

Strategic Plan 2020 – 2024

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Organization

Hilton Head Plantation Property Owners' Association (HHPPOA)

Stakeholder(s):

Toney Mathews

Role: **HHPPOA President** P

HHPPOA Board of Directors:

In March 2018, the POA Board initiated its strategic planning process for the next five-year planning period. Stakeholders including the Board, members of all standing committees and POA staff were asked to provide detailed input which tasked participants with enumerating the POA's strengths and weaknesses. Participants were also asked to list opportunities for further improvements and threats that could possibly affect the POA's long-term operations. This SWOT analysis was completed in the fall of 2018 and provided further insight for the long-range planning process. The 2020-2024 Strategic Plan was approved by the POA Board of Directors at its December 2018 meeting. The Strategic Plan serves as a primary guide to the Board and all standing committees in providing directions and setting priorities for management. It also serves the Board and General Manager as a guide in the annual budgeting process, which begins in June of each year.

Role: **Strategic Direction** P

HHPPOA Standing Committees

Role: **Subject Matter Direction** P

HHPPOA General Manager

Role: **Operational Direction** P

Vision

Hilton Head Plantation will continue to be the premier residential community in the Lowcountry by: a. Maintaining the beauty and integrity of what we have b. Operating with fiscal responsibility c. Ensuring that our residents are safe, well-informed, and delighted to live, work and play here.

Mission

To determine the overall strategic direction for development and maintenance of our Plantation.

Goal 1: Administration

Provide quality administrative support to Board of Directors, Committees and residents by maintaining a safe work environment, training staff, staying abreast of technological changes, adhering to government guidelines and responding to special requests.

Stakeholder(s)

HHPPOA Administration Committee

Role: Administrative Direction **P**

Objective 1.1: Staffing

Provide a stable competent staff in a changing labor force to satisfy the needs of HHP's property owners and residents.

ASSUMPTIONS: 1. The labor market in Beaufort County has tightened as the economy continues to improve the local labor market is becoming very competitive. 2. Competition from both Island and off-Island employers for quality personnel will continue. 3. Making travel to HHP easier and providing employee incentives will make HHPPOA an attractive employer.

Stakeholder(s):

HHP Property Owners

Role: Property Ownership **B**

HHP Property Residents

Role: Residency **B**

Performance Indicators

Measurements in Salary Scale

Description	Type	Start Date	End Date
Strategy 1.1.1. Review salary scale bi-annually to ensure POA salaries remain competitive with the marketplace and	Target		
	Actual		

Description	Type	Start Date	End Date
minimize turnover. Status: Ongoing – 2020 – reviewed bi-annually			

Measurements in Employee Incentives

Description	Type	Start Date	End Date
Strategy 1.1.2. Continue to offer and research employee incentives. Status: Ongoing – Obtain input from staff and other like organizations annually.	Target		
	Actual		

Measurements in Work Hours

Description	Type	Start Date	End Date
Strategy 1.1.3. Periodically review employee work hours to minimize impact on peak travel periods. Status: Ongoing	Target		
	Actual		

Measurements in Traffic Conditions

Description	Type	Start Date	End Date
Strategy 1.1.4. Work with Town, County, and State Representatives to improve traffic conditions on Route 278, to include the widening of the bridge to three lanes. Status: Work with appropriate community groups to influence County and State Governments to improve traffic conditions on Route 278, the Bluffton Parkway, and advocate appropriate land uses to minimize future traffic.	Target		
	Actual		

Measurements in Staff Turnover

Description	Type	Start Date	End Date	Percentage
Staff turnover is reduced to 5% or less annually.	Target			5
	Actual			

Objective 1.2: Safety

Provide a safe work environment for all employees and safe facilities for all Plantation residents and visitors.

ASSUPMTIONS: As the Plantation infrastructures continue to age, there is an expanded need to monitor safety factors.

Performance Indicators

Measurements in Worker Compensation

Description	Type	Start Date	End Date
Strategy 1.2.1. Continue to meet OSHA requirement, and provide a safe environment for employees. Measure:	Target		
	Actual		

Description	Type	Start Date	End Date
Worker compensation experience rating remains stable. Status: Review annually.			

Measurements in Absenteeism

Description	Type	Start Date	End Date	Percentage
Strategy 1.2.2. Provide appropriate safety training for key employees. Measure: Absenteeism due to illness or work related injury will be less than 2.5% annually. Status: Incorporated into orientation training of every employee.	Target			2.5
	Actual			

Measurements in Accidents

Description	Type	Start Date	End Date
Strategy 1.2.3. Incorporate safety orientated goals into the annual employee evaluation process. Measure: Accidents at POA facilities will be reduced. Status: Set goals in each annual review.	Target		
	Actual		

Measurements in Flu Shots

Description	Type	Start Date	End Date
Strategy 1.2.4. Continue Flu Shot Program for employees. Status: Ongoing.	Target		
	Actual		

Objective 1.3: Efficiency

Use current and future technology to automate POA services and increase efficiency while reducing costs.

ASSUMPTIONS: The Plantation has achieved defacto build out. This has stabilized assessments, which means there will be an increased need to emphasize efficiency, effectiveness and to reduce costs

Performance Indicators

Measurements in E-Mail

Usage

Description	Type	Start Date	End Date
Strategy 1.3.1. Explore using e-mail addresses for direct billing and other services. Status: Ongoing	Target		
	Actual		

Measurements in Board Elections

Electronic

Description	Type	Start Date	End Date
Strategy 1.3.2. Conduct the Board Election electronically means only. Status: 2020	Target		
	Actual		

Measurements in Software & Hardware

Upgrades

Description	Type	Start Date	End Date
Strategy 1.3.3. Continue to upgrade software and hardware to keep pace with improvements in technology. Status: Evaluate new software annually.	Target		
	Actual		

Measurements in E-Forms

Usage

Description	Type	Start Date	End Date
Strategy 1.3.4. Use Website E-forms to increase Administrative efficiency. Status: Ongoing	Target		
	Actual		

Measurements in Credit Cards

Online Usage

Description	Type	Start Date	End Date
Strategy 1.3.5. Consider expanding credit cards for online class registration and other purchases. Status: Evaluate in 2020	Target		
	Actual		

Measurements in Assessment Debiting

Usage

Description	Type	Start Date	End Date
Strategy 1.3.6. Explore direct debit for payment of assessments. Status: Evaluate for 2020	Target		
	Actual		

Measurements in Dolphin Head Wi-Fi

Availability

Description	Type	Start Date	End Date
Strategy 1.3.7. Explore Wi-Fi at Dolphin Head Recreation. Status: Phase in as resources permit.	Target		
	Actual		

Measurements in Online Survey

Usage

Description	Type	Start Date	End Date
Strategy 1.3.8. Conduct 2021 Survey online only. Status: 2021	Target		
	Actual		

Measurements in Printer

Upgrade

Description	Type	Start Date	End Date
Strategy 1.3.9. Upgrade printer for billing assessments. Status: 2020	Target		
	Actual		

Measurements in Technology

Usage

Description	Type	Start Date	End Date
Measure: As the population of the Plantation grows the need for additional administrative support will be absorbed through the use of technology.	Target		
	Actual		

Objective 1.4: Training

Provide training to maximize staff efficiency and reduce outside consulting costs.

ASSUMPTIONS: 1. Staff training improves morale, builds a team relationship, and improves quality service. 2. The need for consulting services will increase.

Performance Indicators

Measurements in Consultant Cost Reduction

Description	Type	Start Date	End Date	Percentage
Strategy 1.4.1. Provide all personnel computer training as needed. Measure: Outside consulting costs are reduced by 10%. Status: Ongoing	Target			10
	Actual			

Measurements in Additional Staff Support

Reduction

Description	Type	Start Date	End Date
Strategy 1.4.2. Continue to provide professional development funds in operating budget for staff participation in applicable workshops, seminars, and conferences. Measure: Minimize the need for additional support staff. Status: Ongoing	Target		
	Actual		

Measurements in Professional Development

Goals

Description	Type	Start Date	End Date
Strategy 1.4.3. Make professional development an objective in employees' performance goals. Status: 3. Ongoing	Target		
	Actual		

Measurements in Staff Efficiency

Scheduling

Description	Type	Start Date	End Date
Strategy 1.4.4. Explore scheduling software. Measure: Make staff more efficient. Status: 2020	Target		
	Actual		

Objective 1.5: Space

Provide adequate storage for POA data equipment and provide a comfort work environment for employees.

ASSUMPTIONS: 1. Present storage and work space may not be adequate to meet objectives.

Performance Indicators

Measurements in Paper Storage

Reduction

Description	Type	Start Date	End Date
Strategy 1.5.1. Investigate latest technology for storing required paper records. Measure: Reduce the need for paper storage. Status: Investigate in 2020	Target		
	Actual		

Measurements in Office Space

Evaluation

Description	Type	Start Date	End Date
Strategy 1.5.2. Evaluate appropriateness of office space. Status: Ongoing – 2020 thru 2022	Target		
	Actual		

Measurements in Board Packets

PDF Files

Description	Type	Start Date	End Date
Strategy 1.5.3. Investigate storing Board packets as PDF files and placing them on the POAs server for easy access. Status: Investigate in 2020	Target		
	Actual		

Measurements in Kitchen

Upgrade

Description	Type	Start Date	End Date
Strategy 1.5.4. Upgrade kitchen for storage and space	Target		
	Actual		

Goal 2: Covenants & ARB Guidelines

Provide consistent and effective review of all design submittals ensuring conformity with the Plantation's Covenants and ARB Guidelines.

Stakeholder(s)

Architectural Review Board

Objective 2.1: Communications

Communicate awareness with homeowners and commercial vendors the importance of following our building procedures.

ASSUMPTIONS: 1. Residents will understand and follow the building procedures as stated in the ARB Guidelines. 2. Vendors will support and comply with the ARB Guidelines.

Stakeholder(s):

Homeowners

Role: **Homeownership** PB

Commercial Vendors

Role: **Products & Services** P

Performance Indicators

Measurements in Information & Forms

Web Access

Description	Type	Start Date	End Date
Strategy 2.1.1. Encourage residents and vendors to access web for information regarding building, and review and approval process. Measure: Staff liaison	Target		
	Actual		

Description	Type	Start Date	End Date
will provide forms and applications for design review. Status: Ongoing			

Measurements in Communication

Timeliness

Description	Type	Start Date	End Date
Strategy 2.1.2. Communicate to property owners on timely topics via Plantation Living and Coffee with Peter (GM). Measure: Staff liaison provides topical write-ups to Plantation Living and General Manager. Status: Ongoing	Target		
	Actual		

Measurements in ARB Meetings

Notification

Description	Type	Start Date	End Date
Strategy 2.1.3. Inform residents and vendors of scheduled ARB monthly meetings. Measure: Staff liaison encourages complete submissions of required plans and documents. Status: Ongoing	Target		
	Actual		

Measurements in ARB Results

Notifications

Description	Type	Start Date	End Date
Strategy 2.1.4. Communicate results of ARB meetings to those residents who submitted plans. Measure: Staff liaison communicates results to vendors; encourages and offers advice for re-submittals. Status: Ongoing	Target		
	Actual		

Objective 2.2: Enforcement

Identify non-compliance with the Covenants and/or ARB Guidelines that may result in the initiation of penalties and/or other sanctions.

ASSUMPTIONS: 1. Residents will understand and follow the building procedure as stated in the ARB Guidelines. 2. Vendors will support and comply with the ARB Guidelines.

Performance Indicators

Measurements in ARB Guidelines

Readership

Description	Type	Start Date	End Date
Strategy 2.2.1. Encourage residents and vendors to read the ARB Guidelines for information regarding building and the review process. Measure: Staff liaison explains procedure to avoid delay in building procedure. Status: Compliance will expedite the building process.	Target		
	Actual		

Measurements in ARB Form

Clarification

Description	Type	Start Date	End Date
Strategy 2.2.2. Clarify distinctions between renovations/additions and new construction on existing ARB application form. Measure: ARB will conduct a detailed review of requirements. Status: Ongoing - Staff liaison will document on-site building schedule.	Target		
	Actual		

Measurements in Designer

Usage

Description	Type	Start Date	End Date
Strategy 2.2.3. Reinforce the use of architects or professional designers for plan preparation. Measure: ARB will advise on building and site inspections stressing compliance. Status: Ongoing - Non-compliance may result in a Stop Work order and may levy other sanctions.	Target		
	Actual		

Objective 2.3: Governing Documents

Provide documentation of building procedures to insure that ARB Guidelines are supporting of and consistent with the Amended Protective Covenants.

ASSUMPTIONS: 1. Well established governing documents support by the HHP and its residents. 2. Residents will understand and support the enforcement of these Governing Documents. 3. Vendors will support and comply with the ARB Guidelines, knowing that non-compliance may result in the enforcement of other sanctions.

Performance Indicators

Measurements in Design Review

Procedures

Description	Type	Start Date	End Date
Strategy 2.3.1. Review residents' application for Design Review procedures to ensure concise information concerning material required for review. Measure: ARB will review submitted material and advise on how to proceed to next phase of the review. Status: Complete submissions will facilitate a final approval.	Target		
	Actual		

Measurements in Checklists & Schedules

Information

Description	Type	Start Date	End Date
Strategy 2.3.2. Inform residents and vendors of building checklists and inspection schedules required by the ARB to inspect on-site building activity. Measure: Staff liaison will visit and document ongoing building progress. Status: Staff liaison will inspect on-site activity and document compliance.	Target		
	Actual		

Measurements in Guidelines

Review

Description	Type	Start Date	End Date
Strategy 2.3.3. Biennial review of Guidelines, recommend changes to the POA Board to be considered and adopted. Measure: ARB develops recommendations to the POA Board of Directors to modify the ARB Guidelines. Status: Ongoing review	Target		
	Actual		

Objective 2.4: Advice

Provide advice to owners, architects, and landscapers about how to improve submitted plans and how to enhance probability of approval by the ARB.

Stakeholder(s):

Owners

Role: **Property Ownership** **P** **B**

Architects

Role: **Design** **P** **B**

Landscapers

Role: Landscaping **PB**

Performance Indicators

Measurements in Plan Reviews

Compliance

Description	Type	Start Date	End Date
Strategy 2.4.1. Review plan submissions for consistency, fit in the neighborhood and Plantation, esthetics, and compliance with POA rules. Status: Ongoing	Target		
	Actual		

Measurements in Feedback

ConstructivenessRecycles

ConstructivenessRejections

ConstructivenessSatisfaction

ConstructivenessWorkloads

Description	Type	Start Date	End Date
Measurement: 4. Lower workload for staff in processing repeat submissions	Target		
	Actual		

Goal 3: Communication

Improve the value, quality, and effectiveness of communications between residents, staff, Board of Directors and potential property owners.

Stakeholder(s)

Residents

Role: **Residency** **B**

Staff

Role: **Staffing** **P**

Board of Directors

Role: **Strategic Direction** **P**

Potential Property Owners

Role: **Property Purchasing** **B**

Objective 3.1: Plantation Living

Continue to improve the value and readership of Plantation Living monthly newsletter.

ASSUMPTIONS: 1. Plantation Living will continue as the central voice of the HHPPOA, communicating important information, Board deliberations, and Board issues that impact/affect property owners. 2. Plantation Living should fully serve the best interests of HHPPOA property owners. 3. The publishing and distribution of Plantation Living, to the extent possible, should be self-supporting.

Performance Indicators

Measurements in Input & Recommendation

Description	Type	Start Date	End Date
Strategy 3.1.1. The Communications Committee will provide input to and offer recommendations for the content of Plantation Living and report its recommendations for any major changes. Measure: Quarterly. Status: Ongoing	Target		
	Actual		

Measurements in Financial Findings & Recommendations

Report

Description	Type	Start Date	End Date
Strategy 3.1.2. The Communications Committee will review Plantation Living Advertising Guidelines and financials and report its findings and recommendations. Measure: Monthly reports from Communications Coordinator. Status: Ongoing	Target		
	Actual		

Objective 3.2: F2F Communication

Continue to optimize face-to-face communication between residents, Staff and Board of Directors as relevant and appropriate.

ASSUMPTIONS: 1. Although we must keep up with the latest communications technology (Internet, Email blasts, etc.), it is very important to maintain “human contact” with our residents, Staff, and Board of Directors.

Stakeholder(s):

Residents

Role: **Residency** **B**

Staff

Role: **Staffing** **P**

Board of Directors

Role: **Strategic Direction** **P**

Performance Indicators

Measurements in Meetings

Timeliness

Description	Type	Start Date	End Date	Attendees
Strategy 3.2.1. Coffees with Peter, bi-monthly meetings with residents. Topics/speakers to be informative and timely. Key staff members and Board members should attend. Measure: Evaluate resident attendance at such meetings, participation and feedback. Status: Bi-monthly	Target			10
	Actual			

Measurements in Newcomers' Club Presentations

Feedback

Description	Type	Start Date	End Date	Attendance
Strategy 3.2.2. POA staff will present information about the various POA Departments to the Newcomers' Club at their first meeting of the year. Measure: Feedback from Newcomers Club members and officials in attendance. Status: Annual	Target			10
	Actual			

Measurements in Annual Meeting

Success

Description	Type	Start Date	End Date
Strategy 3.2.3. Annual Meeting in March. Measure: Successful completion of meeting (required by By-Laws). Status: Annual	Target		
	Actual		

Objective 3.3: HHPPOA Website

Increase the number of HHPPOA property owners using the Website as an important part of their communications process with the HHPPOA Board, its Standing Committees and the professional Staff.

Consider enhanced utilization of the Website and Internet as supplemental mechanisms for communication between residents, the Board of Directors, and Staff. ASSUMPTIONS: 1. Utilization of the HHPPOA Website continues to be a productive and useful tool in the process of communication between residents, Board of Directors, and Staff. 2. The HHPPOA Website should fully serve the best interests of HHPPOA property owners. 3. The value/use of the HHPPOA Website by property owners will increase when the content becomes valuable to them. 4. HHP households will continue to increase their use of the Internet.

Stakeholder(s):

HHPPOA Property Owners

Role: Property Ownership **B**

HHPPOA Board

Role: Strategic Direction **P**

HHPPOA Standing Committees

Role: Topical Direction **P**

HHPPOA Professional Staff

Role: Staffing **P**

HHP Residents

Strive to make the Website a vital source of information for residents.

Role: Website Usage **B**

Performance Indicators

Measurements in Website

Usage

Description	Type	Start Date	End Date
Strategy 3.3.1. The Communications Committee will continue to identify/ evaluate improvements to the Website that will make it more attractive and user-friendly by providing data/ functionality that will cause the Website to become the first source of information for residents/staff. Measure: Discuss in Communications Committee meetings; gather resident feedback. Status: Quarterly or as defined	Target		
	Actual		

Objective 3.4: Multimedia

Explore the use of multimedia to improve and/or expand communications between residents, Staff and the Board of Directors where appropriate.

Consider the use of “alternate” electronic technologies (especially in future years with rapidly changing technologies). ASSUMPTIONS: 1. To maintain our standing as the premier community on the Island, it is in our best interest to continue to monitor the use of the latest technology by the population in order to reach residents and others by utilizing the easiest and most widely accepted methods of communication. 2. Continue to update our current technology or replace it with newer technology that is cost-effective and suited to our needs.

Stakeholder(s):

HHP Residents

Role: **Residency** B

HHPPOA Staff

Role: **Staffing** B

HHPPOA Board of Directors

Role: **Strategic Direction** P

HHPPOA Communications Committee

The Communications Committee will continue to review new technologies as they become available to evaluate appropriateness for potential use within, for, and/or by the Plantation.

Role: **Technology Review** P

Performance Indicators

Measurements in Communications Technology

Evaluation

Description	Type	Start Date	End Date
Strategy 3.4.1. Evaluate technologies as a means of communicating to residents. Measure: Research feasibility and cost.	Target		
	Actual		

Objective 3.5: Survey

Produce the 2021 Resident and Opinion/Demographic Survey.

Produce the 2024 Resident and Opinion/Demographic Survey. ASSUMPTIONS: The purpose of HHPPOA’s triennial Resident Demographic/Opinion Survey is to obtain demographic information from residents, as well as to ask their opinion on various topics and issues. Not only does this information aid the POA in many of their decisions, but it also serves to convey to residents that their feedback and participation is important to and welcomed by the POA. The Survey helps to foster community spirit and belonging.

Stakeholder(s):

HHP Residents

Role: **Residency** B

Performance Indicators

Measurements in Survey

Production, Collection & PublicationProduction

Production, Collection & PublicationDrafting

Production, Collection & PublicationPublication

Description	Type	Start Date	End Date
Measure: Survey to be published in Plantation Living in the April 2024 edition.	Target		
	Actual		

Objective 3.6: E-mail

Continue to optimize email blast notifications as a main source of communication between HHP POA Staff and residents.

Increase the number of property owners who subscribe to the email blast system. ASSUMPTIONS: We currently have roughly 4,500 Property Owners signed up for our email blast notifications. Signing up for email blast notifications is voluntary. It is crucial to stress the importance of being on the list for important information.

Stakeholder(s):

HHPPOA Staff

Role: **Staffing P**

HHP Residents

Role: **Residency B**

Performance Indicators

Measurements in E-Mail Blast System

UsageMandatory Usage

Vendor Strength/Weakness

Description	Type	Start Date	End Date
Measure: Continue to evaluate strengths and weaknesses of current email blast company.	Target		
	Actual		

Measurements in Website Links

Inclusion in E-MailsIncluded

Description	Type	Start Date	End Date
Strategy 3.6.2. Link our Website to every email blast. Measure: We will have more traffic directed to our Website by placing the link in our email blasts. Status: Ongoing	Target		
	Actual		

Goal 4: Covenants

Promote harmonious community living while protecting and enhancing property values through consistent enforcement and application of Hilton Head Plantation Property Owners' Association (HHPPOA) Covenants and Rules and Regulations.

Stakeholder(s)

HHPPOA Covenants Committee

Objective 4.1: Communication & Education

COMMUNICATE, educate and increase HHP residents' awareness of both the Covenants and Rules and Regulations.

ASSUMPTIONS: 1. Residents need and appreciate ongoing dialogue concerning Rules and Regulations and compliance.

Stakeholder(s):

HHP Residents

Role: **Residency** B

Performance Indicators

Measurements in Media

EffectivenessCost Effective

Description	Type	Start Date	End Date
Strategy 4.1.1. Use cost effective media (Plantation Living, HHP website, print) to inform residents of Rules and Regulations and other Covenants issues. Measure: Staff liaison writes monthly articles for Plantation Living to reinforce Rules and Regulations issues. Status: Document input	Target		
	Actual		

Description	Type	Start Date	End Date
from residents concerning Rules and Regulations violations.			

Measurements in Violations Frequency

ReportingReported

Description	Type	Start Date	End Date
Strategy 4.1.2. Inform residents of the most frequent violations: people, pets, parking, mailboxes, etc. Measure: Staff liaison documents monthly Covenant Activity Reports on actual incidents and trends in violations. Status: Establish dialogue and correspondence with family members for updates on compliance.	Target		
	Actual		

Measurements in Coffee with Peter

CoverageCovered

Description	Type	Start Date	End Date
Strategy 4.1.3. Cover Covenants and Rules and Regulations issues with residents at Coffee with Peter. Measure: Post current information on agendas and meeting minutes. Status: Present at monthly meetings	Target		
	Actual		

Measurements in Non-Compliance

Resident ReportingResident Reports

Description	Type	Start Date	End Date
Strategy 4.1.4. Allow residents to report on non-compliance of Rules and Regulations. Measure: Monitor developments affecting residents or compliance. Status: Ongoing	Target		
	Actual		

Measurements in Rules & Regulations

DistributionPrint & Electronic

Description	Type	Start Date	End Date
Strategy 4.1.5. Periodically distribute revised Rules and Regulations in both electronic and printed format. Status: Ongoing	Target		
	Actual		

Measurements in Rules Acknowledgement

EnforcementSigning

Description	Type	Start Date	End Date
Strategy 4.1.6. Enforce acknowledgment of the Rules and Regulations by signing for them when registering a new resident. Status: Ongoing	Target		
	Actual		

Objective 4.2: Enforcement

Identify and ENFORCE in a timely manner HHPPOA Covenants and Rules and Regulations.

ASSUMPTIONS: 1. A small number of unconcerned owners (absentee, second home or foreclosures) or tenants who do not know or care. 2. Aging properties require higher maintenance. 3. Inability of some owners to maintain their property due to age or economic circumstances. 4. Contractor compliance issues rise with renewed activity. 5. Flagrant parking issues (commercial vehicles, boats, frequent violations, etc.) 6. Balancing natural versus unkempt appearances.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 4.2.1. Once each calendar quarter, each Committee member will visit their assigned area and report on properties believed not in compliance. Measure: Committee members will submit their findings to POA Staff. Status: Committee	Target		
	Actual		

Description	Type	Start Date	End Date
will monitor frequency of inspection reports submitted to staff liaison.			
Description	Type	Start Date	End Date
Strategy 4.2.2. Staff liaison will visit the properties and validate reported violations. Measure: Covenants Activity Reports. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 4.2.3. Staff liaison will contact residents to resolve violations. Measure: Staff liaison will notify owner/resident of violation and offer alternatives for compliance as appropriate. Status: Staff liaison will be proactive in achieving compliance.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 4.2.4. Covenants Activity Reports will be reviewed monthly to document status and identify developing trends for consideration of (A) changes to or added emphasis on enforcement or (B) modification to Rules and Regulations. Measure: Staff liaison will report trends in monthly Covenants Activity Reports. Status: Review status of properties that continue in non-compliance.	Target		
	Actual		

Objective 4.3: Recommendation

Provide WRITTEN recommendations to the HHPPOA Board of Directors to ensure that the Rules and Regulations are supportive of and consistent with the Amended Protective Covenants.

ASSUMPTIONS: 1. Well established and consistently enforced Rules and Regulations enhance property values. 2. Residents support enforcement.

Stakeholder(s):

HHPPOA Board of Directors

Performance Indicators

Description	Type	Start Date	End Date
Strategy 4.3.1. Review Covenants Activity Reports to determine possible needs for changes to Rules and Regulations. Measure: Committee conducts detailed	Target		
	Actual		

Description	Type	Start Date	End Date
review of Rules and Regulations. Status: Review annually			
Description	Type	Start Date	End Date
Strategy 4.3.2. Review Rules and Regulations and submit recommendations for changes to Board of Directors taking into consideration changing needs of HHP's population, community and POA organization. Measure: Develop recommendations to Board of Directors for modifications to Rules and Regulations. Status: Review when needed	Target		
	Actual		

Goal 5: Finance

Provide sound, pro-active and farsighted fiscal stewardship through prudent management and policies.

Stakeholder(s)

HHPPOA Finance Committee

Objective 5.1: Assessments and Income

Maintain property owner assessments and other income at a level consistent with maintaining HHP as the premier residential community in the Lowcountry.

The Plantation's finances will be implemented and conducted in a value driven and cost effective manner. ASSUMPTIONS: 1. Future economic conditions may assert downward pressure on some non-assessment revenues. 2. Cost of operations and maintenance will continue to rise. 3. Damage from a major storm or series of minor storms will tax reserves. 4. The privately owned golf clubs will remain going concerns and continue to contribute to assessment income.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 5.1.1. Recommend to the Board a balanced annual budget so that planned income equals planned expense. A shortfall covered by reducing year-end cash will not be implemented. Measure: Review monthly progress and year-end financial results to verify compliance.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.1.2. Optimize investment results consistent with our existing Investment Policy. Measure: Compare investment performance year-to-year.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.1.3. Review revenue and expenses vs. budget on a monthly basis. Measure: Perform review during monthly Finance Committee meetings.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.1.4. Seek new sources of revenue and ways to lower operational costs. Measure: Review feasibility of concepts as identified and developed.	Target		
	Actual		

Objective 5.2: Repairs & Replacements

Avoid special assessments by ensuring that adequate funds are available in the Major Repair and Replacement and Weather Casualty funds and suitable lines of credit are maintained.

ASSUMPTIONS: 1. HHP's aging infrastructure will need continual repair and upgrade. 2. Costs of operations will increase over the planning period due to inflation and changing economic conditions. 3. The Capital Transfer Fee will provide at least \$300,000 annually through 2024. 4. The national economy will not experience inflation, as measured by the CPI-U, in excess of eight percent annually.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 5.2.1. At the end of each fiscal year any Operating Fund balance in excess of \$300,000 is to be allocated equally to the Major Repair and Replacement and Weather Casualty funds, as per the Board's approved budget guidelines. Measure: Review compliance at the end of each fiscal year.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.2.2. Review proposed Major Repair and Replacement and the Capital Transfer Fund projects and make recommendations prior to Board approval. Measure: Forward projects to the Board as they are proposed with any recommendations.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.2.3. Review approved Major Repair and Replacement and the Capital Transfer Fund project expenditures. Measure: Review as part of the annual budget and subsequent compliance at the end of each calendar year.	Target		
	Actual		

Objective 5.3: Financial Controls & Policies

As directed by the Board, review existing financial controls and investment policies and make recommendations to the Board as needed.

ASSUMPTIONS: 1. Changes in internal and external conditions may require practices and policies to be updated. 2. Interest on invested funds will gradually increase but remain historically low.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 5.3.1. Periodically review current financial policies and recommend revisions to the Board as appropriate. Measure: Schedule review with staff bi-annually.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.3.2. Periodically review current internal financial controls and recommend revisions to the Board as appropriate. Measure: Schedule review with staff annually or as required.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.3.3. Review suggestions developed by the Auditors and make recommendations to the Board based upon these suggestions. Measure: Attend and provide comments as appropriate at the annual pre-audit and audit review meetings.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.3.4. Monitor investment return. Measure: Obtain stable to increasing returns while meeting risk limitations.	Target		
	Actual		

Objective 5.4: Audit Process

Support the Board in annual independent audit process.

As directed by the Board, review and recommend revisions to the contracting process of hiring the independent auditor. ASSUMPTIONS: If the same auditing firm is employed for a lengthy period, the lead auditor will be changed every five years.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 5.4.1. Recommend any specific controls to be audited to the Board. Measure: Make any recommendations prior to the pre-audit meeting with the Board.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.4.2. Monitor the annual audit process. Measure: Attend the annual pre-audit meeting and audit results report meeting with the Board and Staff.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 5.4.3. Along with the Board, keep a record of any actions and recommendations developed as part of the auditing process. Measure: Schedule annual audit record keeping proceedings, including actions and recommendations, annually.	Target		
	Actual		

Goal 6: Maintenance

Provide proactive and farsighted maintenance recommendations for HHP common properties, facilities, roads, leisure paths, revetments, lagoons, drainage system, salt marshes, conservancies and other physical assets.

Stakeholder(s)

HHPPOA Maintenance Committee

Objective 6.1: Maintenance Programs

Review current maintenance programs for each of the six strategic asset classes and recommend changes and improvements where appropriate

Strategic Asset Classes: a. Common property and conservancies. b. Facilities including Plantation House, Spring Lake Complex, Dolphin Head Pavilion and other buildings. c. Roads and leisure paths. d. Lagoons and lakes. e. Drainage system f. Dolphin Head Point, Pine Island and extended shoreline, including bluff revetments and salt marshes. ASSUMPTIONS: The Committee currently operates on an area basis for inspections, where a committee member inspects and evaluates all six-asset classes within their specific area.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 6.1.1. A member of the Maintenance Committee will be assigned: a) An asset class from the above list with the responsibility of becoming knowledgeable of that class. b) A geographic area of the Plantation to make annual inspections and report findings. Measure: Assignments are made no later than the second committee meeting of the	Target		
	Actual		

Description	Type	Start Date	End Date
new annual term. Status: Review annually by third quarter.			
Description	Type	Start Date	End Date
Strategy 6.1.2. Review existing maintenance practices and measures as applied to each asset class, and suggest improvements, as appropriate, for each of the six asset classes. Measure: Review progress in each asset class periodically at monthly committee meetings. Modify maintenance schedules and/or practices, if necessary. Status: Review triennially by third quarter by 2022.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.1.3. Identify other communities with similar characteristics and initiate benchmark programs; compare the maintenance of HHP's six strategic asset classes with the other similar communities over the next five years. Measure: Adopt comparison categories for each strategic asset class. Status: Review triennially starting with third quarter by 2022.	Target		
	Actual		

Objective 6.2: Customer Satisfaction

Monitor customer satisfaction for each strategic asset class and recommend corrective action as appropriate.

ASSUMPTIONS: 1. The customers are the residents (property owners). 2. Communications Committee will work with Maintenance Committee.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 6.2.1. Use the triennial resident survey and the auspices of the Communications Committee to gather and communicate information. Measure: Regular customer satisfaction review in place. Status: Provide questions relating to the maintenance of POA assets for	Target		
	Actual		

Description	Type	Start Date	End Date
inclusion in the triennial resident survey in 2018.			
Description	Type	Start Date	End Date
Strategy 6.2.2. Use a variety of vehicles to obtain customer feedback for measuring performance, along with other benchmarks. Measure: Suggested vehicles include use of the Plantation Newsletter, the website and periodic personal interviews. Status: Use Plantation Newsletter to let residents know that we are responding to their concerns and taking appropriate actions where necessary.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.2.3. Regularly review satisfaction. Measure: Enhance the Plantation website to solicit and accept resident input. Status: Evaluate resident feedback when completed.	Target		
	Actual		

Objective 6.3: Capital Improvements

Review the five-year list of Capital Improvements that is brought to the Maintenance Committee by the General Manager/Director of Maintenance.

Assess maintenance implications and provide feedback to the POA Board. ASSUMPTIONS: The annual Capital Improvement list will be used as a starting point. The existing Repair and Replacement Fund will be handled by management.

Stakeholder(s):

HHPPOA Maintenance Committee

Role: **Maintenance Oversight P**

General Manager

Role: **Operational Direction P**

Director of Maintenance

Role: **Maintenance Oversight P**

Performance Indicators

Description	Type	Start Date	End Date
Strategy 6.3.1. Continue the annual process currently being used. Measure 1: Annually review Capital Improvement list in place. Status: Complete annually by the third quarter. Measure 2: Review projects at monthly committee meetings, as required. Status: Complete plan as scheduled.	Target		
	Actual		

Objective 6.4: Storm Water Management

Review the Storm Water Management Agreement that the POA has with the Town of Hilton Head and provide recommendations to the POA Board when it is due for renewal.

Monitor value received from the Agreement annually. ASSUMPTIONS: 1. The POA and golf course maintenance managers, in concert, continue to monitor all lagoons. 2. The map of the system is effective and accepted by the Town as a means of establishing accountability and applicable funding.

Stakeholder(s):

Town of Hilton Head

Role: Storm Water Management **P**

HHPPOA Board

Role: Strategic Direction **P**

Performance Indicators

Description	Type	Start Date	End Date
Strategy 6.4.1. Monitor the effectiveness of the Storm Water Management System annually. Measure: Construct a Storm Water Management System map, highlighting watersheds to major outfalls. Status: Highlight MAP displaying the	Target		
	Actual		

Description	Type	Start Date	End Date
interaction between golf course drainage and lagoons and to the major outfalls.			
Description	Type	Start Date	End Date
Strategy 6.4.2. Review Agreement with Town of Hilton Head to verify that it covers priorities established by HHPPOA for the upcoming performance period. Measure: Review Agreement for compliance relative to priorities and data generated by the MAP. Status: Monitor annually	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.4.3. Monitor value received from Agreement with Town of Hilton Head. Measure: Review report from Town covering the cost of projects completed. Share the System MAP with the Town to assure clarity of accountabilities and the reserving of funds anticipated to address MAP findings. Status: Report and Town reply. Monitor annually	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.4.4. Prepare annual action plans to address any discoveries from number three (3) above. Measure: Plan presented to Board for approval. Status: Complete plans as required.	Target		
	Actual		

Objective 6.5: Landscaping

Identify landscaping options for beautification of roadside and other common use areas that can be implemented in a sustainable manner.

ASSUMPTIONS: There will be community convergence around our definition of terms and value proposition.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 6.5.1. Review projects as they are brought forward. Measure: Definition of Terms documented. Status: As needed to provide application clarity.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.5.2. Develop a prioritized list of new beautification projects that meet terms defined in #1. Identify the value proposition for each and their costs/savings over time. Measure: List is part of Annual MTC Operating Plan. Status: Annually in timely fashion for MTC Operating Plan process.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 6.5.3. Add "Beautification and Sustainability" value question to community survey. Measure: To be determined by the Communications Committee. Status: Annually with survey results informing any need to adjust our definition of terms and value proposition.	Target		
	Actual		

Objective 6.6: Spring Lake Pool Complex

Develop a long-range maintenance plan for the new Spring Lake Pool Complex.

ASSUMPTIONS: Customers are residents of Hilton Head Plantation.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

Goal 7: Recreation

Provide creative and stimulating recreational facilities and programs that are adaptable to the changing needs and diversity of our residents.

Stakeholder(s)

HHPPOA Recreation Committee

Role: Oversight of Recreation **P**

Objective 7.1: Programs

Review existing recreational programs to keep them interesting, stimulating and adaptive to our changing needs.

ASSUMPTIONS: Many residents are involved in various HHP recreational programs. The HHP survey's results indicate a continued and increase interest and need for recreational activities.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 7.1.1. Review and analyze the HHP 2021 Survey responses and the HHP 2024 Survey responses to anticipate changes and needs in recreation. Measure: Survey results will serve as the measure. Status: Completion - 2022 and 2025, respectively	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.1.2. Based on Survey, analyze recreational trends and make recommendations to POA Board. Measure: 2. Opinion Survey and resident input. Completion - 2022 and 2025, respectively	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.1.3. Research and evaluate the variety, effectiveness and level of participation in programs in other plantations and communities. Measure: Subcommittee Report. Status: Review annually	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.1.4. Encourage volunteerism. Measure: Review # of guests invited to Volunteer Party. Status: Review annually	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.1.5. Review staffing and volunteer needs. Measure: Review monthly management reports. Status: Review annually	Target		
	Actual		

Objective 7.2: Facilities

Inspect and evaluate existing recreational facilities to ensure that they are properly equipped, well-maintained and suitable to the changing needs of our residents.

ASSUMPTIONS: Many residents presently use available facilities. The HHP Opinion Survey indicates an even greater need for enhanced facilities. • Facilities are aging and may become outdated and may need replacing or refurbishing. Preventive maintenance is critical. • Recreational trends will continue to evolve and may suggest a need for updated/additional facilities.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 7.2.1. Research community to determine if a new or renovation of a facility is required to meet residents' needs for meeting and athletic uses. Measure: Surveys – 2021 and 2024. Status: Completion 2021 and 2024	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.2.2. Explore private industry / HHP partnership opportunities to enhance recreational opportunities. Status: Review annually	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.2.3. Maintain interior of present facilities (excluding major mechanical items) at least at current level. Status: Review annually	Target		
	Actual		

Objective 7.3: Spring Lake Master Plan

Consider the need for Phase IV of the Spring Lake Master Plan.

ASSUMPTIONS: Members will enjoy the additional recreational amenities and demand for use will outgrow the available facilities.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 7.3.1. Evaluate need for Phase IV. (Removing the Shuffleboard courts and replacing them with two Bocce ball courts. Keep practice tennis wall.) Measure: Resident feedback Status: Completion 2022	Target		
	Actual		

Objective 7.4: Dolphin Head Recreation Area

Explore renovation/replacement of the Dolphin Head Recreation Area.

ASSUMPTIONS: Community supports renovating or replacing the Dolphin Head Recreation Area; the plan is endorsed by the Board. • We have accumulated the funds to replenish the Weather Casualty Fund, and there is money accrued in the Capital Fund to begin the project.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 7.4.1. Obtain resident feedback. Measure: 1. Hold community meetings throughout the planning process. Status: Completion 2020	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.4.2. Engage a land-planning firm to work with the Recreation Committee on formalizing a recommendation to the Board of Directors for a specific plan for the Dolphin Head Recreation Area and a course of action. Measure: Evaluation of Plan completed. Status: Completion 2020	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.4.3. Work with the Finance Committee to develop a financial plan to fund project. Measure: Financial Plan completed. Status: Completion 2021	Target		
	Actual		

Objective 7.5: Plantation House

Explore renovation/replacement of the Plantation House.

ASSUMPTIONS: Community supports renovating or replacing the Plantation House; the plan is endorsed by the Board. • The Dolphin Head Recreation Area is paid off by 2024.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 7.5.1. Obtain resident feedback. Measure: Surveys 2021 and 2024. Status: Completion 2021 and 2024	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.5.2. Evaluate the Plan and recommend a course of action to the Board of Directors. Measure: Evaluation of Plan completed. Status: Completion 2024.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 7.5.3. Work with the Finance Committee to develop a financial plan to fund project. Measure: Financial Plan completed. Status: Completion 2024	Target		
	Actual		

Goal 8: Security Committee

Advise the POA Board on matters of security, public safety and technology in an effort to provide a positive environment for the residents, guests, staff and others permitted to live, work and play in Hilton Head Plantation.

Stakeholder(s)

HHPPOA Security Committee

Role: Security Oversight **P**

HHPPOA Board

Role: Strategic Direction **P**

HHP Residents

Role: Residency **B**

HHP Guests

Role: Enjoyment **B**

HHPPOA Staff

Role: Staffing **P**

Objective 8.1: Personnel

Maintain a competent, well-trained staff capable of effectively and efficiently addressing routine duties and issues, as well as handling new challenges and situations.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.1.1. HHPPOA training standards and protocols mandate new officers become fully trained within 24 months of hiring.	Target		
	Actual		

Description	Type	Start Date	End Date
Measure: Compliance with SLED performance standards. Status: Ongoing			
Description	Type	Start Date	End Date
Strategy 8.1.2. Consider the demands of the administrative function (reports and records) on the department and make appropriate recommendations to the Board. Measure: Implement as part of new officer routine training. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.1.3. Review SOPs (Standard Operating Procedures). Measure: SOPs current. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.1.4. Increase visibility of individual officers and other staff of Departments. Measure: Use newsletter, coffees, and events. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.1.5. Develop plans for long-term retention of Security Department personnel. Measure: Seek Board support and approval of plans. Keep salary levels competitive. Status: Annually with Budget requests	Target		
	Actual		

Objective 8.2: Crime Prevention

Minimize the incidences of crime in HHP.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.2.1. Continue residents' education to aid in minimizing crimes of opportunity. Expand use of Safety Alerts. Measure: Publish statistics raise resident	Target		
	Actual		

Description	Type	Start Date	End Date
awareness through Plantation Living, coffees, etc. Status: Ongoing			
Description	Type	Start Date	End Date
Strategy 8.2.2. Encourage residents to install alarm systems. Measure: Follow up on statistics. Measure and report the percentage of homes alarmed via the survey mechanism. Add alarm question in Annual mailing. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.2.3. Review crime statistics to evaluate the effectiveness of the HHP crime prevention program. Measure: Publish crime statistics showing trends. Compare statistics month to month and year to year in HHP versus other PUDs. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.2.4. Continue to coordinate and integrate the resources of the BCSO into the Security Department's crime prevention program. Measure: Periodically evaluate coordination efforts with representatives of the BCSO. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.2.5. Implement a Tip Line Program. Measure: Publish program in Plantation Living and on Website. Status: Pending approval	Target		
	Actual		

Objective 8.3: Traffic Safety & Control

Maintain efforts to reduce the number of traffic accidents; to minimize traffic congestion and prevent unnecessary entry delays at the gates, especially with regards to special events.

ASSUMPTIONS: Our present program must be continually updated to address new circumstances.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.3.1. Complete an annual analysis of accident types and causes. Analyze accident data to pinpoint enforcement, education, equipment and engineering needs each year. (Security Committee Task). Measure: 1. Use the Monthly Report provided to the Security Committee and Board of Directors to publish a synopsis in	Target		
	Actual		

Description	Type	Start Date	End Date
Plantation Living. Status: Annually in first quarter of each succeeding year			
Description	Type	Start Date	End Date
Strategy 8.3.2. Complete a Plantation-wide survey of the streets and intersections: a. Speed limits b. Signage c. Visibility for drivers and other engineering considerations. Measure: Intersection/street survey completed and results submitted. Status: Fourth quarter of each year	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.3.3. Continue use of Radar Speed Signs. Measure: Implementation. Status: Ongoing	Target		
	Actual		

Objective 8.4: Resident Assistance

Find ways of meeting the ever-increasing needs for resident assistance without negatively affecting other departmental responsibilities.

ASSUMPTIONS: Resident calls for assistance will continue to increase, further stretching Security Department resources. This type of non-law enforcement service is uncommon and further enhances the uniqueness of the HHP Security Department. The types and extent of services provided should be evaluated on a cost/benefit basis.

Stakeholder(s):

HHP Residents

Role: **Residency** B

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.4.1. Research the relationship of calls for service to the cost of adding new officers to maintain the level of service we now provide. (Security Committee Task) Measure: Review results showing frequency and cost of service calls. Status: Ongoing in the second quarter each year.	Target		
	Actual		

Objective 8.5: Operational Efficiency

Monitor and review new technologies, operational equipment, and facility assets to cost effectively enhance the success and safety of Security Department personnel.

ASSUMPTIONS: Ever changing technologies require continued evaluation.

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.5.1. Systematically survey and review operations to pinpoint areas for improvement. Measure: Security operational reviews and technological advances examined. Status: Ongoing	Target		
	Actual		

Description	Type	Start Date	End Date
Strategy 8.5.2. Evaluate new systems and enforcement techniques to include: Technologies, officer and departmental equipment, physical plants, and vehicles. Measure: New approaches brought to Security Committee for initial evaluation of possible HHP use. Status: Ongoing	Target		
	Actual		

Description	Type	Start Date	End Date
Strategy 8.5.3. After a new system/ technology is identified as potentially of use in HHP, develop and recommend an action plan based upon needs, priorities, and both practical and financial feasibility. Measure: In-depth evaluation and report to Board of Directors/General Manager for funding. Status: Ongoing	Target		
	Actual		

Description	Type	Start Date	End Date
Strategy 8.5.4. When an item from #3 is funded, make periodic presentations to the POA Board on progress of its implementation. Measure: Implementation of approved projects. Status: Ongoing	Target		
	Actual		

Objective 8.6: Resident Education

Develop methods and means to better educate residents about the responsibilities and operation of the Security Department and its staff.

Stakeholder(s):

HHP Residents

Role: **Residency** **B**

HHPPOA Security Department

Role: **Security** **P**

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.6.1. Explain training of officers and their authority within the Plantation. Measure: Presentation at a meeting of the Newcomers Club; Coffees (as invited), and monthly column in Plantation Living. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.6.2. Inform residents about lockbox program. Add Lockbox question to Annual mailing. Measure: Presentation at Coffee with Peter, Newcomers Club (as invited), column in Plantation Living. Add Lockbox question to Annual mailing. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.6.3. Inform residents about the Vacation House Check Program. Measure: Presentation at a meeting of the Newcomers Club, column in Plantation Living. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.6.4. Initiate a "Ride Along" Program for members of the Security Committee, Board and interested residents. Measure: Assess participation. Status: Ongoing	Target		
	Actual		

Objective 8.7: Animal Control

Maintain an adequate control program (training, procedures, and facilities).

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.7.1. Review current State, County, and Town requirements relating to domestic and wild animals to identify possible improvements in HHP program. Measure: Report results to Security	Target		
	Actual		

Description	Type	Start Date	End Date
Committee annually and to Board of Directors as warranted. Status: Ongoing			
Description	Type	Start Date	End Date
Strategy 8.7.2. Educate residents via Plantation Living concerning animal issues. Measure: Three to four Plantation Living articles per year on animal issues. Status: Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.7.3. Encourage “chipping” of all dogs via Plantation Living. Measure: Coordinate chipping events with the HHP Dog Club. Status: Ongoing	Target		
	Actual		

Objective 8.8: Disaster Response

Maintain and constantly review an adequate Disaster Response Program for both man-made and natural disasters, and a Hurricane Evacuation and Re-entry Plan (training, procedures, equipment and facilities, etc.).

Performance Indicators

Description	Type	Start Date	End Date
Strategy 8.8.1. Review current State, County, Town and HHP procedures to identify possible shortcomings and improvements in the current HHP plans. Measure: Report results to General Manager, Security Committee, and to Board of Directors as warranted for funding. Status:Ongoing	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.8.2. Implement identified needs as appropriate and budgeted. Measure: Identified needs in place and functioning. Status: Annually by the end of the second quarter.	Target		
	Actual		
Description	Type	Start Date	End Date
Strategy 8.8.3. Communicate Disaster Preparedness advice to residents. Review same on Web pages. Measure: Conduct a general meeting of residents to present the current Disaster Response advice and overview Hurricane Evacuation and Re-entry Plan. Review Web page. Status: Review Web page advice annually in first quarter. Plan presentation annually early in the second quarter.	Target		
	Actual		

Administrative Information

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Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone: