

**The Ruby Ranch Subdivision
2018-2020 Strategic Plan**

<u>Topic</u>	<u>Page</u>
Introduction	3
Strategic Drivers and Tactics	3
Our History	3
Fiscal and Tax Implications of the Strategic Plan	3
The Future State of Our Community	4
Our Community Vision	4
The Accountability Model	4
Our Board’s Mission, Values & Guiding Principles	5
The Improvement Process	6
The Current State	6
Strategic Goals, Pillars, and Objectives	7
Board Monitoring, Reporting, and Revisions	9

Annexes

A. Key Dates and Deliverables	10
B. Current and Future State Data	11
C. Owners Opinion Survey Summary	12
D. Project Proposal Process and Guidelines	13
E. Roles and Responsibilities	14
F. Standard Operational Definitions	16
G. Document Revision Log	18

Introduction

The creation of this Strategic Plan was inspired by dialogue at the 2017 Annual Ruby Ranch Owners meeting. Following that meeting, the Ruby Ranch Owners Association Board of Directors agreed to initiate a project to craft a community vision, a Strategic Plan, and management structure to achieve it. The objective of the Strategic Plan is to provide a comprehensive perspective, create direction, guide day-to-day decision-making, maximize options for asset management, and improving quality of life and the image of The Ruby Ranch.

This document strives to be a comprehensive living document that unites varied community perspectives around a common set of agreed priorities. It focuses on both the intangible (community culture) and tangible (physical facilities, services) aspects required to preserve and enhance the long-term health and vitality of the community. It should be periodically reviewed and revised to address the changing needs and wants of the overall community members.

A number of generally accepted business tools, methodologies, and mechanisms were used by board members to formulate a vision, assess the current state of the community against that vision, and prioritize improvements from owner, manager, service provider, and board member perspectives. Collaboration was facilitated through face-to-face and online working sessions, information sharing, open houses, interviews, surveys, and the community newsletter.

Strategic Drivers and Tactics

Our History

The JMC Company acquired the Lowe Ranch in 1972 and developed the master plan for the 54-lot Ruby Ranch community. Lots ranged from 2 ½ to 26 acres with most falling in the 4 to 5 acre category. The design objective was to develop a unique equestrian community and maintain the rustic ranch character of the original property as seen today in the fencing, road surfaces, hay and equestrian operations. Development proceeded slowly due to the collapse of the energy industry in the mid 1980's. By 1984, only 21 lots had been sold and 7 residences constructed. Numerous changes to the original master plan have taken place over the years that include combinations and subdivisions of lots and revisions to the covenants, conditions, and restrictions. Today, the Ranch has 51 homes with the potential for 7 more. Much of the original infrastructure remains.

The Ranch is ideally located at the foot of the Gore range near the town of Silverthorne, Colorado. Summit County, located high in the Colorado Rockies, is known as Colorado's playground because of the numerous outdoor activities and retail that the area provides, including four major downhill ski areas, Nordic skiing, two reservoirs, and countless hiking and biking trails.

Fiscal and Tax Implications of the Strategic Plan

The strategic planning process is intended to provide input and guidance into financial forecasting, budgeting, prioritization, and asset management decisions. Portions of the Strategic Plan may require funding not presently reflected in the budget and for which no source presently exists. The Board of Directors of the Owners Association and the Willowbrook Metropolitan District do not intend to authorize implementation of any part of the Strategic Plan absent the required approvals and existence of sufficient funds to implement and maintain the improvement.

It is also important to acknowledge that the WBMD is somewhat constrained by various constitutional and state laws that impact the Boards ability to raise money and get funding for projects (*see TABOR - constrains tax increases to pop growth + inflation, Gallagher Amendment -limits the assessed value of real estate, and recent changes to SALT for more details*).

The Future State of Our Community

The most important outcome of this plan has been and will continue to be the formalization of a common community vision and strategy for achieving that desired future state. Owner perspectives and priorities were collected by asking a few key questions, compiling responses, and identifying the common themes (See Annex B).

*What is important to current owners? What should be protected or enhanced?
What aspects of the ranch are not meeting expectations? What should change?
What does a successful Future State look like? What is the desired future state?*

The vision of what the community will look and feel like in the future is a powerful communications tool that helps describe what is important to the community, the communities’ direction, values, and essence of the association in its desired state.



Our Community Vision

We envision a community of neighbors working together to achieve a higher quality of life. This includes the provision of reliable and efficient services, well-maintained common areas, and protection of the Ranch’s wildlife and native rural setting. We envision a unique equestrian neighborhood that is considered by residents and non-residents alike to be one of the most desirable rural residential subdivisions in Colorado.



The Accountability Model

The Ruby Ranch subdivision is managed through a collaborative model that includes the Ruby Ranch Owners Association (RROA), the Willowbrook Metropolitan District (WBMD) Board, the Community Resource Services of Colorado (CRSC), external service providers, committees, and volunteers. There are some processes, tools, documents, and roles formalized, but each group should continue to implement changes that improve decision making, accountability, communications, and reduce costs and operational issues (See Annex D).

Ruby Ranch Owners Association (RROA) is the entity that upholds and enforces the Declaration of Covenants, Conditions, and Restrictions, Rules, Architectural Regulations and levies Special Assessments as needed (Article V., Sec. 4 “...provided that any such assessment shall have the assent of two-thirds (2/3) of the votes of each class of members who are voting in person or by proxy at a meeting duly called for this purpose.”) It ensures that the priorities of the owners are known, and acted upon. It is responsible for ensuring the Strategic Plan is maintained, complied with, and oversees the Committee process. Board members are nominated into voluntary 3-

year terms. They represent the Voice of the Owners and help ensure the community vision is realized.

Willowbrook Metropolitan District (WBMD) is an entity created pursuant to Colorado law, subject to the obligations and restrictions of Colorado statute. It is responsible for the efficient and effective management of the budget, regulatory/tax compliance, and maintenance of common subdivision assets as recommended by supporting committees and owner preferences (i.e. roads, water system, equestrian facilities, fencing, signs, hay operations...). No owner dues are collected. WBMD funding comes from the collection of property taxes, quarterly invoices to homeowners for water and trash usage. It follows the Governmental Accounting Standards Board (GASB) accounting pronouncements. In accordance with the State Budget Law, the District's Board of Directors holds public hearings in the fall each year to approve the budget and appropriate the funds for the ensuing year. Board members are nominated and voted into voluntary 3- year terms.

Community Resource Services of CO, LLC. is the external paid firm responsible for the management of the subdivisions financial and regulatory processes, website maintenance, and general administration.

External Service Providers: Numerous service providers are contracted by the WBMD Board and CRSC to support ranch maintenance and owner services.

Volunteers/Committees: Numerous individual and committee volunteers support the community, boards and service providers with day to day management, recommendation, and long-term strategic planning. Committees reporting into the RROA and members are volunteers.

Each Board and committee will promote and adhere to the following Mission, Values and Guiding Principles.



Our Boards Mission

Together, our mission is to oversee the efficient governance of The Ruby Ranch subdivision in accordance with the recorded Covenants, Conditions, Restrictions, Laws and this Strategic Plan. To enhance the quality of life in our neighborhood through;

- the effective management of common areas and assets
 - improving physical and environmental security
 - promoting our agrarian environment
- supporting initiatives that strengthen community bonds among residents, and
 - investing in capital improvements for the benefit of all residents



Our Boards Values and Guiding Principles

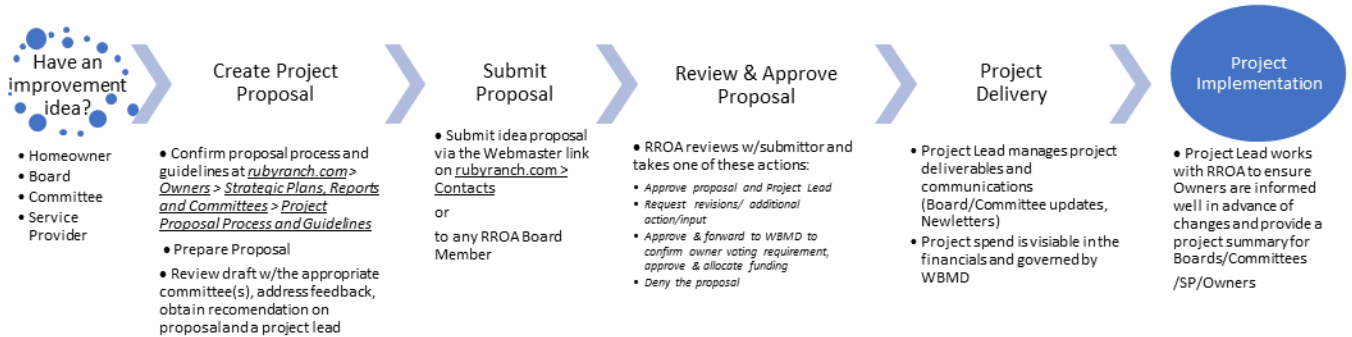
Both Ruby Ranch Boards value honesty, ethics, transparency, democracy, equity, common sense, participation, cooperation, maximizing individual freedom and respectfulness in all our actions.

- Make responsible decisions and provide ethical, objective, and fiscally responsible solutions
- Promote a sense of community and communicate with respect, professionalism, and timeliness
 - Identify potential risks and remediate issues that impact quality of life and investments

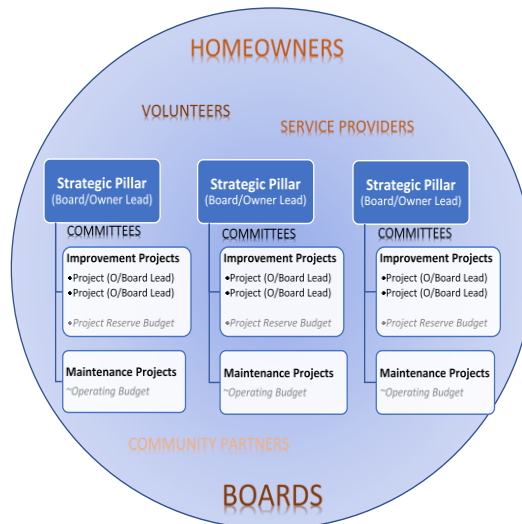
- Ensure annual spend reflects the prioritization desires of the majority of owners



A key enabler for this strategy is the adoption of a simple, repeatable process for improvement ideas to be raised, evaluated and implemented. This process promotes accountability, awareness, engagement, and better prioritization of limited resources. It provides a formal mechanism for owners to raise needs, share ideas, and collaborate on changes that will significantly impact their experience.



Along with the new process, the strategy is for idea proposals to include a more standard set of detailed information and increase accountability throughout the model. Each strategic pillar and project have a Lead who provides a single point of contact for the work effort, drives results, and communications. The Leads and Board’s leverage the committee structure to help assess, prioritize, design, and resource projects. Boards will favor proposals with committee support that help achieve strategic goals and objectives (See Annex E).



Committee Structure

Security	Rental	Architectural	Water, Roads & Trails	Fire & Weed Mitigation	Stable, Irrigation & Hay Operations	Socialization & Communications
----------	--------	---------------	-----------------------	------------------------	-------------------------------------	--------------------------------

The Current State of Our Community

The next step was to establish a baseline on the current state of the Ranch’s assets/infrastructure. This was accomplished by identifying characteristics that enhance our ability to realize the Vision, aspects that make the Ranch the most desirable place to live, potential weaknesses that need to be proactively managed, and the identification of threats that could otherwise be a surprise. This picture of today’s environment was then used to compare against the new vision. The differences between the current and future state revealed a number of opportunities that would help achieve strategic goals and objectives if pursued (See Annex B).

The most common reoccurring themes focused on improving security, better maintenance of assets/infrastructure, refining accountability structures, enhancing administrative processes/tools, and improving community relations. Stakeholder feedback and priorities were obtained through face to face working sessions, interviews, round tables, and an online survey. This collection of information provided critical input in gauging how the community feels about the current environment, each other, and prioritization of the improvement ideas.

Since there is never enough time or money to address all the ideas, the teams agreed to narrow focus on the most commonly raised issues, those with the largest gaps between the current and future state, those with improvements that would improve financial positions, and enable the elimination of threats as quickly as possible. By comparing these results to owner’s expectations and our competitors, a three-pillar strategy was crafted around improving security, infrastructure & operations, and socialization & communications.

Strategic Goals, Pillars, and Objectives



SECURITY

Improving security across the ranch was the top priority among owners. Achieving quality of life goals requires improvement in physical and environmental security from crime, trespass, loss of property or life, speeding, and natural threats. Reducing road speeds and improving both the physical boundary and access point security are critical in addressing this threat. Additionally, owners would like to reduce risks associated with natural threats by increasing focus on fire mitigation, eliminating noxious weeds, and reducing the air quality impacts of dust. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures:

- Security Incident Count
- Noxious Weed Lot Count
- Fire Mitigation Participation Rate

INFRASTRUCTURE & OPERATIONS

Much has been done to maintain Ruby Ranch since its inception in 1972, but the effects of inflation, poor subdivision design/construction, and limited maintenance of an aging infrastructure have contributed to breakdowns, declining efficiencies, and increased operating and owner costs. Additionally, much of the institutional and operational knowledge for the Ranch resides in the minds and memories of long-time residents and service providers. To reduce risk and improve collaboration, this knowledge needs to be documented and critical documents cataloged.

Many critical services are provided to owners, including, but not limited to water services, trash/recycle disposal, road maintenance, equestrian facilities, irrigation and hay operations, and trail access maintenance. Owners agree that the multi-year Waterline Replacement project should be completed as soon as possible and would like to agree quickly on the best approach. There is also agreement that summer road conditions must improve, that architectural and land development guidelines need to be updated, more trails / wilderness access should be added, common assets should be better maintained, and additional benefit from the stable and hay operations should be sought. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- RR Financial Credit Rating
- Average Year Over Year Operational Costs
- Meadow Water Delivery Rate
- New Trail Access Count

SOCIALIZATION & COMMUNICATIONS

The improvement of communications and the addition of social events were common themes across owners. The community's pride, culture, and relationships are not as robust as they have been in past years and most owners would like to see that change. Over 34% of survey respondents rated their overall community experience as neutral or poor and the majority agreed they would attend more social events if they were held. Improvements in the newsletter and website received positive reviews. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- Owner Satisfaction Rate
- Owner Survey Participation Rate
- Social Event Count
- Ruby Ranch Newsletter Count
- rubyranch.com Site Hits

Board Monitoring, Reporting, and Revisions

Each board will review progress and help resolve project or pillar issues at their regularly occurring meetings throughout the year. These results will be available to all owners at rubyranch.com in the formally published minutes, and a full report on progress, changes, and constraints will be presented at the Annual Owners Meeting. The RROA will be responsible for the review, update, socialization, and posting of the Strategic Plan document. Changes will be identified through collaborative working session, the employment of strategic tools, and owner input. Revisions must be approved by a majority of owners at the annual meeting, and then adopted by the RROA and WBMD Boards.



Approval Dates

Owners (Annual Meeting) Sept 8, 2018

RROA Board of Directors _____

WBMD Board of Directors _____

ANNEXES

ANNEX A: KEY DATES AND DELIVERABLES

Timeline Summary

September 2017	Owner Concerns Raised at Annual Meeting
February 2018	WBMD Meeting – Improvement Process & Ideas Raised
March 18, 2018	RROA Working Session/Kick Off
March 28	CRSC Working Session
March 30	Ruby21 Kick Off
April	Article of this effort included in monthly newsletter
April 12	Ruby21 Working Session
May 17	CRSC Working Session
May 18	RROA Working Session
May 23-6	External Partner/Service Partner Interviews
May 26	Special Meeting - WBMD Working Session
June 4-25	Committee/Volunteer Interviews
June 4	1 st Owner Survey
June 11	Owner Communication on Proposal Formats & Deadlines
June 15	WBMD Action to Call an Election
June 29	RROA Public Review of Strategic Plan and Owner Survey Results
July 1	Strategic Plan Working Session (incorporate survey results)
July 5-11	Working Sessions
July 12	Draft Strategic Plan Published for Remark
July 13	Final Improvement Charters / Proposals Due
July 16	Distribute Proposals to Owners
July 20	Special Public Meeting, Owner Review/Comment (Gatehouse)
July 30	District Notifies County Clerk If Coordinated Election
August 17	Special Public Meeting, Owner Review/Comment (Virtual)
August	Newsletter Update
September 4	WBMD Certify Questions for November Ballot
September 7	Certification must be complete
September 8	Annual Owners Meeting
September 28	November Ballot Questions Finalized
October 19	Public Hearing for Budget Approval
November 6	Election Day

ANNEX B: CURRENT AND FUTURE STATE DATA

Current State Data

	RROA Board (3/17/18)	Ruby21 (4/13/18)	WBMD Board (5/26/18)
What is important to current owners? What should be protected or enhanced?	Property Values, Rural Ranch Feel, Security, Privacy, Wilderness /Trail Access, Common/Private Meadows Are Properly Irrigated, Equestrian Ease Ways, Good Roads, Healthy Forests, Equine Friendly	+ Quality of Life, Equestrian Facilities, Improving Safety, Fire Mitigation, Healthy Environment/less road dust	+ Well maintained/ship shape common assets, lowering cost of ownership / no debt, common vision, wildlife & environment,
What aspects of the ranch are not meeting your expectations? What should change or be improved and how?	Property Values, Maintenance of common assets, Well Managed Community, Common Vision, Properly Maintained Assets (Roads, Barn, Fences...), Winter Plowing (.3', earlier), Inability to Use Hay/Graze on Personal Property, Solid Fire Safety Strategy	+ Effective Dispute Resolution Process, Efficient Cost Management, Maintain Water Rights Adherence to Speed Limits, Improved Rental Policy, Self-Sustained Community	+Maintenance of infrastructure, common vision, health impacts of road dust/mud, attitudes & interactions
What does a successful Future State look like?	A well-maintained community with a rustic ranch feel; Operationally efficient with no special assessments; Safe; Clean Water; Private; Aesthetically Appealing; Happy neighbors that share a sense of community; The environment and wildlife are protected.	+ A safe, peaceful, and operationally efficient environment with residence who share a common sense of community; An effective dispute resolution process that minimizes individual issue stressors and resolutions	+Well maintained, debt free, all water lines replaced, non-expiring General Fund Mill Levy, walking paths along roads, highly regarded community, all audits passed, extra mill levy extended 1 more time

Future State Data: S.W.O.T. Analysis

Strengths (Internal) <ul style="list-style-type: none"> • Competitive advantage <ul style="list-style-type: none"> ○ Large lots ○ Unique ranch character ○ Equestrian friendly (barns, water rights, irrigation, hay) ○ Gated, private community ○ Centrally Located (resorts / highway / wilderness) ○ Water District Model • No subdivision debt or HOA dues • Direct Access to Open Space & Wilderness • Subdivision Services (regulatory/finance, garbage, weed/fire mitigation, asset maintenance) • High quality, conscientious residents • Serene, peaceful environment 	Weaknesses (Internal) <ul style="list-style-type: none"> • Security (Entrances, Boundaries, Personal) • Weak Operating Model (vision/strategy, structure, processes, accountability, comms., regulatory & enforcement) • Deterioration of common assets (No Reserve Study, Reserve Project Fund, Improvement Process) • Road Maintenance • Lower than expected property values • High Cost of Ownership (infrastructure to home relationship, PV, taxes, assessments) • HO attitudes, comms, relationships, socials • Human & Enviro Risks (Health, Air Quality, Safety) • HO property development rights (ARC model) • Short term rental policy & enforcement • Poor aesthetics (entrance, signage, fencing, paint/stain on assets) • No onsite USPS mail delivery • Barn, Ditch, Hay Field Operating Models (where / how / who / when / \$\$) • Participation in the weed removal program
Opportunities (External) <ul style="list-style-type: none"> • Smith Ranch development (leverage time/\$) • County growth/improved economy • More wilderness access, multi-use trails & on property walking paths • More Breaks & Lakes for fire protection 	Threats (External) <ul style="list-style-type: none"> • Increase in traffic /trespassing (short term rentals, Smith Ranch development) • Speeding and no enforcement of limits • Proximity to forest/forest fires (lack of fire breaks w/National Wilderness) • Rising Cost of Ownership • Noxious weeds

ANNEX C: JUNE 2018 - OWNERS OPINION SURVEY SUMMARY

Background & Methodology (see full survey document for details)

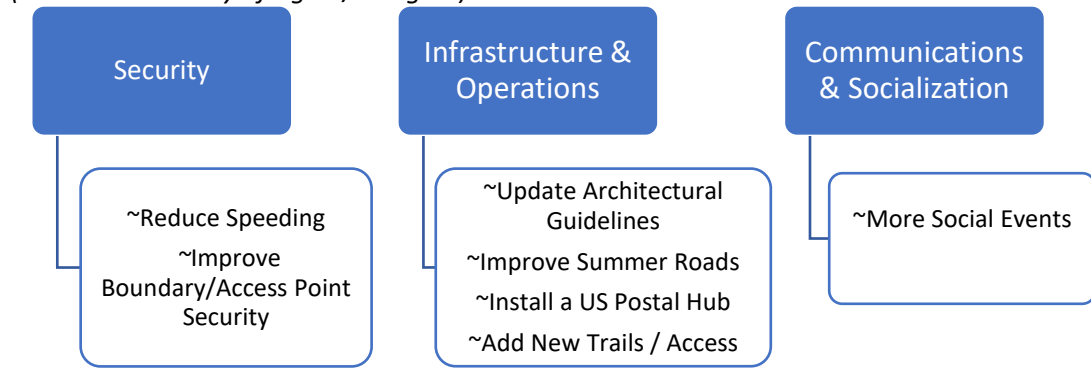
- Sponsored by the Ruby Ranch Owner Association in June 2018
- Survey results will be used to determine:
 - areas owners believe are most important to improve
 - overall satisfaction with the quality of community life
 - willingness to invest in desirable community projects
- Solution proposals will be developed on some of the top priorities that included costs, benefits, impacts, funding options and other decision-making information.
- Internet survey using Google Sheets
- Standard scoring method
 - Intensity of preference scale (strongly disagree = 1 up to 5 for strongly agree)
 - Average numerical score for each of 23 Issues was calculated
 - Issues sorted, high to low scores to prioritize Action Items
 - Classification and Verbatim data were also included
- Good response Rate (50 respondents out of about 80 invitations)
 - 19 full time residents
 - 31 part time residents
 - Respondents had an average of 13.6 years of experience with the ranch

Conclusions & Themes

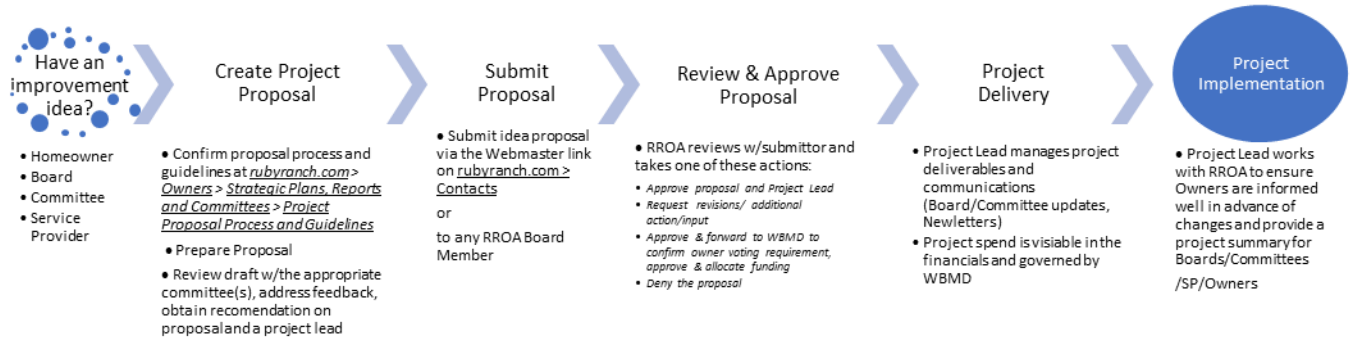
- ✓ Above average response rate shows owners are very interested and engaged
- ✓ There is need to improve the 'Owner Experience' with 34% rating their overall community experience as neutral or poor
- ✓ The mix of full and part time residence, along with their average years of experiences, provides an experienced and balanced set of responses
- ✓ Some improvement suggestions are already being addressed and should be vetted against work in progress for alignment opportunities (... fire mitigation, rentals and stables/meadows/ditches)
- ✓ Most owners would increase their cost of owners to improve property values or reduce long term expenses

Most Important Focus Areas by Strategic Pillar

(based on Intensity of Agree/Disagree)



ANNEX D: PROJECT PROPOSAL GUIDE and PROJECT PRIORITIES



Idea Proposal Inclusions

Idea Name: [Select a name that is reflect of the work to be done]

Problem Statement	[Problem or opportunity the idea will address. How often does the issue occur? How do we know if a problem we should solve? What is the impact and where? What will risk or negative impact if not addressed?]
Project Goal(s)	[What will be accomplished, what will improve, by what date?]
Project Deliverables	[What specifically will be delivered or changed?]
Scope	[Boundaries, constraints, restrictions, or off-limit areas?]
Cost vs Benefits	[Compare the cost to quantifiable hard and/or soft benefits. How would short and long term solution costs compare - current compared to proposed?]
Project Team	[Who is the project Sponsor, project leads, working team members, stakeholders and their roles /responsibilities?]
Project Lead	[Who is leading the project?]
KPI's	[What SMART KPIs/Measures will help us track that the improvements are working?]
Financial Requirements	[Total cost of project; Spend To Date; Forecasted Remaining Spend to Completion?]
Funding Mechanism	[How will the project be paid for? Where will the funding come from?]

Project Schedule				
Milestone Name	Start Date	End Date	Outputs / Deliverables	Owner
START				
[Milestone Name]				
END				

ANNEX D: ROLES AND RESPONSIBILITIES

Ruby Ranch Owners Association (RROA) is the entity that upholds and enforces the Declaration of Covenants, Conditions, and Restrictions, Rules, and Architectural Regulations. It ensures that the priorities of the owners are known, and acted upon. It is responsible for ensuring the Strategic Plan is maintained and complied with. Board members are nominated into voluntary 3- year terms. They represent the Voice of the Owners and help ensure the community vision is realized.

Willowbrook Metropolitan District (WBMD) is an entity created pursuant to Colorado law, subject to the obligations and restrictions of Colorado statute. It is responsible for the efficient and effective management of the budget, regulatory compliance, and maintenance of common subdivision assets as recommended by supporting committees and owner preferences (i.e. roads, water system, equestrian facilities, fencing, signs, hay operations...). No owner dues are collected. WBMD funding comes from the collection of property taxes, quarterly invoices to homeowners for water and trash usage, or special assessments. It follows the Governmental Accounting Standards Board (GASB) accounting pronouncements. In accordance with the State Budget Law, the District's Board of Directors holds public hearings in the fall each year to approve the budget and appropriate the funds for the ensuing year. Board members are nominated and voted into voluntary 3- year terms.

Community Resource Services of CO, LLC. is the external paid firm responsible for the management of the subdivisions financial and regulatory processes, website maintenance, and general administration.

External Service Providers: Numerous service providers are contracted by the WBMD Board and CRSC to support ranch maintenance and owner services.

Volunteers/Committees: Numerous individual and committee volunteers support the boards and service providers with day to day management, recommendation, and long-term strategic planning. Committee members are volunteers.

Committee Chair is a board member or homeowner who volunteers to chair a committee for a 1-year period and is voted in by the boards. They lead the committee through the business of planning, sponsoring projects that support the committee's goals and community's vision. They schedule meetings, drive communications on changes or needs across stakeholders, ensure committee representation at board meetings, resolve issues that impact their committee, and delegate work to individual members. They determine what the board's mandate is for the committee, as well as setting goals and timetables to accomplish the work. They are the champion for the committee, providing input into board ideation, prioritization, budgeting, and project implementation.

Secretary is a board member or homeowner who volunteers for a 1-year period to take minutes of all meetings, record material changes, and publish those minutes in a timely fashion. The minutes trigger action items that committee members have devoted themselves to accomplishing and the secretary keeps track of and informs the community of the work that is being done by the committee.

Committee Vice Chair is a board member or homeowner who volunteers to stand in for the Committee Chair as needed for a 1- year period and is voted in by the impacted committee.

Committee Members are homeowners and service providers who volunteer for a 1-year period. They support the work of the committees as needed.

Project Lead Role is a board member or homeowner who is responsible for utilizing approved resources to manage a project and associated communications. This role is self/committee/board appointed for a defined period of time and is disbanded after the project is deemed complete.

Project Team Resources are volunteers on a project who help complete the deliverables and activities on a project. They are only used for a defined period of time and are disbanded after the project is deemed complete.

ANNEX E: Standard Operational Definitions

Mission Statement is a broad statement that explains your organization’s purpose. An effective mission statement is both memorable and easy to understand. The most basic mission for a community association is to “maintain, enhance and protect the value of the property.”

Vision Statement provides a broad picture of what the community will look and feel like in the future. It can be used to communicate, organize and inspire. It is a simple, clear and concise description of what is important to the community, describing the communities’ direction, values, and essence of the association in its desired state. It can project a well-managed community, a place where owners’ needs are met and a community where residents have a sense of involvement

Strategic Plan: A living document used by the Association to determine where to spend time, human capital and money. It considers changing demographics, local economic conditions, capital improvement priorities, and the needs and wants of the individual community members. It normally includes RROA priorities, budgets, and short to long range improvement projects. It stimulates ideas to make good use of association resources, identifies responsibilities, assigns work, coordinates efforts, reveals obstacles, identifies opportunities and guides decisions. The plan is based on the community vision and the board’s mission to achieve it as quickly and efficiently as possible.

Critical Requirements: An essential condition, resource, and means for a critical capability to be fully operational. Essential elements that must be included for the project to be successful. After starting a project and gathering the voice of the customer (VOC)/needs, the requirements are key measurable characteristics or outputs whose performance standards or specification limits must be met in order to satisfy the majority of the owners.

S.M.A.R.T. Goals (performance measurements)

Specific- The goal is well defined and clear to all who have basic knowledge of the Strategic Plan.

Measurable- Progress toward the goal is measurable and achievement of the goal will be clearly evident.

Achievable- The organization has high confidence that the goal is achievable within the agreed upon time constraint.

Relevant - The goal must directly advance the mission and vision of the association and must remain relevant once achieved.

Time-bound- Allow adequate time to achieve your goal, but not enough time to lose momentum or render the goal irrelevant.

Reserve Study is a long-term capital budget planning tool which identifies the current status of the reserve fund and a stable and equitable funding plan to offset ongoing deterioration, resulting in sufficient funds when those anticipated major common area expenditures actually occur. Common Reserve Study Components include:

1. Preface (Written description of a reserve study and the figures in the report Includes glossary, preparer qualifications, and calculation description)
2. Executive Summary (Summarizes key findings of the report. Includes development description and lists the projected balance and percent funded. Summarizes the funding plans Includes category breakdown pie chart)
 - a. Percent Funded (Describes percent funded calculation and funding levels. Includes current percent funded chart and x-30 Year percent funded projection chart)

- b. x-30 Year Projections (Includes x-30 Year projection charts for annual expenses and reserve balance projections for each of the 3 funding plans)
 - c. Category Significance (Includes category percentage column charts for fully funded balance and annual depreciation)
 - d. Theoretical x-30 Year Funding Plan (Lists details of each of the 3 funding plans (current, recommended, and threshold) over the next 30 years. Charts of the figures in this table are located in the x-30-year projections)
 - e. Future Percent Funded (Includes table and chart of percent funded for various levels of funding over the next x-15 years)
3. Component Summary & Component Significance (Lists all components included in the study in table form. Shows Depreciation and Fully Funded Balance Significance including quick glance graph. These figures are the basis for all other calculations in the study)
 4. Annual Expenses by Component (Lists all projected expenses for each component over the next x-30 years in table form)
 5. Component Details (Lists details of each individual component. Includes notes and pictures of selected components if site inspection was conducted)

Group	Category Component	Date In Service	Useful Life	Remaining Life	Quantity / Unit of Measure	Booked Unit Cost	Total Cost	Annual Expense By Component						
								2018	2019	2020	2021	2022	...	
100	Land	6/27/1992												

ANNEX F: DOCUMENT REVISION LOG

NAME	ACTIVITY	VERSION	REVISION DATE	UPDATE PUBLISHED
Rebekah Barrington	Document Created	v1.0	4/11/2018	none
Rebekah Barrington	Document Updated	v2.0	6/21/2018	RROA, WBMD, John D.
Rebekah Barrington	Document Updated	v2.1	7/2/2018	RROA, WBMD, John D., Michael G, Sue B.
Rebekah Barrington	Document Updated	v2.2	7/11/2018	RROA, WBMD, Committees (<i>John D., Michael G, Mark & Marilyn N., Carl O., Chris M., Dean S., Don M. John L., Lisa L.</i>)
Rebekah Barrington	Document Updated	v2.3	7/16/2018	From DR, To all owners on Ruby Ranch General Distribution
Rebekah Barrington	Document Updated	v2.5	7/25/2018	From RB, To Reviewers/Editors
Rebekah Barrington	Document Updated	v2.6	8/9/2018	From DR, To all owners on Ruby Ranch General Distribution
Rebekah Barrington	Document Updated	v2.7	8/15/2018	From DR, To all owners on RR general distro. Posted at rubyranch.com > Owners > Strategic Planning & Reports > Strategic Plan
Rebekah Barrington	Document Updated	v2.8	8/29/2018	From RB - Final draft for owner/board approval - To RR-general distribution list and Posted at rubyranch.com > Owners > Strategic Planning & Reports > Strategic Plan
Rebekah Barrington	Document Update	V2.9	12.14.18	Updates to idea process, committee structure