Executive Summary

General Manager
Survey Responses

Presented February 8, 2013
Prepared by

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Dear Property Owners, Property Owners’ Association Employees and Guests,

Enclosed are the results of the recently completed Property Owners’ Association survey regarding the leadership attributes, experience and priorities of a new Hot Springs Village General Manager as well as a consolidated theme analysis of the write in commentary.

A total of 716 survey responses were received from property owners along with 33 survey responses from POA employees. In addition, there were more than 400 write-in comments submitted to the search committee and consolidated into a brief theme analysis.

The GM Search Committee, Board of Directors and GSI, the executive search firm hired to recruit a General Manager, will incorporate these findings into the selection and evaluation of potential candidates.

Thank you for your participation.
In terms of leadership attributes, which of the following are the most important for a new General Manager. Rank 1 as the most important, and 7 as the least important:

1. Leadership
2. Managerial proficiency
3. Interpersonal/people skills
4. Revenue producer
5. Independent thinking
6. Recruiting talent
7. Community promotion

Leadership, managerial proficiency and interpersonal/people skills are the highest ranked leadership attributes.
In terms of experience, which of the following are most important for a new General Manager? Rank 1 as the most important and 7 as the least important:

- Financial management
- Large scale planned community
- Public safety (police and fire)
- Media/public relations
- Engineering/public works
- Marketing
- Information technology (computers/software)

Property owners ranked the most important experience as follows:

1. Financial management
2. Large scale planned community
3. Public safety (police and fire)
4. Media/public relations
5. Engineering/public works
6. Marketing
7. Information/technology

Financial management, large scale planned community and public safety are the highest ranked factors in experience.
Which are the most important priorities for the new General Manager? Rank 1 as the most important and 8 as the least important:

Property owners ranked the most important priorities as follows:

1. Maintain existing facilities at the highest level
2. Attract new residents
3. Find new sources of revenue
4. Draw new businesses to the Village and the East and West gate areas
5. Develop new amenities for the Village
6. Improve health care services in the Village
7. Conduct a market study to determine what new retirees are looking for
8. Attract a well-known hotel or resort to the Village

Maintaining existing facilities at the highest level, attracting new residents and finding new sources of revenue are the highest ranked priorities.
In terms of EXPERIENCE:

- Proven executive leadership of a community that has similar infrastructure and amenities.
- Proven financial expertise and maintaining community facilities efficiently and within budget.
- Known capabilities as a strong communicator with the community, board of directors and employees.
- Proven ability to hire and oversee the development of a qualified and competent workforce. In addition, the ability to use continuous improvement as a part of overall management practice.
- Known ability to facilitate long-range planning.

In terms of LEADERSHIP ATTRIBUTES:

- Excellent communication skills open to the ideas of others. Approachable effective listener.
- Honesty and Integrity - One who leads by example and has good, moral principles.
- A visionary, long range independent thinker, open to new ideas, innovative and flexible.
- Able to develop a strong staff in order for the General Manager to focus on bigger picture.
- Community pride - effective in building relationships with local, state and federal entities to aid in HSV growth.

Source - 400+ Survey Write-In Comments
Shared Values

In 2010, the Board of Directors adopted a set of Shared Values. These Values guide our behavior. Much of the commentary on the property owner input mapped directly to these shared values. Property owner comments are listed below.

Honesty and integrity:
*We align our values, words and actions. We are honorable, trustworthy and sincere.*

“Be truthful, high personal integrity”
“A fair and practical manager”
“Strong moral character, good morals”
“Trustworthy, high ethical standards”
“Respond honestly to needs of property owners”

Excellence:
*We deliver the best services possible and are committed to quality outcomes.*

“Look for new ideas that make sense”
“Independent, long-term thinker”
“Technologically savvy - up to date in new world”
“Scientific problem solver”

Responsiveness:
*We exist to serve the community. We are committed to finding solutions in a timely manner. We listen, are empathetic, and take action when appropriate.*

“General Manager needs to know he/she works for property owners”
“Respond to property owners promptly”
“Sensitive to the needs of property owners”

Open Communication:
*We seek a shared understanding with our community. We are engaged and our interactions are meaningful. We believe in participatory governance and transparent processes.*

“Willing to listen to residents”
“Better listener than others”
“Adept at communication with residents”

Accountability:
*We are responsible for our decisions and actions. We are accountable to our community and each other.*

“Ability to hold people accountable”
“Set goals and agendas and hold people to them”
“Get things done through leadership”
General Manager Candidate Survey
POA Employee Results

In terms of leadership attributes, which of the following are the most important for a new General Manager. Rank 1 as the most important, and 7 as the least important:

Interpersonal/people skills, leadership and managerial proficiency are the highest ranked leadership attributes.
In terms of experience, which of the following are most important for a new General Manager? Rank 1 as the most important and 7 as the least important:

Financial management
Large scale planned community
Public safety (police and fire)
Media/public relations
Engineering/public works
Marketing
Information technology (computers/software)

POA employees ranked the most important experience as follows:

1. Financial management
2. Large scale planned community
3. Public safety (police and fire)
4. Media/public relations
5. Engineering/public works
6. Marketing
7. Information/technology

Financial management, large scale planned community and public safety are the highest ranked factors in experience.
Which are the most important priorities for the new General Manager? Rank 1 as the most important and 8 as the least important:

1. Maintain existing facilities at the highest level
2. Attract new residents
3. Find new sources of revenue
4. Draw new businesses to the Village and the East and West gate areas
5. Develop new amenities for the Village
6. Improve health care services in the Village
7. Conduct a market study to determine what new retirees are looking for
8. Attract a well-known hotel or resort to the Village

POA employees ranked the most important priorities as follows:

1. Maintain existing facilities at the highest level
2. Attract new residents
3. Find new sources of revenue
4. Draw new businesses to the Village and the East and West gate areas
5. Develop new amenities for the Village
6. Improve health care services in the Village
7. Conduct a market study to determine what new retirees are looking for
8. Attract a well-known hotel or resort to the Village

Maintaining existing facilities at the highest level, attracting new residents and finding new sources of revenue are the highest ranked priorities.
General Manager Candidate Survey
POA Employee Results

Consolidated Summary of Write in Commentary - Principal Themes

- Works well with employees and residents.
- Has an understanding of how each department works, not just the management.
- Improve and support employee engagement
- Informed employees support a more efficient operation and are able to provide better customer service.
- A motivated workforce will produce more. Let us know you value us and that we matter.