

# LRP 6 Status Report

August 2006

## Financial Condition

Objective - As the Island continues to be developed 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. Financial standards will be in place to guide changing leadership and staff to ensure the financial well being of the Association.

### Priority 1. Track the Financial Condition

Measurable Goal 1 – The Financial Condition of the Association will be excellent. Measured by unqualified opinion by the Financial Auditing firm. Measured by successful implementation of zero based budgeting in operations budget. Measured by the reserves staying within the minimum and maximum as specified in the reserves policy. Measured in comparison to the reserves on hand and operating fund balances of other similar associations.

Action Item #	Action Item	Assigned	Measure to Complete	Status and Notes
1a	The board will review the Investment Policy, Reserves Policy and reserve levels annually.	Board	Complete by Board review of Fin Controls Manual and by Board reviewing Reserves Levels and 10 year plan as part of Budget approval process.	Underway as of June 2006. Done via regular budgeting process
1b	The Finance Advisory Committee (FAC) will submit a list of investments, transactions and Deborah comments to the board on a quarterly basis.		Complete by staff providing materials at Board meetings	Complete. Ongoing. Investment reports are provided at Board meetings quarterly.
1c	The General Manager (GM) will update the 10-year capital forecast annually (update given to the board at its Fall Retreat).	Connie/GM	Complete by its inclusion in annual Budget	Underway. New for 2007 budget, MRRC will be providing input.

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1d	The GM will track the quality of Point of Sale software in all departments. Financial Auditor also spot-checks for validity and financial controls.	GM/Deborah	Complete by GM quarterly checks and auditor's annual check with no problems indicated.	Complete as of March 2006. Fin Auditor had checked and provided unqualified opinion. IT department has integrated POS with Financial Edge.
1e	The GM will report quarterly budget variances to the board, and, when off budget, will make necessary changes to stay on budget.	Deborah	Complete by staff presentation of quarterly variance reports at Board meetings.	Underway. First quarter variance was provided at May Board meeting. Second quarter will be available in August so would be provided at September Board meeting (no August meeting held).

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1f	All Department Heads (DH) will report to the GM and FAC quarterly regarding new items and risks for implementation of zero based budgeting.	All DH's	Complete by GM's doing quarterly coaching and feedback sessions with DH's to satisfy individual Performance Management Plans	Underway 1. Security and Maint Depts to replace radios with new phones next FY at cost savings in transition from analog to digital, which law enf requires. Existing radios are discontinued and repair parts are difficult to find. 2. Land Mgmt to consider purchase of street sweeper to clean roadways after mowing or for leaf/debris removal and prevent materials blown back onto members lawns. Purchase eliminates existing tractor and would free up staff time during blowing operations. 3. Gov Dept identified several undeveloped tracts subject to covenants--unknown before this year--and notified members that assessments are due. In addition, Gov collected \$50k in CTR's from one. 4. Communication Dept's concept for "service provider directory on web" received approvals from provider & member advisory panels. 5. Lakes Dept is creating a duckweed harvester to reduce contracted labor. 6. Recreation Dept considering employee for maintenance who also qualifies as certified pool operator. 7. New for 2006, Member Svcs Dept uses less lines with new system & bundles long dist svc.
1g	The board will emphasize need to balance efficiency with high quality. Complete during budget preparation cycle when the board assumptions are created at the beginning of the process.	Board	Complete via Board approving budget assumptions	Underway. Department Heads are developing assumptions.

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1h	<p>The board will monitor disbursement of contingency funds established in the budget. The GM will report if these are needed at the next regular board meeting.</p>	Board/GM	<p>Completed as a successful year when GM does not ask for (does not need) use of contingency funds. Measure in December.</p>	<p>Underway. No contingency funds were used to date. Unbudgeted expenses to date were: Board consultant (\$10k); DH incentives (\$40k)</p>
1i	<p>The GM and Department Heads will identify new thinking to avoid increases in costs. Complete annually at budget prep cycle.</p>	All DH's	<p>Complete by items being placed into budget assumptions with savings indicated. 6. For Recreation, idea is to transition from chlorine to salt filtration for pool. Start up cost could be recovered in two years by savings in chemical costs and can be monitored remotely. Salt filtration has been touted as being safer/less caustic. 7. For Member Svcs, its personnel are cross-trained to provide support to various departments to balance workload at commercial pass, accounting, HR, recreation &amp; maint.</p>	<p>Underway -- 1. For security, community-oriented policing principles are being applied to security to meet member expectations. 2. For communications, assumption--if Board approved--would be that Digest will be fully electronic, and members will subscribe to receive paper. Printing and postage savings estimated to be about 75% of the line item costs for printing and postage. 3. For land management, new ideas were for a certification process for staff training in operating the equipment and an improved preventive maintenance program. 4. For maintenance, need for a part time Encroachment Officer has arisen. Instead of hiring part-time employee, existing staff will stagger their work hours providing broader coverage of contractors' work hours. 5. For lakes, new concept considered for 2007 is contracting out mosquito abatement services.</p>

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1j	Department Head Incentive program is tied to risk taking, efficiencies, obstacles overcome, staying within budget, streamlining, and proven programs that find a better way to operate.	All DH's	Complete by end of year accounting of the surplus. Per policy, department heads only receive incentive if there are savings in expenses.	Complete. Ongoing. The DH Incentive was approved by the Board in the FY2006 budget, approved in December. The program is tied to DH abilities to overcome challenges and take opportunities regarding expenses.
1k	Each department will provide specific cost reduction targets for the budget. The goal is to continue to look at ways to increase efficiency. FAC's charter will indicate that reviewing the cost savings measures in each department will be part of the FAC's annual budget work. Each other committee's charter will state that the committee and staff will seek cost reduction targets.	All DH's	Complete by targets being placed into budget assumptions.	Underway and Ongoing. All Department Heads stay in touch with their counterparts in "for profit" companies and in governmental agencies to stay abreast of best practices and trends. For all, the hiring of vacancies is tied to workload rather than to only the fact that there is a vacancy. All attend their professional association conventions to learn new technologies to improve their departments.
1L	The board will review KICA's financial disaster plan annually as part of the budget preparation cycle. This plan assumes economic disaster and is different from the emergency preparedness plan.	Deborah/ Board	Complete by Controller placing the Financial Disaster Plan into the draft budget under the section "Assumptions and Schedules."	Underway and Ongoing. Done via regular budgeting process
1m	The board will review KICA's insurance plan.	Deborah/ Board	Complete by FAC, Controller and Directors reviewing insurance plan in timely way to provide insurance renewal for end of June.	Completed June 2006. Ongoing. Done via insurance renewal process.

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1n	Staff will investigate the possibility for increased reimbursements from the municipality, grants, and other potential funding sources.	All DH's	Complete by staff receiving reimbursements for the budget from grants.	Underway. Ongoing. 1. New for 2007, Security Dept will investigate ATAX funding in light of PGA events. 2. New for 2007, Land Mgmt Dept has applied for state grants and negotiated new contract with municipality. 3. Also new, Major Repair Dept will investigate grants/funding for alternative erosion control structures/materials. 4. Mosquito Control and Visitor's guides are funded from Municipal grants.
1p	Staff will provide the FAC and Human Resource Committee (HRC) an annual report entitled "Comparables and Measures of Work" for the upcoming year's budget. The report will include expense drivers, measurements of man-hours required to do standard tasks within each department, enumeration of time spent on staff activities in terms of dollars spent, employee equivalents and average compensation comparisons and comparisons to	All DH's	Complete by staff providing the "Comparables and Measures of Work" in the HR section of the budget.	Underway as of June 2006. The comparables template is complete from FY 2005. New template is being compared to last years and being tuned to coincide with 2007 budget submission. Departments continue to use man-hour tracking to better understand time needed for each job, improving efficiency and inventory tracking.

## Governance

Objective - 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. The Association will anticipate and plan for changes required to preserve members' values, sense of community and quality of life. The board and advisory committees will have broad representation of the membership and the Association will enjoy a continual flow of new volunteers into community activity.

Priority 2. Govern with Excellence.

Measurable Goal 2 – The board will assign clear responsibilities to govern the Association. Measurable by completion of the action items listed.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
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2a	<p>The board will govern by:</p> <ol style="list-style-type: none"><li>1. Operating in accordance with the</li><li>2. Establishing policies,</li><li>3. Representing all member types,</li><li>4. Encouraging a diversity of viewpoints among directors but still acting with one voice,</li><li>5. Providing inspiration, direction and control to the General Manager through establishing board perspectives,</li><li>6. Initiating policy rather than allowing the staff or committees to do so,</li><li>7. Annually monitoring its own process and performance, and</li><li>8. Being accountable to members for the competent, conscientious and effective accomplishment of the board's obligations as a body.</li></ol>	Board	Complete by Board's self evaluation that it is complete.	Underway. As of 2006, Board has hired a consultant to offer assistance with governance. Still, Board has initiated the following policies for 2006: <ol style="list-style-type: none"><li>1. Biannual Member Survey</li><li>2. Dunes Management Guidelines</li><li>3. Policy on Commercial Unimproved Property.</li></ol>
2b	<p>The board will create, modify and edit all committee charters annually to provide their vision and goals in writing. Follow-up meetings with committee chairs will provide outlooks and insights. The board will use the committees as advisors. The board will review possible consolidation of committees and/or consider <i>ad hoc</i> status.</p>	Board	Complete by Board's approval of Committee Charters following the Annual Meeting.	Complete in March 2006. Ongoing
2c	<p>The board will define the role of the General Manager as subordinate to the President's CEO role, with limited executive powers. The board will regularly assess GM's performance and success with a formal annual review by the President.</p>	Board	Complete by GM's job description including his exec limitations. Complete by GM's successful performance review at year end.	Underway. GM's mid year performance review was June 2006. GM is tasked with developing draft job description.

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2d	Recommendations presented to the board will include all background information and summarize appropriate coordination with all affected agencies as part of the preparation process.	Tammy	Complete by President's agreement that board packets are complete and timely.	Complete. Ongoing. All appropriate agenda items contained detailed backup, each month. Board members have opportunity prior to the meetings to request clarification or additional information. Staff's sense is this is working very well, as the board has not asked for changes or additional info.
2e	Whenever there are board agenda items affected by existing policy or covenants, staff will provide copies of these, along with any other pertinent documents, history and background in the board packets. The staff will make every effort to anticipate the board's questions and needs in handling such agenda items.	Tammy	Complete by President's agreement that staff provides existing policies/covs and other pertinent docs as part of board packets.	Complete. Staff provides copies of existing policies that apply on agenda items brought before Board.
2f	For items decided upon by board mail votes between regular board meetings, the board will explain the pros and cons of the issue at the next board meeting, not just the vote.	GM	Complete by President's agreement that this is occurring to the Board's satisfaction.	Complete. Ongoing.
2g	Staff will inform the board of meetings scheduled by KICA, Town of Kiawah Island (TOKI), Kiawah Property Owners Group (KPOG), Kiawah Island Natural Habitat Conservancy (KINHC), the Resort and other Island organizations, as well as those of Charleston County and Johns Island groups. The KICA Board will receive notification and purpose of all departmental meetings scheduled.	GM	Complete by GM providing the next week's meeting information in the Weekly Reports.	Complete. Ongoing.

Measurable Goal 3 – Provide representation to all member types. Measurable by completion of the action items listed.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
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3a	The board acknowledges the Resort is the island's industry base and will meet with the Resort regarding our mutual governance work.	Board	Complete by the Board assigning a Liaison to the Resort and facilitating discussions of an Amenities Task Force.	Underway. Directors have met with Resort regarding: 1. Ocean Course Erosion Mitigation 2. Amenities 3. Development Agreement between Resort and Town.
3b	The board acknowledges its representation of the Island's regimes and their importance to the Island. Board will make itself available at	Board	Complete by Directors attending regime meetings when invited.	Underway. Board has attended meetings when invited.
3c	The board will select volunteers to move up the ladder to committee chair positions for potential board candidacy. The board provides orientation to chairs and directors.	Board	Complete by the CSC's WILD process. Complete by board and chair orientations.	Complete. Ongoing.
3d	Each director will continue to search for ways to involve nonresident members in Association governance and be aware of issues affecting nonresident members.	Board	Complete by Board's concurrence that this is occurring.	Complete. 1. Board provides social programs, such as Celebrate Kiawah and Kiawah Reads, for the benefit of all members and plans these around dates when most nonresident members will be on island. 2. All committees have nonresident members. 3. Committee attendance can be by teleconference to include nonresident members. 4. Town Hall Style meetings allow for written comments to be added to minutes for any members who cannot attend in person. 5. Community Services Committee is focal point for community-building activities and CSC's Board Liaison communicates with Board about initiating new concepts.
3e	In orientation of new directors, the board will explain the job challenges, necessity for good communication, and the need to work as a	Board/TM	Complete via 2006 Board orientation. Ongoing	Complete. Board orientation was March 2006.

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3f	In orientation of new chairs, the board will explain the job challenges, necessity for good communication and the need to work as a team.	Board/SW	Complete via 2006 Chair orientation. Ongoing	Complete. Chair orientation was March 2006
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## 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. Strive for inclusiveness, where members' communications to the Association and its board are heard and valued.

Measurable Goal 4 - Seek ways to encourage member communication to the board's directors from the membership. Directors are active listeners.

Measurable by 100% of communications to the board receiving a written response within 7 days after the next regular meeting. Measurable by Director attendance at regime annual meetings. Measurable by turnover rates on Association committees at 25% rate annually.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
4a	Board is encouraged to use town-hall style meeting format to promote communications.	Board	Complete by Board calling town hall style meetings.	Complete. For 2006 YTD, Board re-emphasized its position relative to the use of town-hall style meetings when appropriate following the March 2006 Annual Meeting in response to an advisory motion before the membership. Board has offered meetings for Dunes Mgmt and Landsc Improvements. Ongoing.
4b	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, and/or individual meetings with regime board presidents.	Board	Complete by director attendance at regime annual meetings, and/or individual meetings with regime board presidents.	Complete for 2006. All regime managers notified that Board is available for their regime's annual meetings. Directors have met with some.

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4c	<p>The board conducts a member survey every other year to include questions for all groups – Resort, commercial groups, non residents, etc. Analyze results and provide to the membership. Next survey will be in 2006.</p>	Board/Tammy	<p>Complete by a professional third-party survey in 2006.</p>	<p>Completed in 2006. Analysis underway, as of June 2006, and scheduled for board presentation in September. Next survey is 2008.</p>
4d	<p>The board will invite all members to participate in their community via New Member Welcomes and make personal contact with new member attendees to track interests or refer new members to the right groups/committees.</p>	Board/ Shannon	<p>Complete by CSC's new member welcomes, Celebrate Kiawah, Kiawah Reads events, and other social events to include newcomers.</p>	<p>Underway. CSC is on-hold on New Member Welcomes citing lack of interest from members, but continues to discuss in committee to find solution.</p>
4e	<p>The Community Services Committee (CSC) and staff will promote on-island and off-island volunteer opportunities, charities, and service organizations at the Annual Meeting or at other public forum meetings.</p>	Shannon	<p>Complete by volunteer fair budgeted for 2006.</p>	<p>Pending.</p>
4f	<p>Staff will maintain toll-free telephone access for the members. This number is listed on the website, business cards, stationery, and in <i>Digest</i>.</p>	Shannon	<p>Complete by staff's maintenance of toll free number for members' benefit</p>	<p>Complete. Ongoing. Toll-free phone number is (866) 226-1770</p>
4g	<p>Staff will assist in teleconference participation by nonresident members for smaller KICA meetings, such as at committee meetings.</p>	Shannon	<p>Complete by committee minutes reflecting which members attended by phone.</p>	<p>Complete. Ongoing. Board's new initiative in 2006 is to provide toll free phone-in for members to attend board meetings. Committee meetings already use teleconference.</p>
4h	<p>Staff will improve mass email communications, including seeking to increase the number of current email addresses in KICA's member database.</p>	Tammy	<p>Complete by increase in the bulk emails over prior year.</p>	<p>Complete. Ongoing. There are now 3,354 email addresses in the database. As of July 2005, there were 3,092. Also, as of July 2006, there are 539 subscribers on the mail list, a record. This has been done thru Member Services dept's data entry of e-mail addresses from new member forms, Sandcastle photo ID info.</p>

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Priority 5. Make the KICA Mission and Vision statements clear to the membership.

Measurable Goal 5 – 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.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
5a	The board will encourage independence of <i>Digest</i> .	Board	Complete when Directors concur this is complete.	Complete. Ongoing.
5b	The board President will write an article about that year's Board Retreat for <i>Digest</i> .	Board Pres	Complete when President writes article about Board retreat.	Pending. Board Retreat is October 12.
5c	The board will express at all available opportunities the contributions of Kiawah Island and its membership to the community-at-large. The board will make an effort to support this with specific facts and figures. The board will communicate to the membership through <i>Digest</i> the actions taken on matters brought to the board's attention.	Board/Tammy	Complete when articles are included in <i>Digest</i> about members' contributions to the greater Charleston community. Complete when Board publishes board actions in <i>Digest</i> .	Underway. Board publishes "Board Briefs" in each issue of <i>Digest</i> . Board has published contributions of members to the greater community.
5d	The board will hold open forums on civic issues such as the Town of Kiawah Island (TOKI) Meet-the-Candidates event.	Board	Complete by Board's holding open forums (town hall style meetings).	Underway. This year is an election year for Town. Elections held in December. Board has scheduled a Meet-the-Candidates for November 28 at 7 p.m. at Sandcastle.

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5e	KICA will assist TOKI in spreading the positive message that Kiawah is a partner in the Board Lowcountry community.	Board	Complete by Town's concurrence that KICA is a partner.	Complete. Ongoing. As examples -- 1. KICA links to Town website. 2. KICA promoted and attended 2006 Disaster Awareness Day, and provided meeting space. 3. KICA promotes Town Arts Council events in <i>Digest</i> . 4. KICA provided newsletter and instant news flash info to members about east-end erosion issue.
5f	The Communications Advisory Committee (CAC) will cover activities of various committees, and the contributions of specific committee members and other volunteers on a regular basis.	Tammy	Complete by regular running of articles and photos featuring volunteerism and other contributions of members.	Complete. Ongoing. Each Digest generally features an item: Jan issue--article about 2007 Senior PGA volunteer opportunity, Feb issue--Coastal Living House volunteers, and Exchange Club's donation to county library, Mar issue--Bird House Team volunteers, April issue--POPs volunteers, May issue--Committee chairs, June issue--four articles: Habitat for Humanity volunteers, Turtle Patrol volunteers, Native Plant Rescue volunteers and Marilyn Blizard, who got state law passed to protect Diamondback Terrapin, July issue--Naturalist Club volunteers.
5g	The CAC will seek to improve readability of <i>Digest</i> by broadening its editorial content. Further, staff will photograph members at island events and publish them in <i>Digest</i> and on the website.	Tammy	Complete by regular running of articles featuring contributions of members.	Complete. Ongoing. Each issue contains numerous photographs. Committee is expanding its horizons by reporting some softer issues (e.g., human interest stories about members, nature).
5h	The board liaison to each committee will report on that committee's activities at each board meeting, except at those meetings where the committee chair makes the presentation.	Board	Complete by Directors' reporting of the committee to which they are liaisons.	Complete, Ongoing. Each Director reports on committee status at each Board meeting.

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5i	The board will communicate annually with membership regarding the need for member involvement on committees.	Board	Complete by article in Digest appealing to all members to consider volunteering for committee	Complete. Ongoing. Since 2002, the board through its CSC, discusses committee service via Digest. The annual request for volunteers goes into November Digest.
5j	The board will actively teach, help, and mentor existing volunteers regarding board activities, how to run for board seats, and what is expected of the board by the Association and fiduciary roles.	Board	Complete by CSC's articles in Digest, by Board's provision of "what to expect" handout for all interested candidates.	Underway. Ongoing.
5k	The Community Services Committee (CSC) will provide an annual on-site education course to Association members about Association operations, board roles, function of committees, best practices in the industry. CSC charter will reflect this information.	Shannon	Complete with the KICA 101 course provided in the fall	Underway. Course anticipated to be held in the fall.
5L	The CAC will publish the "Maze of K's" explaining who does what in a mailing to the members every other year.	Tammy	Complete by publication of Maze.	Pending. Scheduled for October 2006
5m	Staff will offer an electronic version of <i>Digest</i> for all members who request it.	Tammy	Complete by <i>Digest</i> offering electronic version at least annually.	Underway -- 513 members now subscribe to E- <i>Digest</i> , which is less than last year's 527 subscribers. CAC is recommending to board that all members with valid email addresses should receive <i>Digest</i> electronically by default. Those who want paper copies can still request them. CAC chair plans to request board approval for this change at July 2006 meeting.

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5n	Staff will foster and publicize creative relationships for scientific research to improve the existing infrastructure and environment by incorporating natural solutions.	Dave/Norm	Complete by staff seeking successful grants and research projects to benefit the Association.	Complete. Ongoing. 1. Two grants were applied for through SCDNR, both involving eradication of non-native invasive plant species on island. 2. NOAA, DHEC now provide ongoing research into water quality improvement at lakes. 3. Norm Shea wrote article for national CAI publication in May 2006 on involving governmental research to benefit your association. 4. SC oyster restoration and establishment project completed with state funds at Bass Creek in June 2006.
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## Membership

Objective - The Association will foster a people-oriented, caring environment that focuses on individual member needs and member wellness, 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.

Priority 6. Foster a Spirit of Community and Member Wellness.

Measurable Goal 6 – Increase education, fitness and wellness, and social outreach. Measurable for education, fitness/wellness, and social programs by 20% new members participating annually.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
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6a	<p>The Community Center Advisory Committee (CCAC) will host and facilitate focus groups either in person or by phone so that members may discuss what member programs for recreation, education and wellness that they want. These focus groups become the basis for future programs and events. Committee's 2006 charter will reflect this board directive that developing successful programs is part of the committee's seminal work. For 2006, the CCAC would provide the board with recommendations for improvements, new social programs ideas, new wellness programs ideas, and new educational forum ideas.</p>	Kay	<p>Complete by CSC completing formal focus groups.</p>	<p>Underway as of June 2006. CCAC is working through subcommittee "teams". The program team is considering the issue. Full committee would get an update at next CCAC meeting, scheduled for July.</p>
6b	<p>The CCAC will recommend to the Board the means to build on the existing programs that are successful and seek to increase membership participation. These programs include CPR/AED training, blood drives, wellness sessions, fitness activities, social events, educational events, and recreational events. Committee will seek to increase membership participation.</p>	Kay	<p>Complete by CSC recommending new programs to the Board for implementation.</p>	<p>Underway. Staff is working with IT department to develop a method of tracking use and Rec staff is redesigning the various sign-in forms to provide info such as resident, non-resident status and new member participant.</p>

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6c	Staff will actively solicit all members for community building events.	Kay	Complete by staff providing invitations in <i>Digest</i> and monthly instant news flashes.	Complete as of June 2006. Ongoing. Events have been advertised in <i>Digest</i> and monthly in bulk emails. In addition, front desk staff is the "town crier" to inform members of upcoming events. In addition, all events are advertised in <i>Digest</i> and on bulk e-mail. Also, flyers and the Activity Booklets are on display at Sandcastle and Admin offices. Events, such as poolside cookouts, member socials and educational offerings promote community.
6d	The board will encourage neighborhood activities to increase sense of community.	Board	Complete by 5 articles in <i>Digest</i> reminding neighbors about community-building events.	Complete. Since 2004, all community building events are published in <i>Digest</i> and on instant news flashes (bulk emails). In addition, Member Services dept provides neighbor contact info for block parties, as well as new resident information to support POPs Newcomers Group.

## Service Delivery

Objective - The Association will be recognized as among the 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' expectations. Services for special groups, such as seniors, will be in place. In contributing to a spirit of community, there will be ample places and forums for members to meet and mingle.

Priority 7. Establish KICA Service Delivery as the best in the country.

Measurable Goal 7 – 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.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
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7a	The board will seek partnerships with Town of Kiawah Island (TOKI), Resort, KRA, Freshfields and the Seabrook Island Property Owners Association to consider recreation needs and availability. The board will constantly evaluate KICA services and facilities.	Board	Complete by re-chartering the Recreational Amenities Task Force.	Underway. As an example, Directors met with Resort in July 2006 regarding amenities. Results were published in September Digest.
7b	Land Management staff will plan and implement landscape capital upgrades to common areas.	Dave	Complete by finishing the budgeted landscape capital improvements projects for 2006.	Underway. Ongoing, with new projects included as a part of budget process annually. Several medians were improved this year including Dungannon Hall. Bass Pond Causeway plantings are planned for completion this year. New for next year would be Phase 4 of the landscape reviatlization plan for a portion of Governor's Drive..
7c	Land Management and General Maintenance staffs will improve maintenance of leisure trails.	Dave/Connie	Complete by LLMAC indicating that trails maintenance has improved over last year.	Underway. Each leisure trail is inspected quarterly by staff. New for 2006, LLMAC inspects trails in their areas and recommends improvements to staff. "Adopt a Leisure Tail" program is in place, whereby members pick up litter and do light pruning. Staff performs leisure trail patching, resurfacing, and root removal annually. Staff performs root pruning beside trails every other year.

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7d	Staff will provide "Best Practices" articles for members in <i>Digest</i> for self-help in members' security, landscaping, and lakes needs. Staff will conduct education programs.	All DH's	Complete by CAC's agreement to publish timely and meaningful articles by Department Heads	Complete. Ongoing. For 2006, articles have included: 1. Governance -- "CAI Governance" 2. Land -- "Your Irrigation System," "Roadway Safety," "Native Plant Rescue." 3. Maintenance -- "Parkway Paving Update" 4. Lakes -- "Ponds Algae" and "Mosquito Misters." 5. Security and Rec -- "Tips In Case of Identity Theft" and "CPR/AED"
7e	Staff will improve service delivery to members, and increase compatibility of KICA and TOKI databases for shared work if possible.	Maggie	Complete by staffs' sharing of database info as possible.	Complete. Ongoing. Database improvements have been ongoing annually between the two organizations.
7f	The board will seek member input about a KICA Member Directory in the 2006 Member Survey.	Board	Complete by question being asked on 2006 Member Survey.	Complete. Member Survey tabulation being conducted as of June 2006. Analysis complete in fall, 2006.
7g	Staff will maintain and safeguard the KICA network and database.	Maggie	Complete by monthly service reviews by IT staff.	Complete. Ongoing.
7h	Staff will provide First Aid, CPR and AED certification to employees annually.	Joe	Complete by monthly provision to members and employees of CPR training and recertification.	Complete. Ongoing. 44 people have been certified this year of whom 30 are employees. In addition the third shift supervisor is now a certified trainer in CPR/AED/first aid.
7i	Staff will accurately track the alligator population to minimize potential for unwanted human contact.	Norm	Complete by annual survey being finished.	Pending. Occurs in July.

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7j	Staff will offer safety walk-throughs for member and regime properties coordinated with Joe St. John's Fire Department.		Complete when Dir Security offers walk through with each regime manager annually.	Complete. Ongoing. Each regime was invited to participate. One regime, Inlet Cove, has expressed tentative interest but a walk-through date is not confirmed with the regime manager.
7k	Staff will continue to issue Member Photo ID's for members' access to the Association facilities.	Kay	Complete when Photo ID system is operational.	Complete. Ongoing annually. 3,376 passes have been issued to date. As of August 2005, a little over 2,500 had been issued.
7l	Staff will convert mapping data from the existing MapInfo to ArcView to make KICA compatible with most governmental and professional agencies, enabling the Association to download and share data with these agencies and users.	Norm	Complete by installing correct drainage information, pipe locations into ArcView	Underway. Anticipated completion is December 2006.
7m	Staff will work with TOKI to secure current aerial images of the island, including topography data.	Norm	Complete when TIFF and LiDAR images are available to Association staff from Town.	Complete. Images secured. Schedule for data on contours is July 2006.

## Facilities

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

Priority 8. Meet Members' Facilities Needs.

Measurable Goal 8 – To ensure excellent property management. Measurable by staying within the financial budget.

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
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# LRP 6 Status Report

August 2006

8a	Staff will seek an annual Town of Kiawah Island (TOKI) "State of the Beach" presentation for the board.	Norm	Complete when Jim Jordan makes annual beach presentation.	Pending. Late fall presentation anticipated.
8b	Staff will complete infrastructure replacements as dictated by Reserve Data Analysis (RDA). Staff will track infrastructure via RDA including entering of all new infrastructure elements and changes into ArcView database and RDA.	Connie	Complete when staff makes updates to RDA within 6 months of new infrastructure being installed/built.	Underway and Ongoing. Data entry updates to RDA for 2006 work will be entered by August 1st. No capital projects commence until the fall. Those entries would be completed before year end.
8c	Staff will complete 10-year Capital Projects Plan.	Connie/GM	Complete at presentation of 10-year plan to Board as part of Budget process.	Underway, as of June 2006. MRRC providing input. Completed as part of budget process.
8d	The LLMAC will identify potential landscape and lakes capital improvements, and recommend them to the Board.	Dave/Norm	Complete when LLMAC recommendations are presented to Board as part of Budget process.	Underway. Ongoing. LLMAC is recommending Goves Dr as the 2007 phase of Landscape Revit and seeking improvements to 9 cul de sacs as well.
8e	The MRRC will provide advice to the board regarding potential improvements to the Association's facilities.	Connie	Complete by inclusion of improvements work in assumptions for the coming year.	Underway. MRRC's first meeting about capital projects is planned for July 2006.
8f	For pond 32 at Turtle Beach, staff will complete the redesign, permitting, dredging and native landscape installation to connect the pond to the Island-wide pond system, thereby creating a consistent water level and an improvement of water quality.	Norm	Complete when project is included in draft budget 2007, as an MRR project.	Complete. Included in 2007 Budget draft as a \$500k project.

## Human Resources

# LRP 6 Status Report

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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 positioned as required to meet the needs of the membership. Opportunities for employees to enhance personal development and professional progress will be provided.

Priority 9. Develop a Customer Service Culture that is outstanding.

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

Action Item #	Action Item	Assigned	Measure to Complete	Completion Date/Result
9a	The GM, Department Head's and Supervisors will research what constitutes superior service in community associations for all facets of operations and give recommendations and methods to implement superior service to the board.	All DH's/GM	Complete by GM and DH attendance at their professional conventions and provision of new ideas for service and operations to benefit members.	Underway. Ongoing. These are provided to Directors via the budget and as requested. 1. Security SOP includes superior customer service techniques. 2. Gov's continuing education is targeted to service delivery. 3. Member Services trains on customer service skills or discussion of particular problems, weekly. Dept also subscribes to and shares Customer Communicator newsletter, which provides topics of interest to those in customer service positions. Additional copies distributed to other department employees in customer-contact positions. 4. Major Repair instituted night-time installation of paving as a member convenience. 5. This year, MRR started a "blanket notification" of all capital projects to mail list, bulk email, notice at main gate, etc.

# LRP 6 Status Report

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9b	GM will implement and then consistently measure success of superior service plan, called "Perfecting Our Craft," which would include an on-the-job safety component, cross training component, how to have less stress in the work environment, best-practices implementation, focus on the tasks to be done, successful orientation for all new hires, education-investment in staff and committee-to-staff workload management.	GM	1. Complete by ongoing job-safety component measurement as improved over the prior year. 2. Complete by successful completion of three training sessions per year for all staff.	Underway and Ongoing. 1. Regarding job safety, the numbers of incidents and severity of incidents has decreased significantly. There has been one accident sent to workers comp in 2006. 2. Three training session in 2006 are: April State of Association presentation, July "Knock Your Socks Off" customer service training and October "End of Year" Report.
9c	Staff will provide a Comprehensive Safety Program for employees to identify causes of safety breaches and mitigate them, educate staff, recognize effectiveness and establish sanctions and seek creative ways to close the gap between what is and what should be.	All DH's/GM	Completion of the tasks assigned to the Employee Safety Committee, including reporting monthly to the Board.	Complete. Ongoing. New for 2006 is inspection implementation program. Also new is inclusion of section of the Empl Safety Manual detailing actions in case of specific site disasters. Employee Safety Committee was reenergized with new members in March 2006 and meets monthly. Board review employee safety at each board meeting. Land/Lakes/Maintenance and Security departments have weekly safety meetings.

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9d	Staff will meet quarterly for on-site member services training, which will also focus on best-practices operations.	All DH's	Completion of training by HR Director is completion of this measure	Pending --1. All staff meeting scheduled for July 27 with "Knock Your Socks Off" speaker. 2. All staff meet about customer service training in their quarterly coaching and feedback sessions, in daily line-ups and in weekly departmental customer service training. 3. Via the HOAPOA mailist and CAI/CAMI publications, department heads continually review what other associations are doing and compare KICA operations to theirs. Staff implements great ideas when it finds them.
9e	Staff will keep customer service a top priority.	All DH's	Complete by new employees receiving a "service delivery" orientation. Complete by daily line-ups in each department.	Complete, ongoing. The 2006 member services slogan "Everything Matters" is posted in all departments. The Director, HR, provides a service delivery orientation to each new hire. 1. For security, core values training occurs each shift daily, and 8 employees attended customer service training in 2006. 2. For maintenance, daily line-ups and quarterly coaching and feedback keep customer service delivery the #1 priority. 3. Recreation provides through daily line-ups, weekly staff meetings and quarterly Perf Mgmt sessions.
9f	Staff will 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.	Maggie	Complete when Director, HR, provides analysis to the HR Committee	Complete. Ongoing. Traditionally the survey goes out to staff the week after the December holiday party. Surveys were due back in mid December 2005 and HRC received analysis in January.

# LRP 6 Status Report

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9g	The Human Resource Committee (HRC) will update the wage benchmark survey every year. This includes consideration of wage ranges and market adjustments for these ranges.	Maggie	Complete when survey results from comparable community associations are provided to HR Committee	Underway. Survey went out in June. Results are to be analyzed in time for budget work (late summer/early fall).
9h	The GM will use the Performance Management System for all employees.	Maggie/GM	Complete when each employee is receiving regular coaching and feedback from his supervisor.	Complete. Ongoing. New for 2006 was employee focus group meeting about Perf Mgmt effectiveness and process. As of June 2006, recommendations are to go to Employee Development Committee and changes to streamline process are to be explained to employees in September 2006.
9i	Human Resources and other Department Heads will provide "Superior Supervision" classes annually.	All DH's	Complete when Employee Survey indicates that employees believe supervisory skills are exemplary	Complete. 1. December 2005 survey indicates that staff are pleased with supervisor's skills. (89% approval rating) 2. Supervisory classes for all departments are offered in the fall and winter months when staff are "out of season," so to speak.
9j	Human Resources and Accounting staff will offer one session in summer for all Supervisors and Department Heads called "Develop an Effective Zero Based Budget."	Deborah/ Maggie	Complete when training is provided at each department's site.	Underway. Ongoing. One-on-one training occurs in August.

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9k	Human Resources and Accounting staff will offer a session for all staff on personal money management, including discussion of taking advantage of KICA's employee benefits to save staff money on taxes, insurance, etc.	Deborah/ Maggie	Complete when Director HR provides three "brown bag" sessions to all employees.	Pending. These are offered "out of season" in the fall and winter months.
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