

STRATEGIC LONG RANGE PLAN

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(Adopted 2003)

THE MISSION STATEMENT

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The planning team, through a consensus process, developed the mission statement below for the Three Rivers Recreation Area.

Three Rivers Recreation Area Mission Statement

Create a safe and secure community environment that maintains recreation and manages facilities and common areas within Three Rivers.

THE VISION STATEMENTS

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed for Three Rivers Recreation Area.

Three Rivers Recreation Area Vision Statements

- 1. A recreation area that is environmentally correct and safe for all members.***
- 2. Quality common areas to enhance the needs of Three Rivers property owners.***
- 3. The members of Three Rivers are responsible and actively involved in enhancing the community.***
- 4. An Association that actively protects the common interests of the membership and is financially stable.***

STRENGTHS

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of Three Rivers Recreation Area were identified.

Strengths of Three Rivers Recreation Area

- 1.** Recreation – Motorcycles, ATVs, rifle range, campfires, camping, close to hunting areas, Desert Course, Sports Park, Rec Hall
- 2.** Established volunteer fire/EMS service
- 3.** Gated community: Security, no reservations required, limited to property owners and their guests
- 4.** A wide range of uses protected by County Zoning.
- 5.** Waterfront: Boating, boat launch, fishing, beach, picnicking, swimming
- 6.** Remoteness: Accessible, yet distant from population centers
- 7.** Scenic and Wildlife: Mountains, lakes, stars, trees and rocks, deer, birds, cougar, etc.
- 8.** Low density: Big Common areas, and large private lots.
- 9.** Community: Friendship, volunteerism, sense of pride, ownership of community
- 10.** Air strip: Air Life, walking path, short commute time for pilots
- 11.** No pollution from outside utilities: No power lines, alternative energy technology.

WEAKNESSES

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress towards the Vision.

Weaknesses of Three Rivers Recreation Area

- The potential for a large wildfire on Three Rivers
- No control of marina and houseboat area
- Lack of consistent control of ATVs and off-road vehicles
- Overuse of facilities on holiday weekends
- Lack of responsibility of owners for their guests
- Limited base of volunteers for fire and EMS that are on property at any one time
- Limited communication capability between key personnel (lake to gate)
(completed)
- Dependence on limited numbers of volunteers to accomplish needed tasks at
Three Rivers
- Inability to accomplish large cost item projects (completed)

OPPORTUNITIES

Opportunities may exist for an organization that if taken advantage of can greatly enhance its delivery of services, or they may offer a chance to expand and develop new possibilities both inside and beyond the traditional service areas. Many opportunities exist for Three Rivers Recreation Area.

Opportunities for Three Rivers Recreation Area

- Redefine common areas for best use
- Closing of perimeter boundaries
- Beautification of common areas
- Traffic control (safety)
- Protecting Three Rivers from extension of public utilities on to property
- Purchase marina and all Stills commercial property in Three Rivers
- Protect current zoning
- Keep Association dues as low as possible
- Controlling spending
- Grants
- Improving the ability to accept donations
- Encourage more people to volunteer in the community (improve communications about volunteerism opportunities)

THREATS

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Threats to Three Rivers Recreation Area

- Inconsistent County interpretation of old and new zoning and building codes
- Protecting and defending the threat of fires on property
- Not being able to confirm Three Rivers boundaries and road vacating
- Public access increasing through the gate
- Risk of lawsuit and liability
- No representation of Three Rivers in County planning (completed)
- Potential of increased criminal mischief and vandalism
- Endangered species designation potential
- Warm Springs and others control of the lake – loss of current use, SMP, FERC
- Lack of enforcement of CCR's

GOALS AND OBJECTIVES

The Customer Centered Strategic Planning process, to this point, has dealt with establishing the mission and vision of the organization. In addition, identification of strengths, weaknesses and needs of both the organization and landowners was accomplished. In order to achieve the mission and vision of Three Rivers Recreation Area, realistic goals and objectives must be established. Goals and objectives are imperative to provide the individual members with clear direction. In order to establish the goals and objectives the strategic planning group met to complete this critical process.

The goals and objectives should now become the focus of the efforts of Three Rivers Recreation Area. Great care was taken to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the Association will be redirected and guided into the future. They should also greatly reduce the number of obstacles and distractions for the Association and its members.

The strategic planning team set priorities for the accomplishment of specific objectives. They are as follows:

A priority – to be accomplished within 2 years

B priority – to be accomplished within 3 to 5 years

C priority – to be accomplished within 5 to 10 years

The Board of Directors of Three Rivers Recreation Area should meet periodically to review progress towards these goals and objectives, adjust timelines and specific targets/goals as needs and the environment change.

Goal 1 - Provide a safe and secure community environment

Objective 1-A Complete fire risk assessments on all property within Three Rivers

Target completion date: A

Assigned to: Fire Chief

Critical Tasks:

- Secure outside funding (completed 2004)
- Retain a qualified contractor to do the assessments (completed 2004)
- Secure permission from property owners to enter their property to complete the assessments (completed 2004)
- Conduct the assessments (completed 2004)
- Provide the results of the assessments, along with educational material, to property owners (completed 2004)

Objective 1-B Provide stricter alcohol enforcement to prevent underage drinking

Target completion date: A

Assigned to: Security Committee

Critical Tasks:

- Ensure security has access to the swim dock area (completed 2007)
- Encourage security to contact parents, and if necessary the Jefferson County Sheriffs Office when violations are noted (completed 2007)
- Ensure security services are present at functions likely to have underage drinking (completed 2007)
- Provide parent education about the issue through the newsletter (completed 2007)
- Have security stop and arrange transportation for people who are driving under the influence (completed 2007)

Objective 1-C Enhance the Association’s ability to control guests, traffic and use of Three Rivers facilities

Target completion date: A

Assigned to: Rules and Regulations Committee

Critical Tasks:

- Provide education to new property owners including the Association’s mission and vision, rules and regulations, and security procedures, form letter sent to all 1st year owners
- More aggressively enforce the Association rules and regulations
- Explore other enforcement options with legal counsel
- Review rules and regulations violations with the security firm for trends and explore options to reduce high incident violations and repeat offenders

Objective 1-D Secure the boundaries of Three Rivers to prevent unauthorized entry

Target completion date: B

Assigned to: Road Committee

Critical Tasks:

- Complete the survey of the Three Rivers boundaries
- Complete the vacation of county roads within Three Rivers
- Install signs designating the Three Rivers boundaries and the appropriate entrance point
- Install effective obstacles to prevent unauthorized entry
- Discontinue displaying entry codes on guest passes
- Ensure the ability to effectively enforce unauthorized entry violations
- On going messages in newsletter regarding: It is landowners privilege to check on visitors who do not look authorized
- All Houseboat numbers expire on 10/15
- Repair boundary fences

Objective 1-E Reduce the occurrence of criminal mischief, vandalism, and other crime within Three Rivers

Target completion date: A

Assigned to: Rules and Regulations Committee

Critical Tasks:

- Invite the sheriff to present neighborhood watch training to landowners
- Provide clear direction to security as to those events in which it is appropriate to call in law enforcement personnel

Objective 1-F Improve the level of safety at the rifle range

Target completion date: A

Assigned to: Beach/Common Area

Critical Tasks:

- Install a sign at the entrances to the roads to rifle range identifying applicable rules and other safety information.
- Install signs at the range, which display all rules and regulations pertaining to the use of the rifle range.
- Install fence boundary

Objective 1-G Assign Fire Chief- Committee Chair

Target completion date:

Assigned to:

Critical Tasks:

- Provide ongoing Fire Risk Assessment based on obtaining new grant

Goal 2 – Ensure the financial health of the Association

Objective 2-A Provide for accurate and dependable bookkeeping services

Target completion date: A

Assigned to: Treasurer

Critical Tasks:

- Retain a certified public accountant to produce quarterly reports, tax payments, etc. (completed 2007)
- Ensure computer equipment is adequately protected for back up power, data and surge protection
- Provide training for the bookkeeper
- Explore “job sharing” and backup for the bookkeeping/gate keeping function

Objective 2-B Improve the Association’s ability to fund large cost projects

Target completion date: A

Assigned to: President / Treasurer / Vice President

Critical Tasks:

- Actively pursue grant opportunities Fire Department/EMS fire protection and foundation (completed 2006)
- Develop a means to better encourage donations to the Association
 - Tax deductible contributions - Friends of Lake Billy Chinook established in 2006
 - Estate donations
- Explore other funding options for specific projects including-
 - Sale of notes only to Three Rivers property owners
 - One-time assessments (by landowner vote in accordance with the bylaws) example: 10 year assessment to fund 2006 road paving project
 - Fund raisers - Beach fund, sports park, bingo

Objective 2-C Ensure the Association is adequately protected from lawsuits and liability

Target completion date: B

Assigned to: Insurance Committee

Critical Tasks:

- Identify risks that are unique to Three Rivers
- Identify methods to mitigate existing risks
- Review the Associations insurance coverage to ensure adequate protection of exposures (Revised 2004)
- Develop a process to investigate and document incidents that occur that potentially create risk for the Association (security, fire, insurance)
- Through attorney establish a check list for items needed to defend Three Rivers in the event of a lawsuit. Make the checklist available on emergency vehicles, at the front gate and other locations as appropriate. Provide training to key personnel on how to complete the documentation.

~~**Objective 2-D Pursue grant opportunities to improve the delivery of fire and emergency medical services**~~

~~**Target completion date: B**~~

~~**Assigned to: Fire Chief**~~

~~**Critical Tasks:**~~

- ~~• Identify funding needs~~
- ~~• Identify sources of grant funding and/or donations~~
- ~~• Ensure the ability to meet matching fund requirements and other grant stipulations~~
- Submit grant requests as appropriate

Covered in 2-B

Objective 2-E Award contracts for work and services through a competitive bidding process

Target completion date: A

Assigned to: Rules and Regulations

Critical Tasks:

- Develop and adopt rules for the solicitation and award of contracts (completed 2006)
- Advertise bid requests through the website, newsletter, by notices posted at the front gate, newspaper ads, or other appropriate means(completed 2006)

Goal 3 – Protect, improve and expand common areas for the benefit of all the landowners

Objective 3-A Ensure the Associations ability to purchase the marina

Target completion date: A - On going

Assigned to: President / Vice President

Critical Tasks:

- Explore obtaining a secured loan to purchase the marina
- Maintain close and open communications with the Stills family

~~**Objective 3-B** Verify all lands included within the Three Rivers Recreation Area.~~

~~**Target completion date:** A~~

~~**Assigned to:** President / Vice President~~

~~**Critical Tasks:**~~

- ~~• Confirm, with the county planning department, the actual boundaries of the Three Rivers Recreation Area~~

Superseded 1-D

Objective 3-C Explore the purchase of the Stills commercial estate property within Three Rivers

Target completion date: A (On-going)

Assigned to: President / Vice President

Critical Tasks:

- Explore the impact of the sale of the Stills property (marina and Fly Creek area) to outside interest and the benefits of sale to Three Rivers
- Determine if purchase of the property is in the Associations best interest
- Determine the cost of the property and funding options
- Carry a recommendation for purchase for vote by landowners if warranted

Objective 3-D Develop a common area Master Plan

Target completion date: B

Assigned to: Common Area Committee

Critical Tasks:

- Establish a common area master planning committee
- Identify and map all common areas for use by property owners.
- Survey landowners for their ideas about the various uses that should be made of common areas
- Designate different common areas for specific uses such as ATV riding, pedestrian only areas, nature preserves, picnic areas, organized recreational uses, commercial uses, and the like
- Prepare a common area development plan and timeline based on the previous work
- Prioritize development activities and costs, and the maintenance costs associated with the improvements
- Dedicate funds each year to implement common area improvements

Objective 3-E Expand the boat launch area to ensure easy access by boaters

Target completion date: A

Assigned to: Beach Committee

Critical Tasks:

- Identify options for boat launch area expansion including ramps and parking (Completed)
- Develop a source of funding for the improvements (Completed)
- Complete the expansion (Completed)
- Arrange with the Lake Chinook Water Chalets Houseboats the option of directing small boat and Personal Water Craft (PWC) launching to the west boat ramp
- Identify and develop a different location or establish times for filling water tanks

Objective 3-F Improve all road right-of-ways

Target completion date: A

Assigned to: Road Committee

Critical Tasks:

- Clear vegetation from alongside roads to the width of the right-of-ways to prevent fires and improve sight distances
- Improve ditches to ensure adequate drainage
- Encourage property owners to maintain Right-of-way, 30' to center
- Enforce culvert rule in driveways

Objective 3-G Develop a roads improvement master plan (5-10 year)

Target completion date: C

Assigned to: Road Committee

Critical Tasks:

- Develop a comprehensive assessment of the condition of all roads in Three Rivers, including all remaining unpaved roads
- Identify improvements needed for each major road section (completed)
- Establish priorities for identified improvements (completed)
- Explore funding options for road improvements (completed)
- Select a long-term funding mechanism to complete road improvements (completed)
- Develop an improvement schedule based on the priorities and available funding
- Develop an effective means to control the use of roads by heavy equipment
- Make all property owners aware they are responsible for their contractors damage to roads
- Explore a "system development fee" for all new construction to be added to Road Fund. "SDC's"

Objective 3-H

Target completion date: B

Critical Tasks:

- Reclaim the pit
- Develop Funding mechanism

Goal 4 – Provide effective and timely communication with landowners

Objective 4-A Increase the number of people who volunteer their services to the Association

Target completion date: A

Assigned to: Common Area

Critical Tasks:

- Post notices of volunteers needed for specific projects at the front gate/web page/ Newsletter (completed)
- Install a reader board at the front gate to announce project dates and other important communications (completed)
- Assign the Rules and Regulations committee the responsibility to maintain a calendar of volunteer opportunities and develop volunteerism promotion materials
- Promote website volunteer form

Objective 4-B Improve emergency communications capability from the lake to the gate

Target completion date: A

Assigned to: Fire Chief

Critical Tasks:

- Complete installation of the radio repeater stations (completed)
- Provide mobile radio equipment to security (completed)
- Provide a radio at the marina for emergency communications purposes (completed)

Objective 4-C Improve communications between the Board, its committees, and landowners

Target completion date: A

Assigned to: Newsletter

Critical Tasks:

- Develop and manage a web site of information for property owners (completed)
- Make the board meeting minutes available on the web site (completed)
- Continue to produce and distribute a newsletter 3-4 times per year (completed)
- Install and use a reader board at the gate for important communications (completed)
- Continue to produce and distribute holiday flyers
- Maintain a master e-mail list to improve communication

Goal 5 – Protect the Three Rivers community from adverse impact by outside groups and agencies

Objective 5-A **Actively monitor and address planning and zoning issues affecting the Three Rivers community**

Target completion date: B

Assigned to: President / Vice President

Critical Tasks:

- Designate a volunteer to attend and monitor meetings of the county regarding zoning or ordinances affecting Three Rivers
- Have a resident of Three Rivers appointed to the Jefferson County Planning Commission (completed)
- Ensure the Three Rivers office is on the mailing list for county zoning and planning issues (completed)
- Encourage a resident of Three Rivers to run for a seat on the Jefferson County Commission

Objective 5-B **Prevent outside public utilities from installing facilities in Three Rivers**

Target completion date: B

Assigned to: President / Vice President

Critical Tasks:

- Research and provide information to property owners about alternative energy options
- Provide information to property owners about alternative funding, tax credits and such for the installation of alternative energy equipment

Objective 5-C

Target completion date: B

Assigned to:

Critical Tasks:

- Feasibility of installing cell tower on common area

Goal 6 – Provide quality services desired by the landowners of Three Rivers

Objective 6-A Improve garbage collection services

Target completion date: B

Assigned to: Front Gate Committee

Critical Tasks:

- Explore options and locations for providing garbage collection service
- Identify costs associated with each option and cost recovery opportunities
- Select and implement the preferred option

Objective 6-B Enforce property nuisance abatement requirements

Target completion date: C

Assigned to: Rules and Regulations Committee

Critical Tasks:

- Working with the county, identify properties that are a visual eyesore due to excessive debris, dilapidated buildings and the like
- Notice involved property owners and follow-up to assure the nuisance is abated

Objective 6-C Explore alternatives for the delivery of enhanced fire and emergency medical services

Target completion date: A

Assigned to: Fire Chief

- **Critical Tasks (started 2006- should complete analysis and plan of action 2007)**

- Identify the desired level of service to be provided
- Identify the costs and benefits of delivering that level of service in accordance with law
- Evaluate the various options to achieve the desired level of service including:
 - Increased landowner assessments
 - Establishment of a rural fire protection district
 - Annexation to an existing fire protection district
 - Imposition of a county fire zone benefit system
- Survey membership to determine support for an improved level of service and the structure under which it is to be provided
- Identify the procedures required to implement the selected option, if any
- **Strategic long range master plan for fire protection/ EMS service**