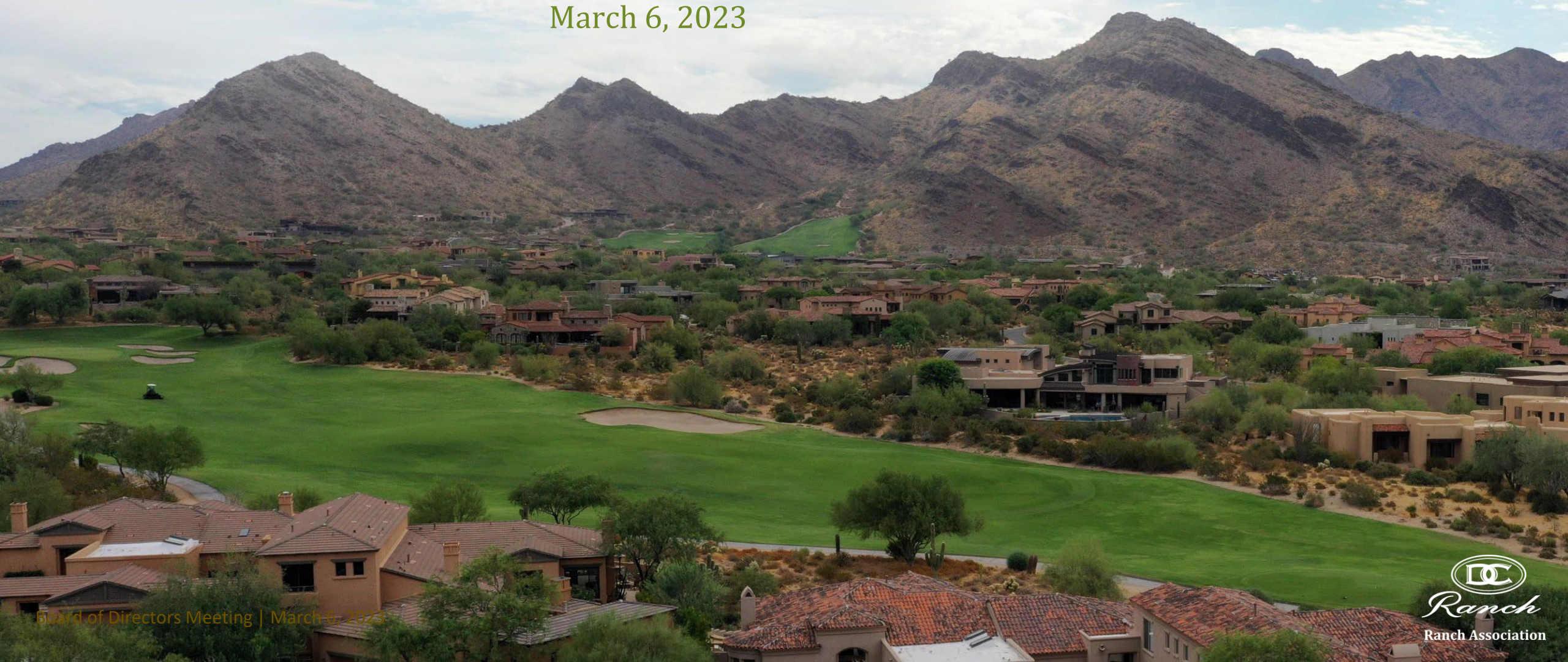


DC Ranch Association Board of Directors Goals

March 6, 2023



Mission Statements

- **Ranch Association:** Emphasizing customer care and sustained property values. Protects fiscal and environmental assets. Provides professional financial, landscape, and maintenance staff. Manages security services.
- **Community Council:** Visioning and facilitating initiatives that enhance residents' quality of life and serve collective interests. Provides recreational, educational, cultural, and volunteer opportunities. Promotes the DC Ranch brand and manages communication programs.
- **Covenant Commission:** Establishes and maintains standards for architectural and landscape design while working with property owners, builders, and architects to preserve harmony with our desert environment.

Board Goals Review

Goal #1: Provide for necessary and functional audio and video access to Board meetings for both in-person and zoom attendees or relocate the meetings to another suitable location.

Comments: Communication problems with Zoom technology continue to occur with no solution in sight. This continues to be an area of frustration in that we have been unable to fund enhanced technology to have better zoom communications at The Homestead. Discussions with the Community Council which is responsible for the facility faces the same dilemma as neither the CC or RA have additional funding for improved technology at the Homestead. Moving the board meetings to the Ranch Association offices and using zoom from there has been moderately effective but clearly we would have preferred having residents on site with the Board. The use of Desert Camp Community Center when the renovations are completed may be the best answer to meet our goal in this area. Elaine said that she thinks this issue should be tabled for now.



Average Score: 2.43

Board Goals Review

Goal #2: To ensure that all board members are fully informed and to enable the executive director to focus on the Association's business, request that all board members funnel their requests for information and questions through the Board president who will be the primary point of contact with the Executive Director and transmit all information to all board members.

Comments: Any request for information from any board member is now provided to all board members and not just the person asking. We still have board members contacting the director directly rather than through the board president. It appears that this has improved with board members receiving information more broadly. Geoff would like to see communications more filtered and only include those involved. Don would like more direct access to the Executive Director. Elaine feels that too many items are sent directly to the Executive Director and more should be funneled through the board president.



Average Score: 3.8

Board Goals Review

Goal #3: Reaffirm the role of the Board of Directors as primarily policy making, budget development, and oversight of the Executive Director's performance and initiatives. The Board should be referring concerns from the community to the Executive Director or her designee to address and inform the Board of the action taken. The Board formally evaluates the Executive director at least annually based on adopted goals and timelines.

Comments: The Board has focused on their specific duties but have also indicated to the ED areas that need to be addressed to improve services to the community. The Board has not attempted to manage these improvements but left that to the ED and staff as appropriate. Greg commented that Michele is addressing more items proactively. Elaine expressed concern that board members continuing to contact the ED directly creates too many distractions and the propensity to micromanage. There are definitely areas of operations that need reinforcing, and the ED is aware of those and working to improve the situations. The ED will again be evaluated mid year in March 2023.



Average Score: 4.1

Board Goals Review

Goal #4: Provide, to the greatest extent possible, without compromising the Board or its actions, transparency to the Board's actions, decision making process and rationale. Encourage open dialogue and debate on issues as needed to ensure the best decision possible.

Comments: Vigilance in discussing only specifically authorized issues in private has been observed and the board has had several discussions in public of controversial issues that required more intense dialogue to ultimately reach a fair and responsible decision. Discussions, debate, and voting occurring regularly in open board meetings This may be one of the board's greatest accomplishments. Elaine expressed concern that some board members still do not understand the lines between public and private.



Average Score: 4.6

President's Comments

Goal #5: Provide the necessary resources for the Executive Director and staff to properly complete her work to meet both the Board's and Executive Directors' annual goals.

Comments: The budget process was thorough and transparent. The board held two public budget meetings and vetted the entire Ranch Association budget through the resident-based finance and budget committee composed of financial experts in the private sector. This is not to say that we should not continue to find savings and efficiencies wherever possible, but the budget balanced the demands of the residents, some who were OK with fewer services but most wanting additional services.



Average Score: 4.4

Board Goals Review

Goal #6: Take action to consistently follow up on T&D, modifications committee approvals and denials, and Covenant Commission determinations to ensure full and timely compliance and proper documentation. This is likely to require additional personnel, training and restructuring of current roles.

Comments: This is probably the most problematic issue we are facing because existing violations have geometrically increased due to addressing only the top-down egregious violations, residents making renovations, revising their landscaping without approval from the modifications committee and the dependence on resolving these issues through the transfer and disclosure process. This has not worked, and violations have grown, and other residents are adopting some of the same unapproved changes since violations have not been addressed. The board has passed a resolution that precludes residents to apply for any modification until existing violations have been addressed but this provision has not been enforced thereby creating further violations that have gone unattended. The Board is going to have to take some drastic action to reallocate funds in the budget to properly staff the community standards staff, potentially ask NVMs and neighborhood committees to help identify and educate neighbors about the standards or reorganize staff to make addressing standards' violations the highest priorities otherwise, the quality of life in DC Ranch will deteriorate beyond a level that may make recovery virtually impossible. The executive director needs to be more aggressive in filling inspector roles to stay on top of the T&D items and other non-compliance. Minimally the board has identified the problem, now we need to find solutions. Don said that the entire process is broken and needs a total overhaul, and that inspection and response times are not good at this time.



Average Score: 2.2

Board Goals Review

Goal #7: Engage the community in the review, understanding, and recommendations for improved safety measures for the DC Ranch community through the safety committee and complete its review by February 2023.

Comments: The patrol and gate access committee has been formed and has now met twice. They are just getting started to address concerns with the first issue being speeding. A traffic study is out for bid which will help the committee and the board determine the proper speeds on roads where speeding is a problem, and the board has installed speed humps, bumps, and tables to calm traffic. Progress has been made but this will continue to be an issue that we must continue to address. Elaine noted that the committee's work has already generated thoughtful discussion.



Average Score: 3.6

Board Goals Review

Goal #8: Complete the Firewise implementation throughout the community as identified, plan and continue the maintenance of the defensible space.

Comments: Firewise has been a huge success and this project continues to progress as planned. The next phases of Firewise will be considered for 2024 and 2025 in this next year. Current RA staff will commence maintenance on those properties that were treated in 2022. Elaine stated that Firewise may be the board's greatest accomplishment this year. Don said that he is not sure what the direct financial benefit of Firewise is to the community and suggests thinking about delaying the process.



Average Score: 4.5

Board Goals Review

Goal #9: Implement the new conflict of interest policy for the Board, all Ranch Association Committees and each of their members. Provide everyone with adequate training on this issue.

Comments: This is a goal that has been completed with all board members and committee members submitting their conflict of interest forms. Everyone has been properly trained on what constitutes a conflict so conflicts of interests are avoided or identified prior to a member of the board or committee takes any action that might be questionable.



Average Score: 4.9

Board Goals Review

Goal #10: Reassess the fines and fee structure of all community standards documents to ensure compliance and memorialize in Board Policy.

Comments: The policy committee, staff and the board and have committed substantial time and effort to updating standards and fines to contribute to the board's efforts to ensure that the quality of the community remain high in accordance with the expectations resident had when moving to DC Ranch. This is definitely a success of which the board can be proud. Next is to again be certain that enforcement takes place, so the standards are in fact met.



Average Score: 4.4

Board Goals Review

Goal #11: Continue progress on the tree replacement plan for Arcadia.

Comments: The board went through a mediation session with the plaintiff on the removal of the Sissoo trees in Arcadia that are causing serious structural and infrastructure damage to homes, roads, and landscape. The Association is in Phase 2 of the project to continue to move forward with residents who want to avoid damage to their homes and property.



Average Score: 4.2

Board Goals Review

Goal #12: Re-educate the Community on the defined roles of the Covenant Commission, the Community Council and the Ranch Association and the three-part governance structure of DC Ranch.

Comments: The board scheduled meetings with the Executive Director of the Community Council and the principal consultant to the Covenant Commission as well as the chair of both organizations to explain the role of their particular governing body. The Ranch Association Executive Director did the same during one of the regular board meetings. Each meeting had residents in person in the audience and on Zoom send were able to ask questions and/or express concerns. An abbreviated version of the three-tiered governance structure has also been provided to various RA committees. Don felt that this could have been handled better and that the CC felt like they were under attack.



Average Score: 4.5

Board Goals Review

Goal #13: Convene a discussion with authorized representatives of sub-associations and the governance organizations of DC Ranch to assess possible future improvements to sub-association status.

Comments: Representatives of the Board and each of the sub associations met January 11th and discussed numerous topics but it was apparent that that the subassociations could benefit from additional collaboration which the RA can facilitate. It was agreed that another sub association meeting will be held in February as a working session to see where efficiencies and effectiveness can be enhanced through the collaboration of the groups. It was also agreed that the sub associations should begin to think about their and the CC and RA budgets this spring so they can be more aware of the details of the budgets and provide input. The sub associations were also reminded that their members can serve on any RA committee by making application. Follow up meetings chaired by a sub association leader are set for March 8th and 27th.



Average Score: 4.0

Board Goals Review

Goal #14: Conduct Board review of the Executive Director's Performance in November 2022 and again March 2023.

Comments: In November, the Board did a comprehensive annual review of the Executive Director with each board member having the opportunity to comment and rate the ED on numerous issues using an agreed upon evaluation tool. At the board's direction, the board president then met with the ED to review the board's assessment and to plan to address any areas needing further attention.



Average Score: 4.5