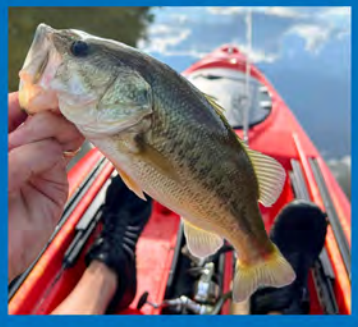
ARROWHEAD LAKE COMMUNITY ASSOCIATION

*"Tomorrow's Success Begins Today"*

# STRATEGIC PLAN 2026-2030

*Life is Better at the Lake*



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## INTRODUCTIONS

The ALCA Strategic Advisory Committee is pleased to present to the Membership the 2026-2030 Arrowhead Lake Community Association Strategic Plan. This Strategic Plan is the product of a thoughtful review of our mission, community values, the previous Plan's accomplishments, and our community's strengths, weaknesses, and opportunities.

This five-year Strategic Plan is intended to provide a roadmap for ALCA's immediate future, guide to decision-making, resource allocation and community improvements. The Plan outlines SMART goals (specific, measurable, achievable, relevant, and time-bound) that will guide the Board of Directors, ALCA Management and ALCA Committees. These measurable goals will enable the Management, Board and Membership to evaluate how we are performing against the Plan's goals and our mission.

The 2026-2030 Strategic Plan has a new format that is intended to provide the Community with a concise and member-friendly guide to its goals and to outline the actionable steps that will be taken to ensure success.

## OVERVIEW

Arrowhead Lake Community Association (ALCA) has been thriving for over 60 years. Founded in 1963 with 1,250 acres, the Community now spans 1,900 acres and serves over 3,230 homeowners and lot owners. ALCA operates with a budget exceeding $7 million annually, focusing on Member needs and addressing their concerns while managing Community funds responsibly. The Arrowhead Sewer Company (ASC), which provides sewage services to the Community, operates on a budget of nearly $1.6 million annually.

Throughout the years, Arrowhead Lake Community has evolved alongside the changing Poconos, requiring adaptation to new Member needs and economic conditions. With shifting demographics, a growing number of older and retired owners, and an increase in vacation homes, ALCA needs to address its changing and increasingly diverse Member interests. The economic situation, particularly in Monroe County, influences the Community's growth, although a significant portion of revenue comes from outside the area. Home sales in ALCA have remained strong, with recent years showing notable increases. The Community continues to thrive, and ALCA remains focused on serving its Members effectively.

Throughout its history, ALCA has remained committed to its mission to be a Member-owned community focused on providing family-friendly recreational activities in a safe and welcoming environment. Our long-term vision is guided by the shared values of our Members, emphasizing responsible planning and management. Similarly, ASC is committed to delivering affordable, professional wastewater services and maintaining full regulatory compliance while building strong, responsive relationships with our Members. ASC currently serves over 1,500 customers. ASC is committed to improving our collection system through the I & I rehabilitation efforts. I & I (Inflow & Infiltration) in sanitary systems refers to the unwanted entry of stormwater or groundwater into the collection system which should ideally only carry wastewater.

## DEFINITIONS

**Association:** A corporate entity, usually a nonprofit, which governs and manages a common interest community (cooperatives, planned community, or condominium) and establishes and enforces rules for the properties and residents within its boundaries.

**Association Purpose:** The primary purpose of an Association is to preserve and enhance the value, appearance, and quality of life within the community by managing shared resources, maintaining common areas, and enforcing community rules and covenants as outlined in the governing documents.

**Governing Documents:** Legally binding rules, regulations, and guidelines contained in multiple separate documents, that define how an Association operates, the rights and responsibilities of homeowners, and the procedures for managing and maintaining the community.

Arrowhead Lake Community Association

## ARROWHEAD LAKE COMMUNITY ASSOCIATION (ALCA)

### MISSION

ALCA will continue to be a Member-owned, single family-oriented, residential planned community providing multi-generational recreational activities and amenities.

### VISION

ALCA will be a premier privately owned, family-oriented residential planned community offering high-value recreational amenities, a secure environment, and a rural lifestyle. ALCA will be a premier privately owned, family-oriented residential planned community offering high-value recreational amenities, a secure environment, and a rural lifestyle. Our Community will reflect the vision and shared values of the majority of our Members. We will maintain sound investments through responsible planning and management of the community infrastructure and environment. To benefit from the diverse knowledge and experience of Members, we will continue to encourage their active participation, which will grow and strengthen the Community. We will combine strong, environmentally conscious, forward-looking leadership committed to fiscal responsibility, sound management, and open communication.

ASC
Arrowhead Sewer Company

## ARROWHEAD SEWER COMPANY (ASC)

### MISSION

ASC will provide and maintain affordable, professional wastewater services to Arrowhead Lake Community customers to protect the health, safety, and welfare of the public.

### VISION

ASC will be a customer-driven, environmentally-conscious wastewater service provider committed to meeting all regulatory requirements and customer expectations. Through responsible management of the organization, the infrastructure of the company will be rehabilitated and maintained in a manner that prevents discharge parameter violations and maintains positive relations with governmental regulatory agencies. We will actively seek to expand the system of ASC to service new customers throughout the Community.

## VALUES

ALCA's historic, long-term success relies in part on a fundamental set of shared values within our Community. These values are important to the actions and future success of the Community. ALCA Staff should also have the same values, with slight differences in definition, to promote a shared understanding of how they support the Community. These values are:

- **Accountability:** Assurance that all Staff, the Board of Directors, Committees, and Members will be responsible for their behavior, actions, and words.
- **Respect:** Consideration for yourself and others. Treat others as you would like to be treated. Encourage them to share valuable ideas and actively listen.
- **Responsibility:** Ethical behavior shown in the Community. Responsibility drives results and is an important factor because it leads to a well-functioning Community.
- **Ownership:** Taking initiative to bring on positivity. Ownership is being accountable for the results of your actions as a collective Member of the Community.
- **Willingness:** Preparedness to accomplish Community goals and to always learn and adapt quickly for success.
- **Humility:** Confidence and ability to accept input from others.
- **Equality:** Fair treatment of others regardless of differences. Equality in our Community means making sure others are given equal opportunities and accepted for their differences.
- **Authenticity:** The person you are at your core. As the Staff is a representation of the Company, Members are a representation of our Community. This is important so everyone can be valued as their best self.
- **Dignity:** Showing others that they are worthy of respect and all other Community values.

## LONGE RANGE PLANNING APPROACH

Our approach to comprehensive long-range planning includes the on-going utilization of a Community Master Plan and a Long-Range Financial Plan for both ALCA and ASC that, together with this Strategic Plan, provide a comprehensive roadmap for our Community's plans and priorities for the next 15 to 20 years.

## STRATEGIC ENVIRONMENT

The Poconos and Monroe County have grown dramatically over the past 50 years and so has our Community. Today, there are 2,490 member-owned homes and over 740 unimproved lots. In addition, more than 630 lots have been greenbelted, while ALCA/ASC holds ownership of over 460 lots. ALCA's Member profile has changed over the years, with a growing number of older and retired owners. New home development has evolved, with newer homes much larger than the original "vacation" homes. The use of properties as vacation rentals is a continuing trend. ALCA's Membership continues to evolve in ways that require close attention to the changing interests and needs of its more diverse population.

The challenge for ALCA is to maintain commitment to our mission and values while continuing to adapt to the changing needs and interests of our broader community. This involves maintaining, improving and at times re-engineering our infrastructure and operations. This task can be complex, costly and influenced by external regulatory and economic factors. ALCA remains committed to the spirit of the original Bylaws of the Association that stated its purpose in part is "to promote the interest of its Members in social and recreational facilities, roads, lakes, premises, and activities, in and about the premises of Arrowhead Lake." Nevertheless, to be successful today, we must become data-driven, using analytics to guide resource allocation and proactive planning. This approach will permit us to confidently respond to continued changes in demographics, economic conditions, and the influence of other external factors.

**A. Demographics:**

At the time of the writing of the previous Strategic Plan, the nation was beginning to face the social and economic effects of the COVID -19 pandemic. The "pandemic inspired a feverish exodus from the region's cities not seen since the Poconos' post-September 11, 2001 population boom" (Pocono Record 10/22). This exodus was fueled by the ability to work and attend school remotely and the Community's proximity to New York and Philadelphia. People left urban settings in hope of regaining normalcy while social distancing. The Center for Rural Pennsylvania released a study showing a 7% overall increase in rural home sales during the COVID-19 pandemic. Specifically, Wayne, Pike, and Monroe Counties jointly contain eight out of the ten municipalities with the largest net increase in residential property sales, all of which are rural municipalities.

As of August 2025, roughly 20% of the homes in ALCA were owned and occupied by full-time residents. As such, the immediate economy of Monroe County does impact ALCA, but only to a small degree. The balance of homes in ALCA are owned as second homes or rental homes with the owner's primary address and income sources generated in places such as New York City, the Philadelphia area, and New Jersey. The trend toward second home ownership remains beneficial to ALCA as our revenue stream links to a larger economic base. ALCA's appeal to the vacation or second home market remains strong.

| Primary Address of ALCA Home Owners | |
|---|---|
| **PA** | **53.13%** |
| 18437 | 19.38% |
| Other | 35.75% |
| **NY** | **20.31%** |
| **NJ** | **18.54%** |
| **DE** | **1.73%** |
| **FL** | **1.17%** |
| **Other** | **3.12%** |
| **Total** | **100.00%** |

| Primary Address of ALCA Lot Owners | |
|---|---|
| **PA** | **39.28%** |
| **NY** | **24.29%** |
| **NJ** | **20.68%** |
| **TX** | **2.66%** |
| **MA** | **2.29%** |
| **Other** | **10.81%** |
| **Total** | **100.00%** |

**B. Economy:**

Arrowhead Lake is located in Monroe County, Pennsylvania—an area with a reputation for economic challenges relative to other regions. It was logical to assume that the COVID-19 pandemic would deal a lasting blow to the local economy; this held true in the pandemic's early months, but the reality shifted as time went on. By 2025, short-term rental activity across the Poconos has evolved significantly. According to a Spring 2025 market report, tourism remains strong, and vacation rental inventory has slightly declined, creating better investment opportunities. As noted in the 2024 Economic Impact Report by the Poconos Vacation Rental Owners Association, short-term rentals generate nearly four times more per-reservation revenue than hotels and deliver substantial savings to taxpayers—about $1,500 per household annually. Meanwhile, Monroe County's broader real estate market has returned to equilibrium as of Summer 2025:

- Inventory has rebounded to about 1,500 active listings.
- While non-STR properties are selling more slowly (with many selling below list price), turnkey and STR-qualified homes are still selling rapidly.

In summary, by 2025 Arrowhead Lake Community reflects a Monroe County that has rebounded and normalized. Short-term rentals continue to drive strong economic performance, backed by favorable market dynamics, resilient demand, and strategic property segmentation.

**C. Property Sales**

According to the Realtor Property Resource, ALCA homes are holding their value equally well as homes in similar Pocono communities. Home prices across the nation remain higher than pre-pandemic pricing. The charts below illustrate home price comparisons across neighboring communities, the market trends as of May 2025 and home sales from May 2020 to May 2025.

## ZIP Codes near Pocono Lake, PA 18347

| Blakeslee, PA 18610 | |
|---|---|
| Median Estimate Home Value | $371,130 |
| Number of Homes | 2,303 |
| Total Population | 1,257 |

| Pocono Pines, PA 18350 | |
|---|---|
| Median Estimate Home Value | $488,080 |
| Number of Homes | 2,535 |
| Total Population | 197 |

| Gouldsboro, PA 18424 | |
|---|---|
| Median Estimate Home Value | $309,890 |
| Number of Homes | 3,415 |
| Total Population | 4,777 |

| Lake Harmony, PA 18624 | |
|---|---|
| Median Estimate Home Value | $471,520 |
| Number of Homes | 1,726 |
| Total Population | 1,450 |

| Long Pond, PA 18334 | |
|---|---|
| Median Estimate Home Value | $356,840 |
| Number of Homes | 2,108 |
| Total Population | 7,573 |

| Pocono Summit, PA 18346 | |
|---|---|
| Median Estimate Home Value | $313,240 |
| Number of Homes | 1,514 |
| Total Population | 1,619 |

## Market Trends for Pocono Lake, PA 18347

Single Family Residence

**November 2025**

**Market Type**

Seller's Market | Balanced Market | Buyer's Market

**Key Details**

| Months of Inventory | Sold to List Price % | Median Days in RPR | Median Sold Price |
|---|---|---|---|
| 3.73 | 94.6% | 27 | $316,500 |
| ↓ 14.84% MoM | ↓ 2.32% MoM | ↓ 30.77% MoM | ↓ 1.09% MoM |

## November 2025 Sold Listings

Pocono Lake, PA 18347

Single Family Residence

This graphic summarizes key statistics for properties that sold each month. RPR uses a derived sold date to determine when a property moved into a sold status within the given month. These statistics are important for understanding the price points on sold properties as well as the difference between the list price and sold price, which reveals whether buyers are paying over or under the asking price.

**Source:** Listing sources

**Update Frequency:** Monthly

**Median Sold Price - $316,500**

↓ 1.1% Month over Month

*[Reference source for Pocono Lake, PA 18347 market data: (RPR) Realtors Property Resource, LLC]*

| ALCA Home Sales | Active Listings | Homes Listed | Under Contract | Homes Sold | Sold Volume | Average Sales Price | Percent of List |
|---|---|---|---|---|---|---|---|
| 2021 | 251 | 241 | 222 | 222 | $ 56,279,084 | $ 253,509 | 102 |
| 2022 | 222 | 210 | 165 | 161 | $ 46,823,646 | $ 290,830 | 101 |
| 2023 | 237 | 197 | 154 | 159 | $ 52,110,415 | $ 327,738 | 96 |
| 2024 | 266 | 224 | 139 | 129 | $ 40,163,404 | $ 311,344 | 97 |
| 2025 | 265 | 201 | 155 | 154 | $ 51,631,255 | $ 335,268 | 96 |

| ALCA Land Sales | Active Listings | Lots Listed | Under Contract | Lots Sold | Sold Volume | Average Sales Price | Percent of List |
|---|---|---|---|---|---|---|---|
| 2021 | 67 | 48 | 36 | 35 | $ 608,349 | $ 17,381 | 94 |
| 2022 | 66 | 49 | 24 | 21 | $ 712,900 | $ 33,948 | 90 |
| 2023 | 71 | 47 | 17 | 15 | $ 362,250 | $ 24,150 | 91 |
| 2024 | 80 | 45 | 26 | 18 | $ 607,090 | $ 33,727 | 81 |
| 2025 | 71 | 36 | 23 | 22 | $ 526,390 | $ 23,927 | 80 |

*[Reference source for Arrowhead Lake Real Estate Activity sales and listings data: Flexmls]*

## EXECUTIVE SUMMARY

Planning for the future remains a core strategic priority for Arrowhead Lake Community. Thoughtful, long-range planning strengthens our Community by clearly communicating priorities, aligning efforts across teams, fostering inclusive dialogue around key issues, and building both commitment and capacity to achieve meaningful goals.

Looking ahead, Arrowhead Lake Community Association (ALCA) will adopt a comprehensive, multi-tiered planning approach. This will include the Master Plan, this Strategic Plan, and Committee-specific Long-Range Plans—such as those for marketing, finance, and other key areas. Together, these plans will guide our collective efforts toward sustainable growth and progress.

As part of this process, ALCA will conduct regular reviews to refine strategies, update financial forecasts, identify emerging trends, and gather new data to support informed decision-making. This dynamic planning framework ensures Arrowhead Lake Community continues to evolve thoughtfully, adaptively, and in ways that reflect the community's values and vision for the future.

Our goals for comprehensive long-range planning include ensuring alignment across all planning documents — the Master Plan, Strategic Plan, and individual Committee Plans — so that all efforts are coordinated and mutually reinforcing. We also aim to establish a clear and enduring framework for executing this Strategic Plan, ensuring that it remains a practical and actionable guide over time. Additionally, as we refine the planning process, redundant or overlapping items will be redirected to their appropriate areas — such as marketing, finance, or other committee-specific plans — to maintain clarity, focus, and efficiency across all documents.

### STRATEGIC PLAN

To ensure the Strategic Plan remains relevant and actionable, ALCA will engage subject matter experts from key operational departments, members of the Board of Directors, and Community Volunteers to conduct a thorough, data-driven evaluation of the previous two-year period. This evaluation will culminate in a report highlighting major accomplishments and identifying focus areas for the upcoming planning cycle. In the past, this process has included the use of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, a practice that will continue to be leveraged for its strategic insight.

The Strategic Plan will undergo bi-annual reviews by both the Board and relevant Committees to ensure alignment with community priorities and evolving conditions.

Moving forward, the Strategic Plan will be supported by a structured, quantifiable analysis framework and maintained using clear, effective evaluation criteria. An execution timeline will guide the planning cycle through the following key stages:

- Assess
- Plan
- Execute

To further support strategic execution, ALCA will implement an Organizational Effectiveness Program (OEP). This program will serve as a tool to evaluate the success of completed initiatives, identify lessons learned, and guide the planning of future projects. The OEP's primary purpose is to track progress against the Strategic Plan and ensure objectives are met effectively.

Additionally, monthly Manager's Reports will include updates on ongoing projects and will specifically identify items that align with or support objectives within the Strategic Plan. This consistent reporting will help maintain visibility, accountability, and momentum across all strategic initiatives.

## ALIGN AND COORDINATE THREE LEVELS OF ALCA LONG-RANGE PLANNING

Currently, the ALCA Master Plan and Strategic Plan do not align on topics, scope, or purpose of effort. There are specific execution elements in the Master Plan, while the Strategic Plan directs the topics of the Master Plan. This is partially because the original Strategic planning effort was started prior to the first Master Plan. These two documents should work in concert with each other while having complementary timelines, horizons, scope of work, and purposes. The relevant Committee Long-Range Planning efforts should be a direct result of direction from these two documents.

Another way to think of the governance hierarchy of documents is:

- Uniformed Planned Community Act and any other State or Federal Laws
- Governing Documents (Declaration of Covenants Conditions & Restrictions, Articles of Incorporation, Bylaws, and Rules and Regulations)
- Master Plan: the why, what, when (5-10-20 years)
- Strategic Plan: the who, how, when (5 years)
- Committee-level Plans: specific execution elements for the next 1-5 years

In keeping with that governance hierarchy, the Governing Documents, Rules and Regulations, Master, Strategic, and Committee-level Plans should be aligned with the same topics, to support each higher document with more specific timelines for accomplishing what we want completed, and nested within the same numbering and topic scheme.

To cite an example from financial planning: The Master Plan should lay out the need for long-range financial planning as a core topic and chapter, establishing overall goals for measuring and improving our financial health as a community and stating where we want our finances in 20 years, etc. The Strategic Plan should establish how often within every five-year forecast the Budget & Financial Planning Committee should accomplish a Long-Range Financial Plan, who should be involved in that process, and any other recurring activities the Community wants the Budget & Financial Planning Committee to accomplish on a semi-regular basis. The Strategic Plan's paragraph about financial planning should be able to nest directly as a sub-bullet within the chapter and paragraph of the Master Plan, establishing that line of effort laying out the specifics of how that goal is executed within a five-year forecast.

The Strategic Objectives and associated strategies described under the Goals that follow are all of great importance to the Community and as such will require, in accordance with Community Bylaws, a thorough review and a super-majority vote (eight out of nine Board members) to change.

## STRATEGIC GOAL 1

### GOVERNANCE

Ensure the long-term strength and success of ALCA/ASC through responsible, transparent, and effective leadership. Sustained success depends on a well-structured and engaged Board of Directors (BOD), supported by informed and active volunteer committees, and guided by a skilled and professional management team. Long-term plans will be secured through well-structured ALCA/ASC Boards, Advisory Committees, and Management in keeping with the Covenant, Bylaws and Rules and Regulations governing ALCA/ASC.

**Objective 1.1. Collaboration and Communication.** Strengthen collaboration and communication among the Board of Directors, Management, and Committees to ensure cohesive decision-making, effective governance, and alignment with the Community's strategic priorities.

Strategies:

- Adjust governance structure, committees, staffing, management, and policies to reflect current best practices and regulatory requirements.
- Annually evaluate Committee mission statements, responsibilities and duties, and performance to ensure they remain relevant, effective, and aligned with the Community's Strategic Goals by ensuring each Committee has a committee policy that lists its mission statement, purpose, responsibilities, and duties.
- Encourage Members to participate in Committees and Community initiatives. Actively recruit Members with relevant skills and experience while emphasizing that commitment, enthusiasm, and willingness to contribute time are equally valued.
- Continue to foster opportunities for all Members to participate regardless of skill level, stressing that interest and commitment of time are the primary qualities sought.
- Create and maintain a network of Members with subject-matter expertise who can be engaged as Advisors to Committees, Management, or the Board when specialized knowledge is needed for informed decision-making.
- Define and Maintain Clear Roles: Ensure Management is responsible for day-to-day operations, staffing, and service delivery, while the Board of Directors focuses on setting strategic direction, establishing Community policies, and providing oversight. The Board should avoid operational involvement to preserve effective governance.
- Establish a resource list of experts that can be shared with the Board of Directors, Management, and Committee Chairpersons.
- Encourage strong participation in the Board election process by continuing to offer electronic balloting options in addition to traditional mail-in voting for those Members unable to access electronic options. Continue the use of all communication channels to announce candidates and provide Members with expanded opportunities to assess candidates, such as town hall meetings. These processes must follow all mandatory statutory regulations, such as portions of the Uniform Planned Community Act (UPCA) and any other statutory regulations or acts that govern Homeowners Associations.
- Recommend additional duties for the Board of Directors to liaison with external local governments and attend township supervisor meetings as needed. The Board of Directors can work with Management teams and Committees to attend additional township meetings.
- Establish quarterly updates from Management to the Board of Directors on Strategic Plan goal achievement. Document these communications.
- Establish an overall orientation process for each new Director or Committee member within each specific group.

**Objective 1.2. Strong relationships with regulators.** Establish and sustain collaborative, professional relationships with all relevant government agencies to ensure regulatory compliance and to foster positive, proactive partnerships.

Strategies:

- Designate specific internal personnel and resources to proactively build and maintain strong relationships with regulatory agencies and elected officials. Clearly define these responsibilities within Management job descriptions to ensure accountability and continuity.
- Incorporate insights and guidance from industry experts and regulatory specialists into the governance process to support informed strategic planning, enhance compliance efforts, and facilitate sound decision-making.
- Establish a system to continuously track changes in relevant laws, regulations, and policies, and to ensure the timely communication of these updates to the Board, Management, and Committees to maintain compliance and adapt strategies as needed.
- Maintain and Update the Permit Tracking System: Regularly update and monitor all ALCA/ASC permits to ensure timely renewals and ongoing compliance with all applicable local and state agencies.

**Objective 1.3. Finalization of a new Declaration of Covenant Agreement.** Pursuant to the 2017 Strategic Plan, support the development and adoption of a new Declaration of Covenant Agreement.

Strategies:

The effort to modernize and unify Arrowhead Lake Community's governing documents is in its final stages before being presented for community vote. The following strategic actions have guided this process:

- Identify Material Differences (Completed): A comprehensive review of the existing Covenants has been completed, and the key differences between them have been identified and grouped for further analysis.
- Develop Harmonization Options: Where needed, create options for adjusting material terms to enable the alignment of the various Covenants into a unified Declaration of Covenants.
- Modernize Language Where Appropriate: If revisions—such as eliminating outdated terms or introducing updated provisions—are deemed beneficial, develop proposed changes and prepare them for community review.
- Inform and Involve the Community: Distribute materials that explain the purpose and content of the proposed Declaration of Covenant, outline any significant changes, and invite owner feedback. These efforts are intended to ensure all Members are fully informed and able to participate meaningfully ahead of the formal vote.
- Maintain Transparent, Respectful Communication: Continue fostering positive engagement with all ALCA owners through clear, consistent, and respectful communication.
- Determine Feasibility Based on Member Feedback: The outreach effort will also gather input to assess community support. If responses provide a reasonable basis to believe that at least 67% of owners would approve a unified Declaration of Covenant, then a proposed version that best reflects owner preferences will be submitted for a vote.

**Objective 1.3 and associated strategies are of great importance to the Community and, as such, will require, in accordance with Community Bylaws, a thorough review and a super-majority vote (eight out of nine Board members) for approval.**

**Objective 1.4. Biannual Strategic Plan Progress Update.** Every six months, a designated Board director and a member of Management will jointly prepare a written progress report summarizing the status of each Strategic Goal and Objective. This report will be shared with the community to promote transparency and keep members informed of ongoing efforts and accomplishments.

## STRATEGIC GOAL 2

### INFRASTRUCTURE

ALCA has been a successful community for generations because it provides full-time Members with a safe and peaceful atmosphere and part-time Members with a chance to "get away" from more built-up, urban and suburban areas. Therefore, the priority of our Community is to maintain the wooded, natural setting and "rural feel" that attracted so many of our current Members to ALCA. At the same time, we are providing a desirable quality of life through the many activities, amenities, and recreational opportunities that our Members enjoy. The appeal of a rural yet active Community is a key driver in keeping demand high for homes in ALCA.

These two priorities need to be effectively planned and managed in balance. We will continue to utilize the Community Master Plan that plans for land use and future projects for the enhancement of existing amenities/infrastructure and the development of new amenities/infrastructure, as well as plans for natural and open spaces. The Community will maintain its infrastructure, amenities, and common areas to ensure that it receives optimal operating efficiency and full-service life from its assets. ALCA will utilize green building and green construction practices wherever practical to reduce the overall impact of the built environment on human health and the natural environment.

**Objective 2.1. Lake Management.** Sound lake management practices will preserve the health of our lakes while also reducing costs for future maintenance projects. To those ends, we must protect the lake ecosystem and monitor lake health to ensure the preservation of this very important environmental resource. Further, we must maintain lakes and dams to ensure regulatory compliance with local and state agencies.

Strategies:

- Conduct lake quality testing to gather data that may be utilized or incorporated into modifications of lake management practices, environmental protection strategies, or regulatory compliance efforts.
- Perform activities that relate to the health and recreational benefits of the lakes, both within the Community and with upstream neighbors, including but not limited to any future lake reclamation projects deemed necessary.
- Conduct educational programs on the environment, especially programs relating to streams and lakes, including the effects of household products and commercial spraying, and proper septic care and inspection procedures. At least annually invite professional lecturers to reinforce our educational programs for our environment and watershed.
- Provide opportunities for increased participation in the North Pocono Care Watershed Organization and others, to reinforce knowledge of and commitment to our lakes' ecosystem.
- Continue to research and apply for federal and state grants that will allow improved monitoring of watershed conditions and enhancement of our lakes and watershed quality.
- Continue to conduct fish studies every three years and utilize the results of the fish studies to maintain a balanced fishery.
- Continue conducting required dam inspections and permitting and ensuring all findings are incorporated into an action plan in a timely manner.

**Objective 2.2. Roadway and Stormwater Management.** Implement a program for roadway repair and stormwater drainage improvement that is coordinated to ensure adequate and cost-effective improvements to roads and stormwater drainage in conjunction over the next ten years. Make these improvements in conjunction with sewer system improvements where applicable. All environmental concerns, not just ones directly related to roadway and stormwater management, shall be taken into consideration when implementing any construction or road work.

Strategies:

- Proactively re-assess current conditions to identify which areas to focus on.
- Continue to look for ways to expand the duties of the Department of Public Works to better serve ALCA roadway needs. Management of stormwater, roads and ditches, and leaf removal, including equipment acquisition, should be considered.
- Continue to evaluate alternative road surfaces and construction techniques (i.e., the use of Driving Surface Aggregate (DSA) for rehabilitating roads to provide ALCA with the best roadway design and infrastructure.
- Continue to maintain the "rural feel" and environmentally friendly nature of ALCA by keeping a healthy mix of paved and unpaved roads while researching and implementing best practices for the maintenance and repair of gravel/dirt roads.
- Review and implement the findings of the Stormwater Management Engineering Study and incorporate state-of-the-art, best-management practices for stormwater drainage to meet the high quality, exceptional-value standards of local and state regulating authorities.
- Look for ways to provide our Public Works Staff with educational opportunities through local and state entities and universities for improving our Staff's knowledge of maintenance techniques and technology. Improving the Staff's knowledge of these matters will translate into more effective and efficient infrastructure maintenance programs for ALCA.
- Develop a Standard Operating Procedure (SOP) manual for all construction and maintenance procedures, including but not limited to procedures for roadway pothole patching, typical drainage pipe installation and compaction, minimum driveway pipe size, minimum/maximum slope on roadside ditch sides, roadway paving standards, etc.

**Objective 2.3. Wastewater Management.** Continue the established program of rehabilitation and potential expansion of the Wastewater System of the Arrowhead Sewer Company (ASC), including but not limited to the infrastructure (collection system and treatment plant), in order to continue to provide quality service to current and future customers at affordable fee rates as the system is upgraded.

Strategies:

- Continue to consult with industry experts on how best to grow and serve the Community, including pursuing research on alternative discharge methods.
- Review and update the Emergency Action Plan for the Wastewater Treatment Facility as necessary.
- Review and update the current 537 Plan to allow ASC to potentially expand the sewer service to more homes throughout the community, especially those adjacent to the lakes.
- Continue to monitor applicable discharge compliance requirements, in accordance with the Delaware River Basin Commission parameters and Pennsylvania's Sewage Facilities Act, to determine how best to comply with 2030 permit renewal requirements.

**Objective 2.4. Land Management.** "Green spacing" appropriate ALCA-owned lots, providing wetland mitigation areas, and acquiring properties from real estate sales or purchases through the repository are keys to maintaining the "rural feel" of the Community. Intelligent and deliberative land management is important to our Members and will protect against over-development.

Strategies:

- Continue to remove green-spaced lots from the tax rolls as much as current county and township rules permit.
- Continue to review green-space procedures periodically to ensure continued compliance.
- Continue to ensure professional Staff maintains ALCA-owned green-spaced property, resulting in clean, trash-free lands.
- Maintain trash-free and attractive lands that contribute to the value of ALCA, consistent with the Community Master Plan.
- Develop criteria for future development within the Community. The criteria should consider location, the impact on infrastructure and surrounding properties, the input of Members, and the costs of construction and maintenance versus benefits of the development.
- Assess the potential of all unimproved properties in the Community. Evaluate the best uses for ALCA-owned properties.

Considerations should include:

1. Utilizing existing ALCA properties for new amenities or the expansion of existing amenities.
2. Acquisition of additional properties that could be developed for ALCA use.
3. Identification of areas to be protected, such as environmentally sensitive areas, open spaces, green spaces, critical natural areas, and areas identified as potential future development land for ALCA.

**Objective 2.5. Maintenance of Facilities.** Continue to provide necessary maintenance and repair of ALCA buildings, common areas, and equipment to preserve facilities and common areas. Employ the most cost-efficient systems and approaches when renovating and repairing facilities and systems, utilizing "green" alternatives where physically and financially feasible.

Strategies:

- Complete the development and implementation of an automated system for maintenance requests from Members and Staff. Review the system regularly for issues and upgrades that may be required to maintain efficiency.
- Complete digitizing blueprints or "as built" diagrams of the facilities and grounds and incorporate these digital records into the GIS where possible.
- Computerize preventive maintenance programs.
- Consult with industry experts to assess departmental needs for maintaining or lengthening the life cycles of facilities and for ensuring that regulatory requirements are met.

**Objective 2.6. Environmental Sustainability, Green Building, and Green Construction.** The lakes and surrounding wooded areas of ALCA are the centerpiece of the Community. Minimizing negative environmental impact upon the lakes and regional ecosystem is of utmost importance for maintaining the future enjoyment and protection of resources invested in the Community. ALCA will incorporate environmentally responsible and energy-efficient approaches in all aspects of its operations and use green building and green construction practices wherever fiscally possible to reduce the overall impact of the built environment on human health and the natural environment. ALCA will recycle, explore clean energy alternatives, and educate Members to promote environmentally friendly and energy-efficient alternatives and best practices.

Strategies:

- Continue to incorporate plans that are environmentally responsible and energy efficient when considering new construction or enhancements to existing facilities or when considering new projects.
- Environmental considerations will be used during site selection, design, construction, operation, maintenance, renovation, and demolition.
- Investigate options and make recommendations to replace the existing fossil-fuel based systems and equipment.
- Continue to use water efficiently and plan for the natural return of ground water to the lakes and water table in the design of projects.
- Continue to use biodegradable products and actively seek to minimize pollution in operating activities.
- Continue to reduce waste, reuse and recycle. Continue to expand the materials included in the Community's recycling program.

Through educational programs, printed materials, and online information, continue to encourage the Membership to take environmentally responsible actions that will help preserve the natural environment.

## STRATEGIC GOAL 3

### COMMUNICATIONS

Clear, effective, and efficient communication with ALCA Members has become a key to our prosperous and vibrant Community. ALCA provides multiple channels for communication with Members, and keeps them informed, engaged, and connected with each other and the Community as a whole. Additionally, by reaching out to other local HOAs and similar communities, ALCA has established a strong bond with its neighbors and has promoted the many benefits of life in the Community.

**Objective 3.1. Internal Communications Efforts.** ALCA should strive to cultivate well-informed Members who will actively participate and support a constructive, positive community spirit.

Strategies:

- Continue to share information with Members via various communications platforms currently used by ALCA (email, website, YouTube Channel, and other social media and publications). Additionally, continue to research new and better ways to connect with Members.
- Promote volunteerism to encourage Member participation in committees and events. Continue to seek ways to blend live and remote participation for Board and Committee meetings to foster maximum participation and information sharing.
- Continuously improve AV systems and enhance remote video/streaming capabilities at the Lodge and other Community spaces to support high-quality, interactive remote access.
- Provide Members with enhanced services and support via the ALCA website. Continuously assess opportunities for improvements and adherence to best practices for services such as online payments, permit applications, and collection of information through online forms. Sustain website activity by refreshing and updating the website platform.
- Produce branded marketing materials (e.g., brochures, videos, welcome packets) that can be used at events or shared with local partners and prospective residents.
- Encourage Responsible Communication: Establish and reinforce clear expectations of respectful conduct at meetings, events, and on social media platforms, with resources and guidance for members on how to engage constructively.

**Objective 3.2. External Communications Efforts.** Conduct public relations outreach that conveys a positive image of ALCA as a highly desirable community in which to own and live.

Strategies:

- Develop and maintain an external communication plan that includes press releases, Community highlights, and proactive and positive storytelling to local media, real estate professionals, and regional publications.
- Encourage Resident involvement in external-facing events or initiatives, such as welcoming Committees or Community Ambassador programs, to foster pride and peer-to-peer promotion of the Community.
- Leverage digital platforms and social media to showcase Community events, scenic amenities, Resident stories, and development updates. Position ALCA as a welcoming, vibrant, and well-managed Community.
- Support and sponsor local events that promote a positive Community image, foster engagement, and attract prospective homebuyers. Prioritize events that reflect ALCA's values and highlight the community's lifestyle, amenities, and culture. Maintain strong, collaborative relationships with surrounding municipalities, townships, and county officials to foster mutual support, enhance regional partnerships, and advocate for initiatives that benefit the ALCA Community.

- Educate local real estate professionals and agencies to provide accurate, up-to-date information about the Community, including rules, amenities, and HOA benefits. Consider hosting informational sessions or tours.

**Objective 3.3. Communication Management.** Because communication is a critical component of organizational success, ALCA will review its communication structure and processes to ensure efficiency, effectiveness, and oversight.

Strategies:

- Develop a formal communication system that defines protocols for internal staff communication, community-wide announcements, and external messaging.
- Design an organizational communication framework that clarifies roles, responsibilities, and lines of communication across departments.
- Establish clear leadership and decision-making communication protocols to ensure accurate, timely and transparent information flow.
- Leverage technology to support communication efforts such as email systems, text alerts, community apps, websites, or internal communication platforms in a cost-effective and accessible manner for both Staff and Community Members.
- Provide Staff training in interpersonal communication, internal coordination, and Member engagement, including conflict resolution and de-escalation techniques, to strengthen both internal operations and community relations.

## STRATEGIC GOAL 4

### QUALITY OF LIFE

As a recreational community, ALCA thrives by offering a diverse range of multi-generational programs and activities that enrich the quality of life for Members and their Guests. By providing inclusive and engaging recreational opportunities, we aim to ensure that Members see the real value in owning at Arrowhead Lake Community. Our focus will remain on delivering services, amenities, and events that reflect the interests and needs of our diverse Membership.

**Objective 4.1. Provide engaging events and activities.** Design and implement a diverse, engaging schedule of events and activities that encourages increased participation by Members and Guests, fostering a vibrant, connected, and enjoyable community experience at ALCA.

Strategies:

- Develop and periodically review events and activity schedules that provide Members and Guests with enjoyable, memorable events.
- Conduct Community Interest Surveys to gather input from Members for greater understanding of their interests and preferences.
- Collaborate with local partners and talent, such as local artists, businesses, and organizations, that could provide or contribute to desirable events and activities.
- Create signature events that build traditions: Develop a few standout events each year that become annual traditions and help strengthen the Community.
- Develop and promote activities that maximize the use of community amenities, ensuring they are fully utilized to enhance Member engagement, enjoyment, and overall value. Plan activities and events that are multi-generational in focus.

**Objective 4.2. Foster a vibrant, inclusive, and connected community.** Enhance opportunities for meaningful engagement, promote a culture of belonging, and encourage active participation among all Members.

Strategies:

- Utilize central, safe, and healthy social gathering places for Members and Guests.
- Research the feasibility of planning "block party" style events to promote social gatherings of Membership from across the Community.
- Develop and maintain additional outdoor amenities — such as parks, community gardens, and hiking trails — on ALCA-owned land to provide diverse, family-friendly recreational opportunities that encourage Members to gather and enjoy the natural surroundings. Partner with local organizations or volunteers for maintenance of facilities and programming.
- Support the formation of clubs and interest groups that meet regularly and encourage ongoing Member interaction and shared interests.
- Utilize *Smoke Signals*, social media, email blasts, and bulletin boards to keep Members informed about upcoming events, volunteer opportunities, and community news, fostering a culture of transparency and inclusiveness.
- Hold Association-hosted events to recognize Volunteers, Staff, and contributing Members.
- Offer workshops and seminars quarterly on topics such as health, safety, sustainability, and home maintenance to provide experiences that bring the community together.

**Objective 4.3. Promote programs for Community well-being.** Identify and collaborate with local vendors or community volunteers to provide programs that enhance the health, safety, and overall well-being of the Community.

Strategies:

- Develop and maintain a directory of reputable local vendors, health professionals, public safety experts, and wellness organizations that can offer programs, workshops, and services tailored to community needs.
- Conduct surveys or focus groups to identify the health, safety, and wellness priorities of Members and tailor program offerings to ensure their relevance and high engagement potential for Members.
- Encourage and organize community volunteer groups to support wellness events, safety programs, and health-related services—leveraging local knowledge, skills, and enthusiasm to build a more connected and resilient community.
- Promote a culture of kindness and respect: Launch a community-wide initiative encouraging respectful communication, empathy, and civility in all interactions—online, at meetings, and throughout the neighborhood—to foster a more positive, welcoming environment.

## STRATEGIC GOAL 5

### SAFETY AND SECURITY

The ALCA Department of Public Safety will continue to provide a professional force capable of conducting security functions within the Community while delivering the highest quality of customer service to its Members and Visitors. The Department will enhance the safety of the Community by enforcing ALCA Rules and Regulations and providing training to Members for proper operation of recreational vehicles. ALCA will maintain an efficiently operated gate entry system to control authorized access to the Community. ALCA-sponsored events will have safety as a primary concern, and the Department will aid in the planning and execution of safety measures at these functions.

**Objective 5.1. Strengthen the provision of safety and service to the Community.** Maintain a well-trained, organized, and professional Public Safety Department dedicated to delivering reliable and responsive support to the Members and Guests.

Strategies:

- Maintain a force of optimal size. Periodically evaluate it to ensure it has the proper structure.
- Implement continuous professional development programs to ensure all personnel receive up-to-date training in customer service, emergency response, community relations, and public safety best practices.
- Train all Public Safety Staff thoroughly on ALCA's Rules and Regulations, emphasizing fair, consistent, and respectful enforcement to promote a safe and welcoming environment.
- To enhance community-wide safety and efficiency, assess and implement modern security tools and technologies based on operational priorities and budget availability.
- Continue to maintain AED and CPR/First Aid certification for all Public Safety Staff. Investigate the feasibility of requiring AED and CPR/First Aid certification for all DPS Staff.

**Objective 5.2. Enhance the safety of Community living.** Provide safely run events and foster safety-consciousness among Residents and Guests.

Strategies:

- Conduct a biannual review of ALCA Rules and Regulations to ensure that they are capable of proper enforcement.
- Conduct training for Residents and perform an annual review of training to ensure best practices are being followed (i.e., training for Golf Cart drivers, Bike Safety programs/ workshops, and Boating Safety in accordance with State Boating Laws/Regulations). Annually review the training content.

**Objective 5.3. Provide a secure Community.**

Strategies:

- Assess the effectiveness of access control measures on a regular basis. Check the functionality of gates, doors and other entry points to ensure only authorized individuals can enter the Community and common areas.
- Continue monitoring inspections and responses to lighting and noise complaints to ensure that common areas and residential areas comply with ALCA Rules and Regulations.

- Enhance the processes for reporting issues and complaints. Continue to provide monthly reports on compliance to the General Manager.
- Continue to research and acquire, when necessary, more effective and efficient access control platforms that enhance security.
- Maintain relationships with local law enforcement agencies to gain insight on current law enforcement trends that may affect our Community.
- Monitor the use of facilities to ensure rules for admission or use are appropriately followed.
- Emergency Response Plan Evaluation: Assess and ensure the Community's readiness to respond to emergencies, including natural disasters and security threats.
- Security Patrol Efficiency: Review the frequency, timing and routes to optimize their deterrent effect using current technology (such as GIS) to promote efficiency. Continue to study and promote the implementation of an efficient and consistent system for text or push notification to homeowners in case of emergencies.

## STRATEGIC GOAL 6

### FINANCIAL MANAGEMENT

ALCA and ASC are committed to being responsible stewards of Member assessments and fees by ensuring the efficient planning and delivery of cost-effective operations, infrastructure, maintenance, facilities, and community programs. ALCA has consistently met these responsibilities and will continue to do so by annually updating its financial forecasts and conducting thorough financial analyses to guide sound decision-making and future enhancements. To maintain financial stability, ALCA will continue to enforce its Collection Policy with the goal of sustaining or exceeding its already impressive 91.5% collection rate for ALCA and 93.5% for ASC. Strong financial oversight will remain a collaborative effort involving the Board of Directors, the Budget and Finance Committee, Management, and independent third-party audit firms—ensuring transparency, accountability, and fiscal responsibility at all levels.

The following Strategic Objectives and their associated strategies are considered critical to the long-term success and well-being of the Community. In accordance with Community Bylaws, any amendments to these objectives will require a comprehensive review process and approval by a super-majority vote of eight out of nine Board members.

**Objective 6.1. ALCA Revenue.** Continue to review annual Member assessments to ensure they generate sufficient funding to support the effective operation, maintenance, and long-term sustainability of ALCA.

Strategies:

- Annually evaluate Member assessments and fees to ensure they align with projected operating costs, reserve funding needs, and long-term community priorities. This review will consider inflation, costs to maintain our existing amenities, and the potential development of new facilities. A full Reserve Study will be conducted every three years, with annual updates to guide funding decisions The annual budget process should follow the Budget Process & Planning Policy.
- Assess the optimal combination of funding sources to support capital projects. If a special one-time assessment becomes necessary, it will be considered only as a last resort after all other funding options have been carefully evaluated.
- Seek out and apply for grants that can supplement funding for capital improvements, infrastructure upgrades, and community programs to reduce reliance on Member assessments.
- Continue to explore and assess the feasibility of adding new revenue-generating amenities, activities, and services that could enhance the Member experience and contribute to ALCA's financial stability.

**Objective 6.1. ALCA Revenue.** Continue to review annual Member assessments to ensure they generate sufficient funding to support the effective operation, maintenance, and long-term sustainability of ALCA.

Strategies:

- Annually evaluate Member assessments and fees to ensure they align with projected operating costs, reserve funding needs, and long-term community priorities. This review will consider inflation, costs to maintain our existing amenities, and the potential development of new facilities. A full Reserve Study will be conducted every three years, with annual updates to guide funding decisions The annual budget process should follow the Budget Process & Planning Policy.

- Assess the optimal combination of funding sources to support capital projects. If a special one-time assessment becomes necessary, it will be considered only as a last resort after all other funding options have been carefully evaluated.
- Seek out and apply for grants that can supplement funding for capital improvements, infrastructure upgrades, and community programs to reduce reliance on Member assessments.
- Continue to explore and assess the feasibility of adding new revenue-generating amenities, activities, and services that could enhance the Member experience and contribute to ALCA's financial stability.

**Objective 6.2. ASC Revenue.** Continue to review fees on an annual basis to generate sufficient funding to support the effective operation, maintenance, and long-term sustainability of the sewer plant.

Strategies:

- Regularly assess customer fees to ensure they are adequate to cover operating expenses, routine maintenance, regulatory compliance, and contributions to capital reserve funding.
- Continue to build a sound financial base prior to committing to substantial infrastructure work.
- Continually evaluate financing options and select the most appropriate, fiscally responsible ways to support major capital projects while minimizing the financial burden on Members.
- Seek out and apply for available grants that align with the sewer infrastructure goals. Where ALCA/ASC is eligible, use grant funding to offset large capital expenditures to ease the pressure on assessment levels.

**Objective 6.3. ALCA Expenses and Capital Reserves.** Accurately forecast annual operating expenses and reserve funding to strengthen ALCA's financial stability, support sustainable growth, and ensure ongoing maintenance and preservation of community assets.

Strategies:

- Continue to engage in a detailed budgeting process that involves collaboration between Staff, the Board, and the Community to accurately project operating expenses and capital needs each year.
- Continue to perform quarterly financial reviews comparing actual expenditures to budget forecasts to identify variances early and adjust accordingly, ensuring fiscal discipline and responsiveness.
- Engage a qualified professional to perform a thorough Reserve Study every three years, providing an in-depth assessment of the Community's long-term capital repair and replacement needs.
- Department Managers should update the Reserve Study annually to reflect changes in project costs, timelines, and asset conditions, ensuring that the Capital Reserve Replacement Fund remains accurate and aligned with the Community's needs.
- Create and maintain long-term financial plans that align operating budgets and reserve contributions with anticipated growth and capital projects, promoting sustainable financial health.
- To build trust and promote informed decision-making, provide regular updates to the community Members regarding budget forecasts, reserve funding status, and long-term financial strategies.
- Maintain methodology that provides funds for asset replacement. Continue to follow the Board-approved Investment Policy to ensure responsible and strategic management of community funds.
- Continue to identify and implement cost-efficient operational procedures and technologies to enhance performance, reduce expenses, and support long-term sustainability.

**Objective 6.4. ASC Expenses and Capital Reserves.** Accurately forecast annual operating expenses and reserve funding to strengthen ASC's financial position, support sustainable growth, and preserve the existing asset base.

Strategies:

- To help maintain adequate reserve funding, engage qualified professionals to complete a Reserve Study every three years, with annual updates, to project long-term capital repair and replacement costs.
- Create integrated financial plans that combine operating budgets with capital improvement schedules, allowing ASC to anticipate future funding needs and prioritize projects effectively.
- Stay abreast of evolving environmental and safety regulations affecting wastewater management, including compliance costs, permitting fees, and necessary upgrades, and incorporate any changes into forecasts.
- Set aside contingency funds within the budget and reserves to address unforeseen repairs, system failures, or environmental incidents that could impact sewer operations.
- Communicate regularly with the community Members about financial forecasts, reserve status, and planned capital projects to promote transparency and build consensus on funding strategies.
- Continue to follow the Board-approved investment policy to ensure responsible and strategic management of community funds.
- Continue to identify and implement cost-efficient operational procedures and technologies to enhance performance, reduce expenses, and support long-term sustainability.

**Objective 6.5. Planning for New Projects and Additional Capital Reserves.** Reserve Studies focus on existing infrastructure, facilities, and equipment. As significant new projects emerge, accurately forecast the associated expenses and identify the necessary funding to support these initiatives.

Strategies:

- Carefully assess the appropriate use and combination of available funding mechanisms—such as bank loans, PENNVEST loans, annual assessments, special one-time assessments, and external grants—for each capital project. The goal is to align funding methods with project scope, financial impact, and long-term sustainability while minimizing the burden on Members.
- Thoroughly investigate the advantages and disadvantages of each funding source, including interest rates, repayment terms, regulatory requirements, and impacts on community finances. This analysis will guide informed decision-making for both short-term needs and long-term infrastructure planning.
- Special one-time assessments will be considered only after all other reasonable funding options have been evaluated and deemed insufficient. This approach will help preserve affordability and Member trust, while ensuring ALCA remains financially responsible. If a special one-time assessment becomes necessary, the Board will proactively communicate with Members to explain the specific purpose, necessity, and long-term value of the assessment, particularly when it will support essential or high-impact capital improvements. Clear, transparent communication will be a top priority to maintain community understanding and support.

# STRATEGIC GOAL 7

## HUMAN RESOURCES

ALCA and ASC are committed to providing a professional work environment grounded in trust, integrity, and respect. Our goal is to offer roles that are not only professionally fulfilling but also competitively compensated within the region. ALCA/ASC will seek a culture that invites collaboration and rewards its teams and individuals for being curious, resilient and open to change. ALCA and ASC strive to be "a great place to work" as evidenced by Staff loyalty, employee satisfaction, and pride in their work. To support this vision, we are dedicated to attracting and retaining top talent and investing in the ongoing professional development of our team. Through strong, empowering leadership, we will motivate employees to consistently deliver high-quality products and services to the community.

**Objective 7.1. Recruitment and Retention.** Recruit and retain engaged, qualified, competent employees who focus on performance excellence.

Strategies:

- Continue to ensure compensation levels are attractive and "in line with the region" and communicate total compensation to the employees annually. Seek out, create and utilize engagement surveys for employees on various topics relating to their day-to-day operations in order to keep a pulse on the employees and their needs.
- Provide feedback consistently throughout the year to employees regarding performance and measures of success utilizing performance reviews and other tools available to regularly include employees in their development.
- Provide training, as needed, or required, so employees stay up to date with necessary skills. Develop a leadership training series for managers and supervisors where all department guiding principles are consistently utilized throughout the organization.
- Provide regular training for Managers on best practices to support employee development and improve Staff retention. This training should cover current industry standards and may also include opportunities for obtaining professional licenses and certifications.
- Allow for professional development opportunities to retain an engaged, supported workforce.
- Engage employees in the Strategic Planning process of working together to define ALCA's strategic goals.
- Encourage and coach employees to communicate, share their ideas, and empower them to actively participate in achieving the organization's and their own personal goals.
- Offer employee recognition and acknowledgement for performance that exceeds expectations.
- Establish a formal succession planning framework and internal mobility pathway.
- Define and implement a DEIB (Diversity, Equity, Inclusion, and Belonging) strategy.
- Develop an HR metrics dashboard to track KPIs including turnover, retention, training, and engagement.
- Continue to integrate EAP services, and implement wellness programs and mental health.
- Key Performance Indicators (KPI's):
  - Continuous improvement in employee engagement survey participation and satisfaction over time.
  - Strong 90-day retention outcomes for new hires, reflecting effective onboarding and integration.
  - All employees receive timely and documented annual performance reviews.
  - Consistent participation from Managers in leadership development and training initiatives.
  - Ongoing growth in employee engagement with the recognition program, demonstrating a culture of appreciation and peer support.

**Objective 7.2. Automation of services.** Automate as many processes as possible to enable the Staff to provide efficient, effective operations and service to the Community.

Strategies:

- Analyze workflow and job responsibilities and pursue initiatives in an effort to obtain organizational cost savings where possible.
- Implement and/or refine technology tools (e.g., HRIS, ATS, scheduling software) to reduce manual processes, improve accuracy, and streamline administrative work.
- Establish a centralized policy review process and policy compliance calendar to ensure regular updates to handbooks, certifications, and mandatory trainings.
- Develop and execute a Change Management Plan that includes Staff training, ongoing support, and feedback mechanisms to maximize adoption of automated systems.
- Ensure all automated processes comply with applicable data security standards and privacy regulations.
- Establish quarterly reviews of automated processes to identify further improvements and address issues.
- Leverage automation to improve turnaround times for community requests and enhance transparency through digitized communication.
- Key Performance Indicators (KPI's):
  - Ongoing reduction in manual HR processing time through increased efficiency and technology use.
  - Regular implementation of new automated HR processes to streamline operations (e.g., digital onboarding, time tracking).
  - Continued progress toward full digitization of eligible forms, processes, and documentation.
  - Staff training sessions conducted alongside each new automation rollout to ensure adoption and understanding.
  - Quarterly reviews conducted to identify process improvements and gather feedback on user experience and satisfaction.

**Objective 7.3. Staffing.** Ensure staffing levels are accurate and appropriate for organizational effectiveness.

Strategy:

- Conduct periodic staffing analysis to ensure organizational structure supports workload and addresses Community needs.
- Provide for cross training, interdepartmentally, as necessary and feasible.
- Utilize periodic benchmarking techniques whether internal or external to identify any gaps in processes to achieve competitive advantage.
- Implement workforce forecasting models that project staffing needs 1-3 years ahead to anticipate gaps or surpluses.
- Track turnover rates and conduct exit interviews to inform retention strategies aligned with staffing levels.
- Incorporate DEI metrics in benchmarking and hiring strategies to promote a diverse workforce.
- Key Performance Indicators (KPI's):
  - Annual staffing analysis completed and shared with leadership, including recommendations to align staffing levels with current and projected operational needs.
  - Workforce forecasting tools developed and reviewed annually to support planning for future staffing requirements.
  - Cross-training programs established and maintained across departments to promote operational flexibility and ensure continuity during staffing transitions.
  - Biannual benchmarking reviews conducted to assess staffing levels and diversity, supporting informed and strategic hiring practices.
  - Employee turnover monitored regularly, with ongoing retention efforts initiated each year to support workforce stability and engagement.

## STRATEGIC GOAL 8

### INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE

ALCA and ASC rely on multiple technology platforms and systems that support financial management, Member services, public safety, community access, communications, and sewer plant functions within the Arrowhead Lake Community. While many of the existing systems provide adequate functionality, some of the systems are outdated and difficult to integrate. The lack of systems integration and the need for a more modern IT infrastructure hinder ALCA in providing Members with an enhanced digital experience and more automated processes for interactions and services. They also hinder Operations in performing efficient back-office processes. The following Objectives and Strategies focus on developing a roadmap to address IT shortfalls and identify systems/platforms to upgrade or acquire to improve the overall Member experience and ALCA operations.

**Objective 8.1. An IT Roadmap.** Develop a phased IT roadmap to guide ALCA for the next four years.

Strategies:

- Utilize the Technology Committee comprised of management, operations, and Community IT professionals to assess the current IT operating environment.
- From assessment, determine the best course forward for upgrading the systems currently in place to best serve the Community.
- When the contract for Tech42 or the current incumbent IT support is up for renewal, solicit bids from at least three companies for future services.
- Use the Technology Committee to evaluate Staff and Member training opportunities for current and new systems. Emphasize Staff training on the Microsoft 365 software suite. Provide cross-training on vital community software, such as the website and communications tools.
- Instruct the Technology Committee to work with ALCA Staff to prepare a survey of new technology six months after implementation. Survey is to be directed towards those using the new technology.
- Technologies to be evaluated (among others): Member access, Guest access, gate access, amenities access, back-office financials, AV, remote meeting access, on-site network hardware, security dispatch system and communications, tech support, cloud-based backup systems, and Staff hardware.

**Objective 8.2. Evaluate the Community Management System.** Review the current CMS for future functionality.

Strategies:

- Technology Committee to work with ALCA and ASC Staff to determine annually whether the current solution is sufficient.
- Technology Committee to work with ALCA and ASC Staff to compile a checklist of necessary tools and to determine whether the functionality of the current software solution meets current and future needs.
- If the current software solution is insufficient, Technology Committee will be directed to work with Staff to review bids from at least three other solution providers.

**Objective 8.3. Evaluate the gate access system and amenities.** Review current gate and amenities access systems for future functionality.

Strategies:

- Technology Committee to work with ALCA and ASC Staff to determine annually whether the current solution is sufficient.
- Technology Committee to work with ALCA and ASC Staff to compile a checklist of necessary tools and to determine whether the functionality of the current software solution meets current and future needs.
- If the current software solution is insufficient, Technology Committee will be directed to work with Staff to review bids from at least three other solution providers.

**Objective 8.4. Assessment of on-site IT-related hardware, devices and networking infrastructure.**

Strategies:

- Review all networking hardware and infrastructure to determine whether upgrades are needed for current or future use.
- Review the redundancy of broadband carrier, firewall and related infrastructure—particularly for gate access—to ensure the Community can keep functioning during extended power outages and weather events.

Arrowhead Lake Community Association

arrowheadlakepa.net