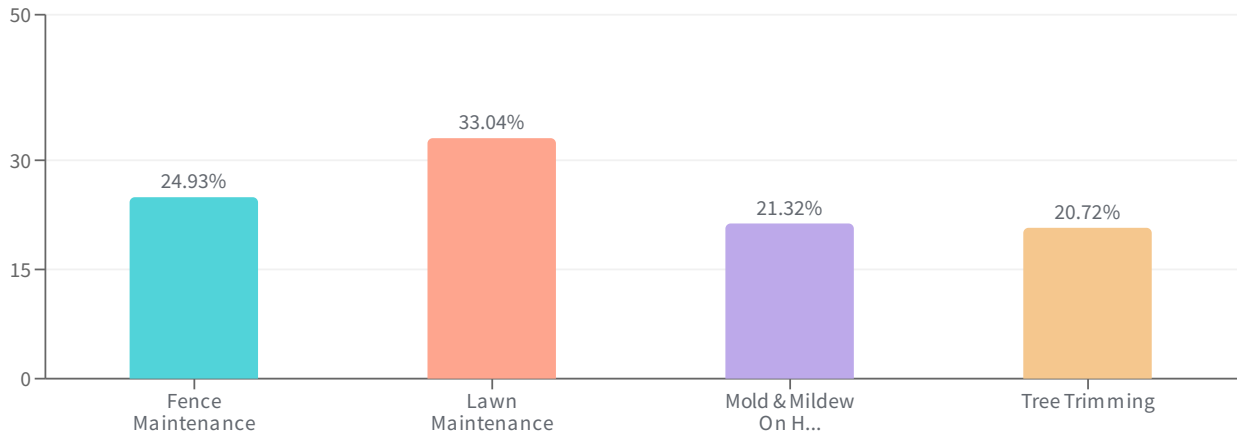


QUESTION 10 | RANK ORDER

Please Rank The Importance Of The Following Deed Restriction Violations:

(1 Being Most Important to 4 Being Least Important)

Answered: **471** Skipped: **44**

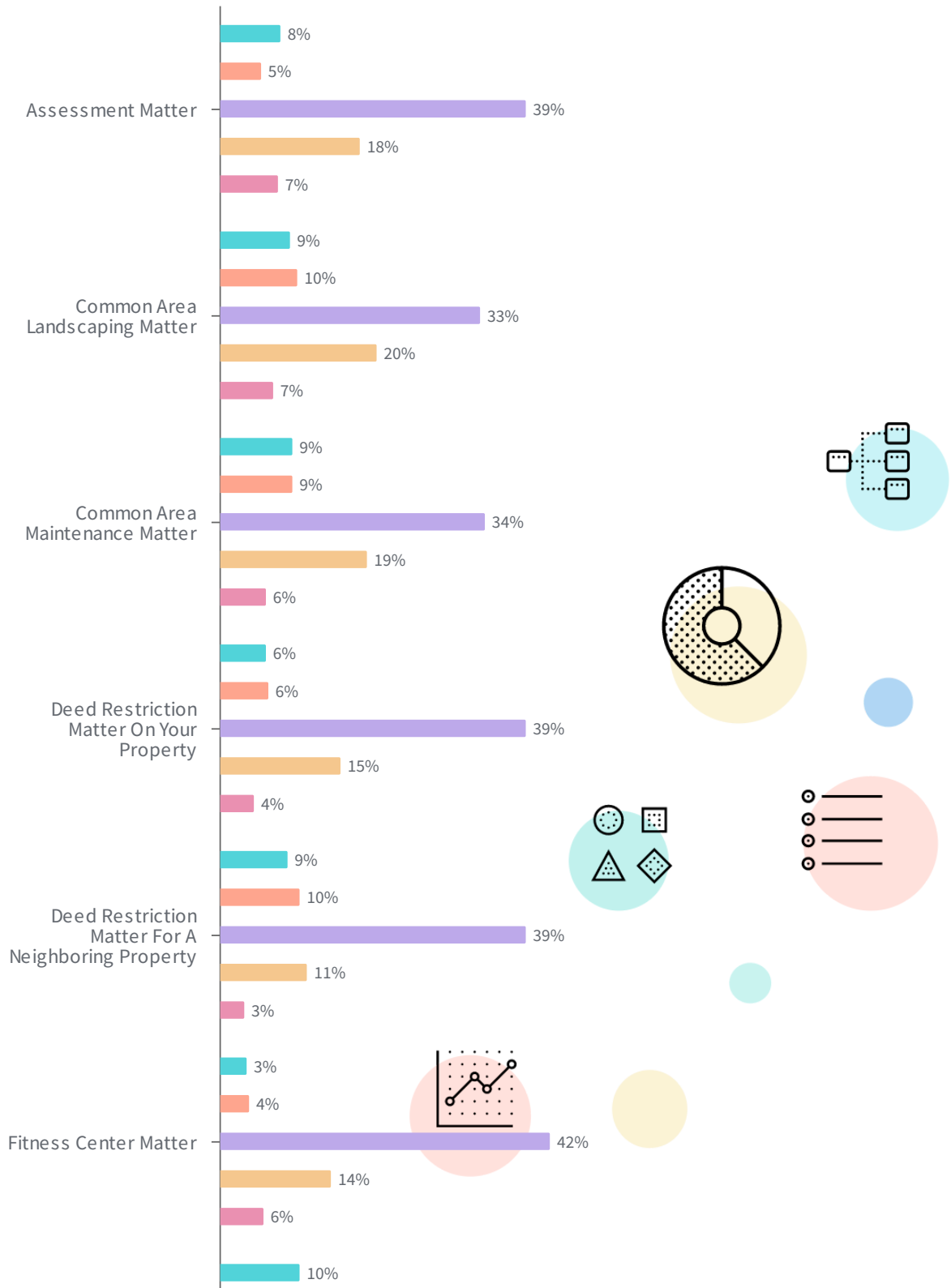


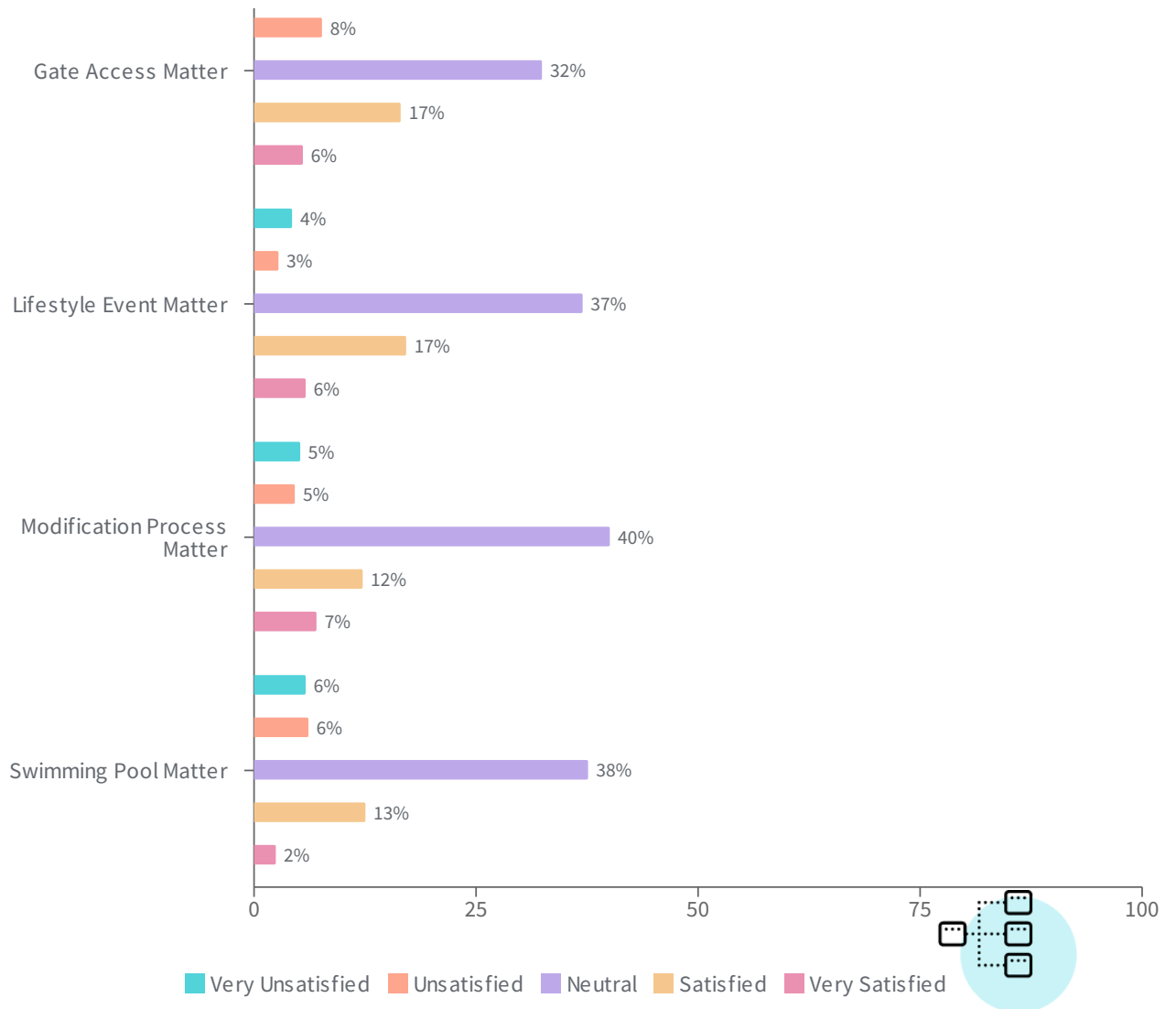
ANSWER CHOICES	AVERAGE	RESPONSE PERCENTAGE
Fence Maintenance	293.50	24.93%
Lawn Maintenance	389.00	33.04%
Mold & Mildew On Home	251.00	21.32%
Tree Trimming	244.00	20.72%




QUESTION 11 | MATRIX




If You Have Had Contact With Staff In The Last Year, Please Rate Your Satisfaction With The Following Experience(s):



Answered: 327 Skipped: 160

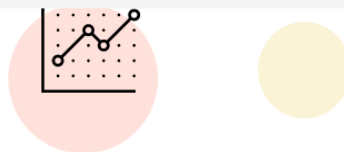




	 VERY UNSATISFIED	 UNSATISFIED	 NEUTRAL
Assessment Matter	25 (7.65%)	17 (5.20%)	127 (38.84%)
Common Area Landscaping Matter	29 (8.87%)	32 (9.79%)	108 (33.03%)
Common Area Maintenance Matter	30 (9.17%)	30 (9.17%)	110 (33.64%)
Deed Restriction Matter On Your Property	19 (5.81%)	20 (6.12%)	127 (38.84%)
Deed Restriction Matter For A Neighboring Property	28 (8.56%)	33 (10.09%)	127 (38.84%)
Fitness Center Matter	11 (3.36%)	12 (3.67%)	137 (41.90%)
Gate Access Matter	33 (10.09%)	25 (7.65%)	106 (32.42%)

	 VERY UNSATISFIED	 UNSATISFIED	 NEUTRAL
Lifestyle Event Matter	14 (4.28%)	9 (2.75%)	121 (37.00%)
Modification Process Matter	17 (5.20%)	15 (4.59%)	131 (40.06%)
Swimming Pool Matter	19 (5.81%)	20 (6.12%)	123 (37.61%)
Total	225 (6.88%)	213 (6.51%)	1217 (37.22%)

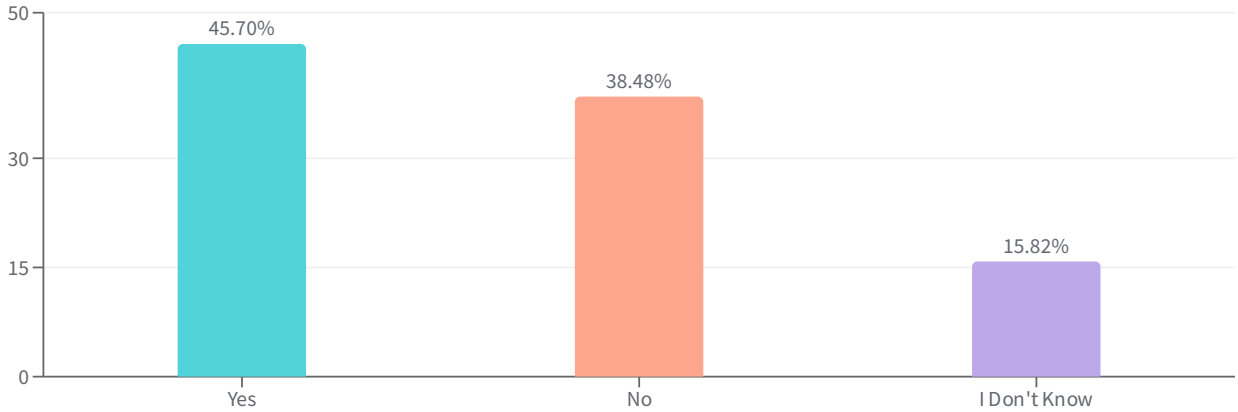
	 SATISFIED	 VERY SATISFIED
Assessment Matter	58 (17.74%)	24 (7.34%)
Common Area Landscaping Matter	65 (19.88%)	22 (6.73%)
Common Area Maintenance Matter	61 (18.65%)	19 (5.81%)
Deed Restriction Matter On Your Property	50 (15.29%)	14 (4.28%)
Deed Restriction Matter For A Neighboring Property	36 (11.01%)	10 (3.06%)
Fitness Center Matter	46 (14.07%)	18 (5.50%)
Gate Access Matter	54 (16.51%)	18 (5.50%)
Lifestyle Event Matter	56 (17.13%)	19 (5.81%)
Modification Process Matter	40 (12.23%)	23 (7.03%)
Swimming Pool Matter	41 (12.54%)	8 (2.45%)
Total	507 (15.50%)	175 (5.35%)



QUESTION 12 | MULTIPLE CHOICE

Do You Believe The Assessment For Riverstone HOA Is A "Good Value" For The Services And Amenities Provided To Residents?

Answered: **512** Skipped: **7**



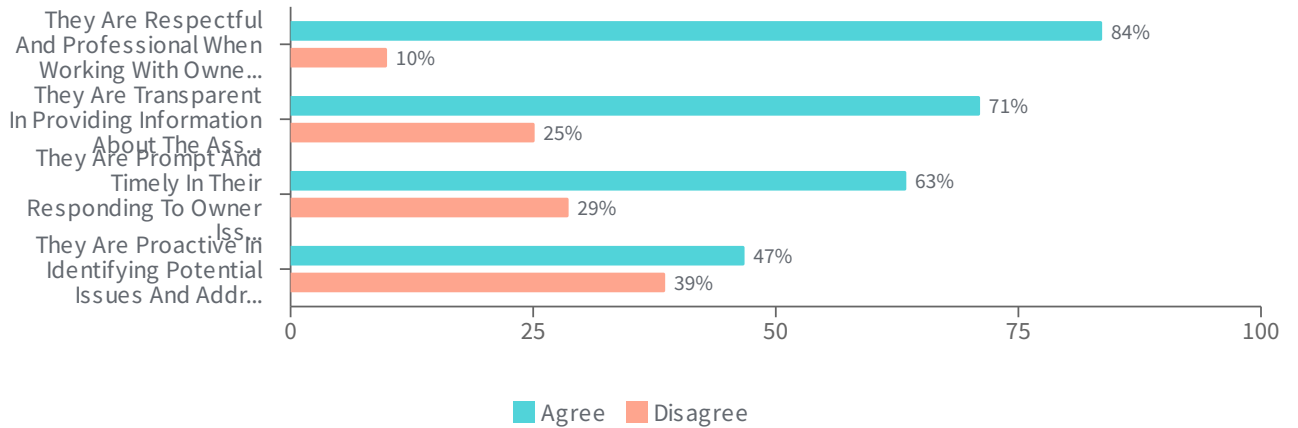
ANSWER CHOICES ▾	RESPONSES ▾	RESPONSE PERCENTAGE ▾
Yes	234	45.70%
No	197	38.48%
I Don't Know	81	15.82%



QUESTION 14 | MATRIX

Please Agree or Disagree With The Following Statements Regarding The Board Of Directors And Association Management:

Answered: **342** Skipped: **155**



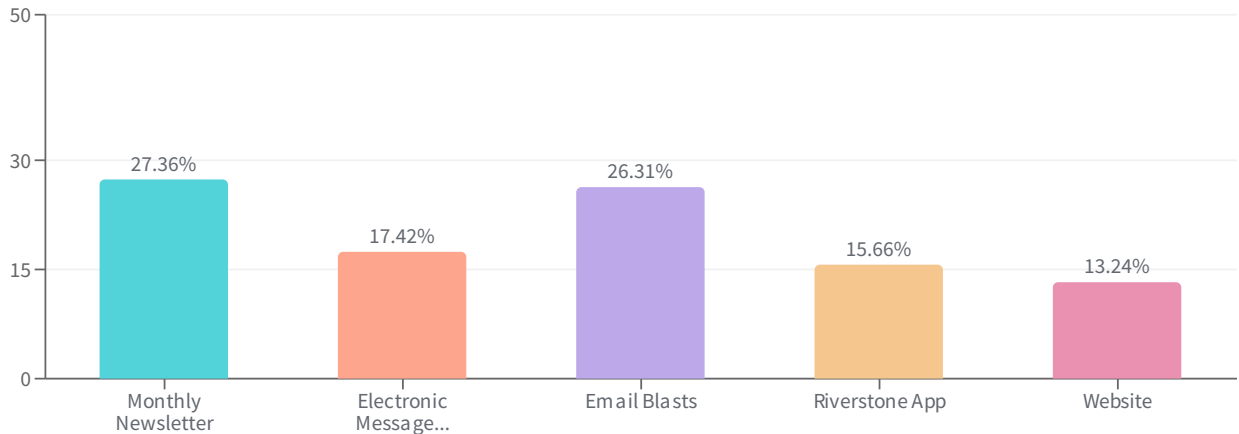
	AGREE	DISAGREE
They Are Respectful And Professional When Working With Owners	286 (83.63%)	34 (9.94%)
They Are Transparent In Providing Information About The Association	243 (71.05%)	86 (25.15%)
They Are Prompt And Timely In Their Responding To Owner Issues And Inquiries	217 (63.45%)	98 (28.65%)
They Are Proactive In Identifying Potential Issues And Addressing Resolution	160 (46.78%)	132 (38.60%)
Total	906 (66.23%)	350 (25.58%)

QUESTION 16 | RANK ORDER

Please rank the methods of communication from Riverstone HOA in order of what is most effective for your household:

(With 1 being most effective and 5 being least effective.)

Answered: 450 Skipped: 61



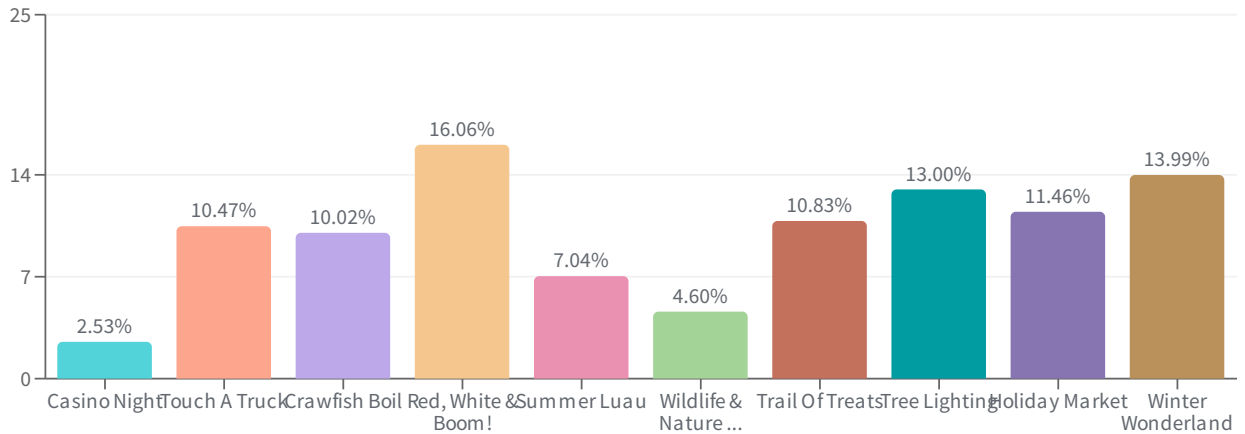
ANSWER CHOICES	AVERAGE	RESPONSE PERCENTAGE
Monthly Newsletter	369.40	27.36%
Electronic Message Board	235.20	17.42%
Email Blasts	355.20	26.31%
Riverstone App	211.40	15.66%
Website	178.80	13.24%



QUESTION 17 | MULTIPLE CHOICE

Which Of The Following Lifestyle Events Have You Attended In The Last Three Years?

Answered: **341** Skipped: **168**



ANSWER CHOICES ▾	RESPONSES ▾	RESPONSE PERCENTAGE ▾
Casino Night	28	2.53%
Touch A Truck	116	10.47%
Crawfish Boil	111	10.02%
Red, White & Boom!	178	16.06%
Summer Luau	78	7.04%
Wildlife & Nature Expo	51	4.60%
Trail Of Treats	120	10.83%
Tree Lighting	144	13.00%
Holiday Market	127	11.46%
Winter Wonderland	155	13.99%



RIVERSTONE

APPENDIX B: Strategic Planning - SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Management Team <ul style="list-style-type: none"> ➤ Experience ➤ Industry Awareness ➤ Broad based Team ➤ On-site Management Dedicated Solely to Riverstone • Board Members • Culture of Customer Service • Technology • Partnerships • Financially Stable • Community Funds 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Deed Restriction Enforcement <ul style="list-style-type: none"> ➤ Need More Often ➤ Need Process Improvement • Lack of Enough Money for Landscaping Plant Replacements Including Turf Conditions • Contractors' Labor Shortage • Insufficient Staff • Insufficient Office Space • Lack of Maintenance Yard • Contract Requirements • Committee Members' Attendance & Engagement • Long-Term Forecast for Community Funds • Gate Operations • Not Enough Facility Rental Space • Unused Amenities
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Relationship with Other Large-Scale Managers in FBC • Relationship with Business Partners • MUD Partnerships • Developing New Outdoor Amenities • Diverse Events & Programs • Relationship with Elected Officials • Cell Tower sites • Social Media Presence • Developer Transition • Asset Tracking Software • Improve Investment Methods • Deed Restriction Technology 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Legislation • COVID • Elected Officials • LID Ongoing Funding • Lack of Sufficient Law Enforcement • Environmental/Mother Nature/Wildlife • Internet Unreliable • School Zoning • Bad Press Impacts • Economy • New Resident Board Members Changing Course of Association



RIVERSTONE

APPENDIX C: Strategic Planning – Action Steps

Riverstone Homeowners Association Strategic Plan with Action Steps

GOAL: Maintain Association Assets

Objectives	Action Steps
<p>Develop & Implement a Preventative Maintenance Plan for all Assets</p>	<p><u>Development</u> Review current PMP vs. updated Reserve Report Identify & list all assets and major elements associated w/ major assets Complete GIS asset collection system</p> <p><u>Implementation</u> Determine priorities on PMP Develop funding plan Determine if needed work can be done in-house vs contractor</p>
<p>Have Reasonable and Fair Contracts for Services Provided to the Association</p>	<p>Update Purchasing & Contracting policy Develop contract forms applicable to various projects/services</p>
<p>Improve/Upgrade Existing Assets to Stay Current in Design and Functionality to Meet the Needs of the Community</p>	<p>Review current reserve report to identify assets approaching end of life w/in next 2 years Finish upgrade of audio in ballroom Replace Outdoor Fitness Equipment/Stations Evaluate Riverstone Pool redesign Renovate Creekstone pool Replace Riverstone Blvd Park Explore options for expanding Club Riverstone Prioritize adding shade to playgrounds</p>

Riverstone Homeowners Association Strategic Plan with Action Steps

Maintain the Beauty of the Landscaping in Riverstone

- Explore plant palette for replacement & expansion
- Develop & implement a plan (including funding) to protect & preserve trees
- Develop a plan (including funding) to replace under performing plants & trees
- Continually update bid specifications when bidding landscaping related services
- Keep irrigation system technology up to date

Maintain Gate Systems to Minimize Down Time

- Implement mobile access for pedestrian and vehicular gates
- Add full-time staff to be available to address gate issues during peak times
- Evaluate alternative access control software's & hardware

Explore Opportunities for Future Assets

- Add a Butterfly Garden
- Add Tennis Pro Shop
- Survey residents for priorities
- Explore adding cricket ball fields
- Evaluate relocating association offices so Club Riverstone has more space for community use
- Consider installing Car Charging Stations
- Explore adding pickleball courts
- Identify options for a Large/Accessible community building
- Identify available lands for amenity expansions

Ensure the Lakes Maintain their Beauty and Functionality

- Explore alternative lake service contractors
- Consider stocking lakes with fish
- Update fountains w/ best technology
- Adjust lake coloring schedule based on weather forecast

GOAL: Well Maintained Residential & Commercial Properties

Objectives	Action Steps
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Riverstone Homeowners Association Strategic Plan with Action Steps

Revise Architectural Guidelines to Address Contemporary Materials & Features

Review guidelines with ARC committee to stay current with changing materials
 Update guidelines based on input
 Adjust based on new laws
 Consider new technology and laws

Ensure Enforcement is Fair and Consistent

Begin regular training with staff to improve consistency in enforcement
 Establish a consistent schedule for proactive drives
 Develop education plan for the volunteers involved with architectural review and deed restriction enforcement to ensure standards in Riverstone are maintained fairly

Evaluate Staff Needs to Achieve the Enforcement Goals in the Most Efficient and Reasonable Manner

Identify technology options and implement
 Consider developing and adopting a Deed Restriction Philosophy
 Evaluate man hour needs to achieve the goals

Continually Educate Owners on the Deed Restrictions

Develop a series of videos to show owners how to do certain property maintenance items
 Communicate with owners about the importance/value of the deed restrictions
 Communicate with Commercial owner on certain deed restriction topics common on commercial properties
 Communicate with new owners about the deed restrictions
 Send targeted messages on certain violations

GOAL: Assure Financial Stability

Objectives	Action Steps
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Establish and Implement Investment Strategies to Maximize Returns While Protecting Principle

Determine funds available for investing - short & long term

Riverstone Homeowners Association Strategic Plan with Action Steps

Create Investment Policy
Implement investment strategies and monitor continually

Ensure Reserve Funds Are Sufficient to Maintain Existing Assets in a First-Class Manner

Establish funding goal
Fund to goal during budget process
Make sure pricing in reserve study is accurate for market (and replacement)

Create & Maintain a 5-Year Financial Plan Considering All Funding Sources to Improve the Predictability of Assessment Level

Identify all components for a 5 year financial plan
Develop a 5 year financial plan
Recommend assessment rate at a sufficient level to meet goals

Develop & Maintain Financial Partnerships to Enhance Value to Members

Identify new sources of partnerships and funding
Consider opportunities with the cities, MUDs, LID, George Foundation, etc.

Ensure Fair Collection Practices Remain for the Benefit of the Owners

Follow Collection Policy
Evaluate fees (transfer, resale, etc.) for services
Evaluate administrative fees for gated neighborhoods
Develop internal guidelines for waiving fees, extending payment plans

Establish a Capital Fund to Fund Major Upgrades to Existing Facilities or Future Facilities Based on Needs of the Community

Based on strategic plan, identify funds needed
Incorporate the funds into the 5-year plan

Assure Associations are Properly Insured and Focused on Risk Management Best Practices

Prepare insurance valuations for all assets to insurance sufficient property coverage in place

Riverstone Homeowners Association Strategic Plan with Action Steps

Annually evaluate insurance coverages for specific types
 Develop and implement a process to monitor Contractor insurance compliance

GOAL: Communication/Education

Objectives	Action Steps
Provide Ongoing Education to Members About Riverstone HOA (DR, Association in General, Legislative, Wildlife)	Develop communications about the Wetlands around lakes Develop and distribute communications about the Wildlife in the community Establish Quarterly homeowner orientation for new owners Create an RSHOA welcome video Begin to Create a series of webinars/workshops "How to" for property maintenance
Use Communication Platforms Broadly to Increase Knowledge with Owners and Increase Engagement	Review capabilities of current communication platforms Work with leadership team to identify topics beyond lifestyle events Research potential new platforms to extend reach Determine staff time to manage platforms and set expectation levels on frequency of updating and distributing
Establish and Maintain a Public Relations Plan	Develop an Emergency Response Plan Consider establishing a Realtor Advisory Group Develop a Marketing Plan for after developer transition
Enhance Communication for Gated Neighborhoods	Determine best platform for communication and work to create a comprehensive list Identify purpose/goal of communications (assessment education, gate operations, etc.) Determine the amount of staff time to effectively manage communications

Riverstone Homeowners Association Strategic Plan with Action Steps

GOAL: Lifestyle Programs/Events

Objectives	Action Steps
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Provide Inclusive and Diverse Programs and Events to Meet the Needs and Desires of the Community

- Maintain annual robust event schedule
- Identify diversity within in the community in order to provide applicable programming
- Survey owners to find out what types of programming they desire
- Create Event Task Force for creation of cultural events and holidays

Host Riverstone Business Expo with Businesses in Riverstone CPOA

- Start to host quarterly business fair with Riverstone businesses
- Begin Business spotlight in newsletter
- Begin to partner with businesses for a Back to school drive

Increase Use of Amenities with Specialized Programming

- Develop and implement some personal growth programming
- Identify opportunities with to expand programming in existing facility (when they are not currently being used)
- Consider hosting a Volleyball tournament
- Develop and implement Wetlands programming

Improve Neighbor to Neighbor Interaction

- Consider establishing a Neighborhood Reps/Gated Neighborhood Reps system
- Develop a plan to support National Night Out within neighborhoods
- Add Event Trailer & establish policy for use
- Set up neighborhood social fund

GOAL: Sustain Operational Excellence and Sound Governance

Riverstone Homeowners Association Strategic Plan with Action Steps

Objectives	Action Steps
Plan for Transition From Developer Control to Homeowner Control	<ul style="list-style-type: none"> Develop a transition plan for Riverstone HOA Develop a transition plan for commercial association
Establish Governance Model which Defines Board and Management Roles	<ul style="list-style-type: none"> Develop a Riverstone Governance Model
Provide Continual Customer Service Training for Staff which Considers the Cultural Diversity of the Community	<ul style="list-style-type: none"> Develop a Customer Service Training Plan Engage and maintain staff which is culturally diverse and collectively speaks various languages
Engage and Maintain Staff which is Well Educated on Best Practices in Community Association Management	<ul style="list-style-type: none"> Evaluate compensation and benefits periodically Budget for education/training Encourage & Support comm association certifications Implement training with staff on contemporary/"hot" issues Develop Retention/Longevity plans
Ensure Board Members are Educated on Best Practices and Legislation Impacting Community Associations	<ul style="list-style-type: none"> Be active with Legislation Develop relationships with elected officials (safety, cleaner streets)
Evaluate and Implement Roles for Volunteers in the Various Function Areas	<ul style="list-style-type: none"> Establish Finance Advisory Committee Evaluate Neighborhood Rep/Gated Neighborhood Committee structure Create Charters for all volunteer groups

Riverstone Homeowners Association Strategic Plan with Action Steps

Establish volunteer recognition program

Establish Succession Planning for Leadership on the Board and Management

- Prepare written succession plan for management
 - Consider hosting an orientation for Board prospects
 - Implement Board member orientations as new directors elected
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