

October 10, 2022

1. Tamra Ingwaldson, Vice President
2. Mike Berni, Director
3. Mandy Paradise, Director

Where we started:

Goal: Review the existing Strategic Planning Notes, 2017 and to determine what looks like we may want to carry forward. What is a strategic planning process our board can move forward on? (started, unfinished)

“Stable step forward, but need a place to push off from” Mike

Questions: What might be actionable, what might need to be reconsidered, and what can we summarize for the Board?

Hope: sustainable physical assets and fiscal health

Where we ended:

The work of the Board

- **Vision wise** – what is our common vision?
- What enduring strategies must we commit to reach that vision?
- Can our vision be a portfolio of sustainable amenities and a determined, reasonable threshold of subsidy?

Stake holding

- What stakeholder groups and practices can help us gain insight. Commitment to share back as we go. Key groups: Board, staff, committee, members
- What is the purpose of the Board? What is it that drives this entity? What is our responsibility.
- How do we develop discretion in spending and budgeting?
- The more people we include, the slower it goes. Quality decision is valuable and **in balance** with pace.

Guiding Hopes:

- I want to enjoy amenities into the future. I want amenities that last for the next three generations.
- How can we help strive toward fiscal responsibility, and what processes will reinforce this?
- Shepard the steps and offer actionable items.
- Given the nature of our organization, needs, and fiduciary responsibility – might we want to invest in a professional facilitator with a business/financial?

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What are possible next steps:

Mandy proposed we draft an updated mission and vision. It would be helpful to have it more of a SMART goal. (Specific, measurable, realistic, timebound)

Tamra: The guiding purpose was to take a look at what was done in 2017. What makes sense to carry forward and what doesn't? concerned that as we plan for the Reserve study, we are only half-informed as no Strategic Plan exists to accompany the budget.

Potential Resource: <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-ga/pages/isthereadifferencebetweenacompany%E2%80%99smision,visionandvaluestatements.aspx>

Discussion:

Hope that the strategic plan could balance and inform the budget and ongoing maintenance of our community. LLCC has many amenities and is a "small city", what mission and vision might help us thrive into the next several generations? Want to encourage the board to commit and agree to Mission, Vision, and Values statement. Consultant option could work if the BOD and community opt into the experience and commit their time. Want to ensure everyone can be a part of the process, and enable the community and BOD to work together. The Reserve Budget exists as a component of strategic planning, what additional aspects are related and needed?

Possible Goal: Draft a single or multiple mission, vision, and values statement(s) for board review, input, and eventual tentative adoption. Stakeholdering after the Board has done input.

Ask Board to get a facilitator? Need to know if...

- Justification
- Cost
- Commitment of time from the Board
- Goals for the consultant and our community

Achievement Concepts:

- Mike – potential next step is to draft a mission and vision. Three perspectives to inform a draft. Connected and multiple versions okay!
- Tamra – take information to the board for review and approval. Recommend having a values statement.
- Mandy – draft a mission and vision for the Board to consider.

Future actions for consideration:

- Request board permission to initiate meetings targeted to Mission, Vision, and Values.

Strategic Planning: Thinking & Discussing

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- Is there capacity among us to do this work? Do we recommend that the BOD establish a committee with BOD management and participation?
- Does the BOD desire this work to continue at this time? If Yes, what recommendations are there to pursue or continue the effort?

Conclusion:

Objective was to discuss, review, and share. No requests or goals have been determined at this time to be brought forth to the board. The process is valuable, but issues of capacity, time, and commitment linger. Goal was to explore more than resolve.

No actions proposed or recommended at this stage.