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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 1st, 2006 when the Board informally accepted a volunteer effort to conduct a strategic planning process. That commitment was reinforced by the Board on May 4th, 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 Viewpoint and web site for volunteers to participate in a kick off meeting for the Strategic Planning Committee. This meeting occurred on June 2nd, 2006 and was attended by 34 community members. This organizational meeting produced a rough framework for a standing planning committee and selected July 9th 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 9th, 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, was 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 S.W.O.T. 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:

**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 1st draft set of Goals and objectives.

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

During the October 8th 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 was made available in electronic and printed form to all island owners for review and comment. Letters were 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 was reviewed and revised as appropriate by each of the committees and presented to the Board for their action on April 21st, 2007.

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

Pending board approval, formal standing Committees will be established to carry out the work of this plan. Each Committee shall have a Board member as a participant who will serve as a conduit of information between the Board and the Committee. They will represent the Committees' interest to the Board and vice versa. Each Committee Chair will be responsible for reporting progress on the Plan to the Board on a regular basis, according to time frames determined by the Board.

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

Each Committee Chair will be responsible for providing updates to the Board and to the Community on no less than an annual basis. As needs arise, and goals are accomplished, new goals and objectives may be set by the Committee at any time pending Board approval.



### **III. THE PLAN**

#### **1. 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. Primary Goals

### **Goal #1 Creation of Committee Structure**

*(See Appendix for detailed goals and objectives for each Committee)*

**Background:** The mechanics of organization, maintenance and managed growth of a community as unique and cherished as ours depends on widespread participation and cooperation of its members to succeed. Increased involvement and participation in Island affairs can be accomplished by establishing a Committee structure for advisement to the Board of Trustees.

**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**

**Marina**

**Vessels and Transportation**

**Roads, Maintenance and Public Areas**

**Water**

**Residential Growth, Environmental Management and Community Spirit**

**Golf and Recreation**

**Communications**

**Safety**

**Architectural Control**

These committees will function as recommending bodies and serve as a vehicle for Board Member development. Each Committee will be assigned a Board member to act as their conduit and as an additional committee participant.

**Objective 1:** Current Governance and Board Development (GBD) Committee drafts charters and job descriptions for Standing Committees to be approved by the Board at the May, 2007 Board meeting.

**Objective 2:** Current GBD Committee nominates committee chairs to be approved by the Board President at the May, 2007 meeting for appointment starting June 1, 2007.

**Objective 3:** Board President announces Board member assignments for each Standing Committee at the May, 2007 meeting.

**Objective 4:** Committees develop annual Charts of Work which will incorporate goals and objectives currently identified in the Appendix of this Plan for approval at the June, 2007 meeting.

**Objective 5:** Incorporate establishment of Standing Committees into By-Laws along with other changes.

## **Goal #2 Community Document Update**

**Background:** Many of the current documents that are intended to direct and govern our Island Community are significantly out of date, some lacking in clarity and sufficiency, outdated social language and even contradictory language between documents. Some of this has created not only misunderstandings within the community but also made the community more vulnerable to outside interpretation of our governing principles. The Strategic Planning Committee recommends a review and update of the Hat Island Community Documents to better reflect the current status, intentions and values of the community.

**Goal:** The Hat Island Community will ensure that there is an ongoing review of all documents that govern the Hat Island Community. This review will be done by the Governance and Board Development 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 and Board Development Committee will propose to the Board of Trustees any recommended changes as well as incorporate applicable outgrowths of the approved Strategic Plan. Final changes to any of these documents will be in compliance with approval requirements detailed in the current documents.

**Objective 1:** Review and propose changes if needed to the Articles of Incorporation.

**Objective 2:** Review and propose changes if needed to the Bylaws.

**Objective 3:** Review and propose changes if needed to the Restrictive Covenants and the documents governing the ACC.

**Objective 4:** Review and propose changes if needed to the Community Rules and Regulations.

**Objective 5:** Review the Agreement between Hat Island Community, Inc. and the Puget Sound Yacht Club.

**Objective 6:** Where necessary, all documents and recommended changes will be reviewed by appropriate legal counsel for the Island.

**Objective 7:** Board of Trustees will respond to proposed changes within 60 days of submission.

**Objective 8:** Pending approval the Board will post and organize voting process for all changes requiring owner ratification.

**Objective 9:** Pending approvals and required owner ratifications, all Governing Documents will be filed with appropriate agencies.

### **Goal #3 Improve Access/ Information to and 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 there remains a perception among some that there is insufficient communication between the Board and the Community and between the Community and the Board. To promote an atmosphere of cooperation and inclusion, and 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 on all actions and decisions. Conversely such wording will also reflect the Board's desire to encourage greater input from the Community to inform their decision making.

**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:** In conjunction with Goal #2, the Governance and Board Development (GBD) Committee will 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.

**Objective 2:** The GBD Committee will review current By-Laws to identify opportunities for updates that will support transparency and communication between the Board of Trustees and the Community.

**Objective 3:** The GBD Committee will review current rules to identify opportunities for updates that will encourage and support transparency and communication between the Board of Trustees and Community.

**Objective 4:** - Board of Trustees will respond to proposed changes within 60 days of submission.

### **Goal #4 Enforcement Process for Rules and Policies**

**Background:** There has been lack of identified and agreed upon enforcement procedures associated with the Hat Island rules and policies.

**Goal:** The GBD Committee will review current rules and policies requiring a means of enforced and propose appropriate enforcement procedures. The GBD Committee will partner in this process with other Committees and Subcommittees who propose rules and policies that require enforcement.

**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.

## **V. Final Approval**

The Strategic Planning Committee requests Board response and approval at or prior to the May 19th Hat Island Board meeting. In the interim, please feel free to direct any questions or comments regarding this Plan to any of the following individuals:

Strategic Planning Chair	Becki Snellenberg	<a href="mailto:beckisn@hotmail.com">beckisn@hotmail.com</a>	206-232-2699
Governance Chair	Ginger Harmon	<a href="mailto:Gharmon35@aol.com">Gharmon35@aol.com</a>	360-444-6815
Finance Chair	Merrill Balanag	<a href="mailto:balanag@msn.com">balanag@msn.com</a>	425-483-2436
Infrastructure Chair	Matt Surowiecki	<a href="mailto:matt@steeler.com">matt@steeler.com</a>	206-650-8400
Quality of Life Chair	Cindy Gregory	<a href="mailto:Cgregory97@aol.com">Cgregory97@aol.com</a>	559-739-1276
Communication Chair	Eleanor Bruegeman	<a href="mailto:elbeeb@aol.com">elbeeb@aol.com</a>	206-523-6002

## APPENDIX

### **Goals and Objectives for Proposed Standing Committees**

#### **GOVERNANCE AND BOARD DEVELOPMENT**

*(While Primary Goals #1-4 cross all of the subcommittees, the Governance and Board Development Committee will be responsible for implementation of those goals. The following are additional goals and objectives for this committee)*

#### **Goal 5 - 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 Board of Trustees that would allow for businesses supporting the development, building, repair, and utility services of the property and homes on the island to be allowed NLT Sept. 1, 2007.

**Objective 2:** Draft a proposal for the Board of Trustees that would allow authorized businesses and services that operate out of the home and require no other structures to be allowed NLT Sept. 1, 2007.

**Objective 3:** Draft a proposal for the Board of Trustees that would require all proposed businesses to obtain prior approval of the Board of Trustees NLT Sept. 1, 2007.

**Objective 4:** Review current operating business on the island and determine if they conform to existing rules NLT Oct. 1, 2007. Propose action necessary to bring them into compliance.

#### **Goal 6 - Control Large Commercial Ownership:**

**Background:** One developer currently owns approximately 1/3rd 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 of ownership.

**Goal:** To limit potential negative impact of concentration of ownership of the island by any individual or related group of individuals by limiting number of lots that may be owned by a single or group of related entities.

**Objective 1:** Explore and identify possible ramifications, both fiscally and environmentally, of such concentration of ownership. Also explore potential impact of restricting ownership.

**Objective 2:** If determined by the Committee to be advisable, draft a proposal to 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 group. The proposal would include a grandfather clause allowing current levels of ownership, but preventing additional purchases without Board approval until the ownership fell below the specified maximum.

**Objective 3:** Present findings and proposal for Board approval NLT July 1, 2007.

#### **Goal 7 - Develop Board Orientation Process:**

**Background:** There currently exists no process for helping new Board members ramp up in their position.

**Goal:** The Standing GBD Committee, once established, will develop a Board orientation process including appropriate documentation to be implemented NLT May 1, 2008.

## **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”. The Committee would like to explore opportunities for alternative sources of funding for future needs and improvements.

**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.

## **MARINA**

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

**Background:** A recent vote of the Community authorized \$4 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:** Develop proposal to maximize the permitted growth potential.

**Objective 2:** Develop proposal for sequencing 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 higher number of slips.
- Maintain the maximum number of usable slips during the construction process.

### **Goal 2 - Improve the Appearance and Operation of Marina Parking:**

**Background:** Now that more and more members of the Community are bringing vehicles to the island, parking in the Marina area is difficult and unsightly. The Committee feels that additional steps need to be taken to control this growth and improve availability of parking for those who need it.

**Goal:** Increase Marina Parking capacity while ensuring 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.

## **VESSELS AND TRANSPORTATION**

### **Goal 1 - Ensure Adequate, Reliable, Safe, Comfortable and Economical Transportation of Passengers To and From the Island for all Property Owners and Their Guests.**

**Background:** The Holiday was built in 1962 and expected to last 10 years. Instead it has provided reliable transportation to the island for over 40 years. But the cost of operation and maintenance continues to increase and the passenger load limits has decreased over the years.

**Goal:** As part of a marina wide review, the replacement of the Holiday and/or the consideration of private ferry service should be considered before further improvements or expansion of the marina is begun.

**Objective 1:** Evaluate current and future needs of Community owned ferry transportation service to the island. Analysis should include whether improved transportation service would decrease the demand for private moorage.

**Objective 2:** Evaluate the possibility of private ferry transportation to the island. This could be limited to selective runs during the week in conjunction with community owned transportation or could replace community owned transportation completely.

**Objective 3:** Evaluate existing forms of ferry transportation available in other parts of the country and identify potential capital costs and operational costs.

### **Goal 2 - Ensure Adequate, Reliable and Economical Transportation of Goods To and From the Island:**

**Background:** The Elsie II was built in 1982. The Island purchased, modified and put it into operation in 2002.

**Goal:** Plan for future replacement of the Elsie II

### **Goal 3 - Ensure Reliable, Safe and Economical Transportation of Passengers and Goods Around the Island for all Property Owners:**

**Background:** The Island currently and for many years owned an old school bus to take owners without cars to their property and large groups to the golf course. This is the only HIC sponsored mode of transportation on the island for transport of goods and passengers.

**Goal:** Identify and plan for future intra island transportation needs.

**Objective 1:** Plan for future replacement of the school bus

**Objective 2:** Identify potential intra island transportation needs such as moving furniture, building supplies, towing of broken down vehicles, etc. and review current capacity to meet these needs.

## ROADS, MAINTENANCE AND PUBLIC AREAS

### **Goal 1 - Improve Road and Right of Way Maintenance:**

**Background:** Increased traffic (*particularly in the summer months*) on Hat Island has required frequent and repeated repairs to the roads and has increased the dust problems.

**Goal:** HICI will evaluate its 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 2 - 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 the area and ascertain if the gravel pit is eroding beyond its legal borders.

**Objective 2:** Obtain information as to its present condition.

**Objective 3:** Determine from information gathered exactly how long it can 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”, explore what other amenities would be appropriate in the area.

## WATER

### **Goal 1 - Improve Water System and Maintenance:**

**Background:** Now that we have added an RO system to keep up with expanding water needs 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 identifying whether or not their repair is a potential source of contamination. 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.

## RESIDENTIAL GROWTH, ENVIRONMENTAL MANAGEMENT AND COMMUNITY SPIRIT

### **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 evaluate the facts that will determine the ability of Hat Island to grow and examine ways to manage the inevitable growth so that our infrastructure, environment and quality of life are not threatened.

**Goal:** HICI will develop methodologies to manage residential growth on Hat Island such that our growth rate is consistent with the infrastructure and environmental capabilities.

**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.

**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. Take into consideration:

- 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 which take into consideration the 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 protection from erosion, water runoff, landslides and development. An evaluation needs to be done to determine the effects of development and plans created 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. Submit detailed proposal for Board approval NLT July 1, 2007.

**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:** Currently the only commercial services provided are the sale of gasoline & diesel

**Goal:** Define what other potential services, either island controlled or privately owned, would be beneficial to island residents to have located on the island that would not detract from the quality of life style currently enjoyed.

**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 it would take to have mail delivered to the Island via Holiday runs.

**Objective 3:** Determine the best distribution method for bulk delivered mail.

**Objective 4:** Determine liabilities in allowing residents to rent island owned equipment or repair facilities.

**Objective 5:** Determine a cost plus profit factor for use of island equipment and repair facilities.

**Objective 6:** Establish appropriate training required for owner use of Island equipment and repair facilities.

**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, educational events and seminars that are of interest to its members.

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

**Objective 1:** Investigate 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, multipurpose community center on land owned by the community.

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

**Objective 2:** Assuming the positive result of the feasibility study develop proposal for a Capital Campaign to raise the funds necessary for the project. Submit for Board approval NLT August 1, 2007.

**Objective 3:** Pending Board approval and the successful completion of the silent phase of the Capital Campaign, develop project plan, including time lines for completion.

## **GOLF AND RECREATION**

### **Goal 1 - Maximize Golf Course Potential as Community Asset:**

**Background:** Whole communities are built around golf courses which serve as a focal point of those communities. The Hat Island Golf Course has potential to be a revenue producer for the community.

**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 daily and annual golf fees such that the Golf Course breaks even in current operations.

**Objective 2:** Reallocate the golf portion of 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 2 - Improve Golf Course Maintenance Efficiency:**

**Background:** Investment in areas that reduce recurring expenses can reduce overall operating costs.

**Goal:** Invest in course improvements that will lower maintenance costs by reducing time and materials spent on course maintenance and upkeep by 30% at current quality levels, or improve the quality of the course accordingly.

**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 3 - Improve the Quality of the Golf Course:**

**Background:** In order to increase its asset value, the quality of the golf course should be improved.

**Goal:** Invest in course improvements that will provide a 10 year pay back through higher fees and by 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 aesthetics through lengthening and/or reconfiguration.

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

### **Goal 4 - Improve the Golf Practice Area:**

**Background:** Bring practice area amenities in line with comparable courses. An improved practice area will also benefit HIC members who wish to learn the game or improve their skills.

**Goal:** Improve the practice area capacity by at least 50% 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.



## **COMMUNICATIONS COMMITTEE**

### **Goal 1 - Create a Community Wide Emergency Phone Notification Tree:**

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

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

## **SAFETY COMMITTEE:**

### **Goal 1 - 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 it 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.

## **ARCHITECTURAL CONTROL COMMITTEE:**

### **Goal 1 - Establish and/or Confirm Regulations for All New Building on the Island.**

**Background:** The Architectural Control Committee was established to review all building on the island. The ACC should be confirmed as the governing body for the enforcement of the restrictions, easements and reservations of the island. No building shall be erected, placed or altered on any lot until the construction plans and specifications and a plan showing the location of the structure have been approved by the Architectural Control Committee following the Restrictive Covenants of the island.

**Goal :** Review and update as needed all documents pertaining to building and development on the island..

**Objective 1:** Review all Restrictive Covenants and make recommendations to the Governance Committee.

**Objective 2:** Review historical data to ensure that the ACC is operating in compliance with all information available.

**Objective 3:** Work under the Board of Trustees umbrella for protection under their liability insurance.