2026 Fripp Island POA Candidate Town Hall

Marc L. Murray Questions and Answers

FINANCIAL & FUNDING

1. **Long-Term Financial Stability**

   How would you balance keeping annual assessments reasonable while ensuring adequate reserves and funding for maintenance, capital improvements, and emergencies?

   A: For me, this is a multi-step process for consideration, and the order matters.

   I'd start by understanding the current financials in-depth. I'd then match the current economics against the Island's stated priorities, requirements, and costs. First Principles thinking leads me to seek an understanding of the foundational financial priorities of the Board and Island (very much including the Resort Owners).

   In such an analysis, I normally recommend eliminating costs/expenses that do not meet the highest fundamental priorities ("low hanging fruit"). Getting consensus on this is key to moving forward with other important decisions. If clear about this, I next prioritize the remaining necessary current costs (and investments) such that they can be checked and optimized – where can we get more bang for the buck with our current prioritized spend? Again, consensus on this as well as documentation of it within the Board and wider leadership group (GM, Resort, Finance Committee of course, other Committee leaders, etc.) is essential to go forward further. Once clarified, I usually challenge my team(s) to rethink the current priorities against important new initiatives that may provide transformative benefit to the island, and understand their short, medium, and long-term implementation cycles. This is the "tough area" of budgetary discussion because many of these new initiatives have huge perceived upside but little proven evidence of impact. Research on the chosen few of these needs extra emphasis. Some of this research would include outside analysis of other similar islands, best practices for repeatable systems and processes to make better financial decisions. I enjoy the human side of getting to the right answers here, but without great systems/processes over time, good financial outcomes become nearly impossible to execute.

   In truth, so much of this will be guided and steered by the Pro we have hired, Dave the GM as well as our own Finance Committee, but the other Board members must be engaged. How final approved costs, expected benefits, responsibility in terms of tracking success, etc. all play into what and whether annual assessments and all funding sources are adequately structured to deliver a balanced or strategically prudent budget (sometimes temporarily not balancing the budget is an acceptable strategy if the future surplus or benefit is large enough and clearly achievable).

   Once I have gone through such a thought process with the Finance Committee, and with a repeatable, proven system in place between the key stakeholder leaders (to include the Resort), then I would feel confident making simple, clear recommendations on the balance of the funding sources and needs as the question above requests.

   Jumping to conclusions or basing decisions on emotion, often leads to regret. We have the human and financial resources to ensure that we not only avoid regret, but much more likely, we can implement valuable investments in the island that make life fuller for everyone into the future.

POA GOVERNANCE & BOARD OPERATIONS

2. **Board Responsibilities and Decision-Making**

   What do you consider the most important responsibility of a FIPOA Board member, and how would you evaluate information and community interests when voting on island issues?

   A: Each Board Member must have a fiduciary mindset – the benefit to all other Fripp Islanders over their own benefit. To have benefits as outcomes for any of us, Board members must be well prepared to make decisions, willing to act as a team member, open to accepting the decisions of the group and ready to support other Board member teammates and the GM when they need help.

   Our responsibility is to bring this attitude forward, engage with energy on issues important to the island and support the GM and daily execution teams. If we each bring this, it will have the enviable benefit of creating an environment where many other talented folks in the future will want to volunteer and participate. This might be the biggest benefit of all – created not by the actual voting results but rather the quality of the process to arrive at good decisions.

ETHICS, ACCOUNTABILITY & BOARD CONDUCT

3. **Code of Conduct and Accountability**

   If a fellow Board member may have violated the code of and or governing documents, what steps would you take to ensure a fair and appropriate response?

   A: I'd make sure the Board commonly understands the situation and circumstances. After that, in most cases, the next step in my view would be to have the right person or people on the Board meet with the board member in a personal way to find clarity for the potential violation, as well as diffuse any animosity. I always believe people should be given the benefit of a reasonable doubt and if an issue can be resolved with some simplicity and grace, that often leads to the best future of that Board member and the Board as a whole.

   Clear and serious violations will have consequences. The Board ought to move directly and swiftly to act in the spirit and letter of the applicable regulations. Time lags and undo "side communications" about such issues are always counterproductive. The Board must communicate with each other and eventually with the applicable parties, to include the community, in a way that makes the situation and the response to it very prudent, reasonable, and complete.

SAFETY, SECURITY & EMERGENCY PREPAREDNESS

4. **Island Safety and Security**

   What do you consider Fripp Island's most significant safety and security challenges, including actions of that traffic safety and speeding, and what actions would you prioritize to address them?

   A: I believe the highest priority is to have properly approved and vetted people on our island. This will ensure those people are acting in a way that supports the island's Ethos, as well as its rules. Chief Gonzales' team already display a fair amount of kindness, patience, and proper procedure. They should be allowed to help first and adjudicate second. Specifically, the priority ought to be to address, quickly, dangerous, and reckless behavior wherever it is occurring, both that they see, and which is reported. There is likely too much of this sort of thing being "missed" while they

are handling more minor, administrative tasks. We should equip them with the technology they need to communicate and record what they are facing. Minor infractions should be noted, coded, penalties billed quickly and efficiently so that the bigger issues or unrest or of someone truly needing help can be addressed. All homeowners must be directly responsible for anyone's actions inside their house, on their property or in the community, I believe all homeowners should be linked into police or security systems, where possible, such that communications can be direct and swift, related to issues on their properties. This may already be in place but I believe that security must be in touch with responsible parties quickly to enable issues to be resolved or de-escalated. It would be great if homeowner security cams or equipment could be easily tied into the security/police on the island for clarity and aid if needed.

I believe Fripp has top notch security, police, fire, public service, and community responders. There is always room for improvement. I'd work to resource the groups as needed as a high priority in the budget (which I believe it already is but…). This aspect of the island is SO important to being able to have an Ethos we want. Kind, Helpful, Responsive and Defenders of the island are all terms I think are important to be able to describe our Safety and Security team.

One item I would bring forward immediately and communicate to the community on is our disaster, evacuation and restoration protocol for future island incidents – I am not sure this is as developed, capable as it could be, or as clearly understood as it could be. I believe we as an island should have an executable plan in this area, which is much better than "OK" and much better understood than "we have a plan that complies."

WILDLIFE, CONSERVATION & SANCTUARY

5. **Wildlife Sanctuary and Management**

How should Fripp Island's wildlife sanctuary designation guide the POA's approach to managing deer and other wildlife?

A: Fripp, through the GM.'s on-the-ground everyday efforts, should be viewed as a "leading wildlife sustaining environment." We must strike an educated balance between the varied needs of all environmental "assets" of the island and its surrounding habitats, with the reasonable development needs of the island. More resources and knowledge should be poured into the ARB team/processes, in addition to the environmental committees and local groups. Fripp can be a creator. Not just acceptor, of Best Practices which need to be getting the right balance for natural and developmental progress on the island. This must not be a fight against each other, but rather, a fight together to get common sense applicable solutions, ideally with a minimum of legal argument. It starts with knowledge and an open mind on everyone's part who are part of focusing on these issues – and we need to take the lead from Dave the GM, who appears to me to have a solid knowledge, the right heart and resolve to educate the island on various practices and actions that can improve the sustaining of the island's environment.

Nearly all of us on the island understand what a truly unique and beautiful environment Fripp is. It gets and stays this way through dogged, continued, daily work.

FINANCIAL & FUNDING

6. **Alternative Revenue Sources**

What alternative revenue sources, beyond annual and the special assessments, would you support exploring to fund the POA's long-term needs?

A: I'd recommend partnering with the Resort on a multitude of revenue enhancers/events on the island where, for good value and effort, the POA/community earn additional revenues. We can do that, we have the talent, we have the people and there are many ways to participate in revenue

generating activities. I am not a huge fan of "taxes" which suck money from one area to give to another – they often create nothing and are a drag on motivating anyone to create anything, because creators know they will be "taxed." Of course, also there are important considerations of having people pay for the maintenance of what they are using. Those getting a "free ride" ought to be brought into discussions about how to equitably address payments for assets used.

So, my summary of this would be:

1) Revenue generating ideas like creating/supporting annual, targeted community events (to include Beaufort and off island folks) which bring in $ at specific times of the year. The Masters started off small! Along those lines, community members would get excited about volunteering for events and knowing that the POA was getting a "cut" for those efforts. I used to live in CA and was a ball boy at the Ojai Valley Tennis Tournament, years ago. That event started on a few tennis courts and expanded into a premier amateur event each year generating a ton of revenue and giving the community great pride in their staging of it (I caught a few balls off the net from John McEnroe he was 17!).

   Working closely with the Resort, who are true experts in this sort of thing, would benefit everyone in my view, for selected events – of course our island has limits to how much traffic we wish to have, but particularly "off season" events could be revenue generating for the POA.

2) Wildlife education projects at a fairly high level for younger folks in Beaufort could be a valuable revenue generator and connector with the community. Positive PR is never a bad thing! Nor is the money from it. We might even get more young volunteers to help on Fripp with some maintenance items or "brute force" jobs. Habitat for Humanity started small but there may be some similar single purpose efforts on Fripp that could benefit from such "free labor," which revenue generating activities could be built around.

3) Asset use fees would be fair. As long as the assets used have a definable value. Parking, roads, bridges, special event areas the POA has, all have definable value. I know we have some revenue share already but in truth, understanding better the true value of our assets might lead to a rethinking of some revenue shares in the future.

POA GOVERNANCE & BOARD OPERATIONS

7. **Communication and Transparency**

   What specific steps would you take to improve communication, transparency, and trust between the Board and property owners?

   A: 1) Hire or find a top-quality communications professional who has had a career of communication achievement – ideally from inside the community but if not, utilize local talent. I believe a strong communications plan as well as an effective system (protocol) of communications must be developed and used in future years. This resource is not to the level of the GM but I believe it is nearly as important – critical to 1) be on the offense to communicate victories and positive impact of Board/Island actions (we don't current do this well, I believe), 2) be a centralized, skilled resource to defend against today's avalanche of negativism that is a constant in community life these days, 3) work closely with the GM to set the table for the community truly understanding the initiatives being undertaken without the confusing multi-narrative world that most groups live in these days. This is key to having consensus and acceptance in the community of the decisions made, as well as recruiting the resources needed.

This function should parallel the Resort communications and perhaps be a somewhat shared resource. The POA and Resort are actually both generally interested in many of the same initiatives to be achieved, and communicated, on the island. Communications are a key part of the community properly understanding these commonalities.

Social media should be off limits to Board members but ought to be the purview of skilled communications folks who can synthesize the feelings, viewpoints, and topics of importance to that crowd who like to play in this caldron of opinions. The Board should be made aware of and counseled on how to incorporate specific outside opinions without being pulled into the social media mud. None of the Board members truly have the time or skill to play in this arena, yet it is important to be well informed of the information effectively, in my view. This is where a great communications resource can be responsible for this.

In the end, Trust is earned. If the Board works well with Dave the GM, communicating actual accomplishments regularly through Dave's team (with a strong communications resource ideally) better trust will be one result. "Naysayers and negative Nellies" will find themselves alone on an island unless they choose to convert their negative passions into positive actions of the larger group, who are doing, more than talking. I believe this will properly support our current GM given the right communications goals/plan.

ROUND 2

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POA GOVERNANCE & BOARD OPERATIONS

1. **Board Meeting Attendance and Participation**

   What commitment can you make to attending in-person Board meetings and actively participating in Board responsibilities?

   A: I expect to be able to attend Board meetings often in-person and when not, certainly via Zoom. I have as many hours as it takes to contribute effectively and regularly.

FINANCIAL & FUNDING

2. **Strategic Planning and Priorities**

   Should the POA have a Board-approved strategic plan guiding budgets and capital priorities? How would you prioritize competing projects?

   A: It starts with a clear Vision and First Principles of what are the fundamental aspects of that Vision. Without that, Strategies are often misguided. I am a believer that Vision, Principles, Strategies and Planned Tactics should all be written down as guides to daily operations. Accomplishments, achievements and admitted "failures," along with resources applied to efforts should all be tracked, evaluated, re-evaluated, and used to judge progress. Progress is actual, not imagined, in my view. Being honest about getting the work we all do, from strategy to daily operations, aligned in order to produce intended results, is crucial. Capital priorities follow actual priorities. I believe in the concept of "feed what works" as a key principle to effective budgeting.

   Competing projects ought to always be prioritized against ultimate Vision, selected Strategies and expected "bang for the buck" from completed projects/efforts. We always need to listen closely to the GM and his people who are on the ground producing the results, as are Resort employees/mgmt. which needs to be considered alongside what we are doing. If the Vision,

Goals and Strategies of the Resort and POA differ tremendously, neither will be as effective nor will they take advantage of opportunities to leverage what each other are doing. This point needs to be closely considered when leverageable opportunities present themselves.

SAFETY, SECURITY & EMERGENCY PREPAREDNESS

3. **Emergency Preparedness and Recovery**

How should the POA prepare for and respond to hurricanes, flooding, fires, and other emergencies, including recovery and restoration of essential services?

A: Learn from other islands, know the protocols for the State, County, other islands, and even national requirements. That should be clear, fairly simple and focused on resources availability, manpower responsibilities, "drilling" with all first responders, resource owners, gov't, military where applicable etc. The Plan has to take into account all of our residents and resident-types, as to their abilities to be part of an evacuation, storm defense and eventual recovery protocols. I am not sure how clear any current plans are to everyday residents. Communications prior are key. Once something happens people need to know the "drill" well before.

I was aware of and knew a large prep team at Morgan Stanley in NY on 9/11/2001 who saved nearly every employee's life (2,687 out of 2,700 total on or around the 79th Floor) in the Twin Towers because their safety drill master Rick Rescorla drilled and prepared more than any other firm. Without such proactive drilling and prep, in concert with first responders, it is difficult to react in the middle of an event. Knowing the rules and expectations ahead of time, when it appears it is not needed, is exactly the way to prepare when it is needed. Taking what we have learned from the recent, past disasters is the first place to start. Re-connecting with all of the key responders must be an on-going responsibility of an individual or small group of individuals on Fripp who manage these plans. In the end, communicating the "what to dos" with everyday Fripp Islanders will be the difference between success and something less in a disaster situation.

ETHICS, ACCOUNTABILITY & BOARD CONDUCT

4. **Conflict Resolution and Professionalism**

How would you handle a serious disagreement with another Board member or a confrontational interaction with a resident while maintaining professionalism?

A: Please see my answer to number 3, Round 1. As far as confrontation, Board members represent themselves and the group (entire Board and POA) such that confrontation is never acceptable. Allowing room to communicate views and ask questions to gain understanding is something I always encourage. The decisions are made as a group – no individual carries the weight of being the sole determiner of policies or issues. Professionalism is the standard and seeking to understand, without immediate judgement, is how I will conduct myself.

FINANCIAL & FUNDING

5. **Property Owner Participation in Financial Decisions**

What role should property owners have in evaluating and approving major funding proposals, including special assessments and alternative revenue sources?

A: Property owners should have multiple avenues of communication, they should be able to volunteer for special studies, committees, advocate for policies, suggest special meetings when appropriate – generally be as active as their motivation takes them to provide data and viewpoints to the GM, as well as the Board. In the end, the GM and Board are tasked by the community to make major decisions. Property owners can be very influential or effective in providing data to support a point of view. Personally, I believe those hired by the Property owners

for Board, GM and other exec positions ought to be well qualified to make decisions together on all important issues for vote. On the other hand, I do not have a large disagreement with having all property owners vote on certain financial decisions – I would say that in such cases it can become more of a popularity contest and political context than professional decision. In California for example, their Proposition voting issues can often become a political circus vs. a well-informed, thoughtful decision. My hope is that Fripp financing votes do not end up being determined in this fashion. This is unfortunately more and more common in our culture/society. Let's keep that at a "low ebb" on Fripp!

WILDLIFE, CONSERVATION & SANCTUARY

6. **Conservation and Property Rights**

   How would you balance individual property rights with protecting natural habitat, green space, and wildlife?

   A: On such a tight- knit, tight-spaced island such as Fripp, it is important for the general enjoyment purposes of all island goers and for environmental sustainability that we have a holistic environmental plan that is well thought out, science supported and integrated. That will leave room for personal property development but within approved protections, as we attempt to do today. I would be supportive of more POA focus, in partnership with the Resort, on continuous re-looks at a holistic island development plan, that highlights, protects and accentuates the natural wildlife and habitat that we have – it is a valuable, unique, priceless set of assets.

   If a property owner's plans integrate into the island's total balanced development plan (do we truly have one today? Maybe it needs an update given all of the building that has gone on over the past 3-4 years!).

   While we own land/property on Fripp, given the nature (pun intended) of the environment of the island, we must prioritize protecting its somewhat fragile habitats. It is a privilege to live on Fripp, not a right in my view, despite owning land myself – we share the small island with so many diverse people and wildlife. A balance must always be sought, in my view, with strong bias toward the environment sustainment.

ETHICS, ACCOUNTABILITY & BOARD CONDUCT

7. **Conflicts of Interest and Fiduciary Responsibility**

   How would you identify, disclose, and manage potential conflicts of interest while fulfilling your fiduciary responsibilities to the POA?

   A: I do not have any current conflicts of interest that I am aware of, and if one or more develop, I will disclose them to the Board well in advance of any votes or related decisions I may be involved in. I would recuse myself from any "gray area" topics where I could not work to make decisions, on a team of other Board members, in the best interest of the community first, and not my own best interest.