

Georgetown Community Services Association, Inc.
Strategic Plan
2017-2021

Mission Statement

To preserve and enhance property values and amenities by maintaining common property, collecting and disbursing assessments, promoting safety and welfare of residents, and enforcing governing documents.

Vision Statement

To be a world-class Homeowners Association that is characterized by wise resource management, proactive problem resolution, superior amenities, and top-notch member service.

Core Values

We are member oriented.
We operate with courtesy, sensitivity, and integrity.
We are committed to excellence.
People are our most important resource.
We work as a team and advocate teamwork.

GCSA STRATEGIC PLAN

2017-2021

Updated 12/13/16

BALANCED SCORECARD

AREA	ITEM	OBJECTIVE	STRATEGY	ACTION	LEAD	ECD	STATUS G Y R
Financials	1a	Meet Fiduciary Requirements	1a1 Develop/Implement Financial Plans, Budgets, Audits & RS Reviews/updates	1a1-1 2017-21 Strategic Plan	GM	Jan 17	x
				1a1-2 2017 Res Study Review	GM	Feb 17	x
				1a1-3 2017 Annual Audit	GM	May 17	x
				1a1-4 2017 Parcel Budget Hrg	GM	Sep 17	x
				1a1-5 2017 CSA Bud Hrg	GM	Oct 17	x
				1a1-6 2017 Budget Approval	BOD	Nov 17	x
				1a1-7 2018-22 Strategic Plan	GM	Jan 18	x
				1a1-8 2018 Res Study Update	GM	Feb 18	x
				1a1-9 2018 Annual Audit	GM	May 18	x
				1a1-10 2018 Parcel Bud Hrg	GM	Sep 18	x
				1a1-11 2018 CSA Bud Hrg	GM	Oct 18	x
				1a1-12 2018 Budget Approval	BOD	Nov 18	x
				1a1-13 2019-23 Strategic Plan	GM	Jan 19	x
				1a1-14 2019 Res Study Review	GM	Feb 19	x
				1a1-15 2019 Annual Audit	GM	May 19	x
				1a1-16 2019 Parcel Bud Hrg	GM	Sep 19	x
				1a1-17 2019 CSA Bud Hrg	GM	Oct 19	x
				1a1-18 2019 Budget Approval	BOD	Nov 19	x
				1a1-19 2020-24 Strategic Plan	GM	Jan 20	x
				1a1-20 2020 Res Study Update	GM	Feb 20	x
				1a1-21 2020 Annual Audit	GM	May 20	x
				1a1-22 2020 Parcel Bud Hrg	GM	Sep 20	x
				1a1-23 2020 CSA Bud Hrg	GM	Oct 20	x
				1a1-24 2020 Budget Approval	BOD	Nov 20	x
				1a1-25 2021-25 Strategic Plan	GM	Jan 21	x
				1a1-26 2021 Res Study Update	GM	Feb 21	x

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Financials (continued)

AREA	ITEM	OBJECTIVE	STRATEGY	ACTION	LEAD	ECD	STATUS G Y R
				1a1-26 2021 Annual Audit	GM	May 21	x
				1a1-28 2021 Parcel Budget Hrg	GM	Sep 21	x
				1a1-29 2021 CSA Budget Hrg	GM	Oct 21	x
				1a1-30 2021 Budget Approval	BOD	Nov 21	x
				1a1-31 2022-26 Strategic Plan	GM	Jan 22	x
	1b	Improve financial position	1b1 Reduce # & amt of overdue A/R	1b1-1 Measure & Report Adherence to SOP Regarding collections	GM/AR	Monthly	x
Facilities	2a	Recapitalize Facilities	2a1 Update/Implement Reserve Study	2a1-1 Review 2017-21 reqmts	GM	Jan 17	x
				2a1-2 Update 2017-21 reqmts	GM	Feb 17	x
				2a1-3 Brief Update to BOD	GM	Mar 17	x
				2a1-4 Review 2018-22 reqmts	GM	Jan 18	x
				2a1-5 Update 2018-22 reqmts	GM	Feb 18	x
				2a1-6 Brief Update to BOD	BOD	Mar18	x
				2a1-7 Review 2019-23 reqmts	GM	Jan 19	x
				2a1-8 Update 2019-23 reqmts	GM	Feb 19	x
				2a1-9 Brief Update to BOD	BOD	Mar19	x
				2a1-10 Review 2020-24 reqmts	GM	Jan 20	x
				2a1-11 Update 2020-24 reqmts	GM	Feb 20	x
				2a1-12 Brief Update to BOD	BOD	Mar 20	x

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BALANCED SCORECARD

Facilities (continued)

AREA	ITEM	OBJECTIVE	STRATEGY	ACTION	LEAD	ECD	STATUS G Y R
	2a	Recapitalize Facilities	2a1 Update/Implement Reserve Study	2a1-13 Review 2021-25 reqmts 2a1-14 Update 2021-25 reqmts 2a1-15 Brief Update to BOD	GM	Jan 21 Feb 21 Mar 21	x x x
			2a2 Expand Sidewalk System in GCSA	2a2-1 Feasibility Study	GM	Dec 17	x
			2a3 Install Access Controls for Park, BB, Tennis	2a3-1 Feasibility Study	GM	Feb 18	x
Business Processes & Operations	3a	Improve Efficiency	3a1 Impl Cost Savings	3a1-1 Implement E-mailed Statements 3a1-2 ARB Notices via e-mail with electronic controls 3a1-3 Replace Gate Guards with electronic controls	GM	Jan 17 Aug 17 Mar 18	x x x
Customers	4a	Improve Customer Satisfaction	4a 1 Improve Amenities	4a1-1 Reconsider expanding Fitness Center 4a1-2 Reconsider BB lighting 4a1-3 Reconsider rules for use of amenities	GM	Jul 17 Aug 17 Feb 18	x x x
Employees	5a	Improve Employee	5a1 Improve Policy Guidance	5a1-1 Update policies 5a1-2 Brief BOD 5a1-3 Train employees	GM	Jan 17 Mar 17 Apr 17	x x x

Archive of Major Completed Actions (2007-2016)

Financials/Facilities

Implement Long Range Asset Repair and Replacement Program

Developed funding strategy and obtained member approval

Finished construction of SS pool, Pool Building, Decking, and Fencing

Approved second increment of repairs (June-Dec 08) based on increased funding beginning 1 July

Renovated Lott's Landing Mail Center and replace entrance sign

Re-roofed Audubon Park and replaced entrance sign and mail boxes

Re-paved the parking lots at King Henry and King James Courts

Renovated the Maintenance Bldg; new doors, frames, remodeled restrooms, paint; new
HAZMAT storage containers

Replaced night drop box

Re-roofed and painted the gazebo at Hunter's Green

Constructed new retaining wall for Bristlecone Lagoon

Renovated the SS Gate Guard Shack; new door, door frame, service window, flooring, all moldings,
Lighting, painted interior and exterior, cleaned/preserved the a/c unit)

Renovated the NS Pool; replaced marcite liner with exposed aggregate; new stairs, new ladders; new drain covers;
Installed vacuum release system for kiddie pool; installed new water fountain; painted pool deck; new
Pool tiles

Installed new parking lot fence at Hunter's Green

Installed new entrance sign at Hunter's Green

Extended perimeter fencing at Georgetown Place

Replaced exterior doors (other than front) at NS Clubhouse

Completed arbor work at Georgetown Townhomes

Completed arbor work on Southside Clubhouse grounds

Renovated tennis and basketball courts; repaired and painted fencing; resurfaced decks; replaced nets; installed signs

Installed new sidewalk leading to courts

Renovated Playground at Sugar Mill

Replaced Sugar Mill Entrance Sign

Replaced Village Green Entrance Sign

Replaced Georgetown CSA Main Entrance Sign

Replaced Magnolia Woods Sign

Replaced Knightsbridge Sign

Replaced Baron's Place Sign

Major repairs to Wexford and St Ives Signs

Major repairs to Summerfield sign, fence and landscaping

Completed Southside Clubhouse Renovation , Phase I

Replaced Southside Phone System

Financials/Facilities (continued)

Replaced furniture in AP and AR offices
Replaced Northside Roofing and Siding
Completed Southside Clubhouse Renovation, Phase II
Replaced SS a/c units (4)
Completed Southside Clubhouse Renovation, Phase III
Replaced SS kitchen appliances
Completed Fitness Center Construction
Purchased gym equipment
Installed ADA ramps at NS pool
Replaced sewer lines from SS CH and Pool Building to Road
Replaced safety mulch in Playground
Installed shrubs and sod around SS Pool
Replaced island landscaping at entrance to Lion's Gate
Replaced Knightsbridge Sign
Replaced Baron's Place Sign
Replaced Eagle's Landing (Chevis) Sign
Replaced west fence in SS playground
Replaced Lion's Gate Entrance landscaping and painted wall
Irrigated and sodded SS Playground and tennis court areas
Replaced or repaired NS & SS sidewalks
Replaced mobile water tank
Replaced SS roof
Replaced Maintenance Bldg Roof
Replaced SS Gate Guard Roof
Replaced SS & NS tables and chairs
Replaced SS & NS pool pumps/motors
Repaired, filled cracks, sealed, and striped SS and NS parking lots
Refurbished both marquis signs
Replaced NS carpet
Replaced NS kitchen counter, sinks and appliances
Replaced NS HVAC
Replaced Basketball Court slab
Replaced Maintenance Bldg Water Supply System
Installed fencing across south border of Cormorant lagoon
Dredged and re-landscaped Red Fox B Lagoon
Renovated Playground Roundabout
Replaced BB Court Windscreens
Seal-coated and re-striped HG, TH, GTP parking lots 2013
Installed LED lighting at tennis courts (2014)

Financials/Facilities (continued)

- Replaced NS commercial front and rear doors 2015
- Dredged Wexford Lagoon & West end of GP lagoon 2015
- Replace office computers 2015
- Replaced security alarm system and door locks in all buildings 2015
- Replaced security cameras and DVRs in all buildings 2015
- Replaced playground swings 2015
- Replaced SS Gate Guard A/C 2015
- Installed mini-split A/C in gym 2015
- Replace Townhome curbing 2015
- Repaired HG and GTP entrance signs 2015
- Installed solar entrance lights at Kings Grant, Knightsbridge, Baron's Place, and Eagles Landing 2015
- Repaired lagoons (WX2, GP, SI 1, SI 2, WX1, SI Sign, Junco DRP, BT B) 2016
- Replaced TH & HG mailboxes 2016
- Replace Fitness Center Equipment 2016
- Repaved SS Parking Lot 2016
- Replaced work truck 2016

Business Operations

- Created standard operating procedures
- Implemented Direct Deposit
- Implemented Electronic Bill Paying
- Implemented Remote Document Capture (remote deposit of checks)
- Installed Magnetic Timed Locks on Outdoor Restroom Doors
- Installed Video surveillance (4 systems) for pools, playground, Maintenance Building/courts, NS CH
- Implemented enhanced system back-up Disaster Recovery Plan
- Negotiated new security services contract (DSI)
- Implemented annual Tool Inventory
- Implemented new Web Site
- Put Georgetown Newsletters on Web Site
- Implemented parking controls at the Townhome communities
- Implemented quarterly (vice monthly) statements
- Revised ARB guidelines
- Reclaimed overgrown lagoons (KB1 and SI II DRPs)
- Implemented new SOP for Collections 2008 and 2012
- Installed self-monitoring security systems in both clubhouses
- Negotiated new telecom contract 2009 (exclusive of cell phones)

Business Operations (continued)

- Negotiated new copier contract 2009 & 2012
- Negotiated new mail equipment contract
- Implemented credit card payment acceptance program
- Implemented Carbonite back-up system
- Created new company file Jan 2011
- Implemented e-mail reminder system for monthly payments
- Implemented File Center Pro
- Digitized corporate records
- Installed irrigation-type water meters to service landscaping and SS pools
- Installed upgraded controls on tennis court lights
- Implemented Iron-Key security measures for on-line banking
- Implemented Marble Security measures for on-line banking (replaced Iron Key at The Coastal Bank)
- Implemented Trustier Security measures for on-line banking (required by The Savannah Bank)
- Converted from AT&T phones to COMCAST phone/internet
- Implemented RSA SecurID for on-line banking (replaced Marble at Ameris Bank)

Customers

- Implemented survey on off-site parking for boats and trailers
- Expanded pool season to include weekends in May & Sept at SS
- Implemented capability of making payments via credit cards
- Created new fitness center
- Renovated banquet room and lowered cost of rentals
- Constructed fence at south edge of Cormorant lagoon to deter trespassing
- Expanded pool season at NS to include May and Sept
- Maintained stable General Assessment (amenities) from 2008-2015
- (2014 Reduced pool season to Memorial Day-Labor Day due to budget considerations)
- (2014 Cancelled Summerfest for 2014 due to budget considerations)
- 2015 Expanded pool season...SS open 11 May – 27 Sept, NS open Memorial Day – Labor Day, plus 2 weekends in Sept
- 2015 Expanded office hours on Tuesday to 6 p.m. on a test basis

Employees

- Created standard operating procedures
- Implemented logo uniforms
- Installed chilled water cooler in Maintenance Bldg
- Implemented direct deposit of payroll
- Implemented updated health care coverage 2012
- (Increased insurance contributions beginning 2014)