

Forest Lakes Mutual Water Company
Strategic Planning Community Workshop
Tuesday, May 4, 2021, 7:00 p.m.

Why do strategic planning?

Strategic planning can:

- Provide direction to an organization.
- Align people in the organization and community toward a common purpose and shared goals.
- Create opportunities to evaluate outdated information, explore new ways of doing business and address issues of concern.

What is the company and community benefit to creating a FLMWC strategic plan?

In charting a course in five-year increments based on consensus-built priorities, Forest Lakes can work toward common goals that are important to the community.

What are the components and elements of a strategic plan?

A strategic plan is typically a five-year planning document that includes:

1. Demographic and statistical information about the community, region and organization to help understand factors that will impact future organizational actions and decisions.
2. An organizational mission, vision and/or set of values.
3. A succinct set of organization goals for each value set.
4. Strategies or tasks to guide a Board and staff toward achieving the established value-based goals.
5. A mechanism to evaluate progress and update the plan for the next planning period.

While these items are “standard” components in a strategic plan, they can be modified and scaled as necessary to fit an organization’s size, capacity and needs.

A critical component of strategic planning is to establish organizational priorities, upon which the strategic plan is built.

Are there specific areas of concern that need to be addressed?

Yes. The biggest areas of concern are financial sustainability, operational continuity and minimizing threats to life and property.

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What work has taken place so far?

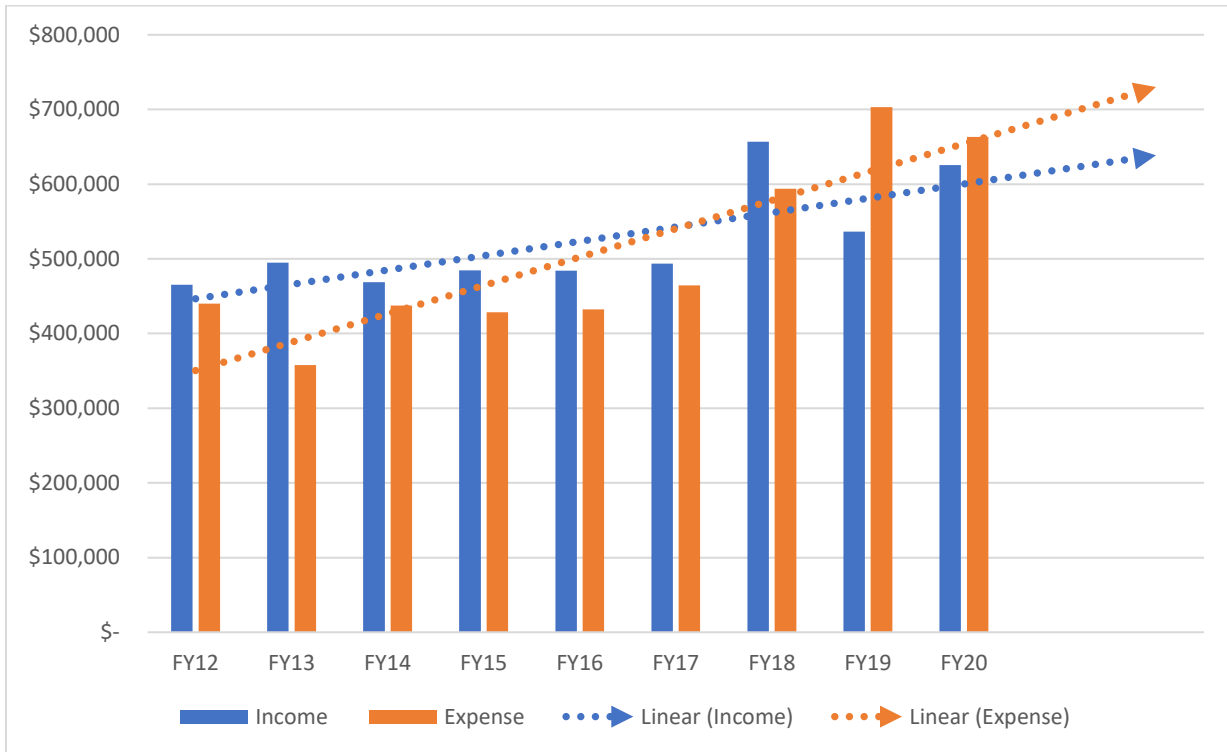
A strategic planning committee was created; several meetings held. Board and committee took part in priority-setting exercises to prepare and synthesize SWOT analyses. Additionally, the committee chair and general manager met on several occasions to refine and make comments on the outline of values, goals and tasks.

Preliminary historical and demographic data has been assembled.

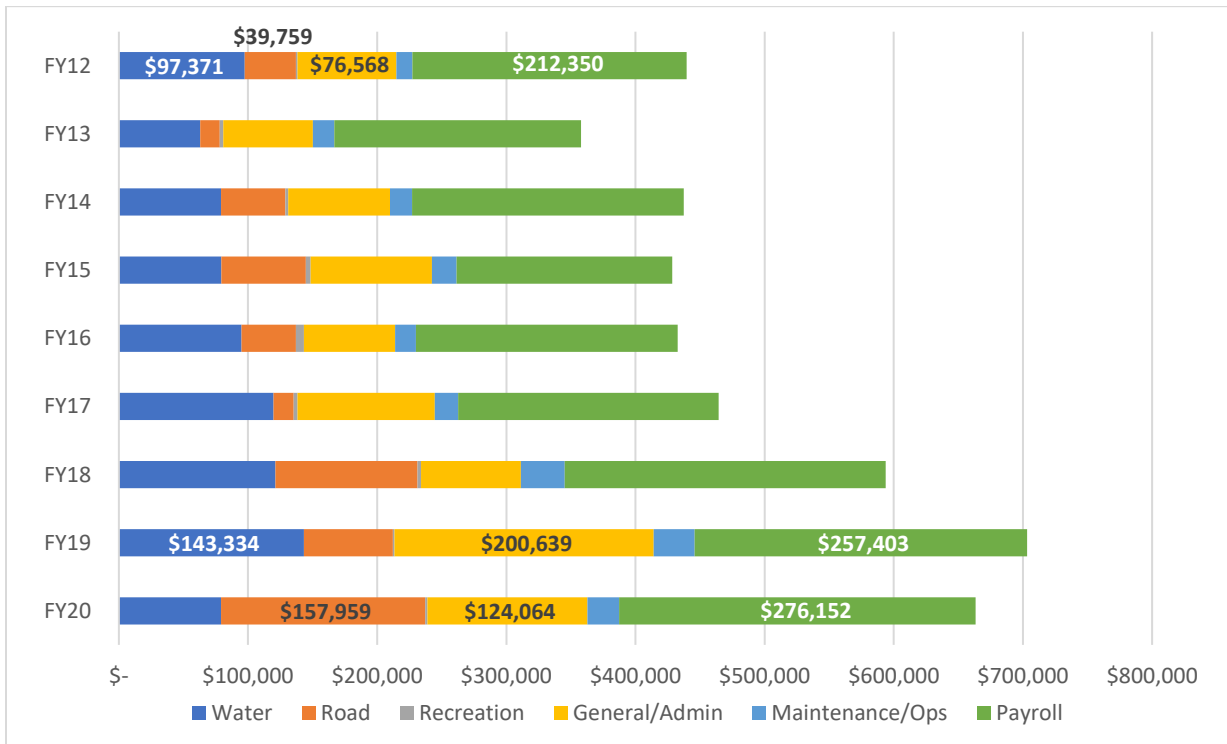
Specific Areas of Concern

The following charts provide background and context for the challenges we will be facing in the future.

Actual Income and Expenses



Actual Expenses by Type

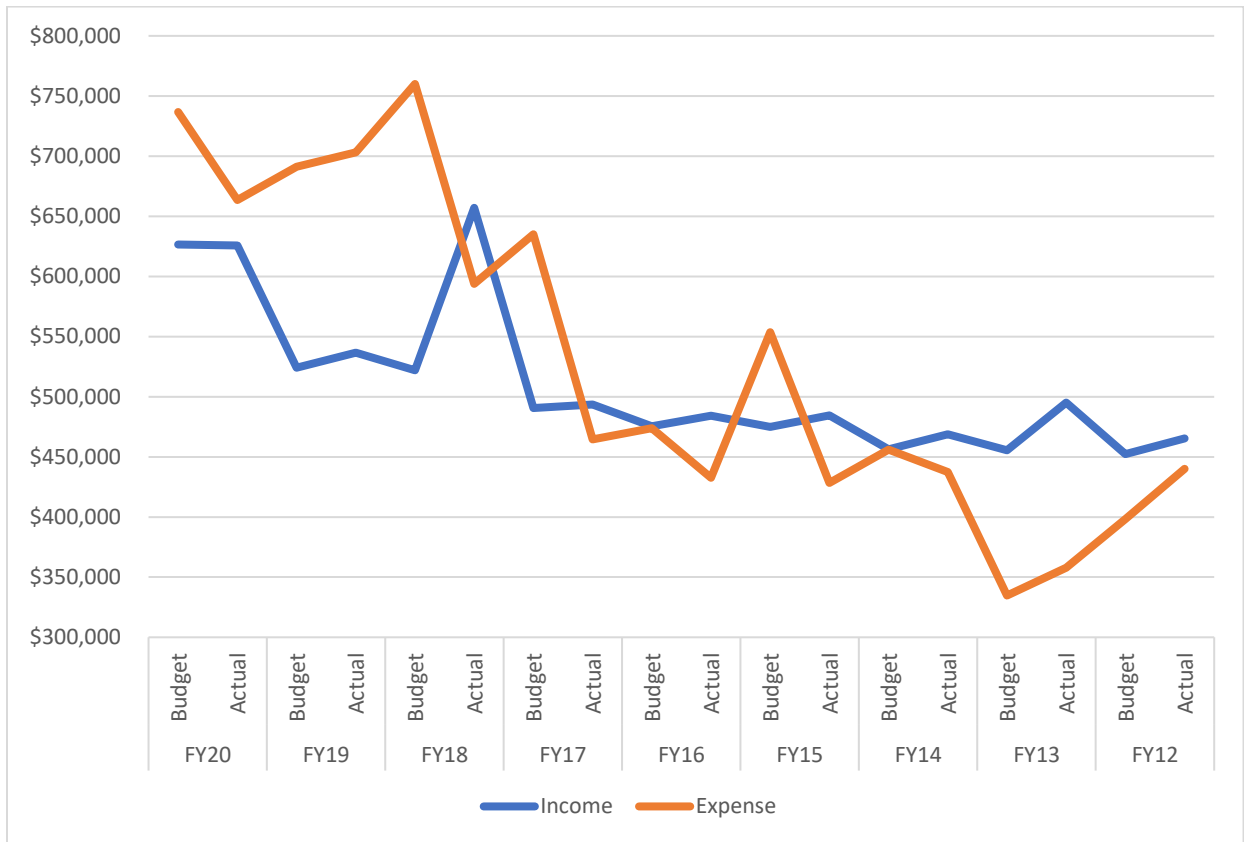


Assessment History

Year	Annual Assessment	% Increase	5-year % Increase	10-year % Increase
1997	\$ 620	0.0%	12.9%	54.8%
1998	\$ 700	12.9%		
1999	\$ 700	0.0%		
2000	\$ 700	0.0%		
2001	\$ 700	0.0%		
2002	\$ 885	26.4%	37.1%	
2003	\$ 885	0.0%		
2004	\$ 940	6.2%		
2005	\$ 960	2.1%		
2006	\$ 960	0.0%		
2007	\$ 1,070	11.5%	32.8%	43.4%
2008	\$ 1,175	9.8%		
2009	\$ 1,175	0.0%		
2010	\$ 1,175	0.0%		
2011	\$ 1,275	8.5%		
2012	\$ 1,325	3.9%	8.0%	
2013	\$ 1,325	0.0%		
2014	\$ 1,325	0.0%		
2015	\$ 1,377	3.9%		
2016	\$ 1,377	0.0%		
2017	\$ 1,422	3.3%	48.4%	
2018	\$ 1,521	7.0%		
2019	\$ 1,521	0.0%		
2020	\$ 1,825	20.0%		
2021	\$ 2,044	12.0%		

Average annual increase	5.1%
Median annual increase	2.1%
25-year cumulative increase	230%

Budget to Actual Income and Expenses



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What are the next steps?

Conducting community meetings to obtain input on the Board-adopted priorities and goals is the most important next step!

Results of Priority-setting Exercises and Strategic Planning Committee Brainstorming Sessions

The following Values and Goals were developed in conjunction with the initial priority-setting (Strengths, Weaknesses, Opportunities and Threats) exercises and subsequent brainstorming sessions at successive Strategic Planning Committee Meetings.

Specific tasks are now being developed to help ensure that goals are achieved.

Community input is an essential step in validating the values and goals that have been established, and in helping to formulate the associated tasks.

Values, Goals	Community Input
<u>Value 1:</u> Safeguard Forest Lakes' independence as a small shareholder-owned mutual road and water company.	
<u>Goal A:</u> Increase community awareness of external factors that can negatively impact Forest Lakes' independence.	
<u>Goal B:</u> Identify and protect critical infrastructure components needed for operational continuity.	
<u>Value 2:</u> Assure the operational business continuity of the FLMWC.	
<u>Goal A:</u> Ensure that administrative, managerial and operational procedures are documented in writing and kept up to date.	

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<u>Goal B:</u> Ensure that FLMWC plans for Board and employee succession.	
<u>Goal C:</u> Implement ways to increase employee retention.	
<i><u>Value 3:</u> Ensure the short and long-term fiscal stability and sustainability of the FLMWC.</i>	
<u>Goal A:</u> Identify additional business revenue opportunities that are equity-based, philanthropic, provide fees for service, etc.	
<u>Goal B:</u> Prudently manage ongoing capital and operating expenses.	
<i><u>Value 4:</u> Maintain our sense of community.</i>	
<u>Goal A:</u> Maximize volunteer participation.	
<u>Goal B:</u> Promote the Forest Lakes brand and history.	
<u>Goal C:</u> Improve social media and web presence to focus on community information sharing.	

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Value 5: Promote, maintain environmental management practices that facilitate water conservation and minimize threats to life and property.

Goal A: Minimize risks to Forest Lakes road and water infrastructure.

Goal B: Create and maintain a Communication Plan for use during emergencies.

Goal C: Ensure access to water supply during and after natural disasters.

Goal D: Assess tract perimeter to identify opportunities to create fire breaks and emergency access routes.