

RWA STRATEGIC PLAN - 2009

GOVERNANCE

- I. Determine if the board and committee structure adequately meet the needs of the RWA
 - A. Review the size and composition of the board to determine if it operates in an optimal manner Yr. 2
 - B. Review the number and types of committees to determine if they serve the needs of the board and the RWA and make changes as necessary Yr. 2
- II. Establish/update the roles and responsibilities of the board and board committees
 - A. Develop written guidelines describing the purpose and responsibilities of the board and the executive committee Yr. 1
 - B. Submit guidelines to potential board candidates so they understand what is expected Yr. 1
 - C. Place guidelines on the RWA web site Yr. 1
 - D. Define the purpose and specific responsibilities of all committees Yr. 1
- III. Ensure the decision making function of the board is effective and timely
 - A. Establish Annual board goals and timelines Annual
 - B. Establish an evaluation system to monitor progress toward meeting goals Annual
 - C. Communicate Annual goals to the residents at the beginning of the year and report on progress toward meeting goals at the end of the year Annual
 - D. Translate board goals to Annual performance goals for staff Annual
 - E. Develop written policies and procedures to guide the board and staff in governance and decision making Ongoing
- IV. Update staff job descriptions and develop a formal evaluation system
 - A. Update/prepare job descriptions for all positions Yr. 2
 - B. Establish Annual performance goals for each position Yr. 2
 - C. Develop a formal evaluation system for staff Yr. 2
 - D. Establish a succession plan in the absence of the Manager Yr. 2
 - E. Develop an employee personnel manual/ethics guidelines Yr. 2
 - F. Establish Annual training plans and opportunities for the staff Yr. 1
- V. Review and update all governing documents as necessary
 - A. Ensure that all governing documents are consistent and in compliance with current laws Annual
 - B. Have the RWA attorney review all governing documents and advise the RWA of any updates Annual
- VI. Establish a training program for Board and committee members
 - A. Develop an orientation/training program for all new board members and committee members Yr. 2
 - B. Utilize training opportunities from professional organizations such as SCORE , CAI, and Becker-Poliakoff among others Ongoing
 - C. Develop a succession plan for Board members through mentoring and training committee members Yr. 2

FINANCES

- I. Develop a five year funding plan
 - A. Establish Annual budget goals Yr. 1
 - B. Establish spending priorities Yr. 1
 - C. Increase funding over five years to meet budget goals Yr. 5
 - D. Raise fees for mowing Yr. 2
 - E. Limit expenses to budget items only Yr. 1
 - F. Obtain finance committee and board approval for any expenses over budget Yr. 1
 - G. Raise Annual fees as needed for projects Yr. 1
 - H. Develop procedures for budgetary expenditures Yr. 1
 - I. Enforce collection of Annual fees utilizing a collection agency Yr. 1
 - J. Explore options to address members with delinquent assessments who are not in good standing Yr. 1
 - K. Update the RWA by-laws regarding the ability to raise fees Yr. 1
 - L. Maximize interest on minimize risk on investments Yr. 1
 - M. Explore income producing activities and other sources of revenue Yr. 3

- II. Employ best business practices to achieve cost savings and efficiencies
 - A. Review each budget line item for cost saving opportunities Yr. 1
 - B. Achieve a cost savings of 5% Yr. 2
 - C. Improve bidding and purchasing practices to achieve savings Yr. 1
 - D. Evaluate and update contracts Yr. 2
 - E. Improve and document budget preparation and review process Yr. 2
 - F. Analyze office procedures to achieve efficiencies Yr. 2

- III. Develop a relationship with the County and State
 - A. Explore county and state sources of funding for projects Yr. 2

- IV. Update office record keeping systems
 - A. Implement efficient HOA software Yr. 2
 - B. Upgrade computer equipment Yr. 3

DEED RESTRICTIONS

- I. Revise current deed restrictions
 - A. Complete revision of deed restrictions Yr. 1
 - B. Have Attorney review deed restrictions Yr. 1
 - C. Have developer approve deed restrictions Yr. 1

- II. Develop written policies for deed restrictions
 - A. Complete policies and procedures for enforcement of deed restrictions Yr. 1
 - B. Train staff in deed restriction reporting and enforcement Yr. 1

- III. Communicate deed restrictions and enforcement procedures
 - A. Communicate deed restrictions and enforcement procedures to all members and realtors Yr. 1
 - B. Communicate consequences of non compliance in West Ways and on Web site Yr. 1
 - C. Publish an Ongoing column in West Ways and the Web site devoted to deed restrictions including the number of monthly violations reported and resolved Yr. 1

- IV. Improve enforcement of deed restrictions
 - A. Ensure staff are consistently following written procedures regarding enforcement Yr. 1
 - B. Utilize Manager to communicate enforcement of violations to residents Yr. 1
 - C. Utilize all available legal avenues to enforce deed restrictions Yr. 1
 - D. Reduce violations by 45 per month Yr. 1
 - E. Publish chronic violators' names in West Ways Yr. 1
 - F. Utilize County Code enforcement when appropriate Yr. 1

- V. Improve collection of fines
 - A. Turn over delinquent fines to collections Yr. 1

INFRASTRUCTURE

Drainage

- I. Identify problems and explore solutions to drainage problems
 - A. Clean swales Yr. 2
 - B. Repair culverts Yr. 2
 - C. Repair weirs Yr. 2
 - D. Establish entity(s) responsible for the maintenance of the drainage systems including swales, culverts, canal, etc. utilizing RWA attorney Yr. 1
- II. Enlist the cooperation of the County and golf course in addressing drainage problems
 - A. Establish a relationship with new county commissioners Yr. 1
 - B. Meet with county and golf course on an Ongoing basis to find solutions Yr. 1
 - C. Petition the county for funding for drainage problems Yr. 1
 - D. Work with the health department regarding health related drainage issues Yr. 1

Canals

- I. Repair and rejuvenate the canals
 - A. Establish a dredging program as determined by the 5 year plan Yr. 1
 - B. Repair the grassy filter systems Yr. 5
 - C. Address problems of bank erosion Yr. 5
 - D. Develop a solution for canal slopes that are too high with the assistance of the County Yr. 2
 - E. Research pilot program for aeration and addition of microbes Yr. 1
- II. Continue with weed control programs
 - A. Utilize professionals to control and eradicate weeds Yr. 1
- III. Implement strategies in aquatics five year plan
 - A. Complete recommendations in five year plan Yr. 5
- IV. Provide adequate funding for aquatics projects
 - A. Provide budgetary funds to support the recommendations in the five year plan Ongoing
 - B. Petition county for funds for aquatics projects Ongoing
 - C. Determine ownership and maintenance responsibility for canals Yr. 2
 - D. Explore pros and cons of county maintenance of canals Yr. 2

Water

- I. Explore solutions to improve availability and levels of water in the canals
 - A. Monitor availability of reclaimed water Yr. 2
 - B. Retain water levels thru repair of weirs Yr. 2
 - C. Explore natural sources of water into canal as defined by county Yr. 2
 - D. Investigate ways to alleviate erosion Yr. 5
 - E. Explore deeper dredging to maintain adequate water levels Yr. 5
 - F. Explore options for conservation Yr. 3
 - G. Monitor SWFMD regulations regarding golf course draws Yr. 1
 - H. Coordinate with state and county agencies Yr. 1
 - I. Continue with Lake watch program Yr. 1

- II. Develop solutions for impact of additional development on the canals
 - A. Analyze the impact of build out of canal front homes Yr. 5
 - B. Develop solutions to limit impact on water levels Yr. 5
 - C. Develop guidelines for irrigation pipes/pump locations Yr. 1
 - D. Develop guidelines for roof drainage into canals Yr. 1

- III. Publicize importance of water conservation
 - A. Continue to educate residents Yr. 1
 - B. Work with SWFMD & CCU to address conservation concerns Yr. 1
 - C. Request that SWFMD & CCU strongly enforce watering restrictions Yr. 1
 - D. Publish Ongoing information in West Ways Yr. 1

Vacant Lots

- I. Change deed restrictions to require lot owners to maintain their lots at their own expense
 - A. Association will provide the service and charge the vacant lot owners Yr. 1
 - B. Lots will be 100% mowed Yr. 1

- II. Change deed restrictions to require 25 ft. buffer between vegetation and homes
 - A. Explore pepper tree/vegetation removal at owners' expense Yr. 2
 - B. Implore county fire marshal/commissioners to establish vegetation restrictions Yr. 2

Beautification

- I. Implement five year beautification plan
 - A. Provide Ongoing beautification as the budget permits Yr. 5
 - B. Utilize county and MSBU funds for beautification where possible Yr. 1
 - C. Determine ownership/maintenance responsibility for common areas Yr. 1

FACILITIES

Administration Building

- I. Provide a safe and functional space for employees
 - A. Establish a building committee Yr. 1
 - B. Review building needs Yr. 1
 - C. Evaluate building options and costs Yr. 1
 - D. Solicit resident input Yr. 1
 - E. Solicit developer input Yr. 1
 - F. Enlist the support of the Rotonda West Community Foundation Yr. 1
 - G. Decide on the best option for the RWA Yr. 1
 - H. Market the building issues Yr. 1

- II. Relocate employees
 - A. Locate staff within Rotonda Circle Yr. 3
 - B. Develop alternative plans for social events and meetings Yr. 3

- III. Upgrade office systems
 - A. Purchase HOA management/accounting software that meets the needs of RWA Yr.1
 - B. Purchase required computer hardware and furniture for office Yr. 1
 - C. Upgrade amplifiers Yr. 2

- IV. Maintain the administration building
 - A. Provide Annual maintenance on the building and its systems as needed Ongoing

- V. Develop plans for the existing administration building Yr. 1

COMMUNICATIONS

- I. Establish a brand identity for RWA
 - A. Determine a marketing plan for RWA Yr. 3
 - B. Develop a logo Yr. 3
 - C. Explore a strategic partnership with golf courses Yr. 2
 - D. Develop a marketing brochure Yr. 2

- II. Evaluate effectiveness of current communication methods
 - A. Collect data on RWA demographics Yr. 2
 - B. Determine most effective communication methods Yr. 2
 - C. Request feedback from residents Yr. 2
 - D. Develop a method of evaluating communication methods Yr. 2

- III. Explore ways to enhance communications
 - A. Consider an interactive internet forum Yr. 1
 - B. Develop residents only section on the Rotonda web site Yr. 1
 - C. Utilize resident surveys Yr. 1
 - D. Post meeting minutes in a timely manner Yr. 1
 - E. Develop a resident information brochure Yr. 2
 - F. Continue to hold new/current resident open houses Yr. 1
 - G. Advertise Rotonda events in the community section of the newspapers Yr. 1

- IV. Establish communications with outside entities
 - A. Establish a working relationship with county commissioners Yr. 1
 - B. Establish a working relationship with SWFMD Yr. 1
 - C. Improve communications with all Charlotte County entities Yr. 1
 - D. Establish communication with Gary Littlestar Yr. 1
 - E. Establish communication with state legislators Yr. 1
 - F. Remain active in chamber of commerce Yr. 1
 - G. Host meetings of local HOA's to advocate for issues of common interest Yr. 1
 - H. Remain active in CAI Yr. 1
 - I. Join Charlotte-Desoto builders association Yr. 2
 - J. Network with other relevant community associations Yr. 2