



## 2007 Operations Plan

**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 an improved quality of life for all members.

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

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

*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*

*providing an enriched quality of life for its members.*

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 Controller will review the investment policy, reserves policy and reserve levels annually. Complete with internal report to COO in July 2007. If Controller recommends changes, these go to full board for consideration before 2008 budget-planning cycle begins.

Action Item 1b- The Controller will submit a schedule of investments, transactions and comments to the board on a quarterly basis. Complete by investment summaries provided to board at same time as quarterly variance reports.

Action Item 1c- The Controller (with input from the Directors of Land, Lakes and Major Repair) will update the 10-year capital forecast annually. Complete by report to the board at its fall retreat 2007.

Action Item 1d- The Financial Auditor will track the quality of point of sale software providing spot-checks for validity and financial controls. Complete by March 2007 when audit report is complete.

Action Item 1e- The Controller will report quarterly budget variances to the board, and, when significant, will make necessary changes to stay within budget. Complete by Controller's quarterly reporting to board.

Action Item 1f- The Controller will create budget using zero based techniques, including each department head's new thinking to reduce costs while not negatively affecting the balance between efficiency and the Kiawah standard for high quality. If a department head is requesting new employees, then comparables and measure of work are required. These cost drivers and full

time employee equivalents will be used as a standard of comparison to assure competitiveness and compatibility to industry best practices. Completed when COO concurs that department heads' draft of budget is appropriate to meet standards above. Occurs in fall 2007 during budget cycle upon Controller's budget presentation to the board.

Action Item 1g- The Controller 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. Complete by inclusion of financial disaster plan in budget binder in January 2007.

Action Item 1h- The Controller will review KICA's insurance plan annually in March. This will be a risk management audit to provide insights into potential challenges and opportunities. Complete by internal report (the insurance bid package) to COO in April. Renewals are end of June.

Action Item 1i - Staff will investigate the possibility for increased reimbursements from the municipality, grants, and other potential funding sources. Complete by April 2007 with report from Directors of Lakes, Land, Member Services and Security. Coincides with town's ATAX announcements.

Action Item 1j- Controller will research & implement online payment system for member and commercial use in paying assessments, other fees (decals, etc.) and commercial directory listings by March 2007. New for this year, this includes a member services credit card reader.

## **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, plan for and institute changes required to preserve members' values and quality of life. The association will seek broad representation from the membership for board service and will support the continual flow of new volunteers into community activities. Board focus is on strategic planning.

Priority 2. Govern with Excellence.

Measurable Goal 2 – While the board will govern by establishing policies and focus on strategic planning for the Association’s future, the board will assign all operations responsibilities to the COO. Measurable by completion of the action items listed.

Action Item 2a- The COO is responsible to the board for all association operations, including initiation of new services to benefit members, consistent with Board policy. Measurable by completion of the monitoring reports for the board, which come from the job description. Complete with last report in December 2007. The monitoring reports are as follows listing the report name, then frequency, then methodology:

1. Dealings with Staff	Annual	Internal Report in February (results of Dec survey of all staff)
2. Dealings with Volunteers	Annual	Internal Report in December (results of October survey of all volunteers)
3. Operations Plan Status	Annual	Board Meeting Agenda Item in July and December
4. Industry Standards	Annual	Internal Report in April (national conference – best practices info)
5. Actual Financial Condition	Quarterly	Board Meeting Agenda Item includes fin statements, investments statements (plus annual report from Fin Auditor)
6. Budgeting	Annual	Board Meeting Agenda Item (Budget draft document with assumptions)
7. Asset Protection	Annual	Internal Report in May (Report on insurance provided + risk mgmt audit)
8. Info/Advice to Board	Weekly	Internal Report (Friday Reports to Board)
9. DH's Informed of Processes	As Needed	Internal Report (Info included in Friday reports)
10. Abide by Gov Docs	As Needed	Member access to Association's governing documents per board policy

Action Item 2b- The COO will create, modify and edit committee charters annually to coincide with the 2007 operations plan as approved by the board. The board votes to approve committee charters and memberships. COO established volunteer groups to advise the key staff on tactical matters. COO approves those memberships. Memberships are charted by April 2007.

Action Item 2c- The board will assess COO's performance and success with a formal annual review by the board and its Chair. Complete in December 2007.

Action Item 2d- Whenever there are board meeting items affected

by existing policy or covenants, the Director of Governance and Communication will provide copies of these, along with any other pertinent documents, history and background in the board and COO summaries for that agenda item. The COO will make every effort to anticipate the board's questions and needs in handling such agenda items. Complete by Director of Governance consistently providing complete board summaries for the board's agenda packets. Complete also by COO's success in anticipating board issues and questions.

Action Item 2e- For items decided upon by board mail votes between regular board meetings, the COO will explain the pros and cons of the issue with resultant vote at the next board meeting. Complete with COO consistently providing information at board meetings.

Action Item 2f - COO will provide upcoming weekly calendar to board of meetings scheduled by the association, the town, the conservancy, the resort and other island organizations. COO will also provide notification of all departmental meetings scheduled. Complete by consistently providing meeting schedule in Friday reports to board.

Measurable Goal 3 – Provide representation to all member types. COO initiates new projects, consistent with Board policy, to benefit membership types. Measurable by completion of the action items listed.

Action Item 3a- The COO will provide support to the Board for its strategic planning activities in 2007. Measurable by COO hiring consultants as directed by Board. Measurable by COO completing tasks as assigned, including providing research as requested, facilitating meetings, etc.

Action Item 3b- The Director of Member Services will search for ways to involve nonresident members in Association volunteering. He/she will be aware of issues affecting nonresident members. Complete by report to COO in December 2007, indicating results of volunteer survey for committees and volunteer groups.

Action Item 3c- The Director of Governance and Communication will provide orientation to new directors of the board. Goals are to explain the job challenges, necessity for good communication, and the need to work as a team. Goal is to improve scores on the director's annual survey of the board. Complete by April 2007 with DGC providing survey of directors following board orientation to determine effectiveness of session.

Action Item 3d- The COO interacts with the Resort as a partner to foster successful operations. Association staff will establish close

contact with hotel management to assure successful and seamless access to its guests and do our part to preserve the "5-diamond" earned by the Sanctuary. Directors of Member Services and Security will regularly participate in bimonthly meetings with resort management about operations issues, including Summer Working Group. Complete by end of season 2007 in September with report to COO.

Action Item 3e- The COO interacts with the Island's regimes and expresses their importance to the Island. COO will make himself/herself available at regime annual meetings as requested. Complete by last regime meeting 2007, normally November 2007 with listing of regime meetings attended.

Action Item 3f- The Director of Member Services will seek potential volunteers to move into committee, committee chair and volunteer-group positions. The Director Member Services provides orientation to committee and volunteer-group positions. Director Member Services will explain the job challenges, necessity for good communication and the need to work with the staff as a team. Complete by April 2007 with internal report provided to COO about volunteer interest and orientation.

Action Item 3g- Director of Security will coordinate with the PGA, KIGR, TOKI and other outside entities affected by the upcoming senior. PGA tournament to assure a successful event that enhances the national reputation of Kiawah Island. Complete by internal report to COO following tournament. Complete by June 2007.

## **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 COO from the membership. COO and department heads are active listeners. Measurable by 100% of communications to the Association receiving an acknowledgement of receipt response sent by USPS or email the next working day, followed by a written response within 7 days after the next regular board meeting or working session of the board. Measurable by COO attendance at regime annual meetings.

Action Item 4a- COO will hold monthly town-hall style meetings to enhance communications to and from members. COO is an active listener. Complete by Director of Governance and Communication polling attendees and providing report to COO as to the session's value and identifying potential improvements that could make future sessions better. Also measured complete by meetings being held monthly.

Action Item 4b- COO will host an outreach to all regime boards once per year to update them on association issues. To be accomplished by COO's attendance at regime annual meetings, and/or individual meetings with regime board presidents. Complete by November 2007, the date of the last regime meetings.

Action Item 4c- Director of Governance and Communications invites all members to access the website to post their Kiawah questions on the association's member comments message board. Operational questions directed to the COO receive a written response within 14 days. Questions directed to the board receive a response within 7 days after the next regular meeting or working session of the board. Complete by internal report to COO in July 2007.

Action Item 4d- The Director of Member Services will invite all members to learn of ways 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. Complete by internal report provided to COO in December 2007.

Action Item 4e- The Director of Member Services will promote on-island and off-island volunteer opportunities, charities, and service organizations annually via Digest, instant news flash and mail list. Complete by DMS publishing article on 3 forums in October 2007.

Action Item 4f- The Director of Member Services will maintain toll-free telephone access for the members. This number is listed on the website, business cards, stationery, and in *Digest*. Complete when Director of Member Services provides report to COO about number of toll free calls to association, compared to previous year. Complete by August 2007.

Action Item 4g- The Department Heads will assist in teleconference participation by nonresident members for smaller KICA meetings, such as at committee meetings and volunteer groups. Each Department Head facilitates telephone conferences of assigned volunteer groups or committee meetings. Director of Member Services will poll members and volunteers in June to verify they are being included telephonically. Internal report goes to COO.

Action Item 4h- The Director of Governance and Communications will promote mass email communications, including seeking to increase the number of current email addresses in KICA's member database. Measured complete by DGC providing Digest article and instant news flash encouraging members to respond in June 2007.

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 Director of Governance and Communication will ensure monthly publication of *Digest* contains community, social and educational events and news that is valued by members. Measured complete by monthly *Digest* publication and DGC providing results of an email focus-group satisfaction survey at year end with internal report going to COO by end of December 2007.

Action Item 5b- The board chairman will write an article about that year's fall board retreat for *Digest*.

Action Item 5c- The COO will take every opportunity to express the

contributions of Kiawah Island, the association and the association's membership to the community-at-large. The Director of Governance and Communication will communicate to the membership through Digest the actions taken on matters brought to the board's attention. Measured complete by DGC reporting board actions following each meeting in Digest.

Action Item 5d- The Director of Governance and Communications will coordinate open forums on civic issues such as the Town's Meet-the-Candidates event or the association's Meet the Candidate (MTC) event. Measured complete by hosting MTC in February 2007.

Action Item 5e- The Director of Governance and Communications will cover activities of various committees, their projects and the contributions of specific committee members and other volunteers on a regular basis. Measured by committee or volunteer contributions being published in *Digest* at least quarterly in 2007.

Action Item 5f- The Director of Governance and Communications will seek to improve readability of *Digest* by broadening its editorial content and including information about volunteers' contributions. Further, staff will photograph members at island events and publish them in *Digest* and on the website. Measurable by department heads providing input into *Digest* quarterly and follow-up tabulation by DGC for COO by September 2007.

Action Item 5g- The COO as liaison to each committee will provide committee minutes of that committee's activities at board meetings. Measured complete by minutes provided in board packets.

Action Item 5h- The Director of Governance and Communication 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. Measured complete by providing board service overview to interested members, and explaining the process to them to the extent desired. Complete when follow-up status report provided to COO.

Action Item 5i- The Director of Member Services will provide an annual education forum to Association members about Association operations, board roles, function of committees, best practices in the industry. Measured complete by forum provided by early fall 2007 with report on forum provided to COO.

Action Item 5j- The Director of Governance and Communication will publish the "Maze of K's" explaining who does what by posting it

to the website and making available to all new association members. Complete by March 2007 with report provided to COO.

Action Item 5k- Director of Governance and Communication will offer an electronic version of *Digest* for all members who request it. Measured complete by increase in 2007 over 2006 e-subscriptions and report being provided to COO.

## **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 Improved Quality of Life 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 Director Recreation 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 would either be new programs or improvements to existing programming. Occurs quarterly. Goal is 20% new members participating annually. Measured complete when 20% achieved via report to COO.

Action Item 6b- Directors of Recreation and Member Services will actively solicit all members for community building events. Measured complete by monthly offering/advertising events in *Digest*. Goal is to offer five new events annually. Complete with report provided to COO by September for prior 12 months.

Action Item 6c- The Directors of Recreation and Member Services will encourage neighborhood activities to increase sense of community. Measured complete by three neighborhoods hosting events and report provided to COO.

## **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. All department heads will establish indicators that affect service performance and assure timely data collection, rapid response to the data with effective strategies, and assure appropriate follow-up. Measurable by completion of the action items listed below.

Action Item 7a- The Directors of Land and Lakes Management will apply for National Wildlife Federation community certification in April 2007. Measured complete by completed application and strategy report provided to COO in April.

Action Item 7b- Director of Human Resources will improve service delivery to members by increasing compatibility of KICA and TOKI databases for shared work when possible. Goal is to check data sharing once in March 2007. Includes both databases plus other items such as aerial images of the island. Measured complete with report to COO by April 2007.

Action Item 7c- Director of Human Resources will maintain and safeguard the KICA network and database. Occurs daily. Measured complete with annual internal report to COO in March 2007.

Action Item 7d- Director of Security will provide First Aid, CPR and AED certification to employees annually. In addition, at least 5 sessions will be offered to members so that they may receive certification. Provided 6 times in 2007. Measured complete after sixth training session is done and report is provided to COO.

Action Item 7e- Director of Lakes Management will accurately track the alligator population through annual spotlight surveys and nest monitoring. Director of Lakes Management will locate, record activity and map locations of alligator, eagle, osprey and other wildlife nesting sites. Complete in November 2007 with report to COO.

Action Item 7f- Director of Security will offer safety walk-throughs

for member and regime properties coordinated with St. John's Fire Department and the Charleston County Sheriff's Office. Measured complete upon written notice in *Digest* and by letter to all regimes offering the service. Director of Security notifies COO in writing.

Action Item 7g- Director of Recreation will issue Member Photo ID's for members' access to the Association facilities. Measured complete by increase in numbers of ID's issued by November 2007. Director of Recreation provides report to COO.

Action Item 7h- Director of Governance and Communication will provide Service Provider Directory listing various contractors and providers that members may use. Complete by provision of service provider directory on website in first quarter of 2007.

## **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 by adhering to established departmental standard operating procedures. Measurable by staying within the financial goals as stated in the financial controls manual and providing quality products and services to members as are quantified in the standard operating procedures for each department.

Action Item 8a- Director of Lakes Management will secure the annual Town of Kiawah Island "State of the Beach" status presentation for the membership. Complete by December 2007 with Director of Lakes Management coordinating presentation's announcement, speaker, format, location and timing for members' benefit.

Action Item 8b- For pond 32 at Turtle Beach, Director of Lakes Management will investigate options to reduce dredging costs for anticipated 2008 project undertaking. Complete by June 2007 with report provided to COO for budget inclusion 2008.

Action Item 8c- Director of Major Repair will secure a Reserves Specialist to complete a 2007 reserves study to ensure that KICA has the appropriate funding in reserves, that its unit pricing is appropriate market rate, that infrastructure assets are correctly listed and complete and that the assets' remaining useful lives are correct. Complete July 2007 with report delivered to COO.

Action Item 8d- Director of Major Repair will inspect wooden vehicular bridges and report on condition. Director Major Repair will tighten clips and bolts. Any deteriorated decking or railing timbers will be replaced at that time. Completed by submission of engineering report about the effectiveness and quality of bridge substructures. Completed by March 2007.

Action Item 8e- Director of Major Repair will make a recommendation on a vehicular bridge decking prototype. Complete by December 2007 upon design report provided to COO.

Action Item 8f- Director of Major Repair will complete drainage

repairs and re-paving for Avocet, Goldeneye, Tennis Club and Treeduck Lanes, Green Dolphin Road, and Oyster Rake, as well as replace any broken curbing on these streets. Complete by November 2007 with final inspection by COO.

Action Item 8g- Director of Major Repair will construct second canoe storage at Cinder Creek pavilion. The existing floating docks will be repositioned to more functional locations that will provide easy access for member from the docks to the storage facilities and vice versa. Complete by August 2007 with final inspection by COO.

Action Item 8h- Director of Major Repair will construct permanent restroom structure at Rhett's Bluff boat launch area. Complete by August 2007 with final inspection by County.

Action Item 8i- Directors of Lakes and Major Repair will install new flap gates on 63 pipe structures located throughout the island at outfalls to the marshes and river. Complete by October 2007 with report to COO.

Action Item 8j- Directors of Lakes and Major Repair will re-engineer the drainage channels at 41 outfall structures. Complete by October 2007 with report to COO.

Action Item 8k- Director of Major Repair will burn off existing painted striping and re-stripe Kiawah Island Parkway with thermo-plastic striping. Complete March 2007 with site inspection by COO.

Action Item 8l- Director of Major Repair will study means to mitigate Inlet Cove erosion at the Beachwalker outfall. A qualified engineering firm will create a sectional survey and make recommendations for erosion control alternatives. Complete by report being delivered to COO by July 2007 for consideration for budget inclusion 2008.

Action Item 8m- For 2007, Director of Land Management will plan and implement landscape capital upgrades to common areas at Bass Pond Causeway right of way. (complete May 2007), Sea Forest Drive rights of way (complete July 2007), eight cul-de-sacs (complete September 2007). Design of Phase III Governor's drive complete to go to membership for open forum meetings by October 2007. Measure as complete with open forum meeting being held and report provided to COO.

## **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 excellence in employee satisfaction scores in annual employee survey. Measurable by completion of following action items

Action Item 9a- Directors of Security and Human Resources 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. Complete by internal report to COO in January 2007. The Director Human Resources will provide monthly employee safety committee meetings and review safety-meeting minutes monthly to assure adherence to the "Think safe Be Safe" and "Everything Matters" mottoes. Complete by Director of Human Resource's review of all meeting and final report to COO in December 2007.

Action Item 9b- All department heads will meet quarterly with their staffs for on-site member services training, Staff will keep customer service, core values, and service basics a top priority. Focus for 2007 is on how staff should deal with conflict situations. Complete by internal report by Director of Human Resources to COO in February 2007.

Action Item 9c- Director of Human Resources 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. Complete by tabulated results being presented to all employees in State of Association presentation in March 2007. Director of Human Resources provides internal report to COO in February.

Action Item 9d- The Director of Human Resources will update the wage benchmark survey annually. This includes consideration of wage ranges and market adjustments for these ranges. Complete by July 2007 with internal report to COO.

Action Item 9e- The COO will use the Operations Plan as the Performance Management Plan for himself/herself and department heads. All staff will use the Performance Management System for setting goals and coaching feedback. Complete by excellent rating on employee survey for coaching and feedback questions in 2007 employee survey in December.

Action Item 9f- The Director of Human Resources and Controller will provide outside resources for employees regarding "personal money management." Complete by resource list being provided to all employees twice annually in May and September 2007.