

2020 Strategic Plan Hammock Dunes Owners' Association

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FOREWARD

Hammock Dunes is at a pivotal stage in its evolution. As the committee developed this strategic plan, we found that certain topics continually resurfaced:

- The most effective way to preserve and enhance the value of HD real estate
- The implications of our position in the lifecycle of the community
- The need to better understand HOA Fees and promote fiscal responsibility
- This document offers a multi-year plan with milestones achievable only to the extent of the Board and Owners buy-in and participation.









The recommendations within this document recognize the need to: (1) Change committee structures, (2) Re-prioritize the Board's goals and responsibilities, and (3) Address the role that the HDOA has in the marketing of the community. We have included Strategic Enablers to help address these issues as the planning process moves forward.

This plan should serve as a baseline to measure the HDOA's successes and shortfalls in the future. This on-going process should consist of regular and continuous planning and analysis of all the necessary actions needed to meet the goals and objectives included here and updated in the future. The framework of this plan is intended to assist the HDOA and community to achieve our overarching objective: maintaining and enhancing the aggregate value of HD real estate.

The Strategic Planning Committee would like to thank the HDOA Board of Administrators and the community for giving us the opportunity to develop and present this 2020 Strategic Plan. We recommend its adoption along with a rigorous implementation program to ensure its success.

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OUR VISION



VISION STATEMENT

Hammock Dunes aspires to be the Florida Mid-Atlantic Coastal private residential community of choice

The 2020 Strategic Plan for the Hammock Dunes Owners Association will define the goals and identify the strategies needed to meet these goals.

This vision will be accomplished by developing and executing initiatives to support the following strategic drivers:

- Develop effective branding, marketing and digital communication
- Adopt a revitalization posture by taking the actions needed to preserve and enhance the aggregate value of Hammock Dunes real estate
- Maintain and enhance our assets, including our community's infrastructure and appearance
- Develop and nourish relationships between our neighborhood associations and our HOA Board as well as our HOA and the Hammock Dunes Club (HDC)
- Maintain and cultivate relationships with our state, county, DCDD and local agencies
- Encourage owner engagement and support

OUR MISSION



MISSION STATEMENT

To preserve and enhance the property values and the Hammock Dunes experience through strategic management of community assets, covenants and rules

- This Strategic Plan will focus on the financial and operational plans needed to ensure we remain/become a first-choice community for anyone interested in residing in the region.
- Marketing and Communications has been identified as a significant opportunity for this community. We are recommending that the Communications Committee be expanded to study how best to address and implement marketing and communication strategies within an HOA structure.
- The Plan recognizes the synergetic relationship among the related parties, including the association, neighborhood associations and the Hammock Dunes Club. The Plan calls for the creation of mechanisms to facilitate more aligned policies and cohesive practices.
- The Plan recognizes the importance of participating in local/state political and economic processes that could impact the Vision of HDOA.



SWOT ANALYSIS

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

Please see Appendix A for a more definition of a SWOT Analysis.

Strengths (Internal)

- Annually audited financial statements
- Oceanfront location as well as Intra-coastal waterway and lakes
- Private, gated community with "24/7" onsite personnel
- Multiple residential choices (condos, patio homes, intra-coastal estates, oceanfront, lake and golf front homes)
- Competitive property prices and price ranges across neighborhoods
- Relaxed, residential ambience with no short-term rentals
- Low traffic within community
- Audubon International Certification
- Only maritime hardwood hammock on Florida's East Coast
- Private, onsite highly-acclaimed Hammock Dunes Club

Weaknesses (Internal)

- No discernable public brand and lack of an effective on-line presence
- Tired/aged landscaping and sub-adequate first impression at community entrances
- Lack of new builder inventory
- Initial home stock at age requiring major interior and exterior renovations
- Aged infrastructure requires major renovation (gate houses, roads)
- HOAs operating independently
- Lack of clear and consistent understanding of Hammock Dunes and Hammock Dunes Club relationship by owners

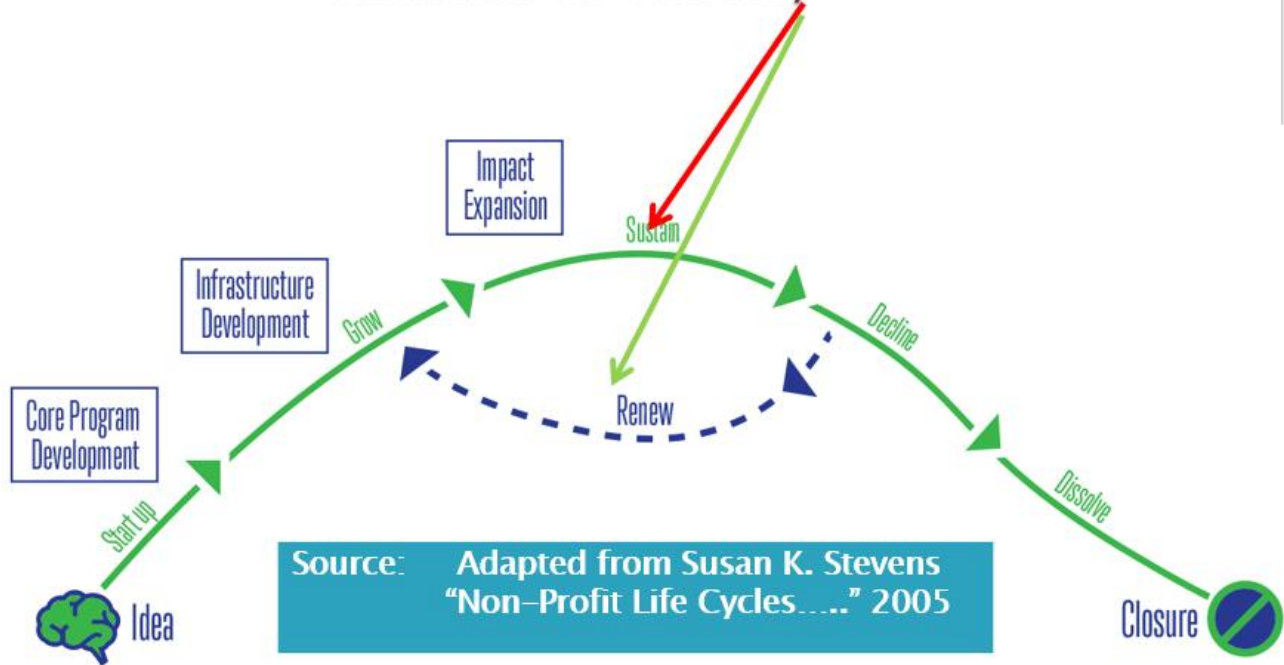
Opportunities (External)

- Recent Federal Tax Law Changes makes Florida more financially attractive as a primary residence and business location
- Florida is viewed as one of the most attractive states for young professionals
- Florida's economic trends provide for favorable growth in jobs and corporate/industry expansions (health care, space exploration)
- Flagler County's growth rate is one of the highest in Florida
- Availability of new home mortgage product that finances purchase and renovation of a primary residence
- Ongoing expansion of the "work from home" capability across industries and interest by young professionals

Threats (External)

- New regional communities providing updated house features and neighborhood amenities
- Buyer recognition of key competitor areas (Naples, Vero Beach, Stuart, Ponte Verde) with strong online presence and major marketing efforts by local governmental entities
- Limited public and real estate community awareness of the county, community and its neighborhoods
- Environmental and climate related impacts on community infrastructure
- Real Estate/Economic Recession

The Community Life Cycle Model: "Renewal" Is The Key



Goal: Get from RED arrow to GREEN arrow!





STRATEGIC PRIORITIES

MARKETING, BRANDING & REAL ESTATE SUPPORT

- Incorporate a Marketing Committee within Communications.
- Align the HDOA Website to support the strategy.
- Reinvent *Inside the Gates*.
- Update real estate protocol – See Appendix G.
- Modernize logo and community tagline.
- Extend management company contract to include web and social media administration.
- Produce “Welcome to Hammock Dunes!” brochures for front desk at SS Building.
- Update and Upgrade the information and pictures at the Main Gate Building.
- Coordinate HDOA marketing with HDC and Neighborhood HOAs
- Explore becoming “The Hammock”.

RENEWAL CYCLE

- Enhance the opportunities and motivation for new and prospective owners to expedite renovations of older properties.
- Establish a turn-key renovation program – including remodeler recognition.
- Encourage no deferred maintenance.
- Strategic planning committee to monitor progress in years 2 – 5 and beyond.
- Identify additional revenue sources.
- Investigate permissible use of HDOA property.
- Review and replace the tagline “oceanfront golf community”.
- Create/implement renovation regulations.

COMMUNITY INFRASTRUCTURE AND APPEARANCE

- Apply covenants consistently and enforce them through neighborhood HOA’s and monitor compliance.
- Seek out opportunities for “green” solutions and promote successes.
- Protect the oak canopies.
- Align HDOA maintenance plans with strategic priorities.
- Create a Builder and Renovator Recognition Program.
- Hold a “Meeting of HOA Presidents” twice a year. The first, at the beginning of the annual budgeting process, and the second, prior to final approval of the budget. The purpose of the meetings will be to align the budget with the strategic priorities of the HDOA.
- Enhance the use of the community beach access sites.

**The Hammock
Dunes Life**

Lifestyle

Inclusion

Fiscal Responsibility

Environment

STRATEGIC PRIORITIES (CONTINUED)

HDOA/STATE/COUNTY RELATIONSHIPS

- Seek out community residents to help nurture relationships with government officials.
- Coordinate with Hammock Dunes Club to host key community officials reinforcing the relationship program, outlined above.
- Engage in topical legislative actions (e.g., short-term rental program bill).
- Engage in environmental issues that may impact the community.
- Assure HDOA By-Laws/CC&R and committee charters are consistent with relevant Florida statutes and updated for any applicable new or amended legislation.
- Recognize philanthropic activities of community and community members. Establish Hammock Dunes “Gives Back” Days

HDOA/NEIGHBORHOODS/CLUB RELATIONSHIPS

- Create a "New Resident" social event and informational session
- Synergistic working relationship with the HD Club’s marketing committee
- Create a joint taskforce of club and non-club members that meet and assess opportunities to encourage shared activities
- Create an annual “Hammock Dunes Day” that incorporates all neighborhoods and the HD Club
- Provide additional amenities within the community that enhance the attractiveness and value of our real estate
- Increase opportunities for social interaction

OWNER ENGAGEMENT: *The success of the Strategic Plan is dependent upon community engagement and support*

- Communicate and gain acceptance/understanding of the Strategic Plan
- Establish ongoing informational sessions, providing ample opportunity for owner feedback
- Conduct semi-annual survey of owners regarding their view of success of the Strategic Plan actions
- Create an “owners only” section of the website that allows individuals to share information within the community and identify additional information needs (Club marketing info, etc).
- Provide real estate turnover and sales information in the “owners only” section
- Create the annual “Hammock Dunes Day” .



GOVERNANCE

As the Board moves forward with the 2020 Strategic Plan, a key strategic enabler will be updating HDOA governance to reflect the transition from a "develop and maintain" posture to our new Vision for a "develop, maintain and renew" posture. As the Board becomes more involved in supporting efforts to renew the community, additional skills will be required at both the Board level and the project/program level. The requirements for managing change and adding new skills will likely require revisions to the composition of the Board, its committee structure and how the Board is elected. Florida law specifies, in considerable detail, how HOA's are to be governed and it will be necessary to consider how best to achieve needed changes within the framework of the Florida statutes. This governance project should be targeted for completion by July 2020, or earlier if possible, so that necessary changes can be reflected during the planning cycle for 2021. This timeline may be optimistic because this requires a super majority.

OPERATIONAL AND FINANCIAL TRANSPARENCY

Increase transparency in budgeting and reporting by adding features such as program budgeting: **What** we are doing, **When** we are doing it and **How much** we are spending.

OWNER AND BOARD ENGAGEMENT FOR A SUCCESSFUL ROLL-OUT

Year 1: 2020 "The Get Ready Phase"

During 2020, the Strategic Plan should be socialized across the community so that support for the "Renewal" approach can be deep and sustained across the different neighborhoods of the community. When the socialization occurs, certain "preparatory activities" are undertaken, as follows:

- The Marketing/Communications Committee develops comprehensive approaches to these critical topics. Community surveys and feed-back mechanisms are developed and introduced.
- The HDOA/Neighborhood Boards/DRC should enforce the covenants pertaining to existing homes, renovations or new building projects.
- The Maintenance Committee should prioritize its funds to address highly-visible infrastructure areas (roofs/roads/plants/deferred maintenance items).
- A newly established Real Estate Committee should capture the appropriate baseline metrics to be utilized to measure success while working with the DRC to identify how to move HD into the 21st Century with regards to standards and requirements.

Year 2: 2021 "The Implement Strategic Program Phase"

- Expanded Marketing/Communications Committee, a new website and electronic communications are rolled out and implemented.
- Relationships with Realtors/Builders/Renovators are a key focus.
- Plans developed during 2020 are executed.
- Community engagement is measured and addressed. Results are communicated and shared across the community.
- Real Estate statistics are captured and utilized as a basis for decision making.

Year 3: 2022: "The Assess and Update Strategic Program Phase"

The Strategic Planning Committee will assess the success of the strategic plan and what adjustments are required going forward. They will also fine-tune the initiatives and desired outcomes and report back to the HDOA Board and communicate results across the community.



STRATEGIC INITIATIVES BY COMMITTEE

The following Committees would be assigned accountability for developing and executing the initiatives of the plan. Timelines are included.

COMMUNICATIONS COMMITTEE

Indicators of Performance	GOAL
Timely completion of initiatives	100%
Operate within budget	100%

Initiatives

1. Committee to gain an understanding of the Strategic Plan
2. Design and undertake a resident/owner satisfaction survey in conjunction with Strategic Committee)
3. Establish communication protocols that facilitate resident/owner feedback
4. Coordinate with the Marketing Task Force to identify those actions that the Communications Committee should support; ensure clarity across committee charters

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR

DESIGN REVIEW COMMITTEE

Indicators of Performance	GOAL
Timely completion of initiatives	100%
Operate within budget	100%

Initiatives

1. Committee to gain an understanding of the Strategic Plan
2. Update architectural guidelines
3. Provide the DRC manuals to the neighborhood HOAs for suggested updates and issue (coordinate with Real Estate Committee)
4. Establish quarterly communications with HOAs regarding DRC issues/expectations
5. Produce a survey to obtain owner feedback on satisfaction with builders and establish a process to gain feedback following completion of construction
6. Seek out builders who are interested in co-marketing a Renovation Program
7. Create/Approve Renovation Manual to guide contactors during the process
8. Establish rules regarding exterior temporary facilities (dumpsters, etc)

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR

MAINTENANCE COMMITTEE

Indicators of Performance	GOAL
Timely completion of initiatives	100%
Operate within budget	100%
Operate within reserve study	100%

Initiatives

1. Committee to gain an understanding of the Strategic Plan
2. Identify and replace exterior landscape structures to reflect more current architectural styles and environmentally friendly/cost effective materials
3. Seek out opportunities for green solutions with related community recognition
4. Revisit maintenance plans to align with strategic priorities
5. Refurbish roads and plantings around HD entrances
6. Enhance beach interaction site

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Committee to gain an understanding of the Strategic Plan									
2. Identify and replace exterior landscape structures to reflect more current architectural styles and environmentally friendly/cost effective materials									
3. Seek out opportunities for green solutions with related community recognition									
4. Revisit maintenance plans to align with strategic priorities									
5. Refurbish roads and plantings around HD entrances									
6. Enhance beach interaction site									

MARKETING COMMITTEE

Indicators of Performance	Goal
Timely completion of initiatives	100%
Operate within budget	100%
Community Website Usage	TBD
Website Hits (Non-community)	TBD

Initiatives

1. Incorporate Marketing and Communications Committee
2. Establish Marketing as a critical task of the HD HOA
2. Develop 1, 3 and 5 year plans
3. Assess the HD brand and update logos, websites, etc., to reflect this
4. Work with the HDC and the communities to make the identities more compatible
5. Identify capabilities needed to support the initiative

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Incorporate Marketing and Communications Committee									
2. Establish Marketing as a critical task of the HD HOA									
2. Develop 1, 3 and 5 year plans									
3. Assess the HD brand and update logos, websites, etc., to reflect this									
4. Work with the HDC and the communities to make the identities more compatible									
5. Identify capabilities needed to support the initiative									

SOCIAL COMMITTEE

Indicators of Performance	Goal
Attendance at Welcome Events	
Attendance at Social Events	
Timely completion of initiatives	100%
Operate within budget	100%

Initiatives

1. Committee to gain an understanding of the Strategic Plan
2. Create a Welcome Committee and a New Owner Welcome Event
3. Work with Hammock Dunes Club to develop a quarterly joint event

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Committee to gain an understanding of the Strategic Plan									
2. Create a Welcome Committee and a New Owner Welcome Event									
3. Work with Hammock Dunes Club to develop a quarterly joint event									

STRATEGIC PLANNING COMMITTEE

Indicators of Performance	Goal
Timely completion of initiatives	100%
Operate within budget	100%

Initiatives

1. Provide briefings to each Committee regarding the Strategic Plan
2. Establish a tracking mechanism and monitor progress against the Strategic Plan
3. Quarterly updates to the HDOA Board
4. Focus groups with community leaders and owners to discuss the concept of community renewal and seek input
5. Prepare an annual progress summary

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Provide briefings to each Committee regarding the Strategic Plan									
2. Establish a tracking mechanism and monitor progress against the Strategic Plan									
3. Quarterly updates to the HDOA Board									
4. Focus groups with community leaders and owners to discuss the concept of community renewal and seek input									
5. Prepare an annual progress summary									

REAL ESTATE COMMITTEE

Indicators of Performance

Timely completion of initiatives 100%
Operate within budget 100%

Initiatives

1. Gain an understanding of the Strategic Plan
2. Gather all real estate information compiled by the Strategic Committee and establish the community baseline for future assessment
3. Establish sources for updating and calculating real estate statistics
4. Identify opportunities for investment/renovation programs that can be brought to the community
5. Review Real Estate Protocols (post orders and community rules) and make recommendations to security committee
6. Provide input to the DRC manuals with regards to new trends/new products

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Gain an understanding of the Strategic Plan									
2. Gather all real estate information compiled by the Strategic Committee and establish the community baseline for future assessment									
3. Establish sources for updating and calculating real estate statistics									
4. Identify opportunities for investment/renovation programs that can be brought to the community									
5. Review Real Estate Protocols (post orders and community rules) and make recommendations to security committee									
6. Provide input to the DRC manuals with regards to new trends/new products									

HAMMOCK DUNES OWNERS ASSOCIATION

Indicators of Performance

Timely completion of initiatives 100%
Operate within budget 100%

Initiatives

1. Align 2020 Budget and Initiatives with the 2020 Strategic Plan
2. Establish the Marketing and Branding
3. Establish the Real Estate Committee
4. Identify those actions that can be undertaken during the Initial Year 1 "Get Ready" Phase
5. Seek support and alignment from the neighborhood HOAs; clarify the importance of neighborhood HOAs enforcing the covenants
6. Commence socializing the new strategic plan with the community
7. Resolve the financial challenges of beach erosion and the ownership of the dunes
8. Resolve financial challenges associated with the condo pads

	2019	2020				2021			
	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
1. Align 2020 Budget and Initiatives with the 2020 Strategic Plan									
2. Establish the Marketing and Branding									
3. Establish the Real Estate Committee									
4. Identify those actions that can be undertaken during the Initial Year 1 "Get Ready" Phase									
5. Seek support and alignment from the neighborhood HOAs; clarify the importance of neighborhood HOAs enforcing the covenants									
6. Commence socializing the new strategic plan with the community									
7. Resolve the financial challenges of beach erosion and the ownership of the dunes									
8. Resolve financial challenges associated with the condo pads									



METRICS TO MEASURE SUCCESS

Once adopted, the first milestone must come from the Board's support and execution of this Strategic Plan. A key goal of any effective HOA is to help homeowners become invested in their community just as they are in their own homes. The measure of success in achieving this goal is the willingness of owners to support and fund HDOA efforts to improve the community.

Core Values for our Board to live by would include the following characteristics:

- ✓ SOLVENCY– We must demonstrate fiscal responsibility to maintain a solvent HOA
- ✓ DECORUM - Observe standards of proper behavior
- ✓ STEWARDSHIP–Preserve and enhance the aggregate value of HD real estate and oversee, modify and enforce Covenants, Rules and Regulations
- ✓ CONSERVANCY–Dedicate resources to the protection of our environment and it's natural resources
- ✓ DIVERSITY–Receive all ideas equally and encourage residents to participate in the process

To assess the condition of the community and our success in achieving our goals, the following measures should be monitored and reported on a regular basis:

- ✓ CC&R Violations
- ✓ Number of Publications that mention Hammock Dunes Residential Community
- ✓ The effort put into “refreshing” our landscape
- ✓ Number of days homes are on the Market
- ✓ Number of homes available for Sale in the Community over time
- ✓ Number of renovations successfully completed over a period of time
- ✓ Average sale per square foot
- ✓ Increased in “Number of Hits” on our Website
- ✓ Real Estate leads generated from our website
- ✓ Resident use of the website
- ✓ Other metrics identified in the planning process



APPENDIX A – DEFINITION OF A SWOT ANALYSIS

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. By definition, Strengths (S) and Weaknesses (W) are considered to be internal factors over which you have some measure of control. Opportunities (O) and Threats (T) are considered to be external factors over which you have essentially no control.

SWOT Analysis is the most renowned tool for audit and analysis of the overall strategic position of an entity. Its key purpose is to identify the strategies that will create an organization specific business model that will best align an organization's resources and capabilities to the requirements of the environment in which the entity operates.

In other words, it is the foundation for evaluating the internal potential and the limitations as well as the probable/likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the entity that affect the success. A consistent study of the environment in which the entity operates helps in forecasting/predicting the changing trends and also helps in including them in the decision-making process of the organization.

An overview of the four factors (Strengths, Weaknesses, Opportunities and Threats) is given below:

1. **Strengths** - Strengths are the qualities that enable us to accomplish the organization's mission. These are the basis on which continued success can be made and continued/sustained.
2. **Weaknesses** - Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential. These weaknesses deteriorate influences on the organizational success and growth. Weaknesses are the factors which do not meet the standards we feel they should meet.
3. **Opportunities** - Opportunities are presented by the environment within which our organization operates. These arise when an organization can take benefit of conditions in its environment to plan and execute strategies that enable it to become more successful. Organizations can gain competitive advantage by making use of opportunities.
4. **Threats** - Threats arise when conditions in the external environment jeopardize the reliability and profitability of the organization's business. They compound the vulnerability when they relate to the weaknesses. Threats are uncontrollable. When a threat comes, the stability and survival can be at stake. Examples of threats are: unrest among employees; ever changing technology; increasing competition leading to excess capacity, price wars and reducing industry profits.

SWOT Analysis is instrumental in strategy formulation and selection. It is a strong tool, but it involves a great subjective element. It is best when used as a guide, and not as a prescription. Successful entities build on their strengths, correct their weaknesses and protect against internal weaknesses and external threats. They also keep a watch on their overall business environment and recognize and exploit new opportunities faster than its competitors.

SWOT Analysis provide information that helps in synchronizing the firm's resources and capabilities with the competitive environment in which the firm operates.

[This section is adapted from an article written by Prachi Jeneja. Additional information on this topic can be obtained at www.ManagementStudyGuide.com/SWOT-Analysis.html

ILLUSTRATION

	HELPFUL (for your objectives)	HARMFUL (for your objectives)
INTERNAL (within your entity)	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Waterfront location (Atlantic Ocean, Intra-coastal, numerous internal lakes) • Private gated community with "24/7" onsite presence • Multiple residential lifestyle choices (condos, patio homes, Intra-coastal estates, oceanfront, lake and golf front homes) • Competitive per square foot property prices and price ranges across neighborhoods • Relaxed, residential ambience with no short-term rentals • Low traffic within community • Audubon International Certification • Only maritime hardwood hammock on Florida's East Coast • Private, onsite Hammock Dunes Club 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • No discernable public brand and lack of an effective on-line presence • Tired/aged landscaping and first impression of community entrances • Lack of new builder inventory • Initial home stock at age requiring major interior and exterior renovations • Aged infrastructure requiring major renovation (gate houses, roads) • recent special assessments • HOAs operating independently • Lack of clear and consistent understanding of Hammock Dunes and Hammock Dunes Club relationship by owners • Desire by some owners to keep things status quo
EXTERNAL (outside your entity)	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Recent federal tax law changes makes Florida more attractive as a primary residence • Florida viewed as one of the most attractive states for young professionals • Florida's economic trends providing for favorable growth in jobs and corporate/industry expansions (health care, space exploration) • Flagler County's growth rate is one of the highest in Florida • Availability of new home mortgage product that finances purchase and renovation of a primary residence • Ongoing expansion of the "work from home" capability across industries and interest by young professionals 	<p>THREATS</p> <ul style="list-style-type: none"> • New communities providing updated house features and neighborhood amenities • Buyer recognition of key competitor areas (Naples, Vero Beach, Stuart) with strong online presence and major marketing efforts by local governmental entities • Limited public and real estate community awareness of the county, community and its neighborhoods • Environmental and climate related impacts on community infrastructure • Potential Real Estate/Economic Recession



APPENDIX B – COMPETITOR ANALYSIS

STATE/COUNTRY WIDE

- Florida is a highly attractive relocation state for individuals of all ages.
- Favorable tax laws is a critical variable.
- Money Magazine identified Palm Coast as the #1 place for water lovers to retire.
- All economic trends are favorable for continued growth, with tourism and space exploration at the forefront.

COUNTY WIDE

- Flagler County's future growth opportunities are extremely positive.
- Flagler's business growth rate exceeds past performance.
- The net migration rate is significantly higher, indicating most residents migrated into the county from other counties in Florida.
- County is proactively addressing environmental concerns and climate related impacts that will protect our communities for the future.

OTHER COMMUNITIES

- Competitors are selling a lifestyle, the home is secondary.
- Hammock Dunes' neighborhoods, homes, villas, condos are comparable in every way, except sales price per square foot, to other communities.
- Competitor communities appear to have a clear branding strategy supported by the presence of the community in multiple, targeted information channels for potential buyers.
- The competitor communities have multiple "Club" and non-club options: golf, yacht, marina, tennis, and beach with plans and events geared for all age groups (kids to seniors).
- Some communities are branding as "resort" communities, rather than "residential" communities, with a comprehensive rental program.
- Competitors provide videos and elegant brochures as well as resident testimonials that highlight their advantages, with a bit of "stretch in the facts."
- Some Florida communities have sought out special designations, for example, PCR (Private Community Registry).

PLEASE REVIEW THE COMPETITOR ANALYSIS PRESENTATIONS AVAILABLE AS A SUPPLEMENT TO THIS PLAN



APPENDIX C – MAINTENANCE COMMITTEE INITIATIVES

Endeavor to beautify, enhance, and upgrade community maintenance amenities and common areas. Further, establish no deferred maintenance programs with specific capital improvements forecasted, budgeted, and executed within the approved timeframe. *This document was prepared by the Maintenance Committee in consideration of future projects.*

Beautify:

- Community Landscape
 - Entry/Access Points (Main Gate, North Gate, South Gate, Island Estates, Mariners Drive): Pristine, well manicured landscape that creates an immediate impact/response.
 - Roadways (del Mar, del Sol, del Rey, Granada Drive, Ave de la Mer): Simple, clean and clearly defined planting beds framed with large open sod areas.
 - Lake Banks: Protect vistas with invasive vine removal that incorporates DCDD compliance and Audubon certifications.
 - Flowers: Maintain flower rotations four times per year with flower design and color selection to be determined by the Maintenance Committee. Provide additional flower beds as needed to achieve better visibility or to highlight specific locations.

Enhance:

- Comfort Station and Clicker Beach: Provide new facilities along with better amenities - propane grills, ramped walkovers (no stairs), beach furniture access, storage, electrical capabilities, etc.
- Gatehouses: Glaze roof tiles to will protect the useful life of the current tile and renovate interior/exterior to provide better working conditions along with use efficiency.
- Beach Sand Dunes: Develop long-range dredge project for the protective berm.

Upgrade:

- Light Poles: Develop a phased approach to replace light poles utilizing composite material with LED technology and dark sky design.
- Paving: Follow plan developed by the Maintenance Committee that will resurface all community roads as required.
- Gate Operators: Update slow, inefficient gate operators to computerized, wireless technology that is constantly changing.



APPENDIX D – MARKETING COMMITTEE STUDY

A Committee should be put in place to study the feasibility, purpose and need to expand our committees to include a marketing arm. If so advised, a Marketing Plan could be created inclusive of the following:

THE PLAN

- Add “Dynamic Marketing Responsibility” to HOA Board.
- Create Marketing Chair and Committee.
- Working with the Board, define the brand name, tagline and creative platform.
- Develop overall marketing plan.
- Investigate and interview advertising, digital and public relations firms for potential assignments.
- Oversee communication programs with regional real estate firms.
- Plan and execute development of all phases of marketing communication.
- Design programs with benefits for owners, prospects and realtor sales staffs.
- Report to owners with presentation of marketing plan specifics three time a year.
- Develop plans, budgets, timelines and financial scenarios, depending on level of investment:
 - Significant investment
 - Moderate investment
 - Current investment
- Board reviews and approves the plan.

THE OBJECTIVES

- Communication guides and helps Hammock Dunes fulfill it’s vision.
- Owners and potential buyers perceive Hammock Dunes as the private, ocean front and Intra costal residence community of choice on the Atlanta Coast.
- Potential buyers perceive Hammock Dunes as a community that lives up to owners’ expectations.
- Time on the market for homes for sale is shortened on quarterly basis...by season/month.
- Home value growth, as estimated by Zillow, exceed similar Florida developments.
- Actual sales price increases annually at a rate greater than like Florida developments.

THE BRAND

- Create new tagline.
- Combine “golf community” with Private Oceanfront Community” with a great golf club and two world class courses.
- Select Hammock Dunes or The Hammock both are distinctive and positive.
- Improve the existing Clock Tower logo or develop new icon.
- Assure that design and typefaces used in communication are appealing to current owners and potential buyers in targeted markets.
- Create and market outstanding HD branded merchandise line.



Seek to make our first impression on the home page. We will not get a second chance to make a first impression. It is crucial for the homepage to convert viewers into leads and entice possible buyers into the lifestyle at Hammock Dunes.

- Title should be clear and convey a simple message
- What are our offerings? Privacy, Gated Community, Ocean Front Views, Beautiful Golf Course Views with Audubon International Ratings and optional social amenities found at Hammock Dunes Club <https://www.hammockdunesclub.com/> Make the viewer want to dig deeper and learn more. Ten Reasons to Live in Hammock Dunes, Turn-Key Renovation Programs, Preferred Builders List for new home development, Live and Love the Lifestyle Hammock Dunes has to offer
- Should be a flyover of the property, a beach party, and views of the ocean- Video mandatory on the homepage
- Keep the webpage map simple and straight forward, eliminating people becoming frustrated and clicking out of the site
- Custom coding should be prohibited
- Neighborhood websites should be complimentary with Master Association
- Other Links of the homepage should be real estate listings within the gates, resident portal, contact us, link to Flagler county website, links to other neighborhood websites within Hammock Dunes, etc.
- A SECURE Resident's portal that includes:
 - a roster page that resident can upload a photo, address, phone and email as well as opt in to HDC mailings and offerings
 - governing documents including declaration, articles of incorporation, bylaws, CC&Rs, and every amendment that has been made to any of the above
 - Current and pending budgets
 - Annual financial reports as well as the financial statement for the most recent calendar period
Info on your Board of directors
 - Supporting documents for consideration at annual or town including any item which will be considered by and voted on by homeowners
 - Board meeting Notice, Agenda, etc.
 - A forum for open communication with the Board and management – a private channel for feedback from the members, letting them know their voice matters

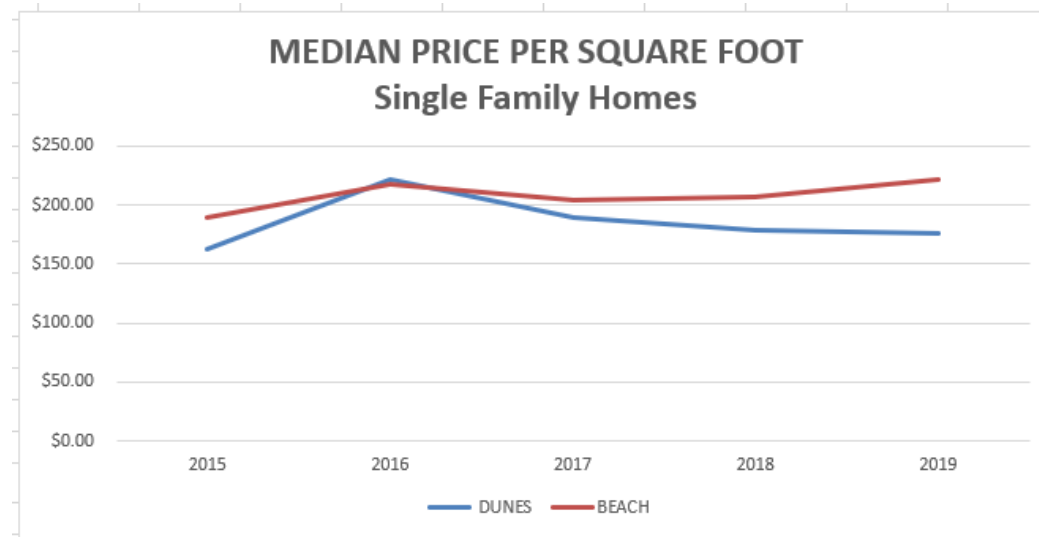
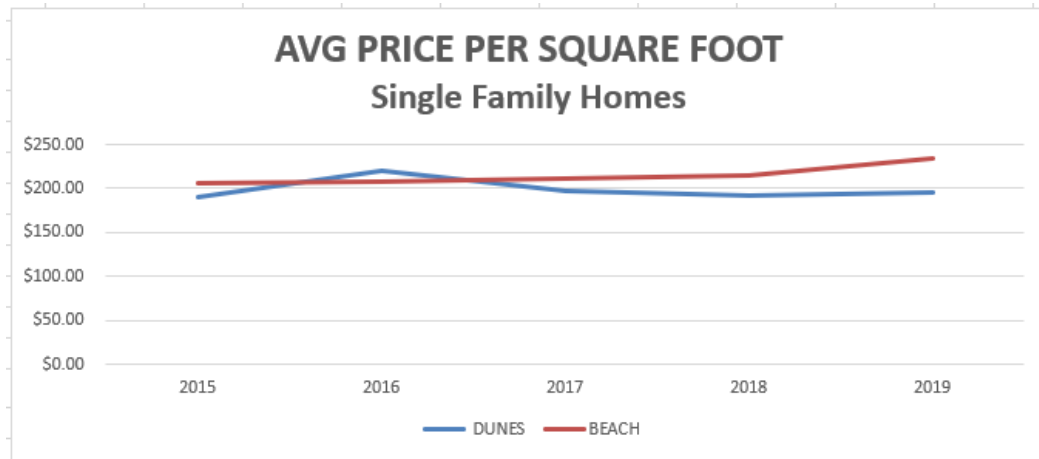


APPENDIX F – HD PROPERTY RENOVATION - MARKETABILITY

The aging inventory of houses is a major inhibitor of real estate sales in Hammock Dunes – rehabilitating existing homes in the community is, therefore, a major opportunity. *According to a Harvard University study: since 2009, the home renovation market has grown more than 50 percent, significantly faster than the market for new homes.*

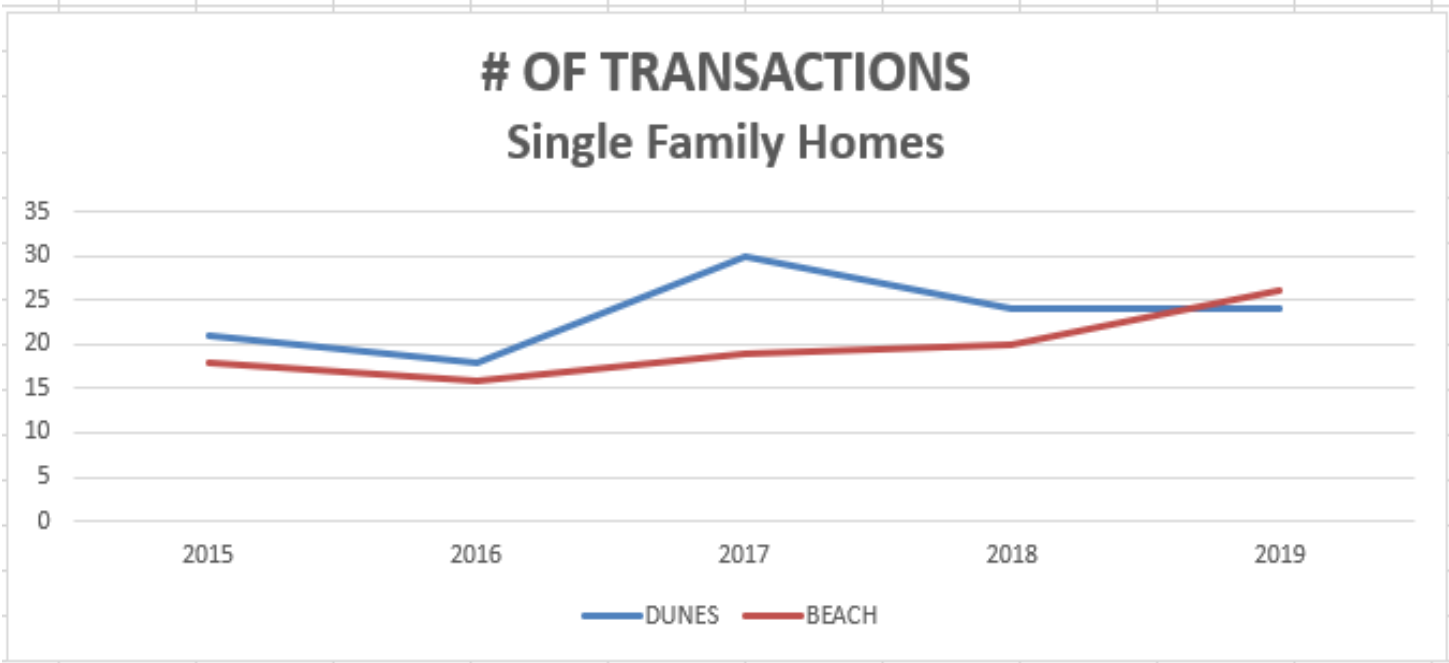
Some facts:

- From the trends below you can see that Single-Family Homes sold in Hammock Dunes at a lower price per square foot than our neighbor Ocean Hammock. This could be a consequence of older, less renovated homes. These illustrative facts and similar trends should be studied to identify emerging trends.



*Information taken from Flagler County Association of Realtors MLS Data
Illustrative data through September 22 each year*

- Sales and selling prices of existing homes will likely be increased by providing a turnkey renovation program in Hammock Dunes – a program that would include elements such as subcontractor lists along with designs for enhancing room layouts, finishes, plumbing, electrical, roofing, landscaping, and pools. Also including a preferred list of contractors, with phone numbers and local references, and having an area set aside in the Southern States building for renovation projects with pictures and written references, would be helpful additions to the program.
- Our residents are proud of their homes when renovated, perhaps an annual award for renovation of the year and/or professional photographs posted on the website of these homes would publicize the transformation of our older homes.
- Aesthetics is only one area of improvement created by home renovations. Better energy efficiency is provided by new roofs and windows as well as additional insulation; taken together these improvements also serve to mitigate damage from severe weather. Advertising our new homes are up to Energy and Hurricane Standards could also assist with home turnover.
- Have a “Parade of Homes” for Hammock Dunes residents only, to see the renovations that the residents are doing in the neighborhood. One of our biggest problems in selling properties is that they are dated and people would prefer a new home. There are many homeowners who have done renovations and would be delighted to have their home open a couple of hours once a year to show residents who are interested what they were able to do with updates. We could perhaps even have it on an afternoon before a beach party.
- Because of a diminishing amount of lots available in HD, we must facilitate sellers ability to sell older homes by using resources available to us, including but not limited to a preferred contractors list and a resource within the El Camino building to show before and after photographs.



*Information taken from Flagler County Association of Realtors MLS Data
Illustrative data through September 22 each year*



SIX STEPS TO A BETTER REAL ESTATE EXPERIENCE

- 1) Change the entrance sign from "a gated golf community" to a "gated oceanfront community" perhaps include amenities, like golf as a smaller tagline.
- 2) Prepare an informational pamphlet on the Hammock Dunes community that will be a be a hand out at the front desk of the Southern States office and at all of the manned gates with information on Hammock Dunes such as website links, # of residents, type of properties, pictures of beach and properties, etc. This can be a simple 8 1/2" by 11" bi fold. Also have a map of the community that can be handed out. Have a system for the Club to give you updated flyers on the Club and membership that can be handed out. Currently there is not any information at SSMG on the Hammock Dunes Club or the community for people who would like to stop by to get more information. The link to the HOA website has a link for all current property for sale and the listing agents contact information. Currently, there is not any information at Southern States office to hand out to people who walk in.
- 3) Communicate the information in the publication "In the Dunes" through email and repurpose the money saved on publication. Many residents do not receive the publication or just junk it without reading it. Today most people check their emails for pertinent information and they receive it if they are not in residence.
- 4) Update the website and have a system to keep it updated. It is currently 6 years old. We must have an active online presence.
- 5) Have a gate policy that is realtor friendly, yet complies with Safety Committee protocol. Make sure that the gate agents are trained that they are the first impression of the community and an ambassador of the community.
- 6) Have a meeting with areas that service The Hammock to gain their feedback on how Real Estate access is allowed in other communities. Get feedback from realtors and residents on Brokers Open Houses and other tools to sell. Realtors are your best source for marketing. It is who people call when trying to find the best fit for their needs