

# Villages of Westcreek Owners Association

## Proposed Strategic Plan 2011

### By the Strategic Planning Committee

The Strategic Planning Committee has met several times since last fall. The Committee consists of approximately 11 members led by Rick Severs, Chair. Each meeting was announced to the Board by e-mail and to the community as a whole through the VWQA website and contact list and a resident invitation to the meeting was included. All minutes that have been approved to date have been submitted to the Board of Directors in their open monthly meetings. Additionally, a draft outline of the proposed Strategic Plan was presented to the Board for comment. The results of the Board members comments on the proposed outline were taken seriously by the Committee and have been implemented in this document.

In the discharge of its duties, the Committee has considered past efforts by previous Boards of Directors, consulted with various members of the staff and possible vendors, posted a survey on the VWOA website in order to obtain the community residents desires, tried to obtain estimates on proposed projects, and evaluated all projects with not only an eye on the budget but also on the needs of the community. Because of the necessity of getting this information to the Budget Committee, this document is being submitted. However, certain planning information from the Fence Committee and the Street Lighting Committee has not been forthcoming so the Strategic Planning Committee has had to take limited information from its own sources for inclusion in this plan.

The Strategic Planning Survey, with its limited response from the residents (approximately 1%), showed the top 10 areas in which the community was most interested. The Committee chose from this list when compiling this plan. The top 10 are listed in order below.

1. Community wide street lighting
2. Common fence upgrade
3. Creation of walking trails
4. Electronic access cards
5. New smaller playgrounds and parks
6. Clock tower landscaping
7. Expanded restroom facilities
8. New Tot lot
9. Upgrade Village monuments
10. Electronic LED community signage

The Committee went down the list and tried to develop cost information/estimation in 2011 dollars. Their efforts are listed below in order.

1. **Community wide street lighting** – The latest estimate conveyed to the committee was \$6,000,000.00. This figure did not include monthly electrical costs or maintenance. We believe there are other options available but this committee did not research because it should be the responsibility of the Street Light Committee. Past estimates in 2005 from CPS were approximately \$1,000,000.00 and approximately \$30,000.00 in monthly electrical bills. One of the options being investigated by some members of the community is that of having a street light on each lawn in front of the residence. Cost figures and design criteria are still being investigated.
2. **Common fence upgrade** – Again this should be the Fence Committee’s estimate however no information was forthcoming so the Strategic Planning Committee did a very limited examination and came up with the following figures in 2011 dollars. The ARC had, a couple of years ago, been provided with a sample of a plastic like material that could with stand a wind load of 110 mph with wind gusts to 130 mph and with stand direct hits from a golf ball that was at 90 mph. It seems to be a durable material and comes in various colors. With 6 miles of common fencing ( 31,680 linear feet) at \$62.00 (material cost) equals \$1,964,160.00. NOTE: this figure does not include installation costs or any discounts for quantity. If the installation were done today and assuming each homeowner adjoining a major street would agree to accept 50% of the costs, their share would be (assuming 60 feet of lot frontage) \$1,860.00 in material costs alone. The community’s share would be \$982,080.00 +.
3. **Create walking trails** – most of this project has been completed with volunteer labor. Any additional trails might be completed in like manner.
4. **Electronic Access Cards** – The latest estimate we have is approximately \$33,000.00 - \$35,000.00.
5. **New smaller playgrounds and parks** – This is still in the concept stage with only one possible location identified and that is on VWOA land on Park Point. No estimate was obtained.
6. **Clock Tower landscaping** – The final bids this year came in at \$29,000.00 to \$35,000.00. The Board decided that it could not afford that amount at this time and suggested breaking the original approved plan down into phases. The committee complied with that request and decided that the project could be completed in 3 phases. Those phases are listed below with the accompanying cost estimates.
  - Phase 1 – Engineer and construct a 2 feet high retaining wall with the “Villages of Westcreek” embedded in the front. Back fill with soil. Cost approximately \$18,000.00.

- Phase 2 – Design and install the sprinkler system with the associated controls. Lay out and install the maintenance and walking paths within the design. Cost approximately \$10,000.00.
  - Phase 3 - Purchase and plant the trees and flowers and install the mulch that will complete the project. Most of these plants are xeriscaping plants that are more tolerant of drought conditions. Cost approximately \$8,000.00.
7. **Expand restroom facilities** – The plan is to attach 2 additional restrooms to the 2 existing at the Pavilion and add a small storage room.. These new restrooms would connect into the existing plumbing reducing cost. There was no valid cost estimate obtained although the committee thought it could be done for approximately \$20,000.00.
  8. **New Tot lot** – The Ad Hoc Tot Lot Committee had seriously considered and recommended to the Board of Directors that the current Tot lot be moved to a new location and expanded. The initial idea was that most of the work could be done “in – house”. After discussing this idea with several vendors, it was discovered that the building of fencing and other necessary actions would incur a liability problem upon the Association. The only vendor to bid on the project bid \$53,000.00 and would not accept liability for the curved slide which was bought as a replacement for approximately \$15,000.00 installed. The Board at that time felt it undoable because of budgetary constraints and tabled the project. The Strategic Planning Committee now recommends a completely new playground with new equipment be located at the location chosen by the Ad Hoc Tot Lot Committee and that a \$100,000.00 be allocated for that project.
  9. **Village monuments** – The Superintendent of Maintenance provided the Committee with a description of each monument’s capabilities. He estimated a cost of \$14,000.00 just to get either lights or water to each with 6 exceptions. Those monuments require extraordinary measures to get electricity or water to them because of the location of the associated utilities. Those monuments are listed below.
    - The Point
    - The Oaks
    - The Hills
    - The Summit
    - The Bluffs
    - The Hollow
  10. **Electronic LED Signage** – This project, depending on the locations selected, size of signage selected, and subject to the regulation imposed by San Antonio’s Extraterritorial Jurisdiction if allowed, would start at approximately \$30,000.00 -

\$40,000.00 per sign uninstalled. The options for this type of signage would be better left to the Communications Committee for their input to this document.

The Committee in its planning decided to plan for 1 year, 2-3 years, 5 years and 10 years. These divisions were chosen to allow the Board of Directors, the staff and the Budget or Finance Committee to plan and allocate funds as appropriate. All of the funding for these projects with the exception of the walking trails would be Capital Improvement projects and funds should come from that account. The Committee recognizes the large expense of these projects and has some recommendations near the end of this document. All dollar figures used in this document are 2011 dollars unless otherwise indicated. The Committee found it exceedingly difficult to forecast and determine what these projects could cost at the time they are accomplished.

**The ONE YEAR PLAN** is as follows:

- Create walking trails – This project has been accomplished with volunteer labor behind the Community Center. A possible future expansion into the Association land in Highpoint should be considered.
- Electronic Access Cards – Costs approximately \$33,000.00+
- Clock Tower landscaping – Phase 1 should be engineered and constructed. It is important that this project be accomplished in order because on phase depends on the previous phase being completed. Cost of Phase 1 is approximately \$18,000.00. Follow-on phases should be accomplished as soon as money comes available. Phase 2 estimate is approximately \$10,000.00 and Phase 3 is approximately \$8,000.00.

**The TWO – THREE YEAR PLAN** – The following projects were selected for the 2-3 year plan.

- Expand the restroom facilities at the Pavilion and upgrade the electrical system there – cost approximately \$20,000.00
- Upgrade selected monuments – cost approximately \$14,000.00

**The FIVE YEAR PLAN** – The following project was selected for this plan.

- Construct new playground(s) – cost approximately \$100,000.00

**The TEN YEAR PLAN** – The following projects were selected for this plan and one project may need to be scheduled out further because of funding.

- Common Fence Upgrade – cost depending on materials chosen, installation costs and legal fees, in excess of \$1,500,000.00, if the homeowner affected assumes 50% of the cost. If not, construction costs could exceed \$2,500,000.00.
- Community wide Street Lighting – One option cost approximately \$6,000,000.00 plus a monthly electrical bill depending on the lights chosen and the electrical system. Another option is that each homeowner would have a street light out in front of their residence. This option would be significantly cheaper if the homeowner would have it installed and would pay for the electricity. Solar lighting is another possible option. While the initial expense is larger the overall cost might be lower.

**Recommendations** – The Strategic Planning Committee recommends that the Board of Directors adopt this plan in whole or in part. We strongly recommend that the YEAR ONE, THE 2 – 3 YEAR AND THE 5 YEAR plans be adopted and executed. The TEN YEAR plan is fraught with possible options and cost variations that are near impossible to predict. In order to finance these projects that the community has stated it desires then funding must be generated. The CC&Rs allows two means of funding such projects. First is raising the assessments. The CC&Rs 5.03, 8.03 and 8.06 allow the Board of Directors to raise assessments by 10% per year without a vote of the membership. Any raising of the assessments in any one year in excess of 10% shall be approved by 2/3rds majority by the general membership at a Special meeting called for that purpose or an Annual Meeting with the proposed increase on the agenda. The second means of raising the funds is by a one-time special assessment approved by 2/3rds majority of the general membership again at a special meeting or an annual meeting. The stipulation on this funding is that it can only be used for one purpose and must be exhausted in that calendar year.(CC&R 5.04 and 8.04)

The Strategic Planning Committee recommends that the Board raise assessments by 10% for a minimum of 3 consecutive years and delegating at least half of that years raise to the Capital Improvement fund. If the membership truly wants the ten year projects then additional raises will be necessary. The Strategic Planning Committee will develop another survey when the Fence Committee and the Street Lighting Committee develop options and cost figures and communicate them to the Strategic Planning Committee. If these recommendations are taken the approximate funds can be generated.

- Year 1 -  $\$284.00 \times 10\% = \$28.40$  round that figure down to \$28.00 for ease of computation and payment.  $\$28.00 + \$284.00 = \$312.00$  or \$78.00 per quarter. Use 5% of the increase for Capital Improvements and put the other 5% in the Operating Fund. That gives  $\$14.00 \times 3400$  homeowners = \$47,600.00 for the Capital Improvement Fund and the same amount in the Operating Fund.

- Year 2 -  $\$312.00 \times 10\% = \$31.20$  Again round down to  $\$31.00 + \$312.00 = \$343.00$ . This figure does not come out to even dollar figures when divided by 4. In order to make a figure divided by 4 then the increase should be limited to  $\$28.00$ . Giving  $3400 \times \$28.00 = \$95,200.00$ . The Board can decide to put all of this increase in the Capital Improvement Fund.
- Year 3 -  $\$340.00 \times 10\% = \$34.00$ .  $\$34.00 + \$340.00 = \$374.00$ . Again not divisible by 4 to an even dollar figure so use  $\$32.00$ . Total  $\$372.00$  or  $\$93.00$  per quarter. This figure gives  $3400 \times \$32.00 = \$108,800.00$  in generated Capital Improvement Funds.

The total funds generated equals  $\$312,800.00$  ( $\$47,600.00 + \$95,200.00 + \$108,800.00 = \$312,800.00$ ).

**NOTE - The CC&Rs require ARC approval before any improvement can be erected, placed, maintained or permitted to remain on any portion of the Property until plans and specifications in such form and detail as the ARC may deem necessary shall be submitted and approved in writing by the ARC. (CC&Rs 9.02, 9.09)**