

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Community Governance

Strategic Goal

Maintain community engagement and strong financial stewardship while adapting to the evolving needs of the Community.

Discussion:

The Landings Association is dedicated to being successful in responding to and anticipating the needs of the community and managing their financial resources.

<u>Actions Under Consideration:</u>	<u>Owner</u>	<u>Strategies</u>	<u>Timeline</u>
1. Consider short-term working groups (Task Forces, etc.) rather than year-long committees, to accomplish special projects.	Erin Schumacher	<ul style="list-style-type: none"> Engage a short-term working group for feedback on the ARC Guideline revisions 	Ongoing
2. Develop an advisory Committee Manual and provide orientation for advisory Committee Members.	Kimberly McDowell	<ul style="list-style-type: none"> Create a committee manual that provides background information on each committee, the time commitments, and the appointment process 	June 2022
3. Review all Community Documents (e.g., Covenants, Board Policy Manual, Bylaws, Rules and Regulations, Architectural Guidelines, Private Property Maintenance Standards) and develop a plan for updating as needed on a formalized schedule going forward. This is especially critical with the move to more working from home scenarios, leading to more renovations and neighbor-to-neighbor interactions.	Kimberly McDowell	<ul style="list-style-type: none"> This item is included in the Board Annual Work Schedule and will take place every two years. Staff will place on the January Governance agenda in 2023 for planning reviews. 	January 2023
	Tim Cook	<ul style="list-style-type: none"> Create and obtain Board Approval for Amenities Rules and Regulations 	December 2022
	Erin Schumacher	<ul style="list-style-type: none"> Focus on drafting revisions to ARC Guidelines and bringing them forward for approval. (CDD) 	December 2022
	Jessica Henderson	<ul style="list-style-type: none"> Review potential language to include in the Board Policy Manual for Non-Assessment Collection on repeat offenders that appear or remain on the 90+ day past due list more than 3 months in one calendar year 	Q2-Q4 2022
4. Strengthen education program for current and future owners on governing documents, especially the Covenants and Rules and Regulations, and ensure better understanding.	Kimberly McDowell	<ul style="list-style-type: none"> 3-month email check-in by Executive Assistant New Resident Orientation (3-times a year) CDD to coordinate with CORE for 3-month check-in with new residents to introduce them to CDD staff and share the associated governing documents 	May 2022
	CDD		Ongoing
5. Encourage the Board Members to participate in the Board Leader Certificate Program sponsored by the Community Associations Institute (CAI). Budget annually for up to three Board Members to participate in this Board training program.	Kimberly McDowell	<ul style="list-style-type: none"> Schedule new Board Members in 1st quarter Provide update on results of the course 	April 2022
6. Continue to encourage community volunteers for their input and expertise.	Kimberly McDowell	<ul style="list-style-type: none"> Provide in Advisory Committee Manual Fall articles soliciting volunteer 	June 2022 Sept. 2022

		<ul style="list-style-type: none"> • Short-term working groups as needed 	
<p>7. Strive to be known as an “employer of choice” in the Savannah Area.</p>	<p>Karin Condame</p>	<p>Evaluate and make necessary changes to TLA’s “Employee Experience” to meet or go beyond employee expectations</p> <p>Employee Experience includes:</p> <ul style="list-style-type: none"> • Responsive Leadership: <ul style="list-style-type: none"> ○ Consider environmental conditions affecting the workforce and respond quickly. (Implemented temporary retention bonus to offset inflation and rising gas prices) ○ Review department structures and roles. Implement changes that support employees by ensuring they are in the <u>right</u> position for their strengths, skills, and interests. We want employees to like what they do and be passionate about it, while also creating an efficient workforce. ○ Hold monthly in-person Leadership Team Meetings to discuss current trends and address issues throughout the organization pertaining specifically to employee issues or concerns • Communication and Transparency <ul style="list-style-type: none"> ○ Update Performance management process by creating a “performance” page on the employee portal that shows all evals, comments, and notes from supervisors ○ Develop and Implement “Employee Hub” on portal as a communication tool for both personal and TLA announcements (on-line EE Newsletter) • Pride in Work/Identifying with TLA’s Mission: <ul style="list-style-type: none"> ○ Host workshops to present new Strat Plan and facilitate participation through the annual goal-setting process ○ Provide updates on progress to entire organization – either through central communication system or at Dept. Meetings • Growth Opportunities and Career Advancement: 	<p>March 2022</p> <p>December 2022</p> <p>Jan 2022</p> <p>June 2022</p> <p>Nov 2022</p> <p>Feb. 2022 (annual)</p> <p>Sept. 2022</p>

		<ul style="list-style-type: none"> ○ Incentive Plans – Encourage Employees to use their annual goal-setting to develop soft and technical skills ○ Define clear pathways of advancement (pay and responsibility) through a transparent list of skills and trainings needed for each level in each the department (in Cornerstone – training modules) ● Training and Development: <ul style="list-style-type: none"> ○ Conduct in-house, organization-wide trainings on a variety of topics: Emotional Intelligence, Microsoft Office Basics, Time-Management, etc. ○ Facilitate team development or department-specific training meetings and activities with each department ● Connection and Belonging <ul style="list-style-type: none"> ○ Host social events no less than twice a year such as picnics, potlucks, kickball tournaments, etc. ○ Revitalize Employee Engagement and Event Committee ● Health and Safety <ul style="list-style-type: none"> ○ Host a speaker series that entertains and educates employees on wellness topics: financial, physical, and mental health ○ Update department safety procedures and upload to LMS to incorporate into onboarding process ● Compensation and Benefits <ul style="list-style-type: none"> ○ Established regular compensation planning meetings with each dept. to review market, ranges, and current salaries ○ Allow early pay-out of goals to discourage procrastination and allow for quicker access to bonus money if needed 	<p>Feb. 2022 (annual)</p> <p>2023</p> <p>2023</p> <p>April 2022</p> <p>May 2022</p> <p>April 2022</p> <p>2023</p> <p>Aug 2022</p> <p>Feb. 2022</p> <p>Feb. 2022</p>
8. Provide responsible, prudent, financial management through balanced operating budgets and sustainable community asset capital plans.	Monika Carr Jessica Henderson	<ul style="list-style-type: none"> ● Budget Workshops ● Assessment Campaign 	<p>Q3-Q4 2022</p> <p>Q1 2023</p>
9. Support The Landings Company’s mission to market the community and to promote	Erin Schumacher	<ul style="list-style-type: none"> ● Provide bi-annual CDD statistics and quarterly updates on the 	<p>Quarterly</p>

renovation of homes, both to enhance property values.		construction/renovation activity. Aid and assist as appropriate with TLCo-initiated programs	
10. Work with The Landings Club to contribute to our mutual success and to provide for the benefit of all residents of the community.	Karl Stephens	<ul style="list-style-type: none"> Meet monthly with TLC and TLCo counterparts to continue ongoing dialogue 	Ongoing
11. Support The Landings' safety program and culture by reviewing current traffic patterns, trends, and best practices.	Tim Cook	<ul style="list-style-type: none"> Create RFP and receive quotes from Engineering firms for traffic survey. Scope of survey to be agreed upon by GM and PW staff. Multiyear phase-in for approved recommendations. 	June 2022

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Environmental Opportunities and Challenges Water and Land Use

Strategic Goal

The Landings was founded on the goal of protecting the outstanding environment where The Landings is located. This goal has survived the first 50 years of The Landings' existence. It is imperative that the Association focus on this goal as it plans for the next 50 years. Water and Land use are the key components of this Strategic Goal.

Discussion:

The Landings Experience is a combination of Natural Environment, Quality of Life, Aesthetics, Security, Services, Welcoming, and Caring. Combined, they represent the inherent qualities of The Landings, which sets it apart from other residential communities and which must be preserved and enhanced. Protecting the natural environment and making sure there is water to serve the Property Owners in the future are first and foremost.

<u>Actions Under Consideration:</u>	<u>Owner</u>	<u>Strategies</u>	<u>Timeline</u>
1. The Operations Leadership Team needs to continue to be focused on water, wastewater, and land use.	Sean Burgess Erin Schumacher	<ul style="list-style-type: none"> Continued partnership with Utilities, Inc. and local stakeholders to position Skidaway Island in a positive manner for any potential future permit reductions Three UI staff members (Tiffany, Ron, Lee) participate in TLA's Strategic Water Committee 	Ongoing Bi-monthly 2022
2. A determination needs to be made about how much additional development Skidaway Island can sustain based on current and future water and wastewater capacity and availability.	Sean Burgess Dylan Till	<ul style="list-style-type: none"> Prior to requesting an increase in permit levels from the EPD, Utilities, Inc. must provide the need for such increase. The current permit is: 4,796 connections. UI requested an increase in 2020 to 5,430 connections; however, EPD requested development plans prior to consideration in permit increases. 	Upon Receipt of Development Plans
3. The Association should continue studying the sprayfields to determine the best long-term use for those properties.	Erin Schumacher Sean Burgess	<ul style="list-style-type: none"> The sprayfields continue to play an integral part in the wastewater treatment process. Research has been conducted on alternative use options; however, they are not cost effective nor is there a need at this time. In addition, a Board Policy has been created on if there ever were a proposal to develop the sprayfields, all the steps that must be satisfied first. 	Ongoing
4. Continue to promote water conservation practices throughout The Landings community.	Amber Capps	<ul style="list-style-type: none"> Create communications in the form of journal articles, eblasts, videos and electronic sign wording to educate and encourage water conservation throughout the community. 	Ongoing August 2022

		<ul style="list-style-type: none"> • 2022 Irrigation Audit Program and Smart controllers partnership with UI. 	
5. Identify vulnerabilities to rising sea levels of TLA common property and business operations and determine feasible remediation options.	Dylan Till	<ul style="list-style-type: none"> • Continue partnership with Russ Clark, Director of Mobile of Technology and IoT Programs at Georgia Tech to further sea level rise data collection from the sensors at Landings Harbor Marina and Delegal Marina • Capture historical flooding locations during named storm events 	Ongoing April 2022
6. Partner with Skidaway Audubon to maintain the Audubon International Certified Sustainable Community Status. Consider creating an Audubon Task Force to handle this recommended action. Continue to work with Skidaway Audubon to promote the environmental focus of the Landings community.	Dylan Till	<ul style="list-style-type: none"> • Continue to capture action items for maintaining Audubon Certification. Areas of responsibility include: Economic Development, Plan-Zoning, Environmental, Agriculture, Education, Public Health, and Open Space & Land Use (next year for recertification is 2024). • Establish framework with Volunteers for Recertification Task in preparation for 2024 Recertification • Marina staff will continue to work with Georgia Department of Natural Resources on the Georgia Clean Marina program for the Marinas and implement procedures to obtain full certification. 	Ongoing April 2022 May 2023
7. Encourage The Landings Club to take all necessary steps to maintain their Audubon Cooperative Sanctuary Program status on the golf courses.	Dylan Till	<ul style="list-style-type: none"> • Work with TLC on an as-needed basis. 	Ongoing

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Updates of Facilities, Amenities, and Services

Strategic Goal

Monitor Community facilities, amenities, and services and improve and expand as needed to accommodate changes in the use, size, and demographics of the Property Owners and to prepare for the future of the Community.

Discussion:

From the creation of The Landings, the facilities, amenities, and services have been the major factor in attracting new Property Owners. In order to meet the recreational, social, and essential service needs of the Property Owners (not provided by The Landings Club), and to prepare for the future, the Association needs to continue to focus on facility, amenity, and service updates.

<u>Actions Under Consideration:</u>	<u>Owner</u>	<u>Strategies</u>	<u>Timeline</u>
1. The most pressing project is the renovation and expansion of the Landings Harbor Marina, which is at 100% capacity for both the wet slips and dry storage and has a waiting list for Landings Property Owners. Support the efforts of the Board-created Landings Harbor Project Team, which has been formed to develop a plan for the Landings Harbor Marina and grounds to meet the needs of the community, including the dry stacks, wet slips, marina store, basin, parking lot, fuel tanks, and adjacent community picnic area.	Sean Burgess Larry Sincoskie	<ul style="list-style-type: none"> • Disbanded large team as the interest is in preservation not expansion • Create two smaller teams -- Green Space and Marina Operations. • Provide insight and comment as needed regarding proposed designs (CDD) • The focus will mainly be on the dry storage buildings replacements. A phased approach to the buildings will be planned due to the rise in raw materials. Single building replacements over the next three years until the project is complete. 	January 2022 May 2022 As needed 2022-2025
2. Create a Delegal Creek Marina Project Charter and Team to develop a vision and plan for the Delegal Creek Marina.	Larry Sincoskie	<ul style="list-style-type: none"> • The primary focus at Landings Harbor Marina has delayed this action until a later date. 	2024
3. Plan for the replacement and upgrading of the North Gatehouse, which has reached the end of its useful life.	Tim Cook	<ul style="list-style-type: none"> • Develop a design for the improvements to the North Gate to include design elements and cost estimates for the upgrade • Create RFP and obtain proposals from architects for 3 possible scenarios for the North ACF – Relocation and new building, new building on current footprint, remodeling existing building 	September 2022 May 2024
4. Develop a plan for rejuvenating the Marsh Tower. This is a unique feature in the Community and needs to be preserved.	Sean Burgess	<ul style="list-style-type: none"> • Obtain an engineered report of the structure to determine how to proceed with repair/replacement • Proposal from Hargrove Engineering for Design and permit the replacement of the existing tower 	July 2021 April 2022

<p>5. Develop a plan for creating more storage for RVs, which have a significant waiting list.</p>	<p>Ingrid Poppell Kimberly McDowell</p>	<ul style="list-style-type: none"> • Create and design a plan for additional storage and space for the RV Yards including encroachment agreement with GA Power • Contact all stakeholders (Goodwill, Salvation Army) to discuss possible relocation of their facilities 	<p>November 2021 April 2022</p>
<p>6. Consider restoring the Community Programs Manager position as a mean of further engaging the Community.</p>	<p>Karl Stephens</p>	<ul style="list-style-type: none"> • This is on hold due to budgetary constraints. 	<p>N/A</p>

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Technology

Strategic Goal

Research and leverage cutting-edge technologies to enhance the safety, security, and quality of life for residents of The Landings.

Discussion:

This strategic goal is a carryover from the 2015-2021 Strategic Plan. It is a given that residents expect to have reliable cell phone service and the availability of high-speed internet service wherever they may be in the United States. However, this is not the case at The Landings. This challenge was further exacerbated by the pandemic. While this is a lifestyle issue, it is also a health and safety issue, as well as an economic issue in attracting future owners and retaining current owners.

<u>Actions Under Consideration:</u>	<u>Owner</u>	<u>Strategies</u>	<u>Timeline</u>
1. Create a Task Force to assist in researching solutions, from better cell phone connectivity, to fiber internet to the home, to 5G and other potential options, to address these issues.	Karl Stephens	<ul style="list-style-type: none"> • Participate in internal and external meetings (to include benchmarking other communities and municipalities) searching for various options to improve connectivity 	Q2 2022
2. Focus on ensuring a high-quality experience for hybrid meetings, including committee meetings, so that more working residents can participate, even if they cannot join in person, thus strengthening community involvement and engagement.	Ingrid Poppell	<ul style="list-style-type: none"> • Staff are working with Teddy Holmes (Georgia Sound/ Carolina Sound.) to improve the AV equipment at the Delegal Marina Sunset Room. First proposal came in around \$32,000; staff EW awaiting a second proposal. Budget for 2023 	First quarter of 2023
3. Engage the Association Members in a community-wide risk management program. Research a cell phone application, such as SeeClickFix, that would permit Association Property Owners to notify the Operations Leadership Team of potential risk management concerns from their cell phones, thus providing an accurate location of the risk through GPS. This could be part of the more robust phone app recommended under the Communications Strategic Goal.	Monika Carr	<ul style="list-style-type: none"> • Meet with Insurance Committee • Meet with USI • Develop Task Force for further action items resulting from Insurance Committee and USI 	Q2 2022 Q2 2022 2022-2023

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN
Communications

Strategic Goal

Continue and expand all Communication Channels with the Property Owners at The Landings.

Discussion:

Communication in all Planned Communities is important. Communication in a Planned Community the size of The Landings is *critical* to the success of the Community lifestyle and as a means of maintaining harmony. With the constant changes in society, The Landings Association must continually update and add to its communication techniques.

<u>Actions Under Consideration:</u>	<u>Owner</u>	<u>Strategies</u>	<u>Timeline</u>
1. Continue to have one Team Member’s primary focus be on spearheading all communications for the Association: website, Enews, newsletter, and all related communications responsibilities. This Team Member is tasked with overseeing Communications with Property Owners in order to maximize the use of email and social media to promote events and to assure accuracy, completeness, and professional quality of those communications.	Lynn Lewis	<ul style="list-style-type: none"> Having one person managing communications helps to ensure accuracy and streamlines the process. 	Ongoing
2. Use communications with the Association Property Owners as a means of engaging them in order to promote a vibrant, active Community.	Lynn Lewis	<ul style="list-style-type: none"> Enhanced communication strategy to include twice monthly News You Can Use articles, monthly Journal articles, and Pro-Tips videos to address common maintenance issues. (CDD) 	Ongoing
3. Conduct community surveys to take the pulse of the community on issues at hand.	Karl Stephens	<ul style="list-style-type: none"> Conduct on an as-needed basis 	Ongoing
4. Younger residents are demanding an immediacy of communications. Continue to explore all options to meet residents where they want to be met (text, email, Facebook, Instagram, YouTube, etc.), and have key information easily available 24/7.	Lynn Lewis	<ul style="list-style-type: none"> Update the website to include all forms and information needed for Community Development, scheduling of amenities, updating RFIDs, finding general information on Covenants and Rules & Regulations, etc. Keep emails and social media posts short, concise, using bullets when feasible Ensure residents are aware of our various social media platforms and how to access TLA-related information Solicit residential input via Survey Monkey to learn what items they would like digital access to online Conduct concerted campaigns to drive sign ups to our media, including Smart911 Conduct focus groups with younger residents to determine how better to conduct two-way communications 	Q3 2022 Ongoing Ongoing As needed Q3 2022 Q4 2022

5. Maximize the communication benefits of the Weekly E-News, the Backyard Buzz, and In The Pipeline, including increasing the frequency of Backyard Buzz and In the Pipeline. When practical, use a question-and-answer format where the rumor is the question	Lynn Lewis	<ul style="list-style-type: none"> • Work with TLA Departments to issue an edition of In the Pipeline in Enews or as a standalone Eblast • Use TLA social media platforms to share Backyard Buzz and In the Pipeline items. Get creative. Use Meme, pictures, and Icons to grab attention whenever possible. 	Ongoing
6. Explore the idea of doing a monthly podcast for the Association. Podcasts could potentially be done by the Staff, Board of Directors, and Committees.	Karl Stephens	<ul style="list-style-type: none"> • We have switched focus on this to our short videos. 	Ongoing
7. Promote the Frequently Asked Questions in the newsletter and highlight more prominently on the website as a means of providing the Association’s Property Owners with factual information about questions that are being asked and rumors that are being circulated.	Erin Schumacher Lynn Lewis	<ul style="list-style-type: none"> • Create FAQ sheets for Community Development Department, ARC review process, and Private Property Maintenance Standards. (CDD) • Add FAQs to The Landings Journal on a quarterly basis. The items used can be department based and run concurrent with the Meet the Team, articles that focus on various departments. • Work with Internal Communications Team to determine creative ways of sharing this information in short videos, social media posts, and potentially podcasts. • Explore creating a section of the website for “New resident? What you need to know” • Enlist help of Communications Committee to determine FAQs to focus on. Chances are if this group has questions, others will also. 	June 2022 Quarterly Monthly Q3 2022 Q3 2022
8. Meet with the Real Estate Agents that conduct sales within The Landings at least twice a year to update them on the work of the Association.	Erin Schumacher	<ul style="list-style-type: none"> • Meet bi-annually (January and July) to share information on renovation and construction activity, answer questions, and provide information on design guidelines and maintenance standards 	July 2022
9. Explore desire for and possibility of a more robust phone app for the Association	Lynn Lewis	<ul style="list-style-type: none"> • Reach out to United Webworks (UWW) to see if App Creation and Support is a service that they offer in addition to web design and hosting. • Research other alternatives in addition to the above. • Conduct Survey Monkey survey to learn if residents would be interested in a custom designed TLA app and what they would like to include. • Enlist members of Communications Committee to help with design of app to ensure it is user-friendly for all age demographics. • Work with app developer for design and testing 	Q1 2022 Q2 2022 Q2 2022 Q3 2022 Q4 2022