



Glick Davis & Associates

Study Session:

Governance & Strategic Planning

Lake Limerick Country Club

January 11, 2025

How Does the Process Help the Community? What Does Success Look Like?

Opening welcome from members of the board working group

- Proactively making LLCC a more effective organization while retaining what makes Lake Limerick an amazing place to live

Goals of Process: For the Members Present (from past 6+ years)

- Mutual understanding between board and community members, regarding board fiduciary responsibility and maintaining friendship and neighborliness
- Clarity of board & staff roles
- Smoother decision-making processes
- Clarity of board & officer roles and responsibilities
- Better manage LLCC's risks

Some History of LLCC's Governance & Planning To Date

- ***LLCC leadership has initiated a significant number of attempts, policies, practices and proposals to address the issues*** at hand to date. There remains much more work to do to fully achieve the goals noted above.
- ***LLCC has been reacting*** to questions, proposals, problems etc. that could have been anticipated with a fully fleshed-out proactive direction, plan and/or comprehensive, unified/integrated set of policies to proactively guide the organization.
- ***The different interests of LLCC members have not been adequately coordinated, managed, facilitated or planned.*** Each member of the community chooses to live here for uniquely different reasons, including but not limited to the general quality of life, the lakes, the golf course, and more.
- ***Will take time, patience, and some combination of courage, passion and/or persistence*** to achieve significant acceptance and success.

GDA Governance & Planning Process to Date

- Review of organizational documents and financials,
- Interviewed 8 board members and the Water Committee Chair,
- Reviewed and incorporated finding from HRPNW's assessment,
- Coordinated closely with HRPNW to share findings and recommendations, and to ensure a coordinated consulting team to support LLCC,
- Observed portions of several board meetings,
- Worked with the entire LLCC board for 2023-24 and 24-25 to incorporate feedback, and
- Convened regular meetings of the planning work group to obtain feedback & refinement of concepts and direction, and
- Coordinated with and used best practices and documents from the Community Association Institute, the national association for HOAs.



What is Governance?

Board of Directors Roles & Responsibilities

- Develop and Communicate Mission and Purposes
- Determine, Monitor and Strengthen the Organization's Programs and Services
- Select and Support the General Manager; Assess His or Her Performance
- Ensure Effective Organizational Planning
- Ensure Adequate Resources
- Manage Resources Effectively (Financial Oversight)
- Recruit and Orient New Board Members and Assess Board Performance
- Enhance the Organization's Public Standing
- Ensure Legal and Ethical Integrity and Maintain Accountability

General Manager Roles & Responsibilities

- Manage staff to insure strong customer relations/service
- Day-to-day (operations) management
- Manage financial resources
- Liaison to Board of Directors; Implement Board Policy and Direction
- Represent Organization
- Ensure effective organizational planning
- Ensure Legal and Ethical Integrity and Maintain Accountability

WHAT DOES BOARD SERVICE ENTAIL?

How the three main roles of the board relate to the 10 basic responsibilities of nonprofit board members:



Sources: *Board Fundamentals, Ten Basic Responsibilities of Nonprofit Boards, Leading with Intent, Legal Responsibilities of Nonprofit Boards*

BoardSource

The three legal duties of a nonprofit board member:

Care

Pay attention to the organization's activities and operations

Loyalty

Put the interests of the organization before personal and professional interests.

Obedience

Comply with applicable federal, state, and local laws; adhere to the organization's bylaws; and remain the guardians of the mission.

How current boards rate themselves on the ten basic responsibilities:

Responsibility	CEO	Chair
Mission	A-	A-
Financial Oversight	B+	B+
Legal/Ethical Oversight	B+	B+
CEO Support	B	B+
Strategy	B-	B
CEO Evaluation	B-	B
Monitors Performance	B-	B
Community Relations	C+	C+
Board Composition	C	C+
Fundraising	C	C

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GDA
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What is Governance?



Governance & Advisory Committees

Governance Committees

Assist the Board in carrying out its fiduciary & community policy HOA responsibilities

- Executive
- Water
- Nominating
- Elections

Rules Committees

- Architecture
 - Hearings
 - Compliance
 - Lake Dam
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- Essentially no changes
 - Add a standing finance committee
 - Rules committees have both governance role and additional specialized roles

Advisory Committees

Focused on HOA member use and enjoyment of community amenities

- Inn
 - Greens (now Golf)
 - Greenbelt
-
- Change from “directing” activities (sometimes including budget/finance matters), to advising the GM, their designee and the board

Advisory Committee Roles

Discussion

Break – 20 minutes

Community Members: What are the most important 3 questions you want to ask Jan and the board today?

3 Questions: responses & discussion

Committee Resolutions

- Working Group: Board members and committee chairs to adjust/revise committee resolutions
- Make your role clearer & easier
- Volunteers are essential to Lake Limerick and we want more volunteers, not less

Strategic Planning: Why?

LLCC has been reacting to questions, proposals, problems etc. that could have been anticipated with a fully fleshed-out proactive direction, plan and/or comprehensive, unified/integrated set of policies to proactively guide the organization.

Values are a fundamental building block of any organizational plan that provide a significant set of guardrails that guide organizational decision making

Please note that there are many more building blocks for the LLCC strategic plan that we will cover in subsequent meetings



Strategic Planning: Underpinnings

Common values will provide guidance for how volunteers and staff should approach their jobs and framing the decision-making process. Board members should be expected to perform LLCC roles by embracing agreed upon values. While LLCC members cannot be expected to share LLCC values 100%, still, such values should be helpful to guide committees, to stay aligned with the board and staff.

LLCC Board/Committee/Volunteer Values

Sustainability Matters (Stability)

We ensure today's decisions benefit Lake Limerick's long-term financial, social and environmental well-being.

Honor Tradition, Inspire Progress (Culture)

We honor the heritage and history of our Lake Limerick community while also striving to create a better future through innovation and growth.

Better Together (Teamwork)

We're stronger when we work together as a team. We value what each and every person at Lake Limerick brings to the table, and we strive to consistently treat each other with respect, empathy and appreciation in serving our members, community and partners.

Members Are Our North Star (Member Service)

We're here to help our members in their journey to enjoy what matters to them and we strive to deliver an experience that creates trust, confidence, delight, and joy.

Do The Right Thing (Integrity)

We believe trust is earned, and we work to gain it every day. We act with integrity at every turn and do what's right even when no one is watching.



Next Steps

There will be additional meetings similar to today's to discuss the LLCC governance and planning processes

In the meantime, the working group of the board will incorporate today's feedback and bring additional elements of the planning process to the community in late February - early March

The Board of Directors (and GDA) are committed to completing the governance and planning improvement process by mid-spring