



# Long Range Plan

CYCLE VI

Approved by the Board of Directors on December 5, 2005

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

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

*providing a spirit of community* and enriched quality of life for its members,

*encouraging members to be good stewards* in meeting their responsibilities to each other, to the greater community that surrounds us and to the preservation of the natural qualities that enrich our island existence,

*offering every opportunity* for its members to enjoy personal growth while respecting their heritage as a community and as individuals,

*ensuring that wellness*, both in the maintenance of our good health and in the fun and joy experienced in life on Kiawah, is protected and nourished,

*contributing positively to members' investment* in Kiawah, particularly in preserving property values, and above all,

*guaranteeing that pursuit of excellence* in all the Association does is its guiding principle.

The **Mission** leads to

The **Vision** which leads to

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

The **Priorities** which lead to

The **Measurable Goals** which lead to

Lastly the **Action Items**.

## **Financial Condition**

Objective - As the Island 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 1a- The board will review the Investment Policy, Reserves Policy and reserve levels annually.
- Action Item 1b- The Finance Advisory Committee (FAC) will submit a list of investments, transactions and comments to the board on a quarterly basis.
- Action Item 1c- The General Manager (GM) will update the 10-year capital forecast annually (update given to the board at its Fall Retreat).
- Action Item 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.
- Action Item 1e- The GM will report quarterly budget variances to the board, and, when off budget, will make necessary changes to stay on budget.
- Action Item 1f- All Department Heads (DH) will report to the GM and FAC quarterly regarding new items and risks for implementation of zero based budgeting.
- Action Item 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.
- Action Item 1h- 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.
- Action Item 1i- The GM and Department Heads will identify new thinking to avoid increases in costs. Complete annually at budget prep cycle.
- Action Item 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.
- Action Item 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.

Action Item 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.

Action Item 1m- The board will review KICA's insurance plan.

Action Item 1n - Staff will investigate the possibility for increased reimbursements from the municipality, grants, and other potential funding sources.

Action Item 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 how similar community associations are doing activities and how they are staffed.

## 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 2a- The board will govern by:
1. Operating in accordance with the Association's governing documents,
  2. Establishing policies,
  3. Representing all member types,
  4. Encouraging a diversity of viewpoints among directors but still acting with one voice,
  5. Providing inspiration, direction and control to the General Manager through establishing board perspectives,
  6. Initiating policy rather than allowing the staff or committees to do so,
  7. Annually monitoring its own process and performance, and
  8. Being accountable to members for the competent, conscientious and effective accomplishment of the board's obligations as a body.
- Action Item 2b- 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 *ad hoc* status.
- Action Item 2c- 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.
- Action Item 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.
- Action Item 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.
- Action Item 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.

Action Item 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.

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

- Action Item 3a- The board acknowledges the Resort is the island's industry base and will meet with the Resort regarding our mutual governance work.
- Action Item 3b- The board acknowledges its representation of the Island's regimes and their importance to the Island. Board will make itself available at regime annual meetings as requested.
- Action Item 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.
- Action Item 3d- Each director will continue to search for ways to involve nonresident members in Association governance and be aware of issues affecting nonresident members.
- Action Item 3e- In orientation of new directors, the board will explain the job challenges, necessity for good communication, and the need to work as a team.
- Action Item 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.

## 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 4a- Board is encouraged to use town-hall style meeting format to promote communications.
- Action Item 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.
- Action Item 4c- 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.
- Action Item 4d- 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.
- Action Item 4e- 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.
- Action Item 4f- Staff will maintain toll-free telephone access for the members. This number is listed on the website, business cards, stationery, and in *Digest*.
- Action Item 4g- Staff will assist in teleconference participation by nonresident members for smaller KICA meetings, such as at committee meetings.
- Action Item 4h- Staff will improve mass email communications, including seeking to increase the number of current email addresses in KICA's member database.

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 5a- The board will encourage independence of *Digest*.
- Action Item 5b- The board President will write an article about that year's Board Retreat for *Digest*.
- Action Item 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 *Digest* the actions taken on matters brought to the board's attention.
- Action Item 5d- The board will hold open forums on civic issues such as the Town of Kiawah Island (TOKI) Meet-the-Candidates event.
- Action Item 5e- KICA will assist TOKI in spreading the positive message that Kiawah is a partner in the Lowcountry community.
- Action Item 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.
- Action Item 5g- The CAC will seek to improve readability of *Digest* by broadening its editorial content. Further, staff will photograph members at island events and publish them in *Digest* and on the website.
- Action Item 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.
- Action Item 5i- The board will communicate annually with membership regarding the need for member involvement on committees.
- Action Item 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.
- Action Item 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.
- Action Item 5L- The CAC will publish the "Maze of K's" explaining who does what in a mailing to the members every other year.
- Action Item 5m- Staff will offer an electronic version of *Digest* for all members who request it.

Action Item 5n- Staff will foster and publicize creative relationships for scientific research to improve the existing infrastructure and environment by incorporating natural solutions.

## **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 6a- 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.
- Action Item 6b- 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.
- Action Item 6c- Staff will actively solicit all members for community building events.
- Action Item 6d- The board will encourage neighborhood activities to increase sense of community.

## **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 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.
- Action Item 7b- Land Management staff will plan and implement landscape capital upgrades to common areas.
- Action Item 7c- Land Management and General Maintenance staffs will improve maintenance of leisure trails.
- Action Item 7d- Staff will provide “Best Practices” articles for members in *Digest* for self-help in members' security, landscaping, and lakes needs. Staff will conduct education programs.
- Action Item 7e- Staff will improve service delivery to members, and increase compatibility of KICA and TOKI databases for shared work if possible.
- Action Item 7f- The board will seek member input about a KICA Member Directory in the 2006 Member Survey.
- Action Item 7g- Staff will maintain and safeguard the KICA network and database.
- Action Item 7h- Staff will provide First Aid, CPR and AED certification to employees annually.
- Action Item 7i- Staff will accurately track the alligator population to minimize potential for unwanted human contact.
- Action Item 7j- Staff will offer safety walk-throughs for member and regimine properties coordinated with St. John's Fire Department.
- Action Item 7k- Staff will continue to issue Member Photo ID's for members' access to the Association facilities.
- Action Item 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.

Action Item 7m- Staff will work with TOKI to secure current aerial images of the island, including topography data.

## **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 8a- Staff will seek an annual Town of Kiawah Island (TOKI) “State of the Beach” presentation for the board.
- Action Item 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.
- Action Item 8c- Staff will complete 10-year Capital Projects Plan.
- Action Item 8d- The LLMAC will identify potential landscape and lakes capital improvements, and recommend them to the Board.
- Action Item 8e- The MRRC will provide advice to the board regarding potential improvements to the Association’s facilities.
- Action Item 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

## **Human Resources**

Objective - The Association will employ an outstanding, empowered staff, taking full advantage of their abilities. Staff will be service minded. Responsibilities of the staff will be 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 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.
- Action Item 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.
- Action Item 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.
- Action Item 9d- Staff will meet quarterly for on-site member services training, which will also focus on best-practices operations.
- Action Item 9e- Staff will keep customer service a top priority.
- Action Item 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.
- Action Item 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.
- Action Item 9h- The GM will use the Performance Management System for all employees.
- Action Item 9i- Human Resources and other Department Heads will provide "Superior Supervision" classes annually.
- Action Item 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.”

Action Item 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.