



Herons Glen Recreation District
Strategic Plan
May 1, 2023



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Revision History

Version	Date	Author	Major revisions included
Original Plan	XX/XX/2016	Kopplin & Kuebler, LLC	Original Approved and adopted Plan
2022 Plan - DRAFT v1	2/3/2022	Jeff Buxton (Long Range Planning Committee)	DRAFT, revised Strategic Plan
2022 Plan - DRAFT v2	2/10/2022	Long Range Planning Committee	DRAFT, revised Strategic Plan
2022 Plan - DRAFT v3	2/25/2022	Jeff Buxton (Long Range Planning Committee)	DRAFT, revised Appendix
2022 Plan - DRAFT v4	11/21/2022	Jeff Buxton (Long Range Planning Committee)	DRAFT, add additional item to Appendix
2022 Plan - V5 FINAL	11/28/2022	Jeff Buxton (Long Range Planning Committee)	Edits as offered by Howard Young
2023 Plan - DRAFT v1	3/29/2023	Jeff Buxton (Long Range Planning Committee)	Initial DRAFT of 2023 Strategic Plan
2023 Plan - DRAFT v2	4/4/2023	Jeff Buxton (Long Range Planning Committee)	Revised DRAFT of 2023 Strategic Plan
2023 Plan - DRAFT v3	4/9/2023	Jeff Buxton (Long Range Planning Committee)	Added items to Long Range Capital Planning process
2023 Plan - DRAFT v4	4/25/2023	Jeff Buxton (Long Range Planning Committee)	Integrated edits from Karen Mars
2023 Plan – FINAL DRAFT	5/1/2023	Jeff Buxton (Long Range Planning Committee)	Issuance of final DRAFT version for 2023



The Process

Development 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 and desires 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 needs and desires of the Herons Glen residents. Thus, the process to develop the plan should include the annual issuance and analysis of a survey of all residents to determine satisfaction with the facilities, amenities, and governance of HGRD.

Achievements since last update

Since the development of the 2022 HGRD Strategic Plan, the following significant accomplishments have been achieved in addressing the action items called out by the plan:

- Develop Facilities Master Plan
 - The Facilities & Amenities Committee has begun some elements of developing a Master Plan, including demographics analysis and resident desires for new and/or upgrades to amenities as determined by the 2023 Resident Survey.
- Develop a long-range plan for Capital funding
 - Finalization of the Club Benchmarking study will provide a key basis for developing the long-range plan for Capital funding.
- Conduct an annual review of all rules/policies to assure continuous relevance
 - Complete review of all rules and policies is nearing completion and expected to be approved by the HGRD Board in 2023
- Develop a services utilization study
 - Questions regarding the utilization of amenities was included in the 2023 Resident Survey and provided insights into the On-Season and Off-Season usage of all HGRD amenities
- Develop Restaurant Services Development Plan - While an integrated Restaurant Services Plan was not specifically developed in 2022, the following individual activities (which would make up the elements of a Restaurant Services Plan) were completed:
 - Restaurant/Lounge facility: The restaurant renovation has been included as a significant Bond project since the bond was planned and approved. The plan for the renovation of the facility is completed and proceeding to firm estimates, quotes, and contracting. Potential sourcing of new furniture has been identified for expected delivery prior to the completion of the renovation.
 - Restaurant/Lounge food: The management team responsible for the F&B services has seen significant change since 2022 resulting in a new F&B director and new Executive Chef in early 2023. New menus have been issued. The resident satisfaction of the restaurant and lounge food will be a key indicator of success from the 2024 Resident Survey.
 - Restaurant/Lounge service: Significant changes in service personnel have occurred in late 2022 and early 2023. The Pool deck is expected to be renovated during 2023. Coupled with the



renovation of the Restaurant and Lounge, this is expected to result in positive changes to the Pool Deck food & beverage services during 2023. The resident satisfaction of the restaurant and lounge service will be a key indicator of success from the 2024 Resident Survey.

- Restaurant/Lounge events: Restaurant has had great success in recognizing and planning menus around special days such as Mardi Gras, St. Patrick's Day, Christmas, etc. and planning events such as the Luau Pool Party, Monte Carlo Night and the End of Season Party. Food & Beverage should continue and possibly expand these offerings, Resident attendance at these functions will be a key indicator of success.
- Conduct an operational review of all food and beverage operations
 - A detailed study and analysis were completed to review F&B financial and operational metrics from 2016 through 2021. This information was used to identify key operational performance goals and trends for operational improvements.
- Develop a plan for how to effectively understand the "community-wide wants"
 - HGRD initiated an annual survey to better understand community wants with the issuance of the 2023 Resident Survey in January. The last survey of resident wants was conducted in 2014. This annual survey is expected to become a key element in guiding the HGRD Board in the desires of the residents.

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 through 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 within the scope of the committee Charter, 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:

- Honesty, integrity, and transparency of board and management actions
- Professional, competent management and staff
- Financial responsibility over operational costs and capital investments which serve to provide high quality services, well maintained facilities, and enhanced property values
- Prudent long-range planning which serves residents evolving tastes and demographic evolution

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 – ability to issue tax-free bonds to finance facilities development; tax-free status
- Fiscal soundness and responsibility
- District owned common facilities
- 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 facilities and amenities
- Split management of community
- 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 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

- Inability to grow – lack of land for future expansion will limit HGRD financial growth and ability to develop new amenities to meet residents growing desires
- Capital Reserves will be limited to turnover of existing home sales
- Growth Capital is limited to bond issuance and ability of existing homeowners to absorb resulting tax changes
- Growth in operational costs will be limited to ability of existing homeowners to absorb increases in assessments
- Increase in costs not within the HGRD control, such as insurance, etc.
- Potential changes to the Zemel Land fill
- 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 Amenities
 - Community Master Plan
 - Long Term Capital Plan
 - Growth Plan
2. Governance
 - Rules and Policies review process
 - Strategic Goals and Agendas
 - Elections
3. Services
 - Food & Beverage facilities renovation
 - Food & Beverage financial performance
4. Operations
 - Technology Plan
 - Facilities, Property, and Asset Maintenance
 - Asset Management
 - Hurricane Preparedness

Facilities and Amenities

Facilities Master Plan

Facilities and Amenities Committee to develop the Community Master Plan. This Master Plan should include:

- Demographic trends analysis
- Facilities utilization review and value analysis – develop a clear analysis of the resident value from each amenity
 - Develop a Cost/Usage estimate based on the following:
 - Estimate Resident usage for each amenity based on the Resident Survey
 - For consistency, the underlying usage for this Cost/Usage analysis should be based on individual residents estimated utilization for each amenity from the Resident Survey
 - This information may be supplemented by other, direct measures such as facility sign-up schedules and/or Association members



- Estimate the long-term capital cost for maintaining/replacing each amenity based on the expected replacement costs from the Club Benchmarking study
- Compare Cost/Usage against the Resident Survey results for question rating each amenities perceived value
- Facilities & Amenities enhancement plan (based on 2023 Resident Survey)
 - Use results of annual resident survey to develop specific recommended plans to address significant areas of dissatisfaction.
 - Integrate Top Amenity upgrades and new facilities requests into Facilities Master Plan as the roadmap to recommended facilities enhancements (include prioritization, expected timing, and estimated space requirements)

Long Term Capital Plan

1. **HGRD Management** to integrate all Asset management and tracking databases into a single, common, “source of record” Asset Tracking data set (Club Benchmarking)
 - a. Integrate Deferred Maintenance requirements into Club Benchmarking
 - b. Integrate Bond Projects into Club Benchmarking
 - c. Integrate potential new Amenity requests into Club Benchmarking
2. **Long Range Planning Committee and Finance Committee** to develop a Long-Range Capital Plan. Using the F&A enhancement plan and the Club Benchmarking report, develop an estimate of capital needs. Distinguish each item as Obligatory Capital or Aspirational Capital
 - a. Identify capital funding sources and timing for each. Align each funding source to the likely use of the funds for covering Obligatory or Aspirational Capital needs.
 - b. Identify any gaps or significant events that may require mitigation plans

Growth Plan

Long Range Planning Committee to develop community growth plan

1. Develop analysis of book value of HGRD over time to determine if the community net value is increasing or decreasing
2. Create a list of possible developable open space in the community. Estimate minimum square foot requirements of facilities enhancements from the F&A enhancement plan. Identify all planned facilities enhancements that would require new land (beyond available developable land in HGRD)
3. Examine potential avenues to grow the community; such as land acquisition, mergers or acquisitions of nearby communities, or any other opportunities (“if you’re not growing, you’re dying”). Potential opportunities should also identify and consider any legal and/or bond constraints.

Governance

Rules and Policies Review

Ad Hoc Committee to complete the review of all rules/policies to assure continuous relevance. **HGRD Board** to confirm and establish a recurring process for ongoing review of rules/policies, including consideration for the following:

- Policies should be reviewed biennially. Additionally, as they get amended as part of board business the Board assistant should update the policies and, update them on the HGRD website.
- Rules (to guide management operation) should be updated as needed to address issues as they arise. Additionally, as they are amended management should update any posted rules and update them on the HGRD website.



Strategic Goals and Agendas

HGRD Board to develop annual agenda & strategic goals – The **Long-Range Planning Committee** to develop a DRAFT annual agenda outlining the board's goals and objectives for the coming year for Board adoption. The agenda will be based on the approved Strategic Plan action items and the expected timing of each.

Elections

HGRD Board and HGRD Council to re-examine newly developed Board elections procedures to address the following:

- Follow ongoing efforts by other FL Recreation Districts to amend State Law to modify voting rules. Report any legislative considerations undertaken by other Districts to the Residents.
- Consider revising board election information provided to the residents prior to the call for candidates. This information might include a description of the functions of each board position, highlighting the board positions that are up for election. The intent would be to provide greater information to the residents (and potential candidates) in order to identify the diversity of needs on the board and the capabilities needed to fill/refill expected position gaps.

Services

Food & Beverage facilities renovations

Problem Solving Task Force to finalize recommendations for the renovation of F&B facilities

- Finalize and complete the plan for the restaurant & lounge renovation
- Media Resources Committee to finalize the plan for the Ballroom renovation and identify the expected timing for this renovation
- Finalize the plan for the Lobby renovation

Food & Beverage financial performance

HGRD Management to develop plan and reporting process to monitor F&B financial performance

- Update the financial performance review of the F&B operations performed in 2022
- Review financial performance quarterly with the financial goal for F&B to breakeven on variable costs (revenues should cover all Prime Costs; i.e., COS + Personnel Costs). Based on the 2022 financial analysis, on average HGRD F&B hit this goal from 2016 through 2019. This goal may be deferred to 2024 based on the expected disruption to F&B services in 2023.

Operations

Technology Plan

- **HGRD Management** to develop a Technology Plan to leverage newer technologies more fully for improved customer service and operational efficiency. Examples include:
 - Customer Service
 - QR codes for menus, events, and club information
 - iPads for ordering, displaying wine lists and signing up for tee times or lessons
 - Apps for members to interact with the club and access club information
 - Operations



- App-based/interactive security cameras
- Staff scheduling software
- Video training modules for employees, boards, and committees
- Work Order Management System
- Asset Management System
- **HGRD Management** to develop plans (including costs) for a more robust IT support capacity to enable new business processes, technology enabled operational efficiencies, new digital services, stronger cyber security, and a schedule for expected software upgrades to key operational systems.

Facilities, Property, and Asset Maintenance

- **Problem Solving Committee** to finalize plans for new maintenance building and complete the construction or cancel the plans.
- **Problem Solving Committee** to develop a Sustainability Plan, to include:
 - Lake Management Plan
 - Drainage Management Plan
 - Landscape Management Plan
- **Problem Solving Committee** to develop clear plan for Community Irrigation System.

Asset Management

- **HGRD Management** to develop a repeatable, reliable process to maintain the accuracy and timely updates to the HGRD Asset Management database (Club Benchmarking).
- **HGRD Management** should investigate and make recommendations to the board for enhanced Asset Management tools to expand the capabilities of the Club Benchmarking database.

Hurricane Preparedness

- **Long Range Planning Committee** to develop Hurricane Preparedness Plan (including backup power plan and/or rooftop solar backup power) for needed Capital investments based on documented Lessons Learned from HGRD Management following Hurricane IAN. Include consideration for increasing reserve funds (or setting up a special hurricane reserve fund) above the current losses reserves for potential hurricane events every 5-10 years. This Plan should include a written Hurricane Response plan/checklist which identifies the roles and responsibilities during emergency incidents.