

# HR Committee Organizational Review

December, 2017

# Governance Issues

- Lack of qualified applicants willing to volunteer
- Significant workload of Directors
- Increase in Board (and Committee) resignations
- Director changes have negative impact on continuity and consistency
- CAS has not significantly reduced Directors' workload

Current Governance structure not sustainable  
as SLW grows and diversifies

# HOA Survey Methodology

- Questionnaire template was created
  - Stats: # homes, # Board members, titles, etc.
  - Governance: roles, responsibilities, how they run their community
- 6 Communities were surveyed
  - Pinewild, CCNC, Governor's Club, Kitts Creek, Forrest Creek, St James Plantation
- Results were shared/discussed among HR Committee members

# HOA Survey

## Findings: Directors

- Directors serve in Liaison role between Committees and The Board
- Directors do not serve as Committee Chairs
- Directors oversee 2-3 Committees
- Directors provide Policy Guidance to Committees

# HOA Survey

## Findings: Boards

- Boards range from 3 – 7 Members
- Typically, 4 officers: Pres, VP, Treas, Sec
- Additional non-officer Directors are “At-Large”
- Community Manager is major support for day-to-day: Infrastructure, ARC, Safety and Security

Committees run the operations;  
Board focuses on strategic direction

# SLWLA Structure

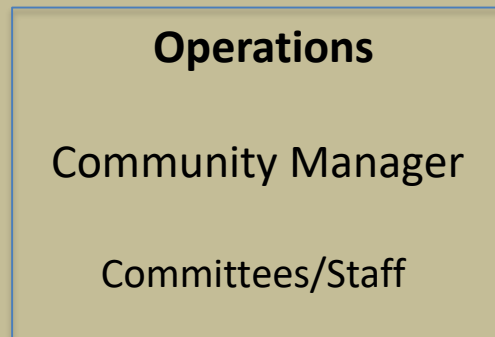
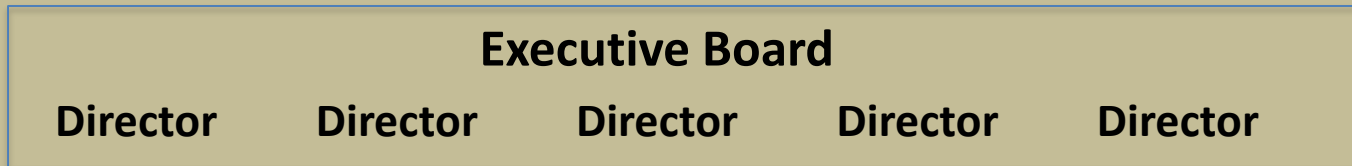
- Most Directors serve as Committee chairs and manage all operational requirements
- “Silo” form of business management – focus on vertical area of responsibility not cross functional strategic concepts
- Liaison approach effectively exists
  - Recruiting, HR, Lake, Insurance

Current BOD structure sacrifices strategic focus for operational requirements

# HR Committee Recommendations

- Board proposes By-Law change to restructure to a 5-member Executive Board
- Implement liaison system with all Committees
  - Directors focus on Strategic vs Operation issues
  - Provide Policy guidance/direction to Committees
- Appoint qualified Committee Chairs as Committee CEOs
- Build/expand an operations support group
  - Hire/retain professional as PM for Infrastructure projects
  - Hire part time Finance professional
- Maintain existing Committee membership as Directors change

# Proposed Board Structure





# Operations

**Community Manager**

**Committees/Staff**

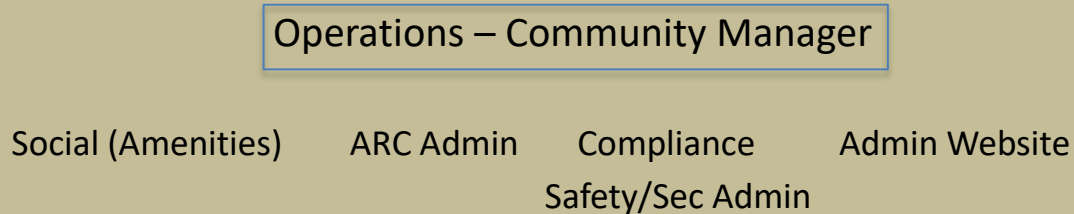
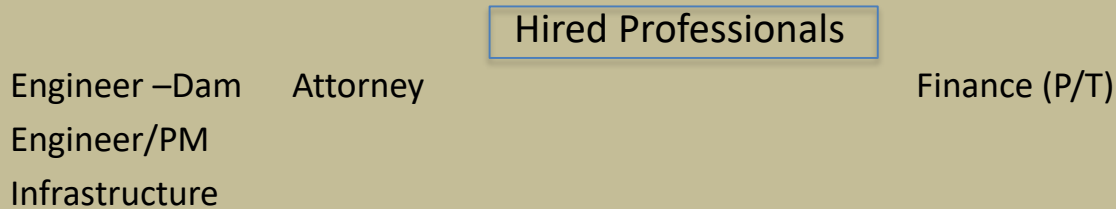
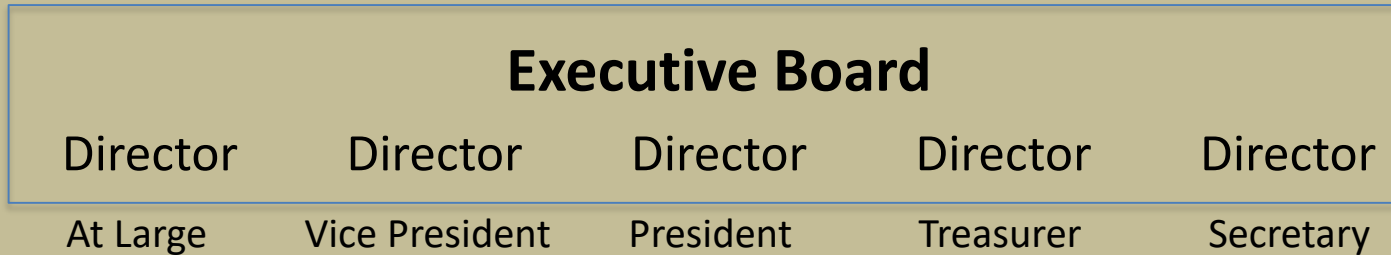
Social  
(Amenities)

ARC  
Admin

Compliance  
Safety/Security  
Admin

Admin  
Website

# Proposed BOD Structure



# New Structure Advantages

- Significantly reduces Director workload
- Expands the pool of qualified and willing candidates
- Maintains consistency and continuity via Committees, CAS, Community Manager as Directors change
- Encourages a horizontal management view vs a vertical, Silo approach
- Adopts a model that seems effective in other similar communities

Allows the Board to better focus on strategic, long-term needs and vision as we grow and diversify