



Mission, Vision and Values

Our Values

Accountability/Ethical Behavior – As a board and staff, we are responsible to the association's membership for all of our actions. We are guided by standards of honesty, objectivity and integrity. We conduct KICA business and make decisions consistently in the best interest of our members.

Excellence – We provide members with high quality services and are responsive to their needs. We treat members and visitors with respect, dignity, courtesy and in a professional manner.

Financial Responsibility – We are good stewards of the financial resources entrusted to KICA by its membership. We constantly seek to find better, more efficient and cost-effective ways to conduct our business, so property values are enhanced.

Stewardship of Natural Resources – We are driven to protect and enhance the natural environment that makes Kiawah Island such a special place. Living in harmony with wildlife enriches members' quality of life.

Leadership – We strongly encourage our members to participate and have a voice in the life of their island and the larger Charleston community. KICA plays a proactive role in determining the future of Kiawah Island. We work in partnership and collaboration with other groups to shape and guide this future.

Secure Environment - We are dedicated to providing a safe, secure, and tranquil environment for our members and visitors.

Our Mission

The Kiawah Island Community Association exists to preserve and enhance the quality of life and property values of its members. It accomplishes this by providing a framework to establish and enforce community expectations and standards; by undertaking and implementing strategic and operational planning; and by leading the staff of well-trained employees who are committed to quality service. Through its programs and services, the association plays a leadership role in ensuring that Kiawah Island is a beautiful, safe, well maintained and friendly community.

Our Vision

Kiawah Island's natural beauty, strong sense of community, friendly and involved association members; its excellent facilities, amenities and services; its solid financial situation and increasing property values, make it an excellent place to live and invest. The association is committed to the preservation and active stewardship of the island's natural resources so that it remains recognized nationally and internationally as a special place, indeed a place like no other.



2009 Operations Plan

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.

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| Action Item 1a | COO will incorporate the board's strategic vision into the coming year's budget and the 10-year MRR plan. Complete with COO presenting budget draft to board October or November. <i>Pending. 6/25/09.</i> |
| Action Item 1b | The controller will review the investment policy, reserves policy and reserve levels annually. Complete with internal report to COO in July. If controller recommends changes, these go to full board for consideration before budget-planning cycle begins. <i>Pending. 6/25/09.</i> |
| Action Item 1c | The controller will submit a schedule of investments, transactions and comments to the board on a quarterly basis. Complete by controller providing investment summaries to board at same time as quarterly variance reports. <i>Complete/Ongoing. 6/25/09.</i> |
| Action Item 1d | The controller--with input from the directors of land, lakes and major repair--will update the 10-year capital forecast annually. Report is provided to the major repair and finance committees for comment. Complete by budget presentation to the board. <i>Pending. 6/25/09.</i> |
| 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. <i>Complete/Ongoing. 6/25/09.</i> |
| Action Item 1f | The controller will create budget using zero based techniques, including each department head's new thinking to reduce costs while not 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. Department head's draft receives input from human resources committee, major repair committee and finance committee. Completed when COO concurs that department heads' draft of budget is appropriate to meet standards above. Occurs in fall during budget cycle upon controller's budget presentation to the board. *Pending. 6/25/09.*

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 controller reviewing current financial disaster plan and including it in budget binders once budget is approved. *Pending. 6/25/09.*

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. *Complete. 6/25/09.*

Action Item 1i

Staff will investigate the possibility for increased reimbursements from the municipality, grants and other potential funding sources. Complete by April with report from directors of lakes, land, member services and security. Coincides with town's ATAX announcements. *Complete 5/14/09*
Complete.3/11/09
Complete.5/8/09.

Action Item 1j

Controller will provide online payment system for member and commercial use in paying assessments, other fees (decals, etc.) and commercial directory listings by March. *Complete. 6/25/09.*



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 will have broad representation of the membership and the association will enjoy a continual flow of new volunteers into community activity. Board focus is on strategic planning.*

Priority 2 - Govern with Excellence.

Measurable Goal 2 – The board will govern by establishing policies, focusing on strategic planning for the association's future, always looking ahead to what items are cropping up. Measured complete by COO incorporating the year's strategic plan projects into the Operations Plan action items and goals.

- Action Item 2a** The board will host an annual leadership summit of the four island entities to discuss strategic matters. Complete by COO facilitating the board's hosting leadership summit meeting—the first of an ongoing annual series—with KICA, resort, town and developer representatives in attendance. *Pending. 6/29/09. JB*
- Action Item 2b** The board will work closely with the Town of Kiawah Island and establish active involvement concerning the Johns Island Roads issue. Complete by: 1) board review of its consultant in February, 2) COO actively facilitating the board's work for County approval of a cross island parkway. *Underway. 6/29/09. JB*
- Action Item 2c** The board will use an advisory panel on a broad range of issues to provide input and advice on strategic matters. With board approval, COO can use same panel to advise on operational matters. Complete with: 1) the board setting policy to develop criteria for board's consultant outcomes and expectations, 2) consultant populating the advisory panel with representative sample of members (consultant is facilitated by the Exec Director), and 3) three board members serving on subcommittee to develop specific survey criteria and provide advice and input into surveys the board recommends.
*1) Complete. 6/29/09.
2) Complete. 6/26/09.
3) Complete. 6/25/09.*
- Action Item 2d** The board will implement changes through COO to ensure covenant compliance for Kiawah Island homes and public buildings. Complete with COO following established guidelines for covenant compliance. *Complete/Ongoing. 5/14/09.*
- Action Item 2e** The board will investigate value of PGA tournament to Kiawah Island. Measured complete by COO providing accounting of

anticipated in-kind donations by KICA such as road paving and landscape capital improvements to prepare for tournament. *Underway. 6/29/09.*

Action Item 2f

The board will evaluate plan for land acquisition and funding options. COO will assist as directed on this multiyear project. *Underway. 6/29/09.*

Action Item 2g

Exec Dir will develop a draft board position statement about old Inn. Measured complete by a board vote to approve the position statement and inclusion in *Digest* article. *Complete. 6/25/09.*

Action Item 2h

Board will review its policy for communications from members and create policy statement. *Complete. 6/25/09.*

Measurable Goal 3 -- The board will assign all operations responsibilities to the COO. Measurable by completion of the action items listed.

Action Item 3a

The COO directs association operations and is responsible to the board following a policy governance model. Measurable by completion of the monitoring reports for the board, which come from the job description. The monitoring reports are as follows listing the report name, then frequency, then methodology:

<u>Report Name</u>	<u>Frequency</u>	<u>Methodology</u>
1. Dealings with Staff	Annual	[Note: As part of its fiduciary role, board members are welcomed to attend monthly HRC meetings or other operations committee meetings.] DHR -- Internal report in February (results of December survey of all staff, includes safety matters) from DHR to COO and HRC. In August, COO presents compensation data for all key staff positions to HRC with comparisons to annual comp survey. This info is made available to the board. <i>Complete.</i>
2. Dealings with Volunteers	Annual	[Note: As part of its fid role, board members are welcomed at any operations committee meetings.] DHR -- Internal report in December results of October survey of all volunteers from DHR to COO and HRC. Meetings are open to association members except HRC, Pride of Community Committee and Member Appeals Committee. <i>Pending 6/26/2009</i>
3. Operations Plan Status	Biannual	ED -- Board agenda item in July and December. <i>Underway. 6/15/09.</i>
4. Best Practices Standards	Annual	COO -- In 2009 (to prepare for 2010 new

			strat plan project), all DHs will draft a standardized benchmarking procedure to compare their department with best practices from US corporations or professional associations that they recommend. Considered complete when three things occur: 1) COO provides to board general parameters/ground rules that DHs will use in 2010. COO will seek board input/comments at April 2009 board retreat, 2) COO provides board with DHs broad-brush process at June 2009 session. Board comments/direction will be sought. 3) COO incorporates anticipated production costs into 2010 budget process beginning August 2009. Board will vote on 2010 budget Nov 2009. As info only, project would start Jan 2010 and conclude with each department's report to COO before budget season in 2010 begins (July 2010). Reports go to board for perusal and comments August 2010. <i>Underway. 6/25/09.</i>
5.	Actual Financial Condition	Quarterly	[Note: As part of its fid role, board is welcomed to attend monthly Finance Committee meetings or other operations committee meetings.] Controller -- Board meeting agenda item includes fin statements, investments statements (plus annual report from Fin Auditor). <i>Ongoing. 6/26/09.</i>
6.	Budgeting	Annual	Controller -- Board meeting agenda item (budget draft document w/ assumptions). <i>Pending. 6/26/09.</i>
7.	Asset Protection	Annual	Controller -- Internal report in May (Report on insurance provided + risk management audit). <i>Complete. 6/26/09.</i>
8.	Info/Advice to Board	Weekly	COO -- Internal report (Friday reports to board). <i>Underway. 6/29/09.</i>
9.	DH's Informed of Processes	As Needed	COO -- Internal report (info included in Fri reports). <i>Underway. 6/29/09.</i>
10.	Abide by Gov Docs	As Needed	ED -- Member access to association's governing documents per board policy. <i>Complete. 1/15/09.</i>
11.	401k Plan Sponsorship	Annual	DHR -- Internal report to COO in December. <i>Underway 6/15/09.</i>

Action Item 3b The COO will create, modify and edit the committee charters annually to coincide with the annual operations plan. The board will vote to approve committee memberships. COO establishes committees to advise the staff on tactical matters. Memberships are chartered in January to be in sync with the year's Ops Plan, except ad hoc committee memberships

which are chartered as need arises. Measured complete with committee charters approved by board in January. *Complete. 6/26/09.*

- Action Item 3c-** The board will assess COO's performance and success with a formal annual review by the board or its chair. Board through the chair or a consultant will provide quarterly coaching and feedback to COO. Complete by 1) coaching sessions quarterly and 2) annual review completed. *Underway. 6/29/09.*
- Action Item 3d** Whenever there are board meeting items affected by existing policy or covenants, executive director 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 ED consistently providing complete board summaries for the board's agenda packets. *Complete/Ongoing. 6/15/09.*
- Action Item 3e** 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 providing information at board meetings. *Complete & Ongoing. 6/26/09.*
- Action Item 3f-** COO will provide upcoming weekly calendar to board of meetings scheduled by the association and other local groups such as the town. COO will also provide notification of all internal committee and departmental meetings scheduled. Complete by COO consistently providing the next week's meeting schedule in Friday reports to board. *Complete & Ongoing. 6/26/09.*



Measurable Goal 4 – Provide representation to all member types. Measurable by completion of the action items listed.

- Action Item 4a** The director of human resources will assure that all volunteers expressing an interest in serving are offered a seat on a KICA committee or working group. All volunteers expressing interest are contacted by DHR. If the committee that the volunteer requests is full, the volunteer is offered a seat on at least one other KICA committee. Measured complete by no potential volunteer being turned away without an option to join at least one other KICA committee or volunteer group. *Complete/Ongoing 6/26/2009.*
- Action Item 4b** The executive director 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 ED providing orientation to all board members at April retreat. *Complete. 4/16/09.*
- Action Item 4c** The COO interacts with the resort as a partner to successful operations. Director of member services and director of security will establish close contact with hotel management to assure successful and seamless access to its guests and do our part to assure that the five-star rating of the Sanctuary is maintained, and that other resort properties are commensurate with the Kiawah brand for high quality. Successful completion of bimonthly meetings with resort management about operations issues on all properties, including summer working group. Complete by DMS and DSec providing report about summer working group to COO in September. Complete by DSec providing daily security inspections of old Inn. Complete by DMS providing weekly covenant compliance inspections of old Inn. Complete by violations being concluded through standard covenant compliance process. *Complete/Ongoing 5/14/09.*
Complete/Ongoing 5/22/09.
- Action Item 4d** The COO interacts with the island's regimes and expresses their importance to the island. COO attends regime annual meetings as requested. COO hosts regime executive council meetings where all regime boards, managers and interested owners can bring their issues of interest. Complete with regime executive council meetings being held and notes from the meeting being posted. *Complete/Ongoing. 6/15/09.*
- Action Item 4e** The director of human resources will seek potential volunteers to move into committee and committee chair positions. The DHR provides orientation to each committee's members (in a committee meeting during Jan or Feb), explaining the necessity of good communication, the importance of operations, the value of volunteering and the challenge of working with the staff as a team. Measured complete by 1) new committee members approved throughout the year by board either within the charter or as they express interest on the committee and 2)



internal report to COO by March 2008 that all committees have received their orientation. *Complete. 3/31/2009.*

Action Item 4f

The director of human resources will institute a welcome, introduction and leadership development process to identify new volunteers and identify potential board candidates from the pool of current volunteers. Process will include annually surveying committee volunteers to determine interest in future board service. Complete with DHR providing COO: 1) report outlining the welcome, intro and leadership dev process. 2) committee profile charts indicating which committee members are new, which are returning and length of service and 3) candidates interested in board seats as expressed in volunteer survey (done in October in time for results to go to board retreat in December). *Pending 6/26/2009.*



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 3 - Strive for inclusiveness, where members' communications to the association and its board are heard and valued.

Measurable Goal 5 - 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 e-mail the next working day, followed by a written response within seven days after the next regular board meeting or working session of the board. (The exception is that KICA is not obligated to respond to member comments made at board or annual meetings.) Measurable by COO attendance at regime annual meetings.

Action Item 5a COO will hold monthly forums to enhance communications to and from members. COO is an active listener. Complete by meetings being held monthly. *Complete and Ongoing.*

Action Item 5b COO will host an outreach to all regime boards twice per year to update them on association issues. To be accomplished by COO's inviting all regimes boards and managers to two executive council meetings: one in July and one in November. Idea is to focus on communication about improving or coordinating major repairs, contracting services and communication between organizations. Complete by November, the date of the last meeting with two executive council meetings having been held that year. *Underway.6/15/09.*

Action Item 5c The directors of human resources and member services will invite all members to learn of ways to participate in their community via new member welcomes and making personal contacts 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 about welcomes and leads to committee service. *Underway 5/14/09.*

Action Item 5d As a community services matter, the directors of human resources and member services will promote on-island and off-island volunteer opportunities, charities and service organizations annually via placing announcements or calls for volunteers in *Digest* and on mail list. Complete by DHR and DMS publishing article in *Digest* by October.
Complete. 6/26/09.
Complete 5/14/09.
Underway. 6/12/09.
Complete.6/26/2009.



Action Item 5e The executive director will promote mass e-mail communications, including seeking to increase the number of current e-mail addresses in KICA's member database. Measured complete by ED providing *Digest* article encouraging members to respond in June. [Complete/Ongoing. 6/15/09.](#)

Priority 4 - Make the KICA mission and vision statements clear to the membership.

Measurable Goal 6 – 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 6a The executive director will assure that the monthly publication of *Digest* contains quality news about board matters, plus community, social and educational events, volunteers' contributions to the community and news valued by members. Further, staff will photograph members at island events and publish them in *Digest* and on the Web site. Department heads will provide news articles for *Digest* quarterly. *Digest's* calendar will provide two-months of community events for all island organizations. Measured complete by monthly *Digest* publication and ED providing results of a representative sample panel at year end with internal report going to COO December. [Complete/Ongoing. 6/15/09.](#)

[Security Complete/Ongoing.](#)

[Member Services – Complete/Ongoing 05/14/09.](#)

[Land Management- Complete/Ongoing. 6/22/09.](#)

Action Item 6b The board chairman will write an article about that year's fall board retreat for *Digest*.

Action Item 6c The executive director will communicate to the membership through *Digest* the actions taken on matters brought to the board's attention. Measured complete by ED reporting board actions following each meeting in *Digest*. [Complete/Ongoing. 6/15/09.](#)

Action Item 6d The executive director will coordinate open forums on civic issues such as the meet the candidates (MTC) event. Measured complete by hosting MTC in February, if there is a contested election, or hosting other open forum events as board directs. [Complete. 3/25/09.](#)

Action Item 6e The COO will provide committee activities at board meetings via committee notes and minutes. Measured complete by minutes/notes provided in board's meeting packets. [Complete/Ongoing. 6/15/09.](#)



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- Action Item 6f** The executive director 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 1) *Digest* provides information about open board seats to members annually and 2) interested board candidates pick up their board service overviews and paperwork packets from ED. *Complete. 3/25/09.*
- Action Item 6g** The director of member services will offer annually two education forums to association members about *Maze of K's*, and broader issues with KICA and association operations, board roles, function of committees and best practices in the industry. One forum will be CAI's annual SC Community Associations Day. The other will be a series of webinars provided on the KICA Web site. Measured complete by 1) attendance at SC CA Day offered to members in *Digest* and 2) roll out of webinar series for Web site for *Maze of K's*, association operations, board roles, function of committees, best practices, etc. *Pending –5/14/09.*
- Action Item 6h** The executive director will publish a webinar version of the *Maze of K's*. Complete by August. *Pending. 6/25/09.*
- Action Item 6i** The executive director will offer an electronic version of *Digest* for all members who request it. Measured complete by the ED announcing twice annually in *Digest* that e-version is available. Complete by November. *Complete/Ongoing. 6/15/09.*



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 5 - Foster Improved Quality of Life and Member Wellness.

Measurable Goal 7 – Increase education, fitness and wellness, and social outreach. Measurable for education, fitness/wellness and social programs by 20% new members participating annually.

- Action Item 7a** The Director of Recreation phones 10 different members per month 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. Measured complete when: 1) 110 calls made and report provided to COO in November and 2) 20% new members achieved annually and report provided to COO in November. *Complete/Ongoing. 6/12/09.*
- Action Item 7b** Director of Recreation will provide corporate sponsorships for member events beginning in 2008. Complete with sponsorship levels of \$30,000. *Complete.*
- Action Item 7c** Director of Recreation will provide preferred pricing program for members. Members will use their Sandcastle cards to receive discounts from local businesses. Complete with: 1) 10 vendors added to the list and 2) Preferred Pricing Program vendors listed in *Digest* at least four times per year. *Complete/Ongoing. 6/12/09.*
- Action Item 7d** 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. *Complete/Ongoing. 6/12/09.*
- Action Item 7e** The Directors of Recreation and Member Services will encourage neighborhood activities to increase sense of community. Measured complete by one *Digest* article recommending neighborhood events to members and by KICA providing support to hosts (per current board policy). Report goes to COO in fall. *Complete/Ongoing. 6/12/09.*
- Action Item 7f** Executive Director provides art gallery on the association's Web site. This provides e-location for artwork of Kiawah artists and links to their Web sites. Complete with 1) request in *Digest* that members post their artwork and 2) report on new artists plus existing artists



posting on KICA Web site provided to COO. *Complete/Ongoing.*
6/5/09.

Action Item 7g

Director of Recreation hosts one arts festival annually plus monthly art displays to promote improved quality of life for members and guests coming to Sandcastle. Goal of display and festival are not to sell artwork but rather to exhibit it. Complete with one arts fest in the fall that has been advertized in *Digest* and one news flash. *Underway.* *6/12/09.*



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 6 - Establish KICA Service Delivery as the best in the country.

Measurable Goal 8 – 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 8a** The directors of land and lakes management will retain National Wildlife Federation certification for the whole of Kiawah Island by August. Measured complete by letter of notification received by NWF to COO in August. *Ongoing. 5/18/09.*
- Action Item 8b** The directors of land and lakes management will use volunteer help from local schools or social welfare groups (e.g., boy scouts) for volunteers for green projects such as native plant rescue, common-property reforestation and oyster bed establishment projects (for example, Charleston Collegiate seniors are required to perform community volunteerism). Measured complete with report to COO on projects and volunteerism by November. *Ongoing. 5/18/09.*
Ongoing. 6/22/09.
- Action Item 8c** The director of land management will consider using staff help for reforestation projects. Complete with 1) consideration during budget process 2010, 2) consideration by director of human resources to acquire more volunteers in 2010, and 3) report to COO on final plan for 2010. *Ongoing. 5/18/09.*
Ongoing. 6/22/09.
- Action Item 8d** 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. Includes both databases plus other items such as aerial images of the island. Measured complete with report to COO by April. *Complete. 5/15/09.*
- Action Item 8e** 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. *Complete.5/15/09.*
- Action Item 8f** Director of security will provide First Aid, CPR and AED certification to employees annually. In addition, the sessions will be offered to members so that they may receive certification. Provided six times annually. Measured complete after 6th training session is done and report is provided to COO. *Complete/Ongoing.*
- Action Item 8g** Director of lakes management will accurately track the alligator population through annual spotlight surveys and nest monitoring. DLM will locate, record activity and map locations of alligator, eagle, osprey and other wildlife nesting sites. Complete in November with report to COO. *Underway. 6/1/09 - Osprey nesting surveys complete. 10 active osprey nests documented. 6/24/09 – Alligator nesting surveys scheduled to begin 7/1/09. Alligator spotlight surveys scheduled for 7/27-30/09. NS*
- Action Item 8h** Director of lakes management will complete hydraulic modeling of the lakes system to determine how water from storm events and tidal inflow moves through the system, Measured complete by DLM conducting member seminar on the functioning of the lakes system in November. *Underway. 1/14/2009.*
- Action Item 8i** Director of lakes management will use recent inventory of common property lake edges which assesses risk to association's common-property infrastructure to prioritize 10-year projects implementation. Measured complete with DLakes placing mitigation projects into 10-year forecast beginning with budget process 2010 (August). *Underway. 6/24/09.*
- Action Item 8j** 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 invitation notice in *Digest* and by letter invitation to all regimes offering the service. Director of security notifies COO in writing. *Pending: 6/11/09.*
- Action Item 8k** Director of recreation will issue member photo IDs for members' access to the association facilities. Measured complete by increase in numbers of IDs issued by November. Director of recreation provides report to COO. *Complete/Ongoing. 6/12/09.*
- Action Item 8l** Director of security will implement comprehensive changes to gate access and video technology as part of 10-year plan. Complete with implementation of assigned projects (those already approved in the budget for the year) by September. *Underway.6/24/09.*
- Action Item 8m** Director of member services will implement new streamlined decal renewal process. Complete with new decals and software being



implemented by June. *Underway. 6/04/09.*

Action Item 8n

Director of land management will investigate alternative vehicles to reduce gasoline usage and increase fuel efficiency. Complete by inclusion of ideas into budget.

Ongoing. 5/18/2009

Ongoing. 6/22/09.



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 7 - Meet Members' Facilities Needs.

Measurable Goal 9 – To ensure excellent property management by adhering to established departmental SOPs. Measurable by staying within the financial goals as stated in the financial controls manual and providing quality products and services to members quantified in the standard operating procedures for each department.

Action Item 9a Work closely with town to ensure that the beach experience is maintained. Executive director will work with KMOS (Kiawah Membership Opinion Sample) panel to determine the membership's desires for beach safety, beach cleanliness and beach customer service for members and guests. Once received, director of security will determine best practices for beach safety and beach cleanliness. Director of member services will determine best practices for beach services delivery to members and guests. Measured as complete with monthly meetings with town staff on implementing best practices. Report goes to COO. Recurs annually. *Complete/Ongoing. 6/1/09.*

Action Item 9b Design and implement a member business center. Director of member services will implement new admin office renovations which include a members' business center. Complete with renovation being completed by December. *Underway. 5/14/09.*

Action Item 9c Director of lakes management will secure the annual Town of Kiawah Island *State of the Beach* status presentation for the membership. Complete by September with director of lakes coordinating presentation's announcement for that year, to include speaker, format, location, date and time. *Pending. 6/24/09.*

Action Item 9d Director of land management will increase square footage of common area dedicated to areas of native vegetation by 5%. Idea is to mow less in common areas thereby allowing native areas for wildlife habitat to form. Communications plan would be provided to membership with requests for input before implementation begins. Complete by internal report to COO July. *Ongoing. 5/18/09.*
Ongoing. 6/22/09.

Action Item 9e Director of land management will present study of alternative water sources for irrigation watering to board. Executive director will place this report on the Web site. Complete with DLMs

reporting on alternatives, options, locations and cost benefit to board as part of budget process in August. [Ongoing/Complete. 5/18/2009.](#)
[Ongoing/Complete. 6/22/09.](#)

Action Item 9f Director of major repair will secure a reserves specialist to complete annual reserves study to assure 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. Measured complete in July with reserves auditor's report delivered to COO. [Underway 5-6-09.](#)
[Underway 6-10-09.](#)

Action Item 9g Director of major repair will hire consultant to monitor the vehicular bridge decking prototype for signs of wear, weathering, loosening boards, materials appropriateness, signs of potential or real deterioration. Consultant will provide information on estimated useful life of the bridge decking and include these in the reserves report. This inspection will be prepared annually until 2013 at which time board considers whether to use the same prototype design for other vehicular bridges on island beginning in 2014. [Underway 6-10-09.](#)

Action Item 9h Developer's landscape architect will redesign the pedestrian bridge over Cinder Creek at Governor's Drive to the Kiawah aesthetic standard. Measured complete when plans are provided to director of major repairs. [Pending 5-6-09.](#)
[Underway 6-10-09.](#)

Action Item 9i Director of major repair will complete drainage repairs and re-paving for planned streets, as well as replace any broken curbing on these streets. DMR will replace and repair leisure trails at the same time. Measured complete in November when inspection done by COO. [Underway 6-10-09.](#)

Action Item 9j Director of major repair will mitigate Inlet Cove erosion at the Beachwalker outfall. Construction begins Jan 15 depending on tide levels and is complete by May 22. [Complete 5-06-09](#)
[Complete 6-10-09.](#)

Action Item 9k Executive director will determine method for conveying without survey or 99-year lease, the island's interior common properties now owned by the developer. Idea is that KICA would begin paying taxes for these properties and gets assurance that properties do not go up to tax sale. Complete by recommendation report provided to COO in August, preferably for implementation-- with developer's approval-- in 2010. [Underway. 6/25/09.](#)

Action Item 9l The COO will assist town in locating a FEMA and DHEC approved burn site for post hurricane use. Costs to be shared by island

entities and administration to be done by town. Measured complete with burn site being located that is above required FEMA elevations and DHEC approved. (Note: Current KICA disaster cleanup contract calls for all trash to be hauled off site. Town is FEMA agent—KICA cannot be—so must take lead on this project).
Underway 6/29/09.

Action Item 9m

The COO and director of land management will seek approval of location for the association's down-island maintenance site. Location found. Resort will not consider unless/until Dev Agr is negotiated. Complete with location secured by December.
Pending, 5/18/2009.
Pending, 6/22/09.



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 8 - Develop a Customer Service Culture that is Outstanding.

Measurable Goal 10 - Provide personnel who deliver excellent customer service, know the rules and policies of the community association and enforce the rules courteously. Provide a pleasant employee experience with good employee benefits. Measurable by improvement in employee satisfaction scores in annual employee survey. Measurable by completion of following action items.

Action Item 10a Directors of security and human resources will continue to update the comprehensive safety program for employees and 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. The director of security will provide monthly employee safety committee meetings and review safety meeting minutes monthly to assure adherence to the Employee Service Commitment and Employees' Code of Ethics. Complete by director of security's internal report to COO in January for prior 12 months. This report is included in director of human resources' staff report provided in February. *Complete.*

Action Item 10b All department heads will meet quarterly with their staffs for on-site member services training about the Service Commitment and the Employees' Code of Ethics. Staff will keep customer service, core values and service basics a top priority. Focus continues to be on how staff should ethically enforce the rules and policies of the association, using excellence in customer service. Complete by internal report by director of human resources to COO in February explaining staff initiatives. *Underway 6/26/2009.*

Action Item 10c 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. Dir HR provides internal report to COO in February. *Complete 2/28/2009.*

Action Item 10d The director of human resources will update the wage benchmark survey annually. This includes consideration of wage ranges and market adjustments for these ranges. Measured complete when

survey, tabulations and analysis are provided to COO and HRC in July. *Pending 6/26/2009.*

Action Item 10e The COO will use the Operations Plan as the Performance Management Plan for COO and the department heads and the basis for setting goals, coaching and feedback. All other staff use the Performance Management Plan for setting goals and coaching feedback. Complete by excellent rating on employee survey for coaching and feedback questions in employee survey in December. *Complete 6/29/09.*

Action Item 10f The director of security will provide six voluntary personal improvement seminars on topics such as stress management, healthy personal finances practices, emergency preparedness, healthy sleep practices, healthy exercise, travel for business, business driving, repetitive motion injuries and/or healthy eating. Each presentation will be advertised to all employees via e-mail and company bulletin boards. Complete by internal report provided to COO in February re: the prior 12 months of voluntary sessions offered by association for employees' benefit. *Complete/ongoing. 6/25/09.*

Action Item 10g The director of human resources will place board approved changes into employee handbook so handbook stays current with KICA policies. Measured complete with all changes being vetted through HR Committee and being approved by board prior to inclusion. *Complete/Ongoing 6/26/2009.*

Action Item 10h The director of security hired consultant to perform mock OSHA inspection in 2008. All departments will implement suggested changes. Measured complete by COO's follow-up inspection in all departments in February. *Complete/Ongoing. 6-16-09. Complete 6/29/09.*