

Herons Glen Recreation District  
Strategic Plan  
November 18, 2024



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## **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 Values, Vision and Mission

These reviews and potential revisions should be performed on an annual basis by the HGRD Long Range Planning Committee and suggested changes should be subsequently forwarded to the HGRD Board of Supervisors for the Board's review and possible adoption.

The Strategic Plan should reflect the needs and desires of the Herons Glen residents. Thus, the process to develop the plan should include, but not be limited to 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 2023 HGRD Strategic Plan, the following significant undertakings have been achieved in addressing the action items called out by the plan:

- Developed a long-range plan for Capital funding
  - Review of the Club Benchmarking study provided the basis for developing the long-range plan for the Capital funding budget.
- Conducted a review of all rules/policies to ensure continuous relevance
  - Complete review of all rules and policies was completed and approved by the HGRD Board
- Developed a services utilization study
  - The 2023 and 2024 Resident Surveys provided insights into the On-Season and Off-Season usage of all HGRD amenities
- Finalized F&B revitalization
  - The renovation of the Restaurant and Lounge have been completed.
  - Pool Deck renovation was completed.
  - Main lobby renovation was completed.
- Developed a plan for how to effectively understand the “community-wide wants”
  - HGRD re-issued another Resident Survey in January 2024 to continuously refresh insights into Resident Satisfaction and inputs for development and improvements.
- Implemented new technology innovations to improve operational efficiency and services
  - Resident files have been scanned, uploaded, and attached to their corresponding resident file in our administrative software program
  - AP Automation was implemented with AvidXchange to make the Accounts Payable (AP) process more efficient for accounting staff and enable invoices accessible to all managers and accounting staff, with little paper retention.
  - New Timekeeper (OTK) was implemented to streamline the timekeeping process, allowing employees to request time off electronically, view and approve their time electronically and offers three different ways to clock-in (mobile option utilizes geofencing). This still needs written controls.
  - HGRD mobile app chit tender for residents to sign and authorize their restaurant chits on their mobile device and/or on the server’s tablet, ultimately moving away from paper chits.



## **HGRD Key Roles and Responsibilities**

### **The Roles and Responsibilities of Board Members**

- Comply with government mandates; from those required by Lee County to those required by Florida State Statutes for FL Special Districts.
- Approve the annual budget for the district to establish assessments, fees, and control expenditures.
- 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.
- 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 residents.
- Review financial status of HGRD and review, approve, deny, or defer committee requests.
- Establish and review HGRD policies and objectives and ensure compliance.
- Communicate and coordinate community requirements with the Herons Glen HOA.
- Demonstrate expected resident participation in HGRD amenities through active engagement in HGRD activities when possible.
- Be a 'positive' influence with other residents and set an example by adhering to all club rules and policies.

### **The Roles and Responsibilities of Management**

- Support the HGRD Board through facility oversight, due diligence, and subject matter expertise in specific functional areas.
- The GM hires Department Managers, provides guidance and direction to Department Managers, assesses the ongoing performance of Department Managers, dismisses Department Managers if/when necessary.
- Oversee the general operation of the District.
- Maintain regular, clear, and complete communications to the Board on all aspects of District operation.
- Maintain regular, clear, and complete communications to the community on significant aspects of District operation.
- Ensure District expenditures are within the approved budget.

### **The Roles and Responsibilities of Committees**

- Support the HGRD Board through subject matter expertise in specific functional areas defined in their charter.
- Committees are ADVISORY and cannot set policy, make operating decisions, or commit District funds, but rather make RECOMMENDATIONS to the Board for action.
- Maintain regular, clear, and complete communications to the Board on all activities, discussions, and progress on responsibilities defined in their charter.



## **HGRD Core Values**

HGRD strives 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 Mission 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 Vision 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
- Recently refreshed amenities and facilities based on 2020 Bond Capital Projects

### **Top Weaknesses**

- Aging Infrastructure – primarily focused on the Common Lot Irrigation System (CLIS)
- 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 golf course to the public as required to meet budget.
- Marketing of Ballroom and Meeting Rooms to the public as required to meet budget.
- Improving technology utilization to assist with resident satisfaction and operational efficiency.
- 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 are limited to turnover of existing home sales, increasing assessments, and interest earned on existing reserves.
- Growth Capital is limited to bond issuance
- Expansion of services is limited to ability and willingness of existing homeowners to absorb increases in assessments for growing operational costs
- Increase in costs not within the HGRD control, such as insurance, etc.
- Potential changes to the Zemel Landfill
- Potential for State elimination of the “Special District”/ “Recreational District” status
- Implications of Artificial Intelligence



## Key Strategic Issues

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

- Facilities and Amenities
  - Long Range Planning
  - Long Term Capital Plan
- Governance
  - Rules and Policies review
  - Strategic Goals and Achievements as required by Florida statute
- Services
  - Facilities maintenance and improvements
  - CLIS maintenance and improvements
  - Golf maintenance and improvements
  - Food & Beverage performance
  - Coordination of accounting services among departments
- Operations
  - Technology Plan
  - Facilities, Property, and Asset Maintenance
  - Asset Planning & Tracking
  - Emergency Preparedness

## Facilities and Amenities

### Long Range Planning

- Long Range Planning Committee to provide details from the annual survey regarding:
  - Demographic trends analysis (derived from the Resident Survey)
  - Facilities utilization review and value analysis (derived from the Resident Survey)
  - Potential New or Renovated Amenities (derived from the Resident Survey and applicable outside research)
  - Facilities growth plan (refreshed by the Long-Range Planning Committee)
  - Facilities & Amenities Capital Plan (from the annual HGRD Capital Planning Budgets)

### Long Term Capital Plan

- **HGRD** management to maintain and regularly update the Club Benchmarking tool, as the source of record, to be used for budget planning and modeling.
- **The Board with the assistance of Management** to regularly review and refresh the Long-Term Capital Plan using the Club Benchmarking report, to develop an estimate of capital needs and capital sources, and to identify near-term and long-term capital funding gaps and opportunities.





## Governance

### Rules and Policies Review

**HGRD Board** to confirm and establish a recurring process for ongoing review of rules/policies, including consideration for the following:

- Policies should be reviewed regularly. Additionally, as they get amended as part of board business, management 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 Achievements

**HGRD Board to develop and publish strategic Goals and Achievements that meet state requirements**

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## Services

- **HGRD Management** to review service performance of Facilities Maintenance
- **HGRD Management** to review service performance of CLIS operations.
- HGRD Management to review service performance of Golf operations.
- **HGRD Management** to review food and beverage performance with the goal to be maintaining resident satisfaction within the adopted budget.
- **HGRD Management** to review service performance of Accounting Department

## Operations

### Technology

HGRD Management to develop a written Technology Plan to leverage newer technologies more fully for improved customer service and operational efficiency. Examples of additional items to be considered include:

- Customer Service
  - QR codes for menus, events, and District information
  - iPads for ordering, displaying wine lists and signing up for tee times or lessons
  - Apps for residents to interact with the District and access District information
- Operations
  - App-based/interactive security cameras
  - Operating manuals for all currently installed technology
  - Staff scheduling software
  - Video training modules for employees
  - Work Order Management System
  - Integrated Asset Management System with Club Benchmarking



## Facilities, Property, and Asset Maintenance

- HGRD Management to finalize plans for new maintenance buildings and complete the construction or cancel the plans.
- HGRD Management to develop a Sustainability Plan, to include:
  - Lake Management Plan in coordination with HOA
  - Drainage Management Plan in coordination with HOA
  - Landscape Management Plan
- HGRD Management to develop a clear plan for Community Irrigation System.

## Asset Tracking & Replacement Planning

- HGRD Management to maintain the asset database(s) so that the need for replacement or additional assets can be assessed.

## Emergency Preparedness

- Long Range Planning Committee to review the Emergency Preparedness Plan on an annual basis and make recommendations for any needed changes to management.



## Metrics and KPI's

The following deliverables, milestones, and performance metrics will serve to ensure that this strategic plan is diligently being executed on behalf of the Herons Glen Community:

Strategic Plan initiative	Performance Metric/Deliverable	Responsible Party	Expected Completion Date
<b>Long Term Capital Plan</b>	Refresh the Asset management and tracking databases (Club Benchmarking)	HGRD Management	May 1, 2025
<b>Technology</b>	<p>Develop a written Technology Plan</p> <p>Complete implementation of the online event booking for residents to sign up for events on electronic devices</p> <p>Complete migration of journal entries with backup to electronic records with the capability to attach audit trail directly to corresponding journal entry in software system.</p>	HGRD Management	May 1, 2024
<b>Facilities, Property, and Asset Maintenance</b>	<p>Finalize plans for remaining Bond Projects</p> <p>Develop a Sustainability Plan</p> <p>Develop a plan for Community Irrigation System</p>	HGRD Management	May 1, 2025
<b>Emergency Preparedness</b>	Refresh the Emergency Preparedness Plan	HGRD Management	March 1, 2025