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## **I. THE NEED**

Strategic planning is more than ensuring our Community will remain financially sound and be able to maintain its reserves—it's projecting where we expect to be in five, ten, or fifteen years—and how we will get there. It is a systematic planning process involving a number of steps that identify the current status of the Community, including its mission, vision for the future, operating values, needs, Goals, prioritized actions and strategies, action plans, and monitoring plans.

Strategic planning is the cornerstone of every common-interest community. Without strategic planning, the community will never know where we are going—much less know if we ever got there. An important concept of strategic planning is an understanding that in order for the community to flourish, everyone needs to work to ensure the team's Goals are met. Team members include all community homeowners, the Board of Trustees, professional management— and various service professionals such as accountants and reserve professionals. This team needs to work as a collective body to be successful. Part of the team concept is the establishment of roles for the team players. Teams usually perform poorly if everyone or no one is trying to be the quarterback.

## **II. THE PROCESS**

### **1. Recognizing the Need:**

While the Community has in the past created any number of short and long term plans, it has never been able to build and maintain a momentum of ongoing long range planning. Plans have been created, in many cases well executed, but have never been followed up. This causes a “Start – Stop” planning culture which causes us to reinvent the wheel every 5 to 10 years. With this interaction we hope to solve that problem.

This planning process began on April 1<sup>st</sup>, 2006 when the Board informally accepted a volunteer effort to conduct a strategic planning process. That commitment was reinforced by the Board on May 4<sup>th</sup>, 2006 when they formally chartered the Strategic Planning Committee and gave them a budgetary allowance to complete their work.

### **2. Recruiting and Empowering Stake Holders:**

We began recruiting stake holders with a community wide call via the View Point and web site for volunteers to participate in a kick off meeting for the Strategic Planning Committee. This meeting occurred on June 2<sup>nd</sup>, 2006 and was attended by 34 community members. This organizational meeting produced a rough framework for a standing planning committee and selected July 9<sup>th</sup> for a planning retreat.

### **3. Collecting and Reviewing Community's History and Present Situation:**

This phase began simultaneously with the approval of the Committee by the Board. We began gathering past historical plans, financial and growth data, and results of the 2004 community survey. A new survey was prepared and executed.

#### **4. Reviewing (Developing) The Community's Mission, Values and Vision Statements:**

On July 9<sup>th</sup>, with the assistance of a volunteer moderator, we conducted an all day retreat at the Hat Island Yacht and Golf Club. During this meeting we reviewed the historical data and the results of the current survey. Ground work was laid to develop mission, values and vision statements, which will be finalized during the 8 October 2006 planning retreat.

#### **5. Identifying the Community's Strengths and Weaknesses:**

During the July retreat the attendees conducted a S.W.O.T. analysis and arranged the results into a prioritized list of the community's internal strengths and weaknesses.

#### **6. Identifying the Community's Opportunities and Threats:**

A second prioritized list of the community's threats and opportunities was also developed at the retreat.

#### **7. Identifying the most critical issues arising from the Community's Strengths, Weaknesses, Opportunities and Threats:**

From the results of the SWOT analysis the committee organized the issues into five major areas or strategic thrusts, created committees to further investigate these areas and appointed chairpersons for each of those committees as follows:

<b>Committee</b>	<b>Chairperson</b>
Governance and Board Development	Ginger Harmon
Finance	Merrill Balanag
Infrastructure	Matt Surowiecki
Quality of Life and Environmental Protection	Cindy Gregory
Communications	Eleanor Bruegeman

These committees began meeting on a recurring schedule within weeks.

#### **8. Crafting Goals To Reinforce Strengths, Remove Weaknesses, Blunt Threats, and Seize Opportunities:**

Over the course of the months of July through September some 700-800 man hours of individual work and committee meetings produced the draft set of Goals and objectives that appear below.

#### **9. Critiquing and Revising The Plan:**

During the October 8<sup>th</sup> retreat some 38 community members revised the Mission, Values and Vision Statements, revised the draft Goals, added three Goals, and consolidated six Goals into one. They voted on potential deletions from the plan and indicated their views on the priority of the Goals within the five strategic areas. The committee spent the last portion of the retreat devising the plan for presentation to the community, soliciting and reviewing community comments, providing for public comment sessions and redrafting of the plan.

#### **10. Approving the Plan**

The plan will be made available in electronic or printed form to all island owners for review and comment. Letters will be sent to all voting members alerting them to the opening of a 30 day comment window, providing them methods for receiving the plan and describing the comment, revision and approval process. Following the closure of the public comment window, the plan will be reviewed and revised as appropriate and presented to the Board for their action.

## **11. Implementing and Monitoring the Plan:**

**TBD**

## **12. Revising, Updating and Re-Implementing on a Continuous Basis:**

**TBD**

# **III. THE PLAN**

## **MISSION:**

*For Article II of the Articles of Incorporation:* To maintain the island's infrastructure including, but not limited to providing and maintaining roads, recreational facilities, including golf, transportation, and water, in a fiscally responsible manner, preserve the island's environmental character, enhance owner's quality of life, and preserve and protect the real and intangible values of the island owner's personal and community properties. No part of the net earning of the corporation shall inure to the benefit of any member or any individual.

*For general use:* To maintain the HICI infrastructure in a fiscally responsible manner, preserve our environmental character, enhance our quality of life, and preserve and protect the real and intangible values of the island owner's personal and community properties.

**2. VALUE STATEMENT:** We value the close knit and mutually supportive nature of our community while cherishing the privacy and natural surroundings in which we live. We value volunteerism, fiscal responsibility, detailed planning and self regulation. We desire to maintain these values while allowing for measured residential growth and strictly limited commercial development.

**3. VISION:** We seek to maintain Hat Island as a private rural retreat with limited access. We see a continued ban on commercial enterprise limited to those services necessary to build, enhance and maintain our homes and properties. We will manage growth to protect our environment and to not exceed the capabilities of our current infrastructure. We hope to continue to improve our golf course and marina, develop additional recreational activities and facilities and provide for modern and open communications. We will provide for the long-term financial stability of our community.

# **IV. GOALS AND OBJECTIVES:**

## **A. GOVERNANCE AND BOARD DEVELOPMENT:**

### **Goal 1. Community Document Update:**

Background: The Committee would like to review and update the Hat Island Community Documents to reflect our changing social language and to clarify any wording or sections that may seem contradictory.

Goal: The Hat Island Community will insure that there is an ongoing review of all documents that govern the Hat Island Community. This review will be done by the Hat Island

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Governance Standing Committee. Review of the governing documents of the island will include, but is not limited to the Articles of Incorporation, Bylaws, Rules; CC&R, Architectural Committee structure.

The Governance Committee will determine if all the documents are valid or if they need changing. Outgrowths of the strategic planning process will be incorporated into these changes when applicable. When a document needs changing the Governance Committee will make recommended changes to the Board of Trustees.

Objective 1: Review the Articles of Incorporation before 1 January 2007.

Objective 2: Review the Bylaws before 1 February 2007.

Objective 3: Review the Restrictive Covenants and the documents governing the ACC before 1 March 2007.

Objective 4: Create a Development Plan for the Hat Island Community before 1 April 2007.

Objective 5: Review Community Rules and Regulations before 1 May 2007.

Objective 6: Review the Agreement between Hat Island Community, Inc. and The Puget Sound Yacht Club, NLT 1 June 2007.

Objective 7: Record all Governing Documents with Snohomish County after they have been reviewed and revised.

## **Goal 2. Creation of Committee Structure:**

Background: The Committee would like to see more participation by owners and feel that establishing a Committee structure for advisement to the Board would be the best way to reach this Goal.

Goal: Hat Island Community, Inc. will organize its Board of Trustees around a vibrant committee structure, which will include standing committees and sub-committees for:

- Governance and Board Development

- Finance

- Infrastructure

  - Vessels

  - Water

  - Marina

- Quality of Life and Environmental Protection

  - Golf

- Communications

- Architectural Control

- Safety

These committees will function as recommending bodies and will serve as a vehicle for Board Member development.

Objective 1: Government and Board Development Committee drafts a Board Resolution to Establish Committees by Board Resolution by 1 October 2006 for Board action on 7 October 2006

Objective 2: Governance and Board Development Committee nominates Committee Chairs to Board President by 1 October 2006 for appointment on 7 October 2006

Objective 3: Committee Drafts Charters and Job Descriptions NLT 1 November 2006 for Board approval on 4 November 2006.

Objective 4: Committees develop annual Charts of Work to be approved by Board NLT 1 December, Board approves NLT 6 Jan 2007.

Objective 5: Incorporate into By-Laws along with other changes

Objective 6: Governance Committee develops Board orientation process including appropriate documentation to be implemented NLT 1 Feb 2007.

### **Goal 3. Control Commercialization:**

Background: The most recent Hat Island survey results revealed that most of the community members would like to restrict commercialization on the Island. The Committee would like to review current commercialization (construction etc) and set up some standards for the future.

Goal: Restrict the commercialization of the Island to necessary and desirable businesses and/or services.

Objective 1: Draft a proposal for the Hat Island Board of Trustees to consider that would allow all businesses for the development, building, repair, and utility services of the property and homes to be allowed.

Objective 2: Draft a proposal for the Hat Island Board of Trustees to consider that would allow authorized business and services that operate out of the home and require no other structures to be allowed.

Objective 3: Draft a proposal for the Hat Island Board of Trustees to consider that would require that all proposed businesses shall obtain prior approval of the Board of Trustees.

Objective 4: Review current operating business on the Island and determine if they conform to existing rules. Take the action necessary to bring them into compliance.

### **Goal 4. Control Short Term Rentals:**

Background: In 2002 the Board of Trustees approved and offered to the community, for their approval, certain changes to the Community By-laws. One of those changes provided that a home owned by a member of the Community may be rented. This section was passed with

the intent to provide for long term rentals of 30 days or more. It was never the intent of the Trustees to allow for repetitive or short term, vacation type rentals. The island's infrastructure and support systems are barely capable of supporting its owners, much less the additional infrastructure burden posed by multiple iterations of renters.

The results of the recent owner's survey clearly identifying privacy, security and non-commercialization of the Island as widely held values within the Community, combined with a large number of complaints from owners, necessitates clarification and enforcement of current rental policies.

Goal: Bring rental policies in line with the original intent of the Trustees and the desires of the community as indicated in the survey and from the planning retreat.

Objective 1: Clarify rental policies currently implied in the HIC Rules and By-laws. (nlt -Sept. 1, 2006)

Objective 2: If necessary, propose modifications to current HIC Rules and By-laws with respect to rental policies. (nlt -September 1, 2006)

Objective 3: Identify appropriate enforcement procedures as provided under HIC Rules and By-law. (nlt -Sept. 1, 2006)

Objective 4: Draft and submit proposal for approval by the Board of Trustees which clarifies and, if necessary, modifies current HIC Rules and By-laws. (nlt -Sept. 1, 2006)

### **Goal 5. Improve Access to and Information from the Board of Trustees:**

Background: While the Board of Trustees has been trying in recent years to be as open as possible to refute any perceptions of "closed doors" on their decisions Still, there is a perception among some, that the there is insufficient communication between the Baord and the community and between the community and the Baord.

In the spirit of Sunshine Laws recently adopted in a number of states, verbiage in the current Articles of Incorporation, Rules and By-Laws should be reviewed and, as appropriate, updated to reflect the Board of Trustees' desire to operate transparently and communicate widely with the Community on all actions and decisions and the Board's desire to encourage communication from the Community to the Board.

Goal: Create the conditions that foster openness on the part of the Board of Trustees and a feeling of empowerment among community members.

Objective 1: Review current Articles of Incorporation to identify opportunities for updates that will encourage and support transparency and communication between the Board of Trustees and the Community by September 1, 2006.

Objective 2: Review current By-Laws to identify opportunities for updates that will encourage and support transparency and communication between the Board of Trustees and the Community by September 1, 2006.

Objective 3: Review current rules to identify opportunities for updates that will encourage and support transparency and communication between the Board of Trustees and the Community by September 1, 2006.

Objective 4: Propose updates of these documents to the Board of Trustee and the Community by November 1, 2006.

Objective 5: Final updates to be approved and implemented no later than January 1, 2007.

## **Goal 6. Improve the Appearance and Operation of Marina Parking.**

Background: Now that more and more members of the Community are bringing over vehicles to the Island, parking is difficult and unsightly. The Committee feels that additional steps need to be taken to control this growth.

Goal: Increase Marina Parking capacity while insuring the safest and most efficient use of space. Legally remove non-owned, non-used “junk” vehicles. Improve and enhance visual condition and practical use of the limited space available to the Community Members. Generate legitimate usage revenue.

Objective 1: Initiate a fee based, mandatory registration plan for all vehicles on the island that drive on island roads, including ATV’s and golf carts.

Objective 2: Create fee based long term marina parking permits.

Objective 3: Utilize registration system to eliminate non-used vehicles from marina.

Objective 4: Establish and identify long term parking areas.

Objective 5: Establish and identify short term parking areas.

Objective 6: Establish and identify loading zones at both marina ramps.

## **Goal 7. Control Large Commercial Ownership.**

Background: One developer currently owns approximately 1/3<sup>rd</sup> of all the lots (and a substantially larger fraction of all the buildable lots). Such concentration was never contemplated when the Islands Articles of Incorporation & By-Laws were written. The Committee would like to explore the ramifications, both fiscally and environmentally, of such concentrations.

Goal: To limit the concentration of ownership of the Island by any individual or related group of individuals.

Implementation: Amend the Articles of Incorporation and By-Laws to limit ownership of lots to not more than a specified number by any one individual or affiliated individuals or

groups. Anyone owning more than this amount would be grandfathered but could not purchase additional lots without Board approval until the ownership was below the specified maximum.

### **Goal 8. Establish Security Measures for Hat Island**

Background: In the past uninvited guests have arrived on the island. They have either ridden on the Holiday, or arrived by private boat. Often they have been curiosity seekers or clam harvesters.

Goal: Create conditions that will make more difficult for uninvited guests to gain access to the island.

Objective 1: Change the Holiday manifest to make it easier for the Holiday employees to identify uninvited guests.

Objective 2: Set up a process for Hat Island members to report the presence of uninvited guest to the authorities if they refuse to leave the island when asked.

### **Goal 9. Enforcement Process for Rules and Policies**

Background: There has been lack of enforcement of the rules and policies of Hat Island.

Goal: The Governance Committee will review all rules and policies that need to be enforced.

Objective 1: Identify a process to follow for reporting infractions and the consequences when members break the rules and policies of the island.

Objective 2: Recommend a process by which the island members help police their own rules.

Objective 3: Identify the conditions when residents should notify the Hat Island office, Snohomish County Sheriff's Office or dial 911.

## **B. FINANCE:**

### **Goal 1. Convert from Capability to Needs Based Budgeting:**

Background: In the past, the Island suffered from a lack of funds. For the past 9 years, the former Island Manager has been aggressive in both saving money and pursuing un-paying lot owners. This required budgeting by what money was available. The Finance Committee would like to explore "needs based budgeting," that is; looking at what the Island needs are, forming a budget, then looking for ways to finance those needs.

**Goal:** HICI will review existing funding parameters of each functional area to ensure that each area is self sustaining and contributes to overhead, or establish a fixed level of community subsidy required for that element to achieve breakeven and then build annual budgets and fees that achieve these levels. This to be completed NLT 1 October 2007.

Objective 1: Perform analysis of functional areas for break even points

Objective 2: Identify profit centers and cost centers

Objective 3: Identify required contribution of profit centers and subsidies of cost centers.

Objective 4: Build annual budgets to match

## **Goal 2. Develop and Fund a Reserve Plan:**

**Background:** In the mid-nineties, for the first time, a 10% Reserve fund was set up as a savings account, to be used in extraordinary circumstances. There have been no separate account specific funds set up to replace capital expenditures.

**Goal:** HICI will develop a capital funding plan that ensures that adequate funds are available to support the full life cycle maintenance and replacement costs of all capital equipment, to be initiated by FY2008 budget.

Objective 1: Identify capital items and systems by functional area.

Objective 2: Establish life expectancy, recurring maintenance requirements and replacement point for each item or system.

Objective 3: Estimate maintenance and replacement costs for each item or system.

Objective 4: Build amortization schedule for each item and build annual costs into future budgets as required funding items.

## **Goal 3. Examine Alternative Funding Strategies:**

**Background:** The Community has traditionally looked for funding via regular assessments and “special assessments”.

**Goal:** The HICI will propose new revenue streams to meet cost center funding Goals and present those proposals to the community for approval annually beginning August 2007.

Objective 1: Create list of potential revenue sources

Objective 2: Analyze identified sources for potential implementation

Objective 3: Select appropriate sources

Objective 4: Implement actions and build into annual budgets.

## **Goal 4. Improve Office Software:**

**Background:** There has been confusion and anger from members in connection with their billing statements and invoices. The current system is not performing adequately, either from lack of training or program unsuitability. Additionally the current system does not facilitate a single consolidated and shared data base capable of multiple software uses.

**Goal:** The finance committee will review the available hardware and software packages. They will present to the Board a proposal to replace and maintain the present system used by Island operations for migration at the fiscal year end of 2007.

Objective 1: Develop System Requirements in Required, Preferred, and Nice to have priorities.

Objective 2: Evaluate current system abilities.

Objective 3: Research other software products

Objective 4: Evaluate, compare and select product or upgrade current software.

Objective 5: Build migration plan

Objective 6: Execute migration

## **C. INFRASTRUCTURE:**

### **Goal 1. Build the Best Marina that the Island is Willing to Pay For:**

Background: A vote of the Community in May authorized \$2 million for Marina expansion.

Goal: Build the biggest and highest quality marina which can be permitted by the state and county and that the community is willing to pay for.

Objective 1: To maximize the permitted growth potential.

Objective 2: To sequence the construction in the most economical way to;

- Protect the existing harbor and investment.

- Expand footprint for additional moorage and eventual dry storage.

- Make the most efficient use of space by dock length to achieve the highest number of slips.

- Maintain the maximum number of usable slips during the construction process.

### **Goal 2. Improve Road and Right of Way Maintenance:**

Background: Increased traffic (particularly in the summer months) on Hat Island has required frequent and repeated repairs, and has impacted the dust problems.

Goal: Hat Island will evaluate it's road system to identify and implement actions to preserve and improve our community road system and easements, to ensure their safety, maintainability, and quality both near term and in the future.

Objective 1: Improve traction as evidenced by the reduction in the "washboard effect", potholes, etc. by Summer 2007. Determine what has been the most successful treatment/method and execute for continued improvement by Summer 2008.

Objective 2: Reduce the amount of maintenance time by 50% on current problem areas by July 2007. Document maintenance time with the Island Manager that is required after weekend use during the summer/winter months currently and after changes have been made to these areas.

Objective 3: Reduce dust in heavily traveled areas by 50% by June 2008. Establish "test" areas in June 2007 with various methods and observe with personal driving and retrieve

island input regarding the marina parking area, main crossroads, and road sections in more densely populated areas.

Objective 4: Identify and investigate the winter slide areas before Winter 2008, after appropriate action is taken so that there should be no slides.

Objective 5: Establish uniform width for roads and shoulders by assessing our roads/shoulders by Spring 2009.

Objective 6: Implement a road beautification program by Fall 2008 with volunteers replacing road signs and building log planters at corners for low maintenance plants.

### **Goal 3. Water System Improvements and Maintenance:**

Background: Now that we have added an RO system to keep up with expanding water needs, and a full time water maintenance man (instead of relying on one person to run the day to day Island and do water too), it is time to review our aging infrastructure and plan for the future.

Goal: HICI will establish a water system management plan for both present and future water needs, to be completed not later than October 2007 that will:

Objective 1: Ensure Quantity by projecting current usage with potential growth and ultimate island size; projecting current weekend use with potential growth and equating it to required storage capacity; and investigating water quantity needed for fire department.

Objective 2: Ensure Quality by monitoring Lost Water; finding and repairing leaks and their repair are a potential source of contamination; and identify problem areas to repair or replace, in order of need including, but not limited to:

- Full disclosure of water quality (iron, salt, manganese content) in ViewPoint, Web Site and Community Bulletin Boards.
- Employee training through WETRC and online classes
- Constant improvement of water quality (measure, collect, and evaluate data)

Objective 3: Ensure Distribution by projecting cost and timeline to upgrade or replace aging distribution system and identifying problem areas to repair and upgrade, in order of need.

Objective 4: Ensure financial integrity by establishing a rate structure that will cover current expenses, replacement costs, and reserves to cover contracts and unexpected costs.

### **Goal 4. Ensure Availability of Electrical Power**

Background: In the past the Hat Island Community has not been provided the current facts about the power supply on Hat Island.

Goal: The Hat Island Community will be advised by Snohomish County Public Utility District of all of their activities that impact the Island.

Objective 1: The Snohomish County P.U.D. will provide to the island any portion of their short-range plans that affect Hat Island.

Objective 2: The Snohomish County P.U.D. will provide to the island any portion of their long-range plans that affect Hat Island.

Objective 3: The Hat Island Office will inform the Community through any appropriate mode of communication any information they receive from Snohomish County P.U.D. that will affect the power supply to the island. This will include, but not limited to all planned power outages.

### **Goal 5. Evaluate the Gravel Pit**

Background: The gravel pit has been used for sand and gravel for decades. The pit is beginning to erode into the adjoining lots. The adjoining area was given to the community to be used as a green belt. This area has also become an attractive nuisance for teens driving ATV's.

Goal: Examine long term feasibility regarding future usefulness of the gravel pit.

Objective 1: Research the history of the gravel pit and the surrounding area. Survey of the area and ascertain if the gravel pit is expanding beyond its legal borders.

Objective 2: Obtain information as to it's present condition.

Objective 3: Determine from information gathered exactly how long can it continue to be used as a gravel pit.

Objective 4: Determine possible options for a replacement location for stockpiling sand, gravel, etc.

Objective 5: If it is determined that the gravel pit is no longer viable as a "gravel pit", what other amenities would be appropriate in the area.

## **D. QUALITY OF LIFE AND ENVIRONMENTAL PROTECTION:**

### **Goal 1. Manage Residential Growth:**

Background: The results of our first Strategic Planning Retreat show that the number one perceived threat to Hat Island is Over Development. Therefore, we must set Goals to evaluate the facts that will determine the ability of Hat Island to grow, and examine ways to manage growth that will inevitably happen so that the infrastructure, environment and quality of life are not threatened.

Goal: HICI will determine methodologies for managing residential growth on Hat Island such that our growth is consistent with the infrastructure and environmental capabilities to sustain the rate of growth.

Objective 1: Determine how many additional homes the existing infrastructure of Hat Island can handle.

Objective 2: Determine how many lots exist that can be built on. (Do they perk? is the terrain stable? Eagle nests?)

Objective 3: Of the lots that can be built on, determine if there is enough water; drain field/sewage to maintain a healthy balance if all of these potential lots are built on.

- Full time residents
- Part time residents

Objective 4: Research the imposition of fees for new construction and land development.

Objective 5: Create a Development Plan for Hat island Community that includes, clearing, building and residential architectural design controls, and protection of the environment.

## **Goal 2. Manage The Environment:**

Background: Snohomish County regulations are the only protection the community has for the preservation of wildlife and vegetation and the protection of the overall environment from erosion, water runoff, landslides and development. An evaluation needs to be done to determine the effects of development and for the conservation and protection of the island's resources.

GOAL: Establish a comprehensive program for land use and development with protection of the environment and wildlife a priority.

Objective 1: Review all Snohomish County and State environmental regulations to ensure current compliance.

Objective 2: Meet with appropriate experts in managing land development for future protection and conservation.

Objective 3: Review existing community by-laws for compliance for construction and land use.

Objective 4: Institute a task force that works with the Architectural Committee to oversee construction and development and rules on clearing.

Objective 5: Communicate guidelines and regulations for use of our environment by owners and guests through written correspondence, email and educational seminars.

Objective 6: Ensure that all development and clearing must first meet with approval from the Architectural Committee and have permits and plans in place prior to clearing.

Objective 7: Create a system for fining or penalizing any development without prior written approval.

Objective 8: Codify everything above.

### **Goal 3. Improve Island Services**

Background: The only current commercial type service that the Island provides is the sale of gasoline & diesel. The committee would like to explore new services that could be provided by the Community.

Goal: Define what type of services, either island controlled or privately owned, would be beneficial to island residents and having them located on the island would not detract from the quality of life style currently enjoyed. Recommended services should have a zero cost to the island, and where it makes sense, a profit value to the Island.

Suggested services are: Postal Service, Equipment Rental, and Auto Shop Bay.

Objective 1: Determine what is currently outlined within the published CC&R, By-Laws and Articles of Incorporation regulating island sponsored services or privately run businesses located on the Island.

Objective 2: Investigate what would be required by the US Postal Service to have mail delivered to the Island via Holiday runs.

Objective 3: Determine what would be the best distribution method for bulk delivered mail.

Objective 4: What the liabilities would be if residents were allowed to rent island owned equipment or the use of a bay in the maintenance facility for auto repair.

Objective 5: Determine a cost plus profit factor for use of island equipment. Determine cost per hour including wear and tear plus a fair profit margin.

Objective 6: Determine what training would be required and who would conduct the training to qualify a resident to use a piece of Island equipment.

Objective 7: Determine how a rental service on the Island could be managed.

#### **Goal 4. Develop Island-wide Activities that Promote a Sense of Community:**

Background: Best practices of communities such as ours indicate that communities function best when residents have a sense of belonging.

Goal: Define the types of activities that promote camaraderie among island residents. Explore different types of activities that could support fund raising projects.

Objective 1: Distribute a survey to residents to determine what types of events would be the most popular.

Objective 2: Establish a committee to investigate what resources would be required to facilitate the events determined to best meet the needs of residents.

#### **Goal 5. Develop Island Sponsored Educational and Community Support Programs:**

Background: Residents will feel better about the value of their assessments if they see a return on those investments. One method is for the community to sponsor activities and sponsor educational events and seminars.

Goal: Identify programs that can be conducted on the Island that are educational for residents or profitable for the Island.

Objective 1: Establish a committee or add this task to an existing committee to investigate different options for implementing educational programs on the island.

Objective 2: Research educational programs available from the County or State that can be conducted on the island for residents. Example: Bluff management, septic maintenance, etc.

Objective 3: Research companies willing to conduct seminars for Island residents on the Island. Activities could include golf & tennis lessons, boating, diving, etc.

Objective 4: Establish procedures that would encourage residents to host mid-week corporate golf tournaments, retreats or business meetings on the island. This would be predicated on the completion of a community center.

#### **Goal 6. Conduct a Feasibility Study to Examine the Potential to Build a Multi-purpose Community Center:**

Background: A common theme from the community survey and product of the planning retreat was a desire by the community to have a communal events and activities center.

Goal: Evaluate the potential to build, **at no cost to the community**, a high quality, multi-purpose community center on land owned by the community to be constructed by the beginning of the summer season 2008.

Objective 1: Conduct Feasibility Study to determine if such an undertaking is possible to be completed by June 2007.

Objective 2: Assuming the positive result of the feasibility study conduct a Capital Campaign to raise the funds necessary for the project to be completed by February 2008.

Objective 3: Assuming the successful completing of the silent phase of the Capital Campaign, begin construction in time to ensure completion by Labor Day Weekend 2008.

### **Goal 7. Maximize Golf Course Potential as Community Asset:**

Background: Whole communities are built around golf courses. They can serve as a focal point of community life and support the community at large. The Hat Island Golf Course usually just breaks even. The Committee would like to explore ways to increase revenue.

Goal: Foster the understanding among the general community that the golf course is a community asset capable of supporting itself and contributing to overall Community income.

Objective 1: Set member and guest daily and annual golf fees such that the Golf Course breaks even in current operations.

Objective 2: Reallocate the golf portion of the special assessment exclusively towards capital repairs and improvements on the course and equipment.

Objective 3: Authorize recurring member sponsored golf outings for off island businesses to take place only on Wednesdays during the non-summer season from October through April.

Objective 4: Utilize the profits of these activities for capital projects on and supporting the golf course.

### **Goal 8. Improve Golf Course Maintenance Efficiency:**

Background: In order to support the fiscal responsibly defined by Goal 5, it may be cost effective to invest in areas that can reduce recurring expenses.

Goal: Invest in course improvements that in the long run will lower maintenance costs by reducing time and materials spent on course maintenance and upkeep by 30% at current quality levels, or to improve the quality of the course accordingly. For example, reducing maintenance costs by 15% combined with a quality improvement of 15% will constitute achievement of the Goal.

Objective 1: Smooth out the fairways and areas that cause mower problems

Objective 2: Improve the quality of the fairway soil.

Objective 3: Eliminate shady areas that contribute to poor grass growth

Objective 4: Investigate lower maintenance grasses and chemicals

Objective 5: Hire an expert consultant to make suggestions

### **Goal 9. Improve the Quality of the Golf Course:**

Background: In order to support the income producing aspects of Goal 5, and to increase its asset value, it may be necessary to improve the quality of the golf course.

Goal: Invest in course improvements that will provide a 10 year pay back through the ability to command higher fees and by accelerating to asset appreciation of the golf course.

Objective 1: Improve the quality of the tee boxes, especially the ladies tees

Objective 2: Improve the quality of the greens

Objective 3: Improve irrigation of greens and tee boxes

Objective 4: Increase course difficulty and/or improve course aesthetics through lengthening and/or reconfiguration

Objective 5: Increase course difficulty and/or improve course aesthetics by adding hazards

### **Goal 10. Improve the Golf Practice Area:**

Background: In order to support the income producing aspects of Goal 5, and to increase its asset value, it may be necessary to improve the practice area such that its amenities are in line with comparable courses. An improved practice area will also benefit with no fee those members of the community who wish to learn the game golf or improve their skills.

Goal: Improve the practice area capacity by at least 500% by doubling the driving facilities and adding green and/or chipping and/or bunker areas that can support at least 3 other practice golfers.

Objective 1: Replace the existing practice mat

Objective 2: Add an additional practice net and mat, and investigate using turf in place of a mat.

Objective 3: Add a practice green and chipping area

Objective 4: Add a practice bunker

## **E. COMMUNICATIONS:**

### **Goal 1. Establish E-Mail Communication System:**

Background: The Island management and the Board of Trustees can increase communications with members by investing in the new technologies that are available.

Goal: To communicate effectively and in a timely manner via email all issues, schedules and/or items of interest at maximum efficiency and lowest cost to the Members of the Community.

Objective: Establish a mass Community Member email mailing list to be located on the Hat Island office PC and on the View Point editor's PC.

### **Goal 2. Provide View Point Electronically and Improve Web Site:**

Background: The background of this Goal is not complaint or current condition driven. It is genuinely a "desire to be better" or improvement driven. It is the tool that Goal #1 will facilitate.

Goal: Enhance the HI Community web site and make the View Point e-mailable. Create an efficient portal for direct communication to the Community Members from the Board, Island Manager, Committee Chairs and other sources as deemed to be appropriate. Create a Plan to insure the future of this process.

Objective 1: Modernize and expand the capabilities of the webmaster with tools and resources.

Objective 2: Immediate procurement of the latest version of Adobe so that the current editor of the View Point, Eleanor Bruegeman, can email it to those who can take it electronically.

Objective 3: Evaluate the current office machinery for facilitating these functions, scanner, etc. and develop a budget for acquiring the best available technology.

Objective 4: Seek out and solicit for volunteers knowledgeable people in the HIC at large to assist, consult and eventually replace the volunteer efforts of Eleanor Bruegeman. Being the webmaster for an organization like the HIC is inherently a labor of love not a job and the Committee, rightly or wrongly, at this juncture thinks those folks will present themselves if the need is known.

### **Goal 3. Rejuvenate Community Bulletin Boards:**

Background: The Island's bulletin boards need renovating and should be constantly updated to maximize their effectiveness.

Goal: Rejuvenate the condition of the community bulletin boards at the south dock ramp and the island office and put them back into full use NLT 1 November 2006.

#### **Goal 4. Create a community wide Emergency Phone Notification Tree:**

Background: Even with the use of modern E-Mail and Web based communications there will still be times when immediate contact with island owners is critical. A prime example was the need to notify residents of the October 5<sup>th</sup> Boil Water Advisory.

Goal: Create and maintain an island wide telephonic notification tree, organized by division.

### **IV. APPROVAL:**

Committees revise this draft as indicated by the Second Planning Retreat

Announce and describe approval process on page one of View Point

Mail notice to community describing the comment and approval process

Plan to be posted on Web Site October 31<sup>st</sup>, 2006

Copies available for pick up at island office

Can request a direct mail copy

Schedule a series of community meetings on and off island

Create an electronic forum for line item comment and questions

Publish an electronic frequently asked questions with answers area on web site

Encourage direct discussion with committees

### **V. IMPLEMENTATION:**

TBD

### **VI. MEASUREMENT, REVIEW AND REFINEMENT:**

TBD