



2015 Strategic Plan

Reviewed and Adopted by the Board of Directors December 2015

I. INTRODUCTION TO MOUNTAIN PARK

Mountain Park is one of the largest and most successful planned communities in the country. Over 8,000 people live here, representing a diverse demographic cross-section, from families with young children and retirees to renters and homeowners. Its location, nourishing aura, and focus on meandering streets, parks, paths, views and natural atmosphere have endured as amenities since its founding in 1968. Even through a period of generational change, community character has remained constant. To serve and protect this entity, an association of homeowners provides quasi-government, guided by a 12-point set of values:

Can do	Invite change	Be accountable	Get better
Be fair	Sustain our place	Stay smart with money	Figure it out
Observe the rules	Reach out to people	Share what you know	Be healthy

The Association's four focus areas:

Common Property

A scenic, landscaped, park-like setting on 185 acres of common property is open to all residents. Native trees, shrubs, floral beds, monuments and view vistas are mature and carefully maintained. Neighborhood streets are ungridded, creating inviting small nooks and neighborhoods. Networks of walking paths, parks, playgrounds and tennis courts draw people outside. A pervasive sense of naturalness, sustainability and worth prevails.

Community Care

Pride in place exists here that esteems the natural and extends all the way down to house and lawn maintenance. Guides for space use and building are embraced as positive protectors of neighborhood character, quality and value. Doing one's part to keep things nice is expected, and people who live here feel empowered with a common concern: To uphold and preserve Mountain Park.

Community Center

Our 43,000 sq. ft., professionally-managed community center offers residents an aquatics facility, sports court, workout equipment, fitness classes, reading and meeting rooms and a wide roster of other recreational and social programs and services. The Playschool at Mountain Park and the Playschool Express offer childcare for children up to five years old. Essentially the community's gathering place and living room, the clubhouse provides friendly, involving activity opportunities for members, tuned to community wishes regarding modest complexity and cost.

Civic Governance

Guided by our founding codes, covenants and restrictions, the Mountain Park Home Owners Association board, committees and employees strive to serve the member community in a respectful and professional way. Policies and practices are described in codes and rules that promote transparency and consistency as board make-up and management evolves.

II. THE VISION OF MOUNTAIN PARK

III. GOALS AND OBJECTIVES

A. The value of members' properties will be increased by a measurable amount through strategic actions of MPHOA and Staff.

The value of any member's property can be significantly impacted by the programs, policies and actions of the Association and Staff. The unique Community Center facility and the 185 acres of Common Property are shared assets that can be made more attractive and more valuable to all residents. Imaginative and valuable programs, especially when supported by the dues structure, add value to residents. Real property values will directly reflect the value of these programs and assets. As stewards of the common assets, the Association and Staff will plan and implement the following objectives that will have a measurable positive impact on property values.

Objective 1- Implement the Common Property Master Plan.

Action Strategies:

1. MPHOA Staff and Common Property Committee will take responsibility for implementing strategies and periodic review to achieve the objective.
 - a. Staff and Committee will continue to review the eight Priority Tasks outlined in the Master Plan and develop an implementation plan based on the Committee's order of prioritization.
 - b. Budgetary requirements (including labor and expenses) over and above the general maintenance needed to implement the Master Plan will be identified and incorporated in the budget process by the Landscaping Manager and Executive Director.
 - c. Projects already in process will be continued per plan and may be identified as follows:
 - 1) Parks – A parks matrix, including Edith Gress, Guttman, Nansen Summit, Touchstone, Tanglewood, and Cellini Parks, has been developed and will be reviewed by the Common Property Committee. Proposed ratings of each park and needed actions, including pathway repair, irrigation, plantings, prunings, bark chips, lightening, signage, and additions/repairs to existing improvements, are among the items in the matrix to be reviewed.
 - The following items have been approved in the 2015 Reserves Budget or New Capital and will be implemented: Pathway replacement for Nansen Summit and Touchstone Parks; Irrigation repair/replacement for Nansen Summit; Lighting for Nansen Summit and Touchstone Park.
 - Other items will be reviewed by the Committee and referred to the Board of Directors to develop further instructions for scheduling and implementation.
 - 2) Other Pathways – Del Prado pathway will be replaced.
 - 3) Other Irrigation Projects – Irrigation for the following will be replaced: Becket & Juarez and Becket & Masaryk.
 - 4) Small and Large grass areas – will continue to be identified and removed per plan to reduce mowing and water consumption, and improve aesthetics.
 - 5) Common Property Committee will seek funding per budget to complete Phase 2 of the tree survey completed in 2013.
 - d. MPHOA Staff and Common Property Committee will identify other opportunities for Common Property improvements deemed necessary and incorporate them into the Common Property Master Plan.

Objective 2 - Continually develop the special asset of our Clubhouse (Community Center) programs including maintaining the quality and quantity of existing programs as well as offering more indoor and outdoor recreational, social, and cultural activities.

Action Strategies:

1. MPHOA Staff will take responsibility for developing strategies to implement the objective as follows:
 - a. Develop the role of the Clubhouse Committee to include involvement in the following: clubhouse programming (fitness, aquatics, youth, and social activities), policy and procedure review and development, and audits of the facilities.
 - b. Program Development – Fitness
 - 1) Continue to develop current programming through greater marketing and increased community outreach and networking.

- 2) Complete a bi-yearly review of classes offered to include member surveys, staff feedback, and class attendance. Adjust marketing, class instructor, and/or class offering as needed. Offer better structured and variety of free classes.
- 3) Review class costs and budget before charging a fee for the class. The class must be unique and cannot fit in current budget before a decision to charge a fee is made. If a fee-based class is added or maintained, fees will be kept at or below those offered by comparable clubs and community centers. Sample classes to be potentially offered or continued to be offered include: Ballroom Dance, Barre 3, Parent and Child and Family Fitness (coordinate with Special Events Manager). Develop relationships with contracted specialized instructors to teach classes.
- 4) Promote Personal Training by developing the marketing program to include instructor bios, price sheets, and offering “Taster Days” (Taster Day – offers free knowledge on a selected fitness topic).
- 5) Offer Fitness Open Houses by networking with local businesses (athletic, nutrition, juice stores) to offer health and fitness well being information at no charge to members.
- 6) Promote new class offerings by offering “Launch Classes” to include limited number of participants, 30 minute taster classes so participants can experience the class, 3-4 classes per day, and chances to win prizes. After the completion of launch week, classes will run at a pre-set time.
- 7) Develop the basketball program:
 - Work with other non-profits.
 - Focus on younger children basketball programming (ages 3-6, 7-14).
 - Organize and implement adult basketball leagues (e.g., three-on-three competition) two times per week.
 - Develop structure for basketball program staff, including job description, expectations, and schedule.
- 8) Seek to expand younger children sports programming by researching opportunities, adding and marketing each program at affordable prices with focus on children ages 3-6 and 7-14.
- 9) Set up Mountain Park Running Club for specific running events:
 - Select up to six local running events for Running Club members to participate in. Market group participation by advertising in the newsletter, Running Club Bulletin Board, and offering MPHQA Running Club T-shirts. Include the promotion of youth and family child running events.
 - Seek MPHQA discounts through local running and sports stores
- 10) Complete an evaluation of equipment in the Weight/Cardio Rooms and Studios. Develop an inventory sheet for each with set par levels of equipment to be offered and complete monthly inventory. Develop a system for assuring equipment remains in the appropriate room. Replace and/or add equipment as allocated in the budget. Evaluate vendors providing preventive maintenance and equipment replacement services.

b. Program Development – Aquatics

- 1) Develop a plan to eliminate advertised restrictions on family use of the pool.
 - Review and update Clubhouse Rules to replace restrictive criteria to meeting FHA criteria. Submit to the Clubhouse Committee and Board of Directors for approval.
 - Determine staffing levels needed for changes and implement the staffing plan.
 - Develop and post signage per Liability Insurance Agent’s recommendations for times when no guard is on duty.
- 2) Ensure adequate staffing to meet programming demands.
 - Offer in-house certification programs – Pre-Lifeguard, Lifeguard, and Water Safety Instructor.

- Partner with other organizations to recruit staff or candidates for the certification programs.
 - Promote criteria and opportunities for advancement of Lifeguards – Lifeguard I, II, and Lead.
 - Further develop lifeguard training including formal in-service schedule, 1:1 training, and creation of a lifeguard handbook.
 - Develop a plan of recruitment (internally and externally) for qualified swim instructors.
- 3) Continue to offer current group swim lesson program, but expand offerings to include an Adult Water Safety class.
 - 4) Expand private lesson offerings.
 - 5) Explore the feasibility of offering evening Aqua Aerobic classes. Develop and implement a plan if the offering is feasible.
 - 6) Expand wellness opportunities by offering physical therapists opportunities to rent pool time to work with clients one-on-one.
 - 7) Offer the following new events/activities in coordination with fitness department:
 - Triathlon training
 - Yearly Health and Safety Fair
- c. Program Development – Kidzone
- 1) Develop and implement programming through a partnership between Playschool and Fitness.
 - 2) Review current programming and further develop as needed.
 - Create standards of operation for the department including programming definitions, pricing, contracts, job descriptions, and staff expectations for each of the following activities: Kids Night Out, Birthday Parties, Summer/Holiday Camps, All Sports Program, Children’s Fitness (Yoga, Basketball, Soccer, etc).
 - 3) Expand Kidzone programming to include more kid’s fitness activities, School Out Camps (1 day camp on a Holiday).
- d. Program Development – Special Events
- 1) Continue and further develop past popular events and programming including: Member Appreciation Party & Garage Sale, Bridal Show, Volunteer Brunch, Contractor’s Fair, Artist Reception, Mahjong, “Art in the Park”, 4th of July Parade, and Holiday Bizarre.
 - 2) Partner with Playschool to continue to expand the Halloween Party, Haunted House, Holiday Event, and Easter Egg Hunt to all MPHOA children.
 - 3) Expand Special Event Programming with a focus on social activities by partnering with local businesses and recreation centers to include a wide range of attractive events.
 - 4) Partner with the Clubhouse Committee to create a Community Engagement Sub-Committee to assist with ideas and provide volunteers for other clubhouse activities.
 - 5) Partner with local musicians to promote and offer the first Mt. Park Concert Series. This will be a 4-5 concert series of various music types and funded by a combination of ticket sales and local sponsorship.
 - 6) Offer nature hikes or workshops led by a MPHOA staff member
 - 7) Offer Member Sports night with discounted pricing to key sports events, e.g., Blazer, Timbers, and Thunder games.
 - 8) Partner with Aquatics to offer after hours swimming in conjunction with Family Movie Night.

- e. Program Development – Playschool
 - 1) Continue and further develop past popular Playschool annual parties and events to include: Mother’s Day Tea, Father’s Day Picnic, Back-to-School, End-of-Year events, Holiday Music, Lunch on the Mayflower, and Overnight Campout.
 - 2) Partner with Special Events to continue the Halloween Party, Haunted House, Holiday Event, and Easter Egg Hunt to all MPHOA children. Expand the programming to offer Family Game Night and Community Service Projects.
 - 3) Partner with Fitness to continue to offer, Kids’ Night Out, soccer, yoga, and swimming. Bring back tumbling and add Creative Movement, Pre-school involvement in All Sports Program, Open Gym during Lake Oswego Schools early release days, and Lake Oswego Mom’s Club activities.
 - 4) Continue to offer and promote Playschool Express afternoon hours utilizing current staff to operate.
 - 5) Explore the feasibility of expanding and offering Playschool Express to children ages 8-10.

- f. Marketing Programming
 - 1) Continue current marketing techniques of posting articles and/or schedules in the Parkways newsletter, the reader Board in the Clubhouse reception area, bulletin boards, the Clubhouse entrance airlock, e-mail blasts, and new website.
 - 2) Continue an organized approach to proactively track and market events:
 - Meet with key department heads (Special Events, Playschool, Aquatics/Fitness, and Compliance) requiring marketing support to determine 2015 advertising needs.
 - Set up a calendar of activities for the year; revisit and firm up scheduling for each event 2-3 months in advance.
 - Set up and chair a quarterly one-on-one marketing meeting with at least the following staff: Special Events, Fitness/Aquatics/Kidzone, and Playschool Department Heads.
 - Develop a quarterly events calendar to be published on the new website with specifics for each department.
 - 3) Continue in-house marketing to include:
 - Strategically use promotional table tents in Clubhouse areas i.e. Wi-Fi Bar, Lupine Room, Front Desk, and Fitness Desk to promote events and activities.
 - Strategically use the Clubhouse’s entrance airlock to create more excitement and visibility for activities to include monthly themes, member photo collages, and/or educational materials. Airlock themes will be planned during 1:1 meetings and implemented according to plan at least every other month
 - 4) Continue to work with schools and local papers to expand marketing to non-members in an effort to grow events and activities that need greater attendance.
 - 5) Continue the use of social media including Facebook, YouTube, and Twitter. Focus on greater use of Fitness and Playschool videos, which can be posted. Add more member testimonials as well as incorporate social marketing into the new website.
 - 6) Work with FAB marketing to set up department generated e-mail blasts with the implementation of the new website.

*Objective 3 – Board Liaison will continue to work with the City of Lake Oswego and will actively pursue lobbying efforts to benefit Mountain Park.

Action Strategies:

1. Charge the Liaison(s) to define the function of the position, and determine if the function should evolve into a committee.
2. Establish a linkage of MPHOA staff with their corresponding City staff that is structured and reportable.
3. Schedule a joint meeting of the MPHOA Board with the City Council annually.

4. Prepare a strategic agenda of issues to be addressed by the City Council and update annually.

*Objective 4 – Increase the awareness of, and compliance with, a more robust Homeowner Home Care Program.

Action Strategies:

1. Continue to focus on a proactive Home Care Program by continue monthly Home Care Sub-Committee meetings and routinely updating the Home Care Plan progress tracking tool. Staff will continue to work with MPHQA Board and Committees to provide greater educational and resource opportunities for members to include:
 - 1) Contractor’s List posted to the website, which is maintained and updated on an ongoing basis. Contractors will offer MPHQA members a preferred discount.
 - 2) Landscaping staff will provide handouts and education on invasive species and natural habitat per the Common Property Master plan.
 - 3)
 - 4)
 - 5) Work with the Architectural Committee to update Architectural Policies and Procedures with accurate pre-approved materials list.
2. Distribute thank you letters to homeowners who meet established criteria for maintenance of their property on an annual basis.
3. Identify untenanted homes and implement cleanup as needed to ensure the property meets MPHQA standards.
4. Continue routine drive arounds such that all home care violations are documented each month. Track violations and progress in achieving resolution. Informally address violations (email, phone call) initially, followed by formal letters as needed. Work with the Board of Directors to implement the process of fining violators.
5. Continue to develop the new homeowner orientation program for new homeowners. Staff will take the lead as follows:
 - a. Continue to develop a more user friendly Welcome Packet to include: CC&R’s, Clubhouse Rules, Compliance Policy, Architectural Guidelines, CPWR policy & form, Emergency #'s, Contractors List, ACH Program, Assessment Schedule& Calendar, and “Quick Start” or Key Facts document. Incorporate the new homeowner orientation materials on the new website.
 - b. Send letters to all new homeowners within 30 days of moving into Mt. Park Complete, offering new homeowner orientation on an individual basis Ensure that the Home Care program is given appropriate visibility.
6. Marketing staff will assure the program is marketed through the standard marketing avenues to include: newsletter, e-mail blast, marketing on in-house reader board, advertising in the Clubhouse entry airlock, and a new home page dedicated to the Home Care program on the new website.
 - a. Post Home Care tips and news.
 - b. Post criteria for maintaining siding, roofs, sports equipment, and landscaping.
 - c. Host a Contractor Fair in March or April. Assure a table is set up at the Contractor Fair to include Home Care Committee, Architectural Committee, Clubhouse Committee and Member Services Staff representation.

Objective 6 – MPHQA will evaluate the potential for more meaningful interactions with businesses and employees within our commercial enclaves.

Action Strategies:

- To be addressed by the Board in the next 1-2 years.

B. MPHQA will encourage active participation in the governance structure (Boards, Committees, and Program-related Sub-Committees by all Community members, and facilitate access to our community by all.

The strength and effectiveness of the Association, and its ability to serve the Mountain Park Community, depends upon volunteer leaders. The following objectives will be planned and implemented to expand the impact of volunteer leadership and to increase the number of residents who participate in Association governance.

Objective 1- MPHOA will encourage and support the development of program-related activity committees for the organization.

Action Strategies:

1. Staff will continue to provide support and facilitate the following committees: Architectural, Home Care, Clubhouse, Common Property, Finance, and Reserves.
 - a.
2. Staff will partner with the Clubhouse Committee to create a Community Engagement Sub-Committee to assist with ideas and provide volunteers for other clubhouse activities

Objective 2 – MPHOA will continue to support a formal forum of sub-HOAs to facilitate constructive interaction among these groups and to provide a formal link to our governance (31 sub-HOAs, most of which are condos and townhouses).

Action Strategies:

1. Staff will continue to organize and implement this program on a quarterly basis. Staff will work with sub-HOA leaders to select a chair person(s) to facilitate the long-term growth and sustainability of the program.
2. Staff will proactively contact all sub-HOAs to send a representative to each meeting.
 - a. Staff will establish a schedule and agenda for 2015 meetings.
 - b. Staff will develop strategies to increase attendance and involvement from all HOAs.
 - c. Staff will continue to establish meeting frequency and format based on feedback from meeting attendees.
 - d. Staff will continue to update and distribute the sub-HOA contact list.
3. Offer sub-HOA's support from Staff and facilities to assist in communications to their members.
 - a. Staff will solicit feedback from sub-HOAs as to their communication needs and seek opportunities to support those needs, e.g., provide links on the MPHOA website, continue to host sub-HOA monthly and annual meetings, and commit to hosting sub-HOA forums (frequency to be determined).
4. Staff will collect information regarding key issues and solutions prior to each organizational meeting to assist in supporting positive discussion during the meeting.
 - a. Staff will assist run sub-HOA forum by developing a list of topics and sample agenda for each meeting.

Objective 3 – MPHOA will establish and support a formal program with Apartment Owners to facilitate communication and to provide a formal link to our governance.

Action Strategies:

1. Board will put this on hold until Objective 2 is rolled out.
2. Board and Staff will focus on individual apartment owners and ensure that renters are receiving support from MPHOA Staff.
3. Staff will continue to send letters to apartment managers detailing the steps needed to communicate apartment turnover to MPHOA in order to assure new tenants are granted clubhouse user rights as quickly as possible. Unresponsive managers will be invited to a MPHOA Board of Directors meeting.
- 4.

Objective 4 – MPHOA will increase participation of all resident groups (renters, condo owners, and single family home owners) in our governance structure.

Action Strategies:

1. Staff and Board will continue to focus on opportunities to involve all groups in our Community's governance structure.

C. MPHOA will establish and maintain an ongoing process to identify, plan and implement programs to improve efficiency, safety, and sustainability of our Community.

The Association's leaders and the Staff have a responsibility to operate the Association and its business in a safe and efficient manner. In addition to the normal attention to safety, efficiency and sustainability, the following two objectives will significantly improve the operations of the Association.

Objective 1 – MPHOA will evaluate the current in-house yard debris program and seek a safe, economical and sustainable alternative.

Action Strategies:

1. Board will continue to schedule work sessions as needed to view and analyze the current yard debris program including information from past studies, the Association's current contract with Republic, the City's contract with Republic, and other options for yard debris pickup, insurance information, and equipment costs to monitor the program.
 - a. Executive Director and Landscape Manager will support the Board in gathering and presenting the information listed above.
2. Board will lead the effort to plan changes and implement a program for transition to an alternative.
3. Target 2nd quarter 2015 to complete the change.

Objective 2 – The Board will confirm the priority of Staff training and compliance with fire, emergency, health and safety programs within our Community.

Action Strategies (currently underway and being implemented by Executive Director and Staff):

1. Continue to ensure that full-time Staff, lifeguards, fitness staff, playschool staff, events staff and all MOD's have CPR certification.
 - a. Continue to implement the orientation check sheet and CPR certification tracking system.
 - b. Schedule at least bi-annual CPR classes on-site with outside contractor or in-house staff.
 - c. Continue to offer free CPR and first aid classes to full-time Staff and all Playschool, Events, aquatics staff, and fitness staff working more than 10 hrs. per week, exclusively for MPHOA.
2. Assure all Staff is trained on the Emergency Action Plan during orientation and annually at a minimum.
 - a. Update Emergency Action Plan as needed, ensuring Clubhouse, Playschool, Aquatics, and Landscape plans are consistently updated.
 - b. All Staff will receive training on the Emergency Action during orientation and annually by their supervisor or designee. Training will be documented as well as tracked on the new hire check sheet.
 - c. Manager on Duty designees will receive a more intensive training to include weekly topic reviews at the Manager on Duty meetings.
 - d. The purchase of an AED will be pursued for Playschool
 - e. A new vehicle training program for all staff driving on the behalf of MPHOA will be implemented first quarter 2015.
 - f. The earthquake emergency procedures will be reviewed and enhanced by first quarter 2015.
3. Continue monthly Safety Committee Meetings to include a representative from each department.
 - a. Continue to track and review all Staff and member incidents per the "MPHOA Incident/Injury Log".

Objective 3 – The MPHOA Board will pursue and earthquake preparedness evaluation.

D. Mountain Park will be widely recognized as the best community of its type in the Pacific Northwest.

Mountain Park is a unique and wonderful community. The attractiveness of this place and its residents is of great value to us all and we should be proud and open in describing who and what we are. The following objectives will enhance the positive visibility of our community and its attributes.

Objective 1 – The MPHOA website will be redesigned to create a more contemporary appearance, with more abundant resources for members, and a seamless accessibility from all devices.

Objective 2 – MPHOA will develop a Professional Marketing/Public Relations Program designed to economically increase public recognition of our Community.

Objective 3 – A task force to identify historical, present and future attributes of the Community will be created.

Action Strategies:

1. Staff and Board will work with FAB Marketing to continue the roll-out and fine-tuning of the new MPHOA website and complete staff training as needed.
2. Staff and Board will work with FAB Marketing to review and implement Phase 2 of the website development and marketing strategies to include:
 - a. Communication Plan development
 - b. Public relations campaign
 - c. Social Marketing – assist MPHOA staff in maximizing current social media program
 - d. Developing ability to purchase and process payments online.
 - e. Feasibility of adding a weather station and camera to website.
 - f. Ability to look at data to view clubhouse target market.
3. The Board will review and approve the proposal and work for Phase 2 of the website development and marketing strategies offered by FAB marketing.

Other Strategic Planning Initiatives

The Executive Director will lead a strategic planning process with management staff. The strategic planning process will address issues from this Strategic Plan and will specifically address the following additional topics:

A. Customer Service

1. Staff will continue to implement a company-wide customer service program.
 - a. Customer Service standards will be developed and adopted by the Leadership Team.
 - b. Training of all Staff will initially occur upon orientation and thereafter at least annually.
 - c. Reinforcement of standards will occur through a focus on acknowledging at least one standard on a daily basis, and development of an incentive program for exemplary customer service.
2. Staff will research solutions to deliver greater service at the fitness desk and providing more staff training.

B. Accountability and Tracking

1. An annual Performance Planning and Review process will be implemented for all Staff prior to the end of the year.
2. Department Heads will develop their annual departmental budget with the Executive Director in the budgeting process.
3. The Leadership Team will track and report their performance on a monthly basis via the KPI report and financial review to the Executive Director.
4. The Executive Director will provide and offer department heads a checkbook declining balance system to better track and monitor expenditures for their departments.
5. The Executive Director will provide a Financial Report to the Board on a monthly basis.

C. Strategies to Reduce Accounts Receivable, including campaigns to promote electronic payment.

1. Staff will continue to promote ACH through education and targeting the slow and late payers.
 - a. Semi-annual campaigns (July and January) will continued to be offered to sell the value of using ACH.
 - b. ACH information and promotional materials will be included in new homeowner packets.
 - c. ACH will be promoted via newsletter articles (monthly insert with expanded article in December and June), bill inserts (December and June), ACH brochures in the airlock, and other ongoing education.
2. Staff will continue the collection process to include collection letters, liens, and collection agency support.

3. Staff will meet with Vial Fotheringham annually or as needed to review the collection process and/strategies for collecting delinquent accounts.
4. Accounts Receivable will be reviewed quarterly and as needed by the Staff and Finance Committee.
5. The Finance Committee will identify long-term versus short term receivables at least annually.
6. Explore the feasibility of offering alternative forms of payment, including credit card payment (with added fee) and other forms of electronic payment.
7. Develop a committee of staff to review the current policies and procedures for setting up and managing Patron Accounts. The committee of staff will recommend changes to the Executive Director.

D. Expansion of IT services

1. Review, manage and implement IT structure, including software and hardware. Computers will be replaced as allocated in the 2015 Reserves Budgeting Process.
2. .
3. Complete Wi-Fi upgrade if not completed by year-end 2014.

E. Member Services Software - improvement of functionality, ease of use, and enhances services

1. Staff will work with Board representative to research the feasibility of adding new membership service software:
 - a. Staff will complete an evaluation comparing Abacus and new proposed software.
 - b. Meeting will be set up with Board representative to discuss the evaluation report and review functionality issues of Abacus.
 - c. Set up and implement live demonstration with proposed vendor.
 - d. Set up and implement a site visit to a local, established user of the proposed software.
 - e. Receive and review a proposal from the proposed vendor to include programming features, costs, length of agreement, and transitioning to new software.
 - f. Board will review and approve new software proposal.
2. Staff will work with vendor and IT to develop a detailed plan to transition and install the new software.

F. Establish the Clubhouse as a Community Center
(Refer to Goal A, Objective 2)

G. Accounting Department – increase efficiencies

1. Evaluate the current accounting software and seek greater efficiencies.
 - a. Complete TOPS training and archiving project.
 - b. Network and seek solutions for TOPS issues with Forest Heights HOA staff.
 - c. Research feasibility of using QuickBooks vs. TOPS for Accounts Payable processing.
 - d. Review HR software and see if comparable or greater efficiencies can be achieved through QuickBooks.
2. Refine the Payroll process
 - a. Build and implement a new staff timesheet and process for tracking hours worked.
 - b. Work with department heads to streamline and standardize multiple job titles and pay rates.