



Hilton Head Plantation Property Owners' Association

Summary of the Strategic Plan

2010-2014

January 27, 2009

Hilton Head Plantation Property Owners' Association

Summary of the Strategic Plan Outline

2010-2014

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Hilton Head Plantation

Summary of the Strategic Plan for 2010-2014

BOARD APPROVED

TO: Hilton Head Plantation Property Owners
FROM: James Collett, HHPPOA President
DATE: January 27, 2009
RE: Summary of the Strategic Plan for 2010-2014

We are pleased to present the Hilton Head Plantation Summary of the Strategic Plan for 2010-2014. A great deal of time and effort has gone into the development of this Plan, and I would like to thank the Strategic Planning Committee, the Standing Committees, POA Staff, and your Board of Directors for their input in developing this updated Plan. I would particularly like to thank Vice President Dick Sell who led this effort.

Your Board of Directors uses this document as its principal tool in determining the overall strategic direction for the development and maintenance of your Plantation. This Plan enables us to anticipate as closely as possible future expenditures for infrastructure and capital items and assists us in strategic financial planning.

The Strategic Plan is a "living" document. Several times during the year, your Board measures its progress against this Plan and, at the conclusion of each year, each Committee reviews its portion of the Plan to assure that what we are doing is consistent with current conditions of your Plantation. During this in-depth year-end review, the Committees recommend and the Board approves strategies and expenditures for the next five-year period.

Copies of the complete Plan are available at the POA Service Center. Your comments and suggestions are welcomed, and a form for this purpose is provided with the Summary.

Planning – A Historical Perspective

In 1986-87, the Hilton Head Plantation Property Owners' Association began the transition of assuming full responsibility from the Melrose Company for the operational management of the Plantation. Responsibility for Maintenance was assumed in 1987, Security in 1988, and the Architectural Review process in 1994.

One of the early steps taken by the POA Board in financial planning was to establish the Weather Casualty Fund in 1988-89. This Fund was initially financed via a special assessment of \$100 in 1988 and a 25.3% increase in the regular annual assessment in 1989.

In the fall of 1992, upon the recommendation of the General Manager, the POA Board established a Major Repair and Replacement Fund and financed it initially on December 31, 1992 with \$100,000 cash from the 1992 operational budget.

At that time, the General Manager and Staff members studied the Plantation's physical assets and established the current costs, estimated life, and projected cost of repair or replacement. This Asset Study is updated annually and serves as a guide for establishing priorities for the annual budget's Major Repair and Replacement Fund.

In April 1997, the POA Board established a Strategic Planning Committee to provide leadership in establishing a long-range plan for the Plantation. One outcome of this effort was the development of a Financial Plan for the five-year period 1998-2002. That Plan was accepted by the Board in January 1998 and served as a useful guide for both revenue projection and priorities in expenditures for new capital projects and staffing.

In July 1998, building on the progress made in the past, the Board endorsed the concept of developing and implementing a comprehensive planning process that would involve members of the Board of Directors, members of all Board Committees, the General Manager, and senior Staff members.

In February 2002, the Board adopted a procedure to update the Strategic Plan every two years with progress measured annually. Since that time, the Plan was critically reviewed for changes in 2004 and 2006.

The Strategic Planning Process – 2010-2014

In March 2008, the Board set out to go through the Strategic Planning process in a unique manner. Stakeholders, which included all POA's Committees, Club leaders, POA Staff, and members of the real estate community, were asked to perform a SWOT (Strengths, Weakness, Opportunities, and Threats) Analysis, which tasked participants with enumerating the POA's Strengths and Weaknesses. Participants were also asked to enumerate Opportunities for further improvements and Threats that could possibly affect the POA's long-term operations. This process was completed in the fall of 2008. This analysis provided further insight for the long-range planning process.

During an extended Work Session in December 2008, the Board updated the Strategic Plan by incorporating the data from the SWOT Analysis. The Board approved the updated 2010-2014 Strategic Plan at its January 2009 Board meeting.

The Strategic Plan serves as a primary guide for the Board and all Committees in providing directions and setting priorities for management. It also serves the Board and the General Manager as a guide in the annual budgeting process, which begins in June of each year.

The specific Strategies are included in Appendix A, which is available for all property owners to review at the POA Service Center.

Board Guidelines for Prioritizing Actions Proposed in the Plan

1. The POA will operate within a balanced annual budget.
2. Funding of Repair and Replacement Fund is the top priority.
3. Quality maintenance of all HHP facilities and infrastructure takes precedence over the construction of new facilities.
4. The General Manager will review all personnel requests and submit priority recommendations to the POA Board.

Key Themes for the 2010-2014 Strategic Plan

1. We should take good care of what we have above and below the ground.
2. We should continue to improve communication between HHP Board/Staff and Association Members.
3. We should continue to improve the usefulness of existing recreation and POA facilities including a plan to replace the Spring Lake Pavilion.
4. We should sponsor more people-oriented recreation programs.

5. We should provide a safe and secure environment for all residents, Staff, and their guests.
6. We must be even more vigilant of our expenditures during these difficult economic times and rising energy costs.
7. We should create more awareness of the benefits of HHP living in light of both on and off Island competitive developments.
8. We need to find more ways to implement “green” technologies and improve recycling to protect our environment.

Major Capital Projects Identified for the Years 2010-2014

The current level of HHP property owner’s assessments does *not* include funds for major *new* capital investments. These capital-intensive projects may need to be planned and funded using sustained user fees, Capital Transfer Fees and, if necessary, special POA Assessments. The proposed Capital Projects include:

1. Accelerate the application of Armor stone to the Bluff Walk
2. Re-nourish the Pine Island Spit
3. Formulation of a long-term schedule for POA-owned lakes and lagoons to address any necessary dredging for aesthetic reasons.
4. Consider additional Leisure Paths
5. Consider reworking the Main Gate and the feasibility of adding an automated gate.
6. Develop a Master Plan for the Spring Lake Recreation area to include the replacement of the Spring Lake Pavilion.

Vision, Assumptions, and Priorities

Vision Statement

Hilton Head Plantation will continue to be the “premier” residential community in the Lowcountry by ensuring that our residents are safe, well-informed, and delighted to live, work, and play here.

Assumptions

1. HHP residents will continue to desire living in pleasant surroundings in a friendly and sociable atmosphere.
2. HHP residents’ safety, security, and peace of mind will continue to be our community’s top priority.
3. HHP population will continue to grow and diversify, requiring the expansion and adaptation of new and existing services.
4. As HHP approaches “build out”, traditional sources of Plantation income will change, requiring constant monitoring and adjustment.
5. The aging HHP infrastructure assets will require a significant amount of repair and replacement.
6. A major hurricane, fire, windstorm, or other natural disaster is always a possibility, and HHP must be prepared.
7. As economies of new developments centered on golf courses decline, existing communities centered on successful golf courses such as HHP will be more attractive.
8. Traffic congestion on 278, off Island, will continue to worsen creating more completion for POA personnel and Island resources.
9. Current trends of high-energy costs may abate somewhat but long-term trend of higher energy costs will continue through the planning period.
10. The weak US economy will likely be a significant factor for at least a portion of the planning period. Budgets will continue to be closely monitored and expenditures scrutinized.

Organizational Priorities

For the HHPPOA Board of Directors and the General Manager – Keep informed and involved in any Town, County, or State activities and non-activities, ordinances, or laws that would have an impact on Hilton Head Plantation.

For the HHPPOA Board of Directors and All Committees – Adhere to responsible management principles and sound fiscal policies to protect our quality of life and enhance property values.

For the ARB, Covenants, Maintenance, and Recreation Committees – Conserve, protect, and enhance our Plantation’s extraordinary natural flora and fauna, beauty, and serenity through enlightened habitat conservation and wildlife management.

Administration's Goal and Objectives

Goal

Provide quality administrative support to the Board of Directors, Committees, and residents by maintaining a safe work environment, training Staff, staying abreast of technological changes, adhering to government guidelines, and responding to special requests.

Objectives

1. **Staffing** – Provide a stable, competent Staff in a changing labor force to satisfy the needs of HHP's property owners and residents.
2. **Safety** – Provide a safe work environment for all employees and safe facilities for all Plantation residents and visitors.
3. **Efficiency** – Use current and future technology to automate POA services and increase efficiency while reducing costs.
4. **Training** – Provide training to maximize Staff efficiency and reduce outside consulting costs.
5. **Communication** – Periodically review the POA's Resident Communications Policy.
6. **Space** – Provide adequate storage for POA data equipment, and provide comfortable work environment for employees.

Architectural Review Board's Goal and Objectives

Goal

Provide consistent courteous and efficient review of all construction submittals as to conformance with Covenants and ARB Guidelines.

Objectives

1. Continue communications with property owners, builders, developers, and contractors to improve understanding of the Architectural Review Boards purpose and functions.
2. Communicate to all design personnel, (architects and designers) as well as HHP residents, that all submittals to the ARB for review and approval must meet all requirements established in the ARB Guidelines for such submittals to even be presented to the Board.
3. Be proactive in the pursuit of visual changes desired for the Plantation.
4. Periodic review ARB Guidelines.

Communications Goal and Objectives

Goal

Improve the value, quality, and effectiveness of communications among and between residents, Staff, Board of Directors, and potential property owners.

Objectives

1. ***Plantation Living*** – Improve the value and readership of *Plantation Living*.
2. Continue to optimize face-to-face communication between residents, Staff, and Board of Directors, as relevant and appropriate.
3. **HHPPOA Website** – Increase the number of HHPPOA property owners using the Website as an important part of their communications process with the HHPPOA Board, its Standing Committees, and the professional Staff. Strive to make the Website the FIRST source of information for residents. Consider enhanced utilization of Website and Internet as supplemental mechanisms for communication among/between residents, Board of Directors, and Staff.
4. Explore the use of multimedia to improve and/or expand communications between residents, Staff, and Board of Directors, where appropriate. Consider the use of “alternate” electronic technologies (especially in future years, with rapidly changing technologies).
5. Produce 2012 Resident Opinion/Demographic Survey.

Covenants Goal and Objectives

Goal

Promote harmonious community living while protecting and enhancing the resident's property through development, application, and enforcement of Hilton Head Plantation Property Owners' Association (HHPPOA) Covenants and Rules and Regulations.

Objectives

1. Conduct review of the HHPPOA Covenants and the Rules and Regulations on a periodic basis to assure their adequacy and timeliness.
2. Facilitate resident education of the HHPPOA Covenants and Rules and Regulations and the need for their enforcement.
3. Identify and enforce of Covenant and Rules and Regulations violations.
4. Review violations to identify trends in compliance that could lead to changes in the Covenants and the Rules and Regulations and the method of enforcement.
5. Stay focused on the Covenants Committee Goal.

Finance's Goal and Objectives

Goal

Provide sound, proactive, and farsighted fiscal stewardship through prudent management and policies.

Objectives

1. Maintain property owner assessments and other income at a level consistent with maintaining HHP as the premier residential community on the Island.
2. Avoid special assessments wherever possible by ensuring that adequate funds are available in the Major Repair and Replacement and Weather Casualty Funds.
3. Seek new sources of revenue and ways to lower operational costs.
4. As directed by the Board, review existing financial controls and investment policies and make recommendations to the Board as needed.
5. As directed by the Board, review and recommend revisions to the contracting process of hiring the independent auditor.

Maintenance's Goal and Objectives

Goal

Provide proactive and farsighted maintenance of Hilton Head Plantation common properties, facilities, roads, leisure paths, revetments, lagoons, drainage systems, salt marshes, conservancies, and other physical assets.

Objectives

1. Investigate and recommend appropriate maintenance programs for each of the six strategic asset classes.
 - Common Property and Conservancies
 - Facilities including Plantation House, Spring Lake Complex, Dolphin Head Center and other buildings
 - Roads and Leisure Paths
 - Lagoons and Lakes
 - Drainage System
 - Dolphin Head Point, Pine Island, extended Shoreline, including bluff revetment and salt marshes
2. Monitor customer satisfaction for each strategic asset class and recommend corrective action as appropriate.
3. Review a prioritized, five-year list of Capital Improvements that is brought to the Maintenance Committee by the General Manager/Director of Maintenance. Recommend changes as appropriate, for approval by the Board.
4. Working with the Town of Hilton Head Island to ensure that the HHP Lagoon Drainage System meets design specifications.
 - Property drains in all areas
 - Allows sediment to settle to protect the environment
 - Provides beauty and recreation to HHP

Recreation's Goal and Objectives

Goal

Provide creative and stimulating recreational facilities and programs that are adaptable to the changing needs and diversity of our residents.

Objectives

1. Review existing recreational programs to keep them interesting, stimulating, and adaptive to our changing needs.
2. Inspect and evaluate existing recreational facilities to ensure that they are properly equipped, well-maintained, and suitable to the changing needs of our residents.
3. Consider the need for Phase III of the Spring Lake Master Plan.
4. Consider replacing the POA's aging Spring Lake Pavilion with a multipurpose facility.

Security's Goal and Objectives

Goal

Advise the POA Board on matters of Security and Public Safety, and technology in an effort to provide a positive environment for the residents, guests, Staff, and others permitted to be present on Hilton Head Plantation to live, work, and play.

Objectives

1. **Traffic Safety and Control** – Reduce the number of traffic accidents and incidents and minimize traffic congestion and delays at the gates and special events.
2. **Personnel** – Maintain a competent, well-trained Staff able to address routine duties and issues, as well as new challenges and situations in the future.
3. **Crime Prevention** – Continue to reduce the incidences of crime on HHP.
4. **Resident Assistance** – Find ways of meeting the ever-increasing demands for assistance without negatively affecting other department activities.
5. **Operational Efficiency** – Make technology, operational, equipment, and facility changes to improve effectiveness of the department and utilization of safety of personnel.

**Hilton Head Plantation
Summary of the Strategic Plan for 2010-2014**

HHP Property Owners are invited to comment on the structure and content of this Strategic Plan. We solicit your thoughts, opinions, and participation in helping to achieve the Vision, Goals, and Objectives presented herein.

Hand Deliver to:
HHPPOA Service Center
Attention: General Manager
7 Surrey Lane
Hilton Head Island, SC 29926

Mail to:
HHPPOA Service Center
Attention: General Manager
PO Box 21940
Hilton Head Island, SC 29925

Your Comments:

The following information is optional:

Name: _____

Address: _____

Phone: _____

Email address: _____

For additional details, please see the Appendix available for property owners to review at the POA Service Center.