

HHI's Comprehensive Plan: Making It Interactive and Trackable October 1, 2020

Hilton Head's comprehensive plan comprises [370 pages](#) and sets forth [48 broad goals and nearly 380 strategies](#). Members of the Town Council and the Planning Commission have highlighted the challenge of prioritizing and tracking progress on so many objectives. The need to make the plan interactive has also been noted.

The purpose of this statement is to highlight how the Strategy Markup Language (StratML) standard ([ISO 17469-1](#)) and supporting services can be applied to address those requirements.

Priorities -- While it is the role of the Town Council to establish priorities for the expenditure of public funding, citizens and organizations can assist by rendering their own plans in StratML format and linking their objectives to those in the comprehensive plan.

It would be especially appropriate for leading institutions to do so, including the Chamber of Commerce, the Community Foundation of the Lowcountry, nonprofits, public utility districts (PUDs), service organizations, property owners associations (POAs), educational institutions, and medical service providers. Other local jurisdictions should be encouraged to do likewise and the State of South Carolina should publish its agency accountability reports in such a format as well. The effect would be to:

- Enable creation of a [Truly Connected](#) community-wide plan,
- Foster the formation of public/private partnerships from the bottom up and middle out as well as the top down, and
- Facilitate the establishment of a virtual public performance management system on a region-wide and state-wide basis and, ultimately, nation-wide and even world-wide.

Federal agencies are already [required by law](#) to publish their plans and performance reports in machine-readable format. So the question is how long it may take them to comply. In support of our [ideals of excellence](#), showing them how to do so represents an opportunity for innovative leadership by our community. Being the first locality to publish our plan in conformance with that good practice would distinguish Hilton Head in a way that no other municipality can match. There is only one opportunity to be first.

Project and program plans should be required for consideration of proposed public investments. In support of openness, transparency, and accountability, any organization seeking funding from the Town should be expected to publish its plan in standard format for public access. The maturity, quality, and completeness of such plans should have significant bearing on the priority ascribed to them. The degree to which project proponents may be willing and able to contribute their own and/or third-party resources is a factor that should be taken into account.

The StratML standard enables the documentation, sharing, and linking not only of goals and objectives but also:

- *leadership roles* assigned and volunteered,
- *money and resources* budgeted and committed, as well as
- *deadlines for delivery* of milestone results.

Together, those factors define the priority ascribed to proposed objectives. For example, a goal led by the mayor or other members of the town council might be considered to be of higher priority than one delegated to staff.

Key performance indicators (KPIs) should be specified, tracked, and routinely reported for all priority objectives.

Progress Reporting & Tracking -- Among the objectives set forth in the Excellence chapter of the comprehensive plan is EX3.1.1: [Progress Reports](#):

Maintain a **list of goals, strategies and tactics** that are specifically being addressed or accomplished so the Island community can follow progress and stay involved with the comprehensive plan. (emphasis added)

However, among the ideals of excellence established by the plan is to “[apply best practices and standards](#) for processes and projects.” StratML Part 2 standardizes the elements of performance plans and reports. If the goals and objectives are published in such format, there will be no need to maintain a separate listing of them. Instead, the plan can be transformed into a performance report simply by including the actual results associated with each objective within the plan itself, in near-real time and on an ongoing basis. The effect will be to make it a “living document” capable of keeping up with the pace of change and reflecting current realities.

What interactivity means is subject to interpretation but at least users should be able to quickly and easily discover and view objectives, stakeholder roles, and performance indicators of particular interest to them. They should also be able to provide input and feedback directly referencing each objective. Beyond that, it should be possible to discover and view related objectives in other plans, including for nonprofits, State agencies, and other local jurisdictions.

As shown in the following screenshots, the StratML standard enables each of those types of interactivity. The key point to keep in mind is that *standardization* makes the data relatively easy to share across applications, systems, and organizations. Failing to use the applicable standard violates our ideals of excellence, limits the utility of the data, and imposes needless cost on the public.

These screenshots depict [MediaWireMobile](#)'s capability to enable users to quickly find and access objectives of interest to them. It also shows how stakeholder roles and performance indicators can be documented in StratML format. The content is from the [Federal performance framework](#).

DOI APG3. Risk

Conduct Facility-Based Risk Inspections and Performance-Based Risk Inspections

Stakeholder(s)

Department of the Interior

Role: Director, Bureau of Safety and Environmental Enforcement (BSEE)

Scott Angelle

Role: Goal Leader

Inspections

Conduct facility-based risk inspections and performance-based risk inspections.

Performance Indicators

Facility-Based Inspections

Description	Type	Start Date	End Date	Number
By September 30, 2021, the Bureau of Safety and Environmental Enforcement will conduct 12 facility-based risk inspections ...	Target		2021-09-30	12
	Actual		2021-09-30	

Performance-Based Inspections

Description	Type	Start Date	End Date	Number
By September 30, 2021, the Bureau of Safety and Environmental Enforcement will conduct 6 performance-based risk inspections.	Target		2021-09-30	6
	Actual		2021-09-30	

HUD APG3. Hazards

Protect Families from Lead-Based Paint and Other Health Hazards

Stakeholder(s)

Department of Housing and Urban Development

Role: Director of the Office of Lead Hazard Control and Healthy Homes

Matthew Ammon

Role: Goal Leader

Housing Units

Making at-risk housing units healthy and lead-safe.

Performance Indicators

Housing Units

Description	Type	Start Date	End Date	Number
By September 30, 2021, protect families from lead-based paint and other health hazards by making an additional 17,800 at-risk housing units healthy and lead-safe.	Target		2021-09-30	17,800
	Actual		2021-09-30	

Performance Indicators

Enrollment Increase

Description	Type	Start Date	End Date	Percentage
Increase by 10 percent enrollment of Career and Technical Education concentrators in science, technology, engineering and mathematics (STEM) fields.	Target	2020-10-01	2021-09-30	10
	Actual		2021-09-30	

environment

Page 2
APG4. Environmental Management

Page 18
Services Environment (Next Gen FSA) to improve and personalize

Page 24
APG4. Environmental Management Coming soon. Stakeholder(s) Department of Energy

Page 24
for Environmental Management to the Under Secretary for Science _877aafa2

Page 24
Environmental Management Page 24

Page 39
and Environmental Enforcement will conduct 12 facility-based risk inspections .

health

Page 29
for Health Role: Goal Leader Elinore F. McCance-Katz,

Page 29
public health data and reporting; 4) supporting cutting-edge

Page 29
Mental Health and Substance Abuse Nora D. Volkow, M

Page 35
Other Health Hazards Stakeholder(s) Department of Housing and Urban

education

Page 17
Technical Education concentrators in science, technology, engineering and mathematics

Page 18
Department of Education Mark Brown Role: Goal Leader Role: Chief Operating

These screenshots show how our comprehensive plan can be quickly and easily queried in Chris Fox's [StratNavApp](#), which supports collaboration, SWOT and PESTLE analysis, as well as other value-added services to enable the development of better, more effective plans.

The screenshot shows the top navigation bar of the StratNavApp with the user name 'owen.ambur@verizon.net' and the project 'Our Plan - Section 3...'. Below the search bar, there are 11 search results for the term 'health':

- [Health Care Providers](#)
Generic Group
- [Health Care Providers](#)
Generic Group
- [HEALTHCARE](#)
Foster **health**care and **health** education that are available, accessible, affordable, innovative, and benefits all.
Goal
- [Health Care](#)
Create an environment for prosperity and innovation to allow the private sector **health** care providers to access adequate, cost effective **health** care services for the Island's aging population as well as residents and visitors. See Inclusive Strategy 7.3
Objective
- [Aging](#)
Foster an economy that includes support for a **healthy** aging population and allows for aging in place.
Objective
- [Healthcare](#)
Coordinate with organizations, such as Volunteers in Medicine, to assess **health**care needs for the diverse Island population.
Objective
- [Offerings](#)
Consider encouraging diverse offerings to access **health**care, such as Mobile Units.
Objective
- [Innovation & Investment](#)
Foster an environment that will promote innovation and private sector investment in the **health**care industry. See Economy Strategy 5.4
Objective
- [Watersheds](#)
Preserve **healthy** watersheds and restore impaired watersheds.
Objective
- [Diversity](#)
Foster a **healthy**, self-sustaining community that encourages economic, cultural, and demographic diversity by understanding the needs and assets of each of the Island's many different communities.
Objective
- [Education](#)
Educate residents and visitors about air quality and its impact on human and environmental **health**.
Objective

11 items in 343 milliseconds

The screenshot shows the 'GOAL' editing interface in the StratNavApp. The goal name is 'HEALTHCARE' and the goal statement is 'Foster healthcare and health education that are available, accessible, affordable,'. The description field is empty. The balanced scorecard perspective is set to 'Uncategorised'. To the right, there is an 'ADD A NOTE' section with a rich text editor and a 'Post' button. Below the goal form, there is a 'LINKED OBJECTIVES' section with three buttons: 'Healthcare', 'Offerings', and 'Innovation & Investment'. A '+ Add Objective' button is located at the bottom right of the linked objectives section.

Search

sustainability

Your current project All your projects

1. **SUSTAINABILITY**

Become recognized leaders in environmental protection and **sustainability**. See Regional strategy 4.5

Goal

2. **Research**

Investigate ways to foster environmental ecosystem and environmental **sustainability** research.

Objective

3. **Businesses**

1 businesses that can appropriately diversify the region's tourism industry, such as technology and **sustainability**.

Objective

4. **Sustainability**

10. Considers **sustainability** as foundational to the Island's environment, economic, and social development and redevelopment;

Value

4 items in 468 milliseconds

StratNavApp
Welcome owen.ambur@verizon.net
Project: Our Plan - Section 3...

GOAL

Goal Name
SUSTAINABILITY

Goal Statement
Become recognized leaders in environmental protection and sustainability.

Description
See Regional strategy 4.5

Balanced Scorecard Perspective
Uncategorised

ADD A NOTE

B I U

Post

NOTES

LINKED OBJECTIVES

Protections	Structures & Sites	Environmental Education
Green Standard	Efforts & Projects	Development Projects
LID	Town Hall	Event
Green Certifications	Impervious Surfaces	Research
Partnerships		

LINKED GENERIC GROUPS

Generic groups who support this goal:

Role	Generic Group	
Responsible	Businesses	
Responsible	Civic Groups	
Responsible	Environmental Organizations	
Responsible	Governments	
Responsible	Neighborhoods	
Responsible	POAs	
Responsible	Religious Groups	
Responsible	Schools	
Responsible	Universities	

5

This Portable Document Format (PDF) rendition was created with [Metaformix Information Systems](#)' conversion service. It also shows how **performance indicators can be documented** in our plan.

C1. PLANNING

Ensure the planning process is inclusive, collaborative and on-going, responsive to changing circumstances and stakeholder priorities.

See Excellence Strategy 2.1

C1.1. Tools, Applications & Services

Apply tools, applications and services to facilitate sharing information supporting community connections and collaborative efforts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

C1.1.1. Technology Infrastructure

Plan for technology infrastructure to facilitate best-in-class government services.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

C1.1.2. Social Media

Maintain a strong presence on social media and keep up with ever-changing and new social media platforms to reinforce the Core Values for the Town.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

C1.1.3. Connectivity, Transparency, Outreach & Involvement

Evaluate the development and use of technology such as online tools, applications, and services to facilitate connectivity, enhance transparency and increase outreach and public involvement.

See Excellence Tactic 3.5.2

Here's an example from the [Federal Performance Framework](#) showing actual performance data as well as the naming of a goal leader.

DOJ APG1. Cyber Threats & Attacks

Combat Cyber-Enabled Threats and Attacks

Stakeholder(s)

Department of Justice

Sujit Raman

Role: Goal Leader

Role: Associate Deputy Attorney General, Office of the Deputy Attorney General

Cybercrime

Combat cybercrime threats and attacks.

Cybercrime is one of the greatest threats facing our country, and has enormous implications for our national security, economic prosperity, and public safety. The range of threats and challenges cybercrime presents for law enforcement expands just as rapidly as technology evolves.

Performance Indicators

Actions

Description	Type	Start Date	End Date	Number
By September 30, 2021, the Department of Justice will combat cybercrime threats and attacks by conducting 16,000 computer intrusion program deterrences, detections, disruptions and dismantlements.	Target	2020-10-01	2021-09-30	16,000
	Actual	2020-10-01	2021-09-30	

-

Prosecution Resolution

Description	Type	Start Date	End Date	Percentage
By September 30, 2021, the Department of Justice will combat cybercrime threats and attacks by favorably resolving 90 percent of prosecutions of cyber defendants.	Target	2020-10-01	2021-09-30	90
	Actual	2020-10-01	2021-09-30	

-

Loss Recovery

Description	Type	Start Date	End Date	Percentage
By September 30, 2021, the Department of Justice will combat cybercrime threats and attacks by increasing the percentage of private sector losses recovered by the FBI's Internet Crime Complaint Center (IC3) to 76 percent.	Target	2020-10-01	2021-09-30	76
	Actual	2016-10-01	2018-09-30	73
	Actual	2020-10-01	2021-09-30	73

This example shows how **South Carolina agency accountability reports** can be more usefully presented than currently provided on the [Legislature's site](#).

2. Engagement

The SCDE will support engagement of all STUDENTS so they graduate from high school with the world class knowledge, skills, and characteristics to be successful in post-secondary college, careers, and citizenship.

Stakeholder(s)

Students

2.1. Resources, Training & Support

Provide resources, training, and support for school improvement, innovation, and high quality personalized learning opportunities.

Performance Indicators

2.1.1 Project Completion

Description	Type	Start Date	End Date	Percentage
Percent project completion of competencies (FY 2017-18 action items) Target: 100%	Target	2018-07-01	2019-06-30	100
Base: 100%	Actual		2018-07-01	100
Actual: TBD	Actual	2018-07-01	2019-06-30	100

Data Source and Availability: Office of Personalized Learning (OPL); Annually Calculation Method: Assess percentage of action items complete against total determined at beginning of FY 2017-18 Meaningful Use of Measure: Output; Monitor delivery

2.1.2 Schools Participating

Description	Type	Start Date	End Date	Number
Number of participating schools in tiered technical support for personalized and competency-based learning Target: 175	Target	2018-07-01	2019-06-30	175
Base: 117	Actual		2018-07-01	117
Actual: TBD	Actual	2018-07-01	2019-06-30	117

Data Source and Availability: OPL; Annually Calculation Method: Count number of schools participating at each tier Meaningful Use of Measure: Outcome; Assess effectiveness of office outreach and products

2.1.3 Schools Participating

Description	Type	Start Date	End Date	Number
Number of schools participating in both fall and spring assessment cycles Target: TBD	Target	2018-07-01	2019-06-30	
Base: Fall 25 Spring 25	Actual		2018-07-01	25
Actual: TBD	Actual	2018-07-01	2019-06-30	25

Data Source and Availability: OPL; Annually Calculation Method: Count number of schools participating each cycle Meaningful Use of Measure: Outcome; Assess effectiveness of office outreach and products

This screenshot shows how **mailto comment links can automatically be associated with goals and objectives**. Since they are available in open, standard, machine-readable StratML format, that is easy to do. To check out that capability “live”, click on [this link](#).

Table of contents

- Vision
- Mission
- Values
 - Excellence
 - Place
 - Inclusiveness
 - Safety
 - Quality of Life
 - History
 - Attractiveness
 - Nature
 - People
 - Greater Good
 - Diversity
 - Culture
 - Planning
 - Collaboration
 - Transparency
 - Sustainability
 - Inspiration
 - Leadership
 - Innovation
 - Learning
 - Standards
 - Best Practices
 - Adaptability
- IDEALS OF EXCELLENCE
- EX1: Place
 - EX1.1: Adoption
 - EX1.2: Deployment
 - EX1.2.1: Sense of Place
 - EX1.3: Promotion & Marketing
 - EX1.4: Recognition
 - EX1.5: History & Culture
 - EX1.6: Standards

Objective C1.1: Tools, Applications & Services

[Click to Comment on This Objective " Tools, Applications & Services "](#)

Apply tools, applications and services to facilitate sharing information supporting community connections and collaborative efforts.

Objective C1.1.1: Technology Infrastructure

[Click to Comment on This Objective " Technology Infrastructure "](#)

Plan for technology infrastructure to facilitate best-in-class government services.

Objective C1.1.2: Social Media

[Click to Comment on This Objective " Social Media "](#)

Maintain a strong presence on social media and keep up with ever-changing and new social media platforms to reinforce the Core Values for the Town.

Objective C1.1.3: Connectivity, Transparency, Outreach & Involvement

[Click to Comment on This Objective " Connectivity, Transparency, Outreach & Involvement "](#)

Evaluate the development and use of technology such as online tools, applications, and services to facilitate connectivity, enhance transparency and increase outreach and public involvement.

Other Information:

See Excellence Tactic 3.5.2

Objective C1.1.4: Input

[Click to Comment on This Objective " Input "](#)

Solicit input from stakeholders when testing new tools for communication.

Comments can be directed to a discussion database like the one depicted in the following screenshot, which can be accessed by clicking on [this link](#).

NEW TOPIC

Mark all as read

Actions

Filters

Help

Search

HHI Plan Shared publicly Membership and email settings

30 of 35 topics (12 unread)

Welcome to the discussion list for public comments on the goals and objectives outlined in the draft comprehensive visioning plan for Town of Hilton Head, South Carolina.

Edit welcome message Clear welcome message

<input type="checkbox"/>		★ Transportation (1)	By me - 1 post - 2 views - updated 4/22/19
<input type="checkbox"/>		★ Connections (1)	By me - 1 post - 10 views - updated 11/17/18
<input type="checkbox"/>		★ Connections (1)	By me - 1 post - 8 views - updated 9/27/18
<input type="checkbox"/>		★ Population	By ow...@ambur.net - 2 posts - 8 views - updated 9/10/18
<input type="checkbox"/>		★ Connections	By ow...@ambur.net - 2 posts - 26 views - updated 9/3/18
<input type="checkbox"/>		★ Experts & Taskforces	By ow...@ambur.net - 1 post - 10 views - updated 9/3/18
<input type="checkbox"/>		★ Standards	By ow...@ambur.net - 1 post - 4 views - updated 9/3/18
<input type="checkbox"/>		★ Public Transportation	By ow...@ambur.net - 1 post - 4 views - updated 9/3/18

The following screenshots show how **objectives can be linked and the relationships among them can be named and described**. To see how those links work, click on [this one](#). (The links open in a new browser tab. Closing the new tab returns to the previous tab.)

Objective 1.1: Planning & Technology

[Click to Comment on This Objective " Planning & Technology "](#)

Ensure the planning process is inclusive, collaborative and on-going, responsive to changing circumstances and stakeholder priorities.

Stakeholder(s):

[To be named]

Role: **[To be named]**

Performance Indicator

1.1.1:

Type	StartDate	EndDate	Description
Target			[To be described]
Actual			[To be determined]

Relationships:

Source - http://connectedcommunity.net/hhi/StaffDraft/CCCWG.xml#_895691fc-10b3-11ea-b2ef-855c0383ea00

Mutually supportive - Planning & Coordination

Other jurisdictions within the region should be engaged as partners in collaboratively developing and using online tools, apps, and services supporting the public planning and engagement processes.

Mutually supportive - Emerging Technologies

We should encourage and work with vendors to develop and continuously improve online tools, apps, and services supporting the public planning and engagement processes.

Objective 7.1: Planning & Coordination

[Click to Comment on This Objective " Planning & Coordination "](#)

Enable excellence in regional planning and coordination for the Town of Hilton Head Island as a built-in part of the everyday process.

Stakeholder(s):

[To be named]

Role: **[To be named]**

Performance Indicator

7.1.1:

Type	StartDate	EndDate	Description
Target			[To be described]
Actual			[To be determined]

Relationships:

Source - http://connectedcommunity.net/hhi/StaffDraft/RWG.xml#_1203cc32-10cc-11ea-9ba1-0c550c83ea00

Mutually supportive - Planning & Technology

Regional partners should be engaged in collaboratively working with entrepreneurs to develop and continuously improve online tools, apps, and services supporting the public planning and engagement processes.

Supported by - Emerging Technologies

Excellence in planning and coordination requires not only the application of standards and best practices but also enlightened leadership in developing, adopting, and using innovative online tools, apps, and services.

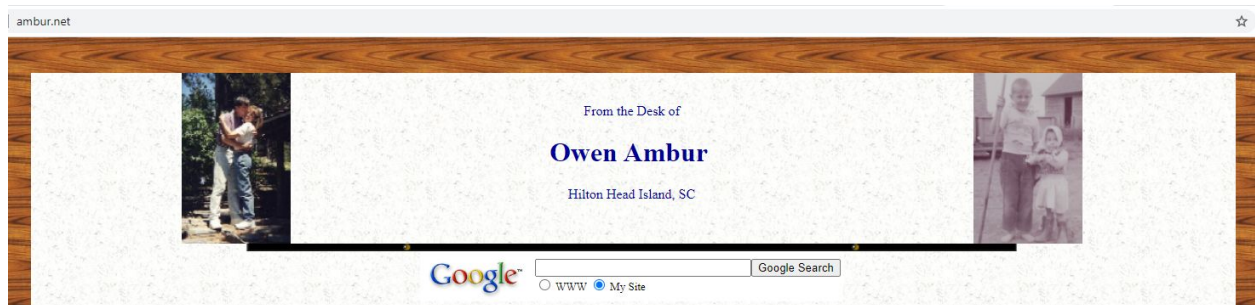
Candidates for Elective Office

Among several dozen [StratML use cases](#) is the following:

Goal 9: [Candidates for Elective Office](#) - Publish the issue statements of candidates for elective office as performance plans on the Web in open, standard, machine-readable format.

We can do better than the 30-second attack ads that now dominate Federal election campaigns. Rendering the candidates' plans in StratML format will enable value-added intermediaries to make it easier for voters to determine which are best aligned with their own priorities. It will also facilitate tracking and reporting of the performance of officials subsequent to their election.

Toward that end, I have posted the issue statements of the candidates for Town Council in StratML format on [my personal website](#).



- **Hilton Head Town Council**
 - Alex Brown for Ward 1 -- [StratML](#) | [PDF](#) | [Edit this plan](#)
 - Peter Kristian for Ward 1 -- [StratML](#) | [PDF](#) - [Edit this plan](#)
 - David Ames for Ward 3 -- [StratML](#) | [PDF](#) | [Edit this plan](#)
 - [Tom Reitz](#) for Ward 3
 - Glenn Stanford for Ward 6 -- [StratML](#) | [PDF](#) | [Edit this plan](#)
 - [Kent Berry](#) for Ward 6

Candidates wishing to demonstrate leadership by example could use the StratML standard to link their priorities to the goals and objectives set forth in the Town's comprehensive plan.