

To: Memo to "Green Book"
February 16, 2000
From: Herb Ailes

Subject: LRP-3, personal comments resulting from work on KICA Long Range Plan

The following has been shared with the LRP Committee (Keating, Bunting, & McAdory) but does not necessarily represent their views. The current KICA Board and Committee operations are effective and, judging from many comments during the LRP process, are widely appreciated by the members. However, there are some specific suggestions that should be considered by the Board and subjected to further study. Nothing that is recommended herein is meant to suggest precipitous, immediate changes that could "kill the goose". Rather, these are suggestions of a direction that could be recognized and pursued at a rate that is reasonable relative to volunteer availability and Association financial condition.

The need for some changes is emphasized by several observations:

- 1) It is difficult to get people to work on Committees and very difficult to get people to run for the Board.
- 2) A Board member is subjected to a high level of effort and to personal challenges that are just plain unfair and degrading - sometimes to the point of jeopardizing a happy retirement.
- 3) Some committees are mired in operating detail and have little time or thoughts to contribute toward the long range plans of this community. In truth the same comment can be made about the Board.

Some suggestions that are proposed for further study are:

- 1) We must subtly shift, over time, operating responsibility away from volunteer Committees and our Board and place it squarely upon our staff. This may increase our personnel and our costs but it will also allow us to reduce the level of effort required of volunteers and make it far easier to attract people as volunteers. We know that many of us are our own worst enemies and enjoy reliving our youths by getting into operations but we must begin to discourage this behavior. The Board and Committees must focus more on policy, major issues, management succession, etc. and avoid operating details.
- 2) One way to initiate the above might be to empower staff (without volunteer oversight) to schedule meetings, develop agendas, chair meetings, issue minutes, etc. Some committees already operate in this fashion.
- 3) Committees should strive to have a maximum of 5 members - others can attend some meetings as ex-off icier. An assistant chair should be identified and agree to replace the chair. We should continue the practice of encouraging committee members to run for the Board, We might consider a formal requirement that 3 committee members be identified as Board candidates - and if this cannot be done some members would be replaced. We may need a permanent nominating committee who continuously solicits volunteers for committee participation.
- 4) The Board should have closed discussions alone and with committees. We may wish to examine the role of the Board liaison - it seems to work but requires a lot of Board member time.

5) We must consider a Committee composed of Regime officers and thereby increase our interface with nonresidents. KPOG specifically excludes nonresidents from its Board and hence nonresidents continue to feel poorly represented in positions of responsibility even though they are a majority of our members.

6) We should pursue the MOU proposed by Subcommittee LRP-1 but at some point a member survey should be conducted to permanently resolve disputes over who should do what (Town? or KICA?).

7) Consideration should be given to expanding the role of the Governance Committee - when planning issues surfaced that dealt with Governance issues the Governance Committee was unable to address them because their role was defined as dealing with Covenant changes only. In these cases, these issues had to be taken directly to the Board.

Respectfully submitted,
Herb Ailes