

**Kiawah Island Community Association**  
**Long Range Plan**  
**Cycle III**

Thursday, January 12, 2006

Cycle III will use the identical mission and vision statements and objectives listed in LRP II. This cycle includes wrap-up items from Phase II, survey and focus group info, info from the committees and staff, and the GM=s goals. It is critical to get this off the ground at least in January so that staff knows its direction for the coming year.

**Mission Statement** The mission of the Kiawah Island Community Association is to be a premier association in all aspects, especially in maintaining common properties, providing a secure environment, preserving a quality/ natural setting, meeting members needs for community services, **maintaining and enhancing property values, and fostering a sense of community for all members.**

**Vision Statement** The Vision of the Kiawah Island Community Association is that it will take the lead in

*providing a sense of community* and enriched quality of life for its members,  
*encouraging members to be good stewards* in meeting their responsibilities to each other, to the greater community that surrounds us and to the preservation of the natural qualities that enrich our island existence,  
*offering every opportunity* for its members to enjoy personal growth while respecting their heritage as a community and as individuals,  
*ensuring that wellness*, both in the maintenance of our good health and in the fun and joy experienced in life on Kiawah, is protected and nourished,  
*contributing positively to members' investment* in Kiawah, particularly in preserving property values, and  
above all, *guaranteeing that pursuit of excellence* in all the Association does is its guiding principle.

The **Mission** leads to

The **Vision** which leads to

The **Objective** in each Section which leads to

The **Priorities** which lead to

The **Measurable Goals** which lead to

Lastly the **Action Items**.

## **Financial Condition**

Objective - As the Island grows and new services and programs are instituted to meet the needs of the membership, the Association will maintain its outstanding financial condition. Budgets will be balanced and reserves maintained to meet changing needs. Minimum financial standards will be in place to guide changing leadership and staff to ensure the financial well being of the Association.

### Priority 1. Develop Financial Standards

Measurable Goal 1 - Complete the five year financial plan in 2003 which includes minimum funding for MRR, economic disaster plan, 5-year facilities and acquisitions plan, insurance requirements and coverage plan, employee and department head incentives plan. (Measurable by full plan being presented to board during budget season [November/December 2003].)

- Action Item 1a- Submit minimum funding requirements for MRR from FAC based upon Reserves Study by third party consultant. Complete by May board meeting. Format the plan so this will be ongoing part of future budgets.
- Action Item 1b- Develop and submit insurance coverage proposal package, prepared for bid, by May 2003. Submit package to 3 brokers, if possible.
- Action Item 1c- Propose and submit Employee and Department Head Incentives Plan, tied to performance and MBO work and company cost savings, to be incorporated into 2004 budget.
- Action Item 1d- Submit guidelines to Department Heads and Committees regarding budget preparation and 5-year planning to include funds available, budget goals, facilities plan and payroll guidelines.
- Action Item 1e- Seek budget approval of above items at November /December Board meeting 2003.
- Action Item 1f- Seriously consider alternative funding methods: grants, Town reimbursements, ATAX, Hospitality Tax, etc.
- Action Item 1g- Seriously consider alternative cost reductions: examples: CD delivery instead of paper delivery of Covenants and Welcome Packets to new members. Electronic media in lieu of paper media to reduce printing costs.

## Governance

**Objective** - All members will feel well represented and that their voices will be heard. They will trust the Association. The Association will experience a smooth and effective transition of control from the developer to the members. The Board and advisory committees will have broad representation of the membership, and the Association will enjoy a continual flow of new volunteers into committee activity. The governing documents, the Covenants, will be updated and made easy to read for all to understand. The Association will lead in seeking harmony, cooperation and civility in progressing the interests of its members in working with other key leadership groups on the Island. And as the population of the Island continues to grow, the Association will anticipate and plan for changes required to preserve members' values, sense of community and quality of life.

### Priority 2. Majority of members will feel well represented

**Measurable Goal 2** - Increase the broader involvement of all members by December 2003.

(Measurable by increase in fresh member participation in committee and noncommittee volunteerism by 10% (30 persons). Measurable by improved response to governance questions in survey, comparing last year to 2003.)

Action Item 2a- Implement a system (including annual calendar) of volunteer management to recruit new volunteers, track current volunteers, move volunteers through either committee or other opportunities and positively assist with 25% turnover on committees ideally and mentoring those interested ultimately in board service.

Action Item 2b- Answer questions raised in the 2002 focus groups about governance, in Digest.

Action Item 2c- Increase the number of new members involved in KICA volunteering efforts by 30 new members.

Action Item 2d- Increase the member awareness to volunteer opportunities and how to become involved (Perhaps a series of Digest articles explaining how committees are selected and educated.)

Action Item 2e- Assist Committee chairs in filling their vacancies, with 25% turnover on committees and 2 nonresident members on each committee as an ideal.

### Priority 3. Experience a smooth transition to member control

**Measurable Goal 3** - Communicate the existing transition plan (per Development Agreement for 2008 transition) to the membership early and often (Measurable by completion of ACovenants for Dummies@ and getting it posted to the website by December 2003.)

Action Item 3a- Get board consent to create ACovenants for Dummies@, which would become a Aworking guide for the layman@ about the covenants.

Action Item 3b- Create ACovenants for Dummies.@

## **Communications**

Objective - The flow of information from the Association to its membership will be prompt, understandable, topical, and reliable. The Association will encourage and facilitate regular feedback from the membership as well. New technologies will be explored and employed where effective, practical and appropriate.

Priority 4. Seek to understand the future demographic composition of the island so that members will have opportunities to be actively engaged in recreation, social, wellness and service opportunities

Measurable Goal 4 - Complete the Annual Survey and Tabulation in 2003. (Measurable by completion and tabulation and crosstabs by November 2003)

- Action Item 4a- Review the 2002 survey as well as 2002 focus groups. Using lessons learned, create the questions for 2003 survey.
- Action Item 4b- Analyze the data from 2003 survey and focus groups and communicate what this is saying to all pertinent committees and the board before Annual Meeting 2004.
- Action Item 4c- Create baseline data from 2002 survey to compare against 2003 survey.

Priority 5. Continue to improve Communications to and from the membership so that the membership knows that first their voice is heard and second that their participation and communication are valued.

Measurable Goal 5 - Give members the opportunities to contact the association for answers, complaints or information in an appropriate and timely way. (Measurable by increase in number of responses to 2003 survey, and by increase in attendance at Annual Meeting weekend. Measurable by the number of new opportunities afforded to members to let their voices be heard at all association meetings.)

- Action Item 5a- For all events, personally invite members to participate by postcard sent to a random, computer generated sampling.
- Action Item 5b- GM to phone random sampling of membership each week and ask "How's it going?"
- Action Item 5c- Make 2004 Annual Meeting weekend, less about Board and GM talking to members and more about hearing from members. To include open discussions at social events, etc.
- Action Item 5d- Advertise community events far enough in advance and in appropriate forums and with appropriate means to permit increased participation by all.
- Action Item 5e- Communicate with membership about current committee vacancies, the process to become involved in KICA volunteer opportunities and info about the committees themselves and their functions.

## **Membership**

Objective - The Association will foster a people-oriented, caring environment that focuses on individual member needs, regardless of whether they reside on the Island year-round or for only a week or two. Members will be encouraged and motivated to be actively engaged in recreational, educational, wellness and service opportunities on and around the Island. A strong sense of community will pervade.

Priority 6. Foster a sense of community through people-oriented programs.

Measurable Goal 6 - Increase education, fitness and wellness, and social outreach (Measurable for education in increased participation in AI programs by 20% new members. Measurable for Fitness and Wellness by the 20% increase in new members participating in programs. Measurable for Social programs by the 20% increase of new members participating.)

- Action Item 6a- Increase participation in the Kiawah Reads program, measurable through local book sales and attendance at the end-of-program event.
- Action Item 6b- Promote introductory course to make clearer the inner workings of community associations and roles of volunteers.
- Action Item 6c- Offer Italian language and Spanish culture classes in 2003
- Action Item 6d- Offer AARP Driver Safety Program in 2003
- Action Item 6e- Offer a "Legacy" Workshop
- Action Item 6f- Offer two Health Screenings in 2003
- Action Item 6g- Offer Weight Watchers Program
- Action Item 6h- Offer 6 week Fitness for Golf Program
- Action Item 6i- Increase attendance at New Member Welcome Brunches
- Action Item 6j- Develop and create a New Saturday Night Event for Annual Meeting Weekend to bring members together.
- Action Item 6k- Increase attendance at Kiawah Goes to the Dogs.
- Action Item 6L- Increase number of neighborhood block parties at Cinder Creek and Rhett=s Bluff.
- Action Item 6m- Offer one Summer Cookout by the Pool in 2003.
- Action Item 6n- Offer 2 new Kiawah River cruises in 2003.

## Service Delivery

Objective - The Association will be recognized as among top associations in the country in providing member services. Recreation, property maintenance, security and other services will be continually monitored and revised as required to meet members' needs. Services for special groups, such as seniors, will be in place. In contributing to a sense of community, there will be ample places and forums for members to meet and mingle.

Priority 7. Meet members' wellness needs by delivering services in recreation, property management and security

Measurable Goal 7 - Create and implement programs that positively impact quality of life for all members. (Measurable by the rise in satisfaction level from the member survey for property management [land and lakes], recreation, security, and general maintenance and MRR.)

Action Item 7a- Create a free bicycle registration program for members.

Action Item 7b- Continue the bicycle pick-up program

Action Item 7c- Create a solid motorist-assist program, to assist elderly, carrying shopping bags, etc.

Action Item 7d- Provide one crime prevention seminar in 2003.

Action Item 7e- Provide recommendations to improve County's EMS service.

Action Item 7f- Seek to create plan to provide 24/7 code enforcement response to wildlife issues.

Action Item 7g- Seek to create town code enforcement capability for all nights and weekends from KICA security staff.

Action Item 7h- Reduce the number of open (i.e., outstanding) service requests received. Create a 3 business day turnaround in follow-up to members by Member Services department.

Action Item 7i- Streamline covenant compliance process to reduce home and landscape covenant violations carrying longer than 45 days in the cycle.

Action Item 7j- Work with Town and ARB to reduce the visibility of trash receptacles.

Action Item 7k- Conduct Mosquito and Lakes Seminars in late summer, 2003

Action Item 7l- Set up the Lakes Management and Mosquito website, linked from KICA's website. Has links to CDC, NOAA, DHEC etc

Action Item 7m- Complete inventory of all KICA properties and place into MapInfo. Include properties of 99 year lease as well as those deeded and owned.

Action Item 7n- Develop guidelines for future maintenance of properties consistent with ethos to enhance island's native vegetation for wildlife habitat purposes.

Action Item 7o- Implement a plant rescue program to save rare or valued native species on lots to be imminently developed.

Action Item 7p- Update the Rules and Regs Handbook in Fall 2003. Publish on web.

Action Item 7q- Update the Land and Lakes Guidelines on the web to include new features to be added, such as plant rescue program.



## **Facilities**

Objective - The development of new facilities will continue to be guided by the Association's aspirations for high quality member services. Recreation, administrative, security and maintenance facilities will be positioned to meet the changing and expanding needs of the membership as the Island continues to grow. Policies and practices will continue to ensure maintenance of our infrastructure in outstanding condition.

Priority 8. Review future land and facility needs

Measurable Goal 8 - Improve all operations by evaluating the physical plant in 2003. (Measurable by connectivity of all departments by December 2003 compared to December 2002. Also, measurable by completion of Maint Facility Plan by December 2003. Also, measurable by completion of Aas-builts@ of all visible infrastructure onto MapInfo by December 2003)

- Action Item 8a- Evaluate the Little Rabbit Island facility replacements with view toward customer friendliness and optimization for the user. Also, find replacements for break area and changing room facilities. Seek parking facility for security shifts.
- Action Item 8b- Connect information flow to/from all departments and data-share on all 6 sites and 4 departments. Purpose is to provide Department Heads and employees with current, live access to financial data and member database.
- Action Item 8c- Complete plans for New Maint facility by December 2003.
- Action Item 8d- Complete Aas-built@ plans of all visible infrastructure elements (leisure trails, visible drainage, association buildings in MapInfo format).
- Action Item 8e- Seek to secure land for Adown island@ maintenance site by December 2003.
- Action Item 8f- Create conceptual plans for Adown island@ maintenance site in 2004.
- Action Item 8g- Seek professional architect to assist in making best use of Sandcastle limited space in 2003.
- Action Item 8h- Seek professional advice on improvements to Rhett=s Bluff.
- Action Item 8i- Find professional engineer to consult for association=s bridge inspections and recommendations.
- Action Item 8j- Develop plan for future maintenance of high-end landscape maintenance areas.
- Action Item 8k- Improve Rhett=s Bluff to include screening and restroom facilities.
- Action Item 8L- Improvements to Cinder Creek to include screening of the porch area.

## **Human Resources**

Objective - The Association will employ an outstanding, empowered staff, taking full advantage of their abilities. Staff will be service minded. Responsibilities of the staff will be repositioned as required to meet the changing needs of the membership. Opportunities for employees to enhance personal development and professional progress will be fostered.

Priority 9. Continue to develop a Customer Service Culture

Measurable Goal 9. Provide personnel who can deliver excellent customer service (be productive) and who believe KICA is an enjoyable place to work. (Measurable by improvement of score by members in survey about service provided. Measurable by increase in employee satisfaction scores in annual employee survey)

- Action Item 9a- Provide quarterly company-wide employee training sessions with emphasis on customer service.
- Action Item 9b - Provide good health insurance benefits.
- Action Item 9c- Complete plan to train supervisors in employee evaluations, workers compensation.
- Action Item 9d- Get 50% improvement in attendance of Supervisors and Department Heads at HR Training seminars.
- Action Item 9e- Revise and Update the Employee Handbook to include supplemental HR policies.