



**HERONS GLEN RECREATION DISTRICT REGULAR BOARD MEETING
May 9, 2022, at 9:00 a.m. in Card Room C /Zoom
AGENDA**

BOARD MEMBERS	PRESENT	OTHERS	PRESENT
Chair Howard Young		GM J.B. Belknap	
Vice-Chair Peter Overs		Controller Lynn Brew	
Treasurer Jayne Schwarz		District Counsel Tom Hart	
Secretary Mary Ann Polvinen		Executive Assistant Karon Bennett	
Assistant Sec/Treas William Kulkoski		Residents	

- I. **CALL TO ORDER** – Chair Young
- II. **PLEDGE OF ALLEGIANCE** – Supervisor Polvinen
- III. **ROLL CALL** – Executive Assistant Karon Bennett
- IV. **IT SOFTWARE AND SERVICES** – Dave Southard – [Available from 9:00 a.m. until 9:30 a.m.](#)
- V. **DONATION** - To the Golf and Bocce Improvement Funds – Mary Koenig
- VI. **APPROVAL OF MINUTES** – Regular Board Meeting on April 11, 2022, and Mid-Year Review on April 25, 2022
- VII. **DISTRICT COUNSEL’S REPORT** - Thomas Hart, Esq.
- VIII. **COMMITTEE REPORTS & RECOMMENDATIONS**
 - A. Problem-Solving Taskforce- April 26 John Cowgill
 - B. Long-Range Planning Committee – May 2 Fred Gignac and Jeff Buxton
 - i. Strategic Planning Review
 - C. Finance & Audit Committees – May 2 Dennis Popp
 - i. Committee Alternate
 - D. Policies & Procedures Sub-Committee Karen Mars
 - E. Facilities & Amenities Committee – No Meeting Supervisor Kulkoski
 - F. Green Committee – No Meeting Jon Edinger
- IX. **GENERAL MANAGER’S REPORT** – GM J.B. Belknap
- X. **OLD BUSINESS**
 - A. FY2023 Budget items – Supervisor Schwarz
 - B. Capital Reserves – Supervisor Kulkoski
 - C. CLIS Upgrades and Repairs – Chair Young
 - D. Home Sale Transfer Fees – Supervisor Kulkoski
 - E. 2022-2023 Quarterly Assessments – Supervisor Kulkoski
- XI. **NEW BUSINESS**
 - A. 2022-2023 Board Calendar
- XII. **RESIDENT COMMENTS**
- XIII. **UPCOMING MEETINGS**
 - Monday, May 9, 2022—Board of Supervisors Meeting—9:00 a.m.—CR-C/Zoom
 - Monday, May 9, 2022—Facilities & Amenities Orientation—2:00 p.m.—CR-C/Zoom
 - Monday, May 16, 2022—Long Range Planning—9:30 a.m.—CR-C/Zoom
 - Thursday, May 19, 2022—Green Committee—9:00 a.m.—CR-C/Zoom
 - Monday, May 23, 2022—Board of Supervisors Meeting—9:00 a.m.—CR-C/Zoom
- XIV. **ADJOURNMENT**



HERONS GLEN RECREATION DISTRICT REGULAR BOARD MEETING
May 9, 2022, at 9:00 a.m. in Card Room C /Zoom
MINUTES

BOARD MEMBERS	PRESENT	OTHERS	PRESENT
Chair Howard Young	X	GM J.B. Belknap	X
Vice-Chair Peter Overs	X	Controller Lynn Brew	X
Treasurer Jayne Schwarz	X	District Counsel Tom Hart	X
Secretary Mary Ann Polvinen	X	Executive Assistant Karon Bennett	X
Assistant Sec/Treas William Kulkoski	X	Residents	10

- I. **CALL TO ORDER** – Chair Young opened the Board meeting at 9:00 a.m.
- II. **PLEDGE OF ALLEGIANCE** – Supervisor Polvinen led the Pledge of Allegiance.
- III. **ROLL CALL** – Executive Assistant Karon Bennett called roll; attendees are listed above.

IT SOFTWARE AND SERVICES – Dave Southard reviewed the attached questions concerning IT services and software. The Board went over the questions they had about the quote (**ATTACHMENT A**) and Mr. Southard gave detailed responses to all questions posed. Additionally, the Board considered the replacement of the cameras associated with Securitas; once that lease is over there will not be a renewal.

- IV. **DONATION** - Mary Koenig requested to present a monetary donation from the family and friends of Tim Brosnan after his passing, noting that any donation for the purpose of helping the District must be approved by the Board.
 - *Supervisor Overs made a motion to approve the donation of \$2,700 to be split equally between the bocce improvement fund and the golf improvement fund. Supervisor Polvinen seconded the motion. **The motion was approved unanimously.***

The HGRD Policies and Procedures are in the modification process. When the HGRD Policies and Procedures are completed, the targeted funds will be established.

- V. **APPROVAL OF MINUTES** – *Supervisor Overs made a motion to approve the minutes from the Regular Board Meeting on April 11, 2022, and the Mid-Year Review on April 25, 2022. Supervisor Kulkoski seconded the motion. **The motion was approved unanimously.***

- VI. **DISTRICT COUNSEL’S REPORT** - Thomas Hart, Esq. did not present a report. Discussion took place on the poor water drainage area in the newly-developed Mystic property. The county permit states that roads must be built in a way that does not flood.

VII. COMMITTEE REPORTS & RECOMMENDATIONS

Problem-Solving Taskforce - John Cowgill informed the Board of the recent meeting to approve the Wegman restaurant design. The drawing has been passed to the architect to be included in the design drawings. The seating test for new chairs went well. On May 18, 2022, Wegman will present their final presentation during a public Board meeting. The issues are that the project is expected to be significantly over the original budget of \$600K. The decision on proceeding needs to be made by the end of May 2022 in order to meet the requested completion timeline. The other issue is the supply chain, by ordering now delivery can be expected in January 2023 for the furniture (FF&E).

The Problem-Solving Taskforce’s recommendation on the restaurant renovation is in progress. They anticipate having a better idea of the estimated project expenses from Wegman Design Group, RG Architecture, and Stultz Construction this week. Chair Young asked Mr. Cowgill to confirm if enough information would be presented on May 18, 2022, and that, if elected to pause the project, would we have all the details needed to start again in 10 months. The Board reiterated the need for a complete project plan, including artwork, sound system, equipment, etc.

Long-Range Planning Standing Committee - Fred Gignac reported on the committee’s organization meeting r. Mr. Gignac was elected as Chair and Beth Brucker will serve as Vice-Chair.

- Strategic Planning Review - Jeff Buxton presented a refreshment of the Strategic Plan that was done several years ago. He pointed out that this refresh did not include any refreshed research from residents or outside marketing resources. The committee intends to update the current plan, put it in a more actionable structure, and repackage it to be easier to convey and apply action. The initiative calls for providing more regular input from residents so that future refreshments can come from residents rather than internal committees and Boards. **(ATTACHMENT B)**. Supervisor Schwarz suggested adding an employee benefits piece. When discussing the need for a community master plan, Mrs. Brucker stated that such a plan is best done by an outside consultant.

Chair Young suggested looking at the Strategic planning survey from 2014. He believes that the questions were presented well, and a good response was received from the community. Chair Young would like to target sending the survey to the residents during February 2023.

Finance Standing Committees – Supervisor Schwarz announced Finance Committee seats: Dennis Popp, Chair, and Larry Pedersen, Vice-Chair.

- *Due to Betty Ward's resignation, Supervisor Schwarz made a motion for the addition of Mary Koenig as an Alternate on the Finance Committee. Supervisor Polvinen seconded the motion. **The motion was approved unanimously.***

Policies & Procedures Ad Hoc-Committee - Karen Mars announced Policies & Procedures Sub-Committee seats: Karen Mars, Chair, and Dave McDonald, Vice-Chair. The committee is working on the Policies and Procedures; however, nothing is ready for approval at this time. They meet again on May 17, 2022, at 1:00 p.m. They intend to bring forth a recommendation to the Board by the end of the fiscal year.

Facilities & Amenities Standing Committee – Supervisor Kulkoski stated that the season's first Facilities & Amenities Committee meeting would be later in the day. Supervisor Kulkoski has approached the committee to get them thinking of recommendations for the management team to form an improved, positive operational plan.

The committee will also look into options for improvements to the lobby and the planting area outside the entryway to the lobby; GM Belknap will investigate a new landscaping plan in that area. A discussion took place on the importance of decorating the lobby to tie into the design/color scheme of the restaurant.

Green Ad Hoc Committee – Supervisor Overs did not have a report but looks forward to the next Greens Committee meeting on May 19, 2022, at 9:00 a.m.

GENERAL MANAGER'S REPORT – (ATTACHMENT C) GM J.B. Belknap spoke to Charlie Krebs from Hole Montes Engineering recently regarding the Multi-Use path. Mr. Belknap submitted a \$13K proposal for their engineering services. The scope includes updating their previously prepared construction plans to reflect the change of work scope, permitting services, and construction services if we choose to hire them to prepare and coordinate the bid docs to contractors.

- *Supervisor Kulkoski made a motion to hire Hole Montes Engineering not to exceed \$13K as defined in the contract for the repairs needed on the Multi-use Path. Chair Young seconded the motion. **The motion was approved unanimously.***

Counsel Hart will follow up with a Resolution at the next Board meeting.

GM Belknap started with the range of magnitude with the probable cost for the bocce and shuffle renovation, then proceeded into pickleball renovation details. A significant conversation took place on the decision to flip the location of the bocce and shuffleboard courts or to leave them in their current places. The Board looked holistically at the Bond Projects and compared the current costs, expendable projects, and the significance of flipping the bocce and shuffleboard courts.

- *Supervisor Overs made a motion to move forward with renovating the bocce and shuffleboard courts, including flipping the courts, not to exceed \$750K as defined in the contract. Supervisor Schwarz seconded the motion. **The motion was approved unanimously.***

Construction Management Stultz has reviewed bids, and MorSports will construct the courts. Stultz will be reminded to only present materials (such as paver colors, etc) that are available currently.

Counsel Hart will follow up with a Resolution at the next Board meeting.

The Board examined what savings in Jim Ink's landscape plan which was approved by Lee County for pickleball, with or without the berm. They agreed to move forward as is. The projected project plan will not include a concrete path to the road, it will include crushed rock instead. This leaves the option to move a path to the fitness center later.

- *Chair Young made a motion to move forward with the project, including the berm, at a cost of \$442K. Supervisor Overs seconded the motion. **The motion was approved unanimously.***

The Board authorized GM Belknap to gather quotes immediately for a fixed berm or steel bridge following the delivery of the structural integrity of the bridge from the engineer.

Controller Lynn Brew continues to work with Clubenchmarking on the Reserve Study.

VIII. **OLD BUSINESS**

FY2023 Budget items – Supervisor Schwarz presented a list of items that she would like management to consider when putting the draft budget together. The management team will begin developing the first draft of their proposed budget in, 2022. One important item to consider, as employers, is to establish an increase in employee wages. The Board was asked to present comments on what items to target to GM Belknap. **(ATTACHMENT D).**

Further discussion will take place during budget workshops the week of June 20th concerning capital reserves, home sale transfer fees, and 2022-2023 Quarterly Assessments.

CLIS Upgrades and Repairs - Chair Young commented on his takeaway from a conversation with Vice-President Mark Grenert from Tucor, Inc., GM Belknap, Irrigation Manager Ryker Johnson, and Director of Golf Grounds Maintenance Tim Kortanek on the performance of the CLIS system. The proposal includes replacing valves that fail 75% of the time due to mechanical failures within the existing design and 25% that fail due to debris. Management advised that one full day, with a crew of 5 employees, is required to perform filtration cleanup. These clean-ups are not scheduled to be completed regularly. Secondly, the injection of chemicals into the filtration system hasn't been acted on. The system is not functioning as it should from an injection perspective.

The mainstay of failures is due to the super decoder not communicating to the valves, this must be corrected first; the valves can be replaced as needed. GM Belknap will get a quote for replacing all the two wires in the historic district, replacing the current valves with Hunter valves as needed, and the contract for injection which will be completed monthly. This is intended to eliminate the debris portion of the issue. Due to the limited manpower in the CLIS department, Chair Young suggested that one person be added to the CLIS department budget who would be a wet check person on both the front and back of the community. Another price will be requested for replacing the wires while staying within the bond budget. The quote for replacing wiring does not include the back of the community, which does not have the same rate of failure. All controllers are working properly right now. , Chair Young reported the only other concern is adding to the suppression system to provide additional protection for the controllers.

IX. **NEW BUSINESS**

The Board updated the 2022-2023 Board Calendar **(ATTACHMENT E).**

- X. **RESIDENT COMMENTS** Resident Martie Shea indicated the communication between Chef Jason, Dining Room Manager Petra Deitrich, and staff needs to be improved. Consideration of restructuring responsibilities was also suggested. Mrs. Shea offered to assist Chef Jason with better organization tactics for events. The Board is keenly aware of the situation that exists in the Food & Beverage department. The management team is working on the consistency and quality of the food as well as the improvement of service and further employee training.

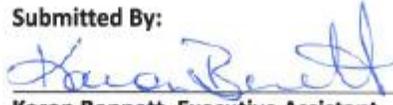
XI. **UPCOMING MEETINGS**

- Monday, May 9, 2022—Facilities & Amenities Orientation—2:00 p.m.—CR-C/Zoom
- Monday, May 16, 2022—Long Range Planning—9:30 a.m.—CR-C/Zoom
- Wednesday, May 18, 2022 – Regular Board Meeting – 11:30 a.m. —CR-C/Zoom
- Thursday, May 19, 2022—Green Committee—9:00 a.m.—CR-C/Zoom
- Monday, May 23, 2022—Board of Supervisors Meeting—9:00 a.m.—CR-C/Zoom

- XII. **ADJOURNMENT** took place at 11:06 a.m.

5/23/2022
Date

Submitted By:



Karon Bennett, Executive Assistant

5/25/2022
Date

Approved By HGRD Board:



Peter Owers, HGRD Board Vice-Chair

Attachment

~A~

Herons Glen Recreation District ♦ Firewall-Switch Quote-R3

Estimate submitted on April 26, 2022, by

Matthew Thornburg – SYSTEMS INTEGRATOR FOR INTERLINK COMPUTER CONSULTING, INC.

FITNESS HARDWARE REQUIREMENTS

(1) SonicWALL TZ500 Advanced Gateway Security Bundle License for 1 Year \$1,177.00

BALLROOM HARDWARE REQUIREMENTS

(3) Unifi WiFi6 Wireless Access Points \$600.00

CLUBHOUSE HARDWARE REQUIREMENTS

(1) SonicWALL TZ300 Advanced Gateway Security Bundle License for 1 Year \$679.00

(3) Unifi 24 Port PoE Pro Switch for Server Room/Wendy's Office/Dining Room \$2,250.00

GCM HARDWARE REQUIREMENTS

(1) SonicWALL TZ300 Advanced Gateway Security Bundle License for 1 Year \$679.00

(1) Unifi 24 Port PoE Pro Switch \$750.00

(1) Unifi Cloud Key Gen2 \$200.00

Labor Cost to install all product listed above \$1,400.00

Labor Cost to install 3 data wires for Wireless Access Points. *Client to Provide Scissor Lift* \$900.00

KnowBe4 3-Year Subscription \$1,564.75

SUBTOTAL: \$9,299.75

TAX: \$0.00

Shipping: \$150.00

TOTAL INVESTMENT: \$10,349.75

MONTHLY REOCCURRING COSTS

(26) AppRiver E-mail Threat Protection Advanced Scanning for all Email Accounts \$78.00

(25) Webroot Anti-Virus for all PC and Server Units \$75.00

(1) Monthly Penetration-Vulnerability Scans 50.00

We are a full-service consulting firm. We can install and configure any Windows system environment. We also provide cable installation, software customization, changes in equipment specifics and locations, and additional training. The custom configuration of installed software and security enhancements (i.e.: customized domain management) may add some additional expense over time. Initial training and familiarization with all network installs is included. Additional training can be contracted for on a long-term basis. System support contracts provided by Interlink Computer Consulting, Inc. are continued routine maintenance, software updates, troubleshooting and replacement of defective warranted hardware. Details and references are available on request.

• A 50% DEPOSIT IS REQUESTED TO PLACE ORDERS FOR ALL HARDWARE. BALANCE OF HARDWARE COST IS DUE UPON PRODUCT DELIVERY. ADDITIONAL INSTALLATION FEES ARE PAYABLE UPON PROJECT COMPLETIONS.

• PRICING MAY OR MAY NOT CHANGE AT OR BEFORE TIME OF PURCHASE. PROPOSAL GOOD FOR 30 DAYS.

Matthew Thornburg

SYSTEMS INTEGRATOR
INTERLINK COMPUTER CONSULTING, INC.



Submitted by:

David Southard

Senior Engineer, InterLink Computer Consulting

Recommended upgrades

- Replace firewalls with Meraki hardware (received 2 quotes from Matthew, one with Meraki MX95 Firewall and the other SonicWALL TZ500 & TZ300 Advanced Gateway Security Bundles) Interlink recommends going with Sonicwall for a year until Meraki hardware becomes more available.
- Replace switches with Unifi (received quotes from Matthew for Unifi 24 Port ProE Pro Switch for Server Room/Wendy's Office/Dining Room and GCM) Recommended
- Configure email to go through Appraver for initial filtering 3.00/user/month Highly recommended
- Install Webroot as antivirus 3.00/user/month Highly recommended
- KnowBe4 testing (Received an email from you prior to the meeting indicating \$1,564.75 for a 36 month license for this service) Recommended

Configuration changes

- Configure SPF DKIM DMARC SPF and DKIM complete, DMARC in progress
- Update Password Policy Completed
- Screen Timeout Policy Recommended 1 hour for admin PC. 2 hour for POS. Not yet implemented

Non-InterLink recommendations to discuss

- Upgrade camera systems to Cloud-based (our agreement with Securitas is up in April 2023 – I suggested to JB that we discuss with them a cloud-based option)

INERLINK SERVICES

Management questions:

- What security services are in current “contract”? NEED PRICING on proposals. Are some of these items Interlink specific, or what happens if you change out providers?
- What is IT current responsibility to keep our security profile up to date?
- What is the base cost of our current Interlink contract or service agreement?
 - What add-ons do we currently have with provider? Office 365?
 - Email set up?
 - ??
- Who makes changes, such as screen time?
- Who is notified of software updates and who is responsible?
- Update password: Does district have policy how to get into another employee’s emails? If forget password, where does employee go to get changed?
- Cameras – 2022 budget says 5-year capital lease for this equipment. Is this all or just building, as you installed others at GCM after theft and fitness not 5 years old? Why cloud-based? (Costs, quality, etc.?)
 - Is this the camera that the guard people “must” have or did we select? Do we have specific monitors for the equipment?
 - What does Securitas get us?
 - If HOA approves only rover what are plans for monitoring?

IT Questions

- Firewall: how old is firewall today? If go with sonicwall for one year, is this purchase or rent? When is Meraki (CISCO product) scheduled to be available? Cost differentials?
- Replace switches? Need explanation is to why recommended and what is problem with current switches.
- Configure EMAIL: what is the gap in current email protection? What is implication of app on performance?
- Webroot – what package does District have today? Is it subscription based and what is cancellation time/costs. What are costs of setting up replacement. Why is Webroot recommended over that currently in place?
- KnowBe4Testing: why recommended? What Security reporting do we currently use? Is this part of regular IT package normally provided?
- Configure SPF DKIM DMARC: Is this part of our normal service? Who monitors reports? Action required and by who? Does ITinterlink provide this as part of regular service?
- Screen time out policy: who sets up for new employee?

Attachment

~B~



Heron's Glen Recreation District
Strategic Plan
DRAFT
April 25, 2022



Table of Contents

Revision History	3
The Process	4
Development of the initial HGRD Strategic Plan.....	4
Revisions and refreshing of the HGRD Strategic Plan	4
Industry Trends	4
Achievements since last update	5
HGRD Key Roles and Responsibilities	5
The Roles and Responsibilities of Board Members.....	5
The Roles and Responsibilities of Committees & Chairs	5
Top HGRD Core Values	6
HGRD Vision Statement	6
HGRD Mission Statement	6
Strengths, Weaknesses, Opportunities, Threats (SWOT)	7
Top Strengths	7
Top Weaknesses.....	7
Top Opportunities	7
Top Threats.....	7
Key Strategic Issues	8
Strategies	9
Facilities & Land Use	9
Governance.....	10
Services	11
Staffing.....	13
Appendix 1 (Actions Plans)	14
Appendix 2 (Items for future Strategic Plans)	17



The Process

Development of the initial HGRD Strategic Plan

The Herons Glen Recreation District Board of Directors and the club General Manager engaged the services of John R. “Jack” Sullivan, CCM of Kopplin & Kuebler, LLC, to assist them with the strategic planning process.

Revisions and refreshing of the HGRD Strategic Plan

The Herons Glen Recreation District Strategic Plan is expected to be revisited, refreshed, and revised on a periodic basis to address the following:

- Determine progress made regarding specific actions called out in the plan
- Adjust the plan as necessary to maintain a plan that reflects the needs of the Herons Glen residents and remains aligned to the HGRD Vision and Mission

These reviews and potential revisions should be performed on an annual basis under the guidance of the HGRD Long Range Planning Committee and subsequently approved by the HGRD Board of Directors.

The Strategic Plan should reflect the desires of the Herons Glen residents. Thus, the plan should address a methodology for determining the “community-wide wants” of the Herons Glen residents.

Industry Trends

- Traditions are important, but need to evolve to keep pace with today’s families, time demands, lifestyles, and overall demographic shifts -- policies regarding gender-neutral bylaws and access, dress codes, cell phones, etc., should be reviewed and updated, if necessary, to reflect what is happening in the world today
- Continued casual and informal dining and styles -- clubs making changes to reflect where their members/families are going: Panera Bread, PF Changs, Starbucks, etc. -- upscale/casual.
- Resort style pool complexes, aqua centers
- Enhanced Marketing programs both internal and external
- Health and fitness facilities are important
- Strong focus on strategic business planning, most done by the Board
- Quality of non-golf amenities is clearly important to the buying/joining decision



Achievements since last update

Since the development of the original HGRD Strategic Plan, the following significant accomplishments have been achieved:

- Bond approval of Capital Funding for Facilities improvements
- Golf course renovation completed
- Compensation Ad Hoc committee review
- Land development (D.R. Horton section)
- Pickleball courts
- Removal of Propane tanks
- New HGRD website
- Fitness Center
- Butterfly garden

HGRD Key Roles and Responsibilities

The Roles and Responsibilities of Board Members

1. Develop long term goals and a strategic plan for the facilities, amenities, and services provided by the Herons Glen Recreational District; making certain that decisions are made in the greater interest of the resident owners.
2. Review financial status of HGRD and review, approve, deny, or defer committee requests.
3. Establish and review HGRD policies and objectives and ensure compliance.
4. Communicate and coordinate community requirements with the Herons Glen HOA.
5. Hire the General Manager, provide guidance and direction to the General Manager, assess the ongoing performance of the General Manager, dismiss the General Manager if/when necessary.
6. Demonstrate expected resident participation in HGRD amenities though active engagement in HGRD activities when possible.
7. Be a 'positive' influence with other members and set an example by adhering to all club rules and policies.

The Roles and Responsibilities of Committees & Chairs

1. Support the HGRD Board through oversight, due diligence, and subject matter expertise in specific functional areas within the various committees as established by the Board.



2. Establish specific objectives and tasks, with clear action plans; and report to the board as to the status, achievement, elimination, or deferral of these action plans.
3. Committees are ADVISORY and cannot set policy, make operating decisions or commit District funds, but rather make RECOMMENDATIONS to the Board for action.
4. Maintain regular, clear, and complete communications to the Board on all activities, discussions, and progress against defined action plans.

Top HGRD Core Values

HGRD should strive to provide the following for the residents of Herons Glen:

- *The best value at a reasonable cost*
- *Honesty and integrity of board and management*
- *The best possible management staff*
- *Financial responsibility*
- *Well maintained facilities for residents to enjoy and which encourage an active adult lifestyle*
- *A friendly, caring community*
- *Decisions that best serve the residents and enhance property values*

HGRD Vision Statement

Herons Glen Recreation District is a Florida Special District, a community that provides quality recreation, activities, and programs for all residents. We strive to provide excellent financial value and well-maintained facilities to satisfy varied interest groups and promote healthy lifestyles.

HGRD Mission Statement

Continue to be one of the premier active adult communities in Southwest Florida that provides an excellent value for our current and future residents.



Strengths, Weaknesses, Opportunities, Threats (SWOT)

Top Strengths

- Recreational District status
- Fiscal soundness and responsibility
- Resident owned common facilities
- Affordability
- Active lifestyle with an abundance and variety of amenities
- Strong management team
- Longevity (sustainability) as a fully developed, well managed community
- Security and safety

Top Weaknesses

- Aging Infrastructure
- Lack of land for expansion of HGRD activities
- Split management of community
- Lack of consistency between procedures, rules, covenants
- Lack of public transportation for potential HGRD employees

Top Opportunities

- Marketing of the Herons Glen community and golf course to the public
- Greater utilization of the restaurant by residents
- Marketing of restaurant and events and facilities to the public
- Determining and implementing community-wide wants in a timely fashion
- Improving technology and utilization to assist with membership satisfaction
- Energy conservation, such as exploring the use of solar

Top Threats

- Increase in costs not within the HGRD control, such as insurance, etc.
- Potential changes to the Zemel Land fill
- Competition from local restaurants and other gated communities
- Lack of participation of residents
- Potential for State elimination of the “Special District”/ “Recreational District” status



Key Strategic Issues

The following key strategic issues facing Herons Glen Recreation District are meant to address the key needs of the community.

1. Facilities and Land Use
 - Maintain (and expand) quality facilities, amenities, activities that meet the needs and desires of the residents
2. Governance
 - Implementation of the Strategic Plan
 - Capital and Operational Budget Management
 - Periodic review of Policies / Procedures and Rules / Regulations
3. Services
 - Optimized utilization of Herons Glen facilities and amenities
 - Operational efficiencies and improvements
 - Matching residents' desires with resources
4. Staffing
 - Maintain quality staff and management
 - Control of wage and benefit costs



Strategies

Facilities & Land Use

Key Strategic Issues to be addressed:

- Maintain (and expand) quality facilities, amenities, activities that meet the needs and desires of the residents

Strategies to be employed to address Strategic Issues:

1. Develop an overall Community Master Plan. This Master Plan should include:
 - a. Facilities utilization review
 - b. Land Acquisition and Development
 - c. Environmental Safety
 - d. Prioritization of competing Capital Projects
 - e. HGRD facilities safety and security
 - f. Energy conservation opportunities; such as exploring the use of solar
2. Review and adjust Long Range Plans annually (including an annual review of all large capital projects and the Master Plan)



Governance

Key Strategic Issues to be addressed:

- Implementation of the Strategic Plan
- Capital and Operational Budget Management
- Periodic review of Policies / Procedures and Rules / Regulations

Strategies to be employed to address Strategic Issues:

1. Execute the Action Plans associated with this Strategic Plan
 - a. Assign “Action” items to “Responsible Party”
 - b. Provided status reports on assigned “Action” items
2. Operate within parameters set by the Board and the approved Capital and Operational budgets
 - a. Develop a long-range plan for Capital funding and the funding of improvements and projects. This Capital Funding Plan should include:
 - i. Complete the Club benchmarking and reserve study and integrate Capital needs into L.R.P., Financial and Budget Plans
 - ii. Forecast the probable capital needs until the first tranche of bonds are paid off (14 years) with a margin for the unexpected
 - iii. Determine whether sufficient reserves should be accumulated so that additional bonds need not be issued at that time, or whether another bond issuance may be necessary near the end of that time frame to update the amenities the District owns. The long-range plan will need to forecast the most likely options; which may include the following:
 1. The current process for accumulating Capital Reserves will not provide enough funding to enable full retirement of the Bond financing strategy. Thus, there will always be bond debt going forward and residents will be paying as they go via recurring refreshed bonds and using the updated amenities until the next bond program.
 2. Capital Reserves are accelerated (or accumulated enough) to address future upgrades in facilities & amenities when the bonds are exhausted. Thus, Replacement bonds are not required (or smaller) to finance desired new amenities
3. Ensure annual review of all rules/policies to assure continuous relevance



Services

Key Strategic Issues to be addressed:

- Optimized utilization of Herons Glen facilities and amenities
- Operational efficiencies and improvements
- Matching residents' desires with resources

Strategies to be employed to address Strategic Issues:

1. Develop a services utilization study to better understand the use of the services provided by HGRD to residents
2. Develop a Restaurant Services Plan to resolve how the HG restaurant should better fulfill resident desires. Plan should address the following:
 - a. Vision for the HG Restaurant, including examples of the type of Restaurant desired by residents
 - b. Restaurant Communications Plan, including:
 - i. Objectives and goals of restaurant communications
 - ii. Audience segmentation (what types of people make up the resident audience, how to they receive information, what motivates them to respond....)
 - iii. Media channels to be used, frequency, content (Explore other means of advertising to match segmentation; Facebook advertising)
 - c. Restaurant Management Model; resolve the lingering question of how HGRD should best manage a restaurant (such as the current approach; or hire a restaurant management firm to operate the restaurant; or lease out the facility to a restaurant operator)
 - d. How/if to improve utilization and revenues from the restaurant:
 - i. Increase revenues from residents
 - ii. Increase revenues from outside sources (Potential of marketing of the restaurant, events, and facilities to the public)
 - iii. How to address potential competition from local restaurants
 - iv. Evaluation of the impacts and potential of "theme nights"
 - v. Potential for increased activities/parties during summer months
 - vi. Potential for increased visibility of the Executive Chef
 - vii. Potential for increased use of web-based surveys that allow for suggestions and top concerns
 - viii. Potential for continued/expanded involvement with North Fort Myers and/or Cape Coral Chamber of Commerce



3. Conduct an operational review of all food and beverage operations, comparing to similar operations and identifying areas for improvement. This review should include the following:
 - a. Opportunities for improving technology and utilization to assist with membership satisfaction
 - b. Possible co-op opportunities with other clubs for purchasing of major items, goods and services
 - c. How to address potential increases in costs not within the HGRD control, such as insurance, etc.
4. Determine and address community-wide wants in a timely fashion
 - a. Develop a plan for how to effectively understand the “community-wide wants”. This plan should include the following:
 - i. How to regularly and reliably identify the key “wants” (use individual amenity groups, resident surveys, focus groups, “coffee with the GM”, “suggestion” tools, Web site surveys, etc.)
 - ii. How to measure the strength of these wants across the broad resident community so as to determine their relative priority
 - iii. How to prioritize and balance these wants against the desired investment from other, competing interests.
 - iv. Development of a defined, repeatable, understandable methodology for prioritizing competing projects



Staffing

Key Strategic Issues to be addressed:

- Maintain quality staff and management
- Control of wage and benefit costs

Strategies to be employed to address Strategic Issues:

1. Develop short/long term plans to keep key staff in place. This HGRD Staffing Plan should include:
 - a. Succession plan for each key management position
 - b. Professional development programs for staff and management
 - c. Development of a tool to measure staff satisfaction
2. Get control of all wage and benefit costs in every department
 - a. Perform an annual salary range and benefits review (Beekman Report)
 - b. Perform a review of compensation strategies every 3 years (Compensation Ad Hoc Committee)



Appendix 1 (Actions Plans)

Facilities and Land Use

Action	Success Metric	Responsible Party	Timing
Develop Facilities Master Plan	<ul style="list-style-type: none"> • Plan developed • Plan approved 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of 2023.
Review and adjust Facilities Master Plan	<ul style="list-style-type: none"> • Plan reviewed • New Plan approved (if revised) 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of each year so as to provide useful inputs to budgeting process.
Review and adjust Long Range Plans	<ul style="list-style-type: none"> • Plan developed • Plan approved 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of each year so as to provide useful inputs to budgeting process.

Governance

Action	Success Metric	Responsible Party	Timing
Assign Action plan items to each designated Responsible Party	All Action items assigned and Responsible Parties informed	HGRD Long Range Planning Committee	By the end of the 1 st quarter of each year.
All “Responsible Party” representatives to provide status reports on assigned “Action” items as defined by “Timing” milestones	Status updates provided for All Action items by Responsible Parties	HGRD Long Range Planning Committee	Quarterly or per the milestones identified in the “Timing” for each Action.
Develop a long-range plan for Capital funding	<ul style="list-style-type: none"> • Plan developed • Plan approved 	HGRD Finance Committee + Financial Controller	By the end of 2022.



Action	Success Metric	Responsible Party	Timing
Provide ongoing Budget and Capital reporting	<ul style="list-style-type: none"> • Capital Reserves as a % of projected Capital needs • Stability of fees over 3-years and 5-years 	Financial Controller	By the end of the 2 nd quarter each fiscal year.
Conduct an annual review of all rules/policies to assure continuous relevance	<ul style="list-style-type: none"> • Review completed • Review approved 	Ad Hoc Committee	By the end of each fiscal year.

Services

Action	Success Metric	Responsible Party	Timing
Develop a services utilization study	<ul style="list-style-type: none"> • Study completed • Study approved 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Develop Restaurant Services Development Plan	<ul style="list-style-type: none"> • Improvement in the results of annual resident satisfaction survey • Increase in annual sales revenue from Restaurant Services 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Conduct an operational review of all food and beverage operations	<ul style="list-style-type: none"> • Review completed • Review approved 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Develop a plan for how to effectively understand the “community-wide wants”	<ul style="list-style-type: none"> • Results of annual resident satisfaction survey • Avg. home sale price per sq. ft. versus other communities nearby 	HGRD Long Range Planning Ad Hoc Committee	By the end of the fiscal year 2022.



Staffing

Action	Success Metric	Responsible Party	Timing
Develop HGRD Staffing Plan	<ul style="list-style-type: none"> • Reduction in staff turnover rate • Input from management team 	General Manager	By the end of the fiscal year 2022.
Perform a salary range and benefits review (Beekman Report)	<ul style="list-style-type: none"> • Review completed • Review approved 	General Manager	By the end of the fiscal year 2022.
Perform a review of compensation strategies	<ul style="list-style-type: none"> • Review completed • Review approved 	Compensation Ad Hoc Committee	By the end of the 2nd quarter every 3 years.



Appendix 2 (Items for future Strategic Plans)

Resident Feedback for Strategic Plan updates (see Services Section, Item #4):

- Develop annual recurring Resident Amenities Survey to support annual Strategic Plan refresh. Include repeatable questions to provide trending of resident wants.
- Use of outside consultant for 10-year refresh of Strategic Plan to examine Macro socioeconomic and demographic shifts which might influence long term strategic plans

IT Administration:

- Develop more robust IT support capacity to enable new business processes, technology enabled operational efficiencies, new digital services, and stronger cyber security

Summary Presentation of HGRD Strategic Plan v3

MAY 2022

Table of Contents

Revision History	3
The Process	4
Development of the initial HGRD Strategic Plan	4
Revisions and refreshing of the HGRD Strategic Plan	4
Industry Trends	4
Achievements since last update	5
HGRD Key Roles and Responsibilities	5
The Roles and Responsibilities of Board Members	5
The Roles and Responsibilities of Committees & Chairs	5
Top HGRD Core Values	6
HGRD Vision Statement	6
HGRD Mission Statement	6
Strengths, Weaknesses, Opportunities, Threats (SWOT)	7
Top Strengths	7
Top Weaknesses	7
Top Opportunities	7
Top Threats.....	7
Key Strategic Issues	8
Strategies	9
Facilities & Land Use.....	9
Governance.....	10
Services	11
Staffing.....	13
Appendix 1 (Actions Plans)	14
Appendix 2 (Items for future Strategic Plans)	17

Key Strategic Issues

1. Facilities and Land Use

- Maintain (and expand) quality facilities, amenities, activities that meet the needs and desires of the residents

2. Governance

- Implementation of the Strategic Plan
- Capital and Operational Budget Management
- Periodic review of Policies / Procedures and Rules / Regulations

3. Services

- Optimized utilization of Herons Glen facilities and amenities
- Operational efficiencies and improvements
- Matching residents' desires with resources

4. Staffing

- Maintain quality staff and management
- Control of wage and benefit costs

Facilities & Land Use

Strategies to be employed to address Strategic Issues:

1. Develop an overall **Community Master Plan**. This Master Plan should include:
 - a. Facilities utilization review
 - b. Land Acquisition and Development
 - c. Environmental Safety
 - d. Prioritization of competing Capital Projects
 - e. HGRD facilities safety and security
 - f. Energy conservation opportunities; such as exploring the use of solar
2. **Review and adjust Long Range Plans annually** (including an annual review of all large capital projects and the Master Plan)

Governance

Strategies to be employed to address Strategic Issues:

1. **Execute the Action Plans** associated with this Strategic Plan
 - a. Assign “Action” items to “Responsible Party”
 - b. Provided status reports on assigned “Action” items
2. Operate within parameters set by the Board and the approved Capital and Operational budgets
 - a. **Develop a long-range plan for Capital funding** and the funding of improvements and projects.

This Capital Funding Plan should include:

 - i. Complete the Club benchmarking and reserve study and integrate Capital needs into L.R.P., Financial and Budget Plans
 - ii. Forecast the probable capital needs until the first tranche of bonds are paid off (14 years) with a margin for the unexpected
 - iii. Determine whether sufficient reserves should be accumulated so that additional bonds need not be issued at that time, or whether another bond issuance may be necessary near the end of that time frame to update the amenities the District owns. The long-range plan will need to forecast the most likely options; which may include the following:
 1. The current process for accumulating Capital Reserves will not provide enough funding to enable full retirement of the Bond financing strategy. Thus, there will always be bond debt going forward and residents will be paying as they go via recurring refreshed bonds and using the updated amenities until the next bond program.
 2. Capital Reserves are accelerated (or accumulated enough) to address future upgrades in facilities & amenities when the bonds are exhausted. Thus, Replacement bonds are not required (or smaller) to finance desired new amenities
3. Ensure **annual review of all rules/policies** to assure continuous relevance

Services

Strategies to be employed to address Strategic Issues:

1. **Develop a services utilization study** to better understand the use of the services provided by HGRD to residents
2. **Develop a Restaurant Services Plan** to resolve how the HG restaurant should better fulfill resident desires. Plan should address the following:
 - a. **Vision** for the HG Restaurant, including examples of the type of Restaurant desired by residents
 - b. **Restaurant Management Model**; resolve the lingering question of how HGRD should best manage a restaurant (such as the current approach; or hire a restaurant management firm to operate the restaurant; or lease out the facility to a restaurant operator)
 - c. **Restaurant Communications Plan**, including:
 - i. Objectives and goals of restaurant communications
 - ii. Audience segmentation (what types of people make up the resident audience, how to they receive information, what motivates them to respond....)
 - iii. Media channels to be used, frequency, content (Explore other means of advertising to match segmentation; Facebook advertising)
 - d. How/if to improve **utilization and revenues** from the restaurant:
 - i. Increase revenues from residents
 - ii. Increase revenues from outside sources (Marketing of the restaurant, events, and facilities to the public)
 - iii. How to address potential competition from local restaurants
 - iv. Evaluation of the impacts and potential of “theme nights”
 - v. Potential for increased activities/parties during summer months
 - vi. Potential for increased visibility of the Executive Chef
 - vii. Potential for increased use of web-based surveys that allow for suggestions and top concerns
 - viii. Potential for continued/expanded involvement with North Fort Myers and/or Cape Coral Chamber of Commerce

Services (continued)

Strategies to be employed to address Strategic Issues:

3. **Conduct an operational review of all food and beverage operations**, comparing to similar operations and identifying areas for improvement. This review should include the following:
 - a. Opportunities for improving technology and utilization to assist with membership satisfaction
 - b. Possible co-op opportunities with other clubs for purchasing of major items, goods and services
 - c. How to address potential increases in costs not within the HGRD control, such as insurance, etc.
4. **Determine and address community-wide wants** in a timely fashion
 - a. Develop a plan for how to effectively understand the “community-wide wants”. This plan should include the following:
 - i. How to regularly and reliably identify the key “wants” (use individual amenity groups, resident surveys, focus groups, “coffee with the GM”, “suggestion” tools, Web site surveys, etc.)
 - ii. How to measure the strength of these wants across the broad resident community so as to determine their relative priority
 - iii. How to prioritize and balance these wants against the desired investment from other, competing interests.
 - iv. Development of a defined, repeatable, understandable methodology for prioritizing competing projects

Staffing

Strategies to be employed to address Strategic Issues:

1. **Develop short/long term plans to keep key staff in place.** This HGRD Staffing Plan should include:
 - a. Succession plan for each key management position
 - b. Professional development programs for staff and management
 - c. Development of a tool to measure staff satisfaction
2. Get control of all wage and benefit costs in every department
 - a. Perform an **annual salary range and benefits review** (Beekman Report)
 - b. Perform a **review of compensation strategies every 3 years** (Compensation Ad Hoc Committee)

Appendix

Action Plan (Facilities & Land Use)

Action	Success Metric	Responsible Party	Timing
Develop Facilities Master Plan	<ul style="list-style-type: none"> Plan developed Plan approved 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of 2023.
Review and adjust Facilities Master Plan	<ul style="list-style-type: none"> Plan reviewed New Plan approved (if revised) 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of each year so as to provide useful inputs to budgeting process.
Review and adjust Long Range Plans	<ul style="list-style-type: none"> Plan developed Plan approved 	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 st quarter of each year so as to provide useful inputs to budgeting process.

Action Plan (Governance)

Action	Success Metric	Responsible Party	Timing
Assign Action plan items to each designated Responsible Party	All Action items assigned and Responsible Parties informed	HGRD Long Range Planning Committee	By the end of the 1 st quarter of each year.
All “Responsible Party” representatives to provide status reports on assigned “Action” items as defined by “Timing” milestones	Status updates provided for All Action items by Responsible Parties	HGRD Long Range Planning Committee	Quarterly or per the milestones identified in the “Timing” for each Action.
Develop a long-range plan for Capital funding	<ul style="list-style-type: none"> Plan developed Plan approved 	HGRD Finance Committee + Financial Controller	By the end of 2022.
Provide ongoing Budget and Capital reporting	<ul style="list-style-type: none"> Capital Reserves as a % of projected Capital needs Stability of fees over 3-years and 5-years 	Financial Controller	By the end of the 2 nd quarter each fiscal year.
Conduct an annual review of all rules/policies to assure continuous relevance	<ul style="list-style-type: none"> Review completed Review approved 	Ad Hoc Committee	By the end of each fiscal year.

Action Plan (Services)

Action	Success Metric	Responsible Party	Timing
Develop a services utilization study	<ul style="list-style-type: none"> • Study completed • Study approved 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Develop Restaurant Services Development Plan	<ul style="list-style-type: none"> • Improvement in the results of annual resident satisfaction survey • Increase in annual sales revenue from Restaurant Services 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Conduct an operational review of all food and beverage operations	<ul style="list-style-type: none"> • Review completed • Review approved 	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
Develop a plan for how to effectively understand the “community-wide wants”	<ul style="list-style-type: none"> • Results of annual resident satisfaction survey • Avg. home sale price per sq. ft. versus other communities nearby 	HGRD Long Range Planning Ad Hoc Committee	By the end of the fiscal year 2022.

Action Plan (Staffing)

Action	Success Metric	Responsible Party	Timing
Develop HGRD Staffing Plan	<ul style="list-style-type: none">• Reduction in staff turnover rate• Input from management team	General Manager	By the end of the fiscal year 2022.
Perform a salary range and benefits review (Beekman Report)	<ul style="list-style-type: none">• Review completed• Review approved	General Manager	By the end of the fiscal year 2022.
Perform a review of compensation strategies	<ul style="list-style-type: none">• Review completed• Review approved	Compensation Ad Hoc Committee	By the end of the 2nd quarter every 3 years.

Attachment

~C~



GM Weekly Board Report for May 7, 2022

J.B. Belknap

Restaurant: Mary Ann, Mary Ann Simpson, Jason and I visited Wegman Designs on Thursday for a chair “sit test” and to review where they were with the design. After reviewing the chairs and bar stools, we asked them about their chair selections and why they developed that particular color palette. Mary Ann can provide additional context on Monday, but Loren and Ashely said they considered at least 8 “modern Mediterranean” variations along with pricing and what has been successful in other clubs to come up with their recommendation. I think Mary Ann will confirm they were very thorough in their process. Based on the meeting, Loren will revise her estimate of probable costs regarding FF&A and will present it to Stultz & RG to avoid double budgeting. Wegman will also be working on color renderings which should be available within the next several weeks as well as confirming furniture lead times which are fairly long at this point.

Multi-Use Path: I spoke with Charlie Krebs from Hole Montes Engineering yesterday regarding the Multi-Use path. Attached is a \$13K proposal for their engineering services. The scope includes updating their previously prepared construction plans to reflect the change of work scope, permitting services, and construction services if we choose to hire them to prepare and coordinate the bid docs to contractors. (We will need at least 3 bids rather than 2 invitees in their proposal.) Charlie has set up a pre-application meeting with the Lee County Department of Community Development on May 26th at 10am by Zoom that will hopefully decrease the LDO time frame. As you recall, Hole Montes projected a 4-to-6-month LDO timeline but with the relatively small scope and pre-meeting, hopefully we can cut the permitting time down. If the Board accepts the Hole Montes proposal on Monday, I will contact Charlie to begin the process.

Bocce/ Shuffleboard: I was on the phone with Jeff Stultz yesterday afternoon discussing the Bocce/Shuffle and Pickleball “range of magnitude” of probable costs. He felt the numbers were somewhat on the high side but they at least provide a range. he projects a \$50k savings in the cost of shade structure if we move away from cantilevered shade structures and into more basic fabrics similar to our current pickleball shade structure. I asked about the flip versus no flip cost differential. As I mentioned and showed in my last report, if the Board decides not to flip the shuffleboard & bocce courts, Jeff estimates an approximate \$300k in savings. He said we would also see more savings with the general conditions, supervision, and CM fee if the scope was reduced but I’m still using \$75K per project just to be safe. Jim Ink would also have to be involved to revisit & modify the LDO submittal. If this is the direction we want to pursue, Jeff will contact Jim for further details. The original budget for Bocce/Shuffle was \$400K. (no flip)

Budget-Bocce/Shuffle	2022			Flip	No Flip
	Summer 2021	April	May		
Demo	\$24,000	\$25,000	\$25,000		
Site work	\$118,000	\$131,200	\$131,200		
Survey	\$0	\$10,000	\$10,000		
6 New Bocce Courts	\$69,000	\$84,150	\$84,150		
New ShuffleBoard Courts	\$66,000	\$66,000	\$66,000		
Water lines	\$15,000	\$15,000	\$15,000		
Shade Structures	\$136,000	\$204,300	\$154,000		
Pavers	\$34,000	\$40,000	\$40,000		
Lighting Bocce	\$39,500	\$50,000	\$50,000		
Lighting Shuffleboard	\$34,175	\$43,000	\$43,000		
Electrical - Wire and conduit for lighting	\$0	\$20,000	\$20,000		
Landscape/Irrigation	\$21,500	\$25,000	\$25,000	\$ 683	\$ 400
Engineering to date	\$20,000	\$20,000	\$20,000	\$ 75	\$ 65
Sub Totals	\$577,175	\$733,650	\$683,350	\$ 758	\$ 465
General Conditions & CM Fees	\$75,000	\$75,000	\$75,000		40% less
Order of Magnitude	\$652,175	\$808,650	\$758,350		



GM Weekly Board Report for May 7, 2022

J.B. Belknap

Pickleball: In establishing his cost “range of magnitude” for Pickleball, Jeff estimated there would be an approx.. \$50k savings in site work & landscaping by not building the berm. He said we would also see more savings with the general conditions, supervision, and CM fee if the scope was reduced but I’m still using \$75K per project. Original budget: \$255K

Pickleball Additions			
Budget Update May 7, 2022			
W/Berm			W/O Berm
\$89,086	Courts/Fencing/Lighting		\$89,086
\$13,300	Shade Structure		\$13,300
\$161,000	Site Work		\$111,000
\$55,621	Landscape Irrigation		\$55,621
\$8,000	Pavers		\$8,000
\$10,000	Electric		\$10,000
\$10,000	Surveyor		\$10,000
\$20,000	Engineering Pd. to Date		\$20,000
\$75,000	CM Fees		\$75,000
\$442,007			\$392,007
<i>73% or 54% increase from original May 2020 Budget of \$255,000</i>			

Bridge Inspection: Hans Wilson Marine Engineers has assured us that they will be out this coming week to evaluate the underwater bridge pilings for structural integrity.

Reserve Study: Lynn sent an email to Club Benchmarking with a revised and updated draft of the Capital Asset Plan. She reminded them of several items such as our capital threshold of \$5k, tax exempt status, etc. A follow-up call will be made this coming week with CB to discuss moving forward.

Stolen Yamaha Golf Carts Update: We have filed a claim with our insurance company for 2 of the 3 carts. Chris has made arrangements for the 3rd cart to be transported back to the club from Brooksville however it has yet to be released by the Hernando County’s Sheriff’s department.

F&B: We’ve been encouraged with our latest numbers: 145 Thursday for Cinco De Mayo compared to 45-60 back in 2018 & 2019. Also, we have 265 reservations for Mother’s Day tomorrow. Last year we served 130. **Labor:** Jason just had his latest dishwasher quit after 3 days. We’ve gone through 9 dishwashers in 7 months-paying \$15/hr.

Marketing Video of Golf Course: [Click Here](#) to watch the latest episode of the Traveling Golfer featuring Chris and Herons Glen. Chris did a great job.

Thank you and see you Monday,
J.B.



6200 Whiskey Creek Drive Fort Myers FL 33919
Phone: 239-985-1200
Fax: 239-985-1259

PROFESSIONAL SERVICES AGREEMENT

This AGREEMENT is made between HOLE MONTES, INC. (HM) and

CLIENT: Herons Glen Multi-Use Path
ADDRESS: 2250 Avenida Del Vera
North Fort Myers, FL 33917
Client Contact: J.B. Belknap, PGA – General Manager

Services covered by this AGREEMENT will be performed in accordance with the attached GENERAL PROVISIONS and any other attachments or schedules. This AGREEMENT represents the entire AGREEMENT between the CLIENT and HM and supersedes all prior written and/or oral understandings. The AGREEMENT may only be modified by a written amendment executed by both parties.

PROJECT: Herons Glen – Mixed Use Path East of Palo Duro Blvd

SCOPE OF SERVICES: See attached.

FEE: See attached

TIME OF COMPLETION: See attached

ATTACHMENTS: General Provisions, Scope of Services, Schedule of Fees, Professional Fee Schedule,

Signatures of the parties below confirm execution of this AGREEMENT.

APPROVED FOR CLIENT

ACCEPTED FOR HM

By _____
(Signature)

By  _____
(Signature)

(Printed)

Charles L. Krebs P.E.
(Printed)

Title _____

Title Associate / Sr. Project Mgr.

Date _____

Date 5/6/22

General Provisions

1. AUTHORIZATION TO PROCEED

Execution of this AGREEMENT by the CLIENT AND HM will be authorization for HM to proceed with the work, unless otherwise provided for in this AGREEMENT. Any Purchase Order used to authorize work will automatically include and be subject to these General Provisions.

2. STANDARD OF CARE

The standard of care applicable to HM's services will be the degree of skill and diligence normally employed by professional engineers, landscape architects, or consultants performing similar services at the same time, in the same locale, and under similar circumstances. The CLIENT agrees that services provided will be rendered without any other warranty, expressed or implied.

3. CLIENT RESPONSIBILITIES

CLIENT shall provide full information as to CLIENT's requirements for the project; examine and respond promptly to HM submissions and give prompt written notice to HM of any apparent defect in the work. CLIENT shall furnish any previous information on the project including subsurface explorations; soil borings; laboratory tests; environmental assessments and impact statements; property boundary, easement, right-of-way, topographic, vegetation, and utility surveys, architectural drawings (building elevations and floor plans); property descriptions; zoning and deed restrictions. CLIENT shall provide access for HM to enter upon the property. CLIENT shall pay all permits/approval fees charged by agencies. If more than one prime contractor is to be awarded for construction, CLIENT shall designate a party to have responsibility and authority for coordinating activities for the various prime contractors.

4. PAYMENT TO HM

HM will submit monthly invoices for services rendered and expenses incurred. The invoices will be based upon HM's total services actually completed at the time of billing. The CLIENT shall make payment within 30 days in response to HM's monthly invoice. Successive invoices may include interest charges of 1½ % per month on unpaid balances. In addition, HM may, after giving 7 days written notice to CLIENT, suspend services under this Agreement until HM has been paid in full all amounts due for services, expenses and charges. CLIENT agrees to pay all charges including attorney's fees involved in collection of unpaid balances. HM's fixed fees attached shall be valid for a period of two years from the date of the Agreement after which any remaining balance for work not yet completed shall be subject to annual increases. HM's rate schedule attached shall be valid for a period of one year after the date of this Agreement after which it shall be subject to annual increases. HM's fees and Reimbursables quoted herein do not include permits, application or review fees required by governmental agencies.

5. ADDITIONAL SERVICES

Services performed by HM that do not fall into the category of normal and customary engineering or landscape architectural services or that are not specifically listed in the attached Scope of Services will be considered ADDITIONAL SERVICES which will require payment of additional compensation to HM. ADDITIONAL SERVICES shall also include services resulting from significant changes in the scope, extent or character of the project; furnishing services of independent consultants other than as specifically outlined herein; services during other out of town travel other than visits to the site; preparing for or serving as a consultant or witness in any litigation, arbitration or other legal or administrative proceeding; services in connection with work directive changes and change orders requested by client; services resulting from significant delay, in construction of the project; and acceleration of the project schedule involving services beyond normal working hours.

6. REIMBURSABLES

"Reimbursables" mean the actual expenses incurred by HM or its consultants directly or indirectly in connection with the Project, such as expenses for: transportation and subsistence incidental thereto; obtaining bids or proposals from Contractor(s); providing and maintaining field office facilities including furnishings and utilities; subsistence and transportation of Resident Project Representatives and their assistants; toll telephone calls and telegrams; reproduction of reports, Drawings, Specifications, Bidding Documents and similar Project-related items; and if authorized in advance by CLIENT, overtime work requiring higher than regular rates.

7. TIMES OF COMPLETION

The estimated times of completion for the work set forth herein can vary due to factors beyond the HM control. Times shown begin with CLIENT's authorization to HM to begin work to submittal of documents to governmental agencies for permits or approvals (unless otherwise noted). Governmental Agency review times are not included.

8. CERTIFICATIONS

For any matter related to or arising out of the Agreement, during the term hereof or thereafter, should HM, orally or in writing (and whether with or without seal), use the word(s) "certify," "certifies," "certified," "certifying," "certificate" or "certification," such word(s) shall mean a statement by HM representing that such services have been performed by HM and based upon HM's knowledge, information and belief, such services have been performed in accordance with commonly accepted procedures consistent with applicable standards of practice, and such word(s) are not a guarantee or warranty, either expressed or implied that the services are free from all faults.

9. OPINIONS OF COST

Cost estimates and Project economic evaluations provided by HM are opinions based on experience and judgment. Since HM has no control over market conditions or bidding procedures, HM cannot warrant that bids, ultimate construction cost, or Project economics will not vary from these opinions.

10. HAZARDOUS WASTE AND RELATED SERVICES

It is not within the Scope of HM's services to discover, investigate, examine or otherwise handle in any way any pollutants, toxic substances, asbestos or other hazardous wastes. In view of the uncertainties involved with environmental problems, the risks of claims against HM, and the unavailability of adequate and affordable liability insurance, and in order to induce HM to execute this AGREEMENT and provide services to the CLIENT, CLIENT agrees to and does hereby indemnify, defend and hold harmless HM, its officers, directors, employees and agents from all liability, for any claims involving pollutants, toxic substances, asbestos or other hazardous wastes, as defined by State or Federal law arising out of HM's performance of this Agreement, and from all losses, costs and expenses, including reasonable attorney's fees, resulting from such claims up to the sum of Ten Million Dollars.

11. USE OF DOCUMENTS

The CLIENT agrees that HM's services are on behalf of, and for the exclusive use of, the CLIENT for this Project and that all documents furnished to the CLIENT are instruments of service and shall be utilized solely for this Project. Any reuse without written verification or adaptation by HM for other than the specific purpose intended will be at CLIENT's sole risk and without liability or legal exposure to HM or HM's independent consultants. CLIENT shall indemnify and hold harmless HM and HM's independent consultants from all claims, damages, losses and expenses including all attorneys' fees arising from such reuse.

12. LIMITATION OF LIABILITY

To the maximum extent permitted by law, the CLIENT agrees to limit HM's total liability for all claims arising out of any work performed by HM for the CLIENT to the total compensation paid to HM under this AGREEMENT. The CLIENT agrees not to personally charge any employee, Officer, Director, or Agent of HM with any liability arising out of the performance of this AGREEMENT.

13. TERMINATION

The obligation to provide further services under this AGREEMENT may be terminated by the CLIENT for cause and by HM in the event of failure by the CLIENT to perform in accordance with the terms thereof. Such termination by either party requires 7 days written notice. In the event of termination, HM shall be paid for services rendered to date of termination.

14. DISPUTE RESOLUTION

The CLIENT and HM agree that all disputes between, arising out of, or relating to, this AGREEMENT shall first be submitted to non-binding mediation, pursuant to Section 44.102, Florida Statutes.

15. SEVERABILITY AND REFORMATION

Any provision of this AGREEMENT held to be void or unenforceable shall be, if possible, reformed to replace such stricken provision or part thereof with a valid and enforceable provision which comes as close as possible to expressing the intention of the stricken provision. All remaining provisions shall continue to be valid and binding.

16. CONTROLLING LAW

This Agreement is to be governed by the laws of the State of Florida and venue for any dispute shall be proper in Collier County, Florida.

17. SUCCESSORS AND ASSIGNS

CLIENT and HM hereby bind their partners, successors, executors, administrators, legal representatives, with respect to all covenants, agreements and obligations of this Agreement. Neither CLIENT nor HM shall assign, sublet or transfer any rights under or interests in this Agreement without the written consent of the other, except as mandated or restricted by law. Unless specifically stated to the contrary in writing, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement. Nothing contained in this paragraph shall prevent HM from employing such independent professional associates and consultants as HM may deem appropriate to assist in the performances of the services required for the project. Nothing under this Agreement shall be construed to give any rights or benefits in this Agreement to anyone other than CLIENT or HM, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole and exclusive benefit of CLIENT and HM and not just for the benefit of any other party.

SCOPE OF SERVICES

The following scope of services is provided for the proposed widening of the existing multi-use path from the intersection of herons Glen Blvd and Palo Duro Blvd. easterly to the intersection of Herons Glen Blvd and Kayla Way

A. Design Documents

Revise the previously prepared construction plans for widening of existing mixed use path to reflect change in the scope of work. Plans shall include sufficient geometric data, typical sections, direction and construction detail for use by the permitting agency, to obtain Contractor bids, and for use during construction. *Task includes attending 2 on site meeting to confirm changes to existing plans, 1 online meeting with County staff. Project is assumed to be constructed in one phase.*

B. Permitting

Prepare and submit a Limited Review Development Order to Lee County Development Service for approval. *Task includes preparing applications and relevant exhibits Lee County will require for approval, responding to sufficiencies. Task assumes that there are no wetlands affected by the project and no utility conflicts requiring relocation.*

C. Construction Services

Prepare and coordinate bid documents of project to prospective Contractors (assume at least 2 invitees). Assist District in review of bids and provide recommendation to award. Assist HOA with the administration of the construction contract by responding to Contractor's inquiries, field observation of the construction product, review of material testing/reports, and review of Contractor pay requests. Upon satisfactory completion of the project in conformance to the plans and permits, Engineer shall prepare final certifications to Lee County.

D. Reimbursable

SCHEDULE OF FEES

Tasks noted as Lump Sum (LS) are for services that have been based upon a fixed fee amount and will be invoiced based upon the percentage of work completed at the time of invoice.

Tasks noted as Estimated Fee (EST) shall be invoiced on the time and materials expended in accordance with the attached Professional Rate Schedule. An allowance has been estimated for the tasks based upon projects similar in nature in our experience.

A.	Design Documents	\$4,500 (LS)
B.	Permitting	\$5,000 (LS)
C.	Construction	\$3,000 (Est)
D.	Reimbursables	\$ 500 (Est)

SPECIAL CONDITIONS AND EXCLUSIONS

1. HM's Scope of Services described herein does not include:
 - a. Assumes no zoning modifications required
 - b. Assumes no wetland or protect species impacts
 - c. Assumes no offsite improvement required
 - d. Assumes no SFWMD permitting required
 - e. Agency Permit Review Fees are not included
 - f. Sketch and Legal Descriptions are not included
 - g. No surveying services outside of those specified are provided.

**HOLE MONTES, INC.
PROFESSIONAL FEE
SCHEDULE**

Date: May 6, 2022

Project: Herons Glen Multi-Use Path

Senior Principal Engineer IX	\$240.00 per hour
Principal Engineer VIII	\$220.00 per hour
Engineer I	\$115.00 per hour
Engineer II	\$130.00 per hour
Engineer III	\$145.00 per hour
Engineer IV	\$160.00 per hour
Engineer V	\$175.00 per hour
Engineer VI	\$190.00 per hour
Engineer VII	\$205.00 per hour
Senior Designer	\$140.00 per hour
Designer	\$125.00 per hour
Contract Administrator	\$120.00 per hour
Senior Contract Administrator	\$140.00 per hour
Senior Landscape Architect	\$185.00 per hour
Landscape Architect	\$170.00 per hour
Landscape Architect IV	\$155.00 per hour
Landscape Architect III	\$135.00 per hour
Landscape Architect II	\$120.00 per hour
Landscape Architect I	\$105.00 per hour
Graphic Specialist	\$115.00 per hour
Principal Planner	\$220.00 per hour
Planning Director	\$195.00 per hour
Planner III	\$155.00 per hour
Planner II	\$135.00 per hour
Senior Planner	\$175.00 per hour
Permitting Coordinator	\$110.00 per hour
Principal Surveyor	\$190.00 per hour
Senior Surveyor	\$175.00 per hour
Surveyor	\$155.00 per hour
2 Person Survey Crew	\$165.00 per hour
3 Person Survey Crew	\$185.00 per hour
4 Person Survey Crew	\$205.00 per hour
Technician IV	\$ 90.00 per hour
Technician III	\$ 80.00 per hour
Technician II	\$ 70.00 per hour
Technician I	\$ 60.00 per hour
Environmental Operations Specialist	\$135.00 per hour
Senior Environmental Operations Specialist	\$160.00 per hour
Senior Construction Field Representative	\$130.00 per hour
Construction Field Representative	\$105.00 per hour
GPS Operator	\$115.00 per hour

Project Manager	\$165.00 per hour
Clerical Administrative Assistant	\$ 80.00 per hour
Senior Clerical/Administrative Assistant	\$100.00 per hour
Expert Witness	\$350.00 per hour
Information Technology Support	\$150.00 per hour
Senior Structural Engineer	\$220.00 per hour
Structural Engineer	\$190.00 per hour
Subcontractors	Cost + 15%
Out-of-Pocket Expenses	Cost + 15%

This Fee Schedule is effective for one year from date of the LETTER AGREEMENT.

3.2022

Attachment

~D~

FY2023 Budget items

- Need Current Bond Expenditure/Contract/Approval Resolutions Costs Sheets
- Cap and Deferred (I think) reserve requirements increase was 5% for first 5 years. With current inflation (economists' outlook) should 5% be extended to FY2027 before reducing back to 3% on the 20-year reserves? PROVIDE 2 CAPITAL SCENARIOS FOR REVIEW OF THESE EXPENDITURES: Pay-as-you-go AND bond issuance in 2036.
- When do we receive the long range plan committee's recommendations for inclusion on capital and deferred?
- Last August, District had estimates to change PEOs with significant savings. Any plans when this will be bid out, with review by Finance and Board? And please provide +/- of this change on both impact to employee (and their manager) as well as financial impacts.
- Discussion on where staffing changes may be needed "what if" scenarios expected during June budget meetings. For example, impact of additional resources as a result of needed levels of service, expanded amenities and other workload needs, including support for committees and number of meetings...minutes, etc. What is being considered for outsourcing (CB files, security – data etc) What extra computer security needs to be considered?
- Wages? Proposed increase – CPI?
- Review Deferred (which are maintenance and repair and classified as such at year end) and those regular annual items put in clubhouse and golf operations as applicable. Don't move items that are done on less frequent than annual basis. "What if scenarios?"
- Many of the kitchen items (convection tops, fryers, etc) were obtained in the 2006-7 bond reno. They are now in "fair" condition and need to be replaced in next couple years. Many items are no longer capital assets (although may be listed on capital reserves), by \$5k capital definition. Same issue with fitness strength equipment (although items are 15-20 years old and serviced regularly). Need recommendations for replacement plan and "reserves" as above may not be capital.
- HOA and sub-HOA(change contract?) should be CPI or district budget increase amount rather than fixed 3%? For example, last year CLIS increased by about 9%, but we "always" exchange 3% rates.
- Golf – discuss NR memberships (published) going back to policy of 2x resident rate. Eliminate any "special rate" for this category
- Previously talked about need for residents to update their profile email and phone number in resident directory. Need letter to include with budget package telling people how to access. Is this the time to also say – time to get your golf cart registered AND numbered if on any district property? Not just for golf course
- Finance committee suggested District could do own mailing (in lieu of Tom's office), do you propose to do this work?

Attachment

~E~

2022 HGRD Board Meetings and Other Events

REGULAR MEETINGS

Zoom/CD RM C*

OTHER EVENTS

Zoom/CD RM C*

Monday, May 9 at 9:00 a.m. Wednesday, May 18 at 11:30 a.m. – Restaurant Reno Monday, May 23 at 9:00 a.m.	
Monday, June 6 at 9:00 a.m. Friday, June 24 at 9:00 a.m.	<i>2022-2023 Budget Workshops</i> Monday, June 20 – Thursday, June 23 All at 9:00 a.m.
Monday, July 11 at 9:00 a.m. Monday, July 25 at 9:00 a.m.	
Monday, August 15 at 9:00 a.m.	
Monday, September 12 at 9:00 a.m.	<i>Budget Approval</i> Thursday, September 1 at 5:00 p.m.
To Be Determined	
To Be Determined ****Nov 24 is Thanksgiving	
None in December	

*If a large turnout is anticipated for a Board Workshop or Meeting, the Ballroom will have to be used.

Approved by the Board on Monday, May 9, 2022