



Strategic Plan 2021-2030



174 Teryl Road, Naples, FL 34112

(inside cover)

Preface from the Board of Directors

The Glades Board of Directors (BOD) commissioned the Strategic Planning Committee (SPC) to review all aspects of our community operations and come up with options and recommendations for a 5-10 year vision for the future of the Glades Golf and Country Club. The BOD is grateful to the SPC Chair and Officers for the very substantial amount of work that has been put into this consultative and analytical process in what have been operationally extremely difficult times for us all as a result of the Covid-19 pandemic.

We have considered their findings and advice carefully and are pleased to [strongly/wholeheartedly] endorse the process and initial recommendations approved by the BOD that are contained within this document. The Management team and the BOD are committed to trying to meet the objectives we have set ourselves for the short-, medium- and long-term. These objectives and targets will be updated and reported upon annually.

Bruce Milone [signature:]

Date: xx.xx.2021

President, Board of Directors, Glades Golf & Country Club, Naples, FL.

Acknowledgement & SPC Committee 2019-March 2021

The Glades SPC is grateful to Jack R Sullivan Consulting (a Kopplin & Kuebler Associate) for valuable professional advice and support through 2020 and 2021 in the preparation of this Strategic Plan.

Strategic Plan Development-SPC Committee Members 2019-March 2021: Dave O'Connor (Chair), James Byrne, Christine DiPietro (Secretary), Craig Johnson, Clifford Korkowski, Walter Maurer, Kathleen Muniz, Jonathan Peirce, Yusaf Samiullah, & Board Liaison: Gary Liggett & then Jim O'Neil.

SECTION A: EXECUTIVE SUMMARY & OVERVIEW

Our Vision

To offer a most enjoyable and desirable bundled residential and lifestyle choice in SW Florida

Mission Statement

“To maintain, protect and enhance the value of the property by enforcing the governing documents and rules while promoting a spirit of community”

Our Core Values:

These values are truly important to us, direct the decisions we make, define our character and preserve what is special about our Club. They are:

- 1. Fiscal responsibility & Integrity:** Leadership providing honest oversight and principled management philosophy to ensure that all funds are spent and managed according to the agreed mission, vision & objectives.
- 2. Transparent Leadership:** Provide compelling vision for the future, state how it is to be accomplished and communicate clearly how decisions are taken.
- 3. Welcoming & Mutual Respect:** Being polite and friendly to Glades staff, guests, and new and established members with proper regard for the dignity of their person and opinions.
- 4. Quality with Continuous Improvement:** Setting high standards measured against similar external comparators and constantly re-examining and improving institutional processes, services and facilities.
- 5. Value & Affordability:** Seek Value for Money in managing the Glades taking into account the combination of efficiency, effectiveness and economy to help ensure that the Glades continues to have the financial means to function well to the benefit of its owners.

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STRATEGIC PLAN 2021-2030

SECTION A: Executive Summary

The Glades Strategic Planning Committee (SPC) recommends that the Glades Board of Directors (BOD) adopt SIX workstreams that will address a long-term vision for improvements in the operation of the Glades Golf & Community Club. Based on 18 months of enquiry, consultation and analysis, the measures require commitment to a PROCESS of continual self-improvement and analysis and review of what is achieved on an annual basis. A nine-year timeframe for all activities to be accomplished is envisaged, with immediate benefits starting to accrue within the first two years.

Table ES1 below provides a summary of the key elements of the Strategic Plan, its workstreams, Objectives and the desired (and recommended) outcomes.

Table ES1: Strategic Plan: Six Strategic Workstreams, Objectives and desired Outcomes

No.	Key Strategic Issue workstream	Objectives	DESIRED OUTCOME(S) ¹
1.	Strengthen Governance & Leadership.	Ensure Good Governance practices throughout the Glades.	Strengthened Governance & Leadership Capabilities
2.	Strengthen Human Resource Management & Staffing.	Ensure a high-level hospitality culture throughout the Community and Club for all staff and members.	Strengthened HR Management & Staff Capabilities
3.	Increase Capital Funding & Update Community & Club Facilities.	Create uniform section standards, explore areas for new amenities & develop a funding plan for the future.	Capital Funding Increased and Community & Club Facilities Enhanced.
4.	Improve Property Values.	Develop a strategy to measure, increase & implement a plan to improve condo sales & rentals Return on Investment (ROI).	Property Values Increased relative to agreed Benchmarking.
5.	Update Technology.	Eliminate the inefficient, modify, and and/or improve software to improve business flow and reduce inefficiency.	Technology (continuously) Updated & fit-for purpose.
6.	Improve Environmental Sustainability & Glades beautification.	Make the Glades a more environmentally sustainable operation and a more visually attractive place to live and work.	Glades is more environmentally sustainable & beautiful.

The key workstreams are summarized in six Strategic Action Plans (SAPs) presented in detail in Section C of the Strategic Plan. These will be updated annually and are intended to provide an on-going Summary Progress Report for the BOD and Glades Members to review progress at least annually. A Red-Amber-Green “traffic-light” summary of performance can be used as a practical management tool to highlight areas of success and areas where more work needs to be done.

The SPC recommends that the BOD accepts these Strategic Plan workstreams and agrees that the six Outcome areas will lead to improved lifestyle choices, experience and facilities in the Glades Golf and Country Club.

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SECTION A: OVERVIEW

Introduction

The purpose of this Strategic Plan¹ is to set out a 1 to 9 year forward route map and vision of changes and improvements to be made to the Glades ways of working and management and to set out plans for improving existing services and facilities. This is a process. BOD review and revisions are possible at regular intervals. The document is divided into **Three** Sections as follows:

SECTION A (Executive Summary) provides an overview of the work undertaken and key recommendations and proposed Year One (2021) workstreams.

- **SECTION B(a) (Analysis)** provides a summary of the data analysis underpinning the Strategic Plan.
- **SECTION B(b) (Annexes)** provides supplementary background information.
- **SECTION C (SAP Update)** containing the Strategic Action Plan (SAP) Tables, is intended to be an Annually revised update monitoring progress along the Strategic Plan journey.

Where appropriate, url-links to the Glades Members' website and online document store are provided for those owners who would like additional background information.

The Glades BOD-agreed **Vision, Mission** and **Core Values** are to be found at the beginning of this document and are discussed in more detail later in this Executive Summary, with their selection process being described in Section B(a), Chapter 3.

The vision and priorities set out in this Strategic Plan are the outcome of an extensive series of consultations, Glades members' survey and BOD and SAP workshops to determine priorities. There was a general enthusiasm for enhanced and improved facilities and overall environment with some items reflecting a changing demographic over time and reflecting the need to respond to "competition" from other similar clubs in Naples, Florida. Strengthened governance and management practices emerged as a clear priority. Some items need "working groups" to further detail and define choices, associated costs, revenue generation potential and practicability. The deliberations and findings of such groups form the bulk of activities proposed for Year One and Two (2021-2022). **Five Key Recommendations and Decisions for the Glades BOD are set out on the final page of this Section A.**

The Glades Strategic Action Plan (SAP): 6 key work areas

Through a facilitated workshop process the BOD identified and ranked in order of importance 12 Strategic Priority areas of relatively high importance (set out in Section B,

¹ Strategic Planning is a process that uses available knowledge from a variety of institutional sources to prioritize efforts, effectively allocate resources, and align shareholder and employees towards organisational strategic goals. [Strategic Planning - Definition, Steps, and Benefits \(corporatefinanceinstitute.com\)](#) ; [Why Is Strategic Planning Important? | HBS Online](#)

Chapter 5). These were reviewed by the SPC and merged to form a more operationally manageable set of **six Objectives & matching key work areas** within a **Strategic Action Plan (SAP)** as set out below in Table A1.

The order in which the six work areas is listed does not imply relative importance, many key issues ranked nearly equally, and their respective work streams will be implemented in parallel subject to data availability, human resources and finance. The colour coding is a rough guide to strong inter-linkages, although in practice all workstreams are broadly inter-connected.

Table A1: Glades Strategic Action Plan (SAP) Priority Objectives & workstreams

No.	Key Strategic Issue workstream	Objectives
1.	Strengthen Governance & Leadership.	Ensure Good Governance practices throughout the Glades ² .
2.	Strengthen Human Resource Management & Staffing.	Ensure a high-level hospitality culture throughout the Community and Club for all staff and members.
3.	Increase Capital Funding & Update Community & Club Facilities.	Create uniform section standards, explore areas for new amenities & develop a funding plan for the future.
4.	Improve Property Values.	Develop a strategy to measure, increase & implement a plan to improve condo sales & rentals Return on Investment (ROI).
5.	Update Technology.	Eliminate the inefficient, modify, and and/or improve software to improve business flow and reduce inefficiency.
6.	Improve Environmental Sustainability & Glades beautification.	Make the Glades a more environmentally sustainable operation and a more visually attractive place to live and work.

Long-Term Strategic Outcomes – A 9-year program

A 9-year strategic overview of the whole strategic plan timetable and process is set out in Table A2. This table describes Outputs and Outcomes expected in 2021, 2022, 2025 and proposes a series of targets for 2030. As can be seen, many of the elements in Year One relate to “ways of doing things” (process) and require little capital finance, but sometimes considerable time and goodwill to develop further.

“Big Ticket Items”: Longer-term and more expensive items raised as un-costed aspirations by members during interview, through survey and consultation included:

- A new kitchen & ~100 covers enlargement to the air-conditioned area for the 19th Hole;
- Substantial refurbishment of the Clubhouse kitchen to make it stand-alone and nearly doubling the Glades capacity to serve meals at one time for multiple events;

² Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. [What is Good Governance? \(unescap.org\)](https://www.unescap.org/governance)

- c. Demolishing the old and creating a new Administration Building with additional meeting room space;
- d. This would incorporate a Wellness/Fitness Center with additional room(s) for yoga or similar classes; and
- e. Expanding the out-door food serving capability of the Clubhouse to encompass the pool deck with more overhead weather shielding.
- f. If desired and affordable, the main pool size could be expanded.

Table A2: Multi-Year SAP Indicative Outputs, Outcomes & Workstreams

No.	Key Strategic Issue workstream	Key Outputs & Indicative Outcomes Summary			
		2021	2022	2025	2030
1.	Strengthen Governance & Leadership.	<u>Outline</u> Best Practices Document.	Best Practices Manual including performance metrics.	-Member Satisfaction Survey. -Review of BOD Performance & relevant Manuals	-Member Satisfaction Survey. -Review of BOD Performance & relevant Manuals
2.	Strengthen Human Resource Management & Staffing.	Staff Handbook.	-Staff Satisfaction Survey. -Review of Management Performance Metrics	-Staff Satisfaction Survey. -Review of Management Performance & relevant Manuals	-Staff Satisfaction Survey. -Review of Management Performance Metrics & relevant Manuals
3.	Increase Capital Funding & Update Community & Club Facilities.	-Condo Standards manual. - <u>Outline</u> Facilities Improvement & Financing Plan.	-Costed Facilities Improvement Plan approved by BOD. -Detained Designs commenced.	-Initial Stages implemented & operational. -Some new/replaced & refreshed facilities operational.	(To be confirmed) -New Wellness Complex functional . -New Admin Offices Operational. -Substantially improved and enlarged 19 th Hole. -Enhanced Clubhouse kitchen & pool deck facilities.
4.	Improve Property Values.	Options Analysis.	-Costed Priority Options approved by BOD. -Implementation Plan commenced.	-Glades Naples ranking improved by one quartile since 2021. -Review objectives.	-Glades Naples ranking maintained or improved from 2025 outcomes.
5.	Update Technology.	-Technology Transformation Plan prepared. -Glades Website Upgrades implemented.	-TTP implemented. -Performance review.	-TTP performance review. -Update Options prepared & implemented.	-TTP performance review. -Update Options prepared & implemented.
6.	Improve Environmental Sustainability & Glades	<u>Outline</u> for Master Aesthetics Plan (MAP) prepared.	-MAP gets BOD approval. -MAP commences	-MAP review, consider updates & revisions.	-Review & Revise MAP.

beautification.		implementation.		
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Outline designs and “ballpark” costs for such issues were calculated and presented in the Book of Deliverables ([4.++Potential+Capital+Expenditures.pdf \(gladescountryclub.com\)](#)) (and may be found in Section B(b), Annex C) and in total came to \$8.9M. Such developments and improvements could be sequenced to manage expenditure and financing. They are not all “costs”; enhanced revenue potential would be a critical decision-taking determinant.

Following BOD decisions “in-principle” investment plans would need to be developed to raise the necessary funds, including through enhanced earnings revenue streams. At this stage, only illustrative outline options were developed for information, BOD approval was not sought although all data were made available to Directors in the Document of Best Practices³ & Potential Capital Expenditures⁴ (issued in June 2020).

Other Naples HOA Clubs - Capital Project Expenditures 2015-2018

The GM/CAM actively monitors data from other Naples clubs published on the Common Interest Realty Associations (CIRA) database, and between 2015 and 2018 local investments ranged from \$600K (Cypress Woods) to \$7.5M (Naples Heritage) with the Glades investing \$4.75M between 2017-19 mostly on the golf courses. However, those same clubs have forward investment plans (mostly) going out between 3 and 5 years for between \$8M-\$14M so none are planning to stand still on current conditions (Table A3). Funding options include special assessments, reserves and bank loans.

Table A3: Other Naples HOA Clubs’ Capital Project Expenditures

Capital Project CIRA	Year	Amount Past Projects \$M	Club-house	Casual Outside Dining	Kitchen	Fitness	Golf Course	Pro Shop	Racquet Sports	New Facility Plans	How far out? yrs	Planning Amount Currently \$M	Club-house Outside Dining	Casual	Kitchen	Fitness	Golf Course	Pro Shop	Racquet Sports	Funding Method
Heritage Oaks	2015	2.10	No	No	No	No	No	Yes	Yes	Yes	3 to 5	10.00	Yes	Yes	Yes	Yes	No	No	Pickleball	Assessment / Bank Debt
Sterling Oaks	2019	2.30	Yes	no	partial	no	NA	No	Yes	yes	1 to 3	2.50		Yes					Pickleball	Assessment / Bank Debt
Stoneybrook GCC	2019	2.20	No	No	No	No	Yes	No	No	Yes	1 to 5	12.00	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Bank Loan/early pay off opt.
Legends	2018	4.07	No	Yes	Yes	No	No	No	Yes	Yes	3 to 5	14.00	Yes	No	No	Yes	Yes	No	No	Assessment/Bank Debt
Legends																				Golf Course Fully Funded
Vasari										Yes	Now	8.50	Yes	Yes	Yes	No	No	Yes	No	Assessment / Bank Debt
Cypress Woods	2020	0.60	Yes								3 to 5	8.00		Yes		Yes				Reserves/Assessment/Bank
Naples Heritage	2020	7.50	No	Yes	Cabana	Yes	No	No	Yes				No	Yes	No	Yes	No	No	Tennis&Pickle	Assesment/Bank Debt
Naples Heritage	2017	0.74	Yes	No	Yes	No	No	Yes	No				Yes	No	Yes	No	No	Yes	No	No Assessment
Naples Lakes CC	2021										Now	?		Yes						& New Pool & Bocce Center
Old Hickory G&CC	2013 & 2020	2.3=	Yes			2.3						2020	3.60	Yes	<---	Yes				Ft Myers
Glades Golf & CC	2017-18	4.74	No	No	No	No	Yes	No	Yes	No	2030?	?								Assessment ?

At this stage, and in part because Covid-19 social distancing constraints have limited detailed discussion it is premature to provide exact future capital improvement details. What is proposed is a formal set of mechanisms by which strategic planning options and decisions can be developed through 2021 and 2022.

Any further detailed development should be in conjunction with the BOD, Finance Committee, the GM/CAM, the SPC and others as required and appropriate.

Glades Strategic Action Plan – Year One (2021) activities & objectives

³ 2020 June 15th: [3.++Document+of+Best+Practices.pdf \(gladescountryclub.com\)](#) 51pp.

⁴ 2020 June 15th: [4.++Potential+Capital+Expenditures.pdf \(gladescountryclub.com\)](#) 27pp.

The first year of activity for the Strategic Plan (2021) focusses on further data collection analysis and review to develop costed options for Year Two SAP workstreams in 2022. Year One workstreams have a set of **outputs** which will be used to help benchmark performance measures (metrics) for a wide variety of functions in the Glades. These metrics will be used as objective and verified facts by members and the BOD when discussing the Glades business. The summary details of Year One outputs are provided in Table A4. Further details are to be found in Section C.

Each workstream was broken down into a number of constituent components and reviewed by the Management team which made further recommendations and amendments based upon their knowledge of operational realities.

From this process a set of “SAP Tables” was developed (or are continuing to be developed) which comprise the forward operational plan/work stream for the Glades. These tables are presented in Section C which remains a “*living part*” of the Strategic Plan and will be formally updated annually or as frequently as seems operationally desirable and practicable. They form the backbone of the system by which the Management Team and BOD can see progress or the lack of it against each year’s objectives.

Table A4: Summary of 2021 Workstream Outputs* – to be prepared through consultation with other entities and persons in the Glades

No.	Key Strategic Issue workstream	Key Outputs this year (2021)
1.	Governance & Leadership.	1.1 Outline for Best Practices Guidance Document – to finalise in 2022.
2.	HR Management & Staffing.	2.1 Staff Handbook
3.	Capital Funding & Update Community & Club Facilities.	3.1 Condo Standards Manual. 3.2 Facilities Improvement Plan
4.	Improve Property Values.	4.1 Property Value Enhancement Options Analysis.
5.	Update Technology.	5.1 Technology Transformation Plan. 5.2 Updated Glades Website (including marketing materials).
6.	Improve Environmental Sustainability & Glades beautification.	6.1 Outline for Master Aesthetics Plan

*Please see Section C for full workstream activity summary and detailed tables

The Strategic Planning Process

Details of the Strategic Planning process are provided in Section B, Chapter 3. Substantial formal and informal consultation was undertaken trying to identify what was important to Members, the BOD, Committees and Management. A sequence of three SPC one-page summary newsletters in 2020 and one in May 2021 provided a broad overview to Members/Owners of activities and achievements, and these were issued by The Director of Administration as part of the Glades’ Monthly newsletters. The SPC also briefed The BOD President, the Executive Committee, some Directors, and the GM/CAM through the year. A “soft-copy” of the *Book of Deliverables* printed on June

15th 2020 was issued to all BOD members by early August. The Strategic Plan Update opening/introductory section provided a guide through the documentation. All material can be found on the Glades Member's website at <https://www.gladescountryclub.com/group/pages/strategic-planning>. Final presentations of the elements of the Strategic Plan were made on-line to the Executive Committee, and Directors on April 20th, 22nd and 27th 2021.

Glades Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis.

The Glades is a complex operation with many facets to the business. However, the overarching Mission Statement *"To maintain, protect and enhance the value of the property...etc"* helps focus attention on the attractiveness of the overall Glades condos, grounds and experience to members and the quality of the services and facilities being offered. Consultation has illustrated a wide range of views over what is valued and what is considered to be a strength, weakness, opportunity or threat (SWOT) to the Glades longer-term future. A summary of key SWOT issues is provided below in Figure A1 below. Details of the actual ranking scores as assessed by both the BOD and SPC are to be found in Section B(a) Chapter 9.

Some strengths have counterfactual weaknesses – such as issues of finance/resources. Assets that attract existing and potential new members, such as golf, 10 tennis courts, the 19th Hole, 9 swimming pools, the clubhouse, bocce, and more recently three new pickleball courts, all have significant maintenance and potential replacement costs that need to be integral to any forward-looking Strategic Plan. This needs to address the issue of how to efficiently finance property and facilities management now and in the future – at an affordable level (as judged by members). The key questions to be addressed through good management practices include: what, when, how and in what order? And is there to be like-for-like replacement, or has the market and demand changed since the facilities were first installed?

Figure A1: Glades BOD & SPC SWOT Analysis - key issues raised

Strengths Financial, Managerial/Admin. Bundled Amenities, Communications, Golf Courses (& no walk fee) & Staff, Friendly Social Events & Membership, Environment, Location, Tennis.	Weaknesses Declining/Outdated facilities, financial, no Strategic Plan, membership perceptions of Board Leadership & governance practices, Deferred maintenance, Staff/training, Limited capital income, Low property values, Condo aesthetics, Clubhouse kitchen, Apathy/resistance to change, Older demographic, Location, lack of wellness center.
Opportunities Golf courses, Strategic Plan, Improve property values, Update policies & procedures, Fund deferred maintenance, Increase capital funding, Implement cost accounting, Plan for next gen buyers, Develop Env. Sustainability plan, Renovate clubhouse, Document Best Practices, Renovate 19th Hole, Implement condo purchase program, Plan Sports Complex renovation, Implement Beautification plan, Examine Governance.	Threats Costs of multiple upgrades, Hurricanes (& flood), Reducing interest in golf, Covid-19 etc, Economy, Board perceived to be adverse to change, Condo appearance, Staff quality, Monthly HOA fees v Value for Money & possible risk of fees pricing some out of market, Section Management approach(es), Limited Board & Management accountability.

An additional and fundamental set of key issues relates to the mid-1970's original piece-meal build of the Glades (please see Section B, Chapter 1 and Section B(b), Annex A for more details). Drainage and sewer lines are now in increasing need of upgrade and replacement, and the condos have required constant upgrade to meet new County Building Codes. Hurricane Irma and the consequent replacement of all roofs with the latest weather (and changing climate)-resistant codes (at relatively low unit cost) turned a disaster into an opportunity through good management of the relationship with insurers, Federal Government and the Glades Bankers. It is for these reasons that emphasis has been placed in the Strategic Plan on the process of governance and leadership and sound decision-making, for now and for longer-term planning for the future.

Vision, Mission & Core Values

An iterative process with the SPC “workshopping” and then offering recommendations to the BOD was followed. The BOD accepted a new and first Vision Statement but decided against amending the existing Mission Statement⁵:

Our Vision: *To offer a most enjoyable and desirable bundled residential and lifestyle choice in SW Florida.*

Mission Statement: *To maintain, protect and enhance the value of the property by enforcing the governing documents and rules while promoting a spirit of community.*

Early in the process, and consistent with best managerial practices, the SPC recommended that there should be a more explicit set of published Core Values, and also a set of objectively verifiable “metrics” or standards and targets by which BOD, Committee and Management performance could be measured and assessed.

Core Values proposed to and broadly agreed by the BOD⁶ are:

- 1. Fiscal responsibility & Integrity:** Leadership providing honest oversight and principled management philosophy to ensure that all funds are spent and managed according to the agreed mission, vision & objectives.
- 2. Transparent Leadership:** Provide compelling vision for the future, state how it is to be accomplished and communicate clearly how decisions are taken.
- 3. Welcoming & Mutual Respect:** Being polite and friendly to Glades staff, guests, and new and established members with proper regard for the dignity of their person and opinions.
- 4. Quality with Continuous Improvement:** Setting high standards measured against similar external comparators and constantly re-examining and improving institutional processes, services and facilities.

⁵ An earlier April 1996 Mission Statement from the Glades Community Affairs Committee is to be found in Section B(a) Chapter 6.

⁶ Slight differences in ranking score between BOD and SPC are set out in Section B(a), Chapter 6.

5. **Value & Affordability:** Seek Value for Money in managing the Glades taking into account the combination of efficiency, effectiveness and economy to help ensure that the Glades continue to have the financial means to function well to the benefit of its owners.

2020 Membership Survey – Key Findings

The online survey was open to Members 6-21st February. In the last week, as a result of difficulty some owners were having with internet and survey connectivity, hard-copy questionnaires were also made available and ~30 were submitted and their data were incorporated into findings. Figure A2 below illustrates the front page of the 4pp summary.



Overall, 886 survey responses were included in the research report compared with 740 for the last survey in 2015. The survey was sent to 1498 email addresses held for 1253 doors. A Glades Administration “newsblast” on 22nd April gave links to the Members Website and access to a 4pp Research Summary⁷ as well as to a 50pp Full Report for those wishing to read more detail.

In summary, 75% of responding members were “satisfied” or “extremely satisfied” with their overall Club experience, a respectable total, but one which gave scope for a range of areas for improvement. Some 83% of respondents marked the maintenance of activities and facilities of the Glades at current level of investment and condition as Important or Extremely Important and 72% of respondents

felt an increased investment in future activity and facility improvements in the Glades was Important or Extremely Important.

Only 58% of members were satisfied with dining at the Club although this is an area that without cross-subsidy many clubs struggle to cope with. In response to the substantial investment in the golf courses 2017-19, some 91% were satisfied with the golf course experience compared to 66% at the time of the last survey in 2015.

Notwithstanding the 75% satisfied score overall from the Survey there was repeated dissatisfaction with the overall approach to Board Governance processes, especially a perceived lack of responsiveness, and failure to manage cost control. A range of concerns exist over the issue of non-golfers “subsidising” golfers as a result of the Bundled Golf institutional arrangements. At the same time, pro-golf supporters/players provided plaudits for the eventual new golf courses post-Irma (at a price).

⁷ 4pp Summary Report is reproduced in Section B(a) Chapter 4.

Demographic age differences between 2020 and 2015 respectively include fewer 60-69 (33 & 38%) and 80+ (12 & 15%) but more 70-79 (40 & 35%) and the same number of 50-59 year-olds (11%). Ten percent of 2020 respondents were single, 81% were married/civil partners and 9% were widow(er)s. The majority were retired (71%) with 12% semi-retired and 17% non-retired. The survey results, interview findings, survey text confidential comments and a substantial data-gathering and processing exercise provided the evidence underpinning the SPC's focus on key areas for attention, maintenance and possible improvement.

Glades Covid-19 pandemic response summary

From March 2020 the Glades BOD and Management Team as well as most sports Association Committees commenced Covid-19 precautionary practices and behaviours as are set out in summary in Box A1. Hurricane and other Business Continuity and Emergency preparedness matters are summarised in Section B(b), Chapter 8.

Box A1: Outline of key operational actions taken by the GG&CC March 2020-21

- Rigorous regime of deep cleaning & reduced internal public space utilisation.
- Outside sports no-touch behaviour, hand-sanitizing and increased personal distancing.
- Hand sanitizer utilisation & internal facility space screens/protective measures.
- Closure of non-essential internal space facility utilization, then as State-mandated, closure of external sports facilities, and precautionary face-mask wearing.
- Introduction of new “knock & drop” 19th Hole meal delivery service.
- Graduated re-opening of external sports facilities & open-air dining.
- Acquisition of 600 vaccinations from Collier County for Members self-booking online.

Board of Directors' Decisions & Recommended Key Next Steps

The SPC has undertaken considerable research and data analysis and has consulted widely with the Glades institutions and membership. It has made a wide range of recommendations and will require BOD approval and support to proceed further.

The following are the **Key Next Steps** recommended:

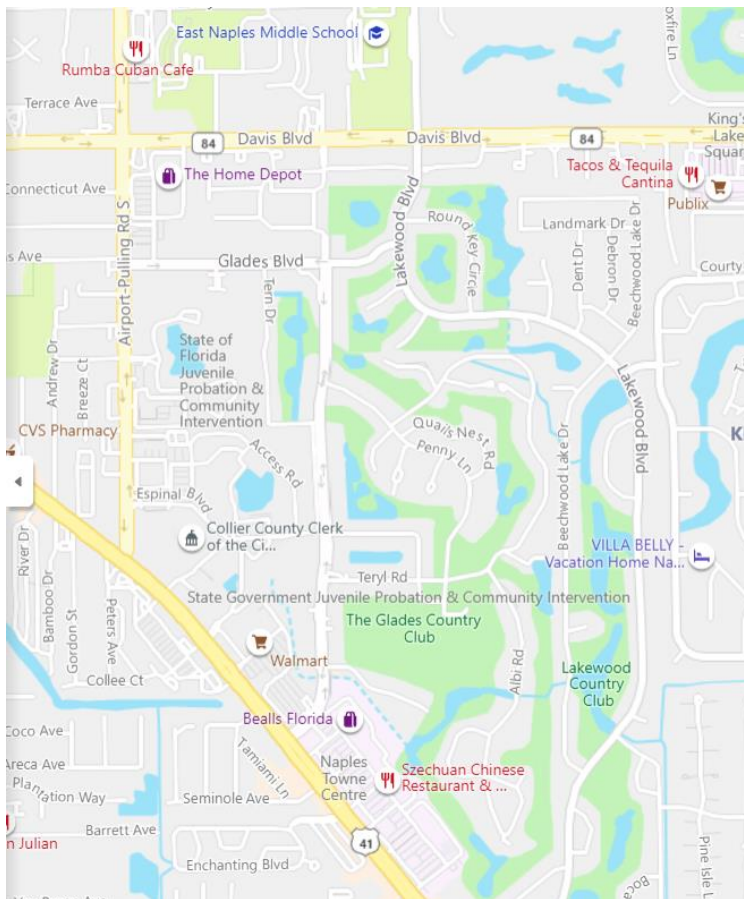
- 1. Approve YEAR ONE six workstreams** and in particular support work on Governance & Leadership (Output 1.1).
- 2. Approve the methodology & process** to achieve Year 2030 Strategic Outcomes.
- 3. Direct** the Finance Committee (or others as appropriate) to work with the SPC and GM/CAM on developing a detailed Condo Standards Manual and a Facilities Improvement Plan (Outputs 3.1 & 3.2).

4. **Authorise** the SPC to approach other Standing Committees, Associations, Board Directors who are already sector-specialist liaison officers and interested members to work with the GM/CAM to help deliver other Year One Outputs (Table A4).
5. **Approve & Endorse** the **2021-2030 Strategic Plan**.

+++++ SECTION B(a): ANALYSIS

1. The Glades Golf & Country Club

The Glades Golf & Country Club Location & Outline Details



The GG&CC is one of the earliest communities in East Naples (built between 1971 and late 1980s) and is located approximately one mile from downtown, 5th Avenue and spectacular quartz white sandy beaches (see Figure B1 Map to the left). The total areas of the Glades covers some 270 acres and includes two 18-hole golf courses (Pines 78 acres & Palmetto 22 acres) and many other amenities. There are approximately 1250 units occupied by around 2500 people who form the membership of the Association. The Glades is governed by a Board of Directors elected to *pro bono* manage one each of 11 Sections. In addition, in the 1980s, three additional sections were built and are Affiliated with the Glades Association and its facilities, but

do not have voting rights (Sunrise IV, Fairway Oaks & Hidden Oaks). A Management Team headed by a General Manager/CAM provides professional services and reports to the BOD. A number of Standing and *ad hoc* Committees serve to support the smooth running of the Glades. Details of Board, Committee and Management meetings, finance and decisions are communicated by a regular weekly newsletter, ad hoc publications and by reference to the Glades Member website at <http://www.gladescountryclub.com/>. Access to Member-only information is via

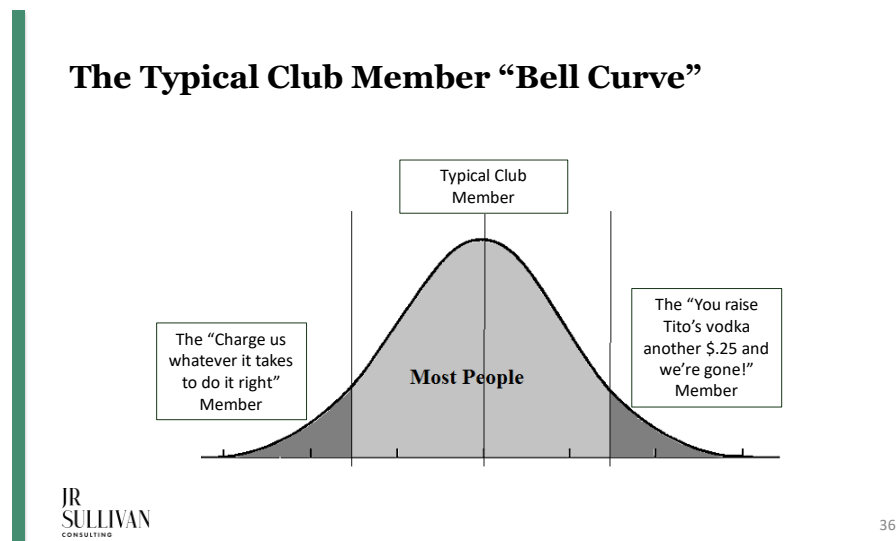
password systems. The Glades values the protection of its environment and is a Certified Audobon Community⁸.

2. Key Strategic Issues

Fees and Costs

In general, a key issue and subject of most persistent complaint for many Glades members (and most other Country Clubs) is the recurrent cost of the monthly HOA fee and the frequency and scale of any Special Assessments or similar *ad hoc* charges. Perceptions vary as may be illustrated in Figure B2 below, and in general the perception is that either the General Manager or the BOD are at fault in not controlling costs, irrespective of the underlying reasons and causes.

Figure B2: Typical range of views concerning HOA charges



The reality is that with older associations with ageing basic infrastructure, there is a greater probability that repair and replacement costs will exceed inflation. Box B1 sets out some typical realities.

Box B1: HOA Fees and Costs⁹

HOAs charge fees or assessments for membership and to enjoy their services. Fees are often based on the value of one's home, which means they can change along with the market. Unexpected upticks

⁸ Audubon's mission is to protect birds and the places they need, today and tomorrow. We conserve and restore natural ecosystems, focusing on birds and their habitats, for the benefit of humanity and the earth's biological diversity. [National Audubon Society](https://www.audubon.org/)

⁹ [HOA Statistics \[2021\]: Average HOA Fees + Number of HOAs \(ipropertymanagement.com\)](https://www.ipropertymanagement.com/blog/hoa-statistics-2021)

in fees, however, may be unpredictable, as data show increased fees over the past decades are inconsistent with the rise in house prices. One possible explanation is that as homes and properties age, the cost of maintaining them goes up. In communities where HOA fees pay for portions of maintenance on older structures and homes, this is justifiable. However, in many regions, the increase in fees doesn't always correlate with the age of the community, and many Americans bristle at the level of control an HOA board exerts over their properties.

- \$250 is the average monthly assessment for a single-family home.
- \$700 is typically the high-end cost for an HOA, but fees can vary drastically – into the thousands – depending on amenities as well as the home's zip code.
- Between 2005 and 2015, HOA fees rose 32.4%; home prices increased 15.1% during that time.
- HOA homeowners in the south and western regions of the U.S. consistently pay higher premiums than those in other regions.
- 62% of homeowners say their assessments are “just right” or “too little.”

Drawbacks and Hidden Costs of Membership

Some associations add on even more one-time fees to the cost of a home such as transfer fees. Additionally, HOAs can levy fines on residents whose properties are noncompliant, put a lien on their home, and take them to court for unpaid dues, using lawyers paid with HOA fees. Membership is not optional in most communities as just about all new residential construction occurs in government jurisdictions where an HOA is mandatory.

HOAs can also impose “special assessments” to bankroll surprise repairs. A ruptured sewer line may require a special collection from members. Some states have laws prohibiting this, while others limit the amount of money an association can legally require of residents.

Additional Glades Key Strategic Issues

Based upon substantial interview data and survey results, an initial “wish list” of key issues was developed by the SPC. This was reviewed and revised by the BOD to form a 12-point Key Strategic Issues List. Rank Order (out of a max. score of 10) of priority was assigned to yield the following (Table B1).

Table B1: Key Strategic Issues Identified in Rank Order

Key Strategic Issues	Board Survey	SPC Survey
1. Strategic plan	8.40	9.18
2. Update technology	8.36	Added by SPC
3. Recruiting & retaining quality staff members	8.27	8.09
4. Governance and Leadership	7.82	9.45
5. Increasing capital funding	7.36	7.36
6. Development of policies and procedures	7.36	7.82
7. Improve environmental sustainability plan	7.27	Added by SPC
8. Improve property values	7.18	8.73
9. Attracting younger members	7.10	6.18
10. Update community facilities	7.09	6.82
11. Update club facilities	7.00	7.64
12. Develop beautification plan	6.82	Added by SPC

**1=Unimportant; 10=Most Important*

These 12 areas were reviewed by the SPC and merged to form a more operationally manageable set of six key work areas within a Strategic Action Plan (SAP) set out in

Table B2 below. The sequence does not imply relative importance, many key issues will rank equally and their respective work streams will be implemented in parallel subject to data availability and resources.

Each work stream was broken down into a number of constituent components and reviewed by the Management team which made further recommendations and amendments based upon their knowledge of operational realities. From this process a set of “SAP Tables” was developed (or is continuing to be developed) which comprise the forward operational plan/work stream for the Glades. **Table B2: Glades Strategic Action Plan (SAP) Priority work streams**

No.	Key Strategic Issue work stream	Objective
1.	Strengthen Governance & Leadership.	Ensure Good Governance practices throughout the Glades.
2.	Strengthen Human Resource Management & Staffing.	Ensure a high-level hospitality culture throughout the Community and Club for all staff and members.
3.	Increase Capital Funding & Update Community & Club Facilities.	Create uniform section standards, explore areas for new amenities & develop a funding plan for the future.
4.	Improve Property Values.	Develop a strategy to measure, increase & implement a plan to improve condo sales & rentals Return on Investment (ROI).
5.	Update Technology.	Eliminate the inefficient, modify, and and/or improve software to improve business flow and reduce inefficiency.
6.	Improve Environmental Sustainability & Glades beautification.	Make the Glades a more environmentally sustainable operation and a more visually attractive place to live and work.

These tables are presented in Section C which remains a living part of the Strategic Plan and will be formally updated annually or as frequently as the BOD deems operationally desirable and practicable. They form the backbone of the system by which the Management Team and BOD can see progress or the lack of it for each year’s objectives. Persons responsible for oversight of delivery, the due date and current status (% completion) are recorded in columns to the right-hand side of the SAP tables.

3. The Strategic Planning process

SUMMARY

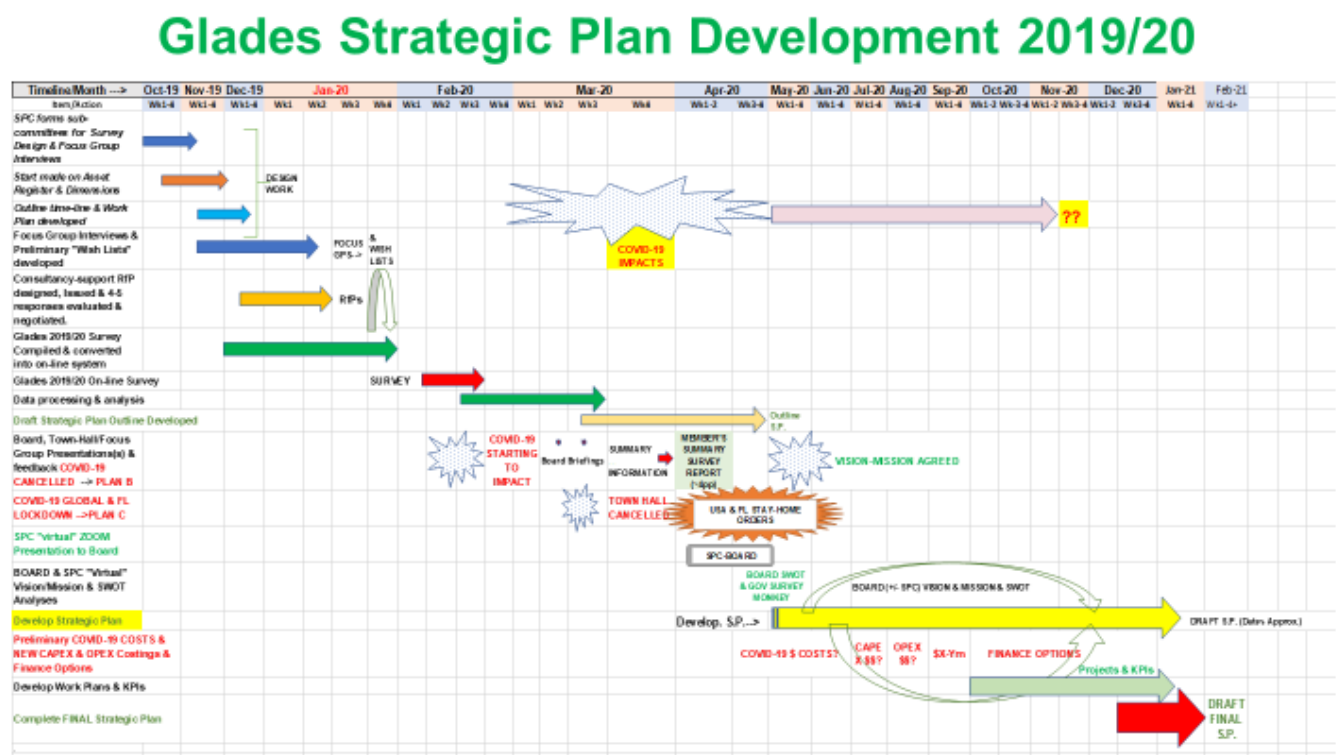
Substantial formal and informal consultation was undertaken trying to identify what was important to Members, the BOD, Committees and Management. A sequence of three SPC one-page summary newsletters in 2020 provided a broad overview to Members/Owners of activities and achievements, and these were issued by The Director of Administration as part of the Glades’ Monthly newsletters. The SPC also briefed The BOD President, the Executive Committee, some Directors, and the GM/CAM through the year. A “soft-copy” of the *Book of Deliverables* printed on June

15th 2020 was issued to all BOD members by early August. The Strategic Plan Update opening section provided a guide through the documentation. All material can be found on the Glades Member's website at <https://www.gladescountryclub.com/group/pages/strategic-planning>.

COVID-19 and the need to re-focus all Glades activities to stay safe and save lives by enhanced social distancing and related safety measures had a significant impact on original consultation/workshop plans (highlighted in Figure B2), but the SPC continued to work remotely through the process required to deliver a Strategic Plan.

The SPC tried to reduce the on-line consultation burden on the BOD by undertaking a preliminary look at possible Core Values, a revised Mission Statement and possible new Vision Statement. They also undertook a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the Glades market position in Naples. A long- and medium-lists of ideas and option were refined and reduced to a recommended short-list summarized within the Tables of the Strategic Action Plan for BOD consideration and final selection during March-June 2021.

FIGURE B2: Strategic Plan original timeline (May 2020)



DETAILS OF APPROACH

The Strategic Planning Committee (SPC) followed a formal traditional business methodology for the development of this Strategic Plan. This process initiated in the fall of 2019. The actions taken included:

- 1) The creation of two teams: The Survey Team and The Interview Team.
- 2) A review and analysis of the facilities and properties. The report of these facilities is available on The Glades Web Site.
- 3) The Interview Team distributed the SPC interview Team Approach document to all sanctioned and non-sanctioned committees, activity groups, and management personnel. (This document is included at the end of this section). The Interview Team then gathered these documents and interviewed the leaders of each of these committees, groups, and employees.
 - a. This process created hundreds of pages of discussion items and requests.
 - b. The duplicate items and requests were consolidated into the following categories:
 - i. Facilities Items
 - ii. Going Green & Beautification Items
 - iii. Health & Wellness Items
 - iv. Maintenance Items
 - v. Revenue Generators
 - vi. Technology Items
 - vii. The Glades Business Management Items
 - viii. Condo Valuation Items
- 4) A download and analysis of residential sales data from Collier County for all residential transaction over the last 50 years.
- 5) Submission of multiple Requests for Proposal to support the SPC through the survey and Strategic Plan creation process.
- 6) The Survey Team managed our contractor, ClubInsights, in the design and administration of the Member Satisfaction Survey and the analysis of the responses. The survey was distributed to the 1500 email addresses on file in The Glades office and there were 886 responses. ClubInsights and the Survey Team created the following documents for these responses:
 - a. 50 page Condensed Review (available on Glades website)
 - b. 4 page Research Summary (available on Glades website)
 - c. Blank Questionnaire
 - d. 93pp Unedited Survey Data
- 7) The SPC consolidated and analyzed member confidential comments and developed a list of possible action items. This process resulted in the *Glades Survey Results Summary of Comments and Possible Actions* which is to be found in the Glades website under SPC documents.
- 8) A review of rental trends.
- 9) Creation of the Document of Best Practices which includes initiatives identified by the SPC from the interviews and the survey. This document is available on The Glades web site.

- 10) Creation, *per* the request of the Financial Committee and The Treasurer, of a document of Potential Capital Expenditures for initiatives identified by the SPC. This document is available on The Glades web site.
- 11) The development, directed by our contractor, JR Sullivan Consulting, who conducted multiple sessions with the SPC and the Board of Directors of the following:
 - a. An updated Mission Statement, Vision Statement, and Core Values (displayed in Section 10).
 - b. A SWOT analysis identifying Strengths, Weaknesses, Opportunities and Threats (displayed in Section 12).
 - c. Key Strategic Issues (displayed in Section 11).
- 12) Creation of the Strategic Action Plan which lists Strategy and Tactics; the responsible party for that action item; and a due date (displayed in Section 14).
- 13) Creation of the Strategic Action Plan which lists Strategy and Tactics; the responsible party for that action item; and a due date (displayed in Section 14).
- 14) Creation of Metrics to be used to evaluate the performance of The Glades Management and the Board of Directors.
- 15) The completion of an updated History of The Glades (due summer of 2021 – current version displayed in Section C, Annex A).

Interviews were conducted with the Chairs of all Standing and other Association Committees, as well as the Glades GM/CAM and Sections Heads in order to more fully understand their priorities. The pro-forma below in Box B2 was adopted by way of introduction to the process.

Box B2: Glades SPC Approach Document

Glades Strategic Planning Committee: Approach Document

To support the Mission of the Glades, the Strategic Planning Committee (SPC) is responsible for the development of a comprehensive 5+ year Strategic Plan that addresses all areas of The Glades. The Strategic Plan will be a living document and will be updated annually as requirements change.

SPC's process is to gather data from the Residents and the Glades Committees over a three month period. One method of gathering data will be a public survey of the Residents. A second method is interviewing a representative from each Glades committee. From this data gathering process, the SPC will develop an overall "Wish List" of items to include in the Strategic Plan document to be completed by the end of April.

SPC's goal in interviewing Committee representatives is to determine the future requirements and wants of each committee. We hope that each Committee will think "out of the box" to assist in developing a plan for the long-term future of The Glades. Please do not let the potential costs limit what constitutes your "Wish List". There is no need to include items that are already part of the current normal environment at The Glades.

Our process with your committee is as follows:

1. A meeting with a single representative of your committee (preferably the Chairperson) and the SPC Interview Team.
2. Discussions within the committee about what your committee would like on their "Wish List".
3. Documenting the Wish List on this document.
4. Attach any cost estimates that your committee may have already obtained.
5. A review of this document with your committee representative and the SPC Interview Team.

Wish List Item	Priority
• _____	
• _____	
• _____	

Use this scale for the Priority: 1 – Critical and Necessary
2 – Typical of other Condo Associations 3 – A Hopeful Item

4. Membership Interviews & 2020 Survey

Glades Members views were previously formally surveyed in 2015. After a competitive bid, the same company (ClubInsights) was recruited to undertake a second Member Satisfaction Survey in 2020. Many of the same questions were used to provide data-set continuity, but the SPC worked with the survey company to develop a range of additional questions that had been identified during the Interview consultation process. The online survey was open to Members 6-21st February. In the last week, as a result of difficulty some owners were having with internet and survey connectivity, hard-copy questionnaires were also made available and ~30 were submitted and their data were incorporated into findings.

Overall, 886 survey responses were included in the research report compared with 740 for the last survey in 2015. The survey was sent to 1498 email addresses held for 1253

doors. A Glades Administration “newsblast” on 22nd April gave links to the Members Website and access to a 4pp Research Summary (see below) as well as to a 50pp Full Report for those wishing to read more detail ([Strategic Planning - The Glades Golf & Country Club \(gladescountryclub.com\)](https://gladescountryclub.com)).

In summary, 75% of responding members were “satisfied” or “extremely satisfied” with their overall Club experience, a respectable total, but one which gave scope for a range of areas for improvement and from which a forward work-stream was developed for the remainder of 2020 and beyond. Some 83% of respondents marked the maintenance of activities and facilities of the Glades at current level of investment and condition as Important or Extremely Important and 72% of respondents felt an increased investment in future activity and facility improvements in the Glades was Important or Extremely Important. Only 58% of members were satisfied with dining at the Club although this is an area that without cross-subsidy many clubs struggle to cope with. In response to the substantial investment in the golf courses 2017-19, some 91% were satisfied with the golf course experience compared to 66% at the time of the last survey in 2015.

A wide range of comments were received ranging from the extremely satisfied to the very dissatisfied (notwithstanding the 75% satisfied score overall from the Survey). There was repeated dissatisfaction with the overall approach to Board Governance processes, especially a perceived lack of responsiveness, and failure to manage cost control. A range of concerns exist over the issue of non-golfers “subsidising” golfers as a result of the Bundled Golf institutional arrangements. At the same time, pro-golf supporters/players provided plaudits for the eventual new golf courses post-Irma (at a price). Demographic age differences between 2020 and 2015 respectively include fewer 60-69 (33 & 38%) and 80+ (12 & 15%) but more 70-79 (40 & 35%) and the same number of 50-59 year-olds (11%). Ten percent of 2020 respondent were single, 81% married/civil partners and 9% widow(ers). The majority were retired (71%) with 12% semi-retired and 17% non-retired. A 4pp Research Summary of findings was made available online to members and is reprinted in the following four pages (Figures B3-6). The survey results, interview findings, survey text confidential comments and a substantial data-gathering and processing exercise provided the evidence underpinning the SPC’s focus on key areas for attention, maintenance and possible improvement.

Figure B3 Research Summary (page 1 of 4)

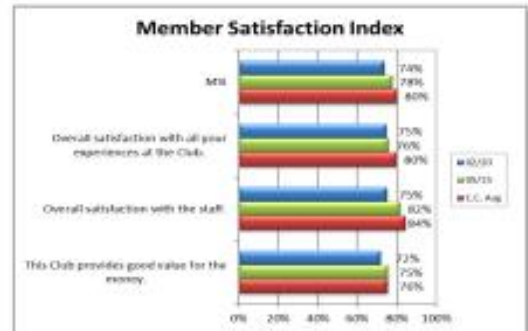
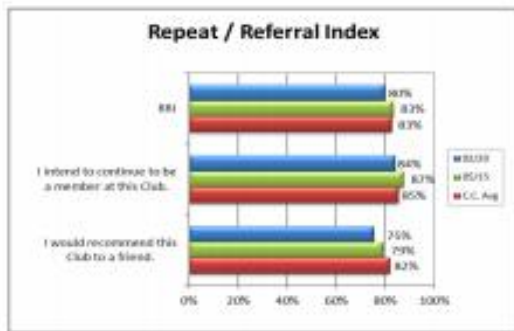
The Glades Golf & Country Club



Results Overview:

Thank you to everyone who participated in our recent member survey! The objective of the research is to achieve higher levels of member satisfaction. The results identified specific areas that need improvement and provided important benchmarking data. All comments, suggestions and survey results will be shared with departments and managers whose goal will be to work toward continuously improving the Club and community. The survey was sent to 1498 unique email addresses held for 1253 doors (approx. 2100 residents).

886 survey responses were included in the research report compared to 740 for the last survey in 2015. Throughout this summary and the report we shared member scores and comparable scores of peer country clubs (CC Avg.). Peer clubs include other private clubs in the SW Florida market that we have done research for recently. When reading this summary, satisfaction percentages represent those members who scored a 7, 8, 9 or 10. The mean scores are calculated using all members' scores to a specific question or section.



Overall Satisfaction

75% of responding members were satisfied or extremely satisfied with their overall Club experience. You can see that the Glades percentages in the Overall Satisfaction graph are similar to prior levels and below peer clubs Extremely Satisfied. While the results are still strong, the goal is to work towards moving Neutral and Satisfied members to Extremely Satisfied.

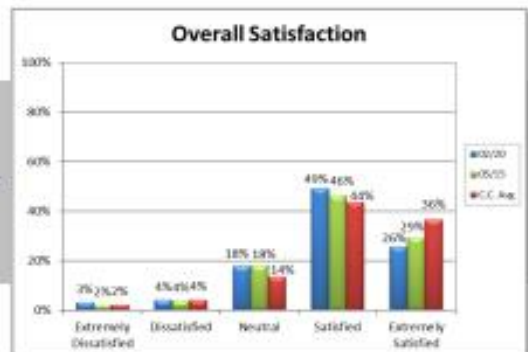


Figure B4 Research Summary (page 2 of 4)

The Glades Golf & Country Club

Staff

2020 Score = 7.53

2015 Score = 7.93

CC Avg. Score = 8.08

75% of members were satisfied with Staff. Staff often ranks as one of the most important dimensions that determines a member's overall satisfaction with their club. Most of the scores for the club staff scored in the mid-range so Club leadership will look at staff within all amenities and use the research results and comments to improve the way supervisors and staff interact with each other and members. Any variation in score higher or lower (+/-) than 0.20 is statistically significant.

Ambiance and Atmosphere

2020 Score = 7.60

2015 Score = 7.63

CC Avg. Score = 7.64

78% of members were satisfied with the look and feel of the club. Some negative, and mostly positive and constructive comments will help leadership create action steps within the necessary areas.



Clubhouse

2020 Score = 7.82

2015 Score = 7.42

CC Avg. Score = 7.85

Overall satisfaction for the clubhouse was low with 66% selecting satisfied or extremely satisfied. Although the clubhouse may not be at the level that members expect or desire, all the elements of the clubhouse scored significantly better than 2015 levels and now are nearer to peer club scores. The specific areas that show the most opportunity for improvement include ambiance and capacity.

Golf Courses

Pines

2020 Score = 8.64

2015 Score = 6.52

CC Avg. Score = 8.07

Palmetto

2020 Score = 8.63

2015 Score = 7.00

CC Avg. Score = 8.07



This year's results show that survey-responding members played a slightly higher percentage of golf this past year compared to the prior period. 91% were satisfied with the golf course experience compared to 66% at the time of the last survey. As you can see within the scores above, not only have the overall scores sky rocketed from the prior levels but are now significantly higher than peer clubs. Minor areas identified as opportunities for improvement included the pace of play, water & trash bins, and on-course restrooms. 81% of members rated the challenge level of the Palmetto course as Just Right, with the remaining responses divided between Too Easy and Too Difficult. 62% of members rate the challenge level of the Pines as Just Right while most others are trending towards being a little too difficult.

Pro Shop

2020 Score = 7.37

2015 Score = 7.08

CC Avg. Score = 7.84

81% of members were satisfied with the Pro Shop. Most areas within the Pro Shop show significant improvement. Like most private club shops, continued opportunities for improvement include offering more apparel and equipment choices and increasing the value of products offered. Club leadership will be working with the golf staff to address the various areas to better serve member needs.

Clubhouse Pool

2020 Score = 7.59

2015 Score =

7.79 CC Avg. Score = 7.63

51% of members responding used the Clubhouse pool this past year and 86% were satisfied with their pool experiences. Areas of opportunity include the shade structures, availability of seating, and food and bar service. The Glades is somewhat unusual compared with most of our club clients due to having additional pools within the community in addition to the main clubhouse pool.



Figure B5: Research Summary (page 3 of 4)

Research Summary

Tennis

Hard Courts

2020 Score = 7.42

2015 Scores = 8.20

CC Avg. Score = 8.11

Artificial Courts

2020 Score = 7.78

2015 Scores = 8.01

CC Avg. Score = 8.11

14% of members used the tennis facilities this past year. 71% were satisfied with their tennis experiences. Overall scores for both court surfaces are lower than prior scores. Areas of improvement opportunity for the hard courts include the maintenance of the courts and the quality of the courts. The opportunity for the artificial courts is the number of courts available. We believe this is due to being the preferred surface for members to play on.



Pickleball

2020 Score = 7.30

10% of members played pickleball this past year. 14% of those responding to the survey indicated they play pickleball and 27% haven't played yet but are likely to use the new courts. Areas of improvement opportunity include the distance between courts and the actual number of courts available.



Bocce

2020 Score = 7.73

2015 Score = 7.93

CC Avg. Score = 7.78

24% of members played Bocce this past year and 71% were satisfied with their experiences. Areas to consider for improvement include the quality of the courts as well as the maintenance and upkeep of the courts.

Dining

2020 Score = 7.31

2015 Scores = 7.78

CC Avg. Score = 7.76

58% of members were satisfied with dining at the Club. 97% of members indicated they have dined at the 19th Hole. The food and beverage amenity at private clubs and communities is often times a big challenge due to limited customers (members) and

local competing restaurants. The scores in almost every area reflect that reality this year. With rising food costs and competition for quality service staff, almost all private clubs are challenged in the amenity of food and beverage. The areas that offer the greatest opportunities for improvement include the menu variety, timeliness of service, hours of operation, wine selection, staff training and the various events that are held in the 19th Hole and clubhouse.

Social Events

2020 Score = 7.34

2015 Score = 7.40

CC Avg. Score = 7.50

54% of members attended one or more Club events during this last year. 72% of those members were satisfied with the social events they attended. Feeling welcomed and the interaction with other members continue to be important qualities that scored slightly lower than peer clubs. It's very important for current members to reach out and interact with new members since a strong social "buzz" is the lifeblood of a healthy club and community while adding value to current members and attracting new residents.



Communication

2020 Score = 7.69

2015 Score = 7.04

CC Avg. Score = 7.81

77% of members were satisfied with the Club's communication. All the scores within the communication section rose significantly except for the website. Member comments provided constructive input to help leadership work on improving the communications coming from the club.

Figure B6: Research Summary (page 4 of 4)

The Glades Golf & Country Club

Guest Experiences

Golf: 26% of members invited 4 or more golf guests and 89% reported guest experiences as good to excellent.
Dining: 37% of members invited guests to dine 4 or more times and 74% reported guest experiences as good to excellent.
Pool: 45% of members invited guests to the pool 4 or more times and 89% reported guest experiences as good to excellent.
Social: 11% of members invited guests to attend social events last year and 74% reported experiences as good to excellent.
Delivering exceptional guest experiences will continue to be the best advertising any club and/or community can do. High levels of guest satisfaction is an important indicator of a healthy club and community.

Investment Importance

83% of respondents marked maintain activities and facilities of the Glades at current level of investment and condition as Important or Extremely Important. 72% of respondents feel an increased investment in future activity and facility improvements in the Glades is Important or Extremely Important.

Looking Forward For the Glades

Questions were asked in regard to the future management of the Glades, how important were items in the following sections.

Environmental Sustainability: Members rated the top three important issues regarding environmental sustainability as recycling of reusable trash, reduction in plastic & Styrofoam use, and developing a sustainable landscaping plan.

Sports & Fitness/Wellness Facilities: Members rated the top three important areas as existing section pools, future 18 hole play on the Pines course and future 18 hole play on the Palmetto course.

Future Technology: Members rate the top important issues to be high speed broadband and cable service.

Governance Options: The most important issue is maintaining or improving the value of your condo units. Other important issues are increasing compliance with rental regulations and increasing compliance with homeowner insurance requirements.

Revenue Raising Options: The most important issue is enforcing the Glades rules and regulations through the collection of fines. Other important issues were lower, but include increasing renter move-in fees, introducing other new revenue-raising initiatives through rental & sales activity, and covered parking or storage units that could be built and then rented or sold/deeded.

Conclusion

We were delighted to work with the Club's Leadership by providing this member survey research. Actionable research is the best tool for Club leaders to take the pulse of members and gain insights that will improve member experiences. Your Club Leadership will be working on action steps & future goals in response to your feedback and comments.

Thank you again for sharing your valuable feedback that makes a difference for today and tomorrow!

All the very best,

Peter W. McCarthy
Vice President, ClubInsights



ClubInsights East Lansing, MI www.clubinsights.com 517.420.5457

5. Governance

Key features of a well-managed club

The Glades consultant (with decades of industry experience) advised that the “best” clubs get governance and organizational health right! In general, High Performing Clubs:

- Have “Shared Responsibility” for meeting goals and objectives.
- The ‘Team’ has COLLECTIVE responsibility to the ‘big picture’ objective; ‘silos’ are not tolerated in either paid or volunteer areas!
- Boards, Committees and Staff have clearly defined common objectives; one loud voice is not allowed to prevail or to control the agenda.
- *Inappropriate behavior or motives* are not allowed to dominate or become the ‘agenda’ driving the club any longer.

Additional key features of a well-run club are set out in Box B3 below.

Box B3: Key features of a well-managed club

1. *Minimal politics and divisiveness* among both members and staff
2. *Minimal confusion or strong “clarity” in mission, vision and core values*, and strong EXECUTION to those standards---WE’RE ALL ON THE SAME PAGE!!
3. *High morale or satisfaction amongst both members and staff* (we’re measuring it, not assuming or basing it on limited information)
4. *High efficiency* – no longer doing things just ‘because that’s the way we’ve always done it’!
5. *Low turnover of both members and staff* – there is good value and “engagement” in being part of the organization!
6. *They make difficult decisions when they need to be made*, EVEN when they likely aren’t popular with some portion of the membership! (No longer is, “Not on my watch” mentality allowed)
7. They are *conscious about succession planning* ...volunteer and staff!
8. A strong and thoughtful process of communication and education has been incorporated into the organization---with each key constituency—staff, members, board, committees, communities!

*J R Sullivan Associates

Important to effectively functioning clubs was a clear understanding of roles and responsibilities and the distinction between policy oversight and operational management as can be seen in Table B3 below.

Glades BOD self-evaluation of performance & comparison with clubs nationally

In early 2021 the Glades BOD undertook a confidential facilitated set of self performance-evaluations and their scores out of a maximum of five units were compared with the results obtained from 181 different clubs throughout the USA. With only one exception (views on Committees) the BOD universally marked itself below the market standard. These results are presented in broad terms in Table B4 where (x) denotes one or less than one unit of difference between the Glades and the Model Standard and (xx) denotes between one and two units of difference. It should be stressed that these were self-assessments, and the BOD should be congratulated for frank and realistic responses. It may be that some were too harsh, the point of

significance being that the results indicate a general perception that governance and leadership practice and performance can be improved. The SAP offers a systematic route towards this aspiration.

Table B3: Indicative Roles for Board, GM & Committees*

Area/ Department	Board	GM/ COO	Department Heads	Committees
Long Term & Strategic Goals	Develops in conjunction with mission and vision statements	Provides input	Provides input	Provides input
Short Term Goals	Monitors	Establishes and executes	Receives direction	
Day-To-Day Operations	No Role	Makes all management decisions	Manages department	No role
Budget	Approves	Recommends budget to Board	Prepares with GM	Make recommendations
Capital Purchases	Approves	Prioritizes requests for Board approval	Prepares request	Make recommendations
Decisions on Building Renovations and Expansions	Makes decisions that are based on mission and vision statements	Provides input If authorized, signs and executes contracts	Provides input at Committee level	Makes recommendations
Supply Purchases	Sets policy/ approves budget	Reviews and approves	Purchases according to policy and budget	No role
Emergency Repairs	Works with GM and acts with concurrence from Chair	Notifies Executive Committee for immediate approval and notifies Board	Communicates need to GM	No role
Fees	Adopts policy	Develops fee schedule with Board input	Provides input	May recommend
Hiring Staff	No role	Approves all hiring	Interviews direct reports	No role
Staff Deployment and Assignment	No role	Establishes and executes	Follows club policy	No role
Personnel Policies	Adopts policy	Recommends/ administers	Follows club policy	No role
Staff Salaries	Allocates line item for budget	Approves salaries and recommendations from supervisory staff	Makes recommendation to GM	No role
Staff Evaluations	Evaluates ONLY the GM	Evaluates all department managers and may seek Board input	Evaluates all direct reports	No role
Membership Growth & Marketing	Works with GM to develop strategy Approves members	Works with Board to develop strategy and implements	Make recommendations and carries out strategy	Provide input

*Acknowledgement: J R Sullivan Associates

Table B4: Glades BOD self-evaluation of performance compared with national database

No.	BOD Self-evaluation Item	Performs less well than	Performs ~equally well	Performs better than
1	Proactively attempts to understand views of members.	X		
2	Put club interests above personal & constituents' interests.	XX		
3	Holds itself accountable to the membership for performance.	X		
4	Communicates with members in a timely & transparent manner.	XX		
5	Shares a common vision of what is best for the club now & in the future	XX		
6	Thinks & acts strategically	XX		
7	Board meeting content at appropriate level for governing body.	X		
8	New Board Members get adequate briefing &	X		

	support.			
9	Committees are appropriately sized, staffed & have clear responsibilities.		X	
10	Committee reports are timely, comprehensive, succinct & valuable	X		
11	There is a climate of trust on the Board.	X		
12	Board members support BOD decisions externally even if they personally disagree.	XX		
13	Nominating Committee has appropriate guidance in required candidate qualities.	X		
14	Board members respect confidential BOD information externally.	X		
15	Board meetings afford adequate time for full discussion of business.	X		
16	Board meetings are generally efficient	X		
17	Board receives adequate training on governance principles & practice.	X		
18	Individual Board members are held accountable for their performance.	X		
19	Overall the Board is efficient & effective	X		

KEY: Max Score was 5. x=up to 1 unit of difference; xx= up to 2 units of difference.

Similarly, the BOD self-evaluated its relationship with the GM/CAM. Again, with one exception (level of counsel & guidance) there was scope for improvement (Table B5).

Table B5: BOD Self-evaluation of Relationship with GM/CAM compared with national database

No.	BOD Self-evaluation Item	Performs less well than	Performs ~equally well	Performs better than
1	Board acts in accordance with its role as policy maker & not operation implementer.	X		
2	GM provides timely information sufficient to monitor operational performance.	X		
3	GM is transparent and open in communicating with the Board.	X		
4	GM is responsive to the needs of the Board.	X		
5	GM provides the appropriate amount of counsel & guidance to the BOD.		X	
6	The GM displays the appropriate amount of leadership when necessary.	X		

NB: Post Covid-19 2020/21 experiences, when the Glades GM/CAM & Management Team worked hard and successfully to protect Members and maintain remote-working facilities, including a 19th Hole “knock & drop” food service, it is likely that these scores would record a substantial improvement if re-surveyed.

Measures of Success or Performance (Metrics)

The development of the Measures of Success, also called Metrics, for The Glades was created over multiple sessions with the SPC and the Board of Directors. Good metrics

are objectively verifiable, have reasonable means of verification (records, survey, analysis) and generally have quantifiable units, and a time-scale by which targets are to be achieved. Good management practice is to also assign a person or section head to be responsible for delivering the relevant objectives. The proposed measures of performance for the Glades BOD, Management, and relevant Committees are set out in Table B6 below. Financial issues were the highest ranking in order of priority.

Table B6: Measures of Success (Metrics) in Rank Order

Metrics in Rank Order:	Board Survey	SPC Survey
1. Financial strength/accountability – meeting financial goals/budgets	9.73	9.30
2. Maintain/increase property values	9.00	8.67
3. Member/guest participation	8.91	7.00
4. Membership/Resident retention	8.80	6.70
5. Continual facilities improvements	8.64	8.60
6. Revenue growth	8.45	7.70
7. Staff satisfaction/retention - measured through surveys/feedback	8.36	8.00
8. Member satisfaction – measured through surveys/feedback	7.91	8.50

6. Vision/Mission & Core Values

An iterative process with the SPC “workshopping” and then offering recommendations to the BOD was followed. The BOD accepted a new and first Vision Statement but decided against amending the existing Mission Statement:

Our Vision: *To offer a most enjoyable and desirable bundled residential and lifestyle choice in SW Florida.*

Mission Statement: *To maintain, protect and enhance the value of the property by enforcing the governing documents and rules while promoting a spirit of community.*

Revealed in the historic timeline of the Glades (Section B, Annex A) are the 1996 Key Mission objectives for the Glades – they were competitive, aspirational, focussed on marketing the Glades strongly and actively reached out to Collier County:

Glades Community Affairs Committee (March 1996)

“The mission of GCAC is”:

1. To compete with other equity membership golfing communities for future home buyers.
2. To enhance property values and the saleability of Glades property prospective home buyers seeking ‘the best buy for the buck’ lifestyle in the Naples area.
3. To publicize the unique advantages of buying and living in the Glades.
4. To instil a greater sense of pride in the Glades.

5. To develop a working relationship with the ‘movers and shakers’ of Collier County, including government officials, business leaders, civic associations, the media, religious leaders, etc.” (Duane Syvrud)

Early in the process, and consistent with best managerial practices, the SPC recommended that there should be a more explicit set of published Core Values, and also a set of objectively verifiable “metrics” or standards and targets by which BOD, Committee and Management performance could be measured and assessed.

The development of the Core Values for The Glades was created over multiple sessions with the SPC and the Board of Directors (Table B7).

Table B7: Glades Core Values in Rank Order

Core Values in Rank Order	Board Survey	SPC Survey
1. Fiscal responsibility & Integrity: Leadership providing honest oversight and principled management philosophy to ensure that all funds are spent and managed according to the agreed mission, vision & objectives.	9.92	9.44
2. Transparent Leadership: Provide compelling vision for the future, state how it is to be accomplished and communicate clearly how decisions are taken.	9.75	9.33
3. Welcoming & Mutual Respect: Being polite and friendly to Glades staff, guests, and new and established members with proper regard for the dignity of their person and opinions.	9.67	8.70
4. Quality with Continuous Improvement: Setting high standards measured against similar external comparators and constantly re-examining and improving institutional processes, services and facilities.	9.17	8.10
5. Value & Affordability: Taking into account good efficiency, effectiveness and economy, ensure that the Glades and the great majority of its Members continue to have the financial means to bear the costs of ownership.	8.75	8.40

Subsequently, and upon reflection, the BOD and SPC agreed that making the Glades responsible for members’ ability to bear the costs of ownership was an unrealistic and unreasonable expectation, and Core Objective 5 was revised to its current form below:

(REVISED) Value & Affordability: Seek Value for Money in managing the Glades taking into account the combination of efficiency, effectiveness and economy to help ensure that the Glades continue to have the financial means to function well to the benefit of its owners.

7. Roles & Responsibilities of Board of Directors & Key Committees

The Owners/Members of the GG&CC have collective responsibility to ensure through electoral process that they appoint competent Section Directors who constitute the Board of Directors with a President chosen by the Directors and Executive Committee (President, Secretary & Treasurer – the latter two do not have to be Directors). The BOD are responsible for key decision-making, oversight of the Glades finances and for recruiting and overseeing a competent and appropriate Management Team. The BOD meets on the Third Thursday of the month September thru May each year. There will be no scheduled Board Meeting during the month of June, July & August, unless a Special Meeting is called.

Guidance provided to the BOD and SPC concerning key behaviours and functions of a well-functioning BOD are set out below (*JR Sullivan Consulting*):

The primary functions of every board member:

- Approve membership applications and resignations if applicable.
- Review financial status of club; review and approve committee requests.
- Establish and review club policies and objectives; ensure compliance.
- Handle member discipline issues.
- Give a monthly report for the committee they chair.
- Hire the GM/COO; Dismiss the GM/COO.
- Participate in club activities when possible.
- Be a 'positive' influence with other members and set an example by abiding all club rules and policies.
- ***Develop long term goals and a strategic plan for the club; essentially making certain the club is able to perpetuate and that decisions are made in the greater interest of the membership***

The Glades comprises 11 Sections of varying size built between 1971 and ~1983. The numerical and age demographics of each section are set out in Table B8 subsequently. The average age of respondents to the February 2020 online-survey was 62.5 years indicating a potential “youth” bias towards such virtual reality tools.

“Comprehensive Settlement Agreement” with Sunrise IV, Fairway Oaks and Hidden Oaks: In 1983 Syd Hubschman built Sunrise IV. Sunrise IV was a driving range which was offered to the Glades Board of Directors to purchase. The Board voted not to purchase the land. Hubschman built the 40 plus door condo complex with tennis courts and parking lot. To this day the courts and parking lot are owned by the Sunrise IV owners. In the late 80's Hubschman built Fairway Oaks and Hidden Oaks from vacant land, after completing Section 11 (the last section of the Glades Complex). All three affiliates have rights and access to all activities of the Glades Association, however, they have no voting rights. Despite a Memorandum of Agreement being

reached in 2005, the Glades and its Affiliates are presently in legal dispute over contributions to all Glades Expenses.

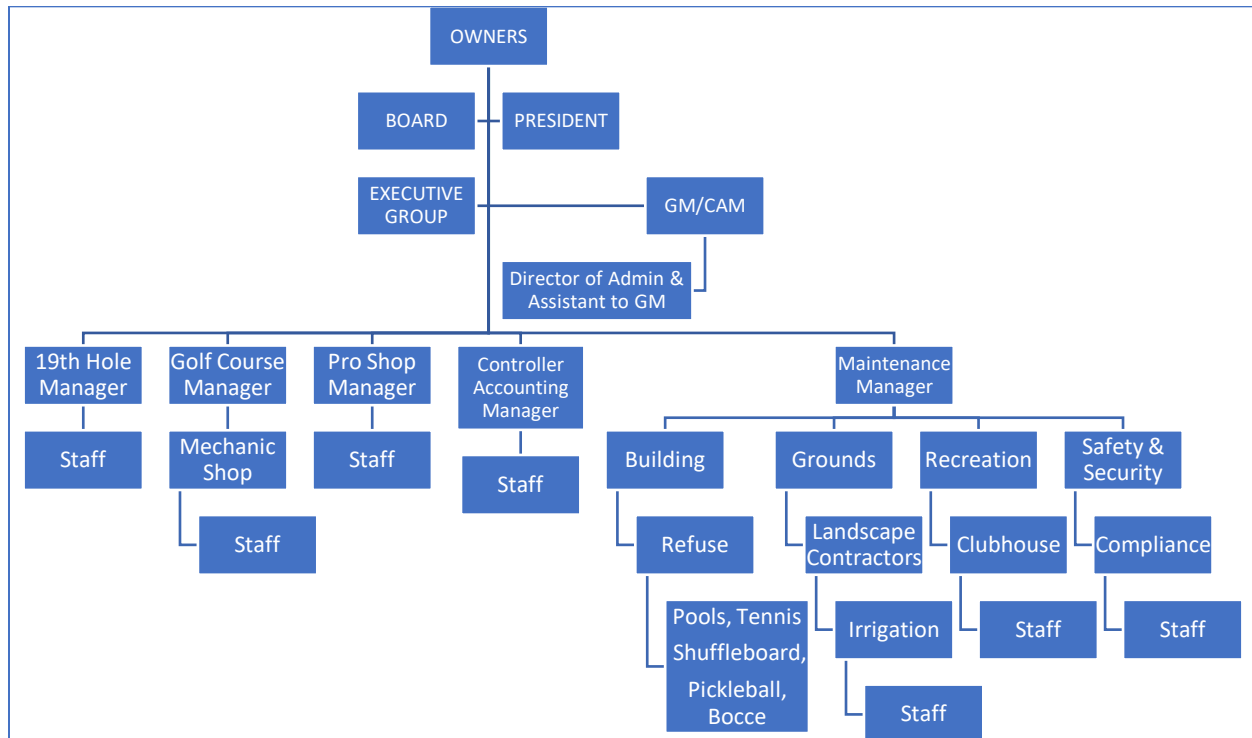
Table B8: Glades Section Numerical and Age Demographics (April 2019)

Section	# of Owners	Average Age
 Section 1	56	68
 Section 2	100	67
 Section 3	72	66
 Section 4	144	70
 Section 5	146	67
 Section 6	78	69
 Section 7	95	59
 Section 8	22	70
 Section 9	27	71
 Section 10	156	67
 Section 11	193	67
 Section 3A	80	61
 Fairway Oaks	36	70
 Hidden Oaks	8	71
 Naples Sunrise	41	71
 Renters	62	
Total:	1,316	Average 67.6 / 68

“Comprehensive Settlement Agreement” with Sunrise IV, Fairway Oaks and Hidden Oaks: In 1983 Syd Hubschman built Sunrise IV. Sunrise IV was a driving range which was offered to the Glades Board of Directors to purchase. The Board voted not to purchase the land. Hubschman built the 40 plus door condo complex with tennis courts and parking lot. To this day the courts and parking lot are owned by the Sunrise IV owners. In the late 80’s Hubschman built Fairway Oaks and Hidden Oaks from vacant land, after completing Section 11 (the last section of the Glades Complex). All three affiliates have rights and access to all activities of the Glades Association, however, they have no voting rights. Despite a Memorandum of Agreement being reached in 2005, the Glades and its Affiliates are presently in legal dispute over contributions to all Glades Expenses.

Figure B7 illustrates the Glades operational organogram for Directors and Management.

Figure B7: GG&CC Organizational Chart



The Roles and responsibilities of Key Standing and *ad hoc* Committees are set out in Annex C. In addition, there are some two dozen Sports and social activity clubs in the Glades each of which has specific rules, responsibilities and guidelines.

8. Management Team roles & responsibilities

Overall management responsibility resides with the General Manager/Community Association Manager (GM/CAM). In the Glades that role is presently supported by a Director of Administration who is also responsible for communications with owners. As was illustrated in Figure B7 previously, the Management team is further divided into the following key departments with a lead manager:

- 19th Hole (Food & Beverage) Manager
- Golf Director & Golf Course Superintendent
- Pro Shop Manager
- Accounts Controller
- Grounds & Facilities Maintenance Manager

Some Key Job Descriptions in Summary:

General Manager / CAM

This position serves as the Chief Operating Officer of the GG&CC reporting directly to the incumbent President of the Association's Board of Directors. Manages all aspects of the club including the relationships between the Board of Directors, members, community and government. Coordinates the club's policies. Develops operating policies and procedures and directs the work of all Department Managers. Secures, protects and maintains the associations assets, including facilities and equipment. Has responsibility for health & safety and emergency preparedness and response (see Box B4 below).

Director of Administration

Responsible for providing clerical and administrative support to the General Manager. Responsible for Human Resource files and any correspondence between Glades community association management, employees, owners (members) and associates. Liaison between Club and associates as well as the liaison with HR, Work Comp, Payroll, IT company, Attorneys (legal), Webmaster Host, and support to the Board of Directors.

Golf Course Superintendent

Plans directs supervises and inspects all aspects of maintenance of the golf course. Reports to GM and works cooperatively with all Department Managers Responsibilities include interviewing, hiring, and training Golf Course Maintenance associates; planning, assigning and directing work; appraising performance; rewarding and disciplining associates; addressing complaints and resolving problems. Works closely with management and Committees to assure that a very high level of golf course maintenance is consistently achieved at the Club for maximum member satisfaction.

Director of Golf

Reports to GM. Responsible for planning, organizing and directing a comprehensive golf program. This includes tournament operations, golf instruction, inventory control, golf handicapping, member and guest relations. Directly supervises all inside and outside golf operation associates. Hires, trains and supervises all golf operation associates to assure that a high level of service is consistently received at the Club. Also responsible for oversight of the successful operation of the Golf Pro Shop in the Glades.

Executive Chef

Reports to GM. Is the Department Leader responsible for all culinary units, coordinating the work of chefs, cooks and other kitchen associates. The Executive Chef ensures that the club provides and properly prepares nutritious, flavourful and appealing food. The Exec. Chef may assist with special events and menu planning.

Building & Grounds Maintenance Manager

Reports to GM. Responsibility for oversight and coordination of all aspects of Glades capital facilities and property management, including parts of owner condo's that are the responsibilities of the GG&CC, such as front hurricane-resistant doors. Also supervises non-golf grounds management and maintenance.

Glades Business Continuity & Emergency Response Preparedness

A comprehensive suite of pre-prepared call-down contracts and plans exist and have been deployed as required, including for Hurricane Irma (Box B4). Each Department

Head has a set of emergency preparedness plans that go into effect as early warning of an impending disaster is received and comprise orderly closure of the facility, securing of assets, data-back-up offsite, and safety and security measures for staff and members. Guidance is taken from appropriate County, State and Federal Authorities as is appropriate.

The Administration Plan sets out BOD and Management contacts and an Authority cascade in the event that communications are disrupted and rapid on-site decisions have to be made.

Box B4: Glades Emergency Preparedness and Response Systems Summaries



9. Strengths, Weaknesses, Opportunities & threats (SWOT)

The development of the Strengths, Weaknesses, Opportunities, Threats (SWOT) assessment for The Glades was created over multiple sessions with the SPC and the Board of Directors. Certain items were added to the original list by the SPC during their sessions and therefore were not on the list to be ranked that was presented to the SPC when going through this SWOT.

The results of the ranking process are provided below. Tables B9—B12 list the key perceived SWOT parameters and their scores. For formal decision-making and priority ranking purposes, the SPC has used the BOD preferences in developing its final conclusions and recommendations.

Table B9: Glades Strengths in Rank Order

Strengths	Board Survey	SPC Survey
1. Financial strength	9.50	7.91
2. Management/Admin	9.42	8.73
3. Variety of bundled amenities	9.18	Added by SPC
4. Communications to members	9.17	9.00
5. Excellent golf courses	9.08	8.64
6. Friendly, social membership	9.08	7.09
7. Glades environment	9.00	Added by SPC
8. Golf staff	8.75	8.09
9. Location	8.55	7.82
10. Social events	8.17	7.73
11. Tennis courts	7.42	6.36
12. Ability to walk the courses without a fee	6.45	6.00

Table B10 Glades Weaknesses in Rank Order

Weaknesses	Board Survey	SPC Survey
1. Declining/outdated facilities	8.91	7.64
2. Financial health	8.60	8.00
3. No strategic plan	8.40	9.18
4. Board leadership	8.40	Added by SPC
5. Deferred maintenance	8.40	7.30
6. Staffing/training	8.27	7.50
7. Limited capital income	8.20	8.75
8. Low property values	8.18	8.45
9. Condo aesthetics	8.18	Added by SPC
10. Clubhouse - inadequate kitchen/size	8.09	7.27
11. Apathy/Resistance to change	8.00	8.20
12. Poor governance practices/policies	7.64	7.91
13. Older community	7.64	5.70
14. Environmental sustainability	7.55	Added by SPC
15. Location	7.36	3.78
16. Aging membership	7.09	5.50
17. Lack of certain amenities, such as a wellness center	6.27	6.91

Table B11: Glades Opportunities in Rank Order

Opportunities	Board Survey	SPC Survey
1. Maintaining golf courses	9.40	8.20
2. Complete a strategic plan	8.45	9.73
3. Improve property values	8.27	9.36
4. Update policies and procedures	8.18	8.40
5. Funding deferred maintenance	8.10	8.67
6. Increasing capital funding	7.91	8.40
7. Implement cost accounting	7.91	8.40
8. Plan for next gen buyers	7.73	Added by SPC
9. Develop environmental sustainability plan	7.73	Added by SPC
10. Clubhouse renovations	7.64	6.73
11. Complete best practices documentation	7.60	Added by SPC
12. 19th hole renovations	7.44	7.00
13. Implement condo purchase program	7.36	Added by SPC
14. Sport Complex renovation plan	6.45	7.18
15. Implement Glades-wide beautification program	5.55	Added by SPC
16. Separate Board members from Section Directors	2.20	Added by SPC

Table B12: Glades Threats in Rank Order

Threats	Board Survey	SPC Survey
1. Cost of upgrades to course and facilities	8.00	7.36
2. Hurricanes	7.60	Added by SPC
3. Diminishing interest in golf	7.55	8.00
4. COVID 19	7.44	9.10
5. Economy	7.27	7.36
6. Board adverse to change	7.18	Added by SPC
7. Poor appearance of condos	7.09	Added by SPC
8. Lack of quality staff	7.09	7.91
9. High monthly HOA vs Value	7.00	Added by SPC
10. Section Management approach	7.00	Added by SPC
11. Lack of Board and Mgt accountability	6.73	Added by SPC
12. Aging membership	6.73	6.30
13. Monthly fees will price people out of the market	6.20	Added by SPC

SECTION B(b): ANNEXES

ANNEX A: A history of the Glades Golf & Country Club (as collated by May 2021 – research on-going)

It is believed that Sam Hubschman owned all the property bounded by Airport-Pulling Road, and SR 951 on the west and east, Davis Boulevard and US 41/Rattlesnake Hammock on the north and south, probably late in the 1950s. When Hurricane Donna hit Southwest Florida in September, 1960, the force-5 storm destroyed the county seat that had been built by Barron Collier in 1923. In the first development of his enormous parcels, Hubschman sold the County the land under the present County Buildings.

The 10th Anniversary Edition of the *Glades News* states that, “Some years ago when Sid Hupschman bought the land that is now the Glades, he had a dream about a spacious, beautiful area, full of happy residents, enjoying the climate and flora of the Naples area.

“Sid, and his son Sam used to take walks in what was then a wild, overgrown, 760-acre tract and discuss development plans...Now, almost 10 years later, construction is almost completed...” Table B13 lists the sequence of events as the SPC research and others’ recollections have revealed.

Table B13: Timeline for the history of the Glades

Date	Key Event
1971-03-23	Section 1 blueprint and design for “Spanish Villas”
1971-07-17	Formal Opening of The Glades. 103 Teryl was the first model apartment to be open at that time. “By the end of 1971, buildings A through E (5 buildings, 20 apartments) had been completed, and all but one had been sold....the original sale price was \$22,500, and \$23,500 (lakefront). No recreational facilities, “and there were no plans for the Pines golf course.”(Bob Peer); “Monthly assessment \$52.50.” (Charley Phelps)
1971	Pool #1; Duplicate Bridge started.
1972-01-01	Palmetto golf course opened. Owners did much of the course maintenance since the staff was mostly non-professional Hubschman employees. Several of the reminiscences mention groups cutting down dense foliage, and weeding the greens on hands and knees.
1972	Clubhouse under construction. The original clubhouse was where the current ProShop is; it burned down in the late ‘70s, due to “a careless cigarette thrown into a wastebasket,” and was rebuilt on its current site in 1981. The first ProShop was the current Administration building, which was also the cart barn. “...after the Clubhouse was furnished, a truck pulled up in the middle of the night, and helped themselves to enough furniture to furnish an apartment, including a new TV.” (Alice Stuart)
1972	Section 2 “New Orleans” model. Section 3A Laundry Building blueprint.

	NS: "Both Sections 1 & 3A were built without laundry facilities in their units, which indicates to me that they were both older sections. My parents bought a condo in 1967 on Key Largo, the units of which also didn't have laundries". (Fall season): First Scramble Party hosted by Sid Hubschman.
1973	Pines course built. "Sidney Hubschman asked our first Golf Pro, Dudley Gray<along with Bob Wick and Don Hansen, both members of our original Glades Men's Golf Association, to design the Pines Course..." "Golf! Free!...but that did not last long. The fee to owners went to \$1.00 on the Par 3, \$2.00 on the Par 70. Cart fees were \$5.00." (Charley Phelps).
1973-02-19 1973	Glades Ladies' Golf Association. Glades Mens' Golf Association.
1970???	"First organized Tennis". "Originally there were only four courts next to the Pro Shop. Later six more were added north of the Pro Shop. When asked why more courts were added, Sid Hubschman said, 'The Canadians are great tennis players, and I did this because of the large influx of home buyers from Canada.'" (Bill Rissmiller) NS: When we moved here in 1996, I was told that due to the central location of the 10 tennis courts, "Buyers move here to play tennis."
1974	Library. Hubschman's clubhouse had several rooms for various purposes, and didn't include a dance floor. "The library was the building that is now the Administrative Office, and the Arts & Crafts Club also had their class rooms and kiln in that same building." (Jan Derbyshire) After the Clubhouse fire, it was housed between the kitchen and the art room in the new 19th Hole; it was moved out when the Glades redesigned the building to enlarge the kitchen, and the Water Treatment Plant was purchased.
1975	Section 8 blueprint.
1976	Design for "4-Plexes" blueprint
1977-10	Glades Bowling League.
Late 1970's	Neighborhood Watch.
1977	"Duplex Villas" blueprint. Section 7 blueprint and design for "Islamorada". Section 9 blueprint.
1978	Section 6 blueprint and design for "Louisiana". NS: These were the units that originally had blue roofs and were owned by Syd Hubschman and his son, Sam. The roofs were changed to match the rest of Section 6 when they were replaced in the early 2000s. Section 10 blueprint.
1979	Glades Activities Committee "in full force when I came to the Glades in 1979" (Gerda Duvall).
1980 1980-04-14	Camera Club. First <i>Glades News</i> issue published.
1981	Design for "Bayou" blueprint. Shuffleboard.
1981-06-30	Developer Glades Inc. turned Association to Owners
1981-10	Southwest Management Company hired to manage the Glades

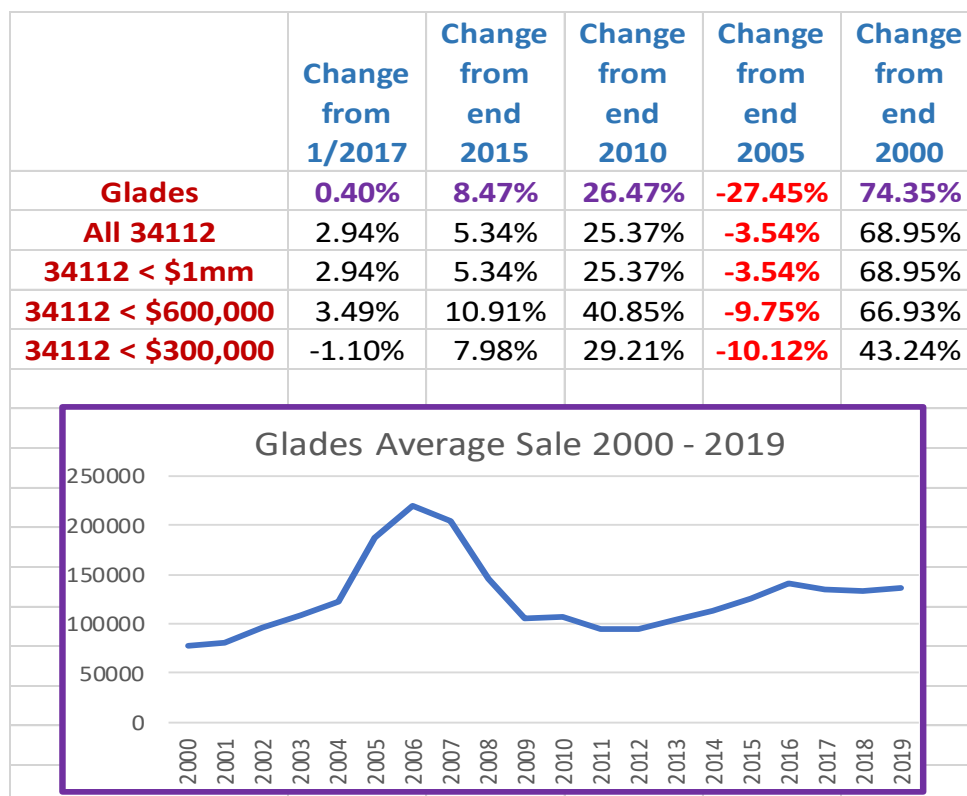
1982	Pool Patrol Committee. “The main Clubhouse pool and six additional area swimming pools make up a whole new spectrum of activity and social centers.” (Chuck Smith, 1981). “In 1983 pool covers were placed on each pool for security. Later fences were installed, and the covers were no longer needed.” (Mary Jane Ladner). By 1984, all 9 pools were finished.
1982	Wednesday Men’s Lunches.
1983	Glades street lights installed.
1983	“Comprehensive Settlement Agreement” with Sunrise IV, Fairway Oaks and Hidden Oaks In 1983 Syd Hubschman built Sunrise IV. Sunrise IV was a driving range which was offered to the Glades Board of Directors to purchase. The Board voted not to purchase the land. Hubschman built the 40 plus door condo complex with tennis courts and parking lot. To this day the courts and parking lot are owned by the Sunrise IV owners. In the late 80’s Hubschman built Fairway Oaks and Hidden Oaks from vacant land, after completing Section 11 (the last section of the Glades Complex). All three affiliates have rights and access to all activities of the Glades Association, however they have no voting rights. Despite a Memorandum of Agreement being reached in 2005, the Glades and its Affiliates are presently in legal dispute over contributions to all Glades Expenses.
1984	Glades owners purchase golf courses and recreational areas. NS: When we bought in 1995, the last payment for the purchase was part of our unit’s purchase price. Given the problems at various condo associations in Naples, including Evergreen/Ironwood, where the unit owners don’t own the courses, this was the smartest move the Board ever made. Wednesday Night Dance Group.
1985	“Stretching with Lilo (Waxman)” in the Clubhouse. The exercise classes designed to keep men and women of the Glades moving...classes twice a week at the Glades Clubhouse.
1988	Long-Range Planning Committee.
1990	Section 11 blueprint. Glades Blood Bank
1991	First Glades Arts & Crafts Show.
1994??	New Pro Shop built
1995	Glades Tennis Association formed
1996-03-29	Glades Community Affairs Committee “The mission of GCAC is: 1. To compete with other equity membership golfing communities for future home buyers. 2. To enhance property values and the saleability of Glades property prospective home buyers seeking ‘the best buy for the buck’ lifestyle in the Naples area. 3. To publicize the unique advantages of buying and living in the Glades. 4. To instill a greater sense of pride in the Glades. 5. To develop a working relationship with the ‘movers and shakers’ of

	Collier County, including government officials, business leaders, civic associations, the media, religious leaders, etc.” (Duane Syvrud)

ANNEX B: Naples Property Trends (SPC Analysis)

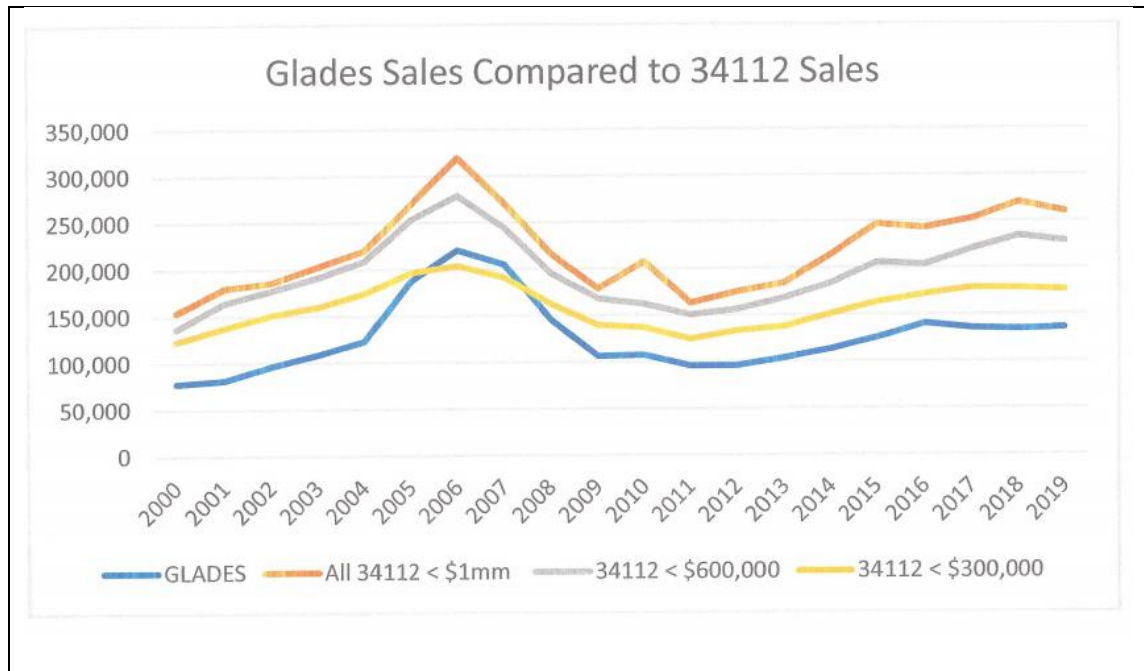
By registering with Collier County access was gained to the database of property sales transactions for the last two decades. The Glades zip code (FL 34112) was used to sift those transactions and the sales were further stratified by price range as can be seen in Figure B5 below.

Figure B5: Naples & Glades property sales in zip code 34112 (2000-9)



Further analyses show the relative position of Glades property sales against a range of equivalent and higher-priced properties in zip code 3412 (Figure B6).

Figure B6: Glades Sales compared with other Naples zip 34112 sales



**Data from Collier County records & analysed by SPC.*

A synthesis of all data processed was undertaken and the summary findings are to be found in Table B13 on the next page. The Glades historically has underperformed against its Mission Statement.

It is important to note that these data sets need to be maintained and be regularly analysed as a matter of routine by the GG&CC, since a range of externalities such as pent-up purchasing demand post-Covid-19 lock-downs are likely to have a significant impact on sales and pricing records.

Table B13: Naples Zip Code 34112 (<\$300K) property price change analysis

The Glades Sales Price Key Points

In the past 15 years: Average Sales Price

<u>The Glades</u>	<u>34112 < \$300,000</u>	<u>34112 < \$600,000</u>
↓ \$84,803	↓ \$27,721	↓ \$50,586
↓ 38.45%	↓ 13.38%	↓ 18.14%
From \$220,535	From \$203,754	From \$278,769
To \$135,732	To \$176,484	To \$228,183

The Glades Averages Sales Price has fallen **25 % more**
than comparable 34112 < \$300k Properties

In the past 5 years: Average Sales Price

<u>The Glades</u>	<u>34112 < \$300,000</u>	<u>34112 < \$600,000</u>
↑ \$10,599	↑ \$13,038	↑ \$22,452
↑ 8.47%	↑ 7.97%	↑ 10.91%
From \$125,133	From \$163,446	From \$205,730
To \$135,732	To \$176,484	To \$228,183

The Glades Averages Sales Price has risen **½ % more**
than comparable 34112 < \$300k Properties

15 years: Average Sales Price

	<u>The Glades</u>	<u>34112 < \$300,000</u>	<u>34112 < \$600,000+</u>
2006	\$220,535	\$203,754	\$278,769
2010	\$107,326	\$136,582	\$161,999
2015	\$125,133	\$205,730	\$163,446
2019	\$135,732	\$228,183	\$176,484

Note: From 2006 to 2011, the Average Sales Price for The Glades fell **\$125,309**
from **\$220,535** (highest annual avg) to **\$95,226** (lowest annual avg)

ANNEX C: Key Background Documents & Data

SIGNIFICANT CAPITAL EXPENDITURE OUTLINE OPTIONS:

19th Hole, Clubhouse, Administration, and Wellness Facilities

In March 2020 Lifestyle Management, a local contracting company, was invited to visit the Glades to analyze possible construction projects addressing issues impacting the 19th Hole, Clubhouse, and Administration building. The following projects were examined:

Project A: Enhancement of the 19th Hole

It is an ongoing challenge to provide food from the 19th Hole kitchen to the clubhouse while simultaneously maintaining a full food and beverage service in the 19th Hole. To address this challenge, the project would expand the size of the kitchen 600 to 800 square feet (sf) by incorporating the current Glades Meeting Room. The dining area would expand by 1,750 sf. The entrance would be re-sited, and the existing external deck expanded. Because meetings rooms are in short supply and needed for Committees and Activities, the front of the building would be expanded to create a new Glades meeting room of 1,250 sf. The estimated cost for Project A is \$2,395,400.

Project B: Enhancement of the Clubhouse & Pool Area

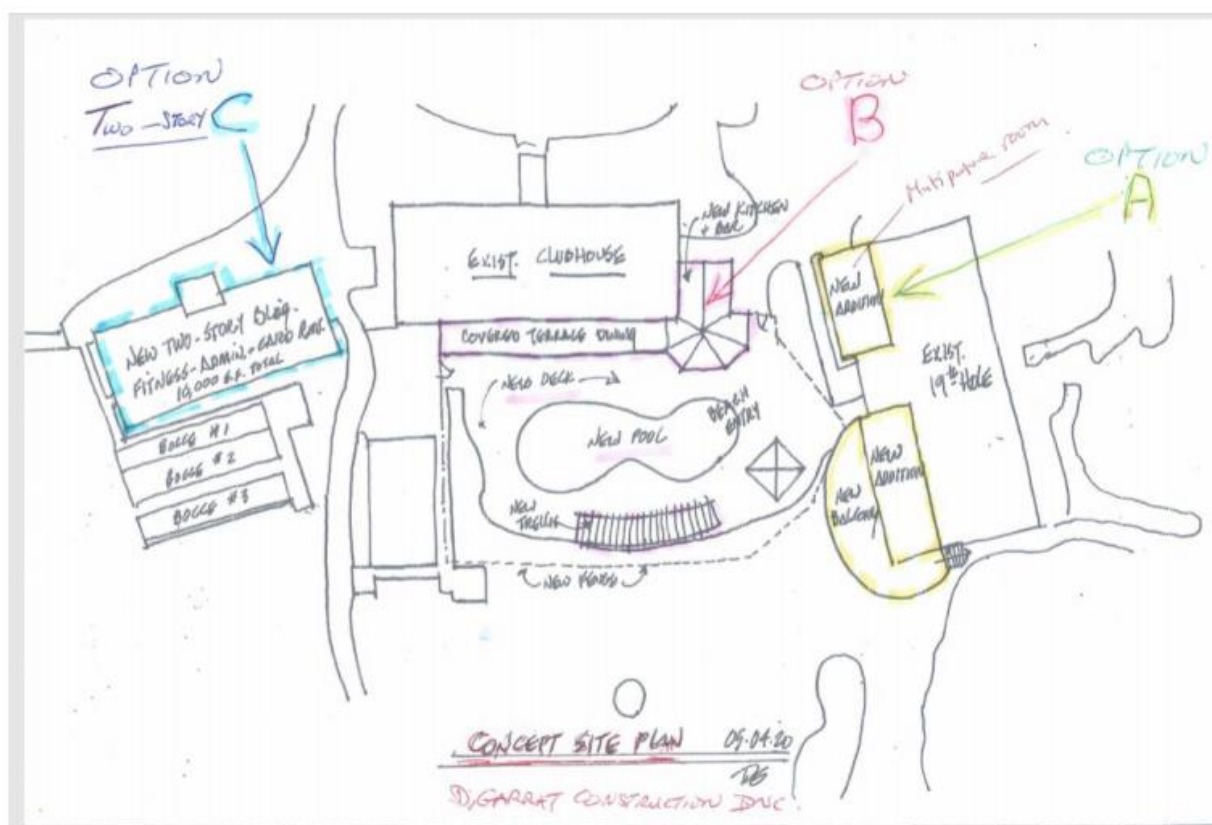
This project enlarges the existing food preparation area to become a fully functional kitchen. It creates a pool patio-side seated dining area, builds a shaded trellis/pergola, and rebuilds the pool. This project does not increase the pool size, but costs would increase moderately to add a lap swimming section and a hot tub. The estimated cost for Project B is \$2,422,800.

Project C: Replace the Administration building

In this project the existing 5,000 sf Administration building would be demolished and replaced by a two-story building with double the overall floor area. The building would accommodate a Wellness Center with a room for aerobics, yoga, and Pilates, would add meeting rooms, and would provide the Administration offices. An alternate approach to this project would be the construction of the Health and Wellness Center on the current maintenance shed site, as outlined in the Sports Complex section of this document. This approach provides an opportunity for moving the library and art room to this new building, thereby consolidating resident facilities in the main campus. The estimated cost for Project C is \$4,165,400.

Figure B7 below illustrates the possible changes/options in concept and Table 1 sets out preliminary costings. Soft costs (permits, architectural and engineering fees, kitchen equipment, etc.) would vary from 30% of construction costs (Administration & Pool Deck) to 40% (19th Hole & kitchen).

Figure B7: Glades Core Area Concept Site Plan & Options



Acknowledgement: D. Garrett Construction Inc (May 2020)

Table B14: Project Costs

Option A	\$K	Option B	\$K	Option C	\$K
19th Hole		Clubhouse & Pool Area		New Two-Storey Admin & Wellness Centre	
Expansion (A/C area)	750.01	New Kitchen & Bar	530.01	Total demolition & rebuild	2975.01
New Entry & Terrace (non A/C area)	306.25	New Covered Terrace	220.51	Fitness Centre Kit	0.25
Interior remodel	654.75	New Pool & Pool Deck	895.01	Sub-T (\$K)	2975.26
Sub-T (\$K)	1711.01	Trellis/Pergola Unit	85.01	"Soft Costs" @30%	892.58
"Soft Costs" @30%	513.30	Sub-T (\$K)	1730.54	"Soft Costs" @40%	1190.10
"Soft Costs" @40%	684.40	"Soft Costs" @30%	519.16	Total @ 40% SC	4165.4
Total @ 40% SC	2395.4	"Soft Costs" @40%	692.22		
		Total @ 40% SC	2422.8		

The Glades Country Club

Potential Capital Expenditures

Printed on June 15, 2020

It is feasible to sequence such developments to maintain services and reduce operational disruption. Examining the three projects results in a matrix of possible costs as set out in Table B15.

Table B15: Glades Indicative Project Options Cost Mix

Projects A+B	\$4,818,170
Projects A+C	\$6,560,780
Projects B+C	\$6,588,120
All Projects	\$8,983,500

OTHER KEY BACKGROUND DOCUMENTS¹⁰

Strategic Planning Committee “Book of Deliverables” Contents:

Letter to BOD President Bruce Milone

1. Update for Board of Directors
2. Survey Comments – Action Items
3. Document of Best Practices
- 3b. Facility Layouts
- 3c. The Bundled Community Report
4. Potential Capital Expenditures
5. Survey Summary Results 4 Pages
6. Survey 50 Pages

+++++++

SPC 2020 Newsletters

January

April

July

&

May **2021**

+++++++

Glades Section Acreage Assessments (In SPC Minutes folder)

+++++++

2021 March: GM/CAM organised overhead drone images collected for Glades Management purposes.

+++++++

¹⁰ [Strategic Planning - The Glades Golf & Country Club \(gladescountryclub.com\)](https://gladescountryclub.com)

ANNEX D: Glades Committees & Guidelines

COMMITTEE GUIDELINES

Committee Application

1. Introduction

The Glades Golf & Country Club ("Glades") Board of Directors ("Board") welcomes assistance from owners to effectively execute its responsibilities. To facilitate the work of the Board and broaden input, the Board will empower Standing and Other Committees ("Committees").

Committees will make recommendations to the Board on specific issues subject to the scope of their role as defined by the Board. Working with Staff and the Board, Committees will aid significantly in providing input regarding effective management of the Glades.

In an effort to gain maximum input in the operation of the community, any person with a residence in the Glades ("Owner") is invited to attend Committee Meetings to address items of interest. Accordingly, all meetings will be posted 48 hours in advance.

2. General Purposes of Committees

- To help create new and innovative approaches to Club, community and program operations.
- To help and support the assigned Staff management in their business planning and budgeting process.
- To help generate enthusiasm and support among Owners.

3. Committee Functioning

Committees serve the BOD at the discretion of the Board.

Committee Members are advisors to the Board and Staff; however they do not direct the Board or the Staff in their activities.

Committees should meet at their discretion.

4. Committee Membership

Owners may apply to the Nominating Committee to serve on a Standing Committee, unless otherwise required by Glades Governing Documents.

Committee Members must be owners, with a limit of one per household per committee. Directors may serve as Committee Members with a limit of one Director per committee. Committee members who miss more than 3 meetings in calendar year may be removed from membership on committee.

The Nominating Committee shall review all current and future applicants and make recommendations to the BOD.

Standing Committee participation is a personal commitment. Members are expected to attend meetings (either in person or by phone) where feasible, and participate in completing the Committee's Mission and Charge, and willingly accept and complete assignments

A Board Liaison will be assigned to each Standing Committee. The Board Liaison will be appointed by the Board by a majority vote. The Board Liaison will serve in an "ex officio" capacity, and their principal function is to serve as a resource and point of contact between the Board and the Committee.

Committees will also have one or more Staff members assigned to work with the group. Staff will serve in an "ex officio" capacity but will participate fully in Committee discussions.

5. Committee Structure

All Committees shall have a Chairperson. The duties of the Chairperson include:

Annually review the Committee's Mission and Charge with the Board.

Develop annual goals (including budgetary implications) with input from the respective Committee and Board. To assure that meeting minutes are correct, prepare in a timely manner, and properly distributed, the Chairperson must appoint a Secretary from within their Committee membership. Maintain a file of meeting minutes and other significant materials for the benefit of future Committee Members. Prepare and distribute meeting minutes. In the event the Secretary is unable to prepare the Minutes, any Committee

Member may do so. Meeting minutes are prepared and distributed in a timely manner for all committee meetings. A file of committee minutes is maintained.

The Board Liaisons are provided a written report containing any motions, or other information, to be communicated on behalf of the Committee to the Board.

6. Appointment Process

The Board, upon recommendation of the Nominating Committee, is responsible for approving all Liaison appointments to Standing Committees; members of committees; and, the Chairperson to manage the Committee's work at the March Board of Directors Meeting. No Director may be a Committee chairperson but may serve as a committee member.

7. Removal Process.

The Chairperson has the authority to refer to the Nominating Committee, suspension of a committee member for behavior which prevents the wishes of the majority of committee members from attaining the goals as outlined in the Committee Guidelines. The suspension can be for a period up to 60 days at which time the committee member may be re-instated. Should a chairperson desire to remove a committee member the member should be notified in writing by the chairperson. If the committee member desires a hearing on the merits of the removal, both parties shall have the option of a hearing or they may prepare a written document outlining their reasons for requesting or rejecting the proposed removal before the Nominating Committee. After the Nominating Committee has heard from all concerned parties and completed any investigation it deems necessary they shall make their recommendation to the Board of Directors for final action.

A simple majority of the committee, have the authority to refer, in writing, to the Nominating Committee, a request for the suspension of the Committee Chairperson for behavior which prevents the wishes of the majority of the committee members from attaining the goals as outlined in the Committee Guidelines. The Nominating Committee will have the authority to suspend the Committee Chairperson for a period of up to 60 days, at which time the Committee Chairperson may be re-instated. Should the members (3 or a simple majority) desire to remove the Committee Chairperson, the Nominating Committee will be notified in writing, with a copy of the document being sent to the Committee Chairperson. The Nominating Committee will hold a hearing, with all parties given the option of submitting a written document, and/or attending in person. After the Nominating Committee has heard from all concerned parties, and conducted any investigation it deems necessary, they will make a recommendation to the Board of Directors for final action.

8. Committee Timeline

After the Annual Board Meeting, the New Board appoints new Committee Liaisons, if required. The committees take effect after that date.

9. Term Limits.

Committee membership appointments will be for a two year term. Terms will be staggered with half the members terms starting in odd years, and the other half starting in even years. The committee member can be reappointed to serve more than one term by the Nominating Committee. The Chairperson appointment is for a one year term, and can be reappointed by the Nominating Committee for more than one term.

Committee Addendum: Standing Committees

1. Architectural Review Committee (ARC)

The ARC is charged by the Board with establishing and enforcing existing standards in the design and modification of structures and associated properties and general improvements within the community. Any exceptions to the established architectural rules and regulations, or recommendations for changes, shall be presented to the Board for approval.

The ARC also shares the general responsibility of protecting the community's appearance by enforcing rules related to the appearance of The Glades.

2. Finance Committee

The Finance Committee advises the Board as to the financial health of The Glades, analyzes the monthly operating financial statements, and recommends actions to rectify any revenue or expense issues that are found during the year.

The Finance Committee also advises the Board in the following areas:

- Annual budget preparation with July input from managers. Directors are expected to make their budget suggestions throughout the year and/or at the October budget review meeting.
- Monthly updates and periodic reviews of all Reserves, potential assessments in General, Section Reserves or Operating Budgets.
- Internal financial controls, policies and procedures.
- Provide funding options for any Standing Committee's long range plan.
- Make recommendations about possible savings and/or supplemental sources of revenues.

3. Golf Committee

The Golf Committee with staff concurrence advises the Board of Directors in the following areas of golf operations:

Rules and regulations of play.

Coordination of event dates

Master Golf Calendar

Fee structures

Provide insight and recommendations to the Board on golf course maintenance, budgeting, and improvement strategies.

The Committee will include men and women golfers including the presidents of the GMGA and GLGA.

4. Insurance Committee

This committee shall advise the Board on the selection of an insurance agent and the purchase of sufficient insurance as required by the Declaration of Ownership and the Florida Condominium Act, and as considered sufficient to protect the Glades Golf and Country Club. Sufficient insurance shall mean such insurance as necessary to replace Association property in the event of damage from perils, such as fire, or hurricanes.

Also, sufficient insurance shall mean such insurance as necessary to protect the Association in the event of liability claims.

This committee is also responsible for advising the Board of the selection of a representative, to collectively act on behalf of the unit owners that would be in the best interest of the Association.

5. Rules & Regulation Committee

The rules and regulations govern the use of the condominium property and the units located therein, including the conduct of all residents and, renters and guests. These rules and regulations are in accordance with the Glades Documents. The committee can:

Subject to Outside Counsel and BOD, as the situation dictates, the Rules Committee can propose and write new rules,

Review Glades Documents, make any suggested changes to the Declaration of Incorporation, Articles of Incorporation, By-laws and Rules,

The Standing Rules and Regulations will be published in the Annual Member Directory.

Requires that owners not rent their unit without a proper rental/lease application completed and submitted to the Association and reviewed by the committee.

Report any violations to the Board with recommended corrective action.

5a. *ad hoc* Rules Committee

Constituted and convened at the request of the BOD President for special item/subject enquiries and determinations. Makes recommendations to the President and BOD. Only BOD Members may serve on this *ad hoc* Committee.

6. Sales and Rentals Committee

This committee consists of 3 Board members only.

The committee approves the purchasing or renting of units; establishes rules for owners and a purchaser regarding the application process and timelines to ensure the Management Office has adequate time for the approval process.

Requires a background check of all prospective purchasers and renters subject to committee approval and Ensures that all financial documents are obtained prior to closing a sale. Also, Glades Documents including the Rules and Regulations are transferred to the prospective buyers. Association management/unit owners must assure that renters are made aware of and understand the Rules and Regulations.

7. 19th Hole Committee

Committee reports on all food and beverage operations including member and non-member social events. The Committee will also assist management in the creation of business plan goals and the annual budgets. Reports to the BOD any goals or objectives which will enhance services of the 19th Hole to our membership. Goals which require increased funding should be provided to the Board by the May BOD Meeting for the following year.

8. Strategic Planning Committee

To support the Mission of the Glades, the Strategic Planning Committee is responsible for advising the Board of Directors and the development of a comprehensive 3-5 year (or beyond) Strategic Plan that addresses all areas of The Glades. The Plan will be updated annually. The Strategic Planning Committee will advise the Board in the implementation of the Plan initiatives and will provide the Board with an annual report on the program.

It may be appropriate for an additional ad hoc BOD Committee to be formed to work on supporting and monitoring delivery of the Strategic Plan 2021-2030.

Other Committees

1. **Activities**
2. **Bocce**
3. **Executive Compensation- Ad Hoc- Board only**
4. **Gift Memorial**
5. **Nominating- Ad Hoc- Board only**
6. **Pools**
7. **Tennis**
8. **Ad hoc Rules (see 5a above)**

Ad Hoc Appointments 2020-21:

Nominating Committee.

Committee is comprised of the President, Vice-President and one member of the BOD appointments:

Bruce Milone - President

Stephen O'Neill- Vice President

Alice Iverson- Director

Gary Liggett- Director

Kathy Becht- Director

Executive Compensation Committee.

The committee is comprised of the BOD President, Treasurer, four BOD members (not newly elected). Board members will serve two years, alternating years.

Bruce Milone; Stephen O'Neill; Kevin Slattery; Bob Masys; Gary Liggett.

This committee will meet in a timely manner to complete an evaluation of how well the GM/CAM has fulfilled the duties and responsibilities of the position. The committee may also make recommendations for continuing professional development as well as recommendations regarding the executive compensation for the following fiscal year.

END OF SECTION B

SECTION C: Strategic Action Plan (SAP) 2021 UPDATE

i. 2021-2030 Overview & Year One (2021) Plans

As was stated in the Executive Summary (Section A) and in Section B(a), Chapter 3, the strategic planning process determined that there should be six key Strategic Issue workstreams as are set out in Table C1 below. Subsequent summary tables are also reproduced from Section A, with the intention that these may be updated as necessary as work proceeds over time.

Table C1: Six Key Strategic Issue Workstreams

No.	Key Strategic Issue workstream	Objectives
1.	Strengthen Governance & Leadership.	Ensure Good Governance practices throughout the Glades ¹¹ .
2.	Strengthen Human Resource Management & Staffing.	Ensure a high-level hospitality culture throughout the Community and Club for all staff and members.
3.	Increase Capital Funding & Update Community & Club Facilities.	Create uniform section standards, explore areas for new amenities & develop a funding plan for the future.
4.	Improve Property Values.	Develop a strategy to measure, increase & implement a plan to improve condo sales & rentals Return on Investment (ROI).
5.	Update Technology.	Eliminate the inefficient, modify, and and/or improve software to improve business flow and reduce inefficiency.
6.	Improve Environmental Sustainability & Glades beautification.	Make the Glades a more environmentally sustainable operation and a more visually attractive place to live and work.

Long-Term Strategic Outcomes

The first year of activity for the Strategic Plan (2021) focusses on further data collection analysis and review to develop costed options for Year Two SAP workstreams in 2022. Year One workstreams have a set of **outputs** which will be used to help benchmark performance measures (metrics) for a wide variety of functions in the Glades. These metrics will be used as objective and verified facts by members and the BOD when discussing Glades business. The summary details of Year One outputs are provided in Table A3 subsequently.

¹¹ Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. [What is Good Governance? \(unescap.org\)](https://www.unescap.org/governance)

Glades Golf & Country Club: Strategic Planning Committee

Table C2(i) which follows below, however, provides a 9-year strategic overview of the whole strategic plan timetable and process.

Table C2: Multi-Year SAP Indicative Workstreams

No.	Key Strategic Issue workstream	Key Outputs & Indicative Outcomes Summary			
		2021	2022	2025	2030
1.	Strengthen Governance & Leadership.	<u>Outline</u> Best Practices Document.	Best Practices Manual including performance metrics.	-Member Satisfaction Survey. -Review of BOD Performance & relevant manuals	-Member Satisfaction Survey. -Review of BOD Performance & relevant Manuals.
2.	Strengthen Human Resource Management & Staffing.	Staff Handbook.	-Staff Satisfaction Survey. -Review of Management Performance Metrics	-Staff Satisfaction Survey. -Review of Management Performance & relevant manuals	-Staff Satisfaction Survey. -Review of Management Performance Metrics & relevant Manuals.
3.	Increase Capital Funding & Update Community & Club Facilities.	-Condo Standards manual. - <u>Outline</u> Facilities Improvement & Financing Plan.	-Costed Facilities Improvement Plan approved by BOD. -Detained Designs commenced.	-Initial Stages implemented & operational. -Some new/replaced & refreshed facilities operational.	(To be confirmed) -New Wellness Complex functional . -New Admin Offices Operational. -Substantially improved and enlarged 19 th Hole. -Enhanced Clubhouse kitchen & pool deck facilities.
4.	Improve Property Values.	Options Analysis.	-Costed Priority Options approved by BOD. -Implementation Plan commenced.	-Glades Naples ranking improved by one quartile since 2021. -Review objectives.	-Glades Naples ranking maintained or improved from 2025 outcomes.
5.	Update Technology.	-Technology Transformation Plan prepared. -Glades Website Upgrades implemented.	-TTP implemented. -Performance review.	-TTP performance review. -Update Options prepared & implemented.	-TTP performance review. -Update Options prepared & implemented.
6.	Improve Environmental Sustainability & Glades beautification.	<u>Outline</u> for Master Aesthetics Plan (MAP) prepared.	-MAP gets BOD approval. -MAP commences implementation.	-MAP review.	-Review & Revise MAP.

As can be seen, many of the elements in Year One relate to “ways of doing things” (process) and require little capital finance, but sometimes considerable time and goodwill to develop further.

Glades Golf & Country Club: Strategic Planning Committee

“Big Ticket” and more expensive items raised as un-costed aspirations by members during interview, through survey and consultation included:

- a. A new kitchen and ~100 covers enlargement to the air-conditioned area for the 19th Hole;
- b. Substantial refurbishment of the Clubhouse kitchen to make it stand-alone and thereby nearly doubling the Glades capacity to serve meals at one time for multiple events;
- c. Demolishing the old and creating a new Administration Building with additional meeting room space;
- d. This would incorporate a Wellness/Fitness Center with additional room(s) for yoga or similar classes; and
- e. Expanding the out-door food serving capability of the Clubhouse to encompass the pool deck with more overhead weather shielding.
- f. If desired, the main pool size could be expanded.
- g. *Other major projects, such as drainage improvements have already commenced.*

Outline designs and “ballpark” costs for such issues were calculated and presented in the Book of Deliverables ([4.++Potential+Capital+Expenditures.pdf](#) (gladescountryclub.com)) (and may be found in that document’s Section C, Annex C) and in total came to \$8.9M. Such developments and improvements could be sequenced to manage expenditure and financing. Following BOD decisions “in-principle” investment plans would need to be developed to raise the necessary funds, including through enhanced earnings revenue streams. At this stage, only illustrative outline options were developed for information, BOD approval was not sought although all data were made available to Directors. To provide a context and appreciation of the “competition” that the Glades faces in Naples, data from broadly comparable other clubs are presented in Table A4 later in the Executive Summary (Section A).

At this stage, and in part because Covid-19 social distancing constraints have limited detailed discussion it is premature to provide exact future capital improvement details. What is proposed is a formal set of mechanisms by which strategic planning options and decisions can be developed through 2021 and 2022. The anticipated outputs and subsequent outcomes are set out in Table C2(i) below.

Glades Strategic Action Plan – Year One (2021) activities & objectives

Each work stream was broken down into a number of constituent components and reviewed by the Management team which made further recommendations and amendments based upon their knowledge of operational realities. From this process a set of “SAP Tables” was developed (or are continuing to be developed) which comprise the forward operational plan/work stream for the Glades. These tables are presented in Section C(ii) which remains a “*living part*” of the Strategic Plan and will be formally updated annually or as frequently as seems operationally desirable and practicable. They form the backbone of the system by which the Management Team and BOD can

Glades Golf & Country Club: Strategic Planning Committee

see progress or the lack of it against each year's objectives. A summary of the 2021 workstreams is presented in Table C3.

Table C3: 2021 Summary of Workstream(s)* – to be prepared through consultation with other entities and persons in the Glades

No.	Key Strategic Issue workstream	Activities this year (2021)
1.	Strengthen Governance & Leadership.	1.1 Governance: (a) Review JDs, procedures & practice <i>versus</i> Industry Standards & make recc. for 2022+. (b) Work with GM to finalise new Director orientation plan (incl. facilities tour). c) Review policies & procedures & make recc. for 2022+ 1.2 Leadership: (a) Define what is "Good" & suggest "performance metrics". (b) Review term-lengths & draft recc. for 2022+ KEY OUTPUT: Outline for Best Practices Guidance Document – to finalise in 2022.
2.	Strengthen HR Management & Staffing.	2.1 Benchmarking: (a) Compare Salaries and T&Cs in Naples/SW FL. Define aspirations. (b) Review additional challenges & opportunities for staff recruitment & retention including orienteering for newcomers. 2.2 Training & Development: (a) Review current practices – identify costed options for improvement. (b) Refresh Job Descriptions & review responsibilities, reporting lines and work-loads. KEY OUPUT: Staff Handbook
3.	Increase Capital Funding & Update Community & Club Facilities.	3.1 Condo Standard-setting: (a) Review current guidance for construction, re-modelling & maintenance, to include exterior lighting, railings, walkways & sidewalks. 3.2 Common Grounds Use Potential: (a) in conjunction with Landscape Committee – survey, document current usage and identify options. 3.3 Facilities Improvement: (a) Sports facilities Options Preparation – renewal, replacement, modification or significant new complex costed options. 3.4 Revenue Enhancement: (a) (Non-Golf) - may include covered car ports & garages, mini-self storage, electric vehicle charging points – options analysis. KEY OUTPUT(S): 1. Condo Standards Manual. 2. Facilities Improvement Plan
4.	Improve Property Values.	4.1 Data collection: (a) Update SPC's analysis of purchase & rental trends (2021). (b) Develop system to track constantly (x-ref to Technology updates – maybe 2022+) 4.2 Property Values: (a) Consult Naples realtors on key "asks" and impact of owner/renter mix. (b) Review Flood Insurance Options (again). KEY OUTPUT: Property Value Enhancement Options Analysis.

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5.	Update Technology.	1.1 Technology review: (a) Document current technology tools, data storage and business flow support mechanisms. (b) Develop data and technology migration plan. 5.2 Functional Management Data Tracking & Systems: (a) Review 19th Hole Point-of-Sales system options. (b) Staff time & attendance tracking options – consult with staff. (c) Standard or Cost Accounting Review. (d) Event Scheduling & Facility booking system review. (e) Condo Owner Insurance compliance tracking system review. 5.3 Glades Website Update (a) Review & propose options including weekly outreach to members communications & (b) Glades Marketing Framework. KEY OUTPUT(S): 1. Technology Transformation Plan. 2. Updated Glades Website.
6.	Improve Environmental Sustainability & Glades beautification.	Environmental Sustainability: (a) Inventory Energy, Fossil Fuel, water, fertiliser, pesticides & herbicides use and outline options for reuse/reduction. (include x-ref to canal maintenance). (b) Solid Waste & reduction audit – define scope first (& consider Trash options) – likely to push into 2022+ (c) Audubon Certification retention requirements review and outline actions; consider other wildlife/conservation affiliations. Beautification: (a) Consult with Landscape Committee. (b) Condo Aesthetics – survey & map paint palate/review. (c) Walking/cycling paths – consult with Golf Team. (d) Animal Compliance review (contentious Governance issue) (e) Lighting & signage survey & review. (f) Boundary controls & security (governance issue) KEY OUTPUT: Outline for Master Aesthetics Plan

**Please see Section C(ii) Strategic Action Plan Tables for full workstream table details*

Persons/entities responsible for oversight of delivery, the delivery due date and current status (% completion) are recorded in columns to the right-hand side of the SAP tables. Different elements will be worked on by the BOD, SPC, other Committees, the Management Team and staff and *ad hoc* member volunteers for specialist inputs. Where necessary, professional consultants and contractors will be contacted to assist with specialist aspects such as detailed design and pricing.

ANNEX C (ii)

ii. STRATEGIC ACTION PLAN TABLES (2021-)

Reporting Summary for BOD – how to keep a handle on all this activity!

It is recommended that a RED-AMBER-GREEN – type of reporting matrix be utilized on a quarterly basis by the BOD as a regular Agenda Item (SAP Quarterly Update). This can be supplemented by “deep dive” reports on specific and significant items on a rolling basis over a 6-18month timeframe, as appropriate. A typical reporting matrix is set out in Table C4 below.

Table C4: Glades Strategic Plan BOD Progress tracker (example)

No.	Key Strategic Issue workstream	Key Outputs this year (2021)	Lead Officer(s)	Review Target Date*	% Completion as of [Date]	Comments (examples)
1.	Governance & Leadership.	1. Outline for Best Practices Guidance Document – to finalise in 2022.	AB	Dec 21	15	Performance Metrics wip. Job Descriptions nearly complete.
2.	HR Management & Staffing.	2.1 Staff Handbook	BC	Nov 21	50	Job Descriptions complete. Competences & Performance Metrics wip.
3.	Capital Funding & Update Community & Club Facilities.	3.1 Condo Standards Manual.	CD	Dec 21	50	Rules Committee – wip.
		3.2 Facilities Improvement Plan	DE	Mar 21	15	BOD-FIN & SPC in discussion.
4.	Improve Property Values.	4.1 Property Value Enhancement Options Analysis.	EF	Nov 21	25	Realtors workshop undertaken. Market analysis under-way.
5.	Update Technology.	5.1 Technology Transformation Plan.	FG	Dec 21	75	NorthStar..etc etc..upgrades installed
		5.2 Updated Glades Website (including marketing materials).	GF	Oct 21	85	External expert inputs accepted & draft final version now live for market testing.
6.	Improve Environmental Sustainability & Glades beautification.	6.1 Outline for Master Aesthetics Plan	HJ & KL	Jan 22	50	Env. Sustainability Plan in Final Draft for BOD consideration. Table of Contents & Outline Workstreams for MAP completed.

NB: Document Section-break to switch to landscape format for Tables

Initial “Commentary” provided by Glades Management Team. These Tables will remain work in progress and will be updated at least annually.

ANNEX C, Table SAP1: Governance & Leadership

Key Issue: Governance & Leadership			
Objective: Ensure Good Governance practices throughout the club			
Strategy & Tactic(s)	Owner(s) – Responsible Person(s)	Due Date (yy.mm)	Current Status (%)
STRATEGY: Steadily Improve GG&CC Governance Policies and Practice Commentary: None of these sections are in place currently. Management would need to coordinate the development of these docs with an <i>ad hoc</i> committee assigned by the BOD and it would require much effort and time. Timeline 2-years.	BOD, SPC, Committees, Management	Annual Plan & Initially by 2023 AGM	0
1. Strengthen and/or improve Governance. 1.1 Review Job Descriptions & Responsibilities for BOD (& consider support requirements). 1.2 Review Job Descriptions & Responsibilities for Section Directors (& consider support requirements) 1.3 Review Job Descriptions & Responsibilities for Committees. 1.4 Review GG&CC procedures & practice with Industry Standards & Guidelines. 1.5 Propose BOD member Orientation Plan (to include facilities tour). 1.6 Draft Recommendations for Year 2 of Strategic Plan (to include maintenance of BOD & Management Team institutional memory, and consideration of “section representation” on committees).	SPC & BOD Liaison initially.	End 2021	0
2. Strengthen and/or improve Leadership. 2.1 Define “good Leadership” – link to “performance metrics”. 2.2 Review term-lengths for key positions and number of renewals possible. 2.3 Draft Recommendations for Year 2 of Strategic Plan.	As above	End 2021	0
3. Strengthen and/or improve policies. 3.1 Review Policies. 3.2 Draft Recommendations for Year 2 of Strategic Plan.	As Above	End 2021	0
4. Strengthen and/or improve procedures. 4.1 Review Procedures. 4.2 Draft Recommendations for Year 2 of Strategic Plan. 4.3 Develop Best Practices Document	As Above	End 2021	0

Glades Golf & Country Club: Strategic Planning Committee

WORKING NOTES: (example – Return on Investment challenging COA/HOA Rules)¹² COA v HOA....start legal challenge on charging fee for unit turnover...need continuous leadership support for ~5 years to achieve this. ROI is key. $\\$100 \times 100/\text{yr} = \\$10,000 \rightarrow \\$1000 - \\$2500 \times 100 = \\$1 - 2.5\text{M}/\text{yr}$ benefit possible. Commentary: Conversations with legal team lead us to believe this is a non-starter. This legislation has been in place for decades and fought in courts by those with deeper pockets than ours without any significant progress. – (What options – convert to HOA etc?? – please see COA v HOA notes below)	GM starting to reach out for info.	Feb 2021	0
Objectives(s): Benchmark current GG&CC operational standards and identify areas for improvement if required. Commentary: There is a company that performs these types of services. Club Benchmarking would work with us to execute these documents.			
Metrics: i. Member Satisfaction Survey undertaken at least every 5 years (<i>using external Survey – with internal topic-specific Monkey Surveys at more frequent intervals as required</i>). Comparison of results with previous Report should show no significant reversals and at least 5-15% improvement in 30% of all measure groups. ii. Strategic Plan – benchmark/measure progress (annually – Strategies & ~Quarterly initially for “tactics”/next steps.	BOD agreed. SPC Action.	2025	2020 Survey wip – SP being dev.

COA v HOA Notes: There are some key differences when it comes to the management of condominium versus homeowners associations in Florida. For example, this includes the ability to charge capital contribution fees, or the one-time charges associated with any transfer of title part of the association. For Florida homeowners’ associations, these fees typically range from \$400 to \$5,000, and are charged in order to ensure that there are finances in the association’s’ operating account (or capital reserves) once the developer leaves. These fees usually cover between one and three months of the association’s annual assessment amount. In general, while condominium associations face certain restrictions when it comes to fees like these, homeowners’ associations, conversely, can charge these fees to new owners and/or to process lease applications.

¹² [Florida HOA Laws and Other Regulations Regarding Condo Associations \(floridarealtors.org\)](http://floridarealtors.org)

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The Condo and Homeowner's Association Law in Florida

Under Florida law, the state legislature must first approve any fees charged to owners and tenants when it comes to condo associations. While developers can charge these fees to the original purchasers, they can no longer charge them once turnover has occurred. Thus, for example, fees associated with processing a lease or sales application, or transfer fees, cannot exceed \$100 per applicant (other than a husband/wife or parent/child, both of which are considered to be one applicant). However, the Florida Condominium Act does not apply to homeowners' associations. Homeowners' associations can set forth any fee they feel is necessary as long as it is detailed in the relevant declaration of covenants (aka governing documents). What this means is that even after turnover from the developer, members of homeowners' associations can continue to charge transfer fees on resales as long as the transfer fees are regulated by the association's documents. In addition, homeowners' association members can always amend the documents after developer turnover to increase (or decrease) the fee amounts. The law generally treats condo associations differently from homeowners' associations because condos involve individuals and families living closer together, as they would in cities, and thus the law tends to favor having more rules and restrictions in place for condos. However, that's not to say that there are no restrictions whatsoever on to what extent associations can make and collect assessments and to lease, maintain, repair, etc. association property; for example, the association may not charge a use fee against a unit owner for the use of common elements or association property unless it is otherwise provided for in the declaration or by a majority vote of the association (or unless the charges relate to the expenses incurred by an owner having exclusive use of the common elements or association property)¹³.

¹³ [Differences In Fees between Florida Condominium & Homeowners' Associations | Florida Homeowners Association Attorneys \(hdlawpartners.com\)](https://www.hdlawpartners.com/differences-in-fees-between-florida-condominium-and-homeowners-associations/)

ANNEX C, Table SAP2: Human Resources & Staffing

Key Issue: Human resources & Staffing			
Objective (OUTCOME): <i>Ensure a high-level hospitality culture throughout the Community and Club for all staff & members</i>			
Strategy & Tactic(s) (1-N)	Owner(s)?? – Responsible Person(s)	Due Date (yy.mm)	Current Status (%)
STRATEGY: Employ and Retain Quality Staff Members in the GG&CC	GM/BOD SPC++	AGM	
1. Define where we are and where & what we want to be. 1.1 Benchmark GG&CC with comparators in Naples/SW FL (Beekman etc) 1.2 Staffing analysis/data: Compare time-trends of staff jobs versus vacancies, include turn-over data & any grade shifts (look at 2018 & 2019 v 2020 & 2021 – be aware of Covid-19 impacts). 1.3 Duration of key vacancies? Commentary: Comp is done annually, but typically ignored. Most/All Dept. Heads below pay scale.	Todd/Rebecca Dept Heads HR Centric		90%-no record of key vacancies duration
2. Identify and Address issues that impede employing and retaining Quality Staff Members. 2.1 What's the problem? – enumerate – what is the evidence? 2.2 Prepare Staffing Plan. 2.3 Prepare Staff Organogram & Identify Reporting Lines. 2.4 Prepare process of Exit Interviews (or Note in the event of "firing"). Commentary: Staff Rosters, Organogram & Exit Interview questions are in place.	Todd/Rebecca Angie HR Centric		75%-need to draft the document
3. Provide programs to ensure the proper level of training needed to meet established strategic plan objectives. 3.1 Review all service standards and training programs. 3.2 Develop and enhance employee training as needed. 3.3 Develop Annual Performance Review process & targets. 3.4 Develop a method to independently measure staff satisfaction & conduct a periodic (annual) employee satisfaction survey (in-house e.g. Survey Monkey). Commentary: Rebecca/Todd- Points 1, 2 & 3 are in place now, and we will develop an employee survey to administer annually. Dept. Heads handle ongoing training in their respective depts.	Dept Heads		75%-need survey CMAA University
4. Review staff compensation to ensure competitiveness.	Todd		

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4.1 Beekman & other comparators. 4.2 Consider in-kind benefits – e.g. Golf Pro gives private lessons, some time-off/fees permissible for further education/job-related training etc. Commentary: Todd/Rebecca- we review and benchmark staff compensation annually with Beekman Reports and other agencies. Orientation process is by Dept. Heads.	Dept. Heads		100%
5. Develop a new employee orientation process. 5.1 Develop Staff Handbook. 5.2 Prepare Job Descriptions for all Management & Staff positions. Commentary: Rebecca/Todd- a number of points are already in place. Dept. Heads develop hospitality culture within their depts.	Rebecca HR Centric		100%
6. Consider/Review Need for more dedicated HR position or explicit responsibilities. 6.1 Review Reporting Lines. Maybe access to BOD President/designated Director if issues arise that are sensitive for GM/CAM? Commentary: If a sensitive issue staff can report to HR Centric, independent HR Consultant	GM/BOD		100%
Objectives(s): A. Employ and Retain High Quality Staff. B. Ensure High Quality Hospitality Culture is embedded in the Glades Management and Staffing Team. C. Ensure that Glades Membership is satisfied with the services provided by the management team & their staff.	GM/BOD Committees		
Metrics: Maintain high staff satisfaction/retention - measured through surveys/feedback Annual review – including Survey Monkey (in-house) Exit interviews. Attrition rate. Comparator v Beekman. Owners' Survey (at least every 5 years (external) or more as required – in-house). GM/CAM & Dir. Administration: Todd/Rebecca: See above	GM/Dir.Admin & BOD	tbd	Refer to initial comments & define thru 2021

ANNEX C, Table SAP3: Increase Capital Funding – Update Community & Club Facilities

Key Issue: Increase Capital Funding & Update Community & Club Facilities			
Objective (outcome) Create uniform section standards, explore areas for new amenities and develop a funding plan for future plans.			
Strategy & Tactic(s)	Owner(s) – Responsible Person(s)	Due Date (mm.yy)	Current Status (%)
1. Develop a set of standards for condo construction and maintenance that include: 1.1 Safety standards for sidewalks, stairs, landings, parking spaces and roads. 1.2 Drill and fill for railings. 1.3 Modernized lamp posts and wall lights 1.4 Modernized post office boxes 1.5 Walkways and sidewalks aesthetics 1.7 Modern lanai windows or screens 1.8 Current market paint colors incorporated into the Board's approved color listings. 1.9 Paint standards for railings, doors, and shutters 1.10 Decorative shutters 1.11 Minimum driveway surfacing quality. 1.12 Decorative covers for rooftop HVAC 1.13 Decorative plants, bushes, or shelters for exposed utility boxes and pipes.	MGMT Section Directors Board of Dir. Landscape Committee	09/21	
2. Conduct an annual review to determine potential uses of the common grounds at the Glades. For example: 2.1 A community garden where residents may plant fruits, vegetables, plant, and flowers. 2.2 An organic garden to supply the 19th Hole. 2.3 Pathed walking trails which might include a strolling flower and plant garden. 2.4 Future uses, e.g., walking trails, for the Palmetto course if golf usage declines.	MGMT (*) With Support from the Landscaping Committee Todd/Rebecca Club Insight Survey Monkey	12/21	

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2.5 A dedicated picnic-type area with tables and barbecue grills			
2.6 Enhancement of the use of the golf course cart paths for walking			
3. Create a facility plan that documents the capital requirements to improve club facilities.	MGMT & BOD	12/21	
3.1 Determine whether to improve current golf, tennis, pickleball, and bocce ball layouts or create a new sports complex.	Todd/Jeremy		
3.2 Determine long-term enhancements for the 19 th Hole and clubhouse.	Chef Jay		
3.3 Develop a plan to enhance or replace the administrative offices.	Rebecca		
3.4 Develop a plan to construct a wellness centre or retool existing space.	Todd/Jeremy		
3.5 Examine and develop a long-range plan for the future use and investment in the golf courses.	Adam		
4. Examine additional construction options to enhance features offered at the Glades that might generate revenue.	MGMT & BOD	6/22	
4.1 Covered car ports & garages (most likely require a by-law change)			
4.2 Mini self-storage (where to locate?)			
4.3 Electric vehicle charging stations. (BOD can make a reasonable accommodation, 3-5 yrs)			
Objectives(s):			
1. Document a long-range plan for club facilities construction and improvement to ensure the facilities meet the Glades standard.			
2. Improve the overall aesthetics of the Glades community.			
3. Create additional functional use of community property.			
4. Examine more stringent standards for condo aesthetics throughout the community.			

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5. Establish timing requirements for condo improvements (such as replacing doors) that all Sections must adhere to. 6. Establish standards for the timing of planned condo maintenance (like driveway surfacing or painting) rather than adhering to the minimum required by Florida state law. 7. Improve the sports facilities (Golf, Bocce Ball, Pickleball, and Tennis).			
Metrics: 1. Analyze and report on responses in next two Resident Satisfaction Surveys regarding improvements in the club facilities and common grounds. 2. Establish and meet a timeline for the development of the Maintenance Standards document. 3. Prepare a scorecard that tracks each section's adherence to the Maintenance Standards and publicize the scorecard in BOD meetings. 4. Schedule and provide recurring reports on facility plan work plan tasks to the BOD. 5. Report by General Manager (GM) to BOD annually on Florida mandated maintenance completed on schedule and Collier County Violations of Condo Regulations (grill, landing obstacles, etc.) by section. 6. Report monthly progress on establishing Maintenance Standards and quarterly reports on applicable standard adherence for each section by Maintenance Manager to GM/BOD. 7. Review other items to Update Community and Club facilities and create metrics to measure and report opportunities.			

ANNEX C, Table SAP4: Improve Property Prices

Key Issue: Improve Property Values			
Objective (outcome) Develop a strategy to increase, measure and implement a plan to improve condo sales/rental ROI.			
Strategy & Tactic(s)	Owner(s) – Responsible Person(s)	Due Date (mm.yy)	Current Status (%)
1. In support of the Glades’ Mission Statement, focus on programs measuring and increasing the value of our condo properties. 1.1 Examine the effect of the increasing number of rental properties on condo values. Commentary: (How?) 1.2 Engage third parties (consultants, real estate professionals) to provide outside views of Glades’ property values. 1.3 Expand the tasks addressed by the Board of Directors to increase the focus on the Homeowners Association in addition to the Country Club focus. Commentary: (What does this mean?) 1.4 Implement policies and procedures to examine Return on Investment analysis for improving resale values for capital expenditures. 1.5 Develop systems and reporting that track sales to determine trends. 1.6 Develop a plan for purchasing condos, re-modelling and reselling. Commentary: (Who is going to do this?)	MGMT & BOD	06/22	
Objectives(s): 1. To increase the resale value of the condos.			
Metrics: 1. Increase the average resale condo selling price rates of change to a similar level similar			

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to those experienced by neighborhood communities in 34112; measured annually. 2. Analyze and report on the Return on Investment on every capital expense outside of the normal operating expenses of the Glades. 3. Elevate the reporting of sales and rental figures and trends to the BOD Annual Meeting level (as measured against communities in 34112). 4. Add to the monthly BOD reporting of Glades sales units the average value and monthly % increase/decrease in average value. GM reports the cumulative information once per year to the BOD. 5. The responsible managers provide value added reports to the GM for all non-operating capital expenditures. 6. Evaluate the feasibility of the GM reporting annually to the BOD on the total annual sales and average value of at least 2 bundled comparative golf clubs and compare to the Glades. Determine what can be done to improve value / sales prices at the Glades. Commentary: ???????			
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ANNEX C, Table SAP5: Update Technology

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Key Issue: Update Technology			
Objective (Outcome) Eliminate, modify, add and/or improve software.			
Strategy & Tactic(s)	Owner(s) – Responsible Person(s)	Due Date (mm.yy)	Current Status 100 %
1. Ensure the Glades is using applicable technology to improve business flow and reduce redundancy. 1.1 Document the Glades' current technology tools and business flow: 1.1.1 Perform an inventory of all mission-critical software (including the current version/release for each application) and a user's list for tools used in the following functional areas: 1.1.1.1 Accounting 1.1.1.2 Administration 1.1.1.3 19 th Hole 1.1.1.4 Pro Shop 1.1.1.5 Maintenance 1.1.1.6 Payroll, Human Resources, and Benefits Administration 1.1.1.7 Non-Software package applications (like Excel Spreadsheets or Word Documents) 1.1.1.8 Manual systems 1.1.1.9 Standalone Applications 1.1.1.9.1 Identify common data elements required for the application. 1.1.1.9.2 Identify synchronization processes when data elements are used by more than one application. 1.1.2 Identify data security procedures in use. 1.1.3 Document location of servers, workstations, and printers 1.1.4 Identify the current approach to utilizing cloud technology. 1.2 Document the existing method and location of data storage:	MGMT Todd/ Rebecca Interlink Consulting HR Centric Solutions NorthStar	09/21	NorthStar Acct/Admin Reservations Golf Genius Golf Net Chelsea Maintenance Connection Dominion Payroll Office 365 Zoom
	Interlink		

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1.2.1 Electronic data 1.2.2 Cloud data 1.2.3 Local and physical paper files and current life cycle/retention methodology 1.2.4 Define the data recovery process for each application and identify impact on all interfaced applications. 2. Develop a plan to enable the Glades to migrate to future technology applications as appropriate. 2.1 Identify the unused or under-utilized modules of the current software offerings, particularly Northstar. 2.2 Update existing business flows and procedures to eliminate inefficiencies and redundancies. 2.3 Create a workplan to upgrade and consolidate, if feasible, to the latest versions of commercial software packages impacting: 2.3.1 Northstar 2.3.2 19th Hole 2.3.3 Chelsea Reservations 2.3.4 Pro Shop 2.3.5 Maintenance Work Order Management 2.3.6 Payroll and Human Resources 2.4 Create a workplan to implement additional functionality for all mission-critical software, including the usage of additional modules as needed.	Consulting MGMT Todd/Rebecca Interlink Consulting NorthStar Dominion Payroll	12/21	
3. Assess functional management areas that could benefit from improved data tracking processes (particularly Cloud based). 3.1 Improve the 19th Hole Point-of-Sales systems:	MGMT Todd/Chef Jay	09/22	

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3.1.1 Management reporting 3.1.2 Online reservations 3.1.3 Kiosks at tables for ordering and/or payment. 3.1.4 Detailed labor tracking for special events. 3.2 Time & Attendance Tracking: 3.2.1 The 19th Hole Point-of-Sales process for restaurant personnel 3.2.2 Time Clocks and Phone Apps for field personnel 3.2.3 On-line systems for administrative personnel 3.3 Standard or Actual Cost Accounting? 3.3.1 Using the Time & Attendance systems 3.3.2 Using the Accounting systems 3.4 Event Scheduling and Management 3.4.1 Integrated Golf Reservation System 3.5 Condo Insurance Tracking 3.5.1 Develop a Cloud based automated approach to tracking compliance with Homeowners condo insurance requirements. 3.6 Sales and Rental Data 3.6.1 Maintain a database of sales data for each transaction (this can be downloaded from the Collier County database). 3.6.2 Develop management reports regarding sales data. 3.6.3 Maintain a Cloud based database of rental data.	NorthStar Dominion Payroll		
4. Develop a plan to routinely update the Glades' website to ensure it incorporates necessary functionalities and is targeting the correct audience.	MGMT Todd/Rebecca	06/22	

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4.1 Meet industry standards for website retooling (every two or three years). 4.2 Ensure the website dynamically captures the value of ownership in the Glades a marketing focus. 4.3 Identify and incorporate into the website additional functions that target current homeowners.	NorthStar		
Objectives(s): 1. Improvements in efficiencies in the business flow 2. The reduction and elimination of duplicate tasks 3. A further utilization of software to reduce manual tasks. 4. Reduce the manpower requirements for managing functional tasks. 5. Create a website that not only serves the Homeowners but markets the Glades.		In process. Complete Fall-2021	
Metrics: 1. On time delivery of scheduled, recurring reports on work plan tasks progress by responsible individuals to the General Manager. Recurring updates on all work plan tasks provided to the BOD by the General Manager. 2. Increased employee and resident satisfaction with improved systems as reflected in the next two Resident Satisfaction Surveys.			

ANNEX C, Table SAP6: Improve Environmental Sustainability & Glades Beautification

Key Issue:
Objective: Make the GG&CC a more environmentally sustainable operation and a more visually attractive place to live and work.

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[illegible]

¹⁴ 2021 Florida Power and Light (FPL) Net Metering | EnergySage

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1.6 Solid waste recycling & reduction. 1.6.1 Undertake solid waste & recycling audit (Of what – public/domestic?) 1.6.2 Cross reference to trash disposal approach & options. 1.6.3 What do other communities do in Naples? Compare & contrast. 1.6.4 Cost options & make recommendations/plans for Year 2. 1.7 Maintain/improve Audubon Certification (National Audubon Society) (Consider other wildlife/conservation affiliations). 1.7.1 Undertake status survey. 1.7.2 Outline next steps. Notes/Qs: EV CHARGING STATIONS Q: Any State/Federal retro-fit grant options? Renewal of underground domestic/public water pipe systems....capex or env. Sust. Adjustment/monitoring of sprinkler heads ...water wastage? Engage with Florida Gulf Coast University (FGCU)...make undergrad/postgrad projects? (honorarium?) KEY PRINCIPLE: NET COST REDUCTION OVER TIME			
2. Improve Beautification 2.1 Landscaping & vegetation (native planting) (Liaise with landscape committee). 2.1.1 Survey the Glades/produce map(s) & lists. 2.1.2 Review & consider options. 2.2 Condo Aesthetics (including paint palate). 2.2.1 Survey & produce maps & lists. 2.2.2 Review & consider options. 2.3 Walking/cycling paths. 2.3.1 Consult with Golf Team. 2.3.2 Review Animal compliance issues (also a Governance issue). Commentary: Currently under review by Rules Committee (dialogue with SPC desirable) 2.4 Lighting. 2.4.1. Survey & list/categorise.	Section Directors BOD vote required to alter rules. Section		

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2.6.2. Review reserves replacement plans (aim for solar/low energy). 2.5 Signage. 2.5.1 Survey & list/categorise. 2.5.2 Cost Outline options. Commentary: What type of signs? Where? Why? (Answer: Member Survey and Comments) 2.6 Trash disposal. 2.8.1. What data do we have – link to/replace with (1.6) Commentary: This has been reviewed and no alternative option available! 2.7 Border controls & security issues? (also Governance issues?) 2.7.1 Survey Glades property boundaries. 2.7.2 How to define borders? 2.7.3 “Entrances” to Glades. 2.7.4 Roads/Traffic through Glades +/- median landscaping. 2.7.5 Traffic Safety & security. Commentary: ???? & \$\$\$\$? 2.8 Canal maintenance. 2.8.1 Responsibilities – who/what...how much? 2.8.2 Set out summary findings. Commentary: Collier County Road Maintenance Responsibility. (SPC Initial Riposte: What active engagement with Collier County would yield benefits to the Glades?)	Directors' Expense		
Working Notes: Reach out to Landscape Committee) – done (no response from previous Chair – try again) Costs? How much/any overall savings? What's in the budget. Commentary: GM/CAM recently procured drone footage of the entire community which can be analysed by an <i>ad hoc</i> committee to evaluate existing landscaping and consider options. Believed to be another 2-year project and may prove quite controversial. The remainder of topics relate directly to Directors and BOD.	YS	Feb 9th 2021 End April 2021	
Objectives(s): PREPARE OUTPUT: MASTER AESTHETIC PLAN Includes Guidelines	Survey Team, SPC, Management, Other Committees, then BOD	By end Year 2	

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Metrics: e.g. Costed study outcomes/recommendations & plans available for SPC then BOD review & discussion. Master “Aesthetics” Plan (or other preferred term) agreed by BOD Master AP Implemented (evidence/staged process) Master AP Monitored (evidence) Master AP Enforced (evidence)	Survey Team+	Mar-Dec 2021	
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