

PINE MOUNTAIN CLUB PROPERTY OWNER'S
ASSOCIATION

2021 FIVE-YEAR STRATEGIC PLAN

Where did this strategic plan come from?

As a result of the process described above, the planning committee, in 2020 & 2021, made available to all members two surveys (a strengths, weaknesses, opportunities, and threats survey) & (the 2021 PMCPOA Planning Committee survey).

This strategic plan is born from the results of those surveys and has been formulated after much discussion between the Planning Committee, General Manager, and PMCPOA Board of directors. It is the result of months of work and planning and is designed to shape the direction of the community based upon the community requirements shown by the two survey results.

The strategic plan will take the form of a series of action plans to address topics brought up by the survey results that are intended to support the PMCPOA mission statement and goals for the community. The results of the action plans will be published in the condor and on the website

On the next page is a sample of an action plan.

Action to be taken:

To better support the community the PMCPOA will do the following:

- Action 1*
- Action 2*
- Action 3*

Timeline, responsible individual(s), and specific assignments:

Timeline: Year 1

Responsible individual(s): Planning Committee

Assignments:

The committee will develop a plan to do an activity or research that supports action 1, 2, and 3.

The GM will proceed on a path that supports the committee's activity on action 1,2, and 3.

Outcome:

The result will be the accomplishment of Action 1, 2, and 3.

Deliverables:

The deliverables will be items that support Action 1, 2, and 3

Measures:

Evidence of Success: *Increased satisfaction within the community because of Action 1, 2, and 3*

DRAFT PMCPOA STRATEGIC PLAN

Mission Statement

The Pine Mountain Club Property Owners Association will provide high quality services to its members and continually improve its organizational operations and capital assets while maintaining fiscal responsibility. It will protect the intimacy and mutual respect of the community's small-village atmosphere and practice sound stewardship in conserving the surrounding natural environmental resources.

Goals

Goal 1

PMCPOA will use objective data to evaluate the quality of the services it provides to the members. It will rely on this evaluation to create plans that continually improve the organizational operations, the management of capital assets, and the effective allocation of resources of the Association. It will continually evaluate the effectiveness of planning and report the findings to the membership.

Goal 2

PMCPOA recognizes the value the community places on a small-village atmosphere and will plan and implement policies that uphold and protect this value. The Association will use objective data to evaluate the satisfaction of members with the effectiveness of the resulting plans and policies and report the findings to the membership.

Goal 3

PMCPOA will practice sound stewardship in conserving the natural environmental resources that lie within Association property by planning and implementing environmentally sustainable policies and procedures. It will use objective data to evaluate and improve the effectiveness of these practices and report the results to the membership.

Goal 4

PMCPOA recognizes the value of its capital assets and their importance to the community. PMCPOA will identify each capital asset and use objective data to determine the life-span of each asset; a maintenance plan for each asset; the improvements required, if any, for each asset; and develop a schedule for making improvements or replacing the assets.

Strategies

1. Strengths, weaknesses, opportunities and threats analysis of any previous strategic plan and current conditions in the development by members establish action plans.
2. Objective data is used to evaluate the success of action plans.
3. Constant improvement is the criteria for all planning.
4. Efficiency and fiscal responsibility guides management decisions.
5. Member satisfaction with planning and execution guides improvement.
6. Sustainability guides planning for the use and management of natural resources.
7. Objective data guides the scheduling of maintenance for and/or the replacement of assets.
8. The assessment of outcomes is used to revise and improve planning.
9. The results of the assessment of outcomes are reported to the membership in a timely manner.

Outcomes for the 2021 Strategic Plan

By successfully completing the action plans contained in this strategic plan, the following improvements will be accomplished.

Continued education which builds upon actions in the 2016 Strategic Plan about how the budget formation and project approval processes work as evidenced by membership satisfaction gauged by surveys.

Continued education which builds upon actions in the 2016 Strategic Plan to increase satisfaction with and understanding about how the board of directors makes decisions about the amount of support to be received by amenities, the amount of each amenity's user fee, the balance between them, and the implication of the Association's status as a 501 C7 non-profit mutual-benefit corporation as demonstrated by members on surveys.

Continued education which builds upon actions in the 2016 Strategic Plan about the capital reserve fund and the reserve study delivered to members and received satisfactorily. Increased knowledge of the reserve study by members as demonstrated on surveys.

Increased communication to the membership by the Association on all subjects as demonstrated by members on surveys.

All identified problem conditions with road drainage and ice in winter mitigated.

All identified problems with snow plowing and membership education on the topic mitigated as evidenced by increased membership satisfaction as demonstrated by members on surveys.

Data that enforcement is taking place and compliance with PMC rules is increasing as communicated in the annual "state of the Association." Data that enforcement is taking place and compliance with EC. code provisions on lighting is increasing as communicated in the annual "state of the Association."

Increased membership satisfaction with governing docs enforcement on all rental properties. As evidenced by a reduction in the number of complaints about noxious activities in the CCC box and as reported by PMC patrol. Reduction in complaints to the Association about noise and noxious activities by neighbors who live near short-term rentals.

Member satisfaction with information available and the quality of written plans for fire safety and emergency preparedness.

2021 Strategic Plan Action plans.

Section 1: Governance & Enforcement

Communication: Amenities & Education

1. To continue education about the amount of support various amenities receive from assessments and to what extent the cost of the assessment is offset by user fees, the Association will continue to distribute and develop educational materials and articles to educate members about the origin of Association amenities, their relationship to the original development, the rationale for continued support of amenities, and the reasons for the Association's status as a 501 C7 non-profit mutual-benefit corporation. The written materials shall be provided by the communications committee and general manager (GM).

Timeline: Every Year.

Responsible individual(s): GM., Condor editor, communications committee.

Assignments:

- a. GM will identify existing education materials and opportunities for additional materials.
- b. Communications committee will edit (if necessary) existing materials and develop new materials.
- c. Communications committee will develop additional educational opportunities for members to learn about assessments.

Deliverables:

- a. Publication and/or distribution of educational materials on the history and nature of support for amenities from assessments.

Evidence of success: Increased satisfaction with and understanding about how the board of directors makes decisions about the amount of support to be received by amenities, the amount of each amenity's user fee as evidenced by members on surveys. Increased membership participation

Communications -- Membership Emails

2. To better communicate with members about Association matters such as emergency alerts, upcoming events, Association news, agendas for board meetings, impending discussions and votes on project approvals, and other relevant topics, the PMCPOA will continue efforts to increase the number of member email addresses with a goal of collecting a minimum of 75% of member email addresses.

Timeline: Every year

Responsible individual(s): GM, communication committee

Assignments:

- a. The communication committee will develop a plan to increase the number of email addresses on file with the Association to seventy-five percent or more.
- b. The GM will include in his staffing assignments an expansion of the number of email alerts to be written and disseminated.

Deliverables:

- a. Plan increasing membership emails from the communications committee.
- b. An expanded number of email addresses on file with the Association.

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

Communications -- Website:

3. To provide ease of use and functionality to membership and staff PMCPOA will explore both the continued maintenance and updating of the current website and the potential for creation of a new more functional website.

Timeline: Year 1

Responsible individual(s): GM, communication committee, webmaster

Assignments:

- a. The GM & Communications committee will meet every two months to identify inefficiencies and potential areas for improvement with the website.
- b. The webmaster shall implement suggested changes if practicable.
- c. The GM & Communications committee will meet and define the requirements, features, and type of site for a potential new website.
- d. The GM will use the defined requirements, features, and type to obtain a bids for the creation of a new website.

Deliverables:

- a. GM & Communications committee prepared list of suggested changes to the website.
- b. An A2 detailing the costs for a new website and detailing the functionality provided.
- c. An improved and more functional website for the membership.
- d. The general manager will report the results of the bi-monthly meetings to the board of directors.

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

Communications – Coordination with adjacent associations and local agencies.

4. To provide better service to the membership the association will continue all outreach efforts to the Commercial Property Owners Association, Mil Potrero water company, Kern County, & Kern County Fire Department.

Timeline: Ongoing

Responsible individual(s): GM & Board of Directors

Assignments:

- a. The GM & Board of directors shall continue to identify and appoint directors, volunteers, staff members, standing committees, committee members as a liaison to be the point of contact for the organizations listed above. The identified liaison shall provide a **monthly** report or report as necessary to the board of directors or relevant standing committee.

Deliverables:

- a. Monthly reports about the activities of adjacent associations, companies, and local agencies.

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys.

Communications – New Member outreach

- 5. To provide better service to new membership and to help educate them on both the rules of the community and issues that they may face as members the PMCPOA shall both continue all existing outreach efforts and identify any new strategies for outreach.

Timeline: Yearly

Responsible individual(s): GM, Staff, Communications Committee

Assignments:

- a. The GM, staff, and Communications committee shall continue to hold the bi-annual new member welcome meetings.
- b. The GM, staff, and Communication committee shall continue to improve and distribute educational materials about the community to local realtors.
- c. The GM staff, and Communications committee shall **explore new options and strategies for new member outreach**

Deliverables:

- a. Educational materials for new members to be distributed directly or through realtors.
- b. Patrol to report status of calls from new members to the general manager 5 months after each new member meeting.

Evidence of success: Increased satisfaction with overall communication by the Association on all subjects as demonstrated by members on surveys. Reduction in calls to patrol from new members.

Roads Management -- Drainage

- 6. To Continue the current road maintenance practices with additional monitoring of any existing areas with poor drainage that may develop overly icy conditions in winter. If such conditions are found, the Association will take steps to mitigate drainage issues and ponding.

Timeline: Year 2.

Responsible individual(s): GM.

Assignments:

- 1. GM will identify areas of poor drainage and develop a mitigation plan no later than April of year two.
- 2. GM will assign work crews to mitigate problem areas.

Deliverables: List of problem areas and mitigation plan for each.

Evidence of success: All identified problem conditions with road drainage and ice, are mitigated.

Roads Management -- Snowplowing

7. In Order to increase membership satisfaction with slow plowing the PMCPOA will produce educational materials regarding the snowplowing process, procedures, and schedules

Timeline: Year 1.

Responsible individual(s): GM

Assignments:

- a. GM & Maintenance Staff will identify the main roads to be plowed first, followed by a rotating list of secondary roads.
- b. GM will research and identify potential standard practices to employ for berm reduction.

Deliverables:

- a. Standard plans and procedures for maintenance personnel to follow.
- b. Educational pamphlet for membership listing road plowing schedules for primary, and rotating secondary streets.

Evidence of success: Increased membership satisfaction measured with survey data.

Governing Documents Enforcement -- Rentals

8. To increase compliance with STR and Long-Term rentals the PMCPOA will endeavor to do all of the following:
 - a. Continue to adjust regulations regarding rentals.
 - b. Explore the creation of a committee that meets quarterly to directly address rental compliance rules.
 - c. Increase cooperation with Kern County to identify and assist the county in tracking unregistered rentals.
 - d. Adjust fees as necessary to mitigate costs of enforcement.
 - e. Produce a standard insert to be included with all short- and long-term rental contracts or as part of the listing.
 - f. Produce educational materials for the membership regarding standard practices for rentals that provides information for both the 'landlords' and the community at large.
 - g. Properly research the total amount of rentals and their effect on the community, both positive and negative.
 - h. Research the strategies of similar mountain communities

Timeline: Yearly

Responsible individual(s): GM, Proposed Rental Committee, EC, Board of Directors

Assignments:

1. Board of directors to continue to adjust regulations and fees as necessary.
2. GM, Board to explore volunteer committee to address rental issues.
 1. GM and staff to continue cooperation with Kern County
 2. New committee or communications committee to revise existing standard insert detailing PMCPOA rules and regulations if necessary.
3. New committee or Planning committee in conjunction with Staff hired by PMCPOA will explore the economic effects of both Short- and Long-Term rentals by interviewing relevant parties including but not limited to: Owners, Tenants, Business Owners and operators, and members of the community. Using this data, the assigned parties will produce a report detailing issues to be reviewed by the board and shared with all members detailing all potential affects and providing recommended paths forward.

Deliverables:

- a. Regular reports on rental activities from the responsible party in charge of regulating rentals.
- b. A standard list of rules and regulations designed to be included as a part of all rental contracts.
- c. A biannual report detailing the progress of identifying the amount of both short- and long-term rentals as well as the current count for both.

Evidence of success: Increased membership satisfaction measured with survey data.

Governing Documents Enforcement -- Noxious Activities

9. In order to address nuisance and noxious activities within in the community the POA will endeavor to:
 - a. Write up the typical steps to be taken for enforcement actions. Deliver this to complainants when they initially make the complaint.
 - b. Communicate improvements in enforcement practices (from the POA to the membership) and gains in compliance (less calls or complaints to patrol)
 - c. Employ consistent enforcement throughout the community and adjust specific rules and EC code where necessary to increase compliance.

Timeline: Year 1 and ongoing.

Responsible individual(s): GM, patrol, environmental control (etc.) enforcement officer.

Assignments:

- a. GM will work with the PMC Patrol to authorize the use of lot and tract identifiers when enforcement activity takes place.
- b. GM will write up a list of typical steps that are taken in enforcement actions and provide this list to complainants.
- c. GM will communicate improvements in enforcement in quarterly updates in the condor.

Deliverables:

Publication of information about enforcement actions taken and progress on gaining compliance communicated to members monthly in the Condor and via POA Email blast

Evidence of success: Data that enforcement is taking place and compliance with PMC rules is increasing as measured by membership satisfaction in the survey.

Governing Docs -- Environmental Control code enforcement.

10. To improve compliance with various sections of the environmental control code, the Association will employ an information campaign about a particular code enforcement item with a deadline to come into compliance before and focused enforcement period.

Timeline: Quarterly.

Responsible individual(s): GM, patrol, EC, Enforcement officer, Condor editor.

Assignments:

1. GM & EC to identify areas of focus for compliance or EC code adjustment
2. GM to communicate to the members the area of focus in advance.
3. Condor editor will feature the focus area to ensure members are informed.

Deliverables:

- a. Articles in the condor regarding the particular EC code section to be focused on, suggestions of methods of compliance, and a deadline for compliance.
- b. A report documenting the corresponding increase or decrease in compliance following both the information campaign and focused enforcement period.

Evidence of success: A corresponding decrease in EC code violations and complaints. Membership satisfaction as evidenced by data collected in surveys.

Governing Docs -- Budget & Finance

11. To ensure the long-term financial stability for PMCPOA, the board of directions will develop a plan for fully funding the Association reserve fund.

Timeline: Years 1-5

Responsible individual(s): Board of Directors, budget and finance committee, GM

Assignments:

1. The board of directors will direct the general manager and the budget and finance committee to develop a recommendation for a plan that fully funds the Association reserve fund. The board will establish criteria for the plan such as minimizing the financial impact on the membership while maintaining an optimal level of services to the members, and making steady progress on increasing the level of reserves.
2. The budget and finance committee and the general manager working together will consider all options for funding the reserve. Only those options that meet the established criteria will be forwarded to the board.
3. The board of directors will consider all legal constraints as they debate and approve a final plan.

Deliverables:

- a. A plan for fully funding the Association reserve fund.

Evidence of success: A fully funded reserve fund.

Section 2: Amenities

Capital Improvements--clubhouse complex master plan

12. To complete the master plan for refurbishing and improving the clubhouse complex, the Association will continue the process of completing the architectural planning and finalize the definitive scope of all capital improvements so that the costs of all options are available for the members and the board of directors.

Timeline: first year.

Responsible individual(s): Board of directors

Assignments:

1. Board of directors will accept the final architectural drawings of all options for refurbishing and improving the clubhouse complex from the architect under contract to the Association.
2. Board of directors will contract with an appropriate professional consultant to develop a detailed cost analysis or submit the plans to a licensed general contractor.
3. The cost analysis will be shared with the membership.

Deliverables: Architectural plans and a cost analysis for all options for refurbishing and improving the clubhouse complex.

Evidence of success: Board and membership satisfaction with planning for the refurbishing and improving of the clubhouse complex based on a cost analysis they trust as evidenced on surveys and in member forums.

Capital Improvements – Financing

13. To finance future capital improvements the PMCPOA will explore the potential impacts of a variety of options identified in the 2020 PMCPOA Planning Survey. The information obtained in this exploration will be used to develop a standard procedure for future capital improvement projects based upon cost thresholds to be identified. The financing options to be explored shall be:
- a. One-time special assessment
 - b. 5-10 year assessment increase
 - c. Fund and use the Association reserve fund
 - d. Loans & Financing

Timeline: First two years

Responsible individual(s): Board of Directors, Treasurer, Budget and Finance Committee. Governing Docs committee

Assignments:

1. Budget and Finance Committee to explore the impacts of various forms of financing and provide a report that explains the pros and cons of each option as well as the monetary thresholds where each, if practicable, makes sense to pursue.
2. Board of directors to use recommendation from the Budget and Finance Committee to pursue the option that provides the most benefits per the scope of work.

Deliverables: A report prepared by the Budget and Finance committee detailing the effects of each type of financing and the monetary thresholds for each.

Evidence of success: Bylaws or standard operating procedures for the financing of future capital improvements adopted.

Capital Improvements--completion of the clubhouse complex master plan

14. To complete the master plan for refurbishing and improving the clubhouse complex, the board of directors will follow established procedures to award a contract to a building contractor to carry out the required construction.

Timeline: second and third year.

Responsible individual(s): Board of directors

Assignments:

1. Board of directors will follow Business Policy and Procedures A-11 (Expenditures Over \$10,000) and D-16 (Contracting) to award a contract to a building contractor that completes all remaining phases of the master plan.
2. The board of directors will authorize the acquisition and expenditure of funds required to pay for the construction.

Deliverables: A refurbished and improved clubhouse complex.

Evidence of success: Membership satisfaction with the refurbished and improved clubhouse complex as evidenced on surveys and in comments to the board in all available forms of communication.

Section 3: Recreation

15. To increase member participation and use of amenities the PMCPOA shall explore potential improvements and or expansion to/of existing events and options for new events to increase membership participation at all age levels.

Timeline: Yearly

Responsible individual(s): Recreation Manager, GM, Planning Committee.

Assignments:

1. GM to explore partnering or hiring an offsite events coordinator to help improve and or expand the community events hosted at the clubhouse.
2. Planning Committee to produce a mini survey for the community to provide feedback on existing events and suggest potential new options.

Deliverables: Survey data for new events

Evidence of success: An increase in membership participation in events and membership satisfaction as evidenced in surveys.

Section 4: Natural Resources

16. To continue properly managing our resources the PMCPOA will continue current water conservation practices and explore options for additional community water reduction use.

Timeline: Yearly

Responsible individual(s): Greens & Grounds, GM, Facilities personnel

Assignments:

1. GM, Greens and Grounds to explore options for a reduction in water use on clubhouse grounds.
2. GM and staff to produce and distribute educational materials about methods of water conservation within the community.
3. PMCPOA to work with Mil Potrero water company to identify trends in water usage and to provide educational materials to membership about best practices for reduction in water usage.
4. PMCPOA to work with Mil Potrero water company to help educate the membership about water conservation and to strictly enforce watering day restrictions.

Deliverables: Educational materials for membership about water use reduction

Evidence of success: Direct reduction in water usage on the clubhouse grounds and a reduction in water usage as identified by Mil Potrero water company

Section 5: Emergency Preparedness & Natural Resources

17. To provide an interface with all federal, state, and local agencies and organizations providing grants the PMCPOA will explore the hiring of a grant manager. The grant manager's primary focus will be working with the board of directors to obtain funding for fuel reduction projects.

Responsible individual(s): GM,

Timeline: Year 1

Assignments:

1. The GM identify and hire a grant manager

Evidence of success: A grant manger is hired. Grants are written and funding received.

18. To properly manage the greenbelt the GM and Grant manager shall employ available funding to reduce overgrowth, dead trees, and ladder fuels within the green belt areas of the community.

Responsible individual(s): GM, Grant Manager

Timeline: Yearly

Assignments:

1. Grant manager to identify, apply, pursue grants for fuel reduction within greenbelt areas in the community.
2. The grant manager to manage available funds at the direction of the GM to hire private companies to trim and clear dead lumber, overgrowth, and ladder fuels from greenbelt areas.

Evidence of success: A reduction in dead trees, overgrowth, and ladder fuels within green belt areas managed by the community.

19. To improve upon survivability for the membership in the event of a catastrophic emergency in the community the PMCPOA will (in conjunction with Kern County Fire, CERT, and other relevant agencies) create plans that identify procedures for egress from the community in the event of a catastrophic emergency and, if necessary, identify and prepare a location within the community bounds for sheltering in place if egress is not possible. This plan is to include options for both a catastrophic fire and earthquake and may require the creation of an ad hoc task force created specifically to deal with this issue.

Responsible individual(s): GM, Board of Directors, CERT, Emergency Preparedness committee, Ad hoc task force, PMCPOA Patrol, Communications Committee

Timeline: Year 1 & 2

Assignments:

1. GM to contact Kern County Fire, Cal Fire, and the US Forest Service, USGS to, KCSO, and CHP to request a contact for the Emergency Preparedness/Task force to liaise with in the preparation of Emergency Plans.
2. Emergency preparedness/Task Force to contact the individual identified by the GM to join meetings and provide information in the creation of emergency plans and procedures.
3. Emergency preparedness/Task force to use information obtained from partner agencies to develop plans and procedures for an emergency with KSCO, CHP, And PMCPOA patrol.
4. Emergency preparedness/Task force to present findings and procedures to board of directors for approval.
5. Communications Committee to prepare educational materials regarding the plans prepared by the Emergency Preparedness/Task Force.
6. Educational materials to be distributed at public events, published in the condor, published on the website and if practicable local media

Deliverables:

1. Plans and procedures for the following:
 - a. Emergency egress from the community in the event of a catastrophic fire or earthquake
 - b. Plans and procedures for sheltering in place in the event of an earthquake
 - c. Plans and procedures for sheltering in place in the event of a catastrophic fire.

Evidence of success: Plans are produced and distributed to the membership.

20. To increase the survivability of the community in the event of a catastrophic emergency the PMCPOA shall explore additional options for emergency preparedness. Those options shall include but not be limited to the following.

- a. Home Hardening
- b. An emergency Siren
- c. A firebreak at the community edge.
- d. Informational programs and events hosted at the clubhouse

Responsible individual(s): GM, Board of Directors, CERT, Emergency Preparedness, Ad hoc task force

Timeline: Year 1 & 2

Assignments:

- a. GM and board to explore the monetary costs and location for emergency sirens within the community.
- b. GM and Board to explore home hardening suggestions and publish them in the Condor
- c. Obtain objective data on home hardening to be collected using surveys, aerial photography to identify homes with shake roofs, and permissions from the membership for exterior home inspections.
- d. Open discussions with the US forest service about the potential for a firebreak at the communities' borders.
- e. GM to research educational programs and lectures regarding fire safety to be hosted at the clubhouse.

Deliverables:

- a. A report and fiscal plan for installing warning sirens within the community
- b. A condor article detailing home hardening suggestions
- c. A report detailing the data and findings of the home hardening inspections
- d. A report from the GM detailing contact with the USFS regarding a fire break
- e. A list of educational programs regarding fire safety that could be hosted at the clubhouse.

Evidence of success: Sirens are installed, home hardening measures are observed within the community, attendance of fire safety programs, and a yes or no answer from the USFS regarding a fire break.

21. To increase the survivability of the community in the event of a catastrophic emergency the PMCPOA shall prepare an informational campaign that includes but is not limited to the following items:

- a. Publishing of the prepared emergency plans in the condor biannually and on PMCPOA email blasts monthly during fire season.
- b. Preparation of an informational handout that can be distributed at the clubhouse and by local realtors.
- c. Information Ad campaign via PMCPOA & outside social media with emergency preparedness tips and links to the emergency plans.

Responsible individual(s): GM, Board of Directors, CERT, Emergency Preparedness, Ad hoc task force

Timeline: Year 1

Assignments:

- a. GM to publish the emergency preparedness plans biannually in the condor
- b. GM and staff to produce and distribute a fire safety handout
- c. Social media to publish a list of emergency preparedness tips and links to the emergency

Deliverables:

- a. A fire safety informational handout

Evidence of success: Increased membership satisfaction with emergency preparedness as evidenced in the surveys.