

Hat Island Community Association

Strategic Planning Retreat Report

June 29, 2016

Prepared by



MARKETING SOLUTIONS
research-based growth strategies

Headlines

- > Budget, big reserve (28)
- > Self-sustaining community (11)
- > Harmony (6)
- > Island owned co-op store (5)
- > Water management reduces landslides (3)
- > Property values triple (3)
- > Conscientious growth (3)
- > Wi-Fi available for all (3)
- > Beaches remain pristine (ecology) (2)
- > Rabbits migrate south (1)
- > Walking trail created on the golf course (green space) (0)
- > Economical, safe, private ferry (transportation) (0)

Vision Statement

- > Hat Island achieved a sustainable balanced budget and fully funded reserves.

Strengths

- > Recreation/community opportunities and amenities (fishing, crabbing, Yacht Club, community events) (14)
- > Marina (13)
- > Community atmosphere (volunteers, pride of ownership, family friendly) (9)
- > Environmental quality (6)
- > Security/safety/privacy (4)
- > Employees (4)
- > Covenants in place (2)
- > Emergency services and fire department (1)
- > Few rules (1)
- > Location (1)
- > Small community strengths (1)
- > RO plant (0)

Weaknesses

- > Finances/revenues/revenue structure/marina loan shortfall/no benefit for taxes/property owner's arrears (35)
- > Board dynamics, community discord, political divide, transparency issues, us vs. them, lack of communication (16)
- > Drainage (6)
- > Aging infrastructure and equipment (2)
- > Appearance, recycle eye sore and abuse, utility area eye sore (1)
- > Golf course's maintenance/equipment (0)
- > Bylaw limitations (0)
- > No enforcement of rules (0)
- > Renters (0)
- > Owner disengagement, lack of willing folks for positions/volunteers (0)
- > Lack of non-critical services (disposal, Wi-Fi, Island parking) (0)
- > Limited ferry (0)
- > Rodents/rabbits (0)
- > Under marketing (0)
- > Limited water hook ups (0)

Opportunities

- > Revenue generation, reserve funding, fix marina loan shortfall, consensus on revenue plan (26)
- > Resolve lawsuit (9)
- > Mainland parking solution/ferry docking (7)
- > Growth management plan (6)
- > Community involvement (3)
- > Marina completion and utilization (2)
- > Develop civil disaster plan (0)
- > Golf course improvements (0)
- > Bylaw amendments (0)
- > Commercial enterprise (stores, repairs, cell tower, garbage service) (0)
- > On Island transportation and parking improvements (0)
- > Community owned barge (0)

Threats

- > Arrears, insolvency, insufficient reserve fund, revenue structure stalemate, revenue balance (assessment vs fees) taxation (20)
- > Island dissention, divide on vision and values (14)
- > Lawsuits (6)
- > Lack of development planning, unplanned growth, water hookup limits, drainage, over marketing, daily ferry service (5)
- > Commercialization (5)
- > Loss of mainland parking (4)
- > RO failure (2)
- > Fire (1)
- > Failure of PUD cable (0)
- > Trespassers, rentals to non-owners, irresponsible owners (0)
- > Over regulation, government/County officials, incorporation (0)
- > Rodents/rabbits (0)
- > Vessel and ferry crew, failure, transportation (0)

Evaluation

Pros

- > Facilitator
- > Community involvement
- > Harmony (no rock throwing)
- > Information available
- > New people meeting each other
- > Very efficient process
- > Cookies and coffee
- > Communications from Sandy and office staff

Cons

- > Start with review of last plan
- > Start with introductions
- > Name tags with lot numbers
- > Have contact sheets
- > Do it on a rainy day
- > Too long
- > No beer
- > Get more people involved
- > Do earlier in the year
- > Earlier date notice
- > Make it a budgeted item

Parking Lot

- > Conversation about assessments related to bylaws (amendments)
- > Lawsuit discussion

Hat Island Community Strategic Priorities Matrix

T1: Long-range planning	T2: Finance	T3: Growth	T4: Ferry, Parking, Transp.
Team Goals (G) & Strategic Priorities (S)			
G1: (1) Amend bylaws to allow change in annual assessment structure and provide effective collection.	G2: Show me the money Fix budget, reserves, collections, accounting, fundraising.	G3: Manage growth of land use and building with sustainable infrastructure supported by a reliable and equitable revenue stream.	G4: Within 3 years, develop a plan to address ferry viability, transportation/parking issues at POE and Hat Island.
G1/S1: (20) Amend bylaws so that annual assessments funds annual budget (including reasonable staff salaries). G1/S5 Propose special assessment in 2016 to increase capital reserve fund.	G2/S1: (17) Assure positive cash flow - Encourage settlement of lawsuit and delinquencies - Change assessment structure - Increase assessments	G3/S1: (16) Implement and resource Island wide water plan (staff, money, equipment) include tree ordinance. Eagle management , erosion and views. G8/S2: Water lines and RO. Properly maintain Island water supply, continually upgrading and replacing water lines.	G4/S1: (13) Within one month explore Everett parking options including POE, EYC and other marina users.
G1/S3: (4) Propose special assessment to meet marina principal deficit in 2018.	G2/S2: (3) Budget for operation and capital reserves.	G3/S2: (7) Form a Land Conservation District 501C3. 1. Parking 2. Green space 3. Tax liability	G4/S2: (13) Investigate to determine if we keep Hat Express, replace it, or contract out. Revisit the new ferry presentation package #2 completed in 2014 (was designed for Hat Island). G1/S4: Propose special assessment for ferry maintenance/replacement fund.

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Team Goals (G) & Strategic Priorities (S)			
	G2/S3: (5) Increase collections, foreclosures, by law change, sell lots, green space, communication to development owners	G3/S3: (7) Encourage combining lots, while staying away from creating classes of owners.	G4/S3: (0) Revisit Hat marina parking policies base on short term, long term and seasonal use. Determine feasibility regarding using a community owned lot as a satellite long term location.
	G2/S4: (11) Accounting - outside opinion audit and restore trust	G3/S4: (3) Finish/publish a draft development plan. 1. Freshwater conservation - new/remodel 2. Evaluate services (fire, utility, roads)	G4/S4: (1) How do we pay for ferry? Fee increases, advanced tickets, electronic payments?
			G4:S5 (0) Do we continue to lease a barge? Own a barge? Do we need to consider schedule changes?

Hat Island Community Strategic Priorities Matrix

T5: Governance	T6: Golf/Marina	T7: Internal Management	T8: Maintenance, Equip, Water
Team Goals (G) & Strategic Priorities (S)			
G5: Community and Board will review the governing documents every five years and amend as necessary to reflect and support the vision and SWOT priorities from the 2016 Strategic Plan.	G6: Increase revenue through marketing and user fees. Increase revenue through marketing of improved facilities.	G7: Hire and retain qualified personnel, provide resources and a safe working environment to maintain infrastructure and operations.	G8: To provide equipment and manpower to maintain and improve the Island infrastructure.
G5/S1: (18) Create communications processes that improve Board/community relations. G1/S2: Establish a culture of trust and respect in governance.	G6/S1: (1) Examine moorage/golf fee.	G7/S1: (15) Ongoing evaluation at all levels including staffing requirements, wages, benefits, recruitment, training and succession planning. G8/S1: Staffing - hire additional staff/ and or outside contractors to assist in maintaining and upgrading Island infrastructure.	G8/S2 (19) Secure funding for implementation of updated drainage study recommendation and consider establishment of drainage utility fee.
G5/S2: (10) Establish communication tool/plans to educate and involve the community for recommended changes to governing documents. G7/S3: Rules and policy review for relevancy and enforceability to ensure Board and community acceptance and support.	G6/S2: (11) Market marina and golf with individuals/secure groups - Sail Clubs - Yacht Clubs - Golf groups - Naval of island	G7/S2: (12) Invest in technology and equipment to meet the needs of a changing community and infrastructure.	G8/S4: (14) Fully fund reserve study to replace aging equipment.

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	G6/S3: (1) Golf course improvements - trees - fairway mower	G7/S4: (3) Develop a community skills database to support Island staff and help promote volunteerism for community projects.	G8/S5: (0) Find ecologically sound plan to control rabbit population.
	G6:S4 (9) Marina improvements - bathrooms - mud puddles		
	G6:S5 (3) Promote special annual event to public. G2:S5 Fundraising special projects outside the budget. - Donations - Dinners - Auctions - Raffles - Guest speaker - Event		