



# Three Rivers Landowners Association

**2021 Long-Range Workplan**

## Introduction

The Three Rivers Landowners Association Board of Directors met in a workshop session on September 19, 2021, to discuss issues and concerns facing the Association. In addition, they identified initiatives that would improve current circumstances and benefit Three Rivers property owners. The results of that discussion are included in this document.

## Current Conditions and Future Needs

The Board of Directors agreed on the following assessment of current conditions and future needs.

1. The five most important things the Association does to benefit property owners.
  - a. Financial management and accountability
  - b. Communications with landowners
  - c. Safety and security
  - d. Infrastructure maintenance and improvement (common area and roads)
  - e. Future planning
2. Of the five, those the Association is currently doing well.
  - a. Financial management and accountability
  - b. Communications with landowners
  - c. Infrastructure maintenance and improvement (common area and roads)
3. Of the five, those the Association is not currently doing well.
  - a. Security, especially at the gate
  - b. Need to increase the number of communications pathways to property owners and opportunities for two-way communications, including with other neighborhoods on the plateau.
  - c. Need to increase communications with County Commission and Planning Commission
4. The four most important issues facing the Association now.
  - a. CR 577/DeMonte
  - b. Community growth and its impact on Association infrastructure and roads
  - c. Succession planning for new Board members
  - d. Fire and emergency services
5. The most important issues facing the Association in the future.
  - a. Funding for maintenance and improvement of common area (Reserve Study) and general Association business and operations
  - b. Marina acquisition
  - c. Growth and its impact on Association infrastructure and roads
  - d. Use of property by non-owners – adherence to Association rules
  - e. Resolving concerns over the multiple ownership of properties
  - f. Fire and emergency services – Improve communications with LCF&R, understand the district’s capabilities, improve the working relationship between the District and Association.
  - g. Improve Association operations by reorganizing how the Association is managed
  - h. Planning to manage future community growth
  - i. Development activities outside the boundaries of Three Rivers on the plateau

## Initiatives

The Board of Directors developed the following initiatives to resolve identified issues and improve conditions for Association members.

### Initiative One – Alleged County Road-577

**Issue:** We continue to deal with the attempted intrusion into Three Rivers by the DeMonte Family Trust via an alleged County Road 577 (CR-577). The Association has spent a great deal of money preventing this intrusion thus far. It appears things are in motion to resolve the problem, but continued diligence is needed.

**Initiative:** Continue aggressive actions to ensure the alleged CR-577 does not become a public accessway into Three Rivers.

**Lead:** President

**Actions:**

- Monitor the DeMonte Family Trust legal action against the Land Use Conservation and Development Commission.
- Continue encouraging Jefferson County to proceed with the vacation of alleged CR-577.
- Continue communications with the Oregon Court of Appeals. If needed, prepare and file the appeal documents.
- Continue to encourage the DeMonte Family Trust and the potential purchaser of the DeMonte property to reach a purchase agreement

### Initiative Two – Community Growth and its Impact on Infrastructure and Common Area

**Issue:** The Three Rivers community is growing both internally and to a degree externally. Past actions have brought Vista Lane into the Association boundaries and identified that Fly Creek had always been in the boundaries. Dormant properties within Three Rivers are being developed and utilized, increasing pressure on roads, beaches, and other common area.

**Initiative:** Consider changes to Association rules, bylaws, CC&Rs, and Jefferson County zoning regulations to manage the pace and scale of future community growth.

**Lead:** Board of Directors, Governing Documents Committee

**Actions:**

- Review all requested annexations into Three Rivers for its impact on roads and common area infrastructure. Identify increased traffic, common area utilization and other concerns based on potential new population.
- Consider proposing a Jefferson County Zoning Ordinance change to the TRRA zone that would limit the number of structures on an individual property.
- Consider implementing a new construction system development charge to cover the impact of construction vehicles on Association roads. Present to Association membership for consideration.
- Consider limiting the number of owners of property and present CC&R amendment to property owners if appropriate.

### Initiative Three: Improve Security

**Issue:** Safety and security within the Three Rivers community is a primary concern. Preventing access into Three Rivers by those who don't belong is critically important. An increasing number of thefts have been occurring. The gate continues to be a weak point in the overall security system because of inappropriate use of gate codes and tailgating.

**Initiative:** Make improvements to gate monitoring and access systems to ensure only those who have permission to enter Three Rivers are allowed into the community. Retain qualified and capable security services on busy weekends.

**Lead:** President and Vice President

**Actions:**

- Add camera(s) at the gate so that the rear license plate can be captured on video as vehicles enter the community
- Consider returning to a staffed gate entry system.
- Explore changes to the gate location or design to prevent tailgating and improve visibility.
- Explore security service options to provide an increased security presence on busy weekends.

### Initiative Four: Board Succession

**Issue:** Ensuring an engaged and forward-thinking Board of Directors is important to the Association's future success. Little has been done in the past to identify quality Board members and prepare them for the responsibilities they will accept once elected.

**Initiative:** Improve succession planning for Board positions by proactively recruiting and preparing potential Board candidates.

**Lead:** Board of Directors

**Actions:**

- Advertise opportunities to be a part of the Board of Directors
- Identify potential Board candidates and encourage them to consider the position.
- Provide potential candidates with Board position descriptions and share details about the commitment that comes with a Board position.
- Provide potential candidates with opportunities to become involved with Association activities in advance of Board election such as serving on a Board appointed committee.

### Initiative Five: Marina Acquisition

**Issue:** Acquiring the Marina has been a long-term Association goal. Eventually ownership by the Association has advantages to both security and recreation. Continued diligence to ensure the Association can consider purchasing the Marina is important.

**Initiative: Continue efforts to acquire the Marina**

**Lead:** Board of Directors

**Actions:**

- Update the revenue/expense assessment for Marina operations.
- Clearly identify the consequences of not acquiring the Marina.
- Review the current Marina assessment to ensure its adequate.
- Work with the current owner to determine if and when he might consider selling the Marina.

### Initiative Six: Common Area Maintenance and Improvement Funding

**Issue:** The assets of the Association, including roads, beach, gun range, Event Center, Rec Hall, and office, require continued maintenance and repair. Doing so well requires sufficient funding. Though a road assessment has been approved by members, funding for other common area maintenance and improvement continues to come from annual dues. The amount of the dues has not changed in decades though maintenance costs and the cost of living have increased.

**Initiative: Develop a sufficient and reliable funding stream to ensure quality maintenance and improvement of Association common area and other assets.**

**Lead:** Board of Directors

**Actions:**

- Review and update the Reserve Study (Capital Improvement Plan) so that ongoing costs for maintenance of Association assets is clearly identified.
- Review the current dues and assessment system. Identify if current dues are sufficient to maintain Association assets as identified in the Reserve Study.
- Identify if and how much of a dues increase is needed and present to Association membership for consideration.
- Explore the option to allow property owners to pay dues monthly or quarterly instead of annually.
- Explore options for the provision of essential utility services to improve delivery of services or in the event the current service is discontinued.

### Initiative Seven: Multiple Ownership of Properties

**Issue:** Three Rivers is one of very few planned communities that does not have limits on the number of people or entities that can own an individual property. Currently, hundreds of people could be on the deed of an individual property. Unregulated, multiple ownerships can place unreasonable demands on common area and increase maintenance costs. Determining a limit on the number of owners should be considered.

**Initiative:** Review and determine if restrictions on the number of owners of a property should be implemented and identify the method to do so.

**Lead:** Board of Directors and Governing Documents Committee

**Actions:**

- Review previously received legal opinions on multiple ownership and the options that were offered.
- Identify what multiple ownership limits are reasonable and what is required to implement the limits.
- Present the proposal to the Association membership for consideration.

### Initiative Eight: Fire and Emergency Services

**Issue:** The availability of a well-staffed and capable fire and emergency service system is a critical need for our community. Medical emergencies occur regularly. Fires, particularly wildfire, is a distinct threat to our community as has been experienced in the past. Though the Association is not directly responsible for this service, its quality and availability are of critical concern. The Association can and has undertaken actions to support the delivery of these important services.

**Initiative:** Support the delivery of quality fire and emergency services through active engagement with providers and by undertaking initiatives to improve the community's resistance to fires and other emergency events.

**Lead:** Rich Brandvold, Jeff Thompson, and Penny Lippold

**Actions:**

- Identify the current level of capability of Lake Chinook Fire and Rescue and Jefferson County Emergency Medical Services and report that information to Association membership.
- Offer support to these agencies to assist them with providing good service to Three Rivers.
- Continue aggressive wildland fuels mitigation activities:
  - Work closely with Lake Chinook Fire and Rescue, Oregon Dept. of Forestry, and U.S. Forest service to identify important fuels mitigation projects within and around Three Rivers.
  - Recruit volunteers who will participate in fuels mitigation efforts.
  - Identify and secure grants to support mitigation efforts.
  - Secure a cache of equipment to be used during mitigation efforts.
  - Record activities for submission to FireWise to maintain our FireWise status.

### **Initiative Nine: Association Management**

**Issue:** The workload on Association Board members has grown considerably over time. This workload well exceeds what should be expected from a volunteer. Identifying options to reduce Board member workload is necessary.

**Initiative: Explore and implement actions that will both improve management of Association business activities and reduce to reasonable levels the workload on Board members.**

**Lead:** Ed Bietschek, Randy Panek, Jeff Thompson, Karen McBride

**Actions:**

- Explore and, as appropriate, expand the business activity support provided by Fieldstone.
- Review and detail the option to hire a “business manager” to manage the Association’s business activities.
  - Review similar positions employed by other community associations
  - Develop a position description to clearly detail the position’s duties, responsibilities, and reporting relationships.
  - Establish a salary and benefits package that will attract quality candidates
  - Identify and secure funding necessary for the position
  - When funding is secured, recruit and hire a person for the position.