

Kiawah Island Community Association
Inc.

MEMO

To: Tom Keating and Herb Ailes
From: G-1 Subcommittee, Ted Kautz
Subject: Report of Subcommittee G- I
Date: October 18, 1999

Attached are documents that set our forth recommendations with respect to these four committees: Communications, Governance, Deer Safety and Safety and Security. The other committees serving the Town and Community Association were determined to be unrelated to any other committee and therefore were excluded. They are as follows:

Town-Committees

Association Committees

Planning Commission

Compliance

Jury Commission

Election Commission

Replacement

Board of Zoning Appeals

Recreation Center

Beach Preservation

(this is a single issue committee
Management

established to monitor the Folly Beach
renourishment and groin project)

Public Works

Community

Covenant

Financial Advisory

Major Repair and

Property Owners

Operations

Landscape

After a thorough review of these four committees, we concluded that each provides unique services to the property owners with few, if any, overlaps of functions. Where committees have similar functions, a process is in place that enables them to work together in a collaborative manner (see Security and Safety). In some situations, in conjunction with staff, committees might assume more operational responsibilities, thus enabling the Board to focus on policy issues.

As you know, we were assigned the task to explore consolidation of committees. We acknowledged that consolidation was one possible outcome. Another desirable outcome considered was to have the Town and Association

committees work together more cooperatively when they were somewhat, but not totally, similar in their objectives. We, therefore, modified the assigned issue to state: "Reduce the number of duplicate committees by having the same committee serve multiple organizations, such as the Safety Committee;" or better define how similar committees might work together more cooperatively.

Our recommendations were based on:

- · Review of committee's objectives (charter), responsibilities and minutes of meetings.
- · Interview with chair and several members as to how the committee functions within a system of governance on the island.

We appreciate the opportunity to provide some service to the Association.

Al Austin
John Barter
Allison Harvey
Ted Kautz

Communications Advisory Committee
Organization Review

CHARTER:

- · Oversee the publication of a KICA-sponsored newsletter which would be published no less than 10 times per year.
- · Make certain the publication provides clear, concise, objective, non-partisan and non-personal reports of KICA meetings, as well as major items of island concern and interest, to all Kiawah Island property owners.
- · Strive for the publication to become the primary source of dependable and unbiased information and dialogue about Kiawah Island for property owners.
- · Foster effective, meaningful and reliable dialogue between owners and the Board.

ESSENTIAL TASKS:

- • Function as Newsletter Editorial Board with responsibility for editorial Policy and provide direction for the publication of the Digest.
- • Oversee production and printing of Board mailings. EJ Publish a review of the KICA annual meeting.
- • Supervise and edit the preparation and release of KICA public relations announcements.
- • Oversee activities of the Communications Coordinator in conjunction with Assistant General Manager.

GAPS/OVERLAPS:

While there is no obvious overlap of editorial responsibility, there are a host of publications emanating from Kiawah. In addition to the KICA Digest, there are publications by the town and KPOG and more commercial publications by the Resort and KRA. Talk and Digest should convey consistent message or avoid controversial issues unless issues are presented as editorial comment to owners, especially non-residents. Otherwise, conflicting information will continue to confuse people.

RECOMMENDATION:

Publications by the Resort and KRA were not considered in our recommendations since they are essentially commercial. Further, since KPOG seems to consider a part of its mission to be an independent observer of happenings at KICA and the Town, it was felt its publication should be set aside as well. It has become clear in the course of this review that there is a high level of cooperation between the staffs of IUCA and the Town. There is an opportunity to promote that cooperation by combining the two publications into a single one with three parts. The first and largest would be Kiawah Island news. The second and third would be, respectively, the news of KICA and the Town focusing on meeting results, specific organizational initiatives, etc. We believe this recommendation can result in one superior publication in place of two good ones and can send an important message of cooperation and coordination between the Town and KICA.

A committee of volunteers could still do much (all) of the writing. To promote cooperation of KICA and the Town, the committee could report in alternating years to the Town and KICA administrators, respectively.' The only issue to be resolved would be how to pay for the publication without

commingling funds. Due to the constraints placed on public funds, this issue may not be solvable.

Alternatively, the KICA General Manager could assume responsibility (Chair) for the soliciting of information, production, printing and mailing of KICA communications, including the Digest. Then, the Advisory Committee could function as a resource and advisor to the GM.

Governance Committee Organization Review

CHARTER:

- · Work with Board to develop a model KICA organization as of 2008.C3
- · Seek ways to improve how KICA governs itself
- · Develop and recommend strategies for: implementing improvements as to transition of the Association to member control, improving the governance document and creating a better understanding of the roles of the Board, staff and their relationship to other entities on the island.

ESSENTIAL TASKS:

- · Review and recommend changes to covenants, development agreement, resolutions and standards manual.
- · Review election protocol and recommend changes as appropriate.

GAPS/OVERLAP:

The Governance and Covenant Compliance Committees have covenant responsibilities(development vs. enforcement) but they have no communication linkage during development phase.

RECOMMENDATION:

The sharing of information between the two committees during the development phase can be a constructive process. Participation by member(s) of the Covenant Compliance Committee, especially the chair of the Compliance Committee, can enable them to provide useful input during the rewrite of the covenant document and serves to educate compliance member (s) as to the rationale for changes.

Security and Safety Committee
Organization Review

CHARTER:

- · Develop and recommend security services and safety matters throughout the island.
- · Review transportation issues, (i.e. transportation service to the island and on KICA roads, paths and common areas) and make recommendations.
- · Review traffic issues and make recommendations.

ESSENTIAL TASKS:

- · Research safety/security issues and develop proposals and action plans.
- · Prepare policies as appropriate.
- · Act as advocate for security staff.

GAPS/OVERLAP:

Representatives of the Town, KICA and ICR function as policy and operations committees with respect to issues that overlap their jurisdictions.

RECOMMENDATION:

- · The organization structure is designed to insure collaboration among similar safety entities on the island. Further integration of functions would be counterproductive.
- · Board should delegate more responsibility for policy and operations to the committee.

Deer Safety Committee Organization Review

CHARTER:

The Town of Kiawah Island's Deer Safety Committee was formed to provide input and monitor Phase 2 of the deer study by Jim Jordan, University of Georgia graduate student. Its primary objective is the reduction of the number of deer/auto events using a state licensed program to induce abortions in pregnant deer. The results of the

study will be used by the town to formulate deer herd management policy.

Note- A deer ecology study (Phase 1) was required by the South Carolina Department of Natural Resources before any deer management program could be initiated.

ESSENTIAL TASKS:

- • Input and monitor Phase 2 of the deer study.
- • Publicize work of committee to increase awareness of the need to protect wildlife and natural habitat.

GAPS/OVERLAP:

The Town's Wildlife committee is charged with providing wildlife services and maintenance. While the objectives of the two committees overlap, the Deer Safety Committee's main focus is on safety by reducing deer/vehicle collisions.

RECOMMENDATION:

- • The work of the Deer Safety Committee could be integrated and merged into the Wildlife Committee.
- • Alternatively, in view of the increasing interest of different island entities in preserving wildlife, (Town, KICA, KIR, Nature Center, Natural Habitat Conservancy and the Naturalist Group), committee of chairpersons from the various entities could be formed to oversee the coordination of these interests.
- • In lieu of the contractor arrangement with Georgia University, the employment of a biologist with wildlife expertise may be more cost effective. This person could serve as the coordinating agent and provide expertise to the various wildlife organizations on the island.