

# **Executive Summary of the Hilton Head Plantation Strategic Plan for 2008-2012**

## **PENDING BOARD APPROVAL**

**TO:** Hilton Head Plantation Property Owners  
**FROM:** Charlie Cherrix, HHPPOA President  
**DATE:** March 24, 2007  
**RE:** Strategic Plan for 2008-2012

We are pleased to present this Executive Summary of the Hilton Head Plantation Strategic Plan for 2008-2012. A great deal of time and effort has gone into the development of this Plan, and we thank the Strategic Planning Committee, the Standing Committees, POA Staff, and your Board of Directors for their input in developing this updated Plan.

Your Board of Directors uses this document as its principal tool in determining the overall strategic direction for 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 \$100.00 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 \$100,000.00 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 a five-year period 1998-2002. That Plan was accepted by the Board in January 1998 and has served as a useful guide for both revenue projection and priorities in expenditures for new capital projects and staffing.

In July of 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.

## **The Planning Process – 2008-2012**

During August and September 2006, the Strategic Planning Committee requested that each Committee carefully review the current Plan for their area of responsibility and update it for the years 2008-2012.

An Executive Summary of the resulting Strategic Plan for the years 2008-2012 is presented on the following pages. The Board approved it at their February 2006 meeting. It 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.

Strategies are not included in this Executive Summary. However, the full revised Plan for 2008-2012 is available for all property owners to review at the POA Service Center.

## **Board Guidelines for Prioritizing Actions Proposed in the Plan**

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

## **Key Themes Emerging from the 2008-2012 Strategic Plan**

- We should take good care of what we have above and below the ground.
- We should continue to improve communication between HHP Board/Staff and Association Members
- We should continue to improve the usefulness of existing recreation and POA facilities.
- We should sponsor more people-oriented recreation programs.
- We should provide a safe and secure environment for all residents, staff, and guests.
- We should address environmental issues as required.

## **Major Capital Projects Identified for the Years 2008-2012**

The current level of HHP property owner's assessments does ***not*** include funds for major ***new*** capital investments. These great ideas may need to be planned and funded using special POA assessments and if necessary sustained with user fees. The proposed capital projects include:

- Expansion of the Cypress Gate
- Accelerate the application of Armor stone to the Bluff Walk
- Re-nourish the Pine Island Spit
- Formulation of a long-term dredging schedule for POA-owned lakes and lagoons
- Tree Mitigation Phase II
- Consider additional Leisure Paths
- Investigation of the need for and feasibility of replacing the Spring Lake Pavilion with a new facility
- Consider automating one lane at the Main Gate
- Investigation of the second and third phases of the Spring Lake Master Plan

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## **Vision**

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**

- HHP residents will continue to desire living in pleasant surroundings in a friendly and sociable atmosphere.
- HHP residents’ safety, security, and peace of mind will continue to be our community’s top priority.
- Expanded wildlife and environmental maintenance programs will be implemented within the next five years.
- HHP population will continue to grow and diversify, requiring the expansion and adaptation of new and existing services.
- As HHP approaches “build out,” traditional sources of Plantation income will change, requiring constant monitoring.
- The aging HHP infrastructure assets will require a significant amount of repair and replacement.
- A major hurricane, fire, windstorm, or other natural disaster is always a possibility, and HHP must be prepared.

## **Organizational Goals**

**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 Strategic Plan**

### **Goal**

Provide quality administrative support to 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 a growing Plantation population.
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. **Space** - Provide adequate storage for POA data and equipment and a comfortable work environment for employees.
6. Periodically review the POA's Resident Communications Policy.

## **Architectural Review Board's Strategic Plan**

### **Goal**

Provide optimum architectural supervision that is consistent, courteous and efficient thus enhancing the community of Hilton Head Plantation.

### **Objectives**

1. Improve communications with property owners, builders, developers, and contractors and the Town of Hilton Head.
2. Review ARB Guidelines.
3. Review and comment on plans submitted for renovations, new construction and exterior changes within the Plantation.
4. Be proactive in the pursuit of desired visual changes and enhancements within the Plantation.

## Communication Committee's Strategic Plan

### Goal

Improve the value, quality, and effectiveness of communications among and between the HHPPOA Board, the POA Staff, and the HHPPOA members.

### Objectives

1. **Plantation Living** - Improve the value and readership of *Plantation Living*.
2. **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 resident/staff.
3. **Governance** – Promote the residents' interest and participation in the Plantation's governance process by informing the residents of official POA items of interest in a timely fashion.
4. **Other Information Items** - Provide HHPPOA property owners with up-to-date and accurate information that they require, using appropriate media for each information item.

## Covenants Committee's Strategic Plan

### Goal

Promote harmonious community living while protecting and enhancing the resident's property through management oversight and the development, application and enforcement of Covenants and Rules and Regulations.

### Objectives

1. **Appropriate Regulations** – Conduct periodic review of the Covenants, Rules and Regulations to assure their adequacy and timeless.
2. **Educate** – Provide **programs** that inform and educate residents of the Plantation Covenant requirements.
3. **Consistent Enforcement** – Provide a **procedure** that ensures consistency in reviewing and enforcing Covenant standards.
4. **Proactive Pursuit** – Be proactive in the pursuit of Covenant Compliance using procedures that include the process for notification, fines, and final enforcement options.
5. **Management Tools** – Develop management tools to more effectively measure Covenants and Rules and Regulations, Covenants Compliance and assist in their enforcement.

## **Finance Committee's Strategic Plan**

### **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, and Capital Transfer Funds to handle scheduled and emergency repairs.
3. Seek new sources of revenue and ways to lower operational costs.
4. As requested by the Board, review existing financial policies and make recommendations to the Board as needed.
5. As requested by the Board, recommend to the Board of Directors an independent auditor and the scope of the audit.

## **Maintenance Committee's Strategic Plan**

### **Goal**

Provide aggressive 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.
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 and recommend changes, as appropriate, for approval by the Board.
4. Ensure that the HHP Lagoon system meets design specifications.

## Recreation Committee's Strategic Plan

### 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 adapting to our changing needs.
2. Inspect and evaluate existing recreational facilities to ensure they are properly equipped, well maintained, and suitable to the changing needs of our residents.
3. Plan for recreational use of available land.
4. Consider the need for Phase III of the Spring Lake Master Plan.
5. Consider replacing the POA's aging Spring Lake Pavilion with a multipurpose facility.

## Security Committee's Strategic Plan

### Goal

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

### Objectives

1. **Traffic Safety and Control** – Significantly 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. **Communication / Officer Safety** – Investigate ways to improve communications throughout the department.

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

**Hand Deliver to:**  
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**Mail to:**  
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Attention: General Manager  
PO Box 21940  
Hilton Head Island, SC 29925

**Your Comments:**

**The following information is optional:**

**Name:** \_\_\_\_\_

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