

### Vision Statement

A welcoming, diverse, residential, gated community of single-family homes and recreational amenities that supports the evolving needs of members and their families now and in the future.

### Mission Statement

Enhance the community through sound governance, management and business practices that promote the quality of life for all members.

### Values Statement

We value diversity, respect for all people and the environment, participation and open communication.

### Overarching Goals Statements

1. Preserve and Enhance the Community Environment
2. Maintain and Upgrade Our LOWA Infrastructure
3. Provide Amenities and Facilities Supporting Recreational and Lifestyle Interests of Members
4. Provide a Secure Environment for Members
5. Enhance Communications With and Between Members
6. Provide High Quality Administrative Support Services
7. Institute Multi-Year Strategic and Financial Planning
8. Exert Positive Influence on County Planning and Development

Adopted June 21, 2017 by the Board of Directors

Lake of the Woods Association  
Overarching Goals and Strategies  
Adopted July 24, 2018

**GOAL 1: PRESERVE AND ENHANCE THE COMMUNITY ENVIRONMENT**

**Community Environment Strategies**

1. Upgrade procedures, equipment and facilities to preserve and enhance our natural environment.
2. Provide adequate resources to enforce covenants and regulations governing the natural environment.
3. Maintain and upgrade the appearance of all LOWA common areas.
4. Enhance green space and natural areas, and increase green space where possible.
5. Continue to support the Lakes Management Implementation Plan.

**GOAL 2: MAINTAIN AND UPGRADE OUR LOWA INFRASTRUCTURE**

**Maintenance and Upgrade of Infrastructure Strategies**

1. Provide required resources and personnel sufficient to maintain and implement the Emergency Action Plan for Dam Safety.
2. Sustain the appearance and functionality of all LOWA facilities, structures, grounds and equipment through maintenance, repair, replacement or improvement.
3. Implement the plans to upgrade all roads and associated drainage facilities including ditches and culverts.
4. Monitor Orange County housing development codes, and develop a feasibility plan that puts LOWA infrastructure in compliance.

### **GOAL 3: PROVIDE AMENITIES AND FACILITIES SUPPORTING RECREATIONAL AND LIFESTYLE INTERESTS OF MEMBERS**

#### **Amenities Supporting Recreation and Interests of Members Strategies**

1. Develop and implement improvements and enhancements to the Clubhouse area that will serve Member needs and interests.
2. Develop and implement a comprehensive plan to enhance the Community Center Complex to meet the needs of the community.
3. Maintain the appearance and operation of all amenities in an attractive and functional condition.
4. Ensure that the lakes will be able to support: 1) water sports, 2) boating, 3) a productive fishery, 4) public beaches, 5) boat docking for those not on the lake, 6) boat storage, and 7) marinas for launching and servicing boats.
5. Extend the network of walking/biking trails that are easily and safely accessible to all LOWA Members.
6. Explore opportunities to enhance existing amenities and add new amenities that meet the needs and interests of Members.

### **GOAL 4: PROVIDE A SECURE ENVIRONMENT FOR MEMBERS**

#### **Secure Environment Strategies**

1. Maintain a “gated community” and provide adequate resources to control access, and enforce community regulations.
2. Utilize Neighborhood Watch, Security patrols, surveillance systems, and other media to help maintain vigilance, identify threats, protect resources, and protect Member and community property.
3. Partner with local and state law enforcement and emergency services, including LOW Fire and Rescue, for the continued safety and security of LOWA Members.
4. Provide required resources, training, personnel and equipment, to implement LOWA emergency plans.
5. Develop and implement infrastructure improvements, policies, procedures and compliance strategies that promote safe walking, biking, boating and vehicular travel.

## **GOAL 5: Enhance Communications With and Between Members**

### **Strong Communications Strategies**

1. Upgrade information exchange to achieve rapid and reliable communications with and between Members.
2. Maintain a family of regular online and printed publications to provide information to all Members.
3. Explore new technologies for improving video communications.
4. Explore options for new methods for Member communication with the Board and Staff, and for Member-to-Member communication.
5. Explore improving Association and member access to high-speed broadband and wi-fi.

## **GOAL 6: PROVIDE HIGH QUALITY ADMINISTRATIVE SUPPORT SERVICES**

### **Administrative Support Services Strategies**

1. Maintain a compensation structure and competitive benefit package adequate to retain a highly qualified and motivated staff.
2. Continue a “customer satisfaction” mind-set among LOWA employees.
3. Develop and implement plans to use modern technology to work more cost effectively and efficiently in operating the business of the Association and in delivering member services.
4. Establish an internal feedback/audit system for administrative services.
5. Maintain an effective Human Resources program that includes accurate position descriptions, procedures for recruiting, screening, selecting, training and compensating staff, competitive salary and benefits, and periodic performance evaluations.

## **GOAL 7: INSTITUTE MULTI-YEAR STRATEGIC AND FINANCIAL PLANNING**

### **Strategic and Financial Planning Strategies**

1. Establish and maintain a repeatable capital planning process that includes a land use study, long term strategic outlook 6 to 10 years, and a 5-year plan of which the 1st year is the projected annual budget of replacement and new capital projects.
2. Develop a strategic outlook that identifies major capital projects (\$100,000 or more) and the impact on the Operating Budget for Years 6 to 10. Each project should include a rationale for why it is needed and an estimate of its funding over the five-year period.
3. Update the land use study every 5 years, the long term strategic outlook every 3 years, and the 5-year plan annually.
4. Generate funds through the annual budgeting process, budget surpluses, land/lot sales, and external financing to cover operations, asset replacement and anticipated improvements to the amenities and infrastructure.
5. Establish a competitive fee schedule annually that strives to optimize usage of existing amenities.
6. Every 5 years or sooner, contract the services of an outside specialist to conduct a Reserve Study of all LOWA assets, in order to determine the projected replacement costs and schedule of LOWA existing assets.
7. Consider the recommendations of the Annual Reserve Study Update to determine the schedule of existing asset replacement, annual contribution to the Repair and Replacement Reserve (CTR), the Reserve's minimum balance, or provide a cost/benefit analysis for other action.

## **GOAL 8: EXERT POSITIVE INFLUENCE ON COUNTY PLANNING AND DEVELOPMENT**

### **Influence on External Development Strategies**

1. Provide input concerning all development in the watershed of the lakes, the inundation zones in the Route 3 corridor, and all property adjacent to LOWA.
2. Encourage LOWA residents to become informed about county issues, attend county meetings, and become involved in county projects.
3. Promote greater representation in local government and nongovernment organizations.
4. Seek opportunities to influence development of areas adjacent to LOWA.
5. Seek opportunities to increase riding, walking and jogging trails on National Park Service and/or other adjacent property.
6. Provide input to the County Comprehensive Plan and the GWAP to the benefit of LOWA.
7. Explore a plan to accommodate the Orange County fiber optic backbone by determining how to appropriately provide infrastructure to bring this capability to LOWA residents.