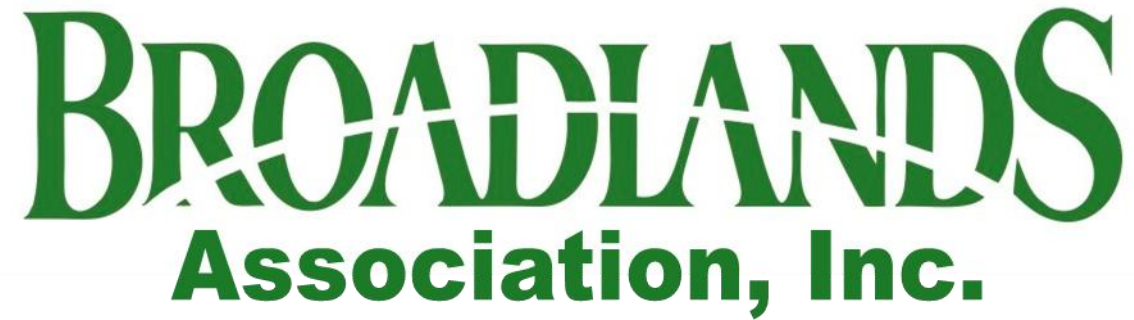




Strategic Planning Project Status Report

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Strategic Planning Elements



Vision - Explains why the organization exists and hopes to achieve



Mission - Defines what you do, who you serve, and how you get it done



Values - Principles or standards of behavior



Roadmap - Plan used to align organizational efforts around achieving the mission



Implementation Strategy – Actions needed to achieve priority goals and objectives

Strategic Planning Phases – October 2026

Phase 1 Project Planning & Collaboration	Phase 2 Organizational Assessment	Phase 3 Charting Course & Shared Visioning	Phase 4 Roadmap Development	Phase 5 Plan Implementation
Kick-off Meeting with Strategic Planning Committee 1. Discuss PNS' Strategic Plan Development philosophy, including the five Strategic Planning Elements; 2. Identify stakeholders who will participate in the strategic plan development process – <i>Board, Committee Members, Community Residents, Staff, etc.</i>; 3. Determine when to gather input from Community Residents and stakeholders through the conduct of a satisfaction and needs assessment survey to use during the strategic plan development process; 4. Confirm a milestone calendar that includes dates for data gathering, workshops, and reports to the Board. 5. Define how the final plan will be used to navigate the governance and operational activities of the Association.	Data Collection & Analysis 1. Examine all current governing documents of Association to include, but not limited to the organizational structure, bylaws, covenant conditions and restrictions, committee charters, financial statements, reserve study reports, member communications, and minutes from Board meetings and committees over the past year. 2. Conduct a Satisfaction and Needs Assessment Survey among the residents of the Association. 3. Conduct Operational Assessment through one-to-one interviews of Board and staff. 4. Design and conduct 3 to 6 focus groups of 10 to 30 participants each to validate and/or identify additional information based on an analysis of the Community Survey and Operational Assessment.	Process Overview & Vision, Mission, Values Statement Development Hold an <u>in-person</u> workshop to: 1. Explain the Strategic Planning Development Process and Timeline to Association stakeholders. 2. Review findings from Operational Assessment. 3. Educate stakeholders on the benefits of Shared Visioning and explain how to craft Vision, Mission, and Values Statements. 4. Lead the stakeholders in a series of brainstorming activities to collaboratively develop the Association's Vision, Mission and Values Statements.	Identify Strategic Areas of Focus, Goals & Objectives Hold <u>in-person</u> workshops to: 1. Select Values Statement graphic. 2. Using findings from Resident Survey Report and SCIP Assessment to determine Strategic Areas of Focus. 3. Identify Goals for Focus Areas. 4. Provide stakeholders with homework assignment to identify three (3) Objectives for each Focus Area Goal. 5. Compile results from Objective homework. 6. Deliver Objective homework results to the SPC. Hold in-person workshop with stakeholders to outline Objectives (2 to 6) for each Focus Area Goal, using Objective Assignment results.	Identify Strategic Priority Focus Areas & Develop Action Plan for Year 1 1. Hold in-person Work Session with the Association's Board and the General Manager to: a. Identify the Focus Area(s) (1 to 3) and related Actions for each that the Association should accomplish over the next twelve months. b. Assign Actions to appropriate staff, Board and Committee members to undertake over the course of the year. c. Determine if any resources (personnel/funding) will need to be included in the annual budget to support the Action Plan. 2. Work with the SPC to develop a monthly or bimonthly schedule to provide to the Association Board regular status reports on assigned Actions.

Board & Strategic Planning Committee

- **Sept. 21, 2026, held a Kick-off session with the Board**
- **During the meeting a Strategic Planning Committee was established to:**
 - Oversee the plan development process
 - Keep community informed of plan development phases and status
 - Set actions for key performance indicators
 - Monitor implementation of plan
 - Report plan achievements to community
- **Three members of the Board volunteered to sit on the Committee - *Eric Bazerghi, Bill Kolster, and Cliff Keirce***
- **The General Manager sits on the Committee as a non-voting member**
- **The Committee has been meeting weekly**

Organizational Assessment – *Data Collection & Analysis*

Key part of the Strategic Plan development process is data collection.

The information gathered will serve as the foundation to develop the vision, mission, values, roadmap, and implementation strategy.

- **Operational Assessment:**
 - Conducted Board (6) and Staff (7) interviews between Aug. & Sept. 2026
 - Report will be presented to the Board in Nov. 2026
- **Community Survey:**
 - Drafted and ready for launch on Oct. 16
 - Will remain open until Nov. 13
- **Governing & Decision-Making Document Review:**
 - Will begin at the end of Oct. 2026

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Anticipate the Plan
development to
begin in Jan. 2027

Where to Find Information

Updates on the Strategic Planning process can be found on the website and information will include:

- Operational Assessment Report
- Survey Link
- Survey Report
- Governing & Decision-Making Document Report
- Roadmap
- Implementation Actions