



OPEN MEETING

**SPECIAL MEETING OF THE BOARD OF DIRECTORS OF
THIRD LAGUNA HILLS MUTUAL
A CALIFORNIA NON-PROFIT MUTUAL BENEFIT CORPORATION**

**Friday, February 23, 2018 – 9 A.M.
Laguna Woods Village Community Center – Willow Room – 24351 El Toro Road**

NOTICE AND AGENDA

1. Establish Quorum/Call meeting to order
2. Approval of Agenda
3. Discuss and Consider Strategic Planning:
 - a) Strategic Planning Minutes – September 8, 2017
 - b) Strategic Planning Minutes – September 12, 2017
 - c) Strategic Planning Minutes – October 20, 2017
 - d) Strategic Planning Minutes – December 4, 2017
 - e) Strategic Planning Matrix – December, 2017
4. Adjournment

this page intentionally left blank



OPEN MEETING

**SPECIAL MEETING OF THE BOARD OF DIRECTORS OF
THIRD LAGUNA HILLS MUTUAL
A CALIFORNIA NON-PROFIT MUTUAL BENEFIT CORPORATION**

Friday, September 8, 2017 – 10:30 AM

Laguna Woods Village Community Center - 24351 El Toro Road - Sycamore Room

MEMBERS PRESENT: | Rosemarie di Lorenzo-Dickens - Chair, Bert Moldow,
John Frankel, Burt Baum, Annette Sabol Soule,
Bunny Carpenter, Susan Caine, Steve Parsons |

| **MEMBERS ABSENT:** | Bill Walsh, Jules Zalon, James Tung |

STAFF PRESENT: | Brad Hudson, Melody Thomas |

1. Call to Order

Chair di Lorenzo called the meeting to order at 10:30 am.

2. Approval of the Agenda

The agenda was approved as written.

3. Discuss and Consider a Strategic Plan for Third Mutual

Opening remarks were made by Chair di Lorenzo-Dickens to discuss the structure of the meeting. Chair di Lorenzo-Dickens stated that in order for the one year, three year, and five year strategic plans for Third Mutual to work, areas in need of improvement would first need to be identified and then prioritized.

Discussion ensued regarding areas in the community in need of improvement that included the following: backlog of demands, communication, time management, understanding staff capabilities and limitations, the need to prioritize, customer service, consistent long range and financial planning, community reputation, energy efficiencies, aging infrastructure (including plumbing, dry rot, electrical), updating the CC&Rs and Governing Documents, parking constraints, landscape revitalization, low community involvement and participation in Board elections, lack of legislative updates, increasing

diversity (including communication outreach and service), Board education, staff education on policy and procedure, accountability of staff, addressing the increasing number of leased manors, dated technology systems, relationship between Board oversight and management, low reserves budget, common area, and adopting best practices from similar communities.

Chair di Lorenzo-Dickens then instructed the Board Members present to evaluate and prioritize these topics. Discussion and ideas on each subject were shared. The following three categories were identified as the highest priorities: (1) Long Range and Financial Planning (2) Communication, (3) Governing Documents. A fourth category was added of items to be handled by the General Manager's office. Each category was then broken down into key issues.

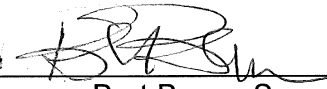
- I. Long Range Planning, Financial Planning, and Prioritization:
 - a. Handling the backlog of improvement demands.
 - b. Prioritizing short-term versus long-term goals.
 - c. Implementing proactive approaches to diverse demands.
 - d. Creating 1-year, 3-year, and 5-year plans with established best practices.
 - e. Continuing to identify the customer service improvements to be made and fine tuning the solutions needed the address said improvements.
 - f. Building up the reserves fund.
- II. Communication:
 - a. Managing the dynamic relationship between Board oversight and management.
 - b. Understanding staff limitations.
 - c. Better communication between the Third, United, GRF, and VMS Board.
 - d. Better communication between the Boards and General Manager.
 - e. Offering better outreach methods to the diversifying demographics within the Mutual.
 - f. Managing better communication methods to address the needs of third party relationships such as real estate agents.
- III. Governing Documents:
 - a. Updating the Governing Documents.
 - b. Providing better accessibility to the operating rules of the Mutual.
 - c. Receiving the latest legislative updates pertinent to governance.
 - d. Addressing the increasing lessee population.
- IV. Issues for The General Manager:
 - a. Addressing the demand for landscaping reform within the Mutual.
 - b. Addressing staffing issues discussed (including communication, limitations, expectations, shortages, training needs, accountability, and meeting deadlines).
 - c. Advocating to the legislature and providing legislative updates to the Mutual.
 - d. Managing the working relationship with the City of Laguna Woods.

Chair di Lorenzo-Dickens then suggested that an additional follow up meeting be scheduled in order to arrange the highest identified priorities in the one year, three year, and five year plans. Staff also agreed to provide a 5 year landscaping plan to the Mutual.

By consensus staff was directed to schedule an additional meeting for Tuesday, the 12th of September at 1:00 pm to discuss short and long range prioritization.

4. Adjournment

The meeting was Adjourned at 12:42 pm.



Burt Baum, Secretary
Third Laguna Hills Mutual

this page intentionally left blank



Strategic Plan Questions and Responses From September 12, 2017 Meeting

4a. M&C Project Log List Priorities

Ongoing and recurring projects/programs:

II. Roofs

a. Roof Replacement schedule – why / how / when

Why – Roofs have limited warranties. Roofs are inspected and replaced as their serviceable life expires.

How – Contracted vendor (Letner Roofing) receives a list of annual roofs to be replaced and a schedule is produced.

When – Currently tile and shingle roofs have all been replaced and are under warranty. Flat roofs are scheduled to be replaced annually with white PVC cool roofing material and have a manufacturer's 25-year system warranty.

VIII. Laundry Room Floors

How often replaced?

The current replacement policy is reactive and laundry room vinyl floors are replaced upon failure or non-reparability.

Projects/Programs that have been started for 2017-2018:

I. Waste Line Remediation

a. How many waste lines have been done?

124 buildings have been lined to date in 2017

b. How many years will the program take?

At current funding levels (\$750,000) all residential buildings in Third will be completed in eleven years or by 2028 provided 100% of the annual appropriations are spent.



c. How much money per year?

The reserve plan includes a \$750,000 appropriation to fund the Waste Lines program.

d. How can critical waste lines be identified?

Buildings are chosen empirically. Buildings are chosen primarily based as plumbing issues occur. The plumbing department addresses approximately 1,000 stoppages per year. However, not all backups are related to the quality of the lines but rather to poor existing system geometry/hydraulics and in some cases negligent use of the fixtures by residents. Those buildings where the condition of the line is identified as the problem are chosen as candidates for the Waste Lines program.

e. How many three-story buildings have been done and how much does it cost per building?

Two 3-story buildings (3335 & 3510) have been epoxy lined this year. The cost for each building was approximately \$19,000.

The waste lines in the garages of the 3 story Garden Villa buildings were completed in 2011.

III. Sidewalks

a. How are locations for sidewalk repairs being identified?

Sidewalk repairs are identified in two ways. Through calls received from residents regarding damaged concrete, and through the Mutual's new proactive program for sidewalk repairs, which will be identified by staff and repaired through the annual Concrete Replacement Program.

b. What is the scope of the sidewalk repair project?

The Concrete Repair Program will remove and replace damaged sections of gutters, sidewalks, curbs, ramps, and cul-de-sac valley gutters to be done concurrently with the Paving Program.

c. Identify responsibility of sidewalks (to be addressed by Bruce Hartley).

There are two components to Concrete Repair in the community. The reactive component falls within the purview of General Services, under Bruce Hartley's administration. The proactive component is the responsibility of the Maintenance and Construction Division, under Ernesto Munoz.

d. How will the program be carried out?

This program will work in conjunction with the current paving program. Each year when the streets are evaluated and chosen, the adjacent parkway concrete will be evaluated and chosen for replacement.



MINUTES OF THE SPECIAL OPEN MEETING OF THE THIRD LAGUNA HILLS MUTUAL BOARD OF DIRECTORS

September 12, 2017

A special meeting of the Third Laguna Hills Mutual Board of Directors, A California non-profit mutual benefit corporation, was held on Friday, September 12, 2017 at 1:00 p.m., at 24351 El Toro Road, Laguna Woods California.

MEMBERS PRESENT: Rosemarie diLorenzo Dickins, Annette Soule, John Frankel, Bill Walsh, Susan Caine, Burt Baum, Steve Parsons, Bert Moldow, Bunny Carpenter

MEMBERS ABSENT: Jules Zalon, James Tung

STAFF PRESENT: Leslie Cameron

1. Call to Order

Rosemarie diLorenzo Dickins, President of the Corporation, chaired the meeting and stated that it was a special meeting held pursuant to notice duly given. A quorum was established, and the meeting was called to order at 1:00 p.m.

2. Approval Of The Agenda

Director Parson moved for the approval of the agenda and to add approval of the September 12, 2017, minutes as item 3. Director Walsh seconded, and the agenda was approved as amended.

3. Approval of the September 8, 2017, Open Special Session

The minutes of September 8, 2017, were approved by consensus

4. Discuss and Consider One, Three and Five Year Plans and Prioritization

a) M&C Project Log List Priorities;

Ongoing and recurring projects/programs:

I. Paint Program

- a. Color palette for 2018 – review and eliminate unpopular colors
- b. Exterior paint build-up issues – confer with maintenance / consultant
- c. Re-evaluate paint quality
- d. Charge for painting alteration / additions
- e. Dry rot prior-to-paint program – get staff recommendations on manor modifications

II. Roofs

- a. Roof replacement schedule – why / how / when

- b. Cleaning roofs / white roofs
- III. Gutter cleaning
 - a. Gutters cleaned once year and more than once a year in some areas
 - b. Coordinate gutter cleaning program with the Arbor-Pro Program to identify trees that litter more frequently.
- IV. Slurry
 - a. Re-evaluate four year program – Extend one year
 - b. Seal cracks before slurring
- V. Fumigation, Rodent and Insect programs
 - a. Termites
 - b. Rats
 - c. Bed bugs
- VI. Red-curb reset
- VII. Elevators
- VIII. Laundry room floors – How often replaced?
- IX. Shepard's crook
 - a. 2018 crook maintenance

Projects/Programs that have been started for 2017-2018:

- I. Waste Line Remediation
 - a. How many waste lines have been done?
 - b. How many years will the program take?
 - c. How much money per year?
 - d. How can critical waste lines be identified?
 - e. How many three story buildings have been done and how much does it cost per building?
- II. Dry Rot Program / Prior-to-Paint Program
 - a. Waiting for consultant dry rot report
 - b. Require more recommendations from staff for Prior-to-Paint Program
- III. Sidewalks
 - a. How are locations for sidewalk repairs being identified?
 - b. What is the scope of the sidewalk repair project?
 - c. Identify responsibility of sidewalks – Bruce Hartley
 - d. How will program be carried out?
- IV. Parking
 - a. Red coded areas to be done first
 - b. Violations – security
 - c. Re-size parking space lines
 - d. Golf cart parking
 - e. Oversize vehicle parking
- V. Building numbers (non-three story buildings)
 - a. Paint on curbs
- VI. Copper pipe epoxy program – need update
- VII. Garden Villas List
 - a. GV breezeway grass replacement ends mid-year 2023
 - b. Building number replacement
 - c. GV tubular steel replacement (\$84,000 per building)
 - d. Epoxy mailroom floor

September 12, 2017

- e. Trash chute repair and cleaning / interior door knob inside trash room
- f. Install 30 missing exit signs
- g. Laundry room light dimmers

Future Programs – five year plus priorities:

- I. Fencing
- II. Fire Alarm
- III. Mail box survey
- IV. Storage cabinets GV car ports
- V. Epoxy mail room floor
- VI. Building signs for buildings other than GV
- VII. Tubular steel replacement

On-Demand Projects:

- I. Willows fence
- II. Elevator tile replacement

b) Energy Project Log List Priorities;

2017-2018 Plan Priorities:

- I. Street light purchase (sign contract with SCE)
- II. Measure savings on existing solar installations
- III. Solar maintenance agreement
- IV. Transfer of solar documentation
- V. Trim trees blocking street lights
- VI. Tag purchased street light with identification
- VII. Walkway lighting
- VIII. Reduce size of water heaters to 20 gallons in laundry rooms
- IX. Reduce number of washers and dryers in freestanding laundry rooms
- X. Replace residential dryers with coin operated or card reader commercial dryers
- XI. Emergency lighting in the GV garages

Two Year plus Plan Priorities:

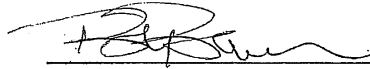
- I. Batteries
- II. Solar evaluation for gate 14 common use area meters
- III. Power purchase aggregate
- IV. Electricity panels in GV

A meeting will be set to review the notes from this meeting and another meeting will be set with Mr. Hudson, CEO, to discuss the plans, priorities and how we can better work with the Garden Villas project manager. Director Parsons stated that due to completed budgets Mr. Hartley, General Services Director, can begin entertaining bids on continual contracts that are signed annually.

Adjournment

There being no further business to come before the Board of Directors, the meeting adjourned at 4:06 p.m.

September 12, 2017

A handwritten signature in dark ink, appearing to read "Burt Baum", is written over a horizontal line.

Burt Baum, Secretary
Third Laguna Hills Mutual

- b. Cleaning roofs / white roofs
- III. Gutter cleaning
 - a. Gutters cleaned once year and more than once a year in some areas
 - b. Coordinate gutter cleaning program with the Arbor-Pro Program to identify trees that litter more frequently.
- IV. Slurry
 - a. Re-evaluate four year program – Extend one year
 - b. Seal cracks before slurring
- V. Fumigation, Rodent and Insect programs
 - a. Termites
 - b. Rats
 - c. Bed bugs
- VI. Red-curb reset
- VII. Elevators
- VIII. Laundry room floors – How often replaced?
- IX. Shepard's crook
 - a. 2018 crook maintenance

Projects/Programs that have been started for 2017-2018:

- I. Waste Line Remediation
 - a. How many waste lines have been done?
 - b. How many years will the program take?
 - c. How much money per year?
 - d. How can critical waste lines be identified?
 - e. How many three story buildings have been done and how much does it cost per building?
- II. Dry Rot Program / Prior-to-Paint Program
 - a. Waiting for consultant dry rot report
 - b. Require more recommendations from staff for Prior-to-Paint Program
- III. Sidewalks
 - a. How are locations for sidewalk repairs being identified?
 - b. What is the scope of the sidewalk repair project?
 - c. Identify responsibility of sidewalks – Bruce Hartley
 - d. How will program be carried out?
- IV. Parking
 - a. Red coded areas to be done first
 - b. Violations – security
 - c. Re-size parking space lines
 - d. Golf cart parking
 - e. Oversize vehicle parking
- V. Building numbers (non-three story buildings)
 - a. Paint on curbs
- VI. Copper pipe epoxy program – need update
- VII. Garden Villas List
 - a. GV breezeway grass replacement ends mid-year 2023
 - b. Building number replacement
 - c. GV tubular steel replacement (\$84,000 per building)
 - d. Epoxy mailroom floor

- e. Trash chute repair and cleaning / interior door knob inside trash room
- f. Install 30 missing exit signs
- g. Laundry room light dimmers

Future Programs – five year plus priorities:

- I. Fencing
- II. Fire Alarm
- III. Mail box survey
- IV. Storage cabinets GV car ports
- V. Epoxy mail room floor
- VI. Building signs for buildings other than GV
- VII. Tubular steel replacement

On-Demand Projects:

- I. Willows fence
- II. Elevator tile replacement

b) Energy Project Log List Priorities;

2017-2018 Plan Priorities:

- I. Street light purchase (sign contract with SCE)
- II. Measure savings on existing solar installations
- III. Solar maintenance agreement
- IV. Transfer of solar documentation
- V. Trim trees blocking street lights
- VI. Tag purchased street light with identification
- VII. Walkway lighting
- VIII. Reduce size of water heaters to 20 gallons in laundry rooms
- IX. Reduce number of washers and dryers in freestanding laundry rooms
- X. Replace residential dryers with coin operated or card reader commercial dryers
- XI. Emergency lighting in the GV garages

Two Year plus Plan Priorities:

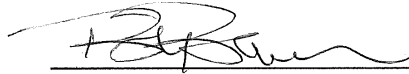
- I. Batteries
- II. Solar evaluation for gate 14 common use area meters
- III. Power purchase aggregate
- IV. Electricity panels in GV

A meeting will be set to review the notes from this meeting and another meeting will be set with Mr. Hudson, CEO, to discuss the plans, priorities and how we can better work with the Garden Villas project manager. Director Parsons stated that due to completed budgets Mr. Hartley, General Services Director, can begin entertaining bids on continual contracts that are signed annually.

Adjournment

There being no further business to come before the Board of Directors, the meeting adjourned at 4:06 p.m.

September 12, 2017

A handwritten signature in black ink, appearing to read "Burt Baum", is written over a horizontal line.

Burt Baum, Secretary
Third Laguna Hills Mutual

this page intentionally left blank



OPEN MEETING

**SPECIAL MEETING OF THE BOARD OF DIRECTORS OF
THIRD LAGUNA HILLS MUTUAL
A CALIFORNIA NON-PROFIT MUTUAL BENEFIT CORPORATION**

Friday, October 20, 2017 – 10:30 AM

Laguna Woods Village Community Center - 24351 El Toro Road - Sycamore Room

MEMBERS PRESENT: Rosemarie diLorenzo – Chair left the meeting at 10:38 AM, Bert Moldow, John Frankel, Burt Baum, Annette Sabol Soule, Bunny Carpenter, Susan Caine, and Steve Parsons |

MEMBERS ABSENT: | James Tung |

STAFF PRESENT: | Brad Hudson and Leslie Cameron |

1. Call to Order

Rosemarie diLorenzo, President of the Corporation, chaired and opened the meeting, and stated that it was a Special Open Meeting held pursuant to notice duly given. A quorum was established, and the meeting was called to order at 10:52 A.M.

2. Approval of the Agenda

The agenda was approved as presented.

3. Discuss and Consider a Strategic Plan for Third Mutual

Director diLorenzo stated that the next step is to find the best way to work through the September 12, meeting of the Strategic Plan through Mr. Hudson, CEO and staff. She further stated that the September 8, 2017, minutes have items that the Third Board still needs to work through.

Garden Villas (GV) Projects – Director Caine stated that there are 11 projects in the GV. Director Caine asked Mr. Hudson when a project coordinator will be hired for GV. Mr. Hudson stated that a GV Project Coordinator is in the 2018 budget. Currently Velny Soren, Operations Supervisor, is overseeing the Garden Villas projects in Maintenance.

Energy Project Log List Priorities – Director Walsh stated that the 2017-2018 Plan Priorities for the Energy Project Log are either in the works or scheduled for work. He further stated that the water heater size reduction and the washer / dryers are the two things that still need to be worked out.

Director diLorenzo asked Mr. Hudson when the Board can get answers on the items questioned from the September 12 Strategic Planning Meeting; i.e. is the paint on the buildings too thick? Does all of the paint need to be scraped off and if so then a reserve needs to be put together for that project.

Director Parsons stated that the September 12, meeting list has projects on it for two reasons; the first reason is to find the capability of man hours per year and the second reason is to find out what programs have to be long range and how long will it take which both directly relates to the budget and assessments. He further stated that he has been asking for this information on projects and can't seem to receive the information.

Mr. Hudson requested from the board to have any additional items / questions that are not on the list sent to him.

Director Moldow asked to have a copy of the scope of work when it goes out to the contractors.


The Board was in consensus that more feedback from staff is needed. The Board needs to understand what the other Mutuals are requiring and how that impinges on what Third wants to do. When a Department Head states that there isn't enough manpower or the time it would help Third Board to know what his full plan is, what are his major projects and where Third Mutual fits in.

CEO Hudson stated that he review projects on the list with staff and get back to the Board. He will also provide assistance to the Board in organizing their strategic initiatives.

Concluding Business – The Regular Third Board Meeting will be moved to Thursday, November 16, due to the regular meeting date being during the Thanksgiving Holiday. Agenda Prep will move up to November 3, 2017, and following the Agenda Prep a Special Meeting to discuss Third's Governing Documents and to discuss the amendment to the Labor Agreement.

4. Adjournment

The meeting was Adjourned at 1:39 pm.



Burt Baum, Secretary
Third Laguna Hills Mutual



**MINUTES OF THE SPECIAL OPEN MEETING OF THE
THIRD LAGUNA HILLS MUTUAL BOARD OF DIRECTORS**

December 4, 2017

A special meeting of the Third Laguna Hills Mutual Board of Directors, A California non-profit mutual benefit corporation, was held on Monday, December 04, 2017 at 9:30 a.m., at 24351 El Toro Road, Laguna Woods California.

MEMBERS PRESENT: Rosemarie diLorenzo, Bill Walsh, James Tung, Burt Baum, Steve Parsons, Susan Caine, John Frankel, Bert Moldow, and Jules Zalon (arrived late)

MEMBERS ABSENT: Bunny Carpenter

STAFF PRESENT: Cheryl Silva and Brad Hudson

1. Call to Order

Rosemarie diLorenzo Dickins, President of the Corporation, chaired the meeting and stated that it was a special meeting held pursuant to notice duly given. The meeting was called to order at 9:30 a.m.

2. Establish a Quorum

Quorum as established by President diLorenzo.

3. Approval of the Agenda

Director Walsh moved for the approval of the agenda. Seconded by Director Caine and the agenda was approved unanimously as presented.

4. Approval of the Long Range Planning Minutes

Director Baum moved for the approval of the minutes. Seconded by Director Parsons and the agenda was approved unanimously as presented.

5. Discuss and Consider the Strategic Plan

Brad Hudson, CEO, provided a draft copy of the strategic plan to all Board Members for review and discussed some of the initiatives in the plan. The CEO wanted to add two items of importance; turf reduction modifications and slope maintenance improvements. Mr. Hudson left the room at 10:00 a.m. and the Board discussed the items in the plan, added additional initiatives and revised others. These changes are reflected in the attached draft Strategic Plan.

December 4, 2017

President diLorenzo reminded the Board about the need to revise the 30-year Reserve Plan and to communicate with residents in multiple languages.

Discussion ensued among Directors regarding long range goals for Third Mutual.

The Directors requested that the City Council agenda be circulated to the Board. The Board would like to ask Sandra Gottlieb, Esq. to give an update on Governing Documents during the next Regular Closed Session.

Adjournment

There being no further business to come before the Board of Directors, the meeting adjourned at 1:09 p.m.



Burt Baum, Secretary of the Board
Third Laguna Hills Mutual

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal # 1

Program and Project Planning:

When	Who	What	Status			Comments
			Done	On Target	Revised	
Sept. 2018 and ongoing	Board CEO Finance Maintenance	Develop a 5 year CIP as part of the 2019 Business Planning process		✓		Process will identify long and short-term projects and financing as part of the 2019 Business Plan process.
Feb. 2018 and ongoing	Board Maintenance	Prioritize long and short term projects contained in the 2018 Business Plan		✓		After the project log is revised, the Board through the M&C Committee can assign priorities to various projects.
Feb. 2018 and ongoing	Maintenance	Metrics for Waste Line Remediation Program		✓		Staff will analyze progress thus far; what remains to be completed and propose projects for the CIP.
Feb. 2018 and ongoing	Maintenance	Metrics for the Dry Rot Program		✓		Staff will analyze progress thus far; what remains to be completed and propose projects for the CIP.
Feb. 2018 and ongoing	Maintenance	Program parameters for recently established concrete program		✓		Staff will provide a proposed prioritization list based upon staff and resident identified projects.
Ongoing	General Services Maintenance	Continue to evaluate parking issues and recommend improvements		✓		Staff and contractor restrictions and golf cart parking present opportunities. Evaluate parking space size and oversized vehicles.
Ongoing	Maintenance Finance	Explore long-term solar, storage and aggregation opportunities		✓		
Ongoing	Maintenance Board	Evaluate laundry programs including pricing, sizing, number, and efficiency		✓		

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal # 1 Program and Project Planning:						
When	Who	What	Status			Comments
			Done	On Target	Revised	
Ongoing	Maintenance	Metrics for Supply line/Epoxy Program	✓			Staff
Ongoing	Maintenance	Community wide energy plan		✓		Work with consultants to update street lights, gate 5 & 6 walkway lights. Improve laundry rooms to include energy efficient equipment.
Ongoing	General Services Board	Landscaping improvements			✓	Slope program, turf changes, tree removal, Arbor Pro, fuel load modifications, staffing issues and beautification. Responses to new planning effort.
Ongoing	CEO Board	30-Year Plan		✓		Update 30-Year reserve plan.

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #2

Governing Documents

When	Who	What	Status			Comments
			Done	On Target	Revised	
December 2017 and ongoing	CEO Legal Counsel Board	Updating the Governing Documents		✓		Work with legal counsel to begin looking at sections that need updating.
March 2018 and ongoing	IT Communication	Providing better accessibility to the operating rules of the Mutual		✓		Hiring of a Records Manager in early 2018 who will assure documents are up to date on the website. Resident portal launch in first quarter 2018.
January 2018 and ongoing	CEO Leg. Advocates Legal Counsel	Receiving the latest legislative updates pertinent to HOA governance		✓		Legal counsel provides quarterly updates on legislation to the Board. CEO will provide updates on Village sponsored bills and industry specific legislation.
December 2017 and ongoing	Board Legal Counsel CEO	Merging the 59 Mutuals		✓		Receive briefing from Legal Counsel and CEO on the steps, timing, and pros/cons.
December 2017	Legal Counsel Board CEO	Lowering the 67 percent member approval requirement		✓		Receive briefing from Legal Counsel and CEO on the steps, timing, and pros/cons.
December 2017	Board Legal Counsel CEO	Adding provision requiring ownership for a specified period prior to leasing		✓		Receive briefing from Legal Counsel and CEO on the steps, timing, and pros/cons.

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #3

Improve Communication and Transparency

When	Who	What	Status			Comments
			Done	On Target	Revised	
Ongoing	All Board CEO	Improve communication between Boards' leadership		✓		Boards to hold monthly meeting of the Presidents and First Vice Presidents.
Ongoing	CEO	Improve communication between Third Board and the CEO		✓		CEO to brief Board and community on Strategic Plan initiatives/HR/labor/compliance issues in Executive Sessions. Regular meetings with Board President.
Ongoing	CEO	Intergovernmental communication and legislative updates		✓		CEO to brief Board on City/County/Intergovernmental contacts as well as legislative proposals and pending legislation. CEO/Board attendance at City Council Meetings as necessary)
November 2017 and ongoing	CEO Maintenance General Svcs.	Post maintenance schedules on website	✓			
November 2017 and ongoing	Boards CEO All Departments	Reduce language-based communication barriers		✓		Programmed multi-language capabilities into Website and Pixel Air Bud translation demonstration project in Resident Services is forthcoming.
December 2017 and ongoing	Board CEO	Reduce hearing-based communication barriers.	✓			Relocate committee meetings to Board Room and take advantage of hearing loop technology.
January 2018 and ongoing	Board CEO Departments	Emphasize Mutual projects and programs on social media		✓		

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #3 Improve Communication and Transparency						
When	Who	What	Done	Status On Target	Revised	Comments
Ongoing	CEO Board	Better communications between the Board and Residents		✓		Conduct surveys, focus groups, etc. as necessary.
December 2017 and ongoing	CEO	Expand email lists and send special e-blasts to outside constituency groups such as realtors		✓		
Ongoing	Marketing Communication Board	E-blast		✓		Engage Communication Committee on desired E-blasts content..
December 2017 and ongoing	CEO General Svcs. Maintenance	Use Code Red to text and email major construction/ maintenance efforts to residents	✓			
Ongoing	CEO	Archive Board agendas, videos and minutes on the website		✓		
Ongoing	CEO	Notice upcoming governance meetings through "This Day" and emailing Team-up calendars to members and residents	✓			

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #3 Improve Communication and Transparency						
When	Who	What	Status		Comments	
			Done	On Target	Revised	
February 2018 and ongoing	Board CEO IT	Developing governance program for VTV that will highlight mutual activities		✓		
December 2017 and ongoing	CEO	Develop Monday Memo drafts two weeks in advance	✓			Provides departments and Board Members two opportunities to discuss and correct errors or make changes.
Ongoing	Board CEO Resident Svcs. Security	Quarterly meeting with real estate community			✓	Meeting should be divided between United and Third because condos and co-ops have different issues.
March 2018 and ongoing	Recreation	Offer ESL classes through Emeritus or Recreation Staff		✓		Requested by the VMS Board.
Ongoing	Board CEO Resident Svcs.	Continue to improve Docent Tours and New Resident Orientation Programs		✓		Hand-out brochures and information to new residents. Develop information for new lessees. Update new resident orientation video.
Ongoing	CEO	New resident contact program		✓		Send out letter to new members within one month.
Ongoing	Board CEO	Improve communication between VMS and Third Board		✓		
Ongoing	Marketing Communication Board	Improve Village Breeze process.		✓		Improve the process when the new Communication Director is hired. Reader feedback

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #3 Improve Communication and Transparency						
When	Who	What	Done	Status		Comments
				On Target	Revised	
Ongoing	Compliance	Member Hearings		✓		Better communication on compliance hearings. Revise residents letters to be more customer friendly.
Ongoing	Communication	Town Hall Meeting and Focus Groups	✓			Schedule as requested for Third Mutual issues.
Ongoing	Resident Services	Improve communication with new resident and lessee		✓		Make sure new residents understand the rules and regulations.
Ongoing	Board IT Communication	Review new Website		✓		Board review and input of new Website. Give input to Chuck Holland through the Media and Communications Committee. Provide classes for residents to learn how to navigate through the new Website.
Ongoing	All Departments	Comment Cards	✓			Have employees hand out comment card when they go out on a service call.

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #4

Safety, Security & Disaster Preparedness

When	Who	What	Status			Comments
			Done	On Target	Revised	
Ongoing	Board CEO Legal Counsel Resident Svcs. Security	Review governing documents and Mutual policies to ensure consistency with the Boards safety and security objectives	✓			Could be done concurrently with governing document review.
November 2017 and ongoing	Board CEO Resident Svcs. Security	Resident and Occupancy Task Force should continue their efforts		✓		Continue to update policies and rules to ensure the leasing, occupancy, caregiver and ownership issues are addressed.
January 2018 and ongoing	CEO Security	Augment Compliance Staff to ensure Mutual rules are enforced.	✓			Recently added an additional position in 2018 Business Plan
January 2018 and ongoing	Board CEO Security IT	Assist GRF in completing the gate security system		✓		Gates 7, 8, 9, 10, 11, and 14 to be completed within 2 years.
January 2018	Board CEO IT Maintenance	Explore feasibility of merging gates 10 & 11		✓		Some resistance by gate 11 residents need outreach strategy.
January 2018 and ongoing	CEO Security	Quarterly briefings from the Security Chief			✓	Receive information and provide input on mutual security issues.
January 2018	CEO General Svcs. Maintenance	Communicate updated Pest Control Program to the Mutual and residents		✓		Changes being implemented that include rapid response, outside vendors and proactive work.

Attachment A

Third Mutual Strategic Plan

December, 2017

Goal #4 Safety, Security & Disaster Preparedness						
When	Who	What	Done	Status On Target	Revised	Comments
November 2018 and ongoing	Board CEO Security	Implement Disaster Preparedness Plan for governance and communication issues	✓			
November 2017 and ongoing	Board CEO Security	Recruit building and block captains for disaster preparedness and neighborhood watch programs		✓		
January 2018	HR CEO Security	Train all staff in AED use and CPR	✓			
March 2018 and ongoing	Recreation HR CEO Security	Develop a training program to train residents in AED use and CPR		✓		