

Long Range Plan Cycle IV, Status of Action Items

As of August 30, 2004, the total number of Action Items is 93. Of these, 1 Action Item is Pending, 30 Action Items are Underway, and 62 Action Items are Complete.

<u>Assigned to</u>	<u>Action Item #</u>	<u>Action Item</u>	<u>Status</u>
		<u>Finance</u>	
Teresa	1a	Board will produce progress report on Implementation of new Reserves Policy since 2003/2004 is the first year of the policy. Complete in Summer 2004.	Underway -- Report scheduled to go to Board August 2004
Board Tammy	1b	Board will vote by Dual Majority for any revisions to Fin Controls Manual. Ongoing.	Complete -- Feb 2004, with first vote on investments policy. Ongoing.
Teresa	1c	GM will update 10-year capital forecast annually (update given to Board at August Retreat). Ongoing.	Underway -- As of May 2004, Report scheduled to go to Board at September Retreat 2004. Will have received FAC and MRRC input. Ongoing annually.
Teresa	1d	GM will track quality of Point of Sale software in all departments. Fin Auditor also spot checks for validity and fin controls. Ongoing. Spring 2004	Underway -- as of May 2004, GM tracking via check of daily tallies. Ongoing.
Teresa	1e	GM will report quarterly budget variances to the Board and when off budget will make necessary changes to stay on budget. Ongoing.	Complete -- Ongoing quarterly. As of May 2004, this is done via the regular budget report given at Board meetings.
all	1f	All department heads will report to GM quarterly re: new items and risks for implementation of zero based budgeting. Ongoing.	Complete and Ongoing. As of May 2004, Keep Kiawah Green program seeks to acknowledge savings. As of August, each department had realized significant cost reductions. Information listed on "Keeping Kiawah Green" tree located at top of stairs at Admin.
all	1g	Board will emphasize need to balance efficiency with high quality. Complete during budget prep cycle, beginning August 2004. Ongoing.	Underway, as of August 2004 with budget cycle and presentation by Mike Lesko, about Budgeting as a tool for Long Range Planning.
Teresa	1h	Board will monitor disbursement of contingency funds established in the budget. GM will report if these are needed to be used at the next regular board meeting. This relates to Item 1e above. Ongoing.	Underway. As of August 2004, no contingency funds needed.
all	1i	GM and Department Heads will identify new thinking to avoid increases in costs. Complete annually at budget prep cycle. Ongoing. Department Head Incentive program is tied to risk taking, efficiencies, obstacles overcome, staying within budget, streamlining, proven programs that find a better way to operate.	Ongoing. Underway as of August 2004, as part of budgeting cycle for Y2005. New DH Incentive program board approved in Y2004.
all	1j	Volunteers would work under direction of staff for cost savings (for example, island groups would shoulder some activities of staff. Garden Club could grow plant stock in KICA greenhouse. Conservancy or Naturalist Club could help save endangered plants from lots to be developed.). Ongoing.	Ongoing. Complete – As of April 2004, the Adopt a Trail program uses talents of volunteer members and new Adopt an Area program does the same.
Teresa	1k	Board will review Investment Policy annually. Ongoing.	Complete for 2004. Investments Policy was reviewed and changed by dual majority vote.

all	1L	For Fall 2004, each department will provide specific targets for '05 budget. Goal is to continue to look at other targets and do more with less. Examples include: re-scheduling during December, cross training between departments to share people and trucks, using new technologies, new methods, new skills. Ongoing.	Underway, as of August 2004, as part of budgeting process.
Teresa	1m	Board to review KICA's financial disaster plan annually as part of budget prep cycle. This plan assumes economic disaster (plan would determine what happens if revenues become reduced, for example) and is different from emergency preparedness plan. Ongoing annually since LRP I.	Underway -- Fin Disaster Plan is on the FAC Agenda for the summer 2004
Teresa	1n	Board will review KICA's insurance plan. Ongoing annually since LRP I via the FAC.	Complete. Ongoing annually. In May 2004, insurance package was put out to bid with FAC providing input. FAC provided direction when bids were returned.
all	1o	Staff will investigate possibility for increased reimbursements through municipality (such as ATAX), grants (such as NOAA grant for Lakes) and other funding sources. Ongoing annually since LRP II.	Complete. Ongoing. In May 2004, staff sought reimbursements through ATAX and other applications and grants. Results are KICA received \$20k for island visitors' guide pamphlets and \$20k for mosquito abatement.
all	1p	Staff will work with FAC Committee Chair to develop and conduct training sessions on Fund Accounting for new FAC Committee members and Directors. This should be done after Annual Meeting and new committee charters, and before budgeting begins. Optimum timeframe May or June.	Complete in May 2004. Training session for all new FAC committee members and board liaisons. Ongoing annually.
Teresa	1q	FAC will submit a list of investments, transactions and comments to the Board on a quarterly basis.	Complete as of May 2004. Ongoing.
		<u>Governance</u>	
Board Tammy	2a	With respect to the committees, the Board will personally create, modify and edit all charters annually. The Board will use the committees as advisors. For matters of most critical importance, the Board will personally research the most critical issues—rather than the committees—and bring its findings to the board meetings. Board will review possible consolidation of committees or consider ad hoc status. Ongoing annually after members Annual Meeting.	Complete and Ongoing. Last completed in April 2004.
Board Tammy	2b	Board will specify through policy its governance style. Specifically, this is the role of the Board as the policy maker. Board will emphasize an outward policy vision, not an internal operations preoccupation. Encourage a diversity of viewpoints among board members but still act with one voice. Look to the future rather than the past or present. Encourage pro-activity rather than reactivity. Provide inspiration, direction and control to General Manager through establishment of board perspectives/ policies rather than micromanagement. Specify the limitations of the General Manager. Be the initiator of policy, rather than the staff or the committees. Annually monitor the board's own process and performance. Be accountable to members for the competent, conscientious, and effective accomplishment of the board's obligations as a body. Operate in accordance with the Association's governing documents. Complete first in 2004. Ongoing	Underway. As of June 2004, Board President seeks Board discussion and consensus on this at Board Retreat. This item was approved by a prior board and may not necessarily reflect the intent of the existing board.

Board Tammy	2c	Board will clarify through policy its role for the GM as accountable to the Board for all operations (as opposed to the committees which are advisory only). Board will give power to the GM, limit his executive power, and regularly assess his performance and success. Bylaws state that President is CEO and this will not be changed. Once established in 2004, this GM policy would be ongoing.	Underway. As of June 2004, Board President seeks Board discussion and consensus on this at Board Retreat in September. This item was approved by a prior board and may not necessarily reflect the intent of the existing board.
all	2d	At the board meetings, committee chairs/staff liaisons will include info about the thought process and dialogue of the committee in making its recommendations for change to the board. The board needs to know the options considered. Board needs to know existing policies—if any—that would be affected by the recommendation. Staff will ensure that copies of existing policies are in the board packets. Committees will not assume that recommendations would be “rubber stamped” by the board. Complete first in 2004. Ongoing.	Complete first in 2004. This is ongoing.
Tammy	2e	Whenever there are items affected by existing policy or covenants, staff will provide copies of the same as background info included in the board agenda packets. Complete first in 2004. Ongoing.	Complete in 2004. Ongoing. The board packets include all pertinent information including existing policies and covenants for Board convenience.
Tammy	2f	For items decided upon by Board mail votes between regular board meetings, Board will explain pros and cons of the issue at the next Board Meeting, not just the vote. Ongoing since first established in LRP I.	Complete, 2004. Ongoing.
Board	3a	Board will publicly recognize the Resort as the island’s industry base. Board will meet quarterly with Resort regarding our mutual governance work. Complete first in 2004. Ongoing.	Complete, as of August 2004. Information was first published in June Digest. Subsequent follow-ups on new Sanctuary Hotel published. Articles on Resort activities published. Ongoing.
Board	3b	Board will publicly recognize its representation of the island’s regimes and their importance to the island. Board will make itself available at regime annual meetings as requested. Complete first in 2004. Ongoing.	Complete, as of July 2004. Ongoing. Board has offered regime managers that Directors or GM could be present at regime meetings at their request. GM has attended two meetings year to date in 2004.
Board	3c	Board will select volunteers to move up the ladder to committee chair positions for potential board candidacy. Board provides orientation to chairs and directors. Complete first in 2004. Ongoing.	Complete. Ongoing. Board selects committee memberships and offers orientation for chairs and directors each spring. Those members interested in serving on committee should contact Shannon at (866) 226-1770.
Board	3d	Each director will continue to search for ways to involve nonresident members in association governance and be aware of issues affecting nonresident members. Complete first in 2004. Ongoing.	Underway, as of March 2004. Board has approved 2004 Member Survey to get a pulse on nonresident member interests. Board offers a member comments session after each board meeting for comments and questions.
Board Shannon	3e	In orientation of new Directors, the Board will explain the job challenges, necessity for good communication, and need to work as a team. Ongoing since LRP I.	Completed -- as of May 2004 at Directors Orientation in April. Ongoing.
		<u>Communications</u>	
Board	4a	Directors will host an outreach to all regime boards once per year to update them on association issues. To be accomplished by director attendance at regime annual meetings. Complete first in 2004. Ongoing.	Complete – In Feb and May 2004, KICA Board offered to have representation present at all regime annual meetings to which it is invited. Ongoing.

Tammy	4b	GM will offer association news information to regime management for placement in regime annual meeting packets. Complete in 2004. Ongoing.	Complete, as of May 2004. Communications administrator provides e-Digest to each regime manager.
Tammy	4c	GM sends out member survey once every other year to include a series of questions for all groups – resort, commercial groups, non-resident members, etc. Analyze results for improved inclusiveness year to year. Ongoing since LRP I (was originally annual survey and changed to biennial).	Complete. As of May 2004, survey mailed to members. Results published on the KICA website in August 2004.
Shannon	4d	Committee Chairs, as an ideal, to seek turn over of committee members at rate of 25% per year. Committee Chairs to increase # of new members per year 25% goal. Make every attempt to include at least 2 nonresident members on each committee. Ongoing since LRP I.	Complete -- as of May 04. This is ongoing annually. Next completion date is March 2005.
Shannon	4e	Board to invite all members to participate in their community via New Member Welcomes. Make personal contact with New Member attendees to track interests or refer new members to the right groups, committees. Ongoing since LRP II.	Underway -- as of May 2004, CSC is recommending changes to get more attendance including potential concept of abandoning in favor of a welcome wagon concept, where committee would contact new KICA members to talk to them about volunteerism. Before CSC decides to hold fall "Welcome" event, they want to see you the one-on-one meetings with new members go.
Shannon	4f	CSC and staff to set up tables at annual meeting and other public forum meetings to show on-island and off-island local volunteer opportunities, charities, service organizations. For 2004, this has changed into a "volunteer fair" event. This has been ongoing since LRP II.	Underway -- as of April 2004, CSC has added a "car show" element and plans to do this in October 23, 2004. Event is to be held at Night Heron Park and is called "Cars in the Park."
Tammy	4g	CAC to explain to members how governance changes (e.g., by changing covenants, by running for board seats, by serving on committee). This has been ongoing since LRP I.	Complete -- as of May 04. This is ongoing annually. January Digest contained an article about the importance of a quorum. That issue of Digest also contained covenants article. Feb contained article about Board service, encouraging members to run and explanation of motions.
Tammy	4h	Staff to implement an "800 number" for the island for members and guests. Ongoing since LRP I with approximately 30 calls per month.	Complete. Phone number is 866-226-1770 to reach KICA toll free.
all	4i	Staff to assist in teleconference participation to nonresident members for smaller KICA meetings, such as at committee meetings. Ongoing since LRP I.	Complete as of March 2004. Telephone conferencing is available for all committee meetings. Nonresident members are encouraged to attend.
Tammy	4j	Staff to improve mass email communications, including seeking to increase the number of current email addresses in KICA's member database. Ongoing annually as part of New Member Welcome info and annually as part of Assessment change information since LRP I.	Complete as of March 2004. Current email address information is available from member info information changes placed on assessment mail ins. Staff inputs these changes. Current number in March 2004 is 2428 addresses. Number of e-addresses as of August is 2523. Also, subscriptions on the electronic mail list are 457 participants as of August 2004.
Board Kay	5a	Establish member forums for discussion of CAI's Rights and Responsibilities for Better Communities. When member consensus is achieved, Board would vote to approve as a resolution for KICA.	Complete, as of July 2004, with a shift in Board focus to need for member consensus for Long Range Planning.
Board Tammy	5b	Board President will write an article about that year's Board Retreat in the Digest. Complete first in 2004. Ongoing	

Board Tammy	5c	Board will express at all available opportunities the contributions of Kiawah Island and its membership to the community-at-large. Board will make an effort to support this with specific facts and figures (i.e., taxes, jobs, volunteers, fundraising, etc.) Board will communicate to membership through the Digest, the actions taken on matters brought to the Board's attention (i.e. member requests for leisure trails improvements, landscape upgrades near regimes, etc.)	Complete and Ongoing -- as of May 2004. In January, Digest contained article on the board waiving the recreation user fee for 2004, based in part on members' request. Also, in Feb 2004 Digest, board reported upon water rate negotiations of town and developer, property tax issue, perceived erosion issue, and land management guides for members. April 2004 issue contained president's message to members about the future.
Board Tammy	5d	Board will hold Open Forums to attract nonresident, commercial, resort participation in issues important to those groups. Forums can be via telephone or online. Ongoing since LRP I.	Complete, ongoing. Board wants to hold forums as issues arise and not before. Also, Board is considering holding forums as part of the planning process.
Tammy	5e	CAC will expand Digest to cover activities of various committees, and the contributions of specific committee members and other volunteers on a regular basis. Complete first in 2004. Ongoing.	Complete -- as of May 2004. Members' names are used in articles especially in articles that deal with volunteer organizations. Ongoing.
Tammy	5f	CAC will seek to improve readability of the Digest by 1) including Digest Mailbag (letters to the editor, including humorous ones), 2) recommending policy changes to reduce time to publish (at present 23 days), and 3) broadening editorial content. Ongoing since LRP I.	Complete -- as of April 2004.
all	5g	The board liaison to each committee will report on that committees' activities at each board meeting, except at those meetings where the committee chair attends to provide his/her annual board presentation. Complete first in 2004. Ongoing	Complete -- as of May Board Meeting 2004. Ongoing monthly.
Tammy	5h	Board will communicate annually with membership regarding need for member involvement on committees. Accomplished in President's Year in Review Report at Annual Meeting. Ongoing.	Complete as of March 2004. Ongoing annually. President's report is published in Digest.
Tammy	5i	Board will actively teach, help, mentor existing volunteers about what the board is, how to run for board seats, what is expected of the board by the association, fiduciary roles. The goal is to assist interested members to be prepared to run for board positions. Ongoing since LRP I.	Complete -- as of June 2004. Board policy provides information to all board candidates. Board article in Digest each fall provides information to all candidates.
Shannon	5j	CSC to provide annual on-site CAI-type course to committee members and the board on association operations, board roles, function of committees, best practices in the industry. Ongoing from LRP I and changed to classes custom-created for Kiawah such as the "It's Not Just a Place to Live" course (ongoing since LRP III). Staff to incorporate changes recommended making presentation better for Y2004.	Underway -- An September 11, 2004 event is planned. Ongoing annually.
Tammy	5k	CAC will publish a "Navigating the Maze of K's" once in 2004 and as determined by the Board as a mailing to members. Ongoing since LRP I. (This change in action item was approved at a duly held board meeting in summer 2004)	Underway -- The staff anticipates that printing will occur in late fall 2004.
Tammy	5L	Board will encourage independence of <i>Digest</i> . Ongoing since LRP I.	Complete-- Ongoing. Board has stated in CAC meetings this intent.

JoeC Tammy	5m	Staff will photograph members having fun at any island events (group at symphony concert, July 4 fireworks, kids at pool side, needlework group at Sandcastle) and publish in Digest and web. Ongoing since LRP I.	Complete -- as of May 2004. Ongoing. CAC continues to include photos whenever possible and photos are not random but are tied to Digest articles. Security patrols are providing nature and wildlife photos to communications staff, as they are able.
Tammy	5n	Staff to bulk email notice that <i>Digest</i> is available electronically on the website at same time it is mailed to membership to make publication more timely. Ongoing since LRP I.	Complete. Ongoing. Bulk emails sent.
		<u>Membership</u>	
Kay	6a	Rec staff will provide informal focus groups either in person or on phone so that members may discuss what member programs they want. These focus groups become the basis for future programs and events. Complete first in 2004. Ongoing.	Underway -- Kay has completed user surveys for fitness areas and pool surveys. Ongoing.
JoeC	6b	Staff will offer members training for CPR and AED devices annually. Complete first in 2004. Ongoing.	Complete. Ongoing. As of May 2004, there have been monthly training sessions for members and staff. Best guess going forward is one class per month and that the sessions will mix staff and members. A total of 36 KICA members and 42 staff are CPR-AED trained, as of July 2004.
JoeC Kay	6c	Staff will seek increase in blood drive donations to 100 pints annually as a goal. Staff will include information in Digest about dates. Ongoing annually.	Underway -- With 30 pints YTD as of the first blood drive in April 2004. KICA staff is planning competition with Resort to boost number of pints.
Kay	6d	Staff will hold one wellness session annually sponsored by physicians and hospitals. Ongoing.	Complete in 2004. Rec has already held Tennis Wellness session and separate Golf Wellness session. Ongoing.
Kay	6e	Staff will create at least 25% new education/fitness/social members' programs over the previous year, build on existing programs that are successful, and increase new members participating in programs by 20% at the community building centers at Sandcastle, Rhett's Bluff and Cinder Creek. Ongoing since LRP I.	Underway -- As of April, Staff and committee are considering new ideas for 2004. Ongoing.
Kay Tammy	6f	Staff will actively solicit all members for community building events. Ongoing since LRP II.	Complete -- This is ongoing. Flyers at Admin and Rec, and monthly notices in Digest, KICA website, Kiawah Portal, and monthly bulk emails to members all advertise community social and educational events.
Kay	6g	Board will encourage neighborhood activities to increase sense of community, such as free block parties at Cinder Creek and Rhett's Bluff. New for 2003 were Oyster Roast at Cinder Creek and Celebrate Kiawah at the Sandcastle. Ongoing since LRP I.	Underway -- New Memorial Day event planned as of April 2004.
		<u>Service Delivery</u>	

Board Kay	7a	Board will seek policy partnerships with Town, Resort, Freshfields and Sandcastle to consider recreation needs and availability. Board will evaluate services and facilities at Sandcastle, Resort, Freshfields and Night Heron Park. This is ongoing since LRP II.	Underway -- As of May 2004, the RCCAC is considering best method to prepare an inventory and analysis of the Island's many recreational and social venues. From a security standpoint, sharing information and info availability is very good.
Dave	7b	Land staff will plan and implement landscape capital upgrades to common areas near Regime rights-of-way, such as at Green Dolphin and Shipwatch. Ongoing.	Complete. Ongoing. As of June 2004, Shipwatch is complete.
Huggie Dave	7c	Land and Gen Maintenance staff will improve maintenance of leisure trails (remove overhanging foliage, prune roots, fill any drop offs in elevation as one leaves trail). Ongoing.	Complete-- Ongoing annually. From May through June 2004, trail improvements completed and Gen Maint department's contractor raised soil level at sides of trails to minimize drop offs in elevation. Land Mgmt department head inspects leisure trail zones on regular schedule.
all	7d	Staff will provide "best practices" articles for members in Digest for self help for members home in their security, landscaping, lakes needs. Appropriate staff will hold member seminars annually. Ongoing.	Complete -- DH staff have provided three articles each for Digest publication.
all	7e	Staff to improve service delivery to members, continue to increase in compatibility of KICA and TOKI databases for shared work if possible. This has been ongoing since LRP I.	Complete -- As of April 2004, KICA and TOKI share databases to the extent that we can. KICA keeps safety information rather than the Town.
Tammy	7f	Communications staff to create a Member Directory for Y2004, once Board approval is received. After the completion of the first one, this would be ongoing annually.	Underway -- As of April 2004, this matter has been tabled by the President and is to be discussed at the September Board retreat to determine board consensus.
Maggie	7g	Staff to network the staff's member database among the four departments in 6 locations. Combine all member data among four KICA departments. Ongoing since LRP II.	Complete -- As of April 2004. Ongoing.
Tammy	7h	Board to survey membership once every other year to ask about service delivery from staff. Ongoing since LRP I.	Complete -- As of May 2004, survey is published and responses are coming in for tabulation.
JoeC	7i	Staff will provide First Aid, CPR and AED certification to employees annually. Ongoing.	Complete -- Ongoing. Director Security provides input and training. Classes are monthly.
Norm	7j	Staff will accurately track the alligator population to minimize potential for unwanted human contact. Complete with annual survey by SCDNR and ongoing 24/7 wildlife response system. Ongoing.	Complete. Ongoing annually. Population is 450-520 alligators. Represents a small increase over Y2003, but a substantial decrease over Y1998.
JoeC	7k	Board will consider whether a health-care "foundation" type organization for members would be important to consensus of the membership.	Complete -- As of May 2004, the member consensus is that they do not want. The focus of this effort has done by the so called Kiawah-Seabrook Medical Group, which is investigating concept of member education courses and Digest articles.

Huggie Dave JoeC Norm Kay	7L	Board will establish an ad hoc Operational Compliance Committee to verify that KICA's operational practices are in line with the legal documentation on file for Kiawah Island Community Association. In 2003, KICA's staff, GPC and legal counsel reviewed all filed governing documents, including deeds, declarations, supplemental declarations and bylaws. They evaluated each document and then compared it to each other document watching for inconsistencies. The result was a set of valid governing documents which are posted on the association's website. The ad hoc committee will scrutinize KICA's operational practices making sure that these correspond to language in the governing documents and will give the board periodic updates as it goes through the review process.	Underway. Board will consider this matter further at Board Retreat in September. If agreed to by consensus, then staff would proceed.
JoeC	7m	Offer annual Safety Walk-Throughs for each regime. Security Director meets with each regime's manager to recommend safety changes including but not limited to encroaching vegetation, improper lighting, and fire hazards.	Complete, as of April 2004. Director Security has offered safety walk-throughs for all regime managers.
		<u>Facilities</u>	
Dave Norm	8a	Board will secure Dual Majority vote for any revisions to Land and Lakes Guidelines. Ongoing.	Underway – As of August 2004, the new Land and Lakes Guidelines—including staff SOP's—is being reviewed by LLMAC, and is anticipated to come to the Board in the fall.
Kay	8b	Board will consider member needs for a Freshfields Performing Arts Center. Town has started study group. Ongoing since LRP I.	Complete -- Board included this in Member Survey 2004. Survey results are available on the KICA website.
Norm	8c	GM will obtain Town assistance to provide expert about beach for management for Town presentation to the Board of Directors re: Status of the Beach. Ongoing annually.	Complete in Feb 2004, with presentation by Jim Jordan to KICA Board about status of the KICA beach.
Kay	8d	In 2004, the Board will seek member input regarding recreation facilities improvements of Sandcastle or other common properties. Getting member input regarding special new capital projects will be standard practice going forward, and it is ongoing as such projects arise.	Underway -- This will be accomplished by 2004 Member Survey, and in a member request via postcard to be sent out in November.
Huggie	8e	Staff to complete plans for Maintenance Area improvements at Kestrel Court.	Complete -- Architect is in Design Development Phase as of May 2004.
Huggie	8f	Staff to complete infrastructure replacements as dictated by RDA. Staff continues to track infrastructure via RDA including entering of all new infrastructure elements and changes into MapInfo database and RDA. Ongoing annually.	Complete -- as of May 2004. This is ongoing with each replacement project. MapInfo database and the Reserve Data Analysis are updated after each project by staff.
Teresa	8g	Staff to complete 10-year Capital Projects Plan. Ongoing annually.	Complete as of August 2004, the plan was presented to the FAC and will be presented to the Board in September.
Norm	8h	Staff to seek approval for Cinder Creek erosion abatement.	Underway -- Staff is seeking approval from OCRM at this time for an early 2005 installation. Sabine and Waters Co. is contractor to design bulkhead.
Huggie	8i	Staff to seek ARB approval of re-engineered trash enclosures to help solve visibility issues at certain regimes.	Underway -- As of March 2004, ARB had conceptually approved ideas for one regime area, Inlet Cove. Others are pending.

Dave	8j	LLMAC to consider dormant pruning of dune areas by regimes (e.g., Duneside Windswept). What is the right method? Should view to ocean be guaranteed?	Underway -- LLMAC first considered at their April 2004 meeting.
		<u>Human Resources</u>	
all	9a	GM and DH's and Supers to research what constitutes superior service in community associations for all facets of operations (to include best practices re: operations). Give recommendations and methods to implement superior service to board.	Underway as of May 2004. Superior service commitment, core values and service basics are being reviewed by HRC and then will be sent to BOD.
all	9b	When board approved, GM to complete plan to train all staff in superior service methods. This will be for internal as well as external "customers." For supervisors this includes thorough knowledge of safe hiring practices and the association's HR policies.	Complete as of August 2004. Ongoing. HRC recommended draft to Board with provision that each Core Value would have its measure of success. Board approved plan in summer 2004. Plan includes daily line-ups with staff in each department for improved member services delivery.
Maggie	9c	GM will implement and then consistently measure successfulness of plan, called "Perfecting Our Craft," which would include cross training component, how to have less stress in work environment, best-practices implementation, focus on the tasks to be done (streamlining), successful orientation for all new hires, education-investment in staff and committee-to-staff workload management. Ongoing.	Complete. Ongoing. As of July, 2004. In April of 2004, GM implemented "5 star" service program board approval. Successful Orientation of new hires includes 2 week training process, with special orientations in handbook and Navigating the K's.
Maggie	9d	HR Director will utilize secret shoppers from the membership quarterly to verify delivery of excellent customer service. Secret shoppers will tally points and staff will analyze results and report at DH meetings about experiences. Ongoing.	Underway -- HRC to consider program elements in the fall 2004.
Maggie Shannon	9e	Staff meets quarterly for on-site member services training, which will also focus on best-practices operations for 2004. Ongoing since LRP II.	Complete. Ongoing. As of end of May 2004, staff has met once for customer service training "Perfecting Our Craft," once for "Diversity Training" session offered by Trident on site in May. For June a "Conflict Resolution" session offered by Trident on site is planned. Smaller session is the current philosophy. All employees meet together each spring for a team building session and a state of the association speech by GM, which indicates the LRP challenges for the year.
all	9f	Staff keeps member services delivery (customer service) a top priority on all department heads' objectives lists. Ongoing since LRP II.	Complete. Ongoing. The Superior Service Commitment, Core Values and Service Basics are part of the daily line-ups in each department.
Maggie	9g	Staff to conduct annual survey among employees in December to assess morale, working conditions, and resources to complete the tasks required. Results are analyzed and compared to prior surveys. Results go to all employees in February. Compared to old survey and results relayed to all employees. Occurs annually. Ongoing since LRP I.	Underway -- In May 2004, HRC subcommittee of considers specific questions to ask. Survey responses occur in December.
Maggie	9h	HRC updates wage bench-marker survey every year. This has been expanded in 2003 by the HRC to include annual consideration of job wage ranges and market adjustments for these ranges. Ongoing since LRP I.	Complete as of August 2004. Ongoing. In May 2004, a subcommittee of HRC considered wages from comparable associations locally in HHI and Chas. Also FL.
Maggie	9i	GM to implement Performance Management System for all employees (this takes the place of the old Management By Objective program). New as of Y2004. The MBO program was ongoing since LRP II.	Complete in 2004. Ongoing. First quarterly coaching and feedback sessions are complete as of April 2004.

Maggie	9j	HR and other Department Heads to provide to supervisors "Superior Supervision" classes annually. Ongoing.	Complete as of May 2004. First class was "Valuing Diversity". Joe C is teaching a Superior Leadership class. Next is to be held in November. Ongoing.
Maggie Teresa	9k	HR, Fin and Member Svcs staff offers one session in summer for all Supervisors and DH's called "Develop an Effective Zero Based Budget," and offer a concurrent session for all other staff on Personal Money Management (including discussion of taking advantage of KICA's employee benefits to save staff money on taxes, insurance, etc).	Complete -- As of July 9. Ongoing annually.