



2002

ANNUAL REPORT



The
**Landings
Association, Inc.**

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The Landings Association, established in August 1972, is a non-profit corporation formed to promote the health, safety, and welfare of the residents of The Landings on Skidaway Island. Every person or entity who is an owner of record in any lot or living unit which is subject to the covenants of record is a member of the corporation (association). The Association owns, operates, and maintains the common properties and facilities, and provides security services within the community.

2002 Board

President.....	Bob Egan
Vice President	Dave Fullarton
Treasurer.....	Bob Aiken
Secretary.....	Ned Smith
Directors.....	Karen Blado Pat Clark Jim Hazel Bob Reinhard Wally Smith
Ex-Officio.....	Russ Peterson

2003 Board

President.....	Jim Hazel
Vice President.....	Karen Blado
Treasurer.....	Bob Aiken
Secretary.....	Wally Smith
Directors.....	Bill Farmer Dave Fullarton John Kilcullen Bob Reinhard Mary Vernick
Ex-Officio.....	Bob Egan

Association Staff

600 Landings Way South
Savannah, GA 31411-2899
598-2520 • 598-2516 (Fax)

General ManagerRobert Mahnke
Architectural AdministratorCarol Kelly
Chief of SecurityCharles Scobee
Controller & Systems AnalystDeborah Friend
Environmental Resources ManagerPaul Kurilla
Human Resources ManagerVickie Carr
PR/Communications ManagerKarl Stephens
Public Works ManagerWilliam Martin
Yacht Club General ManagerMark Mountan

PRESIDENT'S MESSAGE

The past year for The Landings Association has been both busy and successful. We celebrated our 30th Anniversary with an eye to the past, while planning for the future. An important accomplishment was the passage of our next three-year financial plan. This plan ensures The Landings will continue as one of the premier communities in the country, providing the high level of service residents have come to expect. **The Association remains financially sound** and will have the ability to make many upgrades to things such as the trails, paths, roads and lagoons, while also initiating a general Landings-wide beautification effort.

The Yacht Club performed better than budgeted in the first year following its merger into the Association. The Yacht Club's revenues exceeded expenses, and its future remains bright, especially after doing \$234,000 in much-needed maintenance. You can review detailed financial documents for the Yacht Club and the Association in a separate report included in this mailing.

We have made significant progress in the legal battle with our water and sewer provider, **Utilities, Inc.** In 2002, Utilities, Inc. finally agreed to provide previously unseen financial documents. We want to make sure they will provide for our future needs in terms of capital reserves and to make sure we're charged appropriate rates.

The formation of the **Landings Leadership Council** has helped us take a big step forward in

improving cooperation between all Landings entities. Representatives of the Association, the Yacht Club, The Landings Company and The Landings Club meet each month to discuss issues affecting all property owners. The LLC identified 12 key strategic issues, including marketing of The Landings, water rights and possible annexations of nearby properties into The Landings.

Members overwhelmingly approved the **annexation of the Green Island Road Development**, with almost 93% of the ballots voting in favor of the annexation. This addition to our community helps keep us competitive with other developments and should bring more potential buyers to The Landings, keeping property values high.

The Landings Association has **improved communications with its members.** Major improvements have been made in our monthly publication, the *Landings Journal*, which now includes more timely, pertinent information. We have also doubled the number of subscribers to our E-mail Bulletins and send out several bulletins each week to keep you up-to-date on late-breaking Association news.

Media Day was a success, bringing some of the most influential members of the local media to the island. We are starting to see the benefits of improved media relationships through more positive coverage of The Landings.

I would like to recognize the outgoing Board of Directors, who devoted many hours to study and



deliberate on issues that affect our community. We have a very dedicated and knowledgeable professional staff that assisted me greatly during the year and provided superb service to our community. Our committee Chairs and their committee members have also done much to make 2002 a successful year.

Looking ahead to 2003, the Association will work closely with all the other Landings entities, through the LLC. We also face the prospect of another possible annexation of adjacent property. US Cable will begin upgrading the cable television system, to provide better quality, more channels and high-speed Internet access. And, we want to make sure we continue attracting potential residents, to help keep property values high.

We have a very strong Association, both financially and organizationally. It has truly been my pleasure to serve as your President, and I look forward to working with the incoming Board.

A handwritten signature in black ink that reads "Bob Egan" followed by a horizontal flourish.

Bob Egan
Board President, TLA

GENERAL MANAGER'S MESSAGE

The Landings Association has just completed another **very successful year** addressing and resolving many critical issues that have been pending for some time. Details of the many accomplishments can be found by carefully reading this entire Annual Report, which contains the most recent information on the status of projects and what is being planned for the future. The President's Message and the various Committee reports do an excellent job of recapping the year's accomplishments.

Rather than simply repeating information provided elsewhere in this Annual Report, I would like to focus on the Association staff and report on what they have accomplished this past year through the establishment of goals. This is in addition to working closely with the Board and Committees to support their efforts and also address and resolve many other organizational issues.

Early in the year, we established general goals for the Association and specific goals for each department, to provide direction and focus. Department Managers then established annual calendars, setting timelines for the completion of the various projects and initiatives. In mid-year, adjustments were made to the general goals, which then required changes in the department goals.

The **ten primary focus areas for 2002** were: 1) improved covenant, guidelines and rules enforcement; 2) provide for future expanded broadband (cable) services; 3) develop and implement a method to track progress on goal

achievement; 4) develop a common area infrastructure master plan to guide an island beautification program; 5) resolve issues with Utilities, Inc.; 6) evaluate current organizational structure and make necessary changes; 7) monitor and address rental property issues; 8) develop and implement a tree management policy; 9) support land annexation efforts; 10) develop and conduct a property owner satisfaction survey.

In addition, we continued our focus on other key areas started in previous years. These include: 1) develop a customer service based philosophy at all levels; 2) improve communications throughout the community; 3) improve the image of the Association in the surrounding areas.

During the year, managers focused on these areas in addition to their normal day-to-day activities. I am pleased to report by the end of the year all of the focus areas were addressed to some extent. Most were taken to completion while others will continue forward to completion this year. I believe the establishment of focus areas was the main reason staff was able to complete as much as they did.

The following is a brief overview of the **major accomplishments**:

- Moving the Architectural Department to the Delegal Marina
- Creation of the Environmental Resources Department
- Successful transition of the Yacht Club into the Association
- Road and Cart Path resurfacing specification changes
- Tree management policy



- GIS Mapping system completed
- Approval of three-year financial plan.

I would like to thank the Board, Committees and other volunteers who, over the year, have contributed countless hours of personal time making sure things were done properly and in the community's best interest. Without their participation, we could not have had such a successful year.

I would be remiss if I didn't end by saying how much I appreciate the dedicated support I have received from each member of the staff. Thank you all for your continued support and commitment to making The Landings the very best.

Finally, we appreciate hearing from members who have questions, concerns or suggestions. Please take the time to call, e-mail or write and share your thoughts. We need this input on a regular basis.

Thank you for your support during 2002, and we look forward to serving you during the new year.

A handwritten signature in black ink, appearing to read 'Robert Mahnke'.

Robert Mahnke
General Manager, TLA

ARCHITECTURAL REVIEW

The Architectural Review Committee was established and empowered by The Branigar Organization in the original covenants of The Landings. The Committee is charged with the **responsibility of reviewing and approving any and all proposed work that would change the exterior appearance of all residential property** in The Landings. In order to fulfill this responsibility, the Committee conducts two regular meetings each month: one a review meeting, and the other an administrative meeting. Additional special meetings, and on-site inspections are held as necessary.

As we might expect, the number of new construction applications is slowly diminishing, while addition and renovation applications are increasing. The ad hoc Renovation Committee, that had been formed in 2001, completed its work this year and was transformed into the Landings Development Committee, which is now functioning as a standing committee of the Board. This year the Architectural Committee was asked to form a temporary subcommittee to **study the tree policies** of the Association and to make recommendations to the Board. That project was completed and has resulted in the formation of the Tree Resource Group, another standing committee of the Board.

During the process of **evaluating the annexation** of the Green Island Road Development (Marsh View Landing), the Committee advised the Board on architectur-

al issues, and has written a supplemental set of guidelines for that property, which will now come under the jurisdiction of the Architectural Department.

Throughout the year, the Committee continues to evaluate new building materials for their use at The Landings. In addition, as an ongoing process, the Committee continues to evaluate the suitability of the Architectural Guidelines and recommends changes to the Board when deemed appropriate.

The Architectural Committee wishes to recognize the invaluable support of the Architectural Department staff: Carol Kelly, Administrator; Ken Durden, Inspector; and Pam Barrier, Office Assistant. We also want to acknowledge the outstanding contribution of our two professional

consultants, Valerie Hinesley, Landscape Architect and Ken Spriggs, Architect. The job of the Architectural Department would be impossible without them.

2002 Architectural Committee Reviews

New Home Applications	68
Additions	39
Misc. Applications	56
Individual Appeals	36
Total Reviews	199

2002 House Count

	12/31/02	12/31/01	Totals
Marshwood	1433	1419	14
Plantation	1284	1266	18
Midpoint	183	180	3
Oakridge	523	507	16
Deer Creek	269	257	12
Total	3692	3629	63

Committee Members

Jerry Nusloch, Chairman
Kay Anderson
Bill Andrus
Andy Borden
Warren Dixon
George James
Bill Jessup
Tom Sharp
Ray Suelflow
Board Contact: Karen Blado
Staff Contact: Carol Kelly

COVENANT COMPLIANCE

The Covenant Compliance Committee exists to **assist in the enforcement of The Landings' Covenants**, which were written to maintain the beauty of The Landings and to help in keeping the quality of life here at a high level. The Committee is guided by the *Rules and Regulations*, which are derived from the Association's *Covenants and Restrictions*, and which have been approved by the Board of Directors.

The Committee consists solely of Landings property owners, who have volunteered for this important work. The Committee members receive complaints from other property owners and follow up, through set procedures, to ensure that all complaints are resolved. Committee members are each responsible for a certain area of The Landings. At present, The Landings is divided into 11 areas. In addition, some members have no assigned areas but fill in during vacations and absences, and assist in areas where complaint volumes are higher. Committee members also generate complaints themselves as a result of proactive reviews of their areas, and these complaints are followed up in the same manner as complaints from other residents.

The handling of covenant complaints follows uniform, agreed-upon procedures. When a complaint is received at the Association, a complaint form is prepared and given to the appropriate area captain. Some complaints are routed directly to other

areas, such as the Architectural or Security departments.

If the area captain determines a violation exists, a Covenant Compliance Notice is given to the violator. If, after several weeks, there is no resolution, the complaint is passed to the General Manager and Board for action. At the beginning of 2002, the Board authorized suspension of certain membership privileges if there was no resolution at this last level.

At the beginning of 2002, **the Committee adopted a proactive stance in regard to the enforcement of covenant violations**, resulting in a substantial increase in complaints generated, as mentioned above. Also, the Board approved the use of Security Department officers in assisting Committee members to review their areas. This step also uncovered more violations since Security patrols the streets on a daily basis.

During the year, **the Committee decided to ask property owners whose roofs were**

Complaints during 2002

During the year, the Committee processed approximately 600 complaints, of which about 65% were in the four major categories of animal violations, dry trash violations, unkempt houses and property, and RV parking in driveways. Other complaints were for such things as security signs on property, garbage cans in public view, inoperative deer fences and covered cars in driveways.

This total compares to 400 complaints in 2001 and has increased due to the new, proactive policy of the Committee as well as the involvement of Security personnel in covenant complaint activities, beginning in the last quarter of the year.

excessively stained to have them cleaned. The *Rules and Regulations* state that roofs should be free of extensive, dirty staining visible to others, but this problem was not actively enforced in the past. A total of 671 letters were sent to property owners during the course of this project.

Committee Members

Ralph Wigger, Chairman
John Barnes
Jane Boyer
Betsy Daly
Cathie Hahn
Jerry Hipp
Richard Leavey
Lisabeth Merz
Jane Reinhard
Martie Sanderson
Chris Savage
Diane Shannon
Gerry Von Bargaen
Lois Von Bargaen
Board Contact: Bob Reinhard
Staff Contact:
Charles Scobee

GOVERNANCE

The Governance Committee is responsible for the structure of The

Landings Association. The Landings Covenants require the Association to have a Board of Directors and an Architectural Control Committee but do not specify the details of how the Association should be run. Those details are provided by the Association Bylaws and Policy Manual which set overall policy for the Board of Directors, the Committees, and the General Manager. The General Manager has additional policy and operations manuals to guide Association employees in performing their duties and serving The Landings property owners.

The Governance Committee has the responsibility of planning, developing and reviewing those policies under which the Association is run and the allocation of responsibilities among the different parts of the Association: Board of Directors, Board officers, committees, General Manager, and staff. To meet that responsibility the Governance Committee reviews and proposes new or revised policies and language for Covenants, Bylaws, Policy Manual, Rules and Regulations for Residents. It also reviews the language of proposed changes in those documents which come from staff and other committees. All the Bylaws and Policy Manual recommendations of the Governance Committee go to the Board of Directors for final approval.

Covenants

Although voting on further

revision of the general Landings Covenants has been deferred until 2009 as a result of the transfer fee lawsuit, representatives of the Governance Committee assisted the Annexation Committee with the Special Covenants to be applicable to the property which the property owners have voted to be annexed to The Landings. A thorough review of the Covenants concerning architectural review resulted in the Governance Committee advising the Board of Directors on the independent role of the Architectural Review Committee and advising the Architectural Review Committee on limits in the granting of variances.

At the Committee's recommendation money is in the 2003 budget for the printing of a definitive booklet of Covenants currently in force for new residents. Past printings were compared with original filings to ensure accuracy.

Committees

Several new committees were created this year. The Landings Development Committee was cre-

ated to research and foster home renovations. The Annexation Committee was given the job of investigating and negotiating terms for annexation of additional properties into The Landings. The Tree Resource Group was formed to provide expert advice to the Architectural and Public Works departments on tree maintenance, preservation and cutting. As a result of the merger with The Landings Yacht Club, its Board of Directors also became a committee of the Association. Creating a new committee requires a statement of the purpose and scope of responsibility of the committee. That the Governance Committee did. A similar Organizational Statement was adopted for the Landings Leadership Council

See **Governance** page 18

Committee Members

Karen Blado, Chairwoman
Bob Egan
Dave Fullarton
Jim Hazel
Tom Lowe
Mary Vernick
Staff Contact: Bob Mahnke



GOVERNMENTAL AFFAIRS & TAX

The primary mission of the Governmental Affairs and Tax Committee is to monitor local, county and state government activities; identify governmental activities that impact the Association and the quality of life of its members; seek fair and reasonable tax rates for the Association and its members; and to establish and maintain cordial relationships with local and county-elected officials, community leaders and their staffs. The Governmental Affairs Committee is responsible to the Board of Directors for evaluating issues of interest or concern to the Association related to local, state and federal present and proposed regulations and legislation. The Committee develops and recommends policy positions and initiatives to the Board of Directors on all issues relating to local, state and federal government regulations and legislation.

As a newly designated Board committee, the Committee was organized around six key areas designed to cover the relevant issues and to capitalize on the Committee members' various expertise and experience:

Issues Management, originally named Representation/ Lobbying, is the cornerstone of Committee process. Functioning in an advisory role, this subcommittee identified and developed issues for consideration by TLA's Board prior to Committee involvement. Among the issues considered were: development of an association of gated communities; allocation of Special Purpose Local Option Sales Tax (SPLOST) funds; the need for a

dedicated government affairs staff person versus hiring of a contract government representative/lobbyist; formation of a Political Action Committee (PAC); sending a letter to the joint commission on water resources legislation requesting rate regulation of large private water companies; the draft SE Chatham County Land Use Plan; zoning irregularities in Deer Creek; and a request for support of local elected officials and Department of Transportation representatives in finalizing the draft Emergency Ferry Service Report, and keeping the new bridge plan on schedule. Input was also provided to the Landings 30th Anniversary Committee regarding local political representatives' involvement and the sponsoring of a second Legislative Day, the timing of which was too close to major elections.

Water Resources subcommittee members evaluated water resources and wastewater efforts to date and recommended that TLA commission a Water Resources and Wastewater Treatment Option Study to be conducted by an outside engineering firm. The study objective was to utilize all past studies and reports to identify water resources and wastewater treatment options that will:

- Capitalize on studies and systems already in place
- Meet state regulations given more restrictive regulation of groundwater usage
- Be cost-effective but target island-wide water resources and wastewater treatment
- Meet long-term needs of the

built-out island

- If permitted by regulators, utilize treated wastewater (urban reuse) to augment water resources needs.

Additional recommendations involving contacts with various state agencies and requests for studies and advice on permitting issues as well as working with The Landings Club and Skidaway Marine Institute to develop a partnership approach for future development of the island, were made by this subcommittee.

The New Bridge subcommittee researched the plan to upgrade Diamond Causeway and Whitefield Avenue to four lanes and organized the first **Community Update** on April 22, 2002. Bridge and highway engineers and transportation department representatives presented the project history and plans to approximately 300 Landings residents. The subcommittee continues to monitor bridge function and

See Governmental Affairs & Tax page 19

Committee Members

Pat Clark, Chairwoman
Gail Andrus
Hal Arman
Wells Denyes
Mona Fuchs
Dave Fullarton
Jerry Grader
Tom Lowe
Bob Matson
Suzanne Mendonsa
Bill Merz
Tom Oxnard
Mike Vaquer
Staff Contacts: Bob Mahnke
and Karl Stephens

HUMAN RESOURCES

The Human Resources Committee was established as a special committee of TLA's Board with the purpose to **resource and support TLA's staff** to continually improve the human resource elements in the organization. The Committee meets monthly to audit progress, develop new programs to strengthen the HR area, as well as offer guidance and counsel to members of TLA's staff. The following are areas where the Committee made contributions in 2002:

Changes to our **employee health care benefits** were made to improve employee coverage while minimizing the cost to the organization through renegotiations to a multi-year contract. The shift to a calendar year benefits program will simplify management of health care cost for the employees and TLA.

Transitioning **The Landings Yacht Club employees** into the TLA organization was an important initiative to ensure that the employees understood and were compliant with TLA policies and practices. The integration of the 20+ employees has been successfully completed.

Strengthening the **goal setting and planning process** has been a yearlong endeavor with new tools in place for 2003. The establishment of a management scorecard reflecting the critical performance areas for each staff area helps to ensure that the right work is being accomplished.

Two **employee surveys** were conducted in 2002 providing needed insight into the beliefs,



attitudes and practices of our employees. The assessments from these surveys guide the staff on areas for specific training and focus. A series of **management training workshops** were conducted with the staff to help strengthen the effectiveness of the individual departments as well as the total organization.

Finally, a **new and improved employee performance review system** was developed to evaluate individual employee performance as well as provide clarity in an individual's areas of strength and development needs. This new program is a key tool toward optimizing the potential of our employees while giving them clear and effective feedback.

Many thanks go to Vickie Carr, our Human Resources Manager,

for her outstanding management in this important area. In addition, the HR Committee members have been diligent and active with their contributions of their time and talent this year to accomplish the above. Our people are the greatest asset we have in our community.

Committee Members

Jim Smith, Chairman
Rus Boekenheide
Ed Borton
Howard Gandelot
Sharon Herrera
Charles Menzies
Board Contact: Jim Hazel
Staff Contact: Vickie Carr

LANDINGS DEVELOPMENT

In early 2002 The Landings Association Board of Directors authorized **formation of The Landings Development Committee** (LDC) as a standing committee. Establishment of the LDC was in response to the findings of a study conducted by an ad hoc subcommittee, which highlighted the need for a structured approach to the renovation of “aging” properties throughout The Landings. More specifically, this study cited the widening gap between the rate of “natural” property redevelopment and the expanding inventory of candidate redevelopment properties.

The LDC operates on the premise that encouraging homeowners and investors to redevelop “aging” properties will enhance the value of private properties throughout The Landings. The LDC believes that during its first year of operation it has achieved its initial goal of establishing a foundation of policies and programs. These policies and programs will serve as a framework for future redevelopment activity within The Landings. The 2002 work of the LDC is summarized below.

Accomplishments

Financial and non-financial incentives: Through the cooperation of The Landings Company and The Landings Association, incentives in the form of a real estate commission credit and an expedited architectural review process have been adopted. These incentives are designed to encourage investors to undertake property redevelopment

projects. In addition, property redevelopers will be able to take advantage of a recently revised tree removal policy.

Model display home: The Landings Association has approved the purchase of an “aging” home which, following renovation, will serve as a display model. This home will, in effect, serve as a laboratory demonstrating solutions to a wide range of issues typically encountered by redevelopers. It is anticipated that the model display home will be identified and purchased early in 2003.

Resource and information center: Recognizing that many individuals, largely due to inexperience, are reluctant to become involved in home renovation, work has begun on organizing a resource and information center. This center, which will be housed in the model display home, will offer assistance to redevelopers in such forms as material and appliance catalogs, Internet directories and lists of support businesses.

Education: In October a redevelopment “kick-off” exhibition and seminar was conducted. The exhibition featured interior design projects carried out by SCAD students. More specifically, the students used older Landings homes to demonstrate a series of creative interior design options available to redevelopers. The seminars, which outlined the elements of the redevelopment program, attracted a wide spectrum of parties interested in home redevelopment

ment, including investors, homeowners, building contractors, architects, and interior designers.

Financial analysis model: The LDC has developed and made available to potential investors an analytical model which will assist in projecting the financial performance resulting from renovation of a candidate home. This comprehensive model enables the investor to assess a series of financial sensitivities.

Future work: The longer-term goal of the LDC is to establish a self-sustaining process which meets the ongoing redevelopment needs of The Landings community. At this juncture, it is premature to judge the impact of the LDC’s efforts. However, the LDC will continue to monitor redevelopment progress and, as appropriate, explore additional approaches to further stimulate this activity. One area that receives LDC focus in 2003 is continued community education in the form of seminars and highlighting redevelopment success stories.

Committee Members

Al Torpie, Chairman
Tanis Bond
Warren Dixon
Brenda Key
John Kilcullen
Russ Peterson
Tom Sharp
Ray Suelflow
Board Contact: Ned Smith
Staff Contact: Bob Mahnke

PUBLIC RELATIONS & COMMUNICATIONS

The Public Relations and Communications Committee has worked hard to increase the dialogue within The Landings community. This includes keeping all residents more informed and soliciting feedback about all matters affecting The Landings.

Specifically, the Committee has had several achievements throughout the year:

- Helped in replacing the full-time staff PR/Communications Manager
- Helped improve the *Landings Journal* to a higher level of acceptance and readability
- Convinced TLA's Board to continue with our policy of running meaningful Letters To The Editor and Vox Box comments from all Landings residents
- Helped make the 30th Anniversary Celebration a huge success. The 32-page Anniversary *Journal* with the historical insert was praised.
- Worked on improving communications via Channel 2, the new phone book, E-mail bulletins, the www.landings.org website, and the front gate sign
- Improved relations with TWATL so that fast-breaking news can be printed there
- Held our second annual Media Day, which was very successful, improving PR results in local papers and



broadcast media

- Worked closely with The Landings Company to improve PR relations through the *Journal* and other avenues
- Improved ad sales for the *Journal* and reached the 40% level that was our target
- Started a Classified Section in the *Journal* that is growing in popularity.

Committee Members

Bob McCarthy, Chairman
Fred Church
Hal Heaslip
Jerriann Kirkwood
Jerri Mayer
Ron Medinger
Jim Morris
Mike Newman
Ross Stemer
Board Contact: Wally Smith
Staff Contact: Karl Stephens

PUBLIC SAFETY & SECURITY

As directed by TLA's Board of Directors, the Committee developed a Public Safety & Security Committee Organizational Statement. The Committee organized itself by identifying 22

"ISSUES of concern." Specific activity accomplished on each of the 22 ISSUES is provided below:

Bridge Disaster Plan: No changes made.

Litter: Litter reduction is accomplished by a yearly letter from the Security Chief to our commercial decal holders reminding them of their responsibilities in controlling litter, plus articles in the *Landings Journal* reminding our residents not to litter.

Security Officer Upgrade: No changes made.

Vandalism: Three specific accomplishments have been effected to reduce vandalism: (1) Upon recommendation by the Committee, TLA's Board adopted a change to Section D.6 in the *Rules and Regulations* to clarify the prohibition against the discharging of firearms to include pellet guns, bows and arrows, paint ball guns, and any projectile; (2) Upon recommendation of the Committee, the Chief of Security changed the requirements for guest passes, reducing the number of days for which a guest pass can be issued from 30 days to 15 days; and (3) Upon recommendation of the Committee, TLA's Board approved the establishment of an ad hoc committee consisting of TLA and Club representatives to evaluate a comprehensive, multi-faceted Vandalism Reduction Program developed by the

Committee.

Communications Calendar: The Committee made a number of suggestions during the year to TLA's PR/Communications Manager and to Chief Scobee for information to be included in the *Landings Journal* on matters relating to Public Safety and Security. These include articles such as golf cart fires and steps to take to make them less susceptible, general issues of golf cart safety, mosquito control, and rabies.

Hurricane Awareness: In the period prior to the hurricane season, a detailed article was published in the *Landings Journal* regarding steps to be taken before, during, and after a hurricane, including evacuation information and a list of radio stations that would carry hurricane information.

Governance-Compliant Policy: No changes made.

Emergency Vehicle

Coordination: The major concern was the number of First Responder vehicles responding to calls causing street congestion at the patients' homes. Betty Holk, Director of the First Responders, has advised all First Responders to park at a call so as not to impede the arrival of SSFD and emergency medical vehicles.

Remote TV Monitoring: Specifications were submitted that would allow for a cable-network type real-time video monitoring of the entry gates, marinas and other selected locations. These specifications were abstracted and included in the contract negotiations with US Cable.

Golf Cart Safety: No Changes

made.

Path Visibility Obstructions: Recommendations were forwarded to the Public Works Department to improve visibility and safety at intersections for golf carts and motor vehicles by trimming vegetation, etc.

Emergency Evacuation

Planning: No changes made.

Commercial Rules, Regulations and Decal Fees: No changes made.

Rules For New Motorized

Vehicles: No changes made.

Publishing Names Of Violators: A recommendation was developed and communicated to TLA's Board to publish the names of violators of the covenants and the *Rules and Regulations*. It was not adopted.

Security Three-Year Plan: A three-year plan for the Public Safety & Security function was prepared as supporting information for TLA's three-year assessment package.

Security Six-Year Plan: A six-year plan for the Public Safety & Security function was prepared to

See **Public Safety & Security**
page 17

Committee Members

Bill Farmer, Chairman

Frank Mason

Bill Meyer

Jim Murray

Chris Savage

Jim Toney

Marty Vernick

Louise Walker

Board Contact: Ned Smith

Staff Contact: Charles Scobee

Club Contact: Fred Scott

PUBLIC WORKS & ENVIRONMENTAL RESOURCES

The Public Works and Environmental Resources Departments of TLA performed their regular duties in a professional manner and completed several special projects that will provide lasting benefit to the residents. The Committee members appreciate the work of TLA's staff and have assisted them with planning and have supported project implementation. The Committee has advised TLA's Board of Directors on policy, plans, and budgets for Public Works and Environmental Resources, and appreciates the Board's response to the Committee's advice.

Subcommittees in 2002 worked on bike/cart trails, street repaving, tree policy, water resources, and lagoon fisheries management. Many residents assisted the Committee and Departments by serving as members or advising these subcommittees. The Lagoon Fisheries subcommittee consists of the directors of the Skidaway CCA chapter.

PUBLIC WORKS DEPARTMENT

During the year, the Department planned and implemented repaving of 5.3 miles of **bike/cart trails**, which represent 22% of the total linear footage of trails owned by TLA. Root barrier material was installed along the edges of the repaved paths

to prevent future damage from root growth under the pavement. The Department plans to repave a similar length of trails in 2003.

The Department also planned, developed specs, took bids, and contracted to repave 2.8 miles of TLA streets in 2002. The contractor did not finish the work in the calendar year; however, it will be completed early in 2003. A similar amount of street repaving is planned for the summer of 2003.

The Department maintained TLA **facilities**, including some roof replacements and painting, plus routine repairs and maintenance. It **maintained TLA vehicles, entry gates, mailboxes, and street signs.**

ENVIRONMENTAL RESOURCES DEPARTMENT

In 2002, the Department administered the contract with ValleyCrest for **common grounds** maintenance. It managed the considerable **environmental compliance issues** for TLA and TLYC. It maintained the **storm water drainage** system by vacu-jetting storm drains on a regular basis and dredging several lagoons. It administered the **animal control** contract with the USDA which keeps an agent onsite to deal with deer, hogs, raccoons, alligators, etc., which become dangerous or reach population density such that significant damage

to residents' property occurs.

During the year, the Committee's Lagoon Fisheries subcommittee completed a three-year demonstration project during which much was learned about water quality, fish habitat and aquatic vegetation. The knowledge gained was used to develop a plan for **lagoon beautification** for all the fresh water lagoons owned by TLA and TLC. Both organizations budgeted for implementation of the plan over a three-year period. In 2002, the lagoons in the Oakridge area were planted according to the plan. The shoreline vegetation will soon develop to enhance the beauty of the lagoons. Shallow water vegetation will provide cover for fish and other animals. In a related project, the subcom-

See Public Works & Environmental Resources page 19

Committee Members

John Duren, Chairman
Bob Farr
Bill Foster
Howard Gandelot
Doris Kane
Ray Kunsman
Jack Lantz
Mike Lopez
Bo Wolfe
Ben Wright
Board Contact: Jim Hazel
Staff Contacts: Paul Kurilla (Environmental Resources) and William Martin (Public Works)

RESIDENT RESOURCE

The Resident Resource Committee, beginning its fourth year of service in the community, continues to **provide simple support services to residents of The Landings.**

During the past year the volunteer phone coordinators fielded calls and provided volunteers on 102 different occasions for Landings residents.

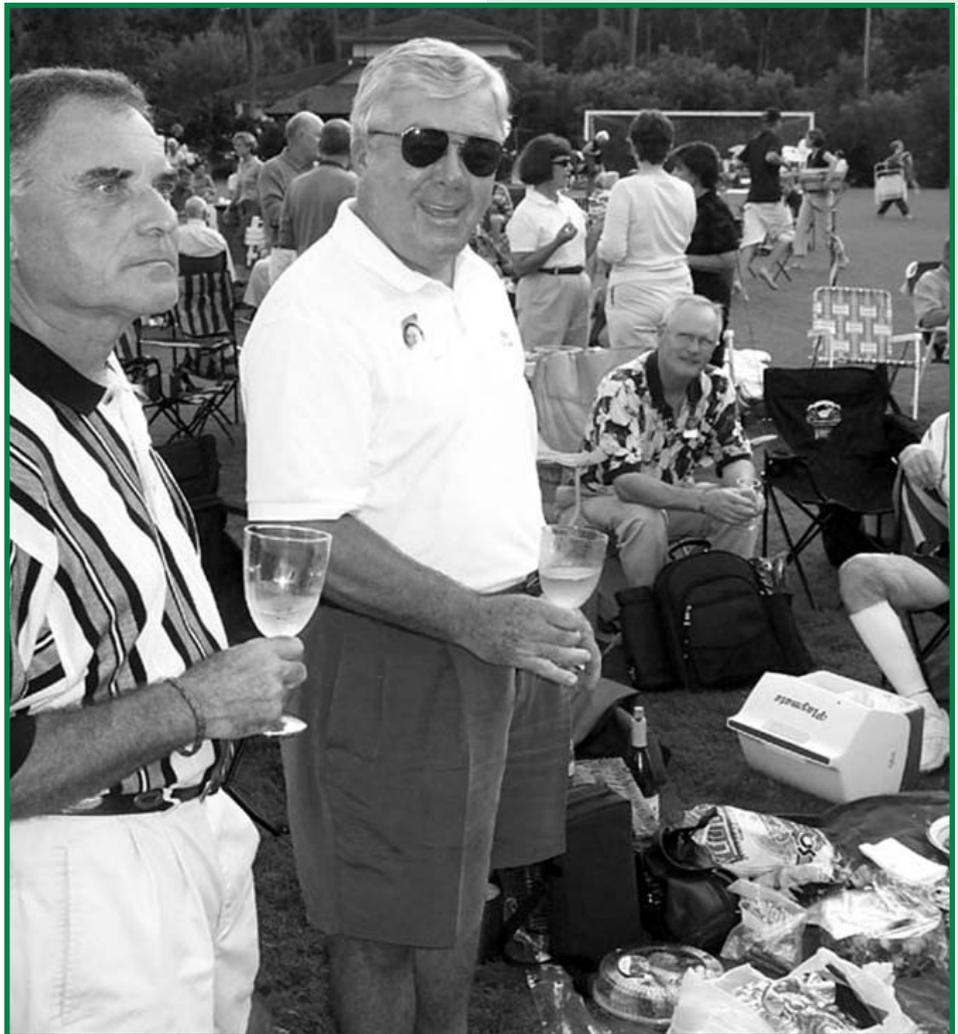
The volunteers provided services such as transportation to doctors and dentist appointments, respite care that allowed the primary caregiver to have a few hours off from their full-time job of caring for a spouse, assistance with simple household chores, such as replacing light bulbs and installing safety bars, and running errands for someone who is temporarily housebound. In addition to providing support services for our residents, the Resident Resource Committee has also **assisted residents in identifying appropriate resources** when long-term care or professional assistance is necessary.

The Resident Resource Committee **has published a social service resource guide** that contains contact information for island resources and county resources in areas such as emergency resources, health and medical resources, financial assistance, home health care services, legal services, problem solving services and support groups. The directory can be obtained at The Landings Association Office. An updated version will be available at TLA in Spring 2003.

Calls to the Resident Resource Committee are handled through

the Resident Resource line at the Association and can be made 24 hours a day, seven days a week. The number is **598-2524, ext. 888**. Callers must leave their

Resident Resource Committee volunteers are another reason that The Landings is such a special place to live!



name and phone number, and calls are returned as soon as possible. All calls are confidential. **This is not an emergency service.** Calls are handled by four Resident Resource Committee volunteer call coordinators who check for messages several times each day. Calls are then returned, and a volunteer is provided for the service needed. All 40+ volunteers are residents of The Landings.

The services provided by The

Committee Members:

Kathy Siler, Chairwoman

Karen Hickman

Phyllis Kunsman

Beth Larance

Kay Lasure

Virginia Latham,

First Responders

Board Contact:

Bob Reinhard

Staff Contact:

Charles Scobee

STRATEGIC PLANNING

The primary function of the Strategic Planning Committee is to make recommendations to the Board of Directors as to objectives, strategies to achieve those objectives, and long range plans to serve as guidelines for operations and activities. In addition, the Strategic Planning Committee monitors annual plans and programs to identify continuing long-range goals, and reviews the planning process to assure efficient and effective planning.

The year began with **reviews of the recently completed resident focus group recommendations and a revised vision statement** for The Landings developed by the new Landings Leadership Council. As its first action, the Strategic Planning Committee created a Special Task Force, chaired by Al Eilender and including John Kilcullen and David Leslie, to identify core strategic issues and recommend a Landings-wide strategic planning approach. The Special Task Force reported in April and identified strategic issues as those essential to continued existence of the enterprise. It further identified our **five core strategic issues** as Marketing The Landings, Water Resources and Wastewater Treatment, Annexation and Renovation, Amenity Levels, and Governance. These recommendations were subsequently adopted by TLA's Board of Directors and The Landings Leadership Council.

Following these necessary preliminary considerations, the Committee began to address

strategic planning priorities. At its June meeting, the Committee recommended to the Board of Directors that: high priority be given to a wastewater treatment options study; that sufficient funds be allocated to beautification of common areas in conjunction with the upgrading of the housing inventory; that TLA expedite its participation in a model home renovation; and that the Association investigate the feasibility and the ramifications of annexing the Green Island project and any other potential properties on Skidaway Island that would benefit the community. All of these priority projects are being studied or are being implemented.

The Committee then focused on marketing The Landings, and on strategic planning for the marinas and Yacht Club. Several presentations were made on the revised marketing strategy of The Landings Company, and the Committee recommended endorsement of the new directions. Mike Rouzee presented alternatives for maintenance of the marina facilities and strategic initiatives in Yacht Club planning for the future. A second Special Task Force chaired by Gary Bocard and including Al Eilender, Bob Heath, Mike Rouzee, and Wally Smith was established to address Yacht Club strategic planning. This group will present specific recommendations for TLA's Board on such options as dredging of the Delegal Marina channel and development of a sailing program in January.

The Committee was kept up to

date on The Landings Club planning activities by Gary Bocard; on Yacht Club planning activities by Mike Rouzee and Wally Smith; and on The Landings Company planning activities by David Leslie. Bob Heath attended meetings of the Chatham County Metropolitan Planning Commission, allowing the Committee to stay abreast of considerations of that group.

Finally, the Committee is in the process of developing a long-range strategic plan for recommendation to TLA's Board of Directors, which will lead to the adoption of island-wide strategic initiatives to be endorsed by all island entities.



Committee Members

Dave Fullarton, Chairman
Wally Smith, Vice Chair
Gary Bocard
Al Eilender
Bruce Fischer
Bob Heath
John Kilcullen
David Leslie
Mike Rouzee
Betsy Smith
Staff Contacts:
Bob Mahnke and
Deborah Friend

YACHT CLUB

The legal merger of **The Landings Yacht Club with The Landings Association** was consummated effective January 1, 2002. The merger allowed the Association to pay down \$1,000,000 of the Yacht Club's outstanding bank debt, reducing its monthly principal and interest payments by half. As a result, the Yacht Club's profitability and monthly cash flow improved significantly, which permitted it to undertake a **number of major maintenance and repair tasks** that had been deferred for several years due to lack of funding. These projects included:

- Encasement of pilings under the tower at Delegal Harbor
- Re-roofing of all Yacht Club buildings and structures
- Cleaning and painting of the storage racks at Landings Harbor
- Extending the point-of-sales system and network to the shop.

Additional **major projects are scheduled for 2003**, including an electronic underground fuel storage tank monitoring system; sea wall replacement at Landings Harbor; and additional piling reinforcement at Delegal.

Beginning with a "best and worst" party in January the Yacht Club's **social program** continued its tradition of a different theme party every month. These popular events were generally held in the Sunset room at Delegal Harbor and were oversubscribed each month. The themes included, among others, a Sweetheart Ball, an Italian Night, a Halloween party, a Pig Picking, a Tex-Mex night, a Low Country Boil and an Oyster Roast. One of the top events of the year was the annual

"Commissioning Party" which was preceded by the installation of officers at the dock, complete with a cannon salute and a bagpiper-led review of the Yacht Club Committee.

A new addition to the social program of the club was the opening of



the **Captain's Lounge** on the dock at Delegal. The Lounge, available to all Landings residents, is open four evenings a week, and features a full bar, snacks and light food. This facility has proven to be very popular with members.

The year 2002 saw a **growth in all categories of Yacht Club membership** and the number of boats kept in both facilities. Members had the opportunity to join with fellow boaters on several Yacht Club-sponsored overnight trips to places such as Beaufort, S.C., Charleston, S.C. and Jekyll Island. In addition, boaters also enjoyed luncheon trips to Hilton Head, The Savannah Yacht Club and the Westin Hotel in Downtown Savannah.

Significant progress was made during the year in obtaining the necessary permits to proceed with the **dredging** of the entrance to Delegal Harbor, which would vastly improve access to the harbor for larger boats. In addition, steps were taken to explore the feasibility of developing a sailing program for

members who do not presently own a sailboat. Both of these projects will be further explored in 2003.

The management and staff of the Yacht Club did an outstanding job of meeting member expectations and **improving the efficiency** of operations. Especially notable was

the complete turnaround of the Marine Service Department, which significantly increased the number of member boats and motors serviced, and as a result became profitable for the first time in several years.

Year 2002 was one of great change and challenge for The Landings Yacht Club. However, with a well-trained staff in place, increased profitability, growing membership and an improved ability to undertake the needed maintenance projects, the Yacht Club is well positioned to meet the challenges of the future.

Committee Members

Dan Huffer, Commodore
Alex Arcady
Paul Blanke
Geoff Holmes
Ken Mitchell
Jim Noyes
Mike Rouzee
Board Contact: Wally Smith
Staff Contact: Mark Mountan

Public Safety & Security from page 12

provide a long-term perspective for personnel and capital requirements.

Fire: No changes made.

Traffic Controls At Diamond Causeway & Tidewater: No changes made.

Parking Regulations: Vehicle parking near entrances to the Club facilities on the roads and driveways was determined to be inappropriate, with the potential for causing difficulty and delay

for Fire and EMS equipment to gain rapid access in case of emergencies at these facilities.

Suggestions were transmitted to erect signs directing members and guests to park only in lined parking spaces.

Alarm Monitoring: Several home security alarm companies provide their services to residents of The Landings, and a review was made as to whether or not The Landings Association should

consider providing some type of similar service to enhance overall security and safety. A brief survey was conducted with minor response. It was determined not to recommend any changes.

Guest Passes: Existing guest pass policy, rules, and regulations were reviewed, and a recommendation was developed to reduce the maximum length of a house-guest pass from 30 days to 15 days. The recommendation resulted in a corresponding change in guest pass requirements.





Governance

from page 7

which brings together for joint discussion and planning representatives of the Association, The Landings Club and The Landings Company.

Policy manual changes to improve committee functions include: requiring the Board liaison to each committee to become

familiar with the Board's views on issues relating to the committee and to communicate those views to the committee; requiring for official committee action the attendance of the Board liaison or the General Manager or the committee's staff advisor; revisions to the Organization, Membership Communications, Architectural Review and Human Resources sections; and recognition that it is a primary function of

the Covenants Compliance, Human Resource, Public Relations and Resident Resource Committees to advise the General Manager. Throughout the year the Committee has reviewed and revised policies designed to make the marinas operate effectively and to make the merger of The Landings Yacht Club a success in terms of management structure and accountability. In 2003 the

Government Affairs Committee will again be a standing committee with a non-Board member chair. This recognizes the expertise and time needed to lead this essential function.

The Governance Committee made recommendations to the General Manager in the following areas: review of committee meeting agendas so that he attends only necessary meetings; reviews with the Board President any resident misconduct against employees; and helps residents with the architectural appeal process.

Other Policies

A specific Rule was adopted prohibiting abusive language and conduct against Association employees. Undisputed Yacht Club charges were added as a basis for the suspension of resident privileges.

To foster open governance, the Committee recommended widespread announcement of committee participation opportunities and greater communication within the Board in selecting Board officers.

Governmental Affairs & Tax from page 8

maintenance and has recommended development of resident response plans in case of draw-bridge failure. The subcommittee's analysis of the draft Emergency Ferry Service Plan resulted in TLA's Board commissioning the organization of a task force with representatives from all the various sectors on the island: UGA Marine Institute; Modena; South Harbor; the Village businesses; day workers; safety and security departments, etc. Other disaster planning, originally considered as a relevant issue for the Governmental Affairs and Tax Committee, was left in the hands of the Public

Safety and Security Committee.

The Incorporation Feasibility study continues with the objective of arriving at a sound financial model based on research into Georgia law that would be revenue neutral to Chatham County. Utilizing resident volunteer accounting and legal resources and the county and staff information, the study should result in recommendations on which future Boards can base decisions should the need or interest arise.

The Property Tax subcommittee communicated the Homestead Exemption filing date, noting that numerous residents were not

availing themselves of this tax exemption. Once again, the subcommittee obtained the Chatham County property tax data, analyzed and summarized it for Landings property owners, prepared histograms comparing The Landings to other Chatham County properties and prior years, analyzed comparable sales data, developed "Frequently Asked Questions" and their answers along with the "How to Appeal an Assessment Increase" document, and placed all in TLA's library and on our website, www.landings.org, for residents' use.

Public Works & Environmental Resources from page 13

mittee has installed artificial reefs in many of the fresh water lagoons to provide cover for the fish and some protection from cormorant predation. The reefs are marked with duck decoys.

The Committee and staff are developing a **common area beautification plan**. A great deal of preliminary work has been done, but the plan is not yet complete. A computerized geographic information system (GIS) has been purchased which will greatly assist in all future land use planning. An inventory of existing plantings at the entry gate areas and in the street medians and islands has been prepared. Three landscape architect firms have made preliminary submittals regarding development of complete beautification plans for the gate areas. In the next few months, the architects' proposals will be examined carefully by the



Committee and Board, and a plan for upgrading the entry gate areas and street medians and islands may be selected. This planning is proceeding according to the fundamental belief that Landings res-

idents want their community to be beautiful and well maintained in a natural, rather than formal, garden style. It is expected that implementation of the plan will begin in 2003.



The
Landings
Association, Inc.

600 Landings Way South, Savannah, Georgia 31411