

Executive Summary

The DVRC Board of Directors commenced the development of a strategic plan in 2019 to assess the status of the organization and develop strategies to carry it forward. The planning process examined the mission of the organization and evaluated its systems, operations, processes and culture. Data collection, research and analysis were conducted, as well as a community input process. The resulting plan is a guide for DVRC and reaffirms the organization's commitment to the community as an organization that strives to provide the best possible experience for all its residents.

The Plan

The strategic plan is divided into four main sections: (1) Introduction, (2) Background, (3) Analysis and Assessment, (4) Core Strategies. This approach allows the reader to access specific portions of the document to facilitate ease of access to the information. The plan focuses on essential functions of the organization. These functions include programs, facilities, human resources, capital improvements, financial sustainability, operations and administration.

Mission Statement
Our mission is to offer events, activities and facilities for the enjoyment of our residents and to maintain Dreamland Villa's status as a 55+ age-restricted retirement community."

Since strategic planning allows for "thinking outside the box," it is a safe and nonthreatening means of exploring all available options and to identify opportunities for making necessary changes. The proposed strategies in the plan represent a "laundry list" of ideas and concepts from which to choose. Cost factors, institutional barriers and staffing limitations have not been used as criteria to rule out any strategies. Some strategies may be implemented immediately, while others may require additional funding, changes in policy or other considerations prior to implementation.

What a strategic plan can do is shed light on an organization's unique strengths and its weaknesses, enabling it to pinpoint new opportunities and the causes of unresolved issues. If board and staff are committed to its implementation, a strategic plan can provide an invaluable blueprint for growth and revitalization. This helps the organization determine where it wants to go and to chart a course of action to get there.

The strategies developed during this process are divided into the following eight categories:

Core Strategy Categories	
1. Volunteers	5. Office
2. Committees	6. Financial
3. Memberships	7. Facilities
4. Governance/Administration	8. Maintenance

Upon completion of this strategic plan, an Implementation Plan (IP) will be developed. The IP will condense strategies into goals, objectives and action items. From this, decisions can be made and applicable policies can be developed and implemented.



Key Findings

In general, the key findings of the plan relate predominately to community outreach, management practices, and financial considerations. These key findings highlight the major focus areas which will direct the organization toward the desired outcomes. These focus areas include the following: (1) Conduct an assessment of projected costs for long-term maintenance and capital improvements of the facilities, (2) Build community support, (3) Improve overall management of programs, facilities and operations, (4) Develop protocols for implementing a dues structure and, (5) Prepare a list of project priorities with timeframes and cost estimates.

These key findings and focus areas require immediate attention to address the needs that have

“If you don’t know where you’re going, you will end up someplace else.”

Yogi Berra, former New York Yankees catcher

been identified. Strategies have been developed to help steer the organization toward effective methods and ideas to help address these needs. A combination of strategies and approaches will likely be required to achieve success.

Establish Goals and Objectives to Meet Priorities

At first glance some potential strategies may seem impossible to implement. But, when seen as specific goals and objectives to suit a specific purpose, they become more realistic and manageable. By developing priorities and setting goals and objectives to meet those priorities more appropriate decisions can be made to address simple to complex situations.

By placing emphasis on the critical needs of the organization through the use of goals and objectives to address priorities, much can be achieved. From a strategic standpoint, looking at the future is critical to ensuring that appropriate developments are taking place to achieve necessary outcomes. If the priority is to increase memberships, for example, then specific goals and objectives can be established toward that end.

Strategic Direction

Community involvement is essential for future success. Why is this important to DVRC? The strategic plan directs the organization toward putting members first, creating a long-term vision for the community and improving internal and external communications. Networking, collaboration, marketing, and information gathering are at the heart of this effort. The importance of this cannot be overstated. It is fundamental to the future of DVRC and keeping the community intact.

Through this process, certain challenges were identified. These include:

- Process Challenges
- Cost/Budget/Revenue Challenges
- Human Resource Management Challenges
- Internal and External Challenges



These challenges represent the core of the organizational system. The plan specifically addresses each of these challenges and what influences may be impacting these areas of the organization. Strategies directed at meeting these challenges head-on can provide some helpful solutions and, at least perhaps, some answers to lingering questions.

Next Steps: Planning for Tomorrow, Today

The implementation of new strategies may help guide and facilitate decision-making. However, implementation means that it must be management-driven for change to occur. Unless strategies are put into practice, acted on and are carefully managed and administered, desired outcomes will not likely emerge as planned. Positive change will take effort and determination, but will ultimately provide satisfying results.

Develop a primary focus for what you want to accomplish each year!