

Action Item Chart, LRP III as of February 13, 2004

Section of the LRP	Action Item Synopsis	Assigned To:	Timetable for Completion	Status
Financial Conditions	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.	Teresa Cooper	August-03	COMPLETE – As of December 4. The MRR Policy with min and max balance requirements, Investment Policy with tighter fin controls and first 10-year MRR Timeline for Cap Projects were completed and board approved.
Financial Conditions	Action Item 1b- Develop and submit insurance coverage proposal package, prepared for bid, by May 2003. Submit package to 3 brokers, if possible	Teresa Cooper	May-03	COMPLETE – as of June 2003, proposal was recommended by the FAC and accepted by the Board.
Financial Conditions	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.	Teresa Cooper and Maggie Hawkins	January 2005	UNDERWAY – The HRC is scheduled to meet with GM and all Department Heads December 11 to brainstorm ideas. Initial idea was that tangible savings from the budgeted amount will result in tangible benefit for the employee and Department Head. New concept is that this would be tied to employee’s overall performance including overcoming obstacles, and based on Performance Mgmt System (in place for first time this year) as well as in cost savings to KICA. May be approved at the 2/23 BOD meeting.

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Financial Conditions	Action Item 1d - Submit guidelines to Department Heads and Committees regarding budget preparation and 5-year planning (<i>sic – this was changed to 3-year for operations per the budget training session on May 20, 2003 and MRR forecast was madeis now 10-year.</i>) to include funds available, budget goals, facilities plan and payroll guidelines.	Teresa Cooper	November-03	COMPLETE – May 20, 2003 budget preparation seminar was held on-site. Board, Comm Chairs and DH Staff in attendance. Zero Based budget planning process implemented for the first time this year. Board approves general budget assumptions August 25, 2003.
Financial Conditions	Action Item 1e- Seek budget approval of above items at November /December Board meeting 2003.	Teresa Cooper	December-03	COMPLETE – December 4, 2003 Board approved 2004 budget and three year forecast.
Financial Conditions	Action Item 1f - Seriously consider alternative funding methods: grants, Town reimbursements, ATAX, Hospitality Tax, etc.	Teresa Cooper and Norm Shea	November-03	COMPLETE – As of November 2003. Ongoing. Town approved ATAX for Earth Day. Also, town approved \$20k for KICA Guest Guides. The Lakes Dept partnered with NOAA for \$75k grant completed Oct 2003. To date for 2003, we have submitted grant requests with KINHC but nothing materialized for this year. Sought and received town assistance for ½ of cost of CPR instructor devices.
Financial Conditions	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.	Teresa Cooper and Tammy McAdory	December-03	COMPLETE – December 2003. Ongoing – Search for new ways and better methods. Zero Based budgeting process was implemented for the first time in 2003.

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Governance	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.	Shannon White	August-03	COMPLETE – December 2003. This is the system’s first year. System is in place. Success of the program measured by the increased number of new volunteers to KICA to 32 members, implementation of first Committee Chair Orientation, and implementation of Board goal for 25% turnover and 2 NR members per committee in spring 2003.
Governance	Action Item 2b- Answer questions raised in the 2002 focus groups about governance, in Digest.	Tammy McAdory	June-03	COMPLETE – as of May 2003, all questions raised in focus groups have been answered in Digest or were preempted by other mailings to members. December 2003 – Karen Watson’s summary of 2002 Survey is complete.
Governance	Action Item 2c- Increase the number of new members involved in KICA volunteering efforts by 30 new members.	Shannon White	May-03	COMPLETE - as of May 30, 2003, We have 22 new committee members, 7 new annual meeting volunteers, and 3 new volunteers for Adopt a Trail bringing the total to 32. Continued through the year to bring new volunteers into committees. This work is ongoing.
Governance	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.)	Tammy McAdory and Shannon White	November-03	COMPLETE – November 2003. One article was published in May. Also published in October (article) and November (reminder box) This work is ongoing.

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Governance	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.	Shannon White and all Department Heads	Apr-03	COMPLETE -as of April, 2003, nine of the ten committees have 2 Nonresident members on committee. Also, the only committee without member turnover is the HRC which is a so-called board committee. (But as of December 2003, this committee had seen turnover of 40%-jb) Also the ad hoc Tech Committee formed and disbanded in 2003 consisted of only resident members, no non-resident members.
Governance	Action Item 3a - Get board consent to create "Covenants for Dummies", which would become a "working guide for the layman" about the covenants.	Tammy McAdory	February 2003	COMPLETE in 2003 - This publication has changed into a broad-brush guideline about the covenants. Also called a layman's guide to the covenants.
Governance	Action Item 3b - Create "Covenants for Dummies"	Tammy McAdory	December-03	COMPLETE as of December 2003 – see item 3a above. Draft was assigned to legal counsel as a first draft July 2003 and again in November 2003. The work went to GPC in December. In addition, creating this guide required that first the existing covenants with all revisions and amendments since 1976 be created. This was completed. Updated versions of the Covenants, KICA Covenants, Bylaws and Rules and Regs are now published for the first time on the KICA website, making covenants available to all members.

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Communications	Action Item 4a - Review the 2002 survey as well as 2002 focus groups. Using lessons learned, create the questions for 2003 survey.	Tammy McAdory	October-03	ITEM CHANGED -- COMPLETE December 2003 - This item changed. CSC Chair and the GPC analyzed and summarized 2002 survey. Action Item 2b above. GPC recommended no survey for 2003. Next member survey is 2004.
Communications	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.	Tammy McAdory	March-04	ITEM CHANGED -- COMPLETE as of December 2003 – see item 4a above.
Communications	Action Item 4c - Create baseline data from 2002 survey to compare against 2003 survey.	Tammy McAdory	September-03	COMPLETE as of December 2003 – The focus changed since there was no 2003 survey. Data from 2002 will be available for measure against 2004 and future surveys.
Communications	Action Item 5a - For all events, personally invite members to participate by postcard sent to a random, computer generated sampling.	Tammy McAdory	December-03	ITEM CHANGED -- COMPLETE as of August 2003 - Venue was changed as of April 2003 to emails to full membership to invite to upcoming rec. and social events. Bulk emails were sent monthly starting in May 2003. Community Events were highlighted. Also, Board approved and implemented new Kiawah Portal page at cost of \$6k per year as a communication medium for members. Ongoing.
Communications	Action Item 5b - GM to phone random sampling of membership each week and ask "How's it going?"	Joe Bunting	December-03	COMPLETE as of Feb 2003 - GM is in contact with two members per work day. These are informal phone sessions to get a pulse. Ongoing.

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Communications	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.	Shannon White	March-04	UNDERWAY – as part of the budget process CSC completed the planning. Idea is that 2004 Meeting will be as planned in prior years, but that social event to be held the evening before (called “Celebrate Kiawah”) would be free to all members and offer open discussion in a social-event atmosphere. CAC would be involved to publish announcements etc. Ongoing from year to year.
Communications	Action Item 5d - Advertise community events far enough in advance and in appropriate forums and with appropriate means to permit increased participation by all.	Tammy McAdory, Shannon White and Kay Narmour	December-03	COMPLETE as of September 2003 – This item is ongoing. Flyers are available at front desk admin, Sandcastle, and in Digest. Monthly bulk email about Sandcastle events done and ongoing. Also, new Sandcastle web presence is complete as of July 2003. Also new Kiawah Portal is complete this year. Qtrly booklets of activities published and placed at all above locations and Cassique front desk. Digest insert completed monthly with September 2003 being first date completed.
Communications	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.	Tammy McAdory and Shannon White	December-03	COMPLETE – November 2003. One article was published in May. Also published in October (article) and November (reminder box). The information about which committee does what is disseminated in New Member Welcome Packets and at New Member Welcome Gatherings. Time and Talent Forms are available at all places. This work is ongoing.

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Membership	Action Item 6a - Increase participation in the Kiawah Reads program, measurable through local book sales and attendance at the end-of-program event.	Shannon White	September-03	COMPLETE, August 2003 - 2 authors and books selected in April. Promo was placed in Digest. Authors of both books present for book reading at Sandcastle; one in July; one, August. Last year 45 members attended the author event. This year there were over 50 members at each event and the audience for each was quite different. We have surpassed expectations for this goal for the year. CSC will continue program in 2004 based on attendee survey response.
Membership	Action Item 6b - Promote introductory course to make clearer the inner workings of community associations and roles of volunteers.	Joe Bunting and Shannon White	November-03	COMPLETE, June 2003 - First course was developed in spring and then taught on June 28. This is free to KICA members. Course title is "It's Not Just a Place to Live." This will be ongoing in 2004. Also for the first time, Tammy McAdory was able to get KICA covenants and bylaws onto the KICA website.
Membership	Action Item 6c - Offer Italian language and Spanish culture classes in 2003	Kay Narmour	March-03	COMPLETE – Courses were held at Sandcastle from January to March 2003 and November to December 2003. Sandcastle is offering Italian classes again in 2004.
Membership	Action Item 6d - Offer AARP Driver Safety Program in 2003	Kay Narmour	January-03	COMPLETE –programs was held January 27, 2003.
Membership	Action Item 6e - Offer a "Legacy" Workshop	Kay Narmour	October-03	COMPLETE – Workshop was cancelled because the instructor was unable to teach, but new floral design and digital photography workshops were added in 2003 as substitutes.

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Membership	Action Item 6f - Offer two Health Screenings in 2003	Kay Narmour	November-03	COMPLETE - The first screening was completed in January and the second was held in October at Sandcastle. Bioscan screenings were added at the October session. Ongoing.
Membership	Action Item 6g - Offer Weight Watchers Program	Kay Narmour	November-03	COMPLETE – Ongoing. This program began in January 2003 and ran through April. This will be offered in Spring 2004 if there is enough demand. Also, Sandcastle introduced 4 new fitness classes this year: Boot Camp, Pilates 101, Circuit Training, and Saturday Yoga.
Membership	Action Item 6h - Offer 6 week Fitness for Golf Program	Kay Narmour	April-03	COMPLETE - This new program ----plus a similar new program for tennis players--- was completed in months of April and May.
Membership	Action Item 6i - Increase attendance at New Member Welcome Brunches	Shannon White	December-03	UNDERWAY- First member brunch was held on March 10, 2003 with 17 attendees The summer brunch was cancelled. Committee reformatted the event and lowered the per person costs. The last event of the year will be held December 29 from 4-6 p.m.. Last year's attendance at brunches was approximately 40 attendees.
Membership	Action Item 6j - Develop and create a New Saturday Night Event for Annual Meeting Weekend to bring members together.	Shannon White	May-03	COMPLETE – the 2003 event was entitled Celebrate Kiawah. There were 400 members in attendance including approximately 100 new members. Plans are in the works for a bigger event on Saturday March 20, 2004 at Sandcastle.

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Membership	Action Item 6k - Increase attendance at Kiawah Goes to the Dogs.	Kay Narmour	July-03	COMPLETE as of December – Two dates were planned and both were unsuccessful. To replace these events, three other new off-site events were planned and had full attendance: 1 trip to Family Circle Tennis at Daniel Island, 1 trip to Edisto Island Post Office, and 1 trip (w/ dinner) to symphony.
Membership	Action Item 6L - Increase number of neighborhood block parties at Cinder Creek and Rhett's Bluff.	Kay Narmour	December-03	COMPLETE. This was not a successful venture. There were 5 block parties last year, and 2 this year. Staff will continue this free program in 2004. Still, Staff introduced this year another member social event – the Cinder Creek Oyster Roast held this fall to promote community connectedness and highlight Cinder Creek common area facility. Oyster Roast will be ongoing.
Membership	Action Item 6m - Offer one Summer Cookout by the Pool in 2003.	Kay Narmour	September-03	COMPLETE as of Memorial Day Weekend 2003 and a new cookout called Jumping July which hosted 100 attendees. Ongoing.
Membership	Action Item 6n - Offer 2 new Kiawah River cruises in 2003.	Kay Narmour	October-03	COMPLETE as of 5/30/03, there are five Bohicket Marina Cruises for Kiawah members this year.
Service Delivery	Action Item 7a - Create a free bicycle registration program for members.	Joe Croughwell	July-03	COMPLETE as of July 2003. Digest article in July 2003 was published. This item is ongoing.

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Service Delivery	Action Item 7b - Continue the bicycle pick-up program	Joe Croughwell	July-03	COMPLETE as of August 2003. Ongoing. The "lost and found" area that had been at Little Rabbit Island was relocated to Sora Rail Road.
Service Delivery	Action Item 7c - Create a solid motorist-assist program, to assist elderly, carrying shopping bags, etc.	Joe Croughwell	May-03	COMPLETE as of January 2003. Ongoing. This is part of the security patrol program now. The most often used assistance at this time is "Jump Starts" for vehicles.
Service Delivery	Action Item 7d - Provide one crime prevention seminar in 2003	Joe Croughwell	December-03	COMPLETE in November 2003 - This was an Identity Theft Program to be offered by CCSO with Joe Croughwell facilitating.
Service Delivery	Action Item 7e - Provide recommendations to improve County's EMS service.	Joe Croughwell	December-03	COMPLETE as of May 2003. This was a hold-over from LRP cycle II. The SSAC investigated EMS dispatch initially. No recommendations for improvement were made. The focus now is concept of Walk In Clinics and Security Director has partnered with Town. Meanwhile emphasis is to stress the importance to members of using 911. (All staff are learning CPR and AED as of December 2003. This same classes will be offered to members beginning in January 2004.)
Service Delivery	Action Item 7f - Seek to create plan to provide 24/7 code enforcement response to wildlife issues.	Joe Croughwell	April-03	COMPLETE as of April 2003, Wildlife guidelines are complete and at present, KICA is the 2nd responder after the Town or 1st responder if after hours or town cannot handle.

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Service Delivery	Action Item 7g - Seek to create town code enforcement capability for all nights and weekends from KICA security staff.	Joe Croughwell	August-03	COMPLETE as of May 2003. Ongoing. The interest was for occasional assistance to town for items such as certain town code violations only. Otherwise in all cases CCSO would respond. KICA security would not be deputized as law enforcement officers in case of an emergency, such as hurricanes. Again this would be the work of CCSO.
Service Delivery	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.	Shannon White, Dave Achey, Norm Shea, Huggie Hindman	December-03	COMPLETE as of August 2003. Ongoing. This was underway as of February 2003 for 3-day turnaround. With new system, calls are tracked to create baseline for number and type. Per Shannon, maintenance has done a great job in turning around service requests. Most are turning around in 24 hours, as possible.
Service Delivery	Action Item 7i - Streamline covenant compliance process to reduce home and landscape covenant violations carrying longer than 45 days in the cycle.	Shannon White	June-03	COMPLETE as of May 2003 with process in place for any violations over 45 days. Also, all alleged violators now receive phone call from staff first to avoid paper chase. Instituted statistical record keeping to track violation lengths. Info is now part of the routine info in Board's meeting packets.

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Service Delivery	Action Item 7j - Work with Town and ARB to reduce the visibility of trash receptacles.	Shannon White	September-03	<p>COMPLETE as of December 2003. Ongoing. Work began March 31, 2003 with meeting with Town. Procedure of Town was then being put into place since they have new trash contract. CCC Chair met with Town Administrator on Wed, Aug 6th to clarify what the Town is doing with respect to enforcement. Then Town Administrator met with the Cov Compliance Committee on Monday, Aug 11th to explain the Town's plan: the Town is keeping control of this issue. Town will be stepping up efforts of code enforcement to put cans away that have been left out. After providing this courtesy, Town will take further steps for habitual offenders. Town expects to do this 1-2 hours per day. Also, Town Council approved ordinance 2003-7 requiring screening of trash receptacles on rental units. Also Security officers as a courtesy will replace cans for members who call to complain about habitual offender as a stop gap measure. This is an ongoing matter.</p> <p>Next Steps: Meet with ARB re: engineered solutions for regime areas where trash cans are visible.</p>
Service Delivery	Action Item 7k - Conduct Mosquito and Lakes Seminars in late summer, 2003	Norm Shea and Katie Bell	September-03	COMPLETE – Fall 2003 at the Sandcastle.

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Service Delivery	Action Item 7L - Set up the Lakes Management and Mosquito website, linked from KICA's website. Has links to CDC, NOAA, DHEC etc	Norm Shea	July-03	COMPLETE, August 2003 - Web presence is on the existing KICA site.
Service Delivery	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.	Norm Shea and Tammy McAdory	December-03	UNDERWAY as of December 2003 This is now dependent on KRA's ability to determine ownership issue of parcels. Due to an extended medical absence of KRA staff member in charge of project, this project is on hold. KICA did sign an agreement with KRA to receive the AutoCAD.dwg files that will import into our existing MapInfo GIS system.
Service Delivery	Action Item 7n - Develop guidelines for future maintenance of properties consistent with ethos to enhance island's native vegetation for wildlife habitat purposes.	Dave Achey	December-03	COMPLETE July 2003. This document, called the Best Management Practices, will dovetail into the existing "Land and Lakes Guidelines." Also, new Land and Lakes Management Guidelines are anticipated to go to Board in January 2004.
Service Delivery	Action Item 7o - Implement a "plant rescue" program to save rare or valued native species on lots to be imminently developed.	Dave Achey	December-03	COMPLETE as of May 2003. Ongoing. The greenhouse has been built and four rescues from lots have been completed.
Service Delivery	Action Item 7p - Update the Rules and Regs Handbook in Fall 2003. Publish on web.	Shannon White, Tammy McAdory and Joe Croughwell	October-03	COMPLETE November 2003 – Board voted approval. CCC, SSAC and legal all reviewed the document and recommended approval.

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Service Delivery	Action Item 7q - Update the "Land and Lakes Guidelines" on the web to include new features to be added, such as plant rescue program.	Tammy McAdory, Dave Achey and Norm Shea	March-04	UNDERWAY as of April 2003 --The LLMAC reviewed the draft in November 2003. LLMAC is still anticipating December 2003 completion and Board approval in 2004.
Facilities	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.	Huggie Hindman	July-03	COMPLETE - The operation has already moved from Little Rabbit Island. Under consideration now are improvements in parking and lighting at admin. The relocation to Town Hall has created easier parking for contractors and "one stop shopping" since Town Business Licenses can be received at Town Hall as well.
Facilities	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.	Maggie Hawkins	September-03	COMPLETE as of August 2003 – Beginning in March 2003, a new Ad Hoc Tech Committee was chartered. The plan for Citrix plus new server was approved at board meeting in June. Installation was complete by July 2003
Facilities	Action Item 8c - Complete plans for New Maint facility by December 2003.	Huggie Hindman	March-04	UNDERWAY --- Conceptuals completed in September 2003 – The conceptual plans based on the "hard lined" conceptual plans by landscape architects Design Works are complete and are approved by the ARB. No architect has yet been recommended by the MRRC or approved by the Board. To date staff has nine packets of qualification from nine Charleston area architects. Recommendation for 3 anticipated to go to board Spring 2004.

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Facilities	Action Item 8d - Complete "as-built" plans of all visible infrastructure elements (leisure trails, visible drainage, association buildings in MapInfo format).	Huggie Hindman	November-03	Complete as of February 2004. The idea is to populate the dataset with 10 assets per week. Staff is working on leisure trails at the present time. Drainage is already in MapInfo. The buildings will be next.
Facilities	Action Item 8e - Seek to secure land for "down island" maintenance site by December 2003.	Joe Bunting and Dave Achey	December-03	COMPLETE, as of meeting with resort May 2003. Location found for placement of several mowers at Osprey Point and placement of mulch at Ocean Course area. This is already being used. Resort made assurances that they would include KICA maint in Ocean Course location when resort's plans are finalized for OC.
Facilities	Action Item 8f - Create conceptual plans for "down island" maintenance site in 2004.	Huggie Hindman and Dave Achey	January-04	COMPLETE as of May 2003. Conceptual plans are for an area of approximately 1/2 acre.
Facilities	Action Item 8g - Seek professional architect to assist in making best use of Sandcastle limited space in 2003.	Kay Narmour	December-03	COMPLETE as of November 2003 with Board approval of Glick Boehme.
Facilities	Action Item 8h - Seek professional advice on improvements to Rhett's Bluff.	Kay Narmour	March-04	UNDERWAY as of May 2003. With plans by DesignWorks to improve entrance and add parking. Plans go to FAC and Board in 2004. Still no plans for restrooms for Rhett's Bluff.

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Facilities	Action Item 8i - Find professional engineer to consult for association's bridge inspections and recommendations.	Huggie Hindman	March -04	<p>COMPLETE as of December 8 with an MRRC presentation. This had been underway since Spring 2003. MRRC has researched this matter and provided costs for ongoing maintenance (at present approx \$25k per year), the design specs and recommendations from the National Wildlife Service for timber bridges, info on all Kiawah bridge completion and conveyance dates, recommendations for the future and a quote from York Bridge Concepts on The Preserve bridge. This is to remove the old decking and replace with treated gluelam wood decking and then 2x6 wood running lengthways (longitudinally rather than side-to-side) for a wearing surface.</p> <p>Next steps: More research by staff on maintenance costs per bridge. Recommendations to be given to ARB for building of future vehicular bridges at Kiawah.</p>
Facilities	Action Item 8j - Develop plan for future maintenance of high-end landscape maintenance areas.	Dave Achey	September-03	<p>COMPLETE as of December 2003. The Director, Land Mgmt has developed ideas with KRA's landscape architect including a palette of plants that would be lower maintenance at Kiawah. Ongoing.</p>
Facilities	Action Item 8k - Improve Rhett's Bluff to include screening and restroom facilities.	Kay Narmour	March-04	<p>UNDERWAY as of March 2003.</p>

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Facilities	Action Item 8L - Improvements to Cinder Creek to include screening of the porch area.	Kay Narmour	March-04	UNDERWAY as of March 2003.
Human Resources	Action Item 9a - Provide quarterly company-wide employee training sessions with emphasis on customer service.	Maggie Hawkins	December-03	COMPLETE as of December 2003. Ongoing. One session completed in April 2003. Two summer sessions were held in each department regarding Perf Mgmt System. Then one full session was completed for all employees in November on Team Building.
Human Resources	Action Item 9b - Provide good health insurance benefits.	Maggie Hawkins	December-03	COMPLETE as of January 2003. Ongoing. KICA made a change in the employee ins. deductible from \$250 to \$1,000 but KICA picked up paying the difference (\$750) for the employees when used. Also, 2003 health insurance costs increased 20% but there was no increase to employees. Dental has been renewed at a less than 3% increase. No cost to KICA fully funded by the employee. Quotes for 2004 have been obtained. Increase is 12%.
Human Resources	Action Item 9c - Complete plan to train supervisors in employee evaluations, workers compensation.	Maggie Hawkins	September-03	COMPLETE as of August 2003. Beginning in March, staff and the HRC worked on the Performance Management System. This system focuses on improved individual employee development to maximize performance. The Performance Management System is to be used by all employees company-wide.

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Human Resources	Action Item 9d - Get 50% improvement in attendance of Supervisors and Department Heads at HR Training seminars.	Maggie Hawkins	March-03	COMPLETE as of March 2003 and Ongoing. All Department Heads and Supervisors were in attendance at last session, save one.
Human Resources	Action Item 9e - Revise and Update the Employee Handbook to include supplemental HR policies.	Maggie Hawkins	December-03	COMPLETE as of December 2003. All HR policies have been updated. HRC recommends against introducing supplemental policies.