

Five Year Strategic Plan 2018-2019

Goal/Issue #1: Complete
the RSF Connect high speed
internet project.

Ongoing

Ensure that the fiber-optic project
is completed:

✓ On time / in progress

✓ On budget / in progress

TBD With a high number of
Subscriptions

Goal/Issue #2: WORK
toward resolving Rancho
Santa Fe water issues.

Ongoing

Achieve fair and equitable water rates
for Covenant residents.

✓ Filed lawsuit

TBD Continuing to work with SFID

Explore feasibility to lessen
dependence on outside water sources

TBD Met with SFID, consider
other approaches

Goal/Issue #3: Develop
an Association organizational
structure to support the
Five-Year Strategic Plan.

Create an organizational chart that is
aligned and staffed to manage key
initiatives as well as day-to-day operations

✓ Key positions defined, org chart
being finalized

Recruit, develop and retain high-caliber employees.

✓ Hired Building Commissioner,
Public Works Coordinator, Code
Enforcement Officer, Accounting
Manager

TBD To address retention issues once fully
staffed

Goal/Issue #4: ENSURE

the CDRC provides consistent,
transparent and efficient
decisions that adhere to the
Protective Covenant and
appropriate regulations under
the guidance of the
Building Commissioner.

Goal/Issue #5: Enhance
the Association Golf Club
Restaurant for all Covenant members.
Ongoing

Turn restaurant into a go-to destination
for club members and community
residents alike.

✓ Joint Committee formed

✓ Consultants hired

✓ Concept work begun

Consider cost-sharing and oversight
models for community asset.

✓ Reached agreement between
Association Board and Golf BOG

Goal/Issue #6: Optimize
all Association clubs, properties and
assets.

Ongoing

Develop consistent guidelines for
Association facilities, properties and
assets.

- Not addressed

TBD Rationalize permitted use of
Association facilities by non members:

Golf Club

Tennis club

Osuna Ranch

Playing fields

Trails.

Encourage club boards to creatively maximize membership.

- ✓ Golf club Promotional Playing Privilege
- ✓ Tennis Club Pickleball Membership

Maintain positive and open dialogue between Association Board and club boards.

- ✓ Progress made

Goal/Issue #7: Build
Association information technology infrastructure, processes and practices.

Ongoing

Define and select support of consultant and/or staff.

- ✓ Connetic hired

Identify and solve hardware and software needs.

- ✓ Audit completed, needs identified, working with IT support

Improve cyber security.

- ✓ Rebuilding network, strengthening firewalls

Goal/Issue # 8: Develop
and implement a marketing
plan for the Covenant.

- Not addressed yet.