

ALAMAR™

ALAMAR COMMUNITY ASSOCIATION



Community Vision

Alamar will continue to grow as a premier master-planned community distinguished by strong governance, resident-driven engagement, collaborative civic partnerships, and a unique community identity—ensuring long-term sustainability, high quality of life, and lasting community pride.



ALAMAR COMMUNITY ASSOCIATION

2026 STRATEGIC PLAN

Community Delivery Model

The Alamar Community Association delivers community experience and operational excellence through a collaborative leadership structure supported by the dedicated Community Life staff and the Board of Directors.

Strategic direction, leadership governance, budget authority, and board documentation are led by the Board of Directors and the Executive Director.

The Operations Manager leads operational execution and cross-functional implementation. Functional leadership is supported through specialized roles, including Engagement & Communications, Asset & Facilities Management, and Operations Coordination.

Community Ambassadors are Alamar staff and serve as the primary resident-facing service delivery team supporting daily operations, resident engagement, hospitality standards, program execution, and real-time community feedback.

Goal Areas:

- ✓ Establish a connection with every Alamar resident.
- ✓ Deliver an exceptional community governance experience utilizing market-leading best practices.
- ✓ Ensure operational excellence throughout the community and expert care of physical assets.
- ✓ Provide distinctive lifestyle experiences that support and reflect the Alamar brand promise.
- ✓ Cultivate meaningful relationships with local partners and community stakeholders.
- ✓ Develop and implement a comprehensive plan aimed at informing, engaging, and empowering residents.



Objectives:

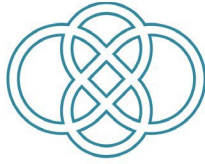
The following objectives represent the key strategic priorities identified for the upcoming year. These initiatives are intended to guide focused progress and measurable impact and are not inclusive of all operational performance expectations.

Daily operational excellence in community management, resident engagement, financial stewardship, and partnership development will remain a foundational expectation of the Community Life team in addition to the objectives outlined in this plan.

This one-year strategic plan is designed to provide clarity, accountability, and measurable outcomes. Action plans will be developed and implemented by the Community Life team to support each objective.

Progress will be tracked through quarterly reporting to the Board of Directors, including performance metrics, milestones achieved, and any recommended adjustments to ensure responsiveness to evolving community needs and environmental factors.

At the conclusion of the year, the Board will evaluate overall performance, outcomes, and strategic priorities to inform the next planning cycle and ensure continued alignment with Alamar's long-term vision as a premier master-planned community.



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1. Community Assets & Environment

Supports Strategic Goal: Operational Excellence & Asset Stewardship

A. Community Asset Stewardship & Park Sustainability

Develop and maintain a comprehensive approach to ensure Alamar neighborhood parks and community assets remain safe, well-maintained, and aligned with long-term community design vision while supporting resident enjoyment and community pride.

Accountable: BJ Newberg, Asset & Facilities Manager

Support: Melissa Villalobos, Operations Manager; Community Ambassador Staff

Strategic Authority: Shay Thomas, Executive Director

2026 Goal

Implement a neighborhood park and community asset audit program evaluating landscape, infrastructure, and amenity conditions and identifying life cycle maintenance and enhancement opportunities.

Strategies

- Maintain inventory of neighborhood parks and community assets
- Implement standardized inspection and audit tools
- Evaluate lifecycle replacement planning needs
- Partner with vendors to support sustainability and long-term asset planning

B. Landscape Education & Community Standards Alignment

Provide education helping residents understand Alamar's landscape vision, maintenance approach, and sustainability practices while reinforcing community standards.

Accountable: Navy Aska, Engagement & Communications Manager

Support: Melissa Villalobos, Operations Manager; Community Ambassador Staff

Strategic Authority: Shay Thomas, Executive Director

2026 Goal

Expand resident landscape education through targeted seasonal communications and educational resources supporting maintenance expectations and water conservation.



Strategies

- Develop resident landscape education materials
- Provide seasonal plant and maintenance education
- Reinforce expectations through community communications

2. Governance & Community Standards

Supports Strategic Goal: Governance Excellence

A. Transparent & Collaborative Community Governance

Promote transparent collaboration, trust, and consistent communication between residents, the Board of Directors, and community management.

Accountable: Shay Thomas, Executive Director

Support: Melissa Villalobos, Operations Manager

2026 Goal

Strengthen governance transparency through consistent board recap communications and expanded resident governance education.

Strategies

- Provide consistent Board recap communications
- Expand resident governance education opportunities
- Develop resident governance education resources

B. Hospitality-Centered Resident Experience

Deliver a hospitality-focused service approach, ensuring consistent, welcoming, and solution-focused resident interactions.

Accountable: Melissa Villalobos, Operations Manager

Support: Navy Aska; Community Ambassador Staff

Strategic Authority: Shay Thomas, Executive Director

2026 Goal

Implement structured hospitality training supporting consistent service delivery across resident-facing roles.



Strategies

- Develop hospitality training aligned to Alamar service standards
- Deliver training sessions for staff and ambassadors
- Reinforce service standards through coaching and recognition

C. Education-Based Compliance Experience

Promote compliance through education, positive reinforcement, and consistent application of standards.

Accountable: Risa Ellison, Operations Coordinator

Support: Melissa Villalobos, Community Ambassador Staff

Strategic Authority: Shay Thomas, Executive Director

2026 Goal

Improve compliance understanding and voluntary correction rates through expanded education and proactive communication.

Strategies

- Expand compliance education communications
- Implement positive compliance recognition
- Track compliance trends

3. Resident Engagement & Empowerment

Supports Strategic Goal: Resident Engagement & Empowerment

A. Resident Leadership & Community Program Development

Support sustainable resident-led programming and leadership pathways that strengthen long-term community connections.

Accountable: Navy Aska

Support: Melissa Villalobos; Community Ambassador Staff

Strategic Authority: Shay Thomas

2026 Goal

Expand resident-led programming and strengthen leadership development pathways



Strategies

- Provide leadership mentorship opportunities
- Facilitate collaboration between resident leaders and clubs
- Promote participation through communications

B. Signature Events & Community Experiences

Deliver distinctive engagement experiences aligned with the Alamar brand promise and community identity.

Accountable: Navy Aska

Support: Melissa Villalobos; Community Ambassador Staff

2026 Goal

Enhance programming using resident feedback and participation trends.

Strategies

- Utilize post-event feedback to guide programming
- Expand multi-generational programming
- Track participation and satisfaction trends

C. Education, Wellness & Enrichment Programming

Expand education-based engagement opportunities supporting resident growth and connection.

Accountable: Navy Aska

Support: Melissa Villalobos; Community Ambassador Staff

2026 Goal

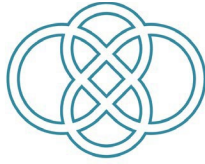
Implement quarterly enrichment and life-skill programming.

Strategies

- Partner with community organizations and subject experts
- Expand wellness and lifestyle education opportunities
- Track participation and engagement trends

4. Brand Experience & Community Identity

Supports Strategic Goal: Brand Experience & Community Identity



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A. Resident Welcome & Integration Experience

Ensure residents feel welcomed, connected, and informed throughout residency.

Accountable: Navy Aska

Support: Melissa Villalobos; Community Ambassador Staff

2026 Goal

Expand Warm Welcome and new resident integration programming.

Strategies

- Maintain new resident outreach within the first 30 days
- Expand new resident connection opportunities
- Track new resident engagement participation

B. Community Storytelling & Resident Recognition

Strengthen Alamar identity through resident recognition and storytelling.

Accountable: Navy Aska

Support: Melissa Villalobos

2026 Goal

Expand resident recognition and storytelling across communication channels. When residents feel connected to their neighbors, amenities, and experiences, they naturally become advocates for where they live.

Strategies

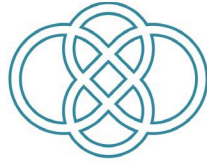
- Highlight resident contributions
- Expand storytelling across digital platforms
- Promote resident leadership and volunteerism

5. Strategic Partnerships & Community Integration

Supports Strategic Goal: Strategic Partnerships & Community Integration

A. Civic & Public Safety Partnerships

Strengthen partnerships supporting resident safety awareness and civic engagement.



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Accountable: Shay Thomas
Support: Melissa Villalobos

2026 Goal

Increase resident participation in safety education and civic engagement opportunities.

Strategies

- Partner with civic organizations for resident education
- Support community safety programming
- Promote civic involvement opportunities

B. Business & Community Resource Partnerships

Strengthen local business and community partnerships supporting programming and resources.

Accountable: Navy Aska
Support: Melissa Villalobos

2026 Goal

Expand business sponsorship and partnership participation supporting community programming.

Strategies

- Develop an annual sponsorship structure
- Expand business engagement opportunities
- Track partner participation and contribution trends