

PINE MOUNTAIN CLUB PROPERTY OWNERS
ASSOCIATION

2025 FIVE-YEAR STRATEGIC PLAN

Where did this strategic plan come from?

In an effort to provide measurable steps to meet the PMCPOA Mission Statement and Goals while incorporating member feedback, the Planning Committee released three member surveys in 2016, 2021, and 2024. This Strategic Plan is born from the results of those surveys and has been vetted and approved by members of the Planning Committee at each stage.

The 2025 Strategic Plan will take the form of a series of action items to address topics brought up by survey results. The results of the action plans will be published in the Condor and on the website for public access and education.

On the next page is a sample of an action plan.

Action to be taken:

To better support the community the PMCPOA will do the following:

- Action 1*
- Action 2*
- Action 3*

Timeline, responsible Parties, and specific assignments:

Timeline: Year 1

Responsible Parties: Planning Committee

Assignments:

The committee will develop a plan to do an activity or research that supports action 1, 2, and 3.

The GM will proceed on a path that supports the committee's activity on action 1,2, and 3.

Deliverables:

The deliverables will be items that support Action 1, 2, and 3

Evidence of Success: *Increased satisfaction within the community because of Action 1, 2, and 3*

PMCPOA STRATEGIC PLAN

Mission Statement

The Pine Mountain Club Property Owners Association will provide high quality services to its members and continually improve its organizational operations and capital assets while maintaining fiscal responsibility. It will protect the intimacy and mutual respect of the community's small-village atmosphere and practice sound stewardship in conserving the surrounding natural environmental resources.

Goals

Goal 1

PMCPOA will use objective data to evaluate the quality of the services it provides to the members. It will rely on this evaluation to create plans that continually improve the organizational operations, the management of capital assets, and the effective allocation of resources of the Association. It will continually evaluate the effectiveness of planning and report the findings to the membership.

Goal 2

PMCPOA recognizes the value the community places on a small-village atmosphere and will plan and implement policies that uphold and protect this value. The Association will use objective data to evaluate the satisfaction of members with the effectiveness of the resulting plans and policies and report the findings to the membership.

Goal 3

PMCPOA will practice sound stewardship in conserving the natural environmental resources that lie within Association property by planning and implementing environmentally sustainable policies and procedures. It will use objective data to evaluate and improve the effectiveness of these practices and report the results to the membership.

Goal 4

PMCPOA recognizes the value of its capital assets and their importance to the community. PMCPOA will identify each capital asset and use objective data to determine the life-span of each asset; a maintenance plan for each asset; the improvements required, if any, for each asset; and develop a schedule for making improvements or replacing the assets.

Strategies

1. Strengths, weaknesses, opportunities and threats analysis of any previous strategic plan and current conditions in the development by members establish action plans.
2. Objective data is used to evaluate the success of action plans.
3. Constant improvement is the criteria for all planning.
4. Efficiency and fiscal responsibility guides management decisions.
5. Member satisfaction with planning and execution guides improvement.
6. Sustainability guides planning for the use and management of natural resources.
7. Objective data guides the scheduling of maintenance for and/or the replacement of assets.
8. The assessment of outcomes is used to revise and improve planning.
9. The results of the assessment of outcomes are reported to the membership in a timely manner.

Outcomes for the 2025 Strategic Plan

By successfully completing the action plans contained in this Strategic Plan, the following improvements will be accomplished.

Continued education which builds upon actions in the 2016 and 2021 Strategic Plans pertaining to the budget formation and project approval processes as evidenced by membership satisfaction and awareness as measured by survey data.

Continued education which builds upon actions in the 2016 and 2021 Strategic Plans to increase member satisfaction with and understanding of how the Board of Directors determines the amount of support to be received by amenities, each amenity's user fee, the balance between them, and the implication of the Association's status as a 501 C7 nonprofit mutual benefit corporation as demonstrated by member feedback as measured by survey data.

Continued education which builds upon actions in the 2016 and 2021 Strategic Plans regarding the capital reserve fund and reserve study delivered to members and received satisfactorily. Increased knowledge of reserve study principles, policy, and usage by members as measured by survey data.

Increased and improved communication to the membership by the Association on all subjects as demonstrated by member feedback in survey data.

All identified problems with snow plowing and membership education on the topic mitigated as evidenced by increased membership satisfaction as demonstrated by members on surveys.

Data that enforcement is taking place and compliance with PMC rules. Data that reflects effective enforcement and compliance with EC code provisions.

Increased membership satisfaction with the enforcement of PMCPOA's CC&R's and Bylaws and uniform Association Rules via enforcement policies and practices.

Increased member awareness of emergency preparedness and fire safety plans.

2021 Strategic Plan Action Plans

Section 1: Communications and Outreach

Communications: Membership Email Collection and Verification

Survey results indicate the weekly email blast is the preferred method of communication from the Association to members. Having met the previous benchmark of member email collection, in order continue to maximize the benefit of the service and better communicate with members about Association matters including emergency alerts, upcoming events, Association news, Board meeting agendas, impending discussions, votes on project approvals, and other relevant topics, the PMCPOA will continue efforts to increase the number of email addresses collected while taking actionable steps to verify each email address. Thorough email verification is an essential step in maintaining reliable communication with members.

Timeline: Ongoing

Responsible Parties: GM, Communications Committee, Communications Coordinator

Assignments:

- Conduct ongoing outreach to add new members in a timely process in addition to existing members who have not registered an email address with the Association
- Implement protocol to condense all email lists down to a single master list
- Implement protocol for email verification
- Verify existing emails registered with the Association

Deliverables:

- A verified master email list held by the Administration composed of existing and new email addresses.

Evidence of Success: Increased satisfaction with communication and receipt of Association emails by members who have registered their email addresses.

Communications: Text Messaging

Survey results indicate additional interest in receiving important alerts via text messaging, especially in emergency situations. To take advantage of this effective mode of communication, the Association will update its text alert plan and communicate the details of this option to members.

Timeline: Urgent

Responsible Parties: GM, Communications Committee, Emergency Preparedness Committee Communications Coordinator

Assignments:

- Contact the General Manager regarding the status of the Association’s community-wide text alert plan following the transition away from SYNC software system.
- Establish new plan if existing one is no longer in operation
- Communicate with members to update preferred phone number
- Notify members of the outgoing phone number associated with this plan to program individual Do Not Disturb settings (in the case of an overnight text, etc.)

Deliverables:

- Updated and current community-wide text alert plan.
- Updated member phone number preference
- Communication of existing plan and outgoing number used to members

Evidence of Success: A fully functioning emergency alert text notification system provided to members.

Communications: Website

To provide ease of use and functionality to membership and staff, PMCPOA will complete the phasing out of the “.net” site and complete the integration over to the “.org” site to put the full focus on the redesigned website while identifying areas of ongoing enhancements to improve visual design, usability, and overall member experience.

Timeline: Year 1 and Ongoing

Responsible Parties: GM, Communications Committee, Communications Coordinator

Assignments:

- The GM & Communications Committee will meet on an ongoing basis to identify inefficiencies and potential areas for improvement with the website.
- The webmaster shall implement suggested changes if practicable.
- The GM & Communications committee will meet and define the requirements, features, and type of potential website changes and/or upgrades.

- The GM will use the defined requirements, features, and type to obtain bids for the creation of a new system or to provide an improved back-end server for our existing website.

Deliverables:

- GM & Communications Coordinator will be provided with a prepared list of suggested changes to the website
- Board liaison to the Communications Committee will update members and Board members of suggestions from committee members that have been forwarded to the GM for review and implementation
- An A-2 detailing the costs for a new server and detailing the functionality it will provide to be submitted to the Planning Committee for approval
- Once approved, the project will be submitted to the GM and Board for implementation

Evidence of success: An improved and more functional website available for the Association and membership. Increased access to information and satisfaction with the website as demonstrated by survey data.

New Member Outreach

To welcome new members while keeping them informed and up to date, the PMCPOA shall continue existing outreach efforts and identify any new strategies for outreach. To increase participation in and impact of the New Member Welcome meeting and orientation, steps will be taken to create a more family-friendly appeal while being more informative, providing new members with practical and useful information in addition to committee and club information.

Timeline: Bi-Annually

Responsible Parties: GM, Communications Committee, Communications Coordinator, Recreation Manager

Assignments:

- The GM, Communications Coordinator, and Communications Committee will identify key areas of information/education that will best serve new members as they transition into the PMC community and lifestyle. (This process should involve meeting with Patrol and other key committees, including but not limited to: the Bear Committee, Environmental Control Committee, Emergency Preparedness Committee, etc.)
- The GM, Communications Coordinator, and Communications Committee will brainstorm ideas to increase awareness of and participation in the annual New

Member Welcome meeting to maximize its impact and effectiveness while promoting a more family-friendly and engaging environment.

- The GM, Communications Coordinator and Communications Committee shall continue to update, improve, and distribute essential and informative educational materials to local realtors.
- The GM, staff, Communications Coordinator, and Communications Committee shall explore new outreach strategies to help new members integrate more effectively into the community.

Deliverables:

- An informative, family-friendly New Members Welcome meeting
- Educational materials for new members currently being provided through realtors will be covered and expanded upon during the New Member Orientation along with an opportunity to have any relevant questions answered.

Evidence of success: Greater participation in a more family-friendly New Member Welcome meeting with emphasis placed on a more informative orientation, providing new members with practical, relevant, and helpful information. Greater satisfaction with member education by the Administration as demonstrated in survey data.

Identified New Member Packet Items

To better inform new property owners of essential information, the Association will add the following information to each New Member packet provided to new home buyers by their realtor: EP Radio Safety Net (optional pre-programmed radio included) information, meeting times, etc.; upcoming Member Orientation date and time; email blast registration information.

Timeline: Ongoing; to be updated on an annual basis prior to each New Member Orientation scheduled (typically falls in October or November).

Responsible Parties: GM, Communications Committee, Communications Coordinator, Emergency Preparedness Committee (EP Radio Net)

Assignments:

- Provide informational printout on EP Radio Safety Net along with schedule of informational/training meetings.
- Explore option to provide new members with a pre-programmed radio to use in the EP Radio Safety Net
- Include flyer for the next scheduled Member Orientation/Meet and Greet in order to boost participation and member education
- Provide information on email blast registration so members can promptly receive important communications from the clubhouse

Deliverables:

- Information on EP Radio Net (with option to include radio) along with Member Orientation date/time and email blast included in each New Member packet provided by the Association to local realtors

Evidence of Success: Greater awareness of and participation in Member Orientation, increased Radio Safety Net participation, and more timely email blast registration for new property owners

Coordination With Adjacent Associations and Local agencies

To provide greater service to the membership, the association will continue all outreach efforts to and collaboration with the Commercial Property Owners Association, Mil Potrero Mutual Water Company, Kern County, Kern Fire Safe Council, & Kern County Fire Department.

Timeline: Ongoing

Responsible Parties: GM, Board of Directors, Emergency Preparedness Committee

Assignments:

- The GM & Board of directors shall continue to identify and appoint directors, volunteers, staff members, standing committees, committee members as a liaison to be the point of contact for the organizations listed above. (Note: the Emergency Preparedness Committee has established ongoing relationships with many of these local agencies.)
- The identified liaison shall provide a monthly report or report as necessary to the Board of Directors or relevant standing committee.
- Input from these monthly reports shall be discussed and recommendations implemented as warranted.

Deliverables:

- Monthly reports about the activities of adjacent associations and local agencies
- Discussion of feedback from various entities and implementation of recommendations as warranted

Evidence of success: Effective coordination and communication with adjacent associations and local agencies. Increased satisfaction with overall collaboration with these parties as demonstrated by survey data.

Section 2: Demographics & Community Engagement

Member Engagement and Participation

Survey results indicate that member participation is still a major issue for Town Halls and other special events, with scheduling being a primary barrier, though prior and timely awareness of each event is also an issue. To maximize engagement of diverse ownership demographics, including new owners and part-time residents, the Association shall continue to expand its efforts in boosting member participation. It is important to note that the percentage of voting members is typically low, between 28–35% in recent years. Therefore, maximizing overall engagement and participation will positively impact this critically important area.

Timeline: Ongoing

Responsible Parties: GM, Planning Committee, Communications Committee, Communications Coordinator, Recreation Manager

Assignments:

- Hold important Town Hall events on two separate days/times (one weekday evening, one weekend day) to measure participation levels between each and combined. This information can be used to either continue this two day format or adopt the one with greater overall attendance
- Include Zoom and Livestream options for Town Halls whenever possible
- Communication regarding Town Halls and other important events should be sent to members multiple times and far ahead of the scheduled event (ex: Recent Cell Tower Town Hall email sent out the Thursday before a Saturday meeting with only Facebook information ahead of that.) Note: Facebook is the least popular form of communication among members according to survey results
- Conduct targeted outreach to members for greater participation in voting, Town Halls and special events considering additional (non-digital) forms of communication i.e., signage in the lounge, banner or sandwich board near the highway, etc.
- Develop tailored communication for part-time and seasonal residents
- Address member feedback regarding non-participation and common concerns

Deliverables:

- Additional scheduling options for important Town Halls available to members
- Zoom or Livestream provided to members for all Town Halls barring infeasibility
- Improved and expanded outreach to members regarding Town Halls, special events, etc.

Evidence of Success: Greater member awareness of and participation in Town Halls, special events, etc. Increased voter participation. Member satisfaction with communication of Town Halls, special events, etc. as demonstrated by survey results.

Association-Sponsored Event Participation

To increase member participation in Association-sponsored events, the PMCPOA shall explore potential improvements to and or expansion of existing events, focusing on options for new events aimed at increasing membership participation at all age levels while incorporating member feedback from survey responses.

Timeline: Yearly

Responsible Parties: Recreation Manager, GM, Planning Committee, Communications Coordinator, Restaurant Manger

Assignments:

- Explore options to improve food and drink options at existing events
- Explore options for more family-friendly, teen and intergenerational events and activities
- Consider new adult-focused events to draw greater attendance (wine tastings, unique and/or modern music events, etc.)
- Explore the use of Rec Room for the children of parents attending adult events
- Brainstorm updates and changes to current events to expand participation based on survey feedback
- Investigate or poll members regarding the best day of the week for important, informational events (ie. Emergency Preparedness, Town Halls, etc.)

Deliverables:

- Inclusion of member feedback from survey data to increase participation in new events, specifically regarding greater food and beverage service as well as family-friendly options.
- Implement changes to existing events to increase participation while including new events that may draw a greater portion of the membership.
- Polling data summarizing member preference for days of the week/time of day to be used for important informational events.

Evidence of success: An increase in membership participation in Association-sponsored events and membership satisfaction with public events as evidenced in surveys.

Section 3: Financial Transparency & Assessment Management

Member Education on Board Powers and Financial Policies

Survey results indicate an awareness gap in member knowledge regarding Board power in raising the assessment up to 20% annually, the 5% cap for financing capital additions without a special assessment, and past use of the Reserve fund in funding capital additions. Furthermore, the Association's Reserve Fund policy and procedures are not available to the membership. The following action items are aimed at promoting greater member education around the Board's power to levy assessments and assessment increases, fund contracts, projects, and capital additions; and Reserve Fund policy and procedures.

Timeline: Quarterly, Annually

Responsible Parties: Board of Directors, Treasurer, Budget & Finance Committee, Communications Committee, Communications Coordinator, Accounting Manager

Assignments:

- Annual Member Education Town Hall covering Board powers and procedures, an overview of the CC&Rs, Bylaws, Association Rules, and Reserve Fund with Q&A opportunity for members.
- Publish and distribute, electronically or otherwise, educational materials summarizing and highlighting important elements of the above topics on an annual basis
- Create a user-friendly, informative website interface to provide this information to members on an ongoing basis; to be referenced in any educational material distributed electronically or otherwise
- Include an explanation of the Reserve Fund, its purpose, reserve items, and trends in and goals for percentage funded in quarterly newsletter
- Summarize changes to the Reserve Fund in quarterly newsletter
- Explore making Reserve Fund policy and procedures available to the public via the website and reference this link in educational materials/quarterly newsletters
- Provide Q&A Town Halls prior to major decisions regarding capital additions, investments for the purposes of member education and feedback
- Continue to provide annual assessment breakdown infographic
- Include assessment tracker over time and a guide outlining budget priorities with assessment infographic
- Explore option to increase member awareness of and participation in annual Budget Review open meeting

Deliverables:

- Annual Member Education Town Hall scheduled
- Educational materials produced, distributed, and posted on website
- Quarterly reports detailing changes to the Reserve Fund and any/all steps taken and in progress related to the funding of capital additions
- Reserve Fund policy and procedures made available to the public and referenced in educational materials/communications
- Scheduled Town Hall prior to the funding of any major capital addition
- Updated assessment infographic, assessment tracker, and budget priorities provided to members on an annual basis as part of the Budget Review process
- Increased member awareness of and participation in the annual Budget Review process and meeting

Evidence of success: Increased member awareness and understanding of Board powers, governing documents and Reserve Fund policy/procedures. Improved satisfaction with communication in service of financial transparency, Board decisions, and Reserve Fund policy/procedures, as reflected in member survey data.

Member Education: Funding Capital Additions

Survey results point to a general lack of knowledge regarding Board decisions in the funding of new capital additions, including the funding of plans to modernize and update the clubhouse. To provide ongoing information to the membership, the Treasurer will supply a monthly financial report that includes a summary of all funding of capital additions.

Timeline: Monthly

Responsible Parties: Treasurer, Communications Coordinator, Board Chair

Assignments:

- The Treasurer will provide a monthly report to members detailing any and all steps taken in the financing of all capital additions
- This report will include any and all financial decisions made by the Board related to clubhouse modernization, upgrades, etc.

Deliverables:

- Easy to follow, monthly summary report to members detailing the financial decisions made by the Board of Directors regarding the funding of all capital

additions and any financial decisions regarding clubhouse modernization, upgrades, etc.

Evidence of Success: Greater awareness of Board financial decisions made regarding the funding of capital additions and clubhouse modernization as demonstrated in ongoing survey data.

Amenities Subsidization & Member Education

Survey data indicates broad-based support for a break-even financial goal for income-generating amenities. To enhance member understanding of how assessments support each amenity—and the extent to which user fees offset those costs—the Association will provide clear, easy-to-understand financial summaries. These reports will outline amenity operating costs, the percentage subsidized by assessments, and year-over-year changes, ideally highlighting progress toward achieving a break-even point.

Timeline: Annually

Responsible Parties: GM, Treasurer, Budget & Finance Committee, Communications Coordinator, Communications Committee, Accounting Manager

Assignments:

- Treasurer and Accounting Manager will track income-generating amenity subsidization levels and trends year-over-year
- This information will be used to draft a simple, informative report or infographic to be provided to the Board and membership on an annual basis as part of the Budget Review process

Deliverables:

- Publication and distribution of income-generating amenity subsidization and trends, outlining progress toward the overall goal of reaching a break-even point

Evidence of success: Increased satisfaction with and understanding of financial support received by amenities via the budgeting process as evidenced by ongoing survey data

Funding Capital Additions

Survey results indicate special assessments are the preferred method of funding new capital additions beyond 5% of the operating budget. This option received twice the support of the second option, assessment increases. It was also five times greater than the least popular option of financing capital additions with loans. As a result, the Board of Directors will adopt a policy that

includes Standard Operating Procedures for the financing of future capital additions based on survey data.

Timeline: Ongoing

Responsible Parties: General Manager, Accounting Manager, Board of Directors, Treasurer, Budget and Finance Committee, Governing Docs

Assignments:

- If a special assessment is warranted for a Board approved project, members will be supplied with all relevant data, including the perceived benefits and drawbacks (if any) of the project for the overall community, in order to make an informed decision
- Public Town Hall will be scheduled to review any large capital addition with the public, to discuss member education listed above, receive member feedback, and include the opportunity for Q&A
- Explore hardship financing options of special assessments for qualifying members
- Standard Operating Procedures for the financing of future capital improvements beyond 5% of the operating budget using special assessments as the first option will be adopted and made public

Deliverables:

- Member education on Board approved projects beyond 5% of the operating budget, including public Town Halls
- Hardship plan options for qualifying members
- Updated Bylaws and/or Standard Operating Procedures for capital improvements/additions beyond 5% threshold listing member-funded special assessments as the first option

Evidence of success: Increased member satisfaction regarding the funding of capital additions as evidenced in ongoing survey data.

Capital Improvements--Clubhouse Complex Master Plan

As slated for year one in the 2021 Strategic Plan, the analysis of “costs of all (remodel/modernization) options” has not been provided to members. To complete the master plan for the clubhouse complex, the Association will determine whether any architectural planning is required once a direction is chosen that aligns with member priorities and expectations and is within established budgetary and legal constraints. A clear and comprehensive breakdown of all associated costs—including the funding of maintenance that has been deferred, reserve components at the end of their useful life, and potential capital

improvements—will be provided to members. This will ensure that both the membership and the Board of Directors are fully informed of the feasible options within current financial and legal parameters.

Timeline: Urgent

Responsible Parties: Board of Directors, General Manager, Accounting Manager, Senior Operations Manager

Assignments:

- The Association shall outline the following three tiers of clubhouse improvement options to members (note: option A, to “repair, replace, and maintain” existing clubhouse components is a legal duty of the Association; therefore, it is not “optional” and is automatically included with options B and C.)
Option A: Repair, replace, and maintain existing clubhouse components within allocated reserves at no additional cost to members.
Option B: Value added improvements and modifications within the special assessment parameters of 5% of the operating budget over the next 3–5 years
Option C: Implementation of the full clubhouse remodel as proposed by architect Gwynn Pugh
- These three options will be presented to the membership in a Town Hall with an opportunity for Q&A prior to an advisory vote by the membership. This will allow the board to gauge member preference and align final decisions and steps taken with community preferences
- Board of Directors will contract with an appropriate professional consultant to develop a detailed cost analysis or submit the plans to a licensed general contractor, if warranted, after clarification of member priorities and expectations
- The cost analysis of all options will be shared with the membership in conjunction with a discussion of established budgetary and legal (Davis-Stirling) limitations governing such options

Deliverables:

- Cost analysis of all options for repairing, maintaining and improving the clubhouse complex provided to the Board of Directors and members

Evidence of success: Member satisfaction with verified cost analysis provided as evidenced on survey data and in member forums.

Implementation of Existing A-2 Project Proposal Policy and Procedure

To ensure that proposed projects are adequately reviewed and evaluated in an efficient and effective manner, and to assist the General Manager and Board of Directors in their decision-making process, the A-2 Project Review policy will be effectuated. Furthermore, survey responses indicate that nearly 7 in 10 respondents are unaware that the A-2 process exists for submitting project proposals. This points to a significant communication gap between the PMCPOA and its members regarding this policy.

Timeline: Year 1, Ongoing

Responsible Parties: GM, Board of Directors, Planning Committee

Assignments:

- Track and implement A-2 Project Proposal policy and procedure to ensure projects beyond the scope of maintenance and repair are presented to the Planning Committee for review and approval in outline form including:
 - Preliminary estimates of cost
 - Alignment with PMCPOA mission and goals
- Present approved projects to the Board of Directors and/or General Manager for review by the budget working group for inclusion in the annual budget
- Include A-2 Project Proposal policy and procedure in annual Member Education Town Hall
- Provide user-friendly website interface detailing the A-2 policy and procedure

Deliverables:

- Consistent use of the A-2 Project Proposal policy and procedure in funding projects beyond maintenance and repair after review and approval by the Planning Committee
- Informational campaigns and publication of A-2 policy and procedure to increase member education

Evidence of Success: All projects beyond maintenance and repair are presented to the Planning Committee for review and approval prior to being referred to the GM and Board of Directors to be submitted to the budget working group for inclusion in the annual budget.

Section 4: Amenities – Member Satisfaction & Improvements

Greenbelts Maintenance/Fire Risk Mitigation

Reduce fire hazards and enhance the safety, beauty, and accessibility of greenbelt trails through consistent maintenance and environmental stewardship. Survey data indicates the Greenbelts and trails are a widely used amenity. Top concerns by members include fire mitigation, safety issues, and regular maintenance.

Timeline: Immediate and Ongoing

Responsible Parties: Emergency Preparedness Committee, Senior Operations Manager, GM, Maintenance Crew

Assignments:

- Submit grant applications to secure external funding for greenbelt clearance and fire mitigation
- Explore allocation of operating expenses in the annual budget for ongoing management of greenbelt maintenance
- Implement a schedule for regular brush clearing and vegetation management to reduce dry fuel buildup on all high-risk greenbelt trails
- Designate high-priority zones (e.g., Enchanted Forest, Upper Snowflake Trail—across Freeman) for immediate intervention
- Develop seasonal and emergency response protocols for overgrowth and debris accumulation
- Coordinate maintenance with fire prevention strategies to ensure safe, walkable pathways

Deliverables:

- Successful submission and award of one or more grants to supplement greenbelt maintenance efforts.
- Budgeted maintenance and clearance schedule (including grant funding and operating expenses).

Evidence of Success:

Reduction in fire hazard levels in targeted greenbelt areas. Member satisfaction with trail usability and safety as measured by survey data or other feedback channels. On-time and on-budget completion of seasonal maintenance cycles.

Amenity Improvements and Maintenance

To ensure amenities are maintained and improved based on member feedback, satisfaction, usage levels, and demographic trends. To Modernize, maintain, and clarify the purpose of key community spaces based on survey responses to improve usability, revenue potential, and member satisfaction.

Timeline: Year 1 and Ongoing

Responsible Parties: GM, Maintenance, Senior Operations Manager, Board of Directors

Assignments:

- Use survey data to prioritize capital improvements and maintenance for highly used amenities
- Address major issues of member dissatisfaction as demonstrated by the following survey feedback and suggestions:

Condor Cafe and Lounge:

- Improve food quality and expand vegan/vegetarian options
- Implement strategies to reduce or eliminate subsidies by increasing member satisfaction and patronage
- Introduce seasonal poolside menu service using existing window infrastructure
- Expand kitchen space and update lounge aesthetics (lighting, paint, decor) to improve experience and service flow
- Implement family-friendly hours and themed events to increase and diversify use of the Condor Lounge
- Broaden music and band options for more diverse cultural programming i.e., inclusion of different genres of music and greater variety in bands

Condor Room:

- Remove carpet and install smooth, cushioned wood or synthetic flooring suitable for events and exercise
- Upgrade ventilation and improve privacy to support multipurpose uses
- Actively market the Condor Room as a rentable space for events, retreats, and gatherings, maximizing the percentage of non-member income that can be received

Dog Park:

- Clarify the park's status as an unofficial amenity through improved communication in order to address misunderstandings in maintenance, funding, etc.
- If possible: implement changes to enhance accessibility, safety, and aesthetics; add shade, benches, and more dog-friendly surfaces (e.g., mulch or turf that is softer).
- Improve fencing that separates the areas for large and small dogs
- Launch a volunteer-led cleanup effort and regular maintenance protocol (as a solution to the "unofficial" amenity status)
- Investigate options to improve erosion control

Campground:

- Address issues of erosion
- Increase the number of full-hookup RV sites and enhance basic campground amenities
- Clarify the rationale behind the campfire ban and communicate this on-site to mitigate member/guest dissatisfaction

Equestrian Center:

- Develop a self-sufficiency plan for the Equestrian Center that includes increased user fees and tiered pricing for residents vs. non-residents
- Cap association subsidies to the Equestrian Center through budget policy or governing document amendments
- Expand equestrian services to include options such as: rentals, guided trail rides, lessons, and youth programming (e.g., 4-H Club) to engage a broader member base
- Evaluate long-term sustainability of the center; explore leasing options if revenue goals are unmet

Golfcourse/Pro Shop:

- Implement a routine maintenance checklist including tee boxes, flags, ball washers, divot seed, and bunker raking
- Replace outworn driving range materials and items
- Stock golf clubs for sale and adjust retail prices for accessories to align with regional market rates and increase Pro Shop sales

Pool:

- Implement a regular pool deep-cleaning schedule and enforce chemical balancing standards to improve water clarity and hygiene
- Install temperature control systems to prevent overheating during summer
- Evaluate extending pool access based on weather forecasting (i.e., open earlier and close later if possible)
- Consider longer operating hours on select days for optional night swimming
- Evaluate feasibility of covering the pool for year-round use

Recreation Center:

- Expand access to the Recreation Room for adults and extend operating hours.
- Introduce supervised youth programs such as Parents Night Out or Kids Club to support families and drive evening lounge attendance.

Tennis/Pickleball Courts:

- Repaint pickleball court lines with high-visibility colors and resurface existing courts
- Consider converting one tennis court into four permanent pickleball courts to meet growing demand
- Install permanent pickleball nets and improve dividing barriers between courts
- Repair or replace tennis nets, fix and widen the practice wall, and address fence containment issues to retain balls within court boundaries

Transfer Site:

- Reintroduce paper recycling services and expand options for plastics and large-item disposal
- Simplify recycling processes by providing clearly posted, easy-to-understand instructions
- Develop a designated drop zone or protocol for bric-a-brac and miscellaneous recyclables
- Replace handwritten signs with professional, durable signage to enhance site organization and user experience
- Increase site maintenance to ensure regular cleaning and better visual standards
- Implement traffic management strategies to reduce congestion, including adjusted layout or entry rules
- Revise walk-in policy to allow foot traffic when vehicle entry is delayed, provided safety conditions are met

- Strengthen enforcement to prevent use by outside contractors and non-residents
- Establish clear limits or scheduling for slash/yard waste dumping to ensure continuous site functionality

Deliverables:

- Board and management decisions that reflect member priorities as demonstrated by survey results.

Evidence of Success: Increased member satisfaction with amenity improvements and maintenance as demonstrated by survey data.

Section 5: Roads Management; Snowplowing and Drainage

Roads Management -- Snowplowing

Residents are largely unaware of snowplow procedures and guidelines, creating unnecessary frustration during and following snow storms. In order to increase membership satisfaction with snow plowing, the PMCPOA will produce and distribute informational materials regarding snowplowing process, procedures, and schedules.

Timeline: Ongoing

Responsible Parties: General Manager, Senior Operations Manager, Maintenance Department, Communications Coordinator

Assignments:

- Increase communication of procedures and guidelines PRIOR to an oncoming storm to avoid confusion and frustration (prior to each snow storm, included in weekly email blast)
- Include link to Google Snowplow Map for easy access in the same communication
- Provide registered STR owners with an informational printout on plowing procedures for guests that may incidentally park on the road during or after a snow storm, impacting residents when the street cannot be plowed.
- GM will research and identify potential standard practices to employ for berm reduction
- Chief Operations Manager and Maintenance Manager will establish standard plans and procedures for Maintenance personnel

Deliverables:

- Regular communication and information on plowing procedures with link to snowplow map prior to each snow storm
- STR informational printout on snow plow procedures to be provided to guests
- Standard plans and procedures for maintenance personnel

Evidence of success: Increased membership knowledge of and satisfaction with snowplowing policy and procedures as measured in survey data and overall feedback.

Roads Management -- Drainage

To continue the current road maintenance practices with additional monitoring of any new areas of poor drainage that may develop in overly wet or icy conditions. If such conditions are found, the Association will take steps to mitigate drainage issues and ponding.

Timeline: Annually

Responsible Parties: Senior Operations Manager, Maintenance

Assignments:

- Senior Operations Manager will identify any remaining areas of poor drainage and develop a mitigation plan
- Senior Operations Manager will assign work crews to mitigate problem areas

Deliverables:

- List of problem areas and mitigation plan for each

Evidence of success: All identified problem conditions with road drainage and ice are mitigated. Increased member satisfaction with drainage issues as demonstrated on survey data.

Section 6: Governing Docs; STR, Patrol, EC Code

Governing Documents Enforcement -- STR Owner Education

Survey data indicates a little under 10% of STR owners are not aware of Association Rule 22, where STR owners are specified.

Timeline: Year 1 and Ongoing

Responsible Parties: General Manager, Communications Coordinator, Environmental Control Committee

Assignments:

- Provide all homes registered as an STR with a physical copy of the Association Rule via email and mail
- Include user-friendly STR interface on the website with all relative STR information, rules, etc. (to be made available for STR owners and their guests)

Deliverables:

- Rule 22 will be provided to STR owners in paper form and via the website
- Website interface will list relative STR information for owners and guests

Evidence of Success: A reduction in the percentage of STR owners who are unaware of Association Rule 22 as evidence in survey data.

Governing Documents Enforcement (PATROL) -- Contact and Information

Survey results indicate a moderate percentage of members are not aware of how to report rule violations to patrol using their direct phone number. A substantial number of members are also not aware of patrol limitations.

Timeline: Year 1

Responsible Parties: GM, Communications Coordinator, Patrol

Assignments:

- Signage can be added outside of the clubhouse including phone number and basic information

- Information on patrol duties and limitations can be provided with improved new member orientation
- Information will be added to user-friendly website interface/tab

Deliverables:

- The three methods of communication listed above will be provided to members, keeping them informed of contact and basic information regarding Patrol activities and limitations

Evidence of Success: Increased awareness of Patrol contact information and limitations as evidenced in survey data.

Governing Documents Enforcement (PATROL) -- Compliance

In order to address compliance with Association Rules, the POA will endeavor to employ consistent enforcement throughout the community and adjust specific rules and the EC code where necessary to increase compliance while remaining within the parameters of AB 130, enacted June 30, 2025.

Timeline: Year 1 and Ongoing

Responsible Parties: GM, patrol, Environmental Control

Assignments:

- GM or Patrol will draft a list of typical steps that are taken in enforcement actions to provide to complainants in order to keep them informed of the policy and procedures
- To remain in compliance with California’s AB 130, enacted in June of 2025, members will be given a meaningful opportunity to cure violations before disciplinary action
- GM will communicate improvements in enforcement in quarterly updates in the Condor newsletter and email blast

Deliverables:

- Publication of listed enforcement actions
- Improvements in compliance communicated to members on a quarterly basis in the Condor newsletter and email blast

Evidence of Success: Data that reflects increases in compliance with PMC rules, member knowledge and awareness of enforcement policy and procedures as reflected in survey data.

Governing Docs -- Environmental Control Code Enforcement

To improve compliance with various sections of the environmental control code, the Association will employ an informational campaign on a rotating EC code item with a deadline to come into compliance before a focused enforcement period.

Timeline: Quarterly

Responsible Parties: GM, Patrol, EC, Communications Coordinator

Assignments:

- GM & EC to identify areas of focus for compliance or EC code adjustment
- Communication of area of focus given with advanced notice to the membership
- Condor editor will feature the focus area to ensure members are informed of the importance and need for compliance

Deliverables:

- Articles in the Condor newsletter regarding a rotating EC code to be focused on, suggestions for methods of compliance, and a deadline for compliance
- A report documenting the corresponding increase or decrease in compliance following both the information campaign and focused enforcement period

Evidence of success: A corresponding decrease in EC code violations and complaints. Membership satisfaction in knowledge of EC codes leading to a greater ease of compliance as evidenced by survey data.

Section 7: Conservation of Natural Resources

To continue properly managing our resources, the Association will continue current water conservation practices and explore options for additional community water reduction use. Note: this has a direct impact on maintaining adequate levels of water available for hydrant reservoirs.

Timeline: Ongoing

Responsible Parties : Greens & Grounds Committee, General Manager, Mil Potrero Mutual Water Company, Senior Operations Manager

Assignments:

- GM, Greens and Grounds to explore options for a reduction in water use on clubhouse grounds (grey water/recycled water, etc.)
- GM and staff to produce and distribute educational materials about methods of water conservation within the community on an ongoing basis, even during non-drought years
- PMCPOA to work with Mil Potrero water company to identify trends in water usage and to provide educational materials to members detailing best practices for reduction in water usage
- PMCPOA to work with Mil Potrero water company to help educate the membership about water conservation and to strictly enforce watering restrictions with the goal of maintaining an adequate reservoir supply for dry years and times of emergency

Deliverables:

- Options for water conservation implemented on Association property
- Expanded member education regarding the necessity of water conservation and its wider impacts on the community
- Targeted reservoir levels reached

Evidence of Success: Increased conservation and storage of water, member awareness and satisfaction regarding conservation goals and communication of those goals/impacts as evidenced in ongoing survey data.

Section 8: Emergency Preparedness

Grant Funding and Grant Manager for Fuel Reduction Projects

To provide an interface with all federal, state, and local agencies and organizations providing grants the PMCPOA will explore the hiring of a grant manager or grant writing service/organization. The primary focus will be working with the Board of Directors to obtain funding for fuel reduction projects.

Timeline: Urgent and Ongoing

Responsible Parties: GM, Board of Directors, Grant Manager/Company, Emergency Preparedness Committee

Assignments:

- The GM identify and hire a grant manager or grant writing service/organization
- Grants for greenbelt clearance have been applied for and funding received
- To properly manage the greenbelt the GM and Grant manager shall employ available funding to reduce overgrowth, dead trees, and ladder fuels within the green belt areas of the community.

Deliverables:

- Grant applications submitted properly via grant manager and/or grant writing service/organization.
- Funding applied to fuel reduction efforts and projects throughout Association property.

Evidence of success: A reduction in dead trees, overgrowth, and ladder fuels within green belt areas managed by the community as funded by approved grants. Increased member satisfaction with greenbelt clearance as evidenced by survey data.

Emergency Egress and Sheltering in Place Plans/Protocol

To improve upon survivability for the membership in the event of a catastrophic emergency in the community the PMCPOA will (in conjunction with Kern County Fire, CERT, and other relevant agencies) create plans that identify procedures for egress from the community in the event of a catastrophic emergency and, if necessary, identify and prepare a location within the community bounds for sheltering in place if egress is not possible. This plan is to include options for both a catastrophic fire and earthquake.

Timeline: Year 1 & 2

Responsible Parties: GM, Board of Directors, CERT, Emergency Preparedness Committee, Ad Hoc Task Force (optional/as needed) , PMCPOA Patrol, Communications Committee

Assignments:

- GM to contact Kern County Fire, Cal Fire, and the US Forest Service, USGS, KCSO, and CHP to request a contact for the Emergency Preparedness Committee/Task Force to liaise with in the preparation of Emergency Plans
- Emergency Preparedness/Task Force to contact the individual identified by the GM to join meetings and provide information in the creation of emergency plans and procedures
- Emergency Preparedness/Task force to use information obtained from partner agencies to develop plans and procedures for an emergency with KSCO, CHP, And PMCPOA patrol
- Emergency Preparedness/Task force to present findings and procedures to board of directors for approval
- Communications Committee to prepare educational materials regarding the plans prepared by the Emergency Preparedness/Task Force
- Educational materials to be distributed at public events, published in the Condor and linked in the Condor weekly email blast, published on the website and on social media

Deliverables:

- Plans and procedures for emergency egress from the community in the event of a catastrophic fire or earthquake delivered and communicated to residents on an ongoing basis
- Plans and procedures for sheltering in place in the event of an earthquake delivered and communicated to residents on an ongoing basis
- Plans and procedures for sheltering in place in the event of a catastrophic fire delivered and communicated to residents on an ongoing basis

Evidence of success: Plans are produced and distributed to the membership. Increase in member preparedness and satisfaction with available plans/information as demonstrated in ongoing survey data.

Additional Emergency Preparedness Options

To increase the survivability of the community in the event of a catastrophic emergency the PMCPOA shall explore additional options for emergency preparedness. Those options shall include but not be limited to the following: home hardening, emergency alerts or other forms of public notification, firebreak at the community edge, regular informational programs and events hosted at the clubhouse.

Timeline: Year 1 & 2

Responsible Parties: GM, Board of Directors, CERT, Emergency Preparedness Committee

Assignments:

- GM and board to explore the monetary costs of emergency alerts within the community (cross-reference to text alert system)
- Clarification regarding the financial impact of emergency sirens made available to members
- GM and Board to explore home hardening suggestions and send to residents, publish them in the Condor, link in the Condor Weekly, include in social media posts
- Obtain objective data on home hardening to be collected using surveys, aerial photography to identify homes with shake roofs, and permissions from the membership for exterior home inspections
- Ongoing communication with the US forest service regarding maintaining the firebreaks at the east and west borders
- GM to research educational programs and lectures regarding fire safety to be hosted at the clubhouse

Deliverables:

- A community-wide recap explaining the status of warning sirens and budgetary implications
- Distributed educational material detailing home hardening suggestions
- A community-wide report detailing the data and findings of the home hardening inspections
- Maintained firebreak at east and west boundaries
- Additional annual educational events regarding fire safety hosted at the clubhouse

Evidence of success: Emergency alerts established, home hardening measures are observed within the community, increased attendance of fire safety programs, and ongoing regular USFS fire break maintenance. Increased member satisfaction in the area of emergency preparedness as demonstrated by survey data.

Member Education on Preparation for Natural Disasters

Survey data indicates only moderate preparedness among members spanning all natural disasters in addition to an only moderate awareness of AM 1610, weather conditions by phone, and the EP Radio Safety Net. To better inform the community of these resources and important steps they can take in the face of wildfire, earthquake and weather-related risks, the Association will increase outreach efforts and produce educational materials including important information for each risk in addition to expanding awareness of Ready Kern and Genasys emergency alert programs. Additional information on effective and helpful tips to maximize fire mitigation can be included as well.

Timeline: Year 1 and Ongoing

Responsible Parties: Emergency Preparedness Committee, GM, Communications Coordinator

Assignments:

- Increase awareness of and enrollment in Ready Kern and Genasys emergency alert programs to alert members of emergency conditions and evacuation zone information
- Promote awareness of AM 1610 radio station and telephone number for latest weather conditions (661) 242-4017
- Increase promotional efforts for the EP Radio Safety Net
- Production of bulleted items related to preparation for and/or response to: sheltering in place, extreme snow, high winds, earthquake, wildfire, flooding provided to members on an ongoing basis in print, website, email blast, and social media
- Include helpful tips for maximizing fire mitigation efforts, reminders of lot clearance guidelines, enforcement, etc.

Deliverables:

- Community-wide informational campaign including information on radio and telephone resources
- Production and distribution of informational material on each risk, including preparation and prevention strategies provided to members using all avenues of communication on an ongoing basis.

Evidence of Success: Increased member awareness of emergency resources and related information as demonstrated by survey data.

Section 9: Bear Break-ins, Reporting, Member Education

Monitoring and Evaluating Bear Incident Rates

To better understand trends in bear-related incidents and evaluate the effectiveness of member education, enforcement, policy changes, compliance, deterrents, etc. the Association will establish a policy of tracking bear activity year-over-year.

Timeline: Year 1 and Ongoing

Responsible Parties: Patrol, General Manager, Bear Committee

Assignments:

- Establish protocol to track bear incident rates year by year using reports to Patrol and survey data
- Publish annual metrics showing changes in bear activity, reporting, compliance, and deterrent effectiveness

Deliverables:

- Annual data and report available to the Association and members tracking trends and changes to bear incidents over time

Evidence of Success: Reduction in bear incident rates based on working knowledge of effective practices.

Improve Reporting of Bear Incidents

To increase the rate of reporting bear incidents to both Patrol and Fish and Wildlife, the Association will take steps to simplify the process and make the information and steps more available to members.

Timeline: Year 1 and Ongoing

Responsible Parties: Patrol, GM, Communications Coordinator, Bear Committee

Assignments:

- Develop a centralized reporting platform on the website for members to log bear encounters, mapped by location and date/time with Patrol
- Include notation on Patrol reporting form to track whether the incident occurred on member-owned or neighboring property in order to provide more relevant data when compared to Fish and Wildlife reports
- Include link to Fish and Wildlife reporting on platform with instructions on when this can be used (i.e., for those who are owners of the property being reported)

- Promote consistent use of PMC Patrol for incident documentation and guidance on reporting incidents and when to notify Fish and Wildlife

Deliverables:

- Website reporting platform to log bear encounters, location, date/time, and status of property ownership with Patrol.
- Link to Fish and Wildlife reporting on platform with instructions on when this can be used.

Evidence of Success: Increased reporting of bear incidents as measured by ongoing survey data.

Strengthen Community Education and Outreach

In order to better inform new and existing members of bear deterrent guidelines and strategies, the Association will take steps to improve member outreach and education.

Timeline: Year 1 and Ongoing

Responsible Parties: GM, Communications Coordinator, Bear Committee

Assignments:

- Improve and update bear awareness materials and mandatory deterrent guidelines in all welcome packets for new owners as well as STR owners; also to be distributed to the wider membership
- Hold seasonal workshops or Town Hall led by Bear Committee on prevention, bear-proofing, and reporting procedures
- Explore “Bear Smart” informational campaign using a variety of mediums (posters, flyers, newsletter, email, social media, etc.) to promote proven deterrent strategies and success stories

Deliverables:

- Bear awareness materials provided in welcome packets and to STR owners
- Seasonal workshops or Town Hall led by Bear Committee
- Informational campaign created and launched

Evidence of Success: Decreasing rates of bear incidents community-wide. Increased member education and satisfaction with communication efforts as demonstrated on survey data.

Section 10: Facilities Master Plan

Revised and Updated Facilities Master Plan

To provide the PMCPOA and Planning Committee with a more accurate and up to date Facilities Master Plan, the Senior Operations Manager will review, revise, and update the current version.

Timeline: within the first six months of year 1, possibly sooner

Responsible Parties: Senior Operations Manager

Assignments:

- Review, revise, and update the current Facilities Master Plan
- Present updated plan to the Board of Directors for approval

Deliverables:

- An up to date Facilities Master Plan to be used by the PMCPOA and Planning Committee

Evidence of Success: An accurate catalog of PMCPOA's current facilities, projects, drawings, development plans, etc. presented in the Facilities Master Plan.

Section 11: Community Values & Longterm Vision

Upholding PMC’s Mission Statement and Goals Over the Longterm

To uphold and enhance the values that matter most to members according to survey responses—natural beauty, peace, safety, small-town community, and thoughtful development—while preparing for the future with an emphasis on incorporating member feedback and survey data.

Timeline: Ongoing

Responsible Parties: Planning Committee, Board of Directors, GM

Assignments:

- Incorporate survey responses into a long-range visioning process to guide infrastructure, conservation, and land use planning
- Promote member education, unity, and respectful dialogue through community-wide forums and events
- Develop a framework for measuring progress on PMCPOA Mission Statement and Goals as well community values as communicated by member feedback

Deliverables:

- Inclusion of survey data and member feedback as part of discussion regarding GM and the Board of Directors decisions
- Continuing efforts to expand and improve member education and participation
- GM and Board of Directors held accountable to the Mission Statement and Goals of the PMCPOA, honoring and incorporating community values

Evidence of Success: Demonstrated success in reaching PMCPOA’s Mission Statement and Goals. Greater satisfaction with the PMCPOA’s aims and goals as evidenced by survey data.