The POA Budget Development Process requires the POA Board to develop Enterprise Goals and Objectives to guide POA Staff during budget development. The 2015 Enterprise Goals and objectives are noted below for reference.

**2015 POA ENTERPRISE GOALS:**

**OVERALL GOAL: Reinvigorated Hot Springs Village Brand and Operating Excellence Producing Destination Community Growth**

**ENTERPRISE GOAL: Increased National and Regional Exposure of Hot Springs Village’s Natural Living and Recreational Environment**

**OBJECTIVES:**

- Launch targeted marketing program by March 2015 to produce increased member and visitor amenity usage, and a 10 percent increase in existing home sales by December 2015
- Strengthen relationships with state/local authorities to promote regional benefits
- Secure outside economic/business growth and a national home builder by December 2015

**ENTERPRISE GOAL: Modernized Financial Accounting to Complement Increased Monetary Opportunities**

**OBJECTIVES:**

- Implement by December 2015, the three-part Business Model to include: increased assessment revenue; improved amenity financial performance; and new growth funding initiative
- Implement financial reporting software system by March 2015
- Reenergized lot sales program to reduce delinquent assessments by December 2015
- Implement modern best practices to increase employee productivity by 10 percent by December 2015

**ENTERPRISE GOAL: Modern and Efficient Infrastructure System**

**OBJECTIVES:**

- Complete comprehensive review of future infrastructure and deferred maintenance requirements by March 2015
- Implement robust infrastructure maintenance and repair program by June 2015
- Implement innovative Information Technology products to produce 10 percent cost savings by June 2015

**ENTERPRISE GOAL: Upgraded Current Amenities and New Amenity Options**

**OBJECTIVES:**
• Complete comprehensive review of current amenity strengths and weaknesses to determine increased usage opportunities by January 2015
• Improved rental market offerings and availability by March 2015
• Increase amenity usage/revenues by 10 percent by June 2015, and continue through December 2015
• Develop potential new amenity plans and projected costs by December 2015

ENTERPRISE GOAL: Accurately Informed and Satisfied Property Owners

OBJECTIVES:
• Responsiveness to member and visitor inquiries within three days by March 2015
• Maximize usage of all media sources available by June 2015
• Improve member and visitor satisfaction rates across all POA activities

At the March 4 POA Board Work Session, the POA Board reviewed the 2015 Enterprise Goals and Objectives, and asked for Board and property owners input. Two property owners provided input, as summarized below. In addition, Vice President Shelton’s comments are noted below.

PROPERTY OWNER INPUT:
1) Suggested potential new 2016 Goals/Objectives:

• **Growth Goal**: 17,000 developed lots (those with a water meter)
• **Financial Goal #1**: Five-year total capital needs do not exceed three times the current year’s capital budget
• **Financial Goal #2**: All required reserve levels are continuously funded.
• **Infrastructure Goal**: Water, sewer, roads and facilities meet all minimum operational and quality standards
• **Amenities Goal**: HSV meets or exceeds the number and quality of all amenities found in best-in-class gated retirement communities
• **Member (Customer Satisfaction) Goal**: At least 85% member satisfaction in the areas of transparency/communication/participation, amenity value, and ownership value.

2) POA Board needs to integrate new Vision and Mission Statement with 2016 POA Enterprise Goals and Objectives.

• **2014 HSV Vision Statement**: Hot Springs Village, a gated community nestled in the Ouachita Mountains, offers a welcoming dynamic lifestyle with first class amenities, providing a variety of activities for all ages.
• **2010 HSV Board Mission Statement**:
  o Govern consistently with the Declarations and Protective Covenants,
  o Assure the viability of Hot Springs Village by establishing and managing goals and objectives, and
  o Ensure that the voice of the property owners is represented
• **2010 HSV POA Mission Statement**:
  o Develop strategies and plans to achieve our objectives,
  o Accomplish our work through effective processes and motivated workforce,
  o Provide quality service to all members, guests and visitors, and
  o Enhance the quality of life for all and ensure the continued growth of Hot Springs Village.

**Vice President Harv Shelton’s Comments Are As Follows:**

The following goals are intended to serve as a permanent guide to all Hot Springs Village POA budgeting, decision making and operations. The goals would be reviewed each year immediately after the election of new board of directors members. The purpose of the review would be to make new directors aware of the goals
and to give the board a chance to make any necessary adjustments to the goals. The goals would then guide the COO/GM and the POA staff in planning operations and preparing a budget for the coming year to work toward meeting the goals.

**Overarching Goal:** Maintain an active lifestyle community that is attractive to a range of ages and income levels.

**Growth Goals:**
1. Increase the number of developed lots to 17,000 by 2050.
2. Attract investors and developers who will work with the POA to develop selected blocks of lots.
3. Have 85 percent of all lots in good standing by 2050.

**Financial Goals:**
1. Identify all cash reserves for which the POA has a legal responsibility and ensure they are adequately funded at all times.
2. Set a desired amount of emergency reserve funds and plan to fund that reserve in each annual budget.
3. By 2020, reduce the backlog of capital projects to less than three times the current year capital budget.
4. Maintain clear financial reporting procedures to aid the Board of Directors and COO/GM in making financial decisions and to keep the membership informed of the financial health of the POA.

**Amenity Goals:**
1. Maintain a mix of well-maintained amenities that will appeal to current property owners and help attract future owners.
2. Establish an appropriate level of subsidy for each amenity and manage fees and operating expenses to meet the subsidy targets.

**Infrastructure Goals:**
1. Maintain plans for keeping all roads, water and sewer systems, and other infrastructure in good repair.
2. Develop plans to replace aging infrastructure in a timely manner and to expand infrastructure as needed to accommodate growth.
3. Maintain a geographical information database that accurately records the location of all POA facilities, infrastructure, common property, and lots.

**Member Services Goals**
1. Maintain a customer service center that responds promptly to members' routine and emergency administrative needs.
2. Maintain a call center which is open during normal business hours to respond to members' inquiries or directs their calls to the appropriate office. Also, provide an emergency contact point for all member emergencies during non-business hours.
3. Maintain an appropriate variety of communications channels to keep members informed of all POA activities, to include POA business, recreational opportunities, and special events.
**Personnel and Volunteer Goals**

1. Solicit employee and volunteer satisfaction feedback every three years, at a minimum.
2. Review organizational structure annually to ensure staff and volunteer resources are aligned with short-term and long-term goals.
3. Provide annual orientation and ongoing board and committee member training using a mix of external and internal training resources.
4. Provide annual supervisory training and ongoing mentoring for all supervisors and managers.
5. Provide annual safety training for all staff and volunteers.
6. Maintain a compensation and benefit strategy that remains competitive with regional standards.
7. Maintain a targeted recruiting program that attracts and retains the most qualified talent for all staff and volunteer positions.
8. Ensure accountability for enterprise-wide and position-specific mission statements and goals.

No further board member or property owner inputs have been received as of March 27, 2015. This topic will be discussed at the April 1, 2015 work session.