



Property Owners' Association



Executive Summary

General Manager Survey Responses

Presented February 8, 2013



General Manager Survey

Prepared by

Board of Directors

Tom Bryant

John Cooney

Gerald Kosoglow

Bobbie Bateman

Frank Leeming

Keith Keck

Jim Owens

General Manager Search Committee

Tom Bryant

John Cooney

Larry Collins

Jerry Thompson

Steve Clutter

Lisa Watson



General Manager Candidate Survey Property

Owner Results

Property Owners' Association Staff

Linda Mayhood

Hot Springs Village Property Owners' Association

February 8, 2013

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.

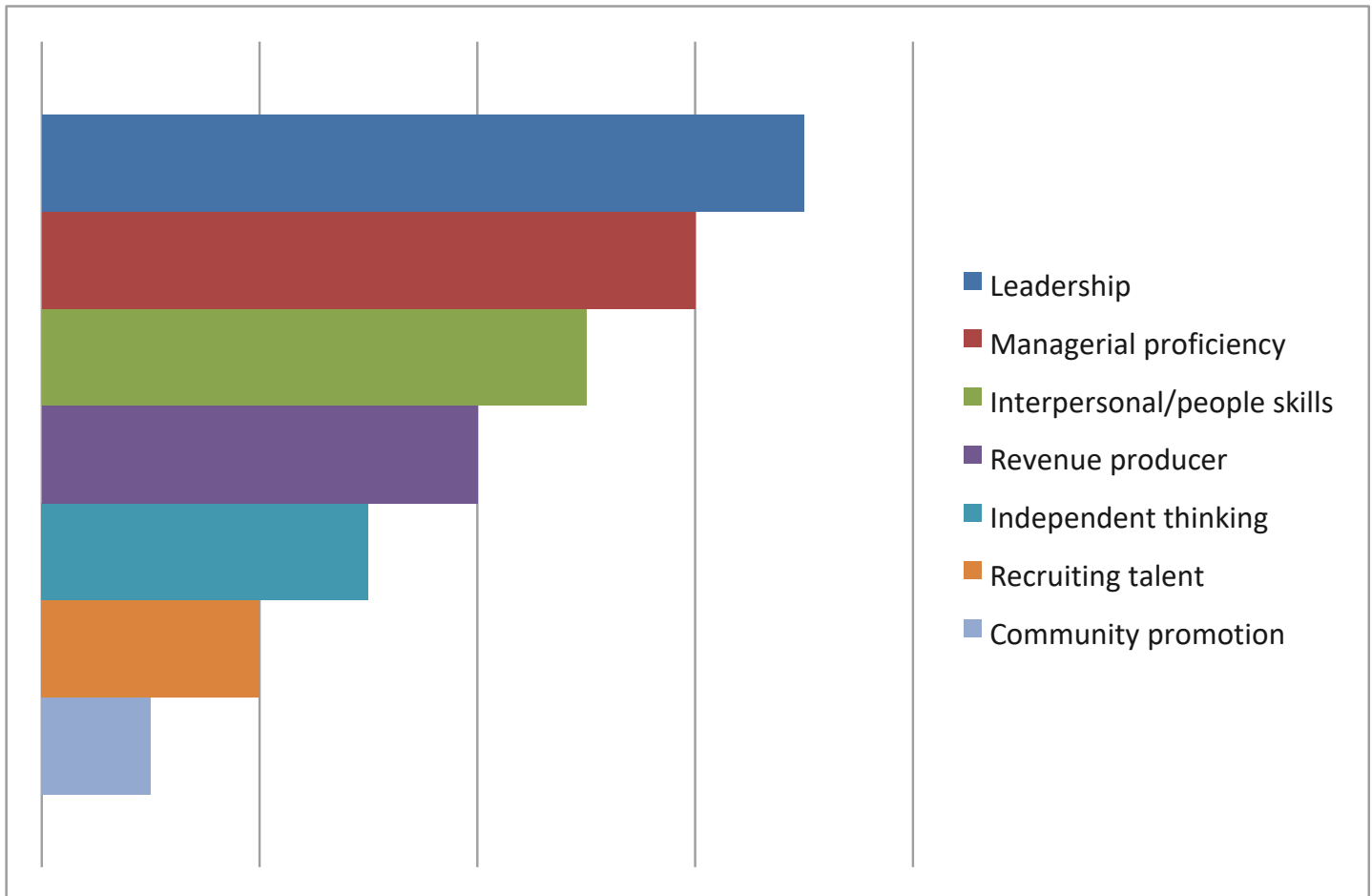
The GM Search Committee, Board of Directors and GSI, the executive search firm hired to recruit a General Manager, will incorporate these findings into the selection and evaluation of potential candidates.

Thank you for your participation.



General Manager Candidate Survey Property Owner 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:



Graphical representation of the most important leadership attributes as ranked by property owners

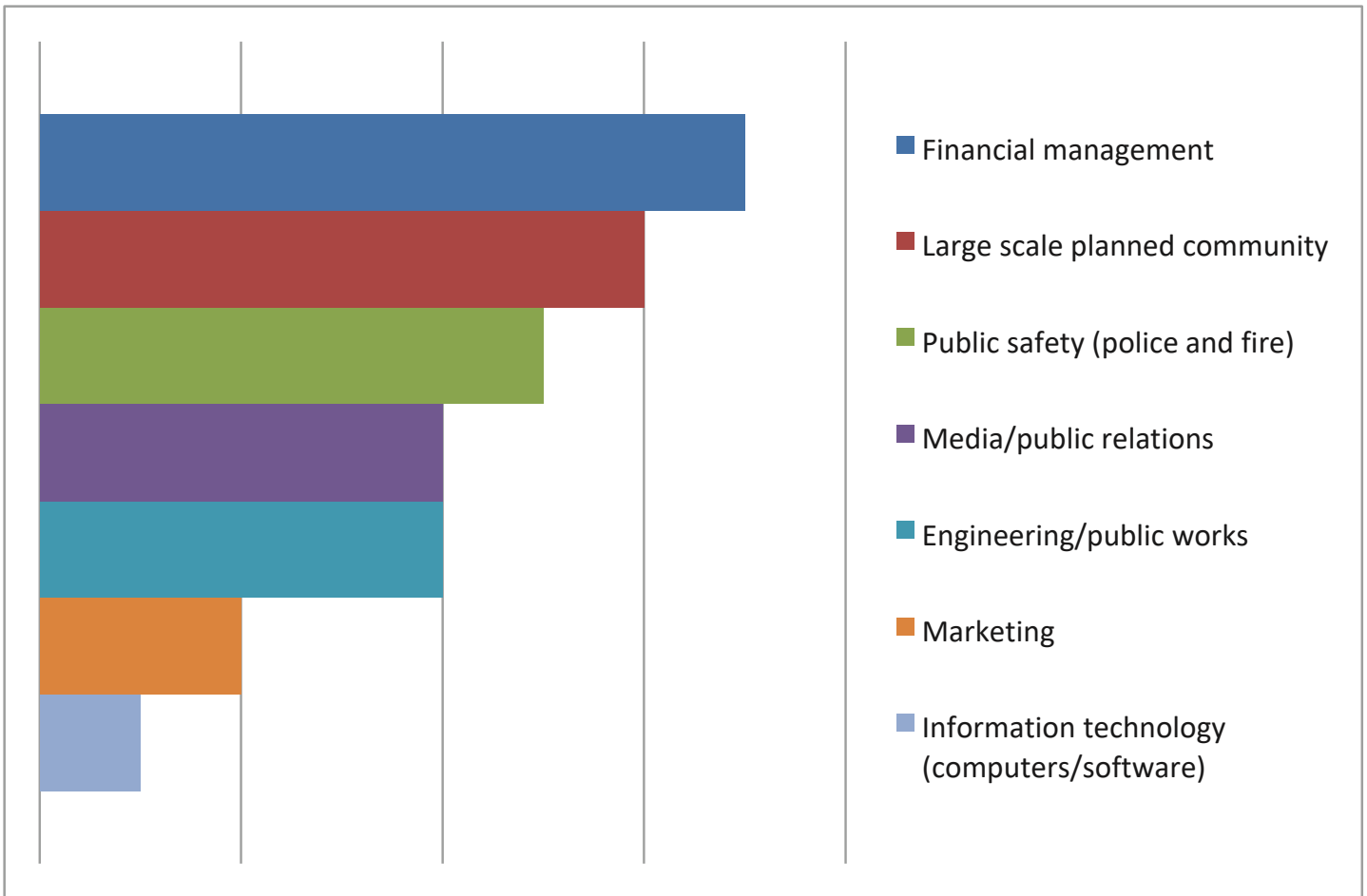
Property owners ranked the most important leadership attributes as follows:

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.

General Manager Candidate Survey Property Owner Results

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:



Graphical representation of the most important experience as ranked by property owners

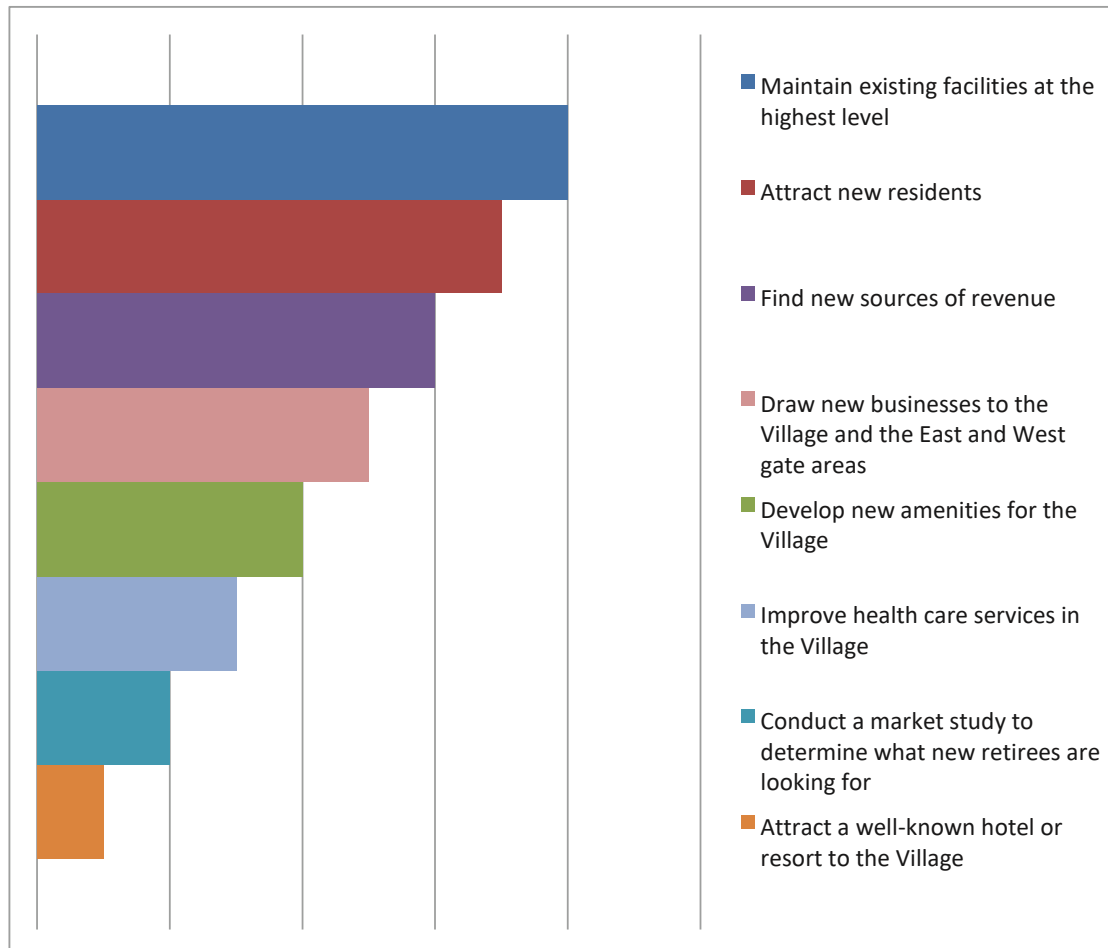
Property owners ranked the most important experience as follows:

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

General Manager Candidate Survey Property Owner Results

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:



Graphical

representation of the most important priorities as ranked by property owners

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

General Manager Candidate Survey Property Owner Results

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

Consolidated Summary of Write in Commentary - Principal Themes

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.

**General Manager Candidate Survey Property
Owner Results**

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.

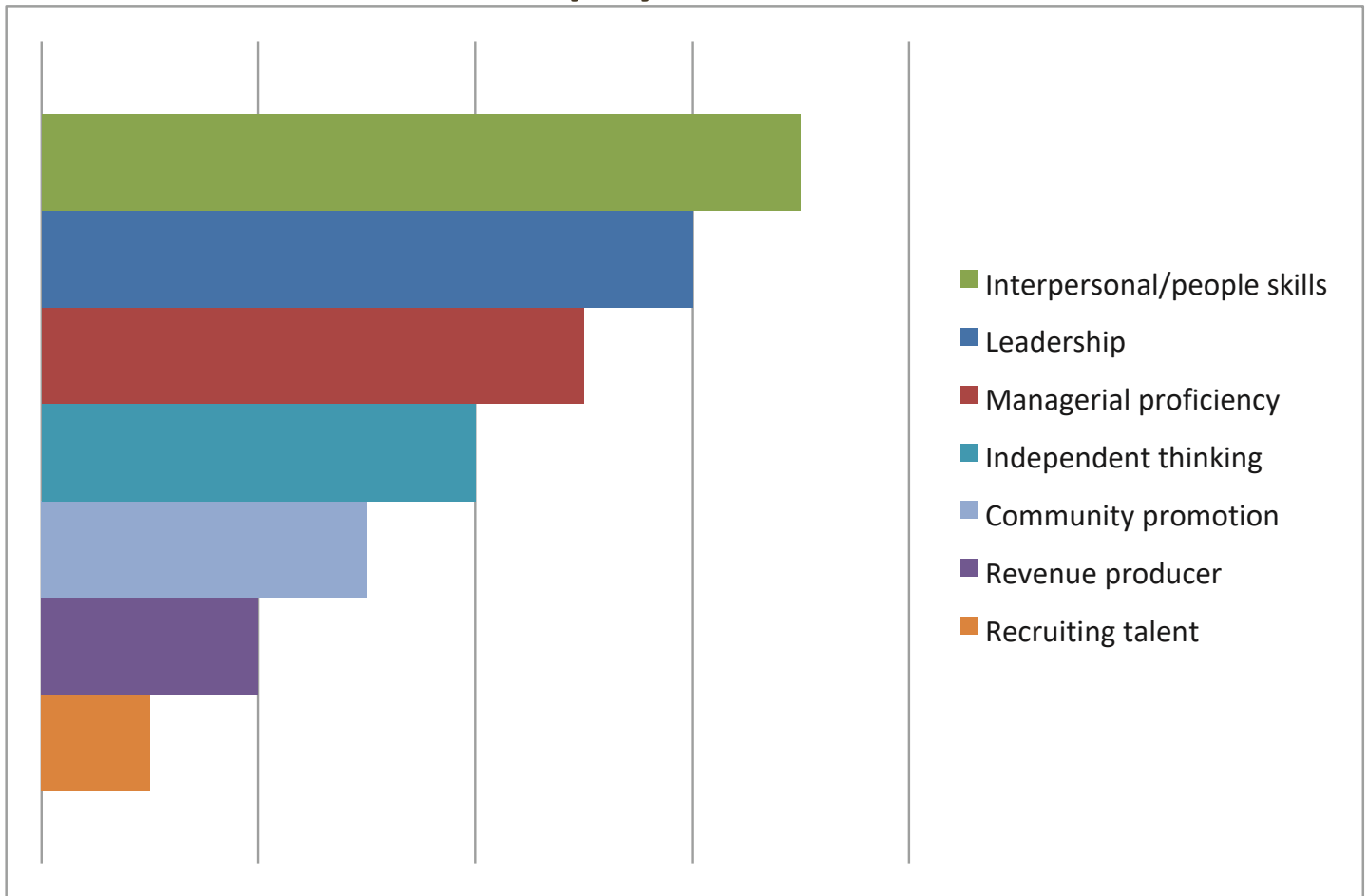
“Ability to hold people accountable”

“Set goals and agendas and hold people to them”

“Get things done through leadership”

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:

General Manager Candidate Survey POA Employee Results



Graphical representation of the most important leadership attributes as ranked by POA employees

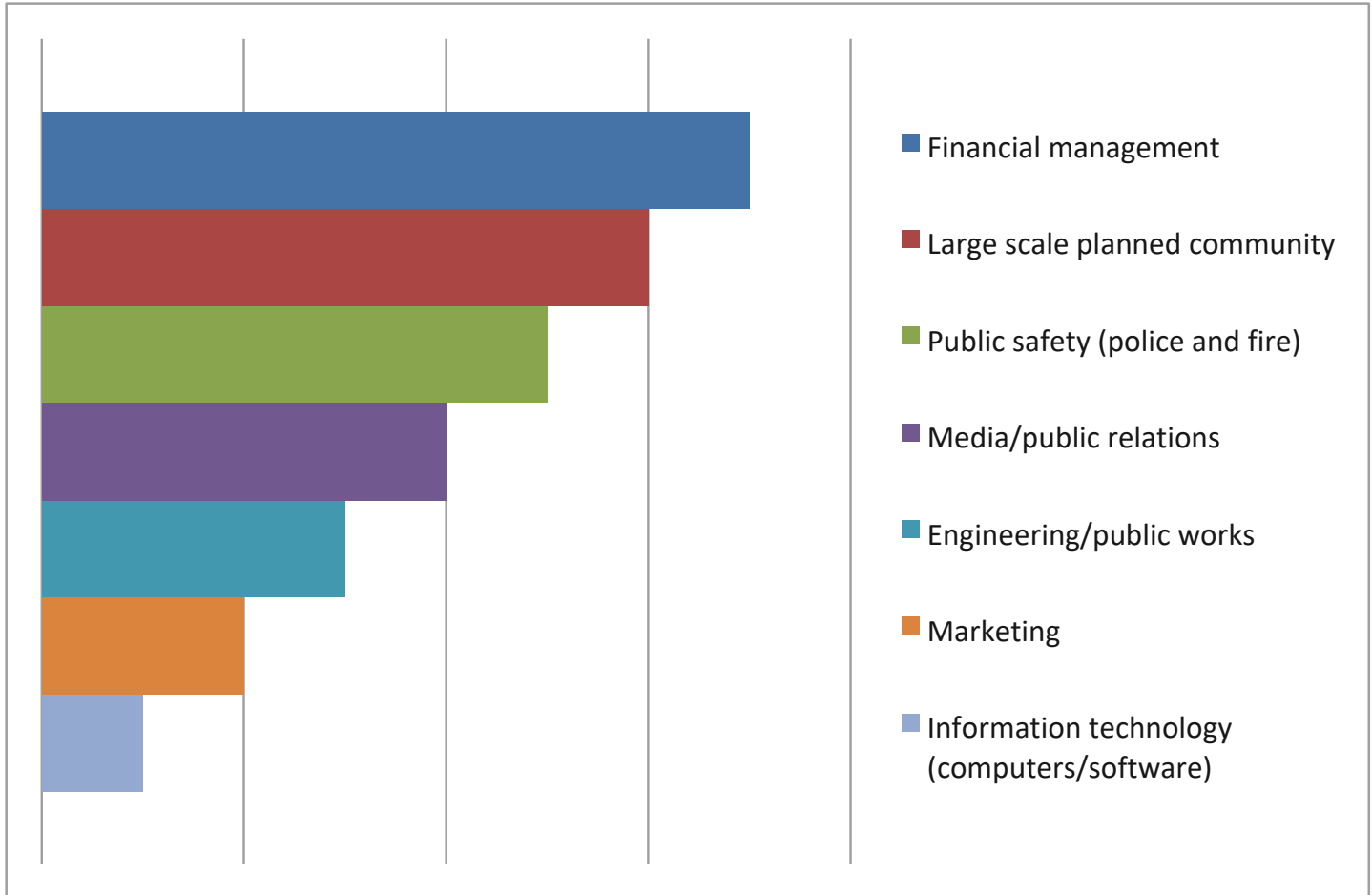
POA employees ranked the most important leadership attributes as follows:

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

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:

General Manager Candidate Survey POA Employee Results



Graphical representation of the most important experience as ranked by POA employees

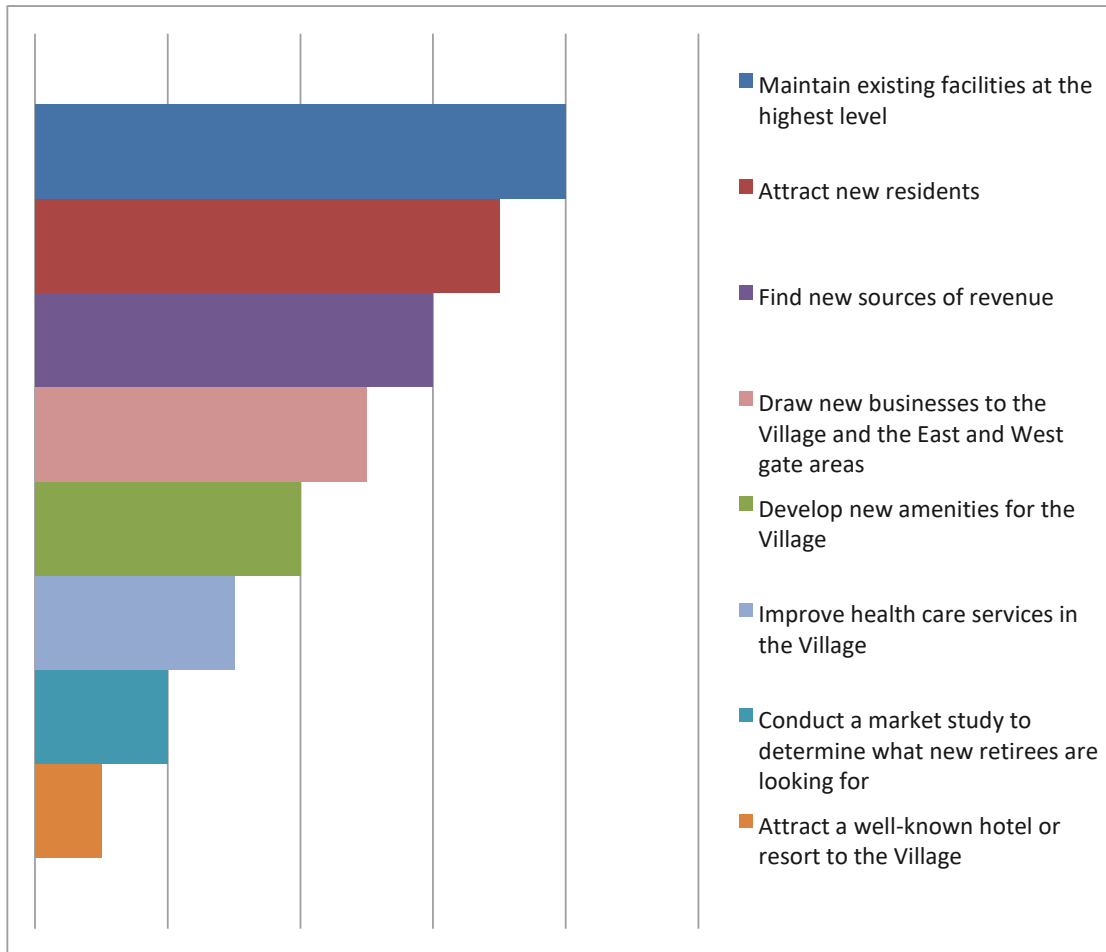
POA employees ranked the most important experience as follows:

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.

General Manager Candidate Survey POA Employee Results

Which are the most important priorities for the new General Manager? Rank 1 as the most important and 8 as the least important:



Graphical

representation of the most important priorities as ranked by POA employees

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.

Consolidated Summary of Write in Commentary - Principal Themes

General Manager Candidate Survey POA Employee Results

- 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.



Hot Springs Village

A stylized, black silhouette graphic of a hot spring geyser or fountain. It features a central vertical column with a large, rounded, bulbous shape at the top, from which several curved, flowing lines emerge, resembling steam or water jets. The overall shape is reminiscent of a classic hot spring vent.

*Published by the Hot Springs Village Property Owners' Association Feb. 8, 2013
Photos by Renee Steinpreis and Jerry Dawson*