

**COUNCIL CREEK SOUTH**  
**PROPERTY OWNERS ASSOCIATION**  
**COMMUNITY DEVELOPMENT PLAN**

**November 2012**

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## Introduction

*The purpose of this community development plan is to establish the vision, mission concepts, goals, and objectives to guide the CCSPOA Board (hereafter, referred as “Board”) over the next five years.*

### **WHO SHOULD READ THE COMMUNITY DEVELOPMENT PLAN AND WHY?**

Council Creek property owners and other stakeholders should read this plan. The plan presents the vision, goals, objectives and strategies to guide the POA over the next five year period. This plan builds upon the basic tenets of programming and budgeting for sustained community development. This community development plan has both near-term action planning and longer term strategic elements. It is consistent with and supports the CCS deed restrictions, CCSPOA By-laws, Articles of Incorporation, and other governing statutes for non-profit corporations.

#### **CCS is a Developing Community.**

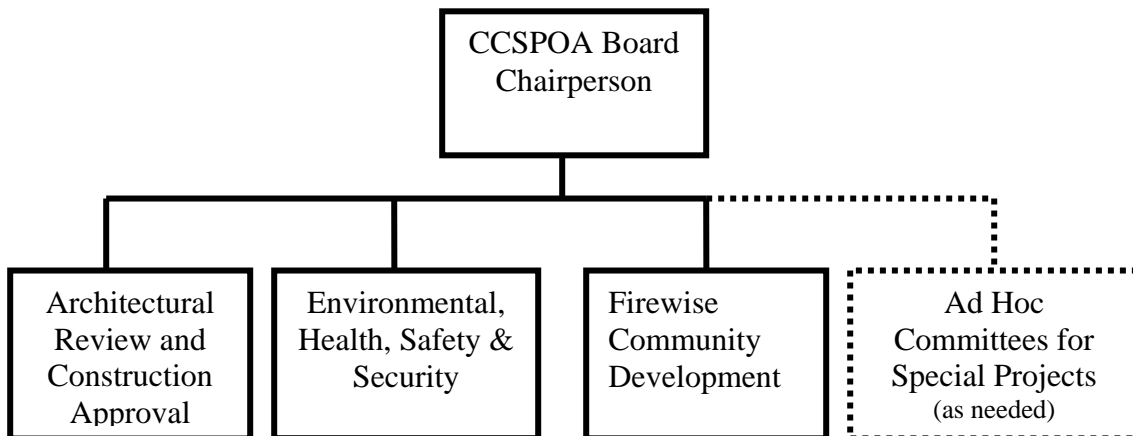
The CCSPOA provides services and products to a community of property owners. Communication and collaboration with these property owners and other appropriate stakeholders are key factors to developing this community in a high-quality and sustainable manner.

The CCSPOA Board of Directors has the responsibility for providing the planning, programming, budgeting, and management to ensure that community development is kept on a track that benefits the property owners as a whole while, at the same time, retain sensitivity to individual situations. To do this, the Board has established two standing committees. It also establishes (by charter) ad hoc committees as needed to address special projects and issues.

## CCSPOA BOARD Organization

*CCSPOA Board is functionally organized into two (2) standing committees.*

Each committee is assigned responsibility for a specific focus area, as shown below. The committee structure is designed to provide attention and subject area expertise to address high-risk areas, top priorities, and management challenges.



### Council Creek South POA Board Committee Structure

The three standing committees are responsible for executing POA program subject to Board approval. Committee Chairs are the lowest level of decision authority and, typically, provide project oversight and recommend new initiatives. Specific areas of responsibility for the divisions are:

**Architectural Review and Construction Approval.** Develops and recommends operational policies and processes, for review/approval of proposed residential projects submitted by property owners.

**Environmental, Health, Safety & Security.** Develops and recommends community environment, safety, health and security programs/actions with an emphasis on POA processes, best practices and mishap prevention, investigation and correction. Develops and recommends operational policies, processes, and practices for emergency

preparedness and consequence management. Evaluates program strategy, critical infrastructure, and vulnerability assessments. The committee makes specific recommendations to the Board of Directors

**Firewise Community Development.** The purpose of the POA Firewise Committee is to ensure that the CCS Community development is managed with a strong emphasis on firewise issues. Proposed firewise projects will be reviewed and assessed for prioritization in terms of requirement, budget and execution. The board decided to create a firewise committee subordinated to the CCSPOA Board of Directors, rather than an independent firewise board, to address firewise community development. This arrangement ensures that firewise efforts are integrated into the overall community development plan and, also, ensures that firewise activities are considered for funding from CCSPOA dues and assessments.

**Special Projects and External Liaison.** These committees perform special projects on high profile or sensitive requests from property owners or other stakeholders. Examples include the canvassing committees created for the conduct of elections.

Accomplishment of the CSSPOA Board's mission depends on the ability of Board members to select priority issue areas, to effectively analyze those areas, and to document value-added recommendations for community improvement. The Board management will generate work plans based on identified community requirements. To satisfy property owners and other stakeholders, the Board will employ a customer-focused approach to problem identification and problem solving.

## **Vision**

### **THE CCSPOA BOARD VISION**

*Council Creek South is a beautiful, thriving community, with an abundance of amenities, serving the diverse needs and interests of its members. The community is financially viable and the investment of the property owners is continually protected and enhanced.*

## **Mission**

### **THE CCSPOA BOARD MISSION**

*Protect property rights for the common good and benefit of all owners, to enhance health, well-being and safety within our community, to encourage the protection of our natural resources, and to maintain and improve facilities, amenities, and infrastructure through responsive services and fiscal responsibility.”*

The Mission statement conveys the purpose of the Board to stakeholders in and out of the community. The Board executes the Mission with a strong emphasis on a quality improvement philosophy. Accomplishing the Mission requires all Board members working together, as well as with the POA members and other stakeholders

The Board provides various products to property owners and other stakeholders. These include, but are not limited to:

- Evaluation Reports – Full results of a review, evaluation, or inspection.
- Point Papers – Summary of issues, facts, discussion, recommendations.
- Briefings to the POA membership and other stakeholders to support decision-making.

Distribution of these products provides property owners and other stakeholders with the information and analysis to facilitate community management decisions and value-added improvements: For example, inspection and evaluation findings may recommend:

- CCSPOA policy changes.
- Implementation of best business practices.
- Improved community business/system efficiencies.
- Actions that eliminate and reduce risk to personnel and operations.

## Core Values

The Core Values underlying the performance of the CCSPOA Board are:



- **Accountability** – Applying and accounting for the use of community/public resources economically, efficiently, and effectively.
- **Integrity** – Ensuring adherence to accepted codes of ethics and practice, while demonstrating objectivity, independence, professional judgment, and confidentiality.
- **Efficiency** – Managing available resources at the least cost to produce the greatest results in terms of community benefit, return on investment, and risk reduction.

## Operating concepts

*These operating concepts are essential for the success of all CCSPOA Board operations.*

CCSPOA Board management and committee project teams must adhere to fundamental concepts during the performance of all projects, as follows:

- Perform all operations within a community risk management framework
- Perform all work within a quality improvement framework to ensure accuracy and credibility of products and services.
- Perform timely, relevant, and accurate work of sufficient scope.
- Emphasize customer focus by concentrating efforts on areas of importance to the CCSPOA.
- Conduct follow-up evaluations to assess implementation of recommendations and measure, qualitatively and/or quantitatively, the impact of process improvements.
- Develop and sustain links to subject matter experts to access as needed.
- Maintain effective internal and external communications and foster value-added community and/or other stakeholder relationships.

Board members must incorporate these operating concepts in all project activities. The operating concepts also provide the driving philosophy for the development of work plans, project prioritization, and other organizational decisions.

## Goals and Objectives

*This Community Development Plan establishes goals for the CCSPOA Board and describes the objectives to achieve those goals.*

The Highland Lakes area is experiencing accelerating growth. This community exists in a transformational environment and must exercise flexibility to accommodate change and/or affect necessary change. The Board's vision recognizes this environment and promotes its role to facilitate improvements in the way CCSPOA does business. As a framework to build goals, the Board considers projects that support the overall benefit to property owners.

As a basis for meeting goals and objectives, the Board will use strategies, performance metrics, and performance criteria.

- Strategies are associated with specific program objectives. They represent the plans of action needed to achieve each of the objectives in support of the Board's goals. Board strategies, along with associated performance metrics and performance goals are described in the following tables.
- Performance metrics are those measurable events that show progress toward achievement of the stated objective. Acceptable metrics include numerical quantities, qualitative descriptors, or realization of specific events.
- Performance criteria describe acceptable levels of performance for individual performance metrics.

## **GOAL 1: EFFICIENT AND EFFECTIVE CCSPOA BOARD OPERATIONS (AN INTERNAL BOARD GOAL THAT ADDRESSES BOARD TACTICS, TECHNIQUES AND PROCEDURES)**

An operational management infrastructure exists within the Board that fosters teamwork, efficient accomplishment of community development activities, and effective conveyance of our products and services to all property owners and other stakeholders.

### **Objective 1:**

Board operating policies and procedures are consistent with Texas governing regulatory statutes and implementing documents (By-laws, Articles of Incorporation, deed restrictions, policy documents, directives, applicable statutes, guidance, etc.).

#### **Strategies:**

- 1) Compile a list of governing documentation for CCSPOA.
- 2) Conduct periodic assessment of Board operating policies and procedures, and manuals or other governing documents for which the Board is responsible.
- 3) Conduct complete review and update every 5 years. Interim updates will be made based on changes in governing statutes, community conditions and other policies and standards or as directed by Board leadership.
- 4) Publish internal performance reports that address Board compliance with its policies and regulatory requirements.

#### **Performance Metrics:**

- 1) Statutory and regulatory compliance rate (i.e. self-assessments demonstrate the degree of compliance of all Board activities).

#### **Performance Criteria:**

- 1) In FY 2012 and thereafter, ensure that Board is in compliance with all applicable statutes and regulations.

### **Objective 2:**

Board operations are done according to established policies and procedures. The Board clearly charters the functions, scope of operations and authority of each of the standing committees.

#### **Strategies:**

- 1) Develop, publish, maintain, and update a Board operations handbook. The handbook will include the development of business processes to maintain operational efficiency and effectiveness. It will address quality assurance guidance to ensure that Board projects have been conducted in accordance with best practices, including external peer review as appropriate.
- 2) Organize for optimal execution of programs and projects.
- 3) Establish a Board process for decision-making, program reviews, etc.
- 4) Develop a written charter for each standing committee that clearly states responsibilities, scope of operations and organization.
- 5) Leverage technology to improve productivity and to offer property owners flexible responses to the Board's community oversight activities.



**Performance Metrics:**

- 1) Completion and maintenance of the Board operations handbook.
- 2) Rate of implementation of the Board recommendations.
- 3) Property owner satisfaction with the CCSPOA Board. (Survey needed)
- 4) Percentage of projects that meet Board-adopted quality criteria.
- 5) Amount of time deviation from the program/project action plan.
- 6) Percentage of recommendations accepted that improve community management practices or save money.

**Performance Criteria:**

- 1) Complete the operations handbook by 1<sup>st</sup> quarter FY 08 and implement periodic reviews.
- 2) 80% of Board recommendations are implemented
- 3) All CCSPOA members clearly understand and accept the Board organization.
- 4) Projects (inspections, evaluations and reviews, etc.), will meet the performance and quality criteria adopted by the Board.
- 5) Projects are completed within the timeline established in the previously coordinated project plan.
- 6) 90% rate for percentage of recommendations that improve community development management practices or save money.

## **GOAL 2: ACCOUNTABLE CUSTOMER SERVICE OPERATIONS (AN EXTERNAL BOARD GOAL THAT ADDRESSES HOW WELL THE COMMUNITY IS BEING DEVELOPED)**

The CCS property owners are customers and “shareholders”. Board operations are conducted to promote responsible community development, and foster public confidence, accountability and integrity. The Board standing committees form the direct customer interface via the execution of projects. The committees will meet objectives detailed in this document. The degree of success of each objective will be determined by project specific planning, operation and result-oriented parameters. These parameters are: strategies, performance goals and performance metrics. These should be clearly established and coordinated in the planning phase and then followed throughout the execution phase of each Board project.

**Objective 1:**

Board processes are in place to identify, evaluate and prioritize community development projects.

**Strategy:**

- 1) Monitor the community to identify potential projects.
- 2) Evaluate potential projects with respect to applicable guidelines and/or standards.
- 3) Develop and maintain a priority list of planned projects in coordination with stakeholders as appropriate.
- 4) Create and maintain a Board project workload schedule.
- 5) Prepare budget requirements in a timely manner.

**Performance Metrics:**

- 1) Formal preparation of community development budget requirements.
- 2) Formal Board approval of next FY schedule.
- 3) Percentage of workload dedicated to property owner-focused projects. .

**Performance Criteria:**

- 1) Budget requirements (for next year) prepared by 1 September of each year.
- 2) Board approval of next FY schedule budget by 30 November of each year.
- 3) At least 50% of workload is dedicated to property owner-focused projects.

**Objective 2:**

Processes are in place to report results efficiently and effectively.

**Strategy:**

- 1) Produce quality products in accordance with best practices and governing statutes.
- 2) Create and maintain a Board reporting format.
- 3) Develop and maintain a follow-up tracking system for report recommendations.

**Performance metric:**

- 1) Completion of the Board reporting format.
- 2) Development and maintenance of a follow-up tracking system.

**Performance Goal:**

- 1) Completed design of the Board reporting format by end of FY 07 and reviewed annually thereafter.
- 2) Implemented follow-up tracking system by the 2<sup>nd</sup> quarter of FY 08 and reviewed quarterly thereafter.

## **GOAL 3—EFFECTIVE COMMUNICATIONS (AN OVERARCHING GOAL ESSENTIAL TO SUCCESS)**

An effective communications and coordination process is in place that successfully delivers the Board message to all property owners and other stakeholder areas of interest.

**Objective 1:**

A POA board communications plan that addresses the target audiences, messages and media.

**Strategies:**

- 1) Write a communications plan to guide the Board communication efforts. Include the following considerations in the plan.
  - > Communicate to all stakeholders the shared commitment to the CCS POA mission, vision, core values, and standards of conduct.
  - > Include a discussion of the Board’s commitment to a culture of personal and professional integrity and accountability.
  - > Proactively engage the community membership to promote the vision of the Board as a catalyst for positive change
  - >Conduct periodic surveys of property owners and other stakeholders to determine if the Board considers that their issues or concerns are addressed.
  - > Design a small flier for hand-out to appropriate people. Make periodic contacts

with all stakeholder organizations.

> Establish a web site for the Board to link with community members and other stakeholders.

2) Improve products to ensure that provided information is relevant to progressive and sustainable community development.

3) Ensure that this Community Development Plan , the Board Operations Handbook (to be developed) and the Board Communications Plan are appropriately linked to each other (e.g., consistent, augmented as needed, etc.).

**Performance Metrics:**

1) Completion of the communications plan.

**Performance Goals:**

1) Complete Board Communications Plan by start of FY 14

**Objective 2:**

Communication training is provided for Board members.

**Strategies:**

1) Establish “communication” as a core competency area for Board members.

2) Develop or obtain comprehensive list of no-cost or minimal cost training opportunities in the core competency area of “Communications.”

3) Conduct community member survey to assess communication effectiveness

**Performance Metrics:**

1) Community response to communication survey – used to establish effectiveness rating for Board communication efforts.

**Performance Goals:**

1) Conduct and evaluate community survey results by 3<sup>rd</sup> quarter FY14.

## **EXTERNAL FACTORS**

*Economic and political changes may generate risk to both processes and the achievement of CCSPOA Board goals.*

The Board’s success is dependent upon its ability to influence property owners and key stakeholders to take appropriate action. The following specific factors have the potential to affect the Board's operations.

### **ECONOMIC/RESOURCES**

The CCSPOA budget impacts funding for the Board’s programs. Insufficient or variable levels of funding could cause difficulties in planning and execution of community development projects in a sustainable manner.

### **POLITICAL/LEGISLATIVE ENVIRONMENT**

The role of the Board includes adherence to applicable governing statutes. The Board intends to work within these imposed operational constraints while, at the same time,

look for ways to eliminate and/or reduce unnecessary barriers to progressive, sustainable community development.

## **ANNUAL PERFORMANCE AND BENCHMARKING**

*Our annual performance plans will provide annual goals to reach long-term targets and our benchmarking exercises will improve CCSPOA Board business processes.*

### **ANNUAL PERFORMANCE**

The Board will use FY 2007 as the baseline from which to adjust long-term targets. Subsequently, the Board will continually refine metrics to better quantify the value of its products and services. The annual review process will include an annual review of this Community Development Plan.

### **BENCHMARKING**

The CCSPOA Board will use the benchmarking process to identify, understand and adapt outstanding practices from other organizations to improve performance. It will develop additional measures to evaluate performance through coordination and discussions with other POAs and relevant professional organizations.

## **TRACKING POA COMMUNITY DEVELOPMENT PROJECTS AND ACTIONS**

The POA Board has initiated a variety of projects to improve our community. Several of the projects have the purpose of improving some of the business processes that are used. The Board's business processes are ongoing in nature. They are intended to last as long as they help meet a requirement however, they can be modified from time to time to reflect improvements in practice. Projects (a set of actions), on the other hand, have a start date and a completion date and are intended to help meet the goals and objectives presented in this plan.

Because of the dynamic nature of projects/actions, the Board decided to summarize them in an Excel spreadsheet that is maintained by the Board. Until 2012 the spreadsheet was maintained on the website but the dynamics made it infeasible to maintain with the available resources. The annual newsletter will be used to summarize the most significant efforts during the year nearing completion and present the expected activities for the upcoming year.

## **CCS FIREWISE COMMUNITY DEVELOPMENT**

Firewise community development is a critical aspect of CCS community development and will be managed with a strong focus to achieve the desired level of wildfire protection. CCS was first officially recognized as a Firewise Communities/USA member in August 2010. Please visit the firewise information available on the website.