

Management Systems Review Report

This report was prepared by the Management Systems Review Action Plan study group of the SVRA Long Range Planning Committee. The members were: Chuck Hewins, John Daulton, Jere Kovach, Ed Koch, Mike Blackman and Kent Kunz.

The following report is based on the **2008 Action Plan Goal: Develop a plan and revise the SVRA management system for the future.**

Rationale: The association is going through enormous change caused by the water/roads transfer to the town, a growing population and changing demographics. A revised management system that addresses: personnel, finance, facilities and recreation/social activities and, at least, an annual review process is necessary to assure the successful transition to a total recreational organization. The management system analysis also needs to consider the NON Recreational management functions; Administrative, DCCR compliance, Architectural and Water.

Introduction:

SVRA has been released from the financially crippling responsibility of the essential services providing the leadership of the association with the opportunity to fulfill the original goal and purpose of the Association.

PURPOSE

That the general purposes and objectives of this corporation are as follows: To improve, construct, maintain, operate and care for such parkways, parks, playgrounds, golf course, recreational areas, community club houses and other community buildings... "Article III.a - General Purposes, Articles of Incorporation of Star Valley Ranch Association, (11/9/70)

VISION

The vision of the SVRA is to provide and promote well maintained facilities and promote affordable recreational and social opportunities for its community.

Redirecting our governance, personnel and finances back to a focus on recreational programs and facilities is now possible. Therefore, the goal of this study group is to research ideas and present to the Board of Directors (BOD) recommendations that address the governing documents of SVRA (Board Policies and Procedures, Architectural guidelines, DCCRs and By-Laws), finance, job descriptions and standing committees activities that achieve a revised management system.

The Recommendations

1. Revise the foundation documents of SVRA to meet the purpose and vision of SVRA.

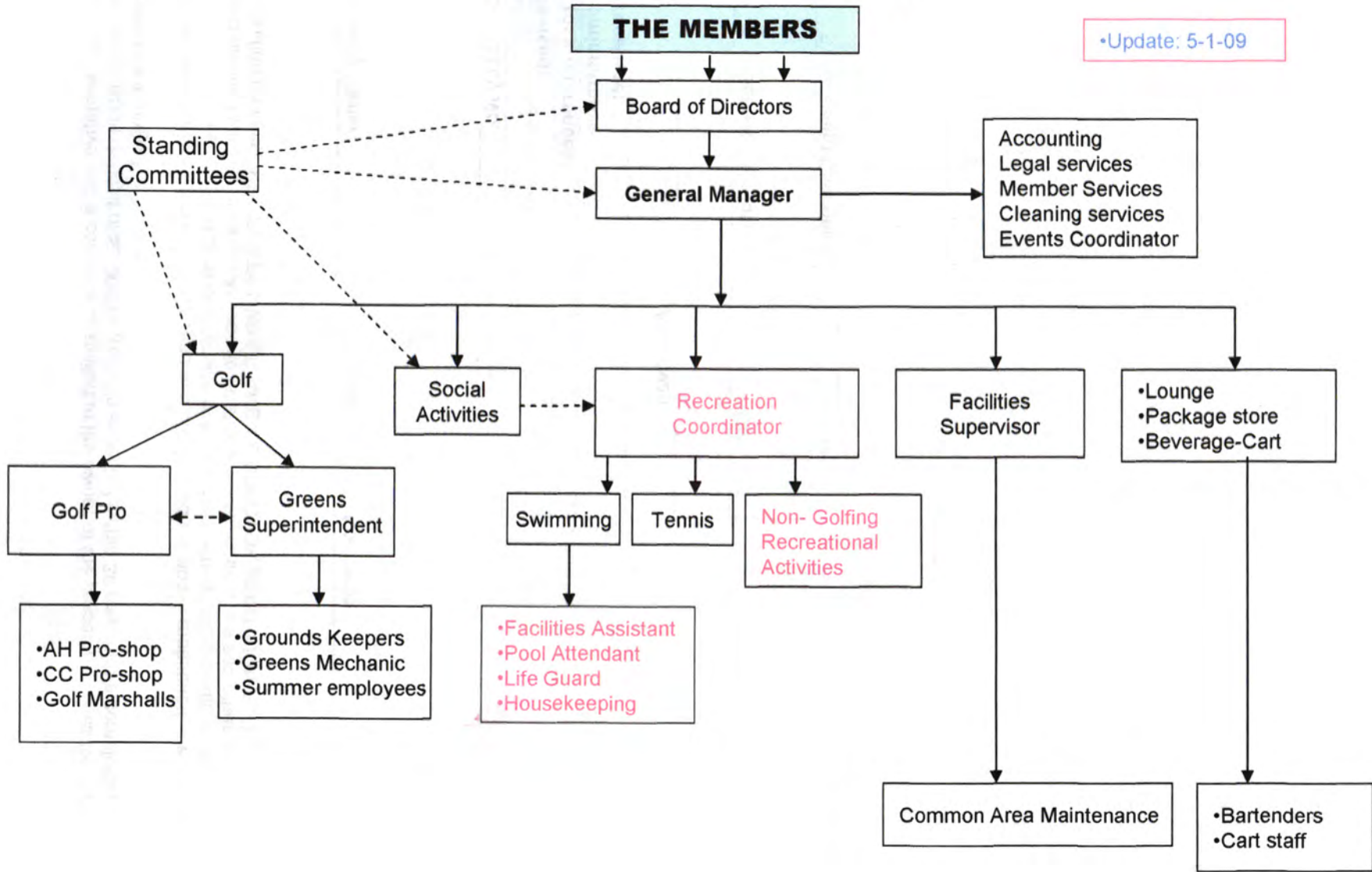
- A. Revise and update the Policies and Procedures (P & P) manual.
 1. Under the supervision of the General Manager (GM), update the revised Policies and Procedures (P&P) manual by collecting BOD motions passed in the previous years and adding them to the policy manual developed and accepted back in 2004.
 2. Under the supervision of the General Manager (GM), and starting as soon as possible, select policies that need updating and use the BOD to review and revise them.
 3. Consider changing the process for adding and revising policies and procedures to follow an ordinance-like system, including one or two public hearings.
- B. BOD, GM and Architectural Committee review and update Architectural Control documents and place them in the P&P manual.
- C. BOD, GM and DCCR Revisions Committee seek ways to use SVRA policies and

Management Systems Review Report

- procedures as the interim DCCR enforcement guide.
1. Using P&P would provide an opportunity for the BOD to apply some common sense to DCCR enforcement.
 2. The process for deriving the specific DCCRs to be enforced could contain a step using hearings to gain community input and support.
 3. Using P&P for interim DCCR enforcement would provide a testing ground for changes and would give the long range DCCR committee actual examples of changes that could make their way to the 2012 revision.
- D. Review and revise the out-of-date portions of the By-Laws.
1. Recommended Management Review Study Group additions and revisions
 - a. See attachment- Article IX
 - b. See attachment- Addition of the Long Range Planning Committee to the SVRA Standing committees
 - c. See attachment- revised organizational chart
 2. Adopt the changes to the By-Laws. (process is by special election).
- E. Continue the work of the DCCR Revision Committee to develop a plan for determining what changes in the DCCRs that can receive 70% of the members approval by January 1, 2012.
1. Form a joint committee consisting of the SVRA Board of Directors, SVRA Architectural committee, DCCR Revisions Committee, Town government and Town P&Z committee to eliminate duplication of duties and plan for future changes of the Architectural regulations. This committee should also seek out other duplication of duties and suggest changes.
- 2. Establish a Long Range Plan for financing projects to meet the purpose and vision of SVRA.**
- A. BOD, GM and Finance Committee develop a Capital Improvement Program (CIP) to include funding for project planning, project development, and project construction over a six year period.
 - B. The Finance committee will develop additional sources of funding for SVRA projects and propose to the BOD ways to use these sources to fund future projects.
- 3. Revise job descriptions of SVRA employees to meet the purpose and vision of SVRA.**
- A. The BOD reviews and revises the GM job description.
 - B. The GM reviews and revises employee job descriptions placing special emphasis on the changing roles and responsibilities of the association that meet the SVRA recreational community purpose and vision.
- 4. SVRA standing committees revise or write mission statements and produce yearly goal statements to meet the purpose and vision of SVRA**
- A. Each standing committee shall, develop if necessary, or present revised goals and mission statements to the BOD for change in the policy manual and the By-Laws.
- 5. The communication system at SVRA should be revised and expanded**
- A. The GM should consider improved communications a a major goal and commence work on a plan immediately.
 - B. Publish ALL changes and revisions; Website, email and print.

Star Valley Ranch Association ORGANIZATIONAL CHART (ver 4)

•Update: 5-1-09



File
for Master Plan Binder -
JWB
8-17-2010

MAJOR THEMES

INFRASTRUCTURE

- Water
 - Water rights
 - Storage
 - Distribution
 - Supply and future supply
 - Quality/coordination with county
 - Ownership
- Roads
 - Maintenance/surfacing
 - Improvements/expansion
 - Signage
 - Drainage
- Wastewater
 - Coordination with County
 - Inspection of septic systems

COMPREHENSIVE LONG-RANGE PLANNING

- Demographic change
- Land acquisition for growth
- Green space
- Economic development
- Social needs

* GOVERNING BODIES

- Roles and responsibilities defined
- Ownership/stewardship
- Enhanced coordination

COMMUNITY SERVICES/FACILITIES

- Health and Safety (law enforcement, fire, emergency management, medical)
- Post Office
- Town Hall

* COMMUNITY ENHANCEMENTS

- Year Round Recreation Facility (community center)
- Entrance improvements
- Bike paths and trails
- Recreational opportunities *on Ranch & nearby*

* UNIQUENESS

- People talents and skills (volunteers)

File Planning
after Mgt & Review
Report

- Intellectual talents
- Unlimited opportunities and potential
- Natural beauty
- Existing recreational opportunities

COMMUNICATION

- Partnership with State, Federal, County, Agencies and communities
- Two Governments
- Gap between generations
- Improving methods

Raw Data concerning Association:

① Major Problems/Challenges

A. Coordination between Town & Assoc — can it work?

B. Lack of year-round facilities for mtgs, etc.

C. Lack of communication within community & outside for marketing = lack of participation

② Projects for next 2/5/10 years

A. Year-round rec/soc. facilities and offerings — overwhelming!

B. Communication

C. A plan

(③ = Strengths = beauty, people, volunteers)

When is planning needed?

Plan Ahead by Jon Coe Design

1. At times of major change.
2. When opportunities present themselves.
3. When changing market conditions, demographics, conservation challenge, technology or environmental conditions require your institution to evolve creatively.

Benefits of a SVRA Facilities and Common Areas Master Plan:

1. First steps to achieving our Vision.
2. Responds to member issues raised since Town formation
See Wyoming Rural Development Council Report July 10-12, 2006
 - a. improve buildings and facilities to improve recreational and social programs and activities for all year round (55)
3. Creates a big picture context for decisions about use of capital funds. All projects have equal input in and access to the process.
4. Ensures that decisions will not be made on a piecemeal basis.
5. Ensures that funds will not be spent without regard for all needs and interests.
6. Honors the work and input of SVRA Committees.
7. Allows for members to be informed, give input and feedback to the process.
8. Becomes the context for decision-making as boards turnover.

Perils of not doing an SVRA Master Plan:

1. Vision not achieved
2. Member issues not answered.
3. Capital funds spent without the total picture in mind.
4. Perceived favoritism if projects are "first" without a full study.
5. Committee work not honored – loss of more volunteers.
6. Members not given opportunity to be part of the process.
7. Scattered decision-making; crisis management.

9. Legitimizes choices, sometimes tough

SVRA NOW Predictions - Recreation
Creating a Framework for Action Workshop
July 11, 2009

*Current
board.
training*

1. Budget and support systems for committees
2. Set a flexible plan for the 5-10 year outlook but nail down a process to get there
3. Projects budgeted and underway
4. **More positive input and involvement across age groups**
5. **Community organization – park facilities now**
6. Define SVRA responsibilities and direction using cost benefit analysis
7. 6 businesses in the black: Swimming pool, golf course, bar, lounge, tennis, lease facilities...**in order to have more facilities and recreational events**
8. Create a financial plan within the budget
9. Focus on financial plan would be to continue to fund the capital budget with intention to use those funds for the 10 year plan
10. **Create a marketing strategy that sells our community.**

Conclusions

Predictions are:

Within the vision

Build logically through time

Remarkably similar

Help with thinking about goals for action plans that are within the vision

How to get back the initiative and go on the offensive? Get in front of the opposition and involve our larger community regularly.

Ex: FISC I, Town formation, water transfer, DCCRs

1. Take on an issue and give the larger community a chance to be heard, give input, help create a mandate.
2. In so doing, neutralize side issues and the people who depend on them because of the transparency of the discussion.
3. Explain the plan based on the mandate and on the realities to the full community – more feedback.
4. Get a vote and/or a strong mandate and go forward with the plan.

Our community is a very large constituency that is waiting to be tapped, thirsty for reliable information and has a wealth of ideas. They will listen, respond, and support action.

Big idea part 1:

SVRA needs a partner to give advice and input into planning that affects the whole community. Our best and most effective partner is the Town because the Town is a winner and we share many of the same people and much of the same place. The Town has learned how to ask tough questions, research good answers, find solutions, and talk to the community. There is great respectability in modeling some of the association's problem-solving efforts on the Town.

Solution: Set up a flexible joint committee with the Town to work over time at clarifying shared understandings, streamlining and synchronizing whatever makes sense. Both entities are then working for the good of the larger community and not in competition for it. Meetings would be on an as-needed basis with those as-needed people.

Current examples:

- DCCR policies need to be written so well that they can be applied consistently and fairly. (P&Z w/ DCCR)
- Some SVRA policies may become redundant – how to handle? (Ed – fire ordinance, members of BOD)
- How to minimize the 2-government issue when it makes sense? Why is SVRA still charging a building fee when the Town has taken the role in the joint resolution, and the AC does not feel that inspection is part of their role? (P&Z, members of BOD)
- How to use fees to ensure that a written plan (for a fence, a garden shed) is properly completed? (P&Z, AC, DCCR)
- How to develop SVRA infrastructure that fulfills our joint resolution and is complimentary to the community needs and the Town's master plan? (members of council and BOD)
- Water tank? (members of council and BOD)

Big Idea Part 2:

Develop a wider audience by writing a newsletter to the entire community including:

- The joint resolution
- Taking credit for lowering the assessment
- Explaining how dollars are to be spent – use some graphs/charts too
- Listing the challenges and especially discussing the Barn/silo issue
- Asking for feedback to questions about – the barn/silo plan (email message left more questions than answers) – reactions to possibilities? Prioritize challenges facing the Ranch?
- Big Idea Part 3:

Analyze the data and share the results first with the Town for their feedback and input – adding their input to the data analysis. Look for issues that can be streamlined or synchronized with the Town, for instance, the functions our community still wants in a new building – a gathering place, a drink, a year-round space for cards/meetings, a pro-shop/office that can take care of golf in the summer, but could also be used for winter activities?

Study the analysis and produce a plan that can take into account all/most of the requirements. Share the plan with the community on the ground thru meetings and in the mail. Get feedback and more direction. Finalize the plan, Town input again, and inform the community... including how the plan will affect the association assessment/savings.

Finally: This is not a one-time deal if the BOD to not to become a revolving door of various factions. If regularly tapped and responded to, the larger community will continue to elect thoughtful BOD members and stay away from the fringe.

Kathy's big idea:

Looking at Jere/Gary/Arch campaign documents:

A = working with Town, supporting DCCR Committee, BOD teaming, minimizing homeowner subsidies

In process = baseline accounting, realistic annual cost for each assoc activities

Incomplete = GM job description, refocusing the BOD

After great success establishing the Town, the initiative on the Ranch was hijacked by the coalition because:

- The assessment did not decrease after roads/water went to the Town, especially as the mill levy became a reality. The question, "Where is our assessment dollar going?" was not answered.
- The enforcement of DCCRs was considered unfair, heavy-handed and not applied consistently. The questions about fairness and consistency were not satisfied.
- The coalition has built a platform on these issues.

Result = new BOD members with a series of mandates:

- Lower the assessment
- 2007 = Abolish of the DCCRs = DCCR Revision Comm formed
- 2008 = Voluntary association membership = Gary and Jere elected
- 2009 = Lower assessment/ no improvements necessary

Good news:

- DCCR Revisions are being read by our largest constituency and we are seeing good returns and perhaps some mandates
- The BOD has cut assessments that may answer the question of why the assessment wasn't cut to reflect the water/roads being transferred to the Town
- G/J/A elected

Bad news:

- Initiatives and communication on the Ranch have been hijacked around the opposition's issues.
- BOD or many of its members are on the defensive most of the time.
- Community does not hear from the BOD – only DCCR, Ellen
- Community does not know the progress or the challenges
- Community has not been asked for their feedback
- Community cannot build trust or high regard for the BOD and/or the Association.

Problem:

Conventional wisdom:

Town is....

SVRA is...

SVRA has no plan for the use of funds it now has or will get in the future.

Vision 2015

Rationale for *Vision 2015*

Vision 2015 reflects the thinking of an ever-increasing group of people that believe the problems of Star Valley Ranch are real and solutions are possible when all the members focus on a systematic problem-solving approach.

Mission for *Vision 2015*

Vision 2015 is a positive platform of goals that can give direction to decisions that will move the Star Valley Ranch Association to a higher level of operation and enjoyment.

Goal Statements for *Vision 2015*

By the year 2015 or sooner,

1. The Board of Directors will be comprised of people that support *Vision 2015* and agree to work toward the next step -- *Vision 2020*.
2. While all matters of policy are in the domain of the Star Valley Ranch Association Board, the General Manager as the Chief Operating Officer will be responsible for the operation of Star Valley Ranch.
3. The Board of Directors will prepare and continually update the Star Valley Ranch Association Master Plan.
4. The Board of Directors and General Manager will work from a written long range planning system which will describe equitable and fair methods for obtaining revenues and conducting business.
5. A revised set of Declaration of Covenants, Conditions and Restrictions will be developed that protects the quality of life and property values at Star Valley Ranch.
6. New and different ideas will be accepted, modified or rejected based on the weight of evidence including information gathered from other associations throughout the United States.
7. Star Valley Ranch Association's employees will have salaries, benefits and working conditions commensurate with their high qualifications.
8. The General Manager working with the Board of Directors will develop and make available a yearly report to the members describing current and projected capital expenditures and revenues based on the long range planning system.

Changes and amendments welcome.

Revision 1 prepared by John Daulton

Recommended Changes: (9/29/2008) by Chuck Hewins, John Daulton, Management Systems Review study Group.

BOLD items = recommended deletions

Underlined items = recommended additions

From: SVRA By-Laws -ARTICLE IX

1 OFFICERS AND COMMITTEES

Section 10.1[1] General Manager. The General Manager (GM) shall be the Chief Operating Officer of the Association, and shall, subject to the control of the Board of Directors, and established policies, have direct control and supervision of the operation of the business of the Association. **He** The GM shall be responsible for the employment of all personnel, the establishing of all schedules, the procurement of all materials and supplies within limits established by the Board, and the performance of all work required for the operation and maintenance of all common property. **He** The GM shall be an ex-officio member of all standing committees, and shall exercise the powers and duties as may be prescribed by the Board of Directors and these By-laws.

Section 11.2[2] Assistant Manager. In the absence or disability of the General Manager, the Assistant Manager shall perform all duties of the General manager, and when so acting, shall have all the power and subject to all the restrictions of the office of the General Manager. *The Assistant Manager shall have such other powers and duties as from time to time may be prescribed for him by the Board of Directors, the General Manager and these By-laws.*

Section 12.3[3] Standing Committees. To advise and recommend to the Board of Directors, the **Chairman** Chair shall, immediately after each Annual Meeting, appoint the following standing committees, the **chairman** of which shall be a member of the Board of Directors. Each committee shall consist of five or more members in good standing of the Association, to have cognizance and jurisdiction of all matters relating to the assigned areas of responsibility of the committee. The committees shall meet at the call of their respective **chairmen**. The General Manager shall be an ex-officio member of all committees.4[4]

1[1] Amendment 10 3/22/89

2[2] Amendment 10 3/22/89

3[3] Amendment 15 3/19/91

4[4] Amendment 12 10/13/89

(a) Finance and Legal. Responsible for developing and presenting to the Board recommendations for the annual operating and capital budgets, determination of fees and assessments, definition of member and guest privileges, the reserve budget, and all related legal, taxes, insurance, zoning, and organizational matters affecting the Association.

(b) House and Entertainment. Responsible for making recommendations to the General Manager concerning for the operation of all lodge and recreational activities (except golf), bar, and restaurant, and all entertainment.

(c) Utilities. Responsible for making recommendations to the General Manager concerning roads and streets, water systems, power, telephone, airstrip, architectural control, and property use restrictions security, police and fire protection, traffic and speed regulations, trash collection, and all related services. This to include the planning, construction, maintenance, alteration or replacement of Association facilities, property, and equipment, in cooperation with the other affected committees

(d) Golf. Responsible for making recommendations to the General Manager concerning the care and maintenance of the golf courses and grounds, and all matters pertaining to the play of golf, including playing rules, tournaments, pros and pro shops, and golf carts. The committee shall include the Presidents and Vice Presidents of the Men's and Ladies' Golf Associations.

(e) Long Range Planning. Responsible for gathering information and data from all available sources, 1) developing short, medium and long range recommendations to assist the Board of Directors in their construction of the SVRA long range plan, 2) evaluating future needs and resources of the SVRA, including, but not limited to the following areas: policies and procedures, financial projections, facilities usage policies and personnel policies.

Produced by the Long Range Planning Committee (10/15/08)

Recommended Change to the SVRA By-Laws

Addition of the Long Range Planning Committee to the SVRA Standing committees including the following mission statement.

Mission Statement

August 2008

The Long Range Planning Committee is a committee of the board specifically responsible for:

1. Gathering information and data from all available sources, including the membership, concerning their visions and desires for SVRA's future.
2. Developing short, medium and long range recommendations to assist the Board of Directors in their construction of the SVRA long range plan.
3. Evaluating future needs and resources of the SVRA, including, but not limited to the following areas.
 - a. Policies and procedures
 - b. Financial projections
 - c. Facilities usage policies
 - d. Personnel policies.

Board of Directors Powers and Responsibilities

Powers and mandatory duties of the Board are defined in SVRA DCCRs and By-Laws.

Additionally the Board is responsible for:

1. Policymaking – employing the General Manager (GM) who is charged with the duties of carrying out policy through leadership and management of staff and resources.
2. Planning – acquiring verifiable information from reliable sources to make the best decisions possible in conducting the affairs of the Association. To include input from Standing Committees and other committees.
3. Annual Objectives – following member input, establishing written objectives, publishing them, and directing the GM to complete them.
4. Budgeting – annually adopting a budget to enable the Association to meet its objectives, and to place into reserve those funds necessary to meet future obligations, repairs and improvements. The Board is fiscally responsible for all association funds.
5. Staff Evaluation – appraising the effectiveness of the GM and the GM is to evaluate staff through regular evaluations.
6. Communication – providing adequate and timely information both to association members and means to gain comments from them.

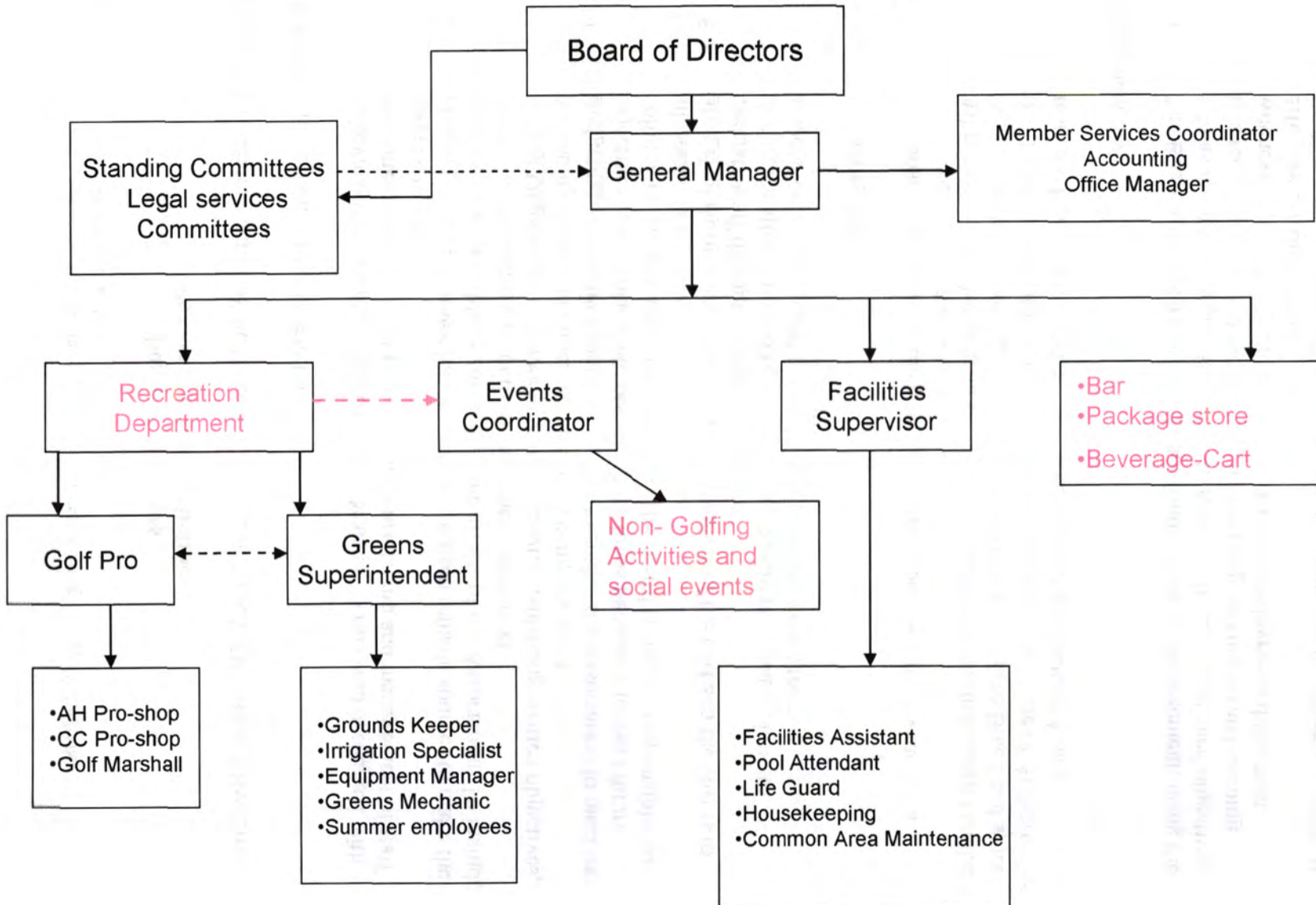
Philosophy of Management:

1. The Board may exercise the powers granted it only when convened in a legally constituted meeting.
2. All powers of the Board lie in its action as a group. Individual board members exercise authority only as they vote at a legal meeting of the Board and when the Board has lawfully delegated authority to them. The “Line of Authority” is from the Board to the GM as illustrated in the Organizational Chart.

Management Style:

1. The Board supports a Command and Control style of management, using the GM as its agent in supervising staff to meet the Board established objectives. It is recommended that the GM use empowering techniques and teaming whenever possible to gain the best work from employees and the most effective use of resources.
2. Staff incentives for excellence using the Management By Objectives (MBO) format may be used to document special achievements for rewards, either in recognition or as a financial bonus.

Star Valley Ranch Association ORGANIZATIONAL CHART



**Board of Directors
Powers and Responsibilities**

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4. Budgeting – annually adopting a budget to enable the Association to meet its objectives, and to place into reserve those funds necessary to meet future obligations, repairs and improvements. The Board is fiscally responsible for all Association funds.
5. Staff Evaluation – appraising the effectiveness of staff through regular evaluations.
JD - At this point, the "official" staff evaluations are placed in the hands of the GM, however, there has been a history of "individual" staff evaluations by BOD members esp. the Board chair.
6. Communication – providing adequate and timely information both to association members and means to gain comments from them.
JD - The BOD should set a goal of improving communications by: increasing the funding for communications, assigning personnel to communications operations and developing communications goals for the future.

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