

The Dominion Homeowners Association 2016 Strategic Plan

05.23.2016

Introduction

The 2016 Strategic Plan is adopted, updated and revised from the first Strategic Plan of The Dominion HOA created in 2010. It sets forth strategies for the long-term health and vitality of The Dominion community. The Plan will be used by the Board, its Committees and Association management to guide operational and capital budget planning decisions and day-to-day implementation of these decisions. It will also serve as an education and communications vehicle for new members of those groups as well as new members of the community.

The Strategic Plan is a living document and should be viewed as a permanent, continuous process of planning for the future and a vehicle for facilitating community consensus on important issues.

The Strategic Plan is comprehensive and detailed. To facilitate understanding, a summary of strategic drivers underlying the plan is presented below.

Our Vision

The vision of the HOA is to preserve and enhance The Dominion as the premier community of its kind in San Antonio. This vision will be accomplished through developing and executing strategies in support of the following strategic drivers:

- Encourage the active involvement of HOA members
- Manage security as the top priority
- Promote a safe environment
- Manage the physical plant and facilities effectively and efficiently
- Manage our financial resources effectively and efficiently
- Enforce the HOA covenants and restrictions
- Participate in the greater San Antonio community
- Manage the interconnected relationship with The Dominion Country Club
- Maintain effective and efficient HOA operations

Strategic planning will focus on both tangible and intangible aspects of the community.

It will help drive financial and operational plans designed so that community facilities and services are maintained to ensure The Dominion remains a premier country club development. It will recognize the symbiotic relationship between the Association and The Dominion Country Club and create mechanisms for facilitating that relationship.

Strategic planning will acknowledge the importance of participating in local/regional/state political processes, business organizations, military commissions, local/regional planning commissions, TXDOT, commercial developers and other individuals or organizations that could impact the vision of the HOA.

The Strategic Plan may involve funding not presently reflected in the Dominion HOA budget and for which no source of funding presently exists. It is not the intention of the Dominion HOA Board of Directors to authorize implementation of any part of the Strategic Plan absent the existence of sufficient HOA funds to accomplish implementation. However, the strategic planning process, through its associated tactics and committee recommendations, should be used as input to the HOA financial budgeting process.

Strategic Drivers

Encourage the Active Involvement of HOA Members

The Strategic Plan recognizes that one of the strongest assets of the community is the friendliness and sense of community pride evident among its residents. It is important that the Strategic Plan reflect and reinforce this asset. Only through active community support and communications will The Dominion retain its position as a premier community.

The Association must continue to expand its ability to promptly and effectively communicate with its members...communications must be two-way. The Association must leverage advances in technology to enhance communications. Communications should include an interactive HOA website, a magazine dedicated to The Dominion, internet messaging via e-blasts, and the electronic message boards. The use of subject matter specific town hall meetings should be considered for appropriate topics where Association input is vital to the Board's decision making process.

The HOA Board of Directors agenda and subsequent minutes should be posted on the HOA website as well as the Strategic Plan itself. Also included should be other appropriate HOA documents, resident directory, security information, contact information, new resident information, pet information, and events information. Management will actively oversee the effectiveness of the HOA's website.

The Association management must strive to complete and validate its inventory of membership email addresses. In addition, administrative databases and associated processing need to be audited for best practices and completeness to be sure each member of the association is receiving proper communication. This personal information is to be used solely for HOA purposes.

The Neighborhood Outreach Committee (NOC) was created to interface with the community through representatives acting as links to provide two way communications with the HOA on policy, decisions and concerns to the members in each distinct neighborhood. The committee should include members

from each distinct neighborhood within The Dominion. This committee is a valuable interface with the Association and should be used as a forum to help develop tactics supportive of the Strategic Plan as well as a vehicle to communicate HOA policy and decisions.

The NOC will oversee *The Dominion* magazine in terms of communication and messaging with Association members as well as the general public. The NOC will participate in interfacing with HOA staff and the magazine publisher in providing, editing, and approving content that is appropriate, informational, and presents The Dominion as a premier community.

There are a number of Board committees that are essential for the HOA Board to successfully fulfill its mission. The HOA, with assistance of the NOC, should actively recruit residents with necessary skills to serve on these committees.

Manage Security as the Top Priority

Security and safety are primary goals of The Dominion HOA. As such, the Strategic Plan addresses both. The HOA Board and General Manager have responsibility for hiring and monitoring the performance of a security firm. To this end, the Association has a Security Committee that provides input and recommendations to the Board on all security matters. The Security Committee must include members with expertise in security processes, technologies, and best practices in order to provide oversight of the security firm's performance. The Security Committee will perform periodic reviews of security operations which will include: identity checks and other access control measures, adherence to vehicular traffic and parking rules, management of entry transponders and related systems and overall safety issues. The Dominion HOA will also assist in responses to house fires, wildfires including evacuation orders of SAFD and, as resources allow, house security alarms, personal injury and medical emergency situations.

Security is essential to The Dominion. Therefore, tactics need to be periodically evaluated for improved perimeter security via combinations of physical barriers, electronic surveillance and/or manual patrolling.

Promote a Safe Environment

Equally important is the safety and perceived safety of the Association members. Strategies and tactics for this strategic imperative are monitored by the Security Committee. This strategic driver requires an on-going relationship and communications with the San Antonio Fire Department (SAFD) and the San Antonio Police Department (SAPD). Fire protection and safety have become critical in the planning process. Assessments have been made by the SAFD on all structures within the PUD with recommendations on emergency vehicles, water pressure issues, distance of structures to fire hydrants, terrain surrounding the structure, etc. The Security Committee will work with SAFD to ensure these assessments are part of ongoing operational plans. HOA operational plans, including plans regarding wildfire or any other cause for evacuation, will be reviewed for required processes and responses from Dominion security personnel.



Similarly, the HOA will contract for the presence of on-site, off-duty SAPD officers for 24/7 coverage and maintain good working relations with SAPD and request assistance on issues as appropriate. Because the perimeter of The Dominion PUD is becoming more developed and inhabited, there are occasions when the assistance of SAPD is needed to aid security, noise levels and other problems at or near our perimeter border. Ongoing tactics will be developed in this area.

The streets of The Dominion are wide and accommodate not only vehicles but walkers, cyclists, golf carts, joggers, etc. The safety of our streets is critical to the neighborhood. The Association must utilize all lawful means to enforce speed limits and other vehicle rules and regulations within the community. Continued use of digital speed displays has been used as a reminder of the acceptable speed on The Dominion streets. Rules regarding vehicle violations of safety that suspend vehicle transmitter usage should be periodically reviewed. Consideration should be given to the use of video/audio technologies to enhance security.

The HOA has utilized the pervasive use of off-duty SAPD officers in The Dominion. These SAPD officers periodically interface with vendors/visitors as well as patrol all areas of The Dominion in order to create a culture of safety. Additional efforts will be taken to consider other ideas to maintain the safety of our environment.

Perimeter security of The Dominion should continue to be studied, recognizing the reality that full perimeter security of the community is presently not financially possible. However, as new development occurs within the Dominion P.U.D., perimeter security to residential tracts should be considered as part of those developments.

Manage the Physical Plant and Facilities Effectively and Efficiently

Infrastructure is a critical asset in maintaining the Association's vision of a premier community. The Association must provide funding for the maintenance and repair of all common property, as well as enforce our covenants to ensure the preservation and protection of Dominion property values. Long-term capital improvement plans have been developed for landscaping of the common areas, irrigation infrastructure refurbishment of the common areas and street repair and refurbishment. These plans have been developed as part of the Strategic Plan and the Capital Reserve Plan has been updated accordingly. The plans must be revised, as appropriate, annually with approved funding at a level necessary to achieve their goals. Other capital improvement priorities include the bridges, storm water drainage easements and conduits, water drainage easements, Dominion Lakes infrastructure, street signs, dark sky compliant lighting, entry gate houses, HOA facility and water quality retention basins.

The HOA has established the Development Committee to help provide technical expertise for the review of plans by all of the developers within the Dominion PUD. This includes commercial real estate developers of multi-family residences, duplexes, townhomes and retail stores. The review covers such items as the infrastructure proposed by the developer including roadways, storm water drainage systems, utilities, perimeter walls, entry monuments, bridges, lighting, retention ponds, water pump stations, mail box structures or pavilions, common green spaces, building setbacks, and sidewalks. In the case of commercial development, the additional items of multi-family density, structure height, parking, commercial signage, security, commercial lighting, traffic and road intersection issues will be reviewed

as well as the proper zoning and potential restricted land uses. The Development Committee will work with the developer on the supplemental Covenants and Restrictions (CCRs) for the development in addition to the Umbrella Declarations and recommend their approval to the Board when they have gained approval at the committee level. This committee will interface with outside engineering consultants and HOA legal counsel on property/facility issues as warranted. Prior to any turnover of common property to the HOA, the committee will review the completeness of the development along with the General Manager and provide a punch list of corrective actions. The Development Committee will study the feasibility of using GPS software to track its inventory/ownership of infrastructure assets.

The overall beauty, maintenance and integrity of all Dominion landscaping common area, as well as other non-residential landscaping areas located within The Dominion PUD, are essential to the HOA's vision. In this regard, The Dominion HOA Board established the Landscape Committee.

The Landscape Committee, in its efforts to maintain and preserve the beauty of our neighborhood, has developed a Landscape Master Plan for the Dominion common areas. This Landscape Master Plan will govern the construction, replacement, updating and/or refurbishment of the Dominion common area landscaping. The Landscape Master Plan includes plant materials, trees, irrigation systems, hardscape rocks, hardscape walls and outdoor lighting. The Landscape Master Plan also emphasizes the use of plant materials which will thrive in our local climate conditions on a long term basis as well as balance our need to utilize our water resources wisely. The Landscape Committee shall be responsible for the ongoing review and recommendation to the Dominion HOA Board of those portions of operating and capital expenditure budgets related to the scope of the Landscape Committee's work.

The Landscape Committee shall also be responsible for the review and recommendation, as it relates to its scope of work, to the Dominion HOA Board of all new developments within the Dominion PUD. This includes both developed property which subsequently becomes a part of the Dominion common area upon approval and acceptance by the Dominion HOA Board and commercial properties owned by third parties which upon full development remain within the Dominion PUD. Once commercial properties are fully developed the Landscape Committee shall be responsible for reviewing the landscape integrity of these properties on an ongoing basis.

The Architectural Control Committee (ACC) has been established by The Dominion P.U.D. Umbrella Covenants to review and approve all residential and commercial construction, landscape and irrigation plans to ensure compliance with the appropriate development CCR's for property within the Dominion PUD. The ACC process reviews all new and modified residential home and commercial structures including their associated structures, pools, fencing, walls, monuments, etc for compliance to the development CCRs. The ACC also provides oversight on land and structures not in compliance with the maintenance and cleanliness standards generally applied throughout The Dominion. The ACC will ensure the integrity and maintenance of undeveloped lots and acreage as well as cleanliness of construction areas. The ACC will take appropriate action to enforce the covenants and restrictions of the HOA.

It is important to have interactive involvement between the Development Committee and the Architectural Control Committee on the many common issues addressed by both committees. As such, the Board Liaison to the ACC is an ad hoc member of the Development Committee and the ACC chairman (HOA GM) is designated a Development Committee member.

Manage Our Financial Resources Effectively and Efficiently

The HOA Board has the fiduciary responsibility for the financial resources of the Association. This fiduciary responsibility is administered through the Board Treasurer who chairs the Finance Committee. The Committee seeks to cover a broad spectrum of financial and accounting functions which complement the integrity in financial reporting with forecasting to enable the Association to meet both its operating and capital demands.

The scope of the fiduciary responsibility is accomplished on a two tier basis- Operations and Capital Budgeting. A comprehensive approach to monthly financial reporting incorporates all aspects of the current state of financial position, while drawing a comparison to the budgeted projected position. In so doing, the Board and the Finance Committee are kept fully apprised of the current financial position and can take a proactive approach to remedy any deviations that may occur. At each monthly meeting, the Board votes to accept the monthly financial statements from the previous month's operations, as presented by the Treasurer, after approval from the Finance Committee. Each month's financial statements become part of the permanent record for the Board. The financial statements are prepared by the Association's Controller.

The Finance Committee assists HOA management in preparing, approving and recommending to the Board the yearly Operations and Capital Budgets. The Board votes to accept the presented Operations Budget in December of the year prior and implementation of the next year's budget begins in January.

The Capital Budget is prepared and presented for vote on both a long-term basis which includes the long-term investment position and the yearly capital budget for targeted capital projects. The process should be used annually to prepare a five year forecast to insure the ending capital account balance is at least equal to 70% of the sum of the next three years reserve projections following the forecasted period as contained in the most recent Reserve Study. Currently, the Capital Budget has accounted for projects forecasted into the year 2020 and includes a projected level of capital reserves of \$2.7M at year-end 2020. As part of the financial strategic driver, yearly review of the long-term reserve account should be performed to assess changes to spending assumptions, inflationary impact and rate of return to meet the projected fund balance.

Long-term capital planning is presented to the Board from the Finance Committee after a thorough analysis. Continuing long range capital planning is imperative to meet the challenging economic conditions and changing market landscape. Maintenance of our infrastructure provides the basis for maintaining property values within the community and assuring proper financial resources are planned. The priority of all infrastructure projects must be evaluated on a yearly basis to properly plan for the future.

An external independent CPA should conduct an annual audit on the financial statements of the Association and prepare annual federal tax and franchise tax returns.

The Finance Committee will review the current procedures for bookkeeping, account posting, remittance and billing and other HOA financial operations to determine opportunities to make the processes more efficient with better controls.

Enforce the HOA Covenants and Restrictions

The Dominion HOA has developed into a premier community because of an excellent set of covenants and restrictions which guide development and maintenance within The Dominion. It is critical that these documents be administered consistently and fairly. Similarly, these documents need to be living documents and updated when necessary as new technology, changes in local/state laws and other environmental standards/conditions warrant. The HOA Board and the ACC must be diligent in administering the full intent of the covenants and restrictions. The ACC must review existing developed structures, as well as any undeveloped lots not in compliance with the covenants and restrictions. The ACC will also recommend action to the Board, including legal action, necessary to ensure compliance. Similarly, the ACC will review new technology, such as solar power, and will determine the need to modify building restrictions as a result of such technology.

The Board will continue to utilize outside legal counsel to guide it in its decisions on fines, enforcements, and legal action.

Participate in the Greater San Antonio Community

The HOA views The Dominion as part of the greater eco system of San Antonio. This system involves many stakeholders and many social requirements that impact the Association members. The HOA will maintain involvement in those organizations that can impact the social and financial well-being of the community. The Dominion should leverage the many people who directly participate in (or have connections to those who participate in) political and economic activities in the greater San Antonio area. This will help the Board and its Development Committee stay aware of the changing environment surrounding The Dominion so it can assure that change protects and enhances the value of homeowner property.

In order to promote community cohesiveness and pride, the HOA's NOC should be instrumental in developing tactics to promote social interaction, improve communication between Association members and the Board, establish focus groups on neighborhood and association issues and, to the extent deemed necessary, mediate neighborhood disputes. Collaboration with The Dominion Country Club could provide options for some joint use facilities. In collaboration with the NOC, the Association should consider sponsoring neighborhood social events to promote a sense of community. The HOA office facility could be used to host such events, possibly in conjunction with The Dominion Country Club.

Manage the Interconnected Relationship with the Dominion Country Club

The Dominion Country Club is a significant contributor to The Dominion's position as a premier community. The Strategic Plan must address ways in which the Association can impact the strategy and development of the Country Club Property. The plan requires that the HOA Board have a close working relationship with the Club owner as well as the Advisory Board. Each entity needs to be mutually aware of the future direction and plans the other undertakes. Likewise, each entity must be mindful and not embark on a direction that is in conflict with the other's fundamental interests.

There currently exists a good working relationship between the HOA and The Club on multiple "social" issues; e.g. joint sponsorship of events such as July 4th celebration, annual bonfire, and hosting of Club events. There needs to be a similar working relationship on additional areas that may include:

- Marketing efforts to promote the image of the neighborhood, as well as Club membership
- Security issues, particularly perimeter security
- Safety awareness so that Club activities and resident activities are not in conflict; e.g. lighting issues, walking/jogging on club grounds, etc.
- Areas of common interest, such as infrastructure repair and maintenance and the installation of additional facilities
- In the event of major club management and/or ownership changes, the HOA should be pro-active in communicating current HOA initiatives and concerns.

The HOA Chair attends the Club's Advisory Board of Governors meetings as an ex-officio member and the HOA has invited the Club's management and owner to attend HOA Board meetings to discuss these joint issues, projects and concerns.

Maintain Effective and Efficient HOA Operations

The HOA can only function effectively and efficiently through the combined efforts of dedicated member volunteers and a professional, trained staff of HOA employees and vendors. Together, the member volunteers who populate the HOA Board of Directors and its committees and the HOA staff, select and oversee the work of the numerous vendors who provide security, maintenance and other services to The Dominion community. Therefore, it is incumbent on the HOA Board to ensure the following occurs:

- The recruitment of knowledgeable, committed HOA members willing and able to commit the time and energy necessary for service on the HOA Board and its committees. This necessarily involves succession planning for these volunteer positions to ensure, among other things, the presence on the board/committees of volunteers possessing an institutional knowledge of the significant issues requiring the attention of the HOA.

- The retention of a qualified, professional HOA General Manager charged with the training and supervision of the HOA employees. The HOA is committed to the maintenance of appropriate professional certifications and training for all HOA employees. The HOA is further committed to compensate all HOA employees in an equitable and market based amount.

The Dominion Home Owners Association 2016 Tactical Plan

Encourage the Active Involvement of HOA Members

HOA Management

- Maintain and enhance the HOA website for increased messaging to the Association membership as well as develop new capabilities to enhance usage such as electronic directory, local maps, photo gallery, individual account management, etc.
- Post the HOA Board agenda and subsequent minutes on the HOA website as well as the Strategic Plan.
- Complete and validate its inventory of membership email addresses.

NOC

- Provide content and content ideas for *The Dominion* magazine, edit as to quality, style, and appropriateness; keep the magazine a communication vehicle for the members about HOA policies, committee and Board information, HOA events, resident information, and Dominion Country Club information. Recognize that the magazine is a marketing tool outside The Dominion, therefore maintaining a quality profile.
- Audit HOA systems and databases used to communicate via letter or email to association membership. Review for completeness, accuracy, efficiency and update procedures as needed.
- Promote and encourage, on a distinct neighborhood level, the interaction with “The Dominion Apron Society” utilizing this established organization as a vehicle to further reach out to neighbors in times of need.
- Welcome new members to the neighborhoods by sending out HOA welcoming material and hosting periodic new resident social events.
- Interface with and work with the HOA on communication through the website, the magazine, e-blasts, and the electronic message boards.
- Maintain and audit contact information for each member in the distinct neighborhoods in order to communicate HOA policy decisions and neighborhood updates.
- Plan special neighborhood events, working in tandem with the HOA. These events will be oriented to community building and culture activities.

- Audit administrative databases and associated processing need for best practices and completeness to be sure each member of the Association is receiving proper communication.
- Oversee the effectiveness of the HOA's website in terms of communicating and messaging with Association members as well as the internet public.
- Determine website functionality, user friendliness and application requirements.
- Conduct a periodic HOA survey to solicit opinions and responses from the membership on their views of HOA performance in meeting the needs of the community, as well as to provide input to the HOA on the priority of issues that the membership feels are important.

Manage Security as the Top Priority

Security Committee

- Develop a plan to increase/improve perimeter security.
- Evaluate the Security databases through the QuickPass software conversion for accuracy, completeness and efficiency. Take corrective action as necessary.
- Continue the use of off-duty SAPD officers as an integral part of security resources and review the results of this SAPD resource.
- Review all procedures associated with controlling Dominion access, response to homeowner security monitoring service alarms, "House Watch" procedures, response to house fires, medical emergencies, property damage and Association member calls for security assistance.
- Evaluate the need for emergency generator back-up or UPS systems to operate main gate or all gates in a power failure situation.
- Solicit proposals from security service firms for the provision and enhancement of security for The Dominion. These solicitations should be periodic and for the purpose of assuring both the quality and price of security service is appropriate and financially reasonable.
- Assess the performance of QuickPass and other security related vendor services and equipment. This review will include new gate entry and speed control technologies, along with the changing environment surrounding The Dominion and the growth of the City and the challenges that it presents. The currently installed QuickPass system is a tool utilized to enhance security operations, efficiency, ease of membership use via the internet and overall improved security and control of visitor entry. The system must meet a high level of performance on deactivation of removed transponders, ability to control only single vehicle access at entry gates and specific date capability for activation/deactivation.

HOA Management

- Require that monthly operational reports be provided by all security firms in a form necessary to ascertain the status of security within The Dominion.

Promote a Safe Environment

Security Committee

- Oversee the update of the current Dominion Emergency Plan and incorporate it into the Tactical Plan.
- Provide dialogue with SAFD on inventory of emergency vehicles available for use within The Dominion and any revised procedures with G4S for locating emergencies within The Dominion.
- Communicate to the Association membership regarding emergency planning general information such as importance of visible and reflective house number signage, maintenance of overhead road clearance along streets, updates of homeowner records with the HOA records, and updates on SAFD and SAPD available resources and procedures.
- Develop an ongoing relationship with key contacts within SAPD for assistance as needed for enforcement or patrolling along The Dominion perimeter as well as within The Dominion.
- Maintain the safety of our streets through ongoing and active automobile speed enforcement program. Instill a culture of safe driving at reduced speeds in The Dominion. Review, evaluate the use and/or expanded use of digital speed displays, proactively patrol to remind members of speed limits, provide additional speed limit signage, provide electronic board messaging, etc. Solicit ideas and recommendations from G4S.
- Implementation of cameras within the digital speed trailer is currently underway to record license plates of cars driven at excessive speeds

Manage the Physical Plant and Facilities Effectively and Efficiently

Development Committee

- Continue to work with City of San Antonio on possible collaboration for the extension of hike & bike trail from the Highway 1604/IH10 intersection out along IH10 to the Dominion P.U.D. and North to Boerne Stage Road.
- Complete the work on The Dominion Hills umbrella CCRs and supplemental CCRs for each tract of development based on negotiated agreements.

- Work with developers whose tracts of land have not been turned over to HOA common property for property inspection and remediation plans. Bring subject property to HOA established standards prior to any transfer or acceptance of subject tract of land.
- Update the Street Maintenance and Repair Plan for the current year work program along with the appropriate investment amounts for capital reserve budgeting.
- Identify any other infrastructure project that needs consideration and prioritization in the annual operations or capital budget.
- Work with the Finance Committee on “other infrastructure reserve” which provides for future funds to repair any failed assets in this category.

Landscape Committee

- Work with HOA Management to update the Landscape Master Plan for each year’s annual work program along with the appropriate investment amounts for operational budgeting purposes as well as specific projects for capital reserve budgeting purposes.
- Review landscape related contracts and make appropriate recommendations to the HOA Board as necessary.
- Work with HOA Management to find both short and long term water sources for HOA landscape use.
- Work with HOA Management to update the Irrigation Plan for each year’s annual work program along with the appropriate amounts for operational budgeting purposes as well as specific projects for capital reserve budgeting purposes.
- Work with HOA Management on an annual basis to review the reserve established by the HOA Board for unspecified projects related to the Dominion Lakes property. This reserve was established for the specific purpose of providing funds for use by the HOA if and when failures occur to the existing infrastructure at the Dominion Lakes property and when established funds from the operating budget have been exhausted. Expenditures from this reserve requires future HOA Board approval based on a recommendation from the Finance Committee.
- Work with HOA Management to incorporate the Dominion Lakes property into the Landscape Master Plan by August 31, 2016. The plan should consider and address those items which would improve the landscaping, irrigation, lighting and functional use of the property. The plan would seek to maintain the current “park-like” appearance of the property; therefore, the plan would exclude amenities such as sports fields or courts, playground equipment, the construction of any new facility or paths or trails for any mode of transportation other than for walking.

- Work with HOA Management to develop an RFP for the overall landscape contract by May 31, 2017. The RFP should be put out to bid at an appropriate time in 2017 in order to allow for optimum vendor participation, HOA budgeting process and without compromising our current vendor relationships.

Manage Our Financial Resources Effectively and Efficiently

Finance Committee

- Provide the financial analysis of all strategy drivers/priorities contained within the Strategic Plan.
- Review the HOA staff processing procedures and controls for collection, posting and disbursements of funds. Determine areas where efficiencies, productivity tools and internal controls can be implemented and make recommendations as needed.
- Ensure an annual outside audit of HOA annual financial statements is conducted.
- Oversee the development, reasonableness and completeness of capital reserve studies and operating and capital budgets.
- Review financial statements and all contracts over \$10,000.

Enforce the HOA Covenants and Restrictions

ACC

- Work with HOA Management and the Association membership to protect the integrity of all covenants and restrictions through proactive monitoring.
- Review and determine courses of action for all covenant and restriction enforcement requests. Establish a procedure within the ACC for proactive review of all properties in violation of covenants and restrictions with the oversight of the Board.
- Maintain the integrity of all common HOA land areas.

Participate in the Greater San Antonio Community

Board of Directors (BOD)

- Assure that The Dominion HOA has involvement and/or representation in all of the following activities (This list is not all inclusive as additional activities will be initiated over time):
 - TxDot
 - Chamber of Commerce
 - Camp Bullis Joint Use Committee
 - Northside Development Committee
 - City of San Antonio Planning and Zoning Committee
 - San Antonio Fire Department (SAFD)
 - San Antonio Police Department (SAPD)
 - Bexar County Sheriff Department
 - City of San Antonio Council

Manage the interconnected relationship with The Dominion Country Club

BOD

- Continue to pursue joint programs with the Dominion Country Club for common benefit of the Association and Country Club membership such as the July 4th picnic/fireworks, Thanksgiving bonfire, etc.
- Collaboratively work with the management and ownership of the Dominion Country Club on common issues of security, common grounds, PUD development, association communications, economic development of surrounding area, etc. Attend each other's respective Board meetings for increased dialogue and awareness of issues.

Maintain Effective and Efficient HOA Operations

HOA Management

- Review training curriculum and certifications for each staff member and identify training courses as needed.
- Conduct a salary survey for all HOA Staff positions to determine market ranges.
- Perform annual review of performance with all staff members. Establish goals and objectives.

BOD

- Review HOA Bylaws and Committee Charters for necessary changes.