

SIPOA
Strategic Plan
Update

January 1

2017

Approved by the SIPOA Board of Directors on December 12, 2016

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Introduction

The Seabrook Island community is idyllic in many ways, but is also a very complex organization. Complex organizations require structure and planning to ensure they remain economically and culturally vibrant. The structural framework of our organization is provided by the Seabrook Island Property Owners Association (SIPOA) Protective Covenants (our Constitution) and Bylaws. These governing documents lay the foundation for effective governance and economic sustainability.

As put forth by our Protective Covenants, the purpose of SIPOA is to “preserve the property values and the quality of life in the Seabrook Island Development.” The Covenants specify responsibilities for ensuring the economic vibrancy of the organization, maintaining a secure community, protection of the natural environment, acquisition and preservation of green space, and the maintenance of our infrastructure.

The SIPOA Bylaws further define how the organization will be governed--via committees and a board of directors which provide oversight of the professional staff and have the responsibility to define further the policies and rules and regulations within the community.

These governing documents provide the frame and canvas for the picture. The Board and Committee members and staff then apply the colors and textures to create the portrait of modern day Seabrook Island.

As compared to the SIPOA 2-5 Year Strategic Plan and the SIPOA 2-25 Year Long Term Plan, the SIPOA 0-2 Year Operational Plan is here and now. As the budget preparation season ensues, each SIPOA committee and staff department heads must scrutinize requirements for the coming year and make sure that funds to accomplish these requirements are included in the budget request.

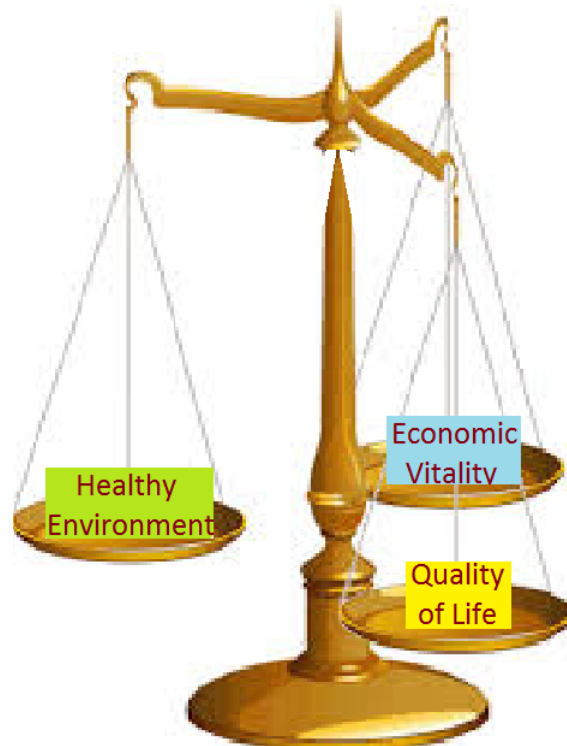
The budget requests from all of the various committees and staff are then integrated into a draft budget by the Finance Committee for review and approval by the SIPOA Board of Directors. Once the budget is approved, the SIPOA staff is responsible to execute the Operational Plan during the current year.

Seabrook Island Vision Statement

Seabrook Island is a private residential community with lifestyle amenities for all ages where homeowners control their own destiny and, with their guests, share a unique sense of belonging in a natural, forested, ocean-front environment. Recreation and leisure facilities are provided for the use and enjoyment of the Seabrook Island Community.

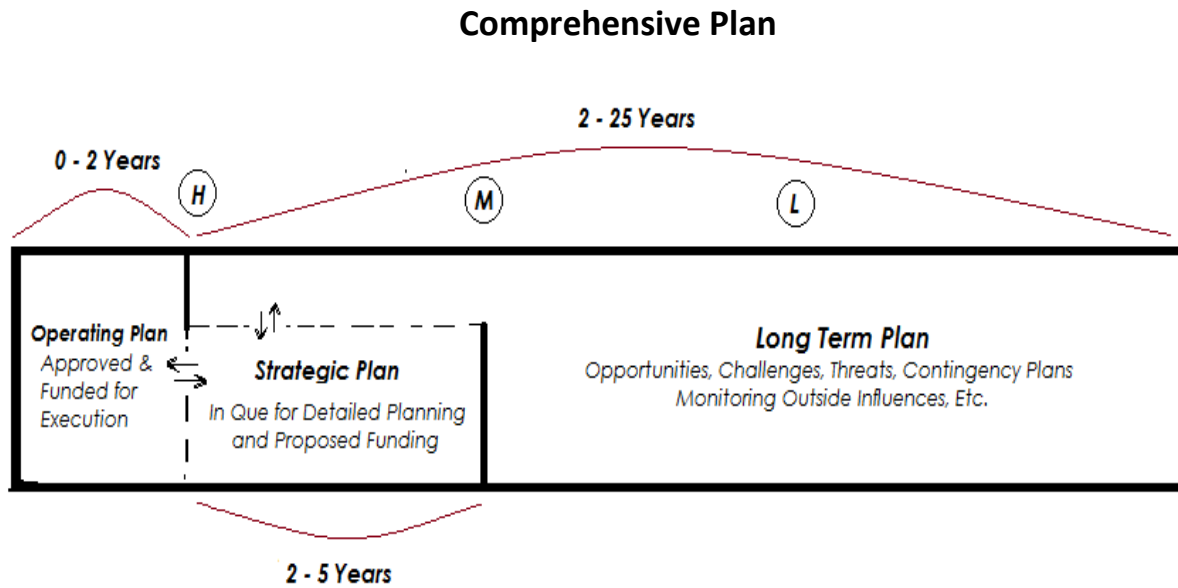
The 3 Essentials for Sustainability on Seabrook Island

- I. Quality of Life
- II. Environment
- III. Economic Vitality



Goals

- A. Continue to enhance the experiences of the Seabrook Island Community.
- B. Manage and improve both the built and natural environment of Seabrook Island and seek a balance between the two.
- C. Ensure the financial stability of Seabrook Island through sound financial practices, marketing and management.
- D. Through marketing, planning, and supporting traditions and events, ensure authentic experiences for owners and guests that enhance the economic sustainability of Seabrook Island.



The diagram above shows how these plan documents work together, with H/L/M referring to items of high, medium, and low priority.

SIPOA 2-25 Year Long Term Plan

The elements of the Long Term Plan (LTP) are organized by SIPOA's four Primary Goals. The most important/urgent elements of the LTP are the top Strategic Issues which the Planning Committee has identified. By "Strategic Issues" we mean existing or potential problems, opportunities, developments, risks, choices or questions that are not only important/impactful to Seabrook but also addressable in some fashion. SIPOA may or may not have the jurisdiction to address them. Where it can, SIPOA generates solutions, action plans, contingency plans, or, at the very least, closely monitors the intractable issues. Where it can't take unilateral action, SIPOA works with, or at least works to influence, the other parties involved. SIPOA can have been aware of them for years or an issue can, or could have, come out of left field with absolutely no warning.

The other elements of the LTP have been rated High (H), Medium (M) or Low (L) to indicate their relative ranking in terms of urgency/importance.

The current lead responsibility (in terms of SIPOA committee) for each element of the LTP noted in brackets. Some elements may still need to be scoped out and better defined before action can be taken and responsibility allocated, in which case the Planning Committee will assume interim responsibility for the scoping and definition.

The current ranking of the Top Strategic Issues by the Planning Committee is as follows

1. Educate residents on the challenges/opportunities associated with housing in disrepair and develop a plan to encourage residents to improve overall appearance in terms of curb appeal (building maintenance, landscaping, etc.). (Has been actioned by the Board/Standing Committee)
2. Embrace the major planning assumption that local sea level will continue to rise. This assumption (and its implications for high tide flooding) will have specific application to the LT plans which the GOMC continues to develop for new infrastructure, replacing/upgrading existing infrastructure (excluding roads), and raising/resurfacing roads and upgrading road drains. (GOMC)
3. Pursue and evaluate options for upgraded communication (video, voice, data) [See Section B] technologies (wired and wireless options, gigabit connectivity infrastructure). Recommend an option once the choices are fully reviewed. (PC) [See Section A]

The following 2016 Strategic issue has been placed in Appendix 3 due to inaction over the past year.

4. Initiate planning for redevelopment contingency plans for Seabrook Island in the event that there is a high-level of damage by a major hurricane (Cat 4 or 5) and/or storm surge or tornado or earthquake.

The following 2016 Strategic issue has been identified as intractable for legal reasons and placed in Appendix 5.

5. Examine the issues of revenue raised from fees and taxes on franchises, activities and services “behind the gate” and expenditures benefiting those “behind the gate” because of legal constraints.

The following 2016 Strategic issue has been identified as Operationalized/Routinized at this point and has been added to Appendix 4.

6. Create a long term (25 years) waterfront (creeks, lagoons, marsh banks) plan (using the town’s Beach Management Plan) for maintaining / enhancing attractiveness with clear responsibilities (town of SI vs. SIC vs. SIPOA) for addressing the issues likely to arise from silting, tidal flooding, erosion, sea level rise, etc. considering the current/potential impacts of climate change.

The elements of the 2 – 25 Year Long Term Plan are organized by SIPOA’s four Primary Goals. The most important/urgent elements of the LTP are the top Strategic Issues which the Planning Committee has identified for action. These issues are in line for the detailed planning required to be considered for funding.

Strategic Issue, H High, M Medium, L Low = degree of importance/urgency

() = potential lead committee/organization responsibility

A. Continue to enhance the experiences of the Seabrook Island Community.

1. M. Study transportation needs, including cyclists, around the island and to Bohicket Marina and Freshfields Village to reduce traffic and parking congestion. (GOMC)
2. M. With our electric power supplier(s) and/or consultant, develop and implement a comprehensive lighting plan for the community. (GOMC)
3. Strategic. Pursue and evaluate options for upgraded communication (video, voice, data) [See Section B] technologies (wired and wireless options, gigabit connectivity infrastructure). Recommend an option once the choices are fully reviewed. (PC)
4. H. Improve beach access to for all Seabrook residents and guests. (GOMC)
5. H. Upgrade SIPOA Information Technology (IT) Systems and methods of information dissemination. (Comm.)
6. M. Establish a special board committee (Emergency and Disaster Preparedness) that would interface and be the point of contact with the town for identifying, monitoring, and tracking all planning, recovery and communication activities in the area of emergency and disaster readiness. (New Spec. Comm)

B. Manage and improve both the built and natural environment of Seabrook Island and seek a balance between the two.

1. Strategic. Educate residents on the challenges/opportunities associated with housing in disrepair and develop a plan to encourage residents to upgrade/renew homes and villas in disrepair. (Has been actioned by the Board/Standing Committee)
2. H. Continue to review proposals for the Seabrook Island entrance in order to improve traffic flow for both residents and guests and utilize new technologies, and will include a plan for the redesign of the entry gate, gatehouse and roadways. (GOMC)

3. M. Study the incorporation of alternative energy technologies into SIPOA facilities and vehicles where cost effective e.g. solar, wind, electric vehicles, etc. (GOMC)
4. L. Planning for buildout. In collaboration with the Town, Utility Commission, Camp St Christopher, Bohicket Marina and the SI Club, assess the projected impact to community infrastructure, facilities and operations that will occur if an additional 200-400 homes and a few villas are built within the next 10 to 20 years. (PC)
5. Strategic. Embrace the major planning assumption that local sea level will continue to rise. This assumption (and its implications for high tide flooding) will have specific application to the LT plans which the GOMC continues to develop for new infrastructure, replacing/upgrading existing infrastructure (excluding roads), and raising/resurfacing roads and upgrading road drains. (GOMC)
6. M. Separate from, and more pressing than, “planning for buildout”, revisit the capacity and utilization of the Lake House and Oyster Catcher facilities in the light of increasing demand for fitness activities. (ACT)
7. H. Pursue the Audubon Sustainable Communities Project (PC)

C. Ensure the financial stability of Seabrook Island through the sound financial practices, marketing and management.

1. M. Create an ongoing property value analysis history using annual inputs from SIRE and Charleston County real estate analysts. (PC)
2. M. Establish and grow a disaster fund that would fund SIPOA expenses associated with reestablishing the Seabrook community in the aftermath of a major hurricane, a significant storm surge, a tornado strike or an earthquake. (FIN)

D. Through marketing, planning and supporting traditions and events, ensure authentic experiences for owners and guests that enhance the economic sustainability of Seabrook Island.

1. H. Ensure continuity of volunteer leadership and volunteer organizers for these events
2. H. Continue to develop PR/Communications/Marketing/Integrated Website initiatives to help drive economic viability (Should be given a high profile in the routinized aspects of the Operational Plan)

SIPOA 2-5 Year Strategic Plan

The elements of the 2 – 5 Year Strategic Plan are organized by SIPOA’s four Primary Goals. The most important/urgent elements of the LTP are the top Strategic Issues which the Planning Committee has identified for action. These issues are in line for the detailed planning required to be considered for funding.

A. Continue to enhance the experiences of the Seabrook Island Community.

- 1 M. Evaluate (separately) long-term cost-effective uses for (1) the Oystercatcher Community Center, and (2) its pool. (ACT)
- 2 M. Study transportation needs, including cyclists, around the island and to Bohicket Marina and Freshfields Village to reduce traffic and parking congestion. (GOMC)
- 3 M. With our electric power supplier(s) and/or consultant, develop and implement a comprehensive lighting plan for the community. (GOMC)
- 4 H. Improve beach access to for all Seabrook residents and guests. (GOMC)
- 5 H. Upgrade SIPOA Information Technology (IT) Systems and methods of information dissemination. (Comm.)
- 6 M. Establish a special board committee (Emergency and Disaster Preparedness) that would interface and be the point of contact with the town for identifying, monitoring, and tracking all planning, recovery and communication activities in the area of emergency and disaster readiness. (New Spec. Comm)

B. Manage and improve both the built and natural environment of Seabrook Island and seek a balance between the two.

1. Strategic. Embrace the major planning assumption that local sea level will continue to rise at 3mm p.a. (1/8” per year, or 12” over the next century). This assumption (and its implications for high tide flooding) will have specific application to the LT plans which the GOMC continues to develop for new infrastructure, replacing/upgrading existing infrastructure (excluding roads), and raising/resurfacing roads and upgrading road drains. (GOMC)
2. H. Continue to review proposals for the Seabrook Island entrance in order to improve traffic flow for both residents and guests and utilize new technologies, and will include a plan for the redesign of the entry gate, gatehouse and roadways. (GOMC)

3. M. Study the incorporation of all alternative energy technologies into SIPOA facilities and vehicles where cost effective e.g. solar, wind, electric vehicles, etc. (GOMC)
4. Strategic. Educate residents on the challenges/opportunities associated with older housing stock and develop a plan to encourage residents to upgrade/renew homes and villas in disrepair. (Has been actioned by the Board/Standing Committee)
5. M. Pursue the Audubon Sustainable Communities Project. (PC)

C. *Ensure the financial stability of Seabrook Island through the sound financial practices, marketing and management.*

1. M. Create an ongoing property value analysis history using annual inputs from SIRE and Charleston County real estate analysts. (PC)
2. M. Establish and grow a disaster fund that would fund SIPOA expenses associated with reestablishing the Seabrook community in the aftermath of a major hurricane, a significant storm surge, a tornado strike or an earthquake. (FIN)

E. *Through marketing, planning and supporting traditions and events, ensure authentic experiences for owners and guests that enhance the economic sustainability of Seabrook Island.*

1. H. Ensure continuity of volunteer leadership and volunteer organizers for SI events.
2. H. Continue to develop PR/Communications/Marketing/Integrated Website initiatives to help drive economic viability (Should be given a high profile in the routinized aspects of the Operational Plan)

SIPOA 0-2 Year Operational Plan

A. Continue to enhance the experiences of the Seabrook Island Community.

1. Strategic. Pursue and evaluate options for upgraded communication (video, voice, data) technologies (wired and wireless options, gigabit connectivity infrastructure). Recommend an option once the choices are fully reviewed. (PC)

Activities/Timeline (KPI)

Budget

2. Upgrade SIPOA Information Technology (IT) Systems and methods of information dissemination.

Activities/Timeline (KPI)

Budget

B. Manage and improve both the built and natural environment of Seabrook Island and seek a balance between the two.

1. Strategic. Educate residents on the challenges/opportunities associated with older housing stock and develop a plan to encourage residents to upgrade/renew homes and villas in disrepair. (Has been actioned by the Board/Standing Committee)

Activities/Timeline (KPI)

Budget

2. Continue to review proposals for the Seabrook Island entrance in order to improve traffic flow for both residents and guests and utilize new technologies, and will include a plan for the redesign of the entry gate, gatehouse and roadways. [GOMC]

Activities/Timeline (KPI)

Budget

3. Strategic. Embrace the major planning assumption that local sea level will continue to rise. This assumption (and its implications for high tide flooding) will have specific application to the LT plans which the GOMC continues to develop for new infrastructure,

replacing/upgrading existing infrastructure (excluding roads), and raising/resurfacing roads and upgrading road drains. (GOMC)

Activities/Timeline (KPI)

Budget

C. *Ensure the financial stability of Seabrook Island through the sound financial practices, marketing and management.*

D. *Through marketing, planning and supporting traditions and events, ensure authentic experiences for owners and guests that enhance the economic sustainability of Seabrook Island.*

H. Continue to develop PR/Communications/Marketing/Integrated Website initiatives to help drive economic viability

Activities/Timeline (KPI)

Budget

Appendix 1

Data Gathering

Data Gathering remains an important and essential activity of the Planning Committee. In order to insure that the SIPOA is responsive to the needs of the community and continues to move in a positive direction, data must be collected and evaluated. Collection of information and data from the island population and sub-groups is important in any planning process. The Data Gathering and Analysis Subcommittee of the Planning Committee has been charged with these activities. The following plan helps to insure that information is gathered from as many varied groups on Seabrook Island as possible.

	Year 1	Year 2	Year 3	Year 4	Year 5
Frequency	2014	2015	2016	2017	2018
Size	Full (joint w/ club)	2-3 Groups	Full	2-3 Groups	Full (joint w/ club)
Process	Survey		Scientific Sample, Outside construction		Survey
Issues to address		Issue Set A		Issue Set B	

Appendix 2

Evaluation

The evaluation of this or any strategic plan is paramount if it is to remain relevant and continue to guide growth and development on Seabrook Island. The following steps will help to insure that a complete and comprehensive evaluation takes place on an annual basis:

- A. Semiannually (mid and end of year), a progress report will be made by the executive director to the Planning Committee regarding the current plan in place. This report will include, but not be limited to, current achievement of the approved KPI's.
- B. The PC will provide a report to the Board of Directors at their next meeting regarding the progress of the plan.
- C. Changes to the plan (add or eliminate activities, change timeline, change budget, etc.) can be initiated by the Board of Directors, Lead Committee, Planning Committee, or executive director.
- D. Any changes must be approved by the Board of Directors.

Appendix 3

All issues on this list has been identified as being Strategic or Important and placed in this list due to inaction over the past year. These issues may be returned to the Strategic Plan if a committee creates activities/timelines/budget that work towards accomplishment.

1. Establish/ballpark the current/potential impacts of climate change on/for Seabrook Island. (NOTE- might/could go into the 2-5 year Strategic Plan. The sea level rise [SLR] aspect of climate change is already being incorporated into GOMC plans)
2. Identify Seabrook Island-specific living costs and property values and benchmark them against other relatively similar, private communities on the SE coast.
3. Identify the key metric(s) for tracking Seabrook's relative and absolute attractiveness over time. Note: "attractiveness" is defined in terms of the demand for what Seabrook offers across all of its dimensions (natural environment, housing, infrastructure, community, recreation, accessibility, security, etc.
4. Initiate planning for redevelopment contingency plans for Seabrook Island in the event that there is a high-level of damage by a major hurricane (Cat 4 or 5) and/or storm surge or tornado or earthquake.

Appendix 4

IMPORTANT: Routine or operationalized actions established in previous plans. Maintenance of the list ensures that SIPOA does not lose sight of these actions and that monitoring of each one continues.

1. Pay off the Horizon Plan (Lake House) loans on time (2019).
2. Continue to maintain and improve as needed, island security.
3. Improve recreational opportunities for all age groups.
4. Establish, update and fund (as part of SIPOA's capital reserve replacement study) an ongoing plan for upgrading/maintaining/sustaining SIPOA's physical streetscape infrastructure (signage, street furniture, street lighting, etc.).
5. Insure that funding for events valued by the community, supporting of traditions and enhancing "authentic experiences" continue.
6. Insure the continuity for events valued by the community through the efforts of staff and volunteers.
7. Maintain all SIPOA storm water handling systems (principally pumps and piping) to insure it is available and operational at all times.
8. Establish, update and fund (as part of SIPOA's capital reserve replacement study) an ongoing plan for upgrading/maintaining/sustaining SIPOA's physical streetscape infrastructure (signage, street furniture, street lighting, etc.).
9. Be alert to potential changes in local, state and federal government regulations affecting the beaches and take action to mitigate any negative impact.
10. Communicate to property owners the relevant portions of Seabrook Island's Emergency Preparedness Plan. Include the Town of Seabrook Island's plan for identifying vulnerable residents and the Emergency Evacuations Assistance Guide provide by Charleston County.
11. Continue to monitor and take action where possible to mitigate rising flood and wind/hail insurance costs.
12. Explore and take action if justified to change Seabrook's FEMA CRS (Community Rating System) to maximize property owner flood insurance discounts.
13. Continue to look for opportunities to reduce cost and redundancy with the Town and the Club by sharing operations.
14. Review ARC policies and Procedures in anticipation of receiving applications for modifications to existing structures to meet changing Flood Insurance Requirements. Consider modifications to the ARC P&P if any modifications are clearly needed.
15. Identify the potential impact of having additional "protected habitat" designations affecting the Seabrook Island shoreline (e.g. changes in: permit

- application complexity, expense of biological monitoring requirements, possible restriction of use of the beach by humans, etc.).
16. M. Study transportation needs, including cyclists, around the island to reduce traffic and parking congestion. (S&S)
 17. M. Regularly update the Beach Management Plan and accrue the LT funding necessary to execute the plan.(ENV/GOMC)
 18. H. Regularly update the LT plan for new infrastructure and accrue the LT funding necessary to execute the plan. (GOMC)
 19. H. Regularly update the LT plan for raising and resurfacing roads and road drains and accrue the LT funding necessary to execute the plan. (GOMC)
 20. H. Regularly update the LT plan for replacing/upgrading existing infrastructure (excluding roads) and accrue the LT funding necessary to execute the plan. (GOMC to combine and reformulate 18, 19 & 20)
 21. M. Consider best practices from other coastal communities and FEMA and incorporate those into future updates of the SI Emergency Preparedness Plan. (PC/Executive Director)
 22. M. Regularly update and take action if justified to change Seabrook's FEMA CRS (Community Rating System) to maximize property owner flood insurance discounts. (Town of Seabrook Island/Charleston County)

Appendix 5

Issues or suggested items currently classified low priority and removed from the Comprehensive Plan because of limits on time and/or resource.

1. Study the issue of Aging in Place (AIP) and how it affects the Seabrook Island Community and the programs and services provided.
2. Evaluate the feasibility, need for electric vehicle charging stations in parking areas and determine rules and regulations.
3. Study the feasibility and merits of, and create the business case for, combining all "water" functions within one organization (water, sewer, waste treatment, storm sewer, flood control, etc.).
4. Purchase/install effective audio and video conferencing capabilities in several Lake House meeting rooms and the POA office meeting room in coordination where needed with The Seabrook Island Club.
5. Examine the issues of revenue raised from fees and taxes on franchises, activities and services "behind the gate" and expenditures benefiting those "behind the gate" because of legal constraints. (PC)