

Long Range Plan, Cycle V – Measurable Goals Status

Tuesday, December 06, 2005

Of the 9 Measurable Goals, 4 are 100% complete, 4 are partially complete and 1 is not measurable until next year. All Measurable Goals remain for the new cycle of LRP – draft Cycle VI.

Measurable Goal		Measure to Complete	Complete?
Goal 1 – Financial Condition	The Financial Condition of the Association will be excellent.	<ol style="list-style-type: none"> 1. Measured by unqualified opinion by the Financial Auditing firm. 2. Measured by successful implementation of zero based budgeting in operations budget. 3. Measured by the reserves staying within the minimum and maximum as specified in the reserves policy. 4. Measured in comparison to the reserves on hand and operating fund balances of other similar associations. 	100% Complete <ol style="list-style-type: none"> 1. Unqualified opinion on 2004 Financials received. 2. ZBB successful 3. Reserves are within min/max 4. Kiawah’s reserves on hand and operating fund balances are far above other associations compared to large scale associations at Hilton Head and nationwide.
Goal 2 – Governance	The board will assign clear responsibilities to govern the Association	Measurable by completion of the action items listed.	86% Complete. 6 of 7 action items completed. Remaining Item is GM’s performance review discussion by Board and then GM’s review by President.
Goal 3 – Governance	Provide representation to all member types.	Measurable by completion of the action items listed.	100% Complete

Measurable Goal		Measure to Complete	Complete?
Goal 4 – Communications	Seek ways to encourage member communication to the board’s directors from the membership. Directors are active listeners.	<ol style="list-style-type: none"> 1. Measurable by 100% of communications to the board receiving a written response within one week. 2. Measurable by board attendance at regime annual meetings. 3. Measurable by turnover rates on Association committees at 25% rate. 	<p>100% Complete</p> <ol style="list-style-type: none"> 1. All communications to Board in writing have received response within one week. 2. Board has attended regime annual meetings when requested and will continue to do so. 3. For 2005, turnover was higher than 25%.
Goal 5 – Communications	Establish communication forums for interaction where the board and members can share their ideas and comments.	Measurable by completion of the action items listed below.	<p>87% Complete</p> <p>13 of 15 Action Items are completed</p> <p>Two remaining items are: 1) completion of the “KICA 101” education course to occur on December 10, 2005 and 2) publication of “Maze of K’s” which occurs every other year. Next printing is 2006.</p>
Goal 6 – Membership	Increase education, fitness and wellness, and social outreach.	Measurable for education, fitness/wellness, and social programs by 20% new members participating annually.	<p>100% Complete</p> <ol style="list-style-type: none"> 1. Director, Recreation Kay Narmour has member names of new attendees for Sandcastle venues. 2. With record number of open-forum meetings, KICA has seen a significant increase in new member attendance at these events. 3. KICA 101 course has 18 new members signed up out of its 23 attendees to date. 4. Nearly one third of Celebrate’s attendees for Y2005 were new members.

Measurable Goal		Measure to Complete	Complete?
Goal 7 – Service Delivery	Deliver recreation, property management, security and other services with excellence to positively impact quality of life for all members.	Measurable by completion of the action items listed below.	85% Complete 11 of 13 Action Items Completed Two remaining items are regarding aerial photography info. Two items are: 1) conversion of KICA mapping data for compatibility to governmental agencies [underway but data to be received via TOKI from aerial topographic data, for example, would be more accurate] and 2) working with TOKI to secure aerial images of island and LiDAR data.
Goal 8 – Facilities	To ensure excellent property management.	Measurable by staying within the financial budget.	75% complete. While Audited Financial Statements are not provided until first quarter 2006, GM is anticipating a bonus for Department Heads in first quarter 2006, based on expenses savings from 2005 YTD. Department Heads have this incentive to beat the budget, so to speak.
Goal 9 – Human Resources	Provide personnel who deliver excellent customer service and who believe KICA is an enjoyable place to work.	<ol style="list-style-type: none"> 1. Measurable by improvement of score by members in biennial survey about service provided. 2. Measurable by increase in employee satisfaction scores in annual employee survey. 	<p>0% Complete</p> <p>Measures cannot be done in time for this report.</p> <ol style="list-style-type: none"> 1. Member survey is not available until 2006. 2. Employee survey is given to employees the week of December 4. HR Committee is given tabulation and analysis at its January 2006 meeting.