

DECEMBER 12, 2011 FINAL DRAFT
VENTURE OUT RV AND CONDOMINIUM RESORT
UPDATED STRATEGIC (LONG RANGE) PLAN
2012 TO 2016

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INTRODUCTION

Venture Out Board of Directors completed a Five Year Strategic Plan in 2008-9 which has guided the Board and staff in its pursuit of providing meaningful and worthwhile services and facilities for the residents and visitors at Venture Out. Over the past years some work projects have been completed and some have been added proving the flexibility of having a plan which helps establish a workable budget and allocation of staff resources. Also, changes occur naturally in the influx of new owners and interests they bring to the Resort.

A key part of the strategic planning process is to conduct an annual or periodic review and update of the Plan (This can occur more often depending upon the needs of the Board and Staff). These reviews allow for maintenance of the plan and are crucial to assure that the Plan reflects the actual progress and needs of the Resort. An excellent time to have one of the reviews is when the Board is preparing Goals and Objectives and the Budget directions for the next year. The reviews will be documented and followed-up with by either a new Plan or in most cases, an updated Plan. A five-year work planning window will be maintained. As recommended, this process should occur prior to the budget planning process to ensure the proper funding, and staff commitment is given for the updated elements.

During 2011, the Board of Directors instructed the Planning Committee to conduct a process to revise the Facilities Master Plan which would be inserted into the **1.0 Strategic Element** of the 5 Year Strategic Plan. During the data gathering process which involved a heavy involvement of resident/owners, renters, and staff, many ideas for consideration on the operation of Venture Out were expressed. It was recommended during this data gathering process that the Resort would use any relevant input to revise the Strategic Plan and present any changes, revisions, etc for the Plan to the Condo Board of Directors.

This update plan is provided as a guide to the Board of Directors and Staff for the next 5 years.

PLAN DEVELOPMENT AND CONTINUATION PROCESS

The intention of this Plan is to articulate the Vision and Strategy of the Resort Condo Board of Directors and Staff to clearly show the implementations tasks necessary over the next 5 year period for the improvements and operations. The process for the development of the Plan was inclusive in that it included broad inputs from residents, staff, and owners in the community to assure that all were heard and that various inputs were considered while planning. Emphasis on the input was placed on owners; however, renters were allowed their input. Less than 50 responses of the over 850 responses to the questionnaire came from renters.

The initial intent was to update the Facilities Master Plan; however during the data gathering many ideas came forth that involve the operations of the Resort. The data gathering involved the following processes.

1. A questionnaire to all lot owners including those not here. Over 850 questionnaires were evaluated, tabulated and placed in a report to the Planning Committee. Included in that report were all written comments provided by the respondents on the questionnaires.
2. A Planning Committee Member, Condo Board member, and Social Board member met with all 29 Social Clubs with separate questions that requested their input on their club operations and facilities for now and into the future. Each of the Club's responses were provided in another report to the Planning Committee.
3. All data was then placed in a Summary Report on facilities to the Planning Committee, and submitted in September, 2011.
4. Concurrent with the report to the Planning Committee, a recap was prepared on operational issues presented in the data gathering that could be considered for the Strategic Plan using the 8 Strategic Elements from the original plan. All recommendations for changes to the Plan were based on multiple like responses from the data gathering process. This list was reviewed and updated by administrative staff for relevant tasks.
5. A draft Updated 5 Year Strategic Plan Chart was prepared and reviewed by staff. Only those items that appear feasible are presented in this update for consideration by the Condo Board of Directors.
6. The next task was to present a draft Revised 5 Year Strategic Plan to the Condo Board of Directors for their input. This workshop was held on November 10 and input was gathered from the Board and included in this final draft. Once reviewed and recommendations are approved by the Board, a Revised Strategic Work Plan will be finalized and presented to the Condo and Social Boards and administrative staff as their working document.

No attempt has been made to revisit the Mission, Vision or Core Value statement. So unless a request is made, the original statements will remain in effect. The following is the adopted Mission, Vision and Core Value Statements.

Mission Statement: A declaration of an organization's purpose; why the organization exists, its charter, its purpose. All work, initiatives and operations activities of an organization should be in support of the Mission Statement. The Mission of Venture Out is:

Venture Out is an active 55+ retirement community where friendship, cooperation and volunteerism are highly valued and where residents are involved in diverse activities while keeping the park safe, secure, progressive, cost efficient, and responsive to changing needs."

Vision Statement: Is a statement that articulates where the organization would like to be at the end of the term of the Plan. It should outline important aspects of the organization that will play an important role in meeting the vision. The Vision should stimulate strategy and tactics in order for the Mission Statement be met. The Vision for Venture Out is:

The vision of Venture Out is to be recognized as a premier 55+ seasonal retirement resort in the East Valley and be a leader in resort innovation to provide facilities, services and programs for the residents. We intend to accomplish this by:

- Maintaining a safe and clean resort
- Planning for future generations of residents and programs
- Being fiscally responsible to the residents
- Planning for new and upgraded facilities that will meet future needs
- Communicating with residents and outside community the benefits of Venture Out

Core Values: Guides that are philosophical beliefs that we value when faced with options and alternatives for our future. We use these every time we make decisions as a premier resort. Core Values herein are those of the Condo Board of Directors and can be used as decision filters for Condo Board actions.

As a 55+ seasonal retirement resort committed to providing residents with diverse activities and facilities,

WE VALUE:

- Our employees and the jobs they perform
- Our volunteers for making Venture Out what it is
- Offering operational services in a cost effectiveness manner
- New and innovative facilities, programs and services to meet the needs of the next resort generation
- Our commitment to be open, fair, and honest in communications with the residents
- To keep the resort a well maintained and safe place, and be environmentally aware

DEFINITIONS

Objective: A concise statement associated with each strategic element that describes the objective of that elements. It explains why that element is important to the Resorts' overall strategy.

Strategy: A concise statement associated with each strategy element that describes how the objective for that element will be achieved.

Performance Measurement: Describes specific measurable outcomes for each strategic element to determine if objectives were achieved or not.

Strategic Goals: Strategic actions are specific and measurable activities or targets that address the strategic elements. Day to day actions and projects are designed to accomplish the goal these are also referred to as work items.

STRATEGIC ELEMENTS

The Strategic Elements established in the original plan will remain and be the basis of this update. An additional element has been added due to the numerous work items that relate to the Green directions of the Resort. The Elements are:

- 1.0 Facilities/Architectural
- 2.0 Operations
- 3.0 Maintenance
- 4.0 Security/Resort Safety
- 5.0 Human Relations
- 6.0 Fiscal Management
- 7.0 Communications
- 8.0 Infrastructure
- 9.0 Going Green

The plan is organized around these elements and described the following section. Table 1 is a chart illustrating the Elements and their Work Items (goal) and is a companion document to the explanations. It is also used as an outline of work products for each fiscal year and assists the staff to illustrate the person or group responsible for follow through. It establishes the priority and status of each task.

STRATEGIC GOALS

Strategic Goals represent the Resort's actual work areas and organized into 8 sections to assure proper actions needed in operations, planning and management of the Resort. **The revised Chart of work items illustrates those items as discussed during the November 10, 2011 Board Work Session.**

1.0 FACILITIES/ARCHITECTURAL

Strategic Goals: There have been many successful improvements to increase facilities in VO since its inception as a RV resort in 1969. The inclusion of park models, seasonal residents, permanent residents, and land ownership have progressed VO to a premier RV and condominium resort in the east valley. Because the owners/residents want modern and up to date facilities for their changing needs, and wants, VO must be prepared to address their desires and needs.

As VO owners desire to improve facilities it became apparent that there is a need for a facility master plan for future facilities – both new and renovated. Many of the needs have been identified in previous studies, specifically, the Long Range Plan of 2003 by Dr. Hultzman, the Planning Committee Gold Corridor Plan of 2004, and a subsequent follow up report of 2007, a RV Pull Through Report of 2006, the adopted 2009 Strategic Plan, and the data gathering Draft

Facility Master Plan report. The approval of a revised recommended Facility Master Plan will automatically become part of this Plan.

In addition, data gathered stated maintaining the facilities appears as a top priority and is included in the Maintenance Element, 3.0.

A major aspect of Venture Out is its facilities which are available to all residents and visitors during their stay. The Resort has a Facilities Master Plan (FMP); however, during the fiscal year 2010-11 the residents voted for an assessment to relocate and build 8 new Bocce Ball Courts and develop two new lighted tennis courts in the NE corner. However, due to the City of Mesa requirements and subsequent over budget bids, the projects did not move forward. This brought out the need to look at the current FMP and seek input from all residents and guests of the Resort on what their priorities and needs are. The Planning Committee was asked by the Condo Board to undertake a large project of gathering data and providing a report and recommendation to the board in 2011-12. Therefore,

Master Plan Process

1.1 Conduct a new FMP (Facilities Master Plan) This work has begun and currently with the Planning Committee.

1.1.1 Data Gathering was completed by the end of last fiscal year and a draft summary report was prepared for Planning Committee review.

1.1.2 Summary report was completed and forwarded to the Planning Committee, September of 2011, who will then forward to the Condo and Social Boards.

1.1.3 Conduct Public Forums The Boards may instruct the Planning Committee to move forward and during the winter 2012 season to gather resident input on the proposed plan. At the conclusion of the Forums, the Planning Committee will then send a recommendation for a final Facilities Master Plan to the Condo Board.

1.1.4 Hire an architect who will prepare a written and visual Revised Facilities Master Plan for the Resort.

1.1.5 Prepare a financing plan and establish priorities of development. Once this Plan is received and approved by the Board in the Fall of 2012, the Board and staff will embark on a task to set the priorities for the next five years.

Previously adopted Facilities/Architectural Priorities

1.2 Design and implementation of any development in the NE and SE areas past studies and projects have identified many areas of concern for development and must be evaluated completely before any development occurs

1.3 and 1.3.1 Study for Expanded or New Exercise Facility and the design financing and construction of the facility is currently being undertaken by the Board and Staff as an architect has been hired, resident input has been received. The architect is currently engaged in the design and approval process through the City of Mesa and final drawings are expected in the spring of 2012.,

1.4 Study the Design, Finance, and construction of new Hobby Facilities Look into all options for renovation of current facilities as well as the possibility of expansion in other locations. With a specific need to immediately provide additional space for the Woodcarvers/Stained glass clubs which must now share facilities and times.

1.5 Administration Office Evaluation for future needs/conference meeting room- Due to recent State Legislative actions, the Resort will be in need for additional meeting room(s) to support the many official Board, committee and activity meeting necessary to operate the Resort; Study the possibility of adding a meeting room directly west of the current Administration office that would provide meeting space during the day and activity space in the evening.

1.6 Bath House Study and recommendation for replacement/renovations- study the current uses of the satellite bathhouses and the potential replacement of these facilities in the near future. Will all eight bathhouses be re-built as the need arises, or as more homes build new and larger bath facilities will these be necessary.

1.7 Build Tennis Courts 9 and 10 in the NE corner. Continue to explore the need for two additional courts and take into consideration the cost of development of the NE corner in order to provide the necessary water retention the City of Mesa will require.

1.8 Design and construct permanent Activity offices in Annex- With the recent survey in which there did not appear to be support to move the Activity offices into the Community Center, it is time then to plan to convert the "temporary offices" of Activity into permanent offices, which requires renovations, proper HVAC balancing, permanent walls , wiring and lighting, etc. This replaces the prior strategic step to build the activity pod.

New architectural/facilities concepts

Recent input from lot owners results in the following:

1.9 Review unit Height rules and use of roof top decks This is a direct result of the needs of residents to expand their units livable space; however, the CC&R's would need revisions to allow this to happen. A study to determine the pro and cons, and impact of state laws, of such a change should occur over the next few years.

1.10 Policy on updating use of propane for units that would allow lot owners to properly store and maintain propane tanks.

2.0 OPERATIONS

Strategic Goals: Many outside factors influence the Resort with laws, regulations, and social influences that might affect the operations and management of the Resort. This results in the need to constantly evaluate and upgrade Resort and Board policies and standard operating procedures. In addition, we recognize that the needs of the Resort community and employees are constantly changing and the Board must be receptive and flexible to this need.

The Condo Board is committed to adopting policies and practices which result in continuous improvements in the level of service. The Board and staff have identified elements that will enhance services improve efficiencies and maximize the efficiency and operations of the Resort.

2.1 Administrative Office - Evaluation of Services and fees. is the evaluation of the working relationships, responsibilities, staff needs, etc. It is the ongoing aspect of maintaining an effective operation-

2.1.1. Evaluate fiscal impacts and identify new revenue sources As the residents reflected their desires to maintain costs, they also recognize that services cost money. Therefore, the residents want the Resort to be cost conscious, when providing new facilities and services. Also, they expressed a desire to look into evaluating services and determine if some of those could be cost recovery or revenue enhancements. Staff should be looking into new methods of increasing revenue and evaluating costs on an ongoing basis. Specific areas of concern are the possible water meters for the car wash, showers, etc

2.1.2 Review and Adjust Fees Yearly for RV Park and Storage With the improvement of facilities and utilities in the RV Park area, to keep up with inflation, outside services fees, and internal services provided in the RV Park and storage areas should be evaluated annually.

2.2 Site Design Review and Policies Architectural and building permits has a large impact on the Resort as it relates to building consistencies, overall appearance and rights of way. This work element will involve providing written guidelines, processes, and policies of improvements to lot own by residents. An Architectural Guideline Handbook has been developed and approved by the Board. Further improvements to the Handbook, with illustrations, will be provided in the update. This document will be reviewed and updated yearly, in particular as amendments and rules are changed annually which can affect this document

2.3 Marketing Policies and Procedures continue the overall effort of the Resort to promote its ownership, rentals, RV pull throughs, advertising, general population brochures, flyers, pamphlets, etc. Guidelines and policies would be established to offer consistencies in advertising and operations.

2.4 Study Full or Part time Restaurant Services in the Sonoran Cafe. During the data gathering process for the FMP many comments were received wanting the Sonoran Cafe to be a restaurant and not another meeting room. Their requests were made through written comments to the questionnaires, unsolicited comments and Social Club Comments. Residents are split on types of services, so before anything is done, further study and recommendations should be made. Further, no mention was made of who is to provide the services - staff or contract. In addition, coordination with Social Club events in the Bistro must occur.

2.5 Conduct Resident Survey on Program and Service Needs. The Condo and Social Boards will conduct a resident/owner comprehensive survey of current programs and services, anticipated programs and services, and future needs of residents/owners.

3.0 MAINTENANCE

Strategic Goals: All Strategic Plan research, studies, and resident input placed a high priority on the maintenance of the Resort. The conditions within the Resort are requiring more care due to age and use. Also, as the park was built to handle RV's in the 1960's and 1970's, more impacts have placed on this item by the lot owners, as the installation of park models, residents staying longer, and using the facilities to the utmost extent; thereby, increasing normal wear and tear. Most facilities other than the new community center the most recent renovations of the guardhouse, RV Pull throughs and West Pool Bathhouse, are aging and require more maintenance, if not renovation or replacement. Preventative maintenance is an ongoing process at the Resort. A majority of the work items placed in the budget are based on the off season surveys by staff. This doesn't necessarily solve all issues do to the aging infrastructure.

Maintenance is a critical issue to residents and staff alike. In the recent survey maintenance of current facilities is very important to most residents. More emphasis by the Board and Staff in the budgetary process should be placed on preventative maintenance and current maintenance issues.

3.1 Creating a maintenance schedule and standards manual for the Resort with minimum standards will be necessary to maintain facilities, landscaping and infrastructure provide guidelines to staff on the items to be accomplished for a safe and enjoyable experience for the residents. Once these standards have been adopted a handbook should be prepared to assist the staff in the maintenance quality and consistency. This document will also assist in the financing of equipment and supplies, establishing work plans for staff, and standards in which to judge appearance and fiscal impacts.

3.2 Evaluate and adopt a list of Resort maintenance items is a yearly process through the Reserve Study which identifies major equipment, facilities and supplies for replacement. Each year the schedule for the equipment and major supplies, renovations to current facilities such as bocce courts, tennis courts, etc., and ongoing maintenance items such as street overlays and palm tree skinning is prepared for budget discussions and becomes a part of the operating budget of the Resort. However, some of these items can be identified in the manual and placed in the schedule for repairs or replacements

3.4- Review a New Street Sweeper vs service contract. The current sweeper is over 30 years old and has been requiring more- repairs and maintenance. A newer and more efficient sweeper is needed to minimize complaints of black dust from the street surface. A comparison should be completed to determine if a contract services would better serve Venture Out.

4.0 SECURITY/RISK MANAGEMENT

Strategic Goals: Security is one of the major concerns of the Residents. Hundreds of people enter and exit the Resort daily. In addition, many contractors, both Resort and Lot Owner hires, use the entry for access to their jobs, and this area alone is a concern of staff and residents alike. The additions and improvements to the main gate has eliminated many of the residents' concerns. The addition of the new gate system has brought a new professionalism to security and immediate benefits were seen, with a dramatic decrease in incidents involving petty theft and unauthorized 'vendors' on the property. Areas of safety to residents and visitors identified for future actions include:

4.1 Safety Program, Equipment, and Training for use of personal carts on Resort property. Program would include safety hints, road rules, cart maintenance, and cart operations.

4.2 Use and replacement of Yield signs with Stop Signs at intersections. Some intersections have yield signs at strategic intersections and should be evaluated to convert to stop signs or leave the same.

4.3 Evaluate and Install Motion Sensor Lights in Common Areas. There has been some concerns of safety after dark at common areas, especially around the Community Center, Annex and Oasis. These areas should be evaluated and research should be accomplished for the type of lights and operations.

4.4 Study the Use, Types and Placement of Speed Bumps on key streets. Although speed bumps can be controversial, care must be given to the overall safety of the Resort residents for speeding and impacts of speed bumps on vehicle use.

4.5 Study and Implement Upgrading of Lighting on the West Side to coordinate with the upgraded lighting on the East Side of the Resort. A fiscal impact study should be completed to determine the benefit to the Resort.

5.0 HUMAN RELATIONS

Strategic Goals: The Condo Board recognizes and acknowledges its' staff as a critical asset to the Resort and intends to invest in its workforce to provide high quality and efficient services. VO is committed to managing human relations to the benefits of the residents and Resort. The major situation with providing and keeping qualified employees is the nature of the Resort. Although the Resort is open year round, and few residents take advantage of that, the majority of residents use the facility for a 3 to 6 month period during the fall and winter months. Hiring and maintaining a qualified staff with split seasons is a challenge and is a major concern of staff. This places a burden on management to hire, maintain, and train qualified employees.

There is a very loyal and enthusiastic staff at the Resort. They like working for Venture Out, and enjoy the relationships with the residents. However, they do want to keep up with the work force outside the Resort and would like the opportunity to improve their skills and have possible advancement. In addition, as with any competitive work force, they also want to keep up with staff benefits. This alone will help keep and maintain a qualified and loyal workforce.

5.1 Conduct and evaluate employee benefits involve many factors identified by management staff and employees themselves. Important to them are benefits. Venture Out should continue to annually review this with a wages survey of surrounding resorts.. The Board and staff should evaluate the needs each year working with staff to provide the benefits they need.

5.2 Development of a training program is an interest of the workforce. They feel the need to be up to date with current operation methods a key to doing their jobs, and possible advancement. In addition, both management and core staff felt the need to be cross trained in general areas. Not all personnel can be cross trained due to special trainings needed for the position. Again, any cross training would help in the overall operation, staff skills, and smooth transitions when an employee leaves employment. This program should be worked out jointly with management and core staff. The Board should also be involved in providing the necessary time and tools to accomplish this task. Currently staffs in Administration and Activities are involved in a comprehensive re-write of the operations manual so that in the event of the absence of any key employees, the manual can take a replacement through specific job functions from "A to Z"

5.3 Current Organizational chart not only includes identifying the line of authority, but also reflect the changes that have occurred over the years. This document will also help the staff understand where they are and the need to improve themselves for possible full time and or advancement opportunities.

5.4 The Employee Manual The current manual is available when an employee is hired and used in the orientation of that employee—The Manual is updated each summer and then if necessary the changes are approved by the Board, last done in 2010-2011. The manual will also serve as a training tool for the employee.

5.5 Hire an Information Technology Person for administration and other Park needs. Because of the complexity of the Resort's computer system, management of the wireless programs, maintaining the Web Page, and various other software programs to provide services and communication to the residents.

6.0 FISCAL MANAGEMENT

Strategic Goals VO operation and project costs are increasing at a rate equal to the inflation rate and other than special assessments, Condo fees have not increased more than 5% to accomplish all the projects identified in the Strategic and Facility Master Plan process. Therefore, the Condo Board and staff must use all available resources to accomplish its specific goals. This is not an easy task as many items outside of their control impact what is available to

the Resort. This includes energy costs, state laws, local regulations, personnel changes and increases in services provided to VO by outside vendors. This problem is further impacted by VO's CC&R's which limit the amount of money spent on projects.

6.1 Evaluate and recommend changes in Resort services A major concern of the residents and staff is identifying current services and innovative services which may increase revenue for operations would identify current activities, such as drinking water, car wash, showers whether they could be self-sustaining or revenue enhancements for the Resort. Also service impacts such as garbage pickup, internal as well as external, should be evaluated. The Resort must also look at real estate services and its impact on operations. There are many lots that change hands each year, an increase in rentals, an increase in third party rentals, and off site realty sales which impact time and cost expenditures. The change in how Venture Out units are being used, moving towards a more 'hotel like' experience, can place additional demands on staff and space than previously required. -

6.2 Identify and Implement Joint Projects with Social Board. Equipment replacement, such as recreation equipment, furniture, FF & E (Furniture Fixtures and Equipment) has for many years been funded separately by monies raised by the Social Board. The Condo Board, fully funds all payroll costs, and The Social Board funds the costs of equipment and supplies of the Recreation Department. have a unique relationship, in which without the labor costs, the Social Board fundraising events are profitable and each year the proceeds generated from those events, are used to purchase all new recreational equipment, kitchen equipment, club requests and furniture through out the property. These projects and cooperative efforts are reviewed annually.

6.3 Update Reserve Study for Capital Projects In order to reach the goal of being "fully funded" residents voted in fiscal year 2007/08 to increase the funding for the reserve fund by an increase \$14.00 quarter and authorized an annual increase not to exceed 5%. The must be reviewed every five years and the target for funding will be tied to the new reserve study. A means to facility replacement or repair is to use the Reserve Study to identify each item is for its longevity of use, and be budgeted accordingly. Thereby, each item can be replaced on a scheduled and budgeted basis.

Of critical importance to the Board and staff is managing the long term costs to ensure the level of expenses and investments, in its operations, employees and infrastructure is shared equally between the lot owners, renters, and visitors. To accomplish this, we must plan and develop stable, ongoing operations and maintenance funding sources, funding for new facilities, to insure it will meet the needs in the coming years.

The reserve fund has been greatly improved since its inception in the early 90's. In 2005 the \$1,000,000 cap was lifted, allowing the reserve fund to increase beyond \$1,000,000. In 2006 and approved in 2007 a new Reserve study was done, which set target funding at \$3,056,684, but projected that fund requirements will increase upwards to \$10,000,000 in 30 years.

6.4 Study a Capital Improvement Fund During the process of revising the Facility Master Plan, many suggestions were brought forward to preplan for any major facility additions or renovations. Therefore, the residents want the Board to look into separate fund from the current Capital Improvement Fund or Reserve Fund. An alternative would be to change the policy and amounts for the special funds.

7.0 COMMUNICATIONS

Strategic Goals: The purpose of an external communication plan is to ensure that timely, relevant information is delivered to the residents. In addition, the plan should take into consideration increasing the availability and trust of the Board and staff, thereby improving access to Resort decision-making process in an effort to increase awareness and broad-based support of critical Board decisions. Thorough communication will result in broad-based knowledge, at all levels, of Resort operations and issues, as well as increased efficiencies and enhanced customer service.

In addition, management staff will collaboratively develop an internal communications plan to facilitate employee input into decisions and a system to communicate issues, decisions and other administrative actions to all affected employees to ensure the policies to be implemented are understood by all.

A major concern has been the many clubs, groups and formal committees and Boards that meet during the year, and especially, during the season that impact each other.

Coffee and Donut sessions, General Meetings, Candidate Nights, etc. Also, individual groups and clubs want to eliminate conflicts as any outside meeting impacts their attendance. A concern is also establishing a method and or policy of notification of cancelled meetings. A concerted effort has been made to coordinate action of both the Condo and Social Boards by increasing the amount of communication between the Boards.

A major concern has been the many clubs, groups and formal committees and Boards that meet during the year, and especially, during the season that impact each other. The Board has shown this concern on many occasions and would like to have policy that addresses Town Hall Meeting conflicts, Coffee and Donut sessions, General Meetings, Candidate Nights, etc. Also, individual groups and clubs want to eliminate conflicts as any outside meeting impacts their attendance. A concern is also establishing a method and or policy of notification of cancelled meetings.

7.1 Evaluate and implement a new policy on formal resort meetings should be drafted and approved by the two Boards.

7.2 Evaluate Methods of Communicating with Residents has been a concern of the Resort's residents for years. Like so many operational items that are taken for granted, this is one major one. As the resident age changes, programs and services change, operation changes, the Resort must evaluate all current methods and adopt new ones to get the word out to the residents. The resort is already seeing the results of mass Emails to the residents. The Board must also evaluate other methods used for communications.

New methods, and sometimes reviving old methods, of communication must be ascertained. Reader boards of activities were also brought up. Flyers of activities and where they should be distributed has also been brought up. These are but a few of the examples of resident thinking.

Staff, Boards, Committees and special groups must continually look at and evaluate their communication efforts.

7.2.1 Plan for Future Development and Changes in the Outlines. The Outlines must also undergo changes to reflect the activities and services in a more concise and clear manner. A thorough study of the format, delivery, and content will help in deciding the future of the Outlines-

7.3 Review and Revise Policy and Procedure to Communicate with the Social Board, and other Resort Committees. Each year, this review is necessary to ensure the communication of services and information is coordinated for resident and guests.

7.4 Study the possibility of purchasing Convention type monitors for the day to day communication of events and locations within the resort.

7.5 Establishes System for Notification and Documentation of all Committee Meetings. This task takes on special meaning because of State Legislative actions requiring proper notification and documentation of all committee meetings.

8.0 INFRASTRUCTURE

Strategic Goals: When the Resort was constructed 40 years ago, the acquired systems were built for RV's and on a temporary use basis. Since then, the Resort has become a premier vacation resort with many of the lots converted to park models and has increased the amount of time residents spend at the Resort; hence, the need to improve the infrastructure and maintain all infrastructures in a safe and reliable manner.

Venture Out must stay on top of building trends in the industry and also changes with city and state governments. Staying current so Venture Out remains viable as a community and not downgrade involves a large commitment by staff and Boards to stay on top of the trends, laws, and new technologies

The level of scrutiny by the Board and residents of Resort actions and projects is increasing, requiring clearly articulated project goals and objectives, comprehensive financing and accountable construction. Great strides have been made with SRP and the electrical improvements and water usage. Open communications will be necessary for the foreseeable future to ensure progress on the renovations of the underground utilities.

Recently as the streets are nearing the end of their 'useful life' the residents have expressed their major concern is street improvements. The recent data collection process for the Facilities Master Plan Revision illustrated the over whelming need for a street improvement program. And in some cases the need to communicate better with the residents on street maintenance and improvements.

8.1 Road Resurfacing Schedule Policy would study the types of resurfacing, establishing a schedule for repairs and resurfacing, communication with lot owners on processes, and instituting a schedule and actions for proper maintenance of the streets.

8.2 Distribute and Enforce Utility Easement Requirements

8.3 Study of Drainage Ponds and Possible Use of the Drainage/Retention Ponds

9.0 GOING GREEN

Strategic Goals: The Board of Directors and Staff have been encouraged to enhance the Resort's direction to implement as many "Green" activities, facilities and events as possible. In addition, a further benefit is to reduce expenditures that in itself would benefit all residents.

An Ad Hoc Committee was establish three years ago to start the planning and implementation of a Resort Green Program. Through their guidance, small steps have been made to improve the image of the Resort. This Element takes the previous Green foundation to a more formal work effort.

9.1 A Green Program is currently in progress. A Green Committee was established to assist the Resort in the evaluation and development of Green programs in the resort, including a recycling program, possible revenue for the Resort, and participation of the residents in the overall recycling efforts. Work efforts would include creating a handout for the residents, identifying and enacting cost neutral programs, studying and implementing its own recycle programs for recycle materials, identifying areas the Resort could install energy saving solutions, and an overall education program.

9.2 Implement a Tree Replacement Program for the Resort. As the park ages, and therefore, the trees that we planted originally, and public trees that are dying or have died due to weather or disease, a program should be in place for tree replacement. Also, the beauty of the park is its trees. We should do all we can to keep that appearance. Also, a tree replacement program for individual lots should be considered

9.2.1 Establishes a Landscape Minimum Requirement for Individual Lots that would help the lot owner to attain xeriscape and yet keep their lot looking well landscaped with minimal effort and utility use.

9.3 Providing a Manual or information packet on lot landscaping as a new approach to the landscape maintenance of the Resort that would include guidelines for residents, standards for common areas, plant replacements and determining the perimeter landscaping plan. This can also be a part of the maintenance standards, but only used for the private lots.

9.4 Review Combine Recycling and Garbage to SE Corner should be considered to allow for a one spot area for control and allow for any type of expansion in the SW area.

9.5 Study the Combination of Car and RV Wash in the same area. Another means of consolidating services. Currently the SW area is for cars and SE area for RV's. By looking at consolidation, this would open an area for expansions of parking, or other facilities.

9.6 Study Twice Weekly Garbage Pickup. This has been approached in the past, and deserves another look at whether it saves on costs and still provides the service the residents are accustomed to.

9.7 Study Removing the Grass on Aztec. look into the feasibility of rock landscaping or total removal to provide additional parking as on the east side of the park.

9.8 Study Exterior Wall Landscaping Improvements For both maintenance and security reasons, would identify any methods to improve the exterior landscaping, and with that improve the security of the Resort which is a concern of many of the residents.

9.9 Solar Panels for Pools and Bath Houses has been a recommendation of the Green Committee in the past. This work product places the research, pros and cons, of instituting solar to the pools and bath houses.

9.10 Study use of Solar Energy for VO Services. The Green Committee has been working on this; however, the residents want to see a greater effort. Suggestions for facility improvements include the solar heating of bath houses and the pool. The Green Committee needs to prepare a comprehensive report on how VO could use and benefit from solar energy.18

