

Kiawah Island
COMMUNITY ASSOCIATION, INC.

2010
Operations Plan



2010 *Operations Plan*

Staff accomplishes the board's mission and vision by establishing operational tactics in line with the board's strategic thinking.

This document, once approved, becomes the staff's work plan for the year with the caveat that the board at any time can add new projects or thinking as these become board approved.

2010 Operations Plan

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***The 2010 Operations Plan was approved by the KICA Board of Directors at its Jan. 4, 2010 board meeting.*

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.

2010 Operations Plan

Financial Condition

Objective: *The association considers fiscal responsibility to be of primary importance. To that end, the association will establish policies and procedures consistent with general accepted requirements for sound financial management, including but not limited to, balanced budgets and maintenance of appropriate reserves.*

- Maintain fiscal soundness.
- Benefit property values.
- Provide members open access to financial records.
- The association will operate with cost efficiency and effectiveness.

Measurable Goal 1: The board assures that income and expenses are managed wisely since the community association operates in the public trust. To that end, COO will incorporate the board's strategic vision into the coming year's budget and the 5-year major repairs and replacements plan. Staff's cost efficiency and effectiveness will be measured by staff providing an additional \$200,000 per year, unbudgeted, into the Operations Fund balance. Complete with COO presenting budget draft to board during October board working session. Each quarter, COO makes necessary budget adjustments to account for current economic conditions and reports to the board. By 1st quarter of each year, KICA receives an unqualified opinion from the financial auditing firm. COO implements zero-based budgeting for operations budget by 3rd quarter, maintaining reserves according to policy.

Action Items:

Action Item 1a

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.

Action Item 1b

The controller will submit a schedule of investments, transactions and comments to the board on a quarterly basis. Complete by

controller providing quarterly investment summaries to board.

Action Item 1c The controller, with input from the directors of land, lakes and major repair, will update the 5-year capital forecast annually. Report is provided to the Major Repair and Finance Committees for comment. Complete by budget presentation to the board.

Action Item 1d 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 1e 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 heads' draft receives input from Human Resources, Major Repair and Finance committees. Complete 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.

Action Item 1f 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 final budget reports.

- Action Item 1g The controller will review KICA's insurance plan annually in April. This will be a risk management audit to provide insights into potential challenges and opportunities. Complete by internal report (the insurance RFP) to COO in May. Renewals are end of June.
- Action Item 1h 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.
- Action Item 1i The manager of operations will add one new initiative for 2010. (4th quarter)
- Action Item 1j Controller to set aside/save \$200,000 from 2010 operating budget. (4th quarter)

2010 Operations Plan

Governance

Objective: *The association strives to earn the trust of association members and to provide transparency in governance activities.*

- Encourage cooperation with other organizations on Kiawah.
- Raise member awareness of strategic planning. Increase member involvement in strategic planning.
- Establish governance continuity. Create and manage a succession planning and talent management process for board of directors, chief operating officer, committee members and key staff members.
- Formalize outreach to neighboring communities, Charleston County and state government.
- Evaluate key best practices for communications development and environmental sustainability through benchmarking appropriate organizations.
- Guarantee continual review and update of the Strategic Plan.

Measurable Goal 2: The board develops a shared vision for the future of the association, builds understanding around the current mission and develops appropriate goals and strategies to advance the mission. The board establishes and maintains positive relationships with the many groups that support the work of the association, both on and off-island. To accomplish this, COO facilitates board governance by hosting an Annual Leadership Summit of island leaders by 4th quarter. COO explores linkage opportunities with off-island communities, like Seabrook, for members' benefit by 4th quarter. COO drafts a succession planning and talent management process for the board by chartering a board governance committee by 2nd quarter. And, COO assures that strategic planning process is on track, as needed.

Action Items:

Action Item 2a

Executive director establishes date for leadership summit meeting to include ED, secures approval of agenda, confirms venue, invites leaders, post meeting follow-up, finds a professional moderator, asks board for topics

for agenda and determines ways to get council members to attend (2nd quarter 2010).

Action Item 2b Executive director is the point of contact for KICA linkage meetings of KICA board with Seabrook POA board in April 2010 at Seabrook, then for hosting at Kiawah in November 2010.

Action Item 2c Executive director facilitates KICA linkage meetings with Johns Island (JI) Council by creating informal coffees for JI president and KICA chair to meet one on one. Widen the group after several sessions. (2nd quarter 2010).

Action Item 2d Executive director creates an informal group whereby ministers for Johns Island meet with KICA designee and COO twice in 2010 re: JI roads. (3rd quarter 2010).

Action Item 2e Executive director assists COO and KICA designee to create minimum of two forums in which they can be in touch with county council legislators regarding JI roads safety or other items of interest to KICA. ED works with JI Roads Committee, new to be chartered for 2010. (4th quarter 2010).

Action Item 2f Executive director populates new KMOS representative sample group, using KMOS to increase member involvement in strategic planning. Occurs as allowed by board's Strategic Planning Committee chair. Populate KMOS in 1st quarter 2010. Use KMOS at least quarterly through 4th Q 2010.

Action Item 2g Executive director creates shared Kiawah-Seabrook Task Force charter for a combined wind and hail insurance group. Board approves January 2010.

- Educate association members that there may be other insure options besides state pool for wind and hail (4th quarter 2010).

- Develop combined plan to communicate for improved member awareness re: programs for mitigation, catastrophic savings accounts and safe home mitigation grants, plus state income tax credit allowances. (3rd quarter 2010)

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Natural Environment

Objective: *The association supports conservation and enhancement of the island's natural surroundings and wildlife, using environmentally-sustainable green practices when possible and practical.*

- Continuously update and review:
 - Improved energy management, including use of new energy saving products
 - Better transportation management, including community transport systems and non motorized transport systems
 - Better waste management, including water conservation
 - Building efficiency, including LEED certification
- Encourage use of native plantings throughout the island and lead by example on common property.
- Determine feasibility of conservation easements on common property.
- Continue reforestation efforts and eradication of undesirable plant species.
- Encourage members to set aside areas on their properties for conservation.
- Assist in acquisition of land for conservation when financially feasible.
- Preserve and protect the beach experience.

Measurable Goal 3: The board will monitor and assess the efficacy to sustain and improve the natural and built environments. COO will develop a comprehensive plan for environmental sustainability by 2nd quarter, to include conducting a study of green best practices for community associations. COO generates recommendations by 3rd quarter and implements by 4th quarter. Implementation includes development of communication plan to educate island's landscape contractors, initiation of LEED certification for maintenance of KICA buildings, and water conservation measures for KICA operations.

Action Items:

Action Item 3a

Director, land management, leads new sub-group of Land and Lakes Management Committee to create test for island's landscape contractors that adequately evaluates the contractors' understanding of the Landscape

Guidelines for Association Members. Measured complete by the formation of the sub-group (1st quarter 2010).

Action Item 3b Director, land management, working with Director, operations, leads sub-group to formulate a process to administer the Landscape Guidelines test for landscape contractors, as well as how to communicate the Landscape Guidelines to KICA members (2nd quarter 2010)

Action Item 3c Directors, operations and land management, develop Landscape Guidelines testing specifications, to include who KICA will require to take the test, how it will be administered, what happens if testee fails test or does not attend, presents test in both Spanish and English formats and keeping records for all testing. Program specs receive legal review. (3rd quarter 2010)

Action Item 3d Director, operations, administers legal review of Landscape Guidelines test (action item 3c above) and assures testing is consistent with commercial pass program, accomplished by director, security. Measured complete when the testing process development is complete and costs are budgeted as part of regular budgeting for Y2011 (3rd quarter 2010). Testing begins in 2011 as part of pass renewals (starts 1st quarter 2011.)

Action Item 3e Director, land management, increases his involvement in planning for 2012 PGA Championship.

- Contract to have Ocean Course area surveyed in preparation for landscape planning contract finalized for 2011 budget prep. Measured complete by completion of survey delivered to director, operations. (1st quarter 2010)
- Award a contract for landscape renovations at the Ocean Course site.

Measured complete by the awarding of contract and sign off by the COO. (3rd quarter 2010)

- Budget money for landscape renovations on the Ocean Course site during 2011 budget preparation. Measured complete when budget money has been appropriated and 2011 budget has been approved. (4th quarter 2010)

Action Item 3f

Director, security, increases his involvement in planning for the 2012 PGA Championship:

- Meet on regular basis with Bret Sterba, the PGA event coordinator. Report to director, operations. (ongoing all quarters 2010)
- Meet on a regular basis with Charleston County Sheriff's Officer Capt. Brady liaison to Kiawah. Report to director, operations. (ongoing all quarters 2010)
- Review security plans used for the PGA's four major annual tournaments and determine what is most applicable to Kiawah. Report to director, operations (4th quarter 2010)
- Begin to determine logistical and personnel requirements.

Action Item 3g

Director, lakes management, leads a new Green Team of association members and staff to investigate methods to reduce KICA's carbon footprint. The Green Team will review conservation and recycling issues, conducting office audits to determine ways to promote energy savings and reduce waste generation. The Green Team will additionally advise on conservation and recycling implementation in each department.

- COO creates charter by January 2010
- Director, human resources, recruits team members with input from director, lakes management. Requires board approval at January meeting. (1st quarter 2010)

- Team evaluates KICA practices (2nd quarter 2010)
- Team provides suggestions to the director, operations, by written report (3rd quarter 2010)
- Director, operations, includes suggestions that are feasible into 2011 operations budget (budgeting process starts September 2010).

Action Item 3h Director, security, determines feasibility of establishing an association operated shuttle service. Report submitted to director, operations and COO. (2nd quarter 2010)

Action Item 3i Director, security, determines feasibility of encouraging the use of NEV and LSV type vehicles on the island. Report submitted to director, operations, and COO. (3rd quarter 2010)

Action Item 3j Director, security, determines feasibility of adding leisure trails in locations Surfson Road and Surfwatch Drive in accordance with the Leisure Trail Study. Put forward for 10-year forecast in 2011 budget process. (3rd quarter 2010)

Action Item 3k Director, land management, implements water conservation measures for KICA Land Management operations.

- Contract with vendor to install evaporation-transpiration based irrigation controllers in the Preserve and install equipment. (1st quarter 2010)
- Monitor water usage in the Preserve to evaluate water savings. Measured complete by a report to director, operations, of water usage in 2010 compared to usage in 2009. (4th quarter 2010)

Action Item 3L Director, lakes management, will research eliminating the use of lead fishing weights and

propose that TOKI enact an ordinance barring their use. (2nd quarter 2010)

Action Item 3m

Directors, major repair, land management and recreation, explore LEED certification process for building maintenance

- Create staff committee to review LEED certification pre-requisites for building maintenance. Develop a plan which will be presented to director, operations, and COO. (2nd quarter 2010)
- Put steps in place for Sandcastle to begin LEED certification process for building maintenance. Put forward for 2011 budget process. (3rd quarter 2010)
- Explore ways for other KICA facilities to become LEED certified for building maintenance, or to utilize best practices for maintenance. (4th quarter 2010)

Action Item 3n

Director, land management, encourages members to set aside areas on their properties for conservation of native vegetation (habitat conservation).

- Publish a series of articles in *Digest* highlighting native plants and their value, characteristics and benefit to wildlife. Six articles will be produced in 2010. (4th quarter 2010)
- Include native plantings in all renovation and repair projects on common property that KICA is involved with. Activity report submitted to director, operations. (4th quarter 2010)

Action Item 3o

Director, land management, continues to promote the Habitat Transition Zone program (HTZ).

- Continue to inform the membership on the benefits of HTZ through presentations at various functions and articles in the *Digest*. Staff will make at least two presentations to groups/webinars and create three

articles for *Digest*. Report of activities to director, operations. (4th quarter 2010)

- Develop appropriate questions in regards to HTZ's to include in Members' Survey. Staff will work with governance/communications staff to complete this action item. Measured complete with composition of questions and approval of governance and communications staff. (2nd quarter 2010)
- Conduct member survey, through KMOS, in regards to HTZ's. (3rd quarter 2010)

Action Item 3p

Director, land management, offers rescued plants to membership for use to reforest on their properties via communication in *Digest* that will publicize the availability of plantings to the membership. Director, land management, provides report re: plants utilized by membership, to director, operations. (4th quarter 2010)

Action Item 3q

Director, land management, reforests common areas that have been damaged. Director, land management, reports activity to director, operations. (3rd quarter 2010)

Action Item 3r

Director, land management, controls invasive species Chinese Tallow tree as a part of department's pruning operations. Staff will continue to aid members with tallow tree control on their properties. Staff will continue to inform the membership about tallow trees and other invasive species through articles and meetings. Report of progress to director, operations. (2nd quarter 2010)

Action Item 3s

Director, land management, promotes certified backyard habitat program through National Wildlife Foundation to members.

- Set up a sub-group of the Land and Lakes Management Committee to create a game plan to increase the number of

certified backyard habitats on-island. Measured complete with the formation of the group and their proposal to increase back-yard habitats on the island. Action plan to director, operations. (1st quarter 2010)

- Increase the number of backyard habitats on Kiawah Island by 10% in 2010. Measured complete by the addition of at least seven new certified properties. (4th quarter 2010)

2010 Operations Plan

Quality of Life

Objective: *The association, with member involvement, will provide recreational, educational, wellness, social and service opportunities on and around the island.*

- Enhance spirit of community and volunteerism.
- Encourage member wellness and health.
- Offer expanded orientations for members.
- Expand member educational and social opportunities.
- Continuously improve association facilities and programs, including expansion where deemed appropriate.

Measurable Goal 4: The board will meet members' expectations and interests for programming and service opportunities. To accomplish that goal, COO will survey members using KMOS to understand current expectation level and preferred programming and service opportunities, by 2nd quarter: follow-up KMOS survey to understand extent to which expectations have improved occurs in 4th quarter. By 4th quarter, COO develops a plan to expand and coordinate KICA's involvement in the 2012 PGA event, encompassing security, road and landscaping improvements, and recruitment and assignment of volunteers. Goal is measured complete by quarterly reports to COO.

Action Items:

Action Item 4a Executive director provides KMOS survey to understand members' expectations for community programming for recreational, educational, wellness, social and service opportunities.

Action Item 4b Director, recreation, enhances community spirit and volunteerism through coordinating community events including, but not limited to: Celebrate Kiawah (March 2010), Beach Polo Exhibition and Social (Fall 2010), Volunteer Fair (January 2010), Arts Fest (November 2010), Cars in the Park (April 2010), collaborative efforts with Arts Council (throughout 2010).

- Action Item 4c Director, recreation, promotes collaborative efforts with Seabrook for recreation and other shared programming by contacting key people in the Seabrook community who will be able to promote and facilitate this effort. (1st quarter 2010)
- Action Item 4d Director, recreation, encourages member wellness and health through:
- Providing at least one article on fitness in *Digest* (1st quarter 2010)
 - Offer free orientation on community center fitness equipment (throughout 2010)
 - Offer at least one program promoting nutrition and exercise (2nd quarter 2010)
 - Hold a flu clinic, or work with local medical entities to provide flu shots on the island for members. (by 4th quarter 2010)
- Action Item 4e Director, recreation, offers expanded orientation for association members:
- Hosts new member welcome party in conjunction with POPS' Oktoberfest; key members of the community will be invited to present information that would be of interest to new members. (October 2010)
 - Creates one webinar introducing new members to Sandcastle facility and all of its activities (4th quarter 2010)
- Action Item 4f Director, recreation, expands member educational and social opportunities based on KMOS survey. Expanded programming will include at least:
- Offering at least two Kiawah Reads events (2nd quarter 2010)
 - Offering three new topics for "Our World" series (4th quarter 2010)
 - Offering two new social events (4th quarter 2010)

2010 Operations Plan

Infrastructure, Amenities and Services

Objective: *The association will meet membership needs through the development and maintenance of new and existing infrastructure, amenities and services, using the Kiawah standard of excellence.*

- Influence off-island traffic and transportation options.
- Explore, with on-island corporations and the neighboring communities, the opportunities and commonalities for benefitting the association's members.
- Ensure covenant compliance.
- Enhance security and safety.
- Continuously improve standards for major repairs and maintenance of infrastructure.

Measurable Goal 5: The board will maintain the KICA infrastructure at the Kiawah standard for excellence. In addition board will continue to work towards a new Johns Island Greenway and other improvements to improve Johns Island road safety. To accomplish infrastructure goal, COO will complete scheduled infrastructure repairs on time and within budgeted amounts, per the year's capital projects schedule of repairs. Unanticipated repairs and replacements will be accomplished in a timely way to assure no lapse in quality of life for members. Regarding Johns Island roads, COO will assure that a new Johns Island Roads Committee of experts advises the board on best practices and has linkage to Seabrook Island's roads group: COO will draft a charter by 1st quarter 2010.

Action Items:

Action Item 5a

Director, security, ensures enforcement of covenants and rules:

- Change focus of Pride of Community Committee, utilizing KICA enforcement staff, as well as member volunteers. (1st quarter 2010). Requires board approval of charter January 2010.
- Director, operations, works with director, security, to develop and edit the new *Handbook of Rules and Regulations*, to include changes from: 1) *Land and Lakes*

Guidelines, 2) Gate Access Policies, and 3) recommendations from ARB re: long term plan for ARB transition, ensuring input from all groups. (Presented to board for approval in 3rd quarter 2010)

- Action Item 5b Director, operations, works with KICA staff, ARB staff and KICA board liaisons to ARB to develop steps in a 5-year ARB transition plan. (Plan submitted to COO in 3rd quarter 2010.)
- Action Item 5b Director, security, implements a Citizen's Emergency Response Team (CERT) as an adjunct to existing Safety Committee (4th quarter 2010)
- Action Item 5c Director, security, oversees the implementation of the next phase of the main gate security enhancement program which provides for vetting and recording of employee vehicles accessing the island. Equipment will be purchased in the 3rd quarter 2010, with implementation by April 2011
- Action Item 5d Director, lakes management, will dredge portions of Pond 25. (2nd quarter 2010)
- Action Item 5e Director, major repairs, will resurface the eastern end of Flyway Drive. (4th quarter 2010)
- Action Item 5f Directors, major repairs and recreation, will renovate the Sandcastle attic and replace existing old HVAC with high efficiency units. (2nd quarter 2010)
- Action Item 5g Director, major repairs, will resurface select leisure trails and renovate select boardwalks and walk bridges. (4th quarter 2010)

2010 Operations Plan

Communications

Objective: *The association will provide information to and receive input from members, in ways members prefer, and will continue to seek methods to enhance member understanding and participation.*

- Explore new methods to communicate with members.
- Seek to understand member expectations regarding general communication to and from KICA.
- Evaluate extent to which communication methods are effective in meeting members' preferences, particularly for members to contact the association and each other. Set up a consistent evaluation process.
- Provide methods for participation by more segments of membership using changing technology to enhance participation, when members prefer.
- Seek member input via Kiawah Membership Opinion Sample (KMOS), open forums and other appropriate venues.

Measurable Goal 6: The board will develop and maintain a strong system for sharing information with members. To accomplish that goal, by 2nd quarter, COO develops a comprehensive plan to improve communications to/from members, to include chartering a Communications Development Task Force and conducting a study of best practices. COO generates recommendations by 3rd quarter for consideration in budget 2011. Items without costs will be implemented within calendar year 2010.

Action Items:

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|----------------|--|
| Action Item 6a | Executive director develops Communications Development Task Force charter. (4 th quarter 2009) |
| Action Item 6b | Director, human resources, works with executive director to populate committee and secures board approval at meeting January 2010. |
| Action Item 6c | Executive director implements steps to achieve goals in accordance with Communications |

Development Task Force charter. Researches available methods, develops recommendation options, uses KMOS to further explore final recommendations and seeks board approval as appropriate. Committee work plan determined. (1st quarter 2010) Committee disbands 3rd quarter 2010 with report to board's Strategic Planning Committee for consideration in 2011 budget. Report will contain measures to calculate success in communicating better to and from members.

2010 Operations Plan

Human Resources

Objective: *The association will set clear and consistent performance standards for employees and volunteers that encourage professionalism and service to members. The association will provide opportunities for employees and volunteers that enhance personal development and increase areas of responsibility. The association will choose outstanding, empowered volunteer members and staff, taking full advantage of their abilities. Staff will be service minded. Responsibilities of the staff and volunteers will meet the preferences of the membership. Opportunities for volunteers and staff to enhance personal development and professional progress will be provided.*

- Establish practices and procedures that make service on association committees satisfying for volunteers.
- Maintain a staff culture that provides outstanding customer service and professional behavior.
- Develop benchmarks for critical processes which establish best practices for departments.
- Develop standards of professionalism that stress the importance of confidentiality concerning member information and respectful treatment of employees and member volunteers.

Measurable Goal 7: The association carries out its customer-service mission by offering specific programs and services at the high level that members expect. The COO leads the staff and volunteers in managing and administering these programs and services. To accomplish this goal, by 2nd quarter, COO implements and manages reorganization of key staff to meet member preferences. By 3rd quarter, COO develops and pilots a process to assess effectiveness of committees. Implement pilot by 4th quarter.

Action Items:

Action Item 7a

Director, human resources, surveys existing committee members October 2010 to determine volunteers' degrees of satisfaction in serving on committee, and reasons for such satisfaction levels

Action Item 7b

Director, human resources will lead volunteer succession planning and talent management:

- Human Resources Committee will incorporate succession planning into KICA committee service. Director, human resources, provides committee maps to Human Resources Committee. (1st quarter 2010)
- Director, human resources, reaches out to non-residents to secure volunteers. (starting 3rd quarter 2010 and concluding 4th quarter 2010)
- Executive and human resources directors include committee information sheet and committee profile form with annual meeting mailing. (1st quarter 2010)
- Director, human resources, updates committee member recruitment process. (1st quarter 2010)
- Human Resources Committee and director, human resources attends the 1st Annual Volunteer Fair at the Sandcastle in January 2010 to provide literature regarding committee/board opportunities. Human Resources Committee to collaborate with Community Center Committee for 2nd Annual Volunteer Fair, planned for January 2011.
- Director, human resources, works with executive director to include articles seeking recruitment in *Digest* in September and November 2010.
- Director, human resources, collaborates with executive director to issue at least two instant news flashes (INFs) regarding volunteer opportunities for committee members. (2nd and 3rd quarters 2010)

Action Item 7c

Director, human resources, will maintain a staff culture that provides outstanding customer service:

- Human Resources Committee advises to provide a competitive compensation package for employees (3rd quarter 2010.) To accomplish this director, human resources, surveys like associations June 2010. Data presented to Human Resources Committee August 2010.
- Director, human resources, assures competitive salary grading structure with Human Resources Committee input. Human Resources Committee reviews survey results and make recommendations regarding any possible grading structure changes August 2010.
- Director, human resources, offers competitive insurance benefits to all full-time employees. Human Resources Committee reviews premium renewals in October and makes recommendations regarding plan design and employee co-pays by November. Renewals are in December for Jan. 1 start.
- Human Resources Committee establishes a succession plan process for all key staff positions. COO will begin the process by providing job details and requirements for the COO position to human resources by January 2010. Roll out to key staff. (occurs before 4th quarter 2010)
- Director, human resources, manages the Performance Management System, assuring that quarterly throughout 2010 all supervisors perform coaching and feedback sessions for their employees. Director, human resources, ties final performance evaluation for employees to employee bonus. (4th quarter 2010) To complete this item, all department heads review recommendations for top performer and exceed expectations employees in meeting to occur end of Nov. 2010. Bonus is awarded Dec. 2010 to employees who are recognized as

being top performers and exceed expectations.

Action Item 7d

Director, human resources, completes best practices benchmarking for critical practices assigned to each department. (by 1st quarter):

- Director, recreation, will contact, by phone or in person, other community associations of similar size and with similar operations and demographics to determine best practices regarding amenities offered and member assessments for those amenities. Measured complete by report to director, operations. (1st quarter 2010)
- Director, lakes management, will perform benchmarking activities for the mechanic's shop, developing "best management practices" in terms of processes. Measured complete by report to director, operations. (1st quarter 2010).
- Director, land management, will visit communities that encourage the native environment as a part of their landscape plan for their communities, developing a best management practices and communication program for members to naturalize their properties. Measured complete by a report to director, operations and publication in *Digest*. (1st quarter 2010)
- Director, major repair, will contact three large-scale community associations to determine their method of reserve asset tracking, reporting to director, operations. (1st quarter 2010)
- New software will be investigated for the migration of the existing reserves database into a modern database for inclusion in the 2011 budget. Measured complete by report to director, operations. (2nd quarter 2010)

- Director, security, will benchmark standards for chief security officer to encompass: a literature review, an overview of the position, the position's reporting relationship, function, key responsibilities and accountabilities, key competencies and experience. Report to director, operations. (1st quarter 2010)
- Controller will research like associations to explore various presentations of financial reporting, to determine best formats, amount of detail provided, etc. (1st quarter 2010)
- Directors, human resources and member services, contact other associations by phone regarding their system for tracking service requests from association members. (1st quarter 2010)
- Board will establish Communications Development Task Force to determine ways to improve communications to/from members. (1st quarter 2010).



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