



Strategic Plan 2020

Board Approved 4.5.2020

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Vision/Mission Statement

Lake Viking is a private lake aspiring to preserve our community and environment for future generations.

Belief Statements

- Our informed members are the strength of our community.
- Financial stability is essential to the success of our community.
- Our members and their guests should be safe in our community.
- Ongoing investment is essential to our future.
- In open, active, and transparent dissemination of information to our membership.
- In the protection and active management of our natural environment.
- Quality amenities and infrastructure are essential.

Parameters

We, Lake Viking Community, will:

- Follow the VVA Covenants, By-Laws, Rules and Regulations and seek necessary Board approval when implementing the Strategic Plan.
- Maintain fiscal responsibility when making decisions based on Lake Viking's Strategic Plan or any other matters.
- Conduct all activities safely and in accordance with the current Lake Viking Handbook.
- Consider all steps to ensure quality amenities and infrastructure.
- Treat all people fair and equal.
- Take all steps to protect and properly manage our natural environment.
- Foster a collaborative relationship between Board, staff and membership.
- Be open, active and transparent in the dissemination of information to our membership.
- Openly invite and include all members in a variety of social activities.
- Consider all reasonable investments to meet our goals.

STRATEGIC AREA #1: FISCAL RESPONSIBILITY / BUDGET					
<i>ACTION PLAN</i>					
Action Steps	Strategic Crossover	Cost Analysis			Level of Urgency (1-3)
		Low	<i>(Check One)</i> Medium	High	
<p>The Strategic Planning Stakeholders Group recommends the Lake Association will:</p>					
<p>1.1 Project and establish a 3-5 year target budget cycle for significant revenue and expenditures to include:</p> <ul style="list-style-type: none"> 1.1.1 Study income vs. cost of amenities. 1.1.2 Review, plan and budget for “emergency reserves.” 1.1.3 Continue to employ line item budgeting. 1.1.4 Analyze percentage of expenses in relation to the total budget. 1.1.5 Explore and consider benefits of fiscal vs. calendar year budget cycles. 1.1.6 Consider best practices to avoid deficit spending. 1.1.7 Explore creation of a separate fund for soil erosion/dredge budget items. 		X			3
<p>1.2 Continue to improve procedures that ensure transparency.</p> <ul style="list-style-type: none"> 1.2.1 Publish all budget-related info in multiple outlets. 1.2.2 All fiscal information is available upon request by association members in good standing. 		X			3

Fiscal Responsibility / Budget Cont'd ...		Strategic Crossover	Low	Medium	High	Level of Urgency (1-3)
Action Steps						
1.3	Review Dues structure. 1.3.1 Strictly enforce due payments. 1.3.2 Review legality and consider publishing names of lot owner status (current/delinquent). 1.3.3 Review and consider all options to address delinquent lot owners. 1.3.4 Revisit and consider a tiered dues structure.			X		3
1.4	Consider additional revenue to include: 1.4.1 Establish a system for and encourage opportunities for endowments. 1.4.2 Consider and create new sources of revenue including fishing tournaments, auctions, home tours, BBQ tournaments, fun runs, hot wash, facility rentals, boat storage, equipment/staff services, private dredge, etc. 1.4.3 Consider non-member participation in revenue producing events including clubhouse rental.			X		3
1.5	Explore outsourcing for all significant expenses.		X			3
1.6	Explore and develop marketability of association tier lots.					
1.7	Review strategies for covenant renewals of 2027.					

STRATEGIC AREA #2: ENVIRONMENT / NATURAL RESOURCES					
<i>ACTION PLAN</i>					
Action Steps	Strategic Crossover	Cost Analysis			Level of Urgency (1-3)
		<i>(Check One)</i> Low	Medium	High	
<p>The Strategic Planning Stakeholders Group recommends the Lake Association will:</p>					
<p>2.1 Maintain a healthy lake.</p> <p>2.1.1 Continue development of the plan for soil erosion prevention and dredging.</p> <p>2.1.2 Enhance plans for zebra mussels, algae, weed control.</p> <p>2.1.3 Establish plan for developing a healthy, diverse fish population (ecosystem, habitat, repopulation) etc.</p> <p>2.1.4 Work hand-in-hand with PWSD in their efforts to ensure drinking water quality.</p> <p>2.1.5 Draft recommendations and provide guidelines for chemical usage to community members and staff so as to ensure sustainable water quality of our lake.</p>				X	3
<p>2.2 Develop a forward-looking plan for all septic systems.</p> <p>2.2.1 Upgrade association-owned septic systems.</p> <p>2.2.2 Develop forward-looking plan for homeowner-owned septic systems including periodic inspections.</p>		X		X	3 2

Environment / Natural Resources Cont'd ...		Strategic Crossover	Low	Medium	High	Level of Urgency (1-3)
Action Steps						
2.3	<p>Ensure our First Impression is a positive one.</p> <p>2.3.1 Continue the removal of unused commercial equipment and dead boats.</p> <p>2.3.2 Consider requirements for all new propane tanks to be buried for new homes.</p> <p>2.3.3 Consider implementing a propane tank beautification program for current homeowners.</p>		X			1
2.4	<p>Maintain our Environment.</p> <p>2.4.1 Enforce regs that diminish the effects of noise pollution.</p> <p>2.4.2 Research and consider ways to reduce light pollution.</p> <p>2.4.3 Create a wildlife animal management plan.</p> <p>2.4.4 Investigate renewable energy for association owned properties.</p> <p>2.4.5 Consider developing an alternative for the burn pile.</p> <p>2.4.6 Investigate additional trash disposal options.</p>		X			1

STRATEGIC AREA #3: INFRASTRUCTURE					
<i>ACTION PLAN</i>					
Action Steps	Strategic Crossover	Cost Analysis			Level of Urgency (1-3)
		Low	<i>(Check One)</i> Medium	High	
The Strategic Planning Stakeholders Group recommends the Lake Association will:					
3.1 Develop and implement a long-range plan for road system. 3.1.1 Consider cost benefits of owning/leasing road equipment. 3.1.2 Consider feasibility of paving road.				X	3
3.2 Continue the development of a long-range plan for soil erosion, dredging and silt removal.				X	3
3.3 Develop and implement a long-range plan for the septic system. 3.3.1 Study and investigate the effectiveness of current septic systems vs. community sewer system. 3.3.2 Verify condition of clubhouse septic system and make all necessary system improvements.				X	3

Infrastructure Cont'd ... Action Steps	Strategic Crossover	Low	Medium	High	Level of Urgency (1-3)
3.4 Develop and implement a long-range plan for the Dam. 3.4.1 Continue compliance with government regulatory inspection recommendations. 3.4.2 Study and review options for heavy traffic flow over dam.			X		2
3.5 Infrastructure Enhancements. 3.5.1 Revisit natural gas as an option for community energy resources. 3.5.2 Monitor and seize the opportunities that will allow for high-speed Internet and local Wi-Fi. 3.5.3 Upgrade campground electrical and septic system to acceptable standards. 3.5.4 Create and implement "Message Board" systems at various locations around the lake. 3.5.5 Explore opportunities to bury/upgrade solar-electrical grid/sirens/buoys. 3.5.6 Explore possibility of Gated Community. 3.5.7 Identify, budget and implement priority projects. 3.5.8 Develop a priority plan for maintaining all association-owned assets (dredge, long stick, etc.) to include structures, capital equipment, etc.		X X	X X X X		1 1 2 1 2 1 3 3

STRATEGIC AREA #4: SOCIAL / LIFESTYLE					
<i>ACTION PLAN</i>					
Action Steps	Strategic Crossover	Cost Analysis			Level of Urgency (1-3)
		Low	<i>(Check One)</i> Medium	High	
The Strategic Planning Stakeholders Group recommends the Lake Association will:					
4.1 Promote opportunities for Community Engagement.					
4.1.1		X			3
4.1.2		X			3
4.1.3		X			3
4.1.4		X			3
4.2 Consider, establish and encourage social activities for all age groups and interests.					
4.2.1		X			3
4.2.2					
4.2.3					
4.2.4					
4.2.5					

Social / Lifestyle Cont'd ...	Strategic Crossover	Low	Medium	High	Level of Urgency (1-3)
<p>Action Steps</p> <p>4.3 Establish a long-range plan to consider enhancement/expansion of active lifestyle amenities.</p> <p>4.3.1 Investigate fitness center.</p> <p>4.3.2 Revisit plans to open a restaurant/bar.</p> <p>4.3.3 Research feasibility of expanding hiking/biking trails.</p> <p>4.3.4 Explore pool upgrade.</p> <p>4.3.5 Collaborate with Yacht Club to provide additional services to all lake members.</p> <p>4.3.6 Improve community areas and encourage better utilization.</p>				X	2

STRATEGIC AREA #5: SAFETY AND SECURITY					
<i>ACTION PLAN</i>					
Action Steps	Strategic Crossover	Cost Analysis			Level of Urgency (1-3)
		Low	<i>(Check One)</i> Medium	High	
<p>The Strategic Planning Stakeholders Group recommends the Lake Association will:</p> <p>5.1 Establish Water Safety Best Practices.</p> <p>5.1.1 Create awareness of existing safety rules vs. additional new boating regulations, policies and procedures.</p> <p>5.1.2 Explore possibilities of boating “waiver” or avenues to limit liability to HOA.</p> <p>5.1.3 Continue to evaluate boat “numbers” vs. water acreage.</p> <p>5.1.4 Create a water safety class.</p> <p>5.1.5 Establish procedures for GFI inspection and compliance of all docks with electrical connections.</p>			X		3
<p>5.2 Provide Trained First Responders (Safety/Fire).</p> <p>5.2.1 Consider urgent care onsite at Lake Viking (safety/fire team).</p> <p>5.2.2 Continue to explore the potential for a satellite fire station.</p> <p>5.2.3 Explore and consider securing additional full time safety personnel.</p> <p>5.2.4 Establish proper funding to grow/sustain enforcement.</p>				X	3

Safety And Security Cont'd ...		Strategic Crossover	Low	Medium	High	Level of Urgency (1-3)
Action Steps						
5.3	Implement Procedures to Inform and Train Employees/Staff/Members.			X		3
5.3.1	Respectfully treat members and guests as customers.					
5.3.2	Investigate and implement safety training/drills for all staff.					
5.3.3	Research and establish a set of employee standards (background checks, HR Manual, Testing, etc.).					
5.3.4	Establish electronic database of members' current status.					
5.3.5	Explore and consider budget details for safety/security.					
5.3.6	Research and establish electronic safety modules to ensure all members know lake regulations, policies and procedures.					
5.3.7	Explore, create and offer CPR class.					
5.3.8	Enhance safety communications to all members.					