

Strategic Planning Retreat Report

Our Community just completed a Strategic Planning Retreat on June 25th & 26th. The attached Report was prepared by Marketing Solutions, the company that includes Andrew Ballard who facilitated the Retreat, summarizing the results. Below is an explanation of what was involved in the Retreat to more fully understand the Report.

Strategic Planning Committee & the 2016 Survey

The Committee formulated the Survey, which was approved the HICA Board of Trustees, and sent to the Community (you can find the survey results on our HICA's website's Document Library. See "Survey Results" section). The Committee then analyzed the results and prepared a SWOT analysis– Strengths & Weaknesses (internal) and Opportunities & Threats (external). The total SWOT list was among the documents used by participants at the Retreat.

Finally, the Committee and Board agreed that those who were able to take part in the Retreat would do so only as participants in the "break out" groups and **not** as "Reporters" or "Recorders" (e.g. they could not be facilitators in any way, shape, or form).

The Community Retreat

Seventy-two Members attended the Retreat, including a number of folks "new" to the island. The participants first reviewed a summary of the survey and the SWOT list. They then completed their own SWOT analysis, which is contained in the attached Report. The numbers in parentheses show the number of votes for that particular item (e.g. under Strengths, "Marina (13)" reflects that 13 participants voted for that item).

Next, the group agreed to keep the Mission Statement from our 2006 strategic planning retreat:

"To maintain the HICA infrastructure in a fiscally responsible manner, preserve our environmental character, enhance our quality of life, and preserve the real and intangible values of the island owners' personal and community properties."

The group then developed a list of possible "Headlines" about Hat Island 10 years from now (again with votes in parentheses) and agreed on the Vision Statement: "Hat Island achieved a sustainable balanced budget and fully funded reserves."

The "Evaluation" part of the Report (page 3) was the last exercise by the participants, listing the Pros and Cons of the Retreat. The "Parking Lot" (page 4) lists those side issues that came up but could not be fully discussed and included in the final analysis due to time constraints.

“Break Out Groups”

The “Hat Island Community Strategic Priorities Matrix” in the attached Report is the summary of the goals and strategic priorities for eight different groups: 1. Long-Range Planning; 2. Finance; 3. Growth; 4. Ferry, Parking, & Transportation; 5. Governance; 6. Golf & Marina; 7. Internal Management; and 8. Maintenance, Equipment, & Water.

The groups (teams) were determined randomly by “counting off” 1 through 8 across the room. Each group had at least one Committee and/or Board member who, as indicated above, were not enlisted as Reporters or Recorders.

Each group developed goal statements, which were “posted” and then voted upon by the members of the other groups (e.g. each participant had seven votes to use – one per group, not including the participant’s own group). In the end, the voting results determined the goal statement for each group. These are shown on the attached Report immediately under each group category (e.g. the group “T1: Long-range planning” has as its goal statement “G1: Amend bylaws to allow change in annual assessment structure and provide effective collection.”)

The same method was used the second day of the Retreat to develop strategic priorities for each of the eight groups. Each team “posted” strategic statements, which were then voted upon by the members of the other teams in the same manner as the prior day. The results are shown on the attached Report, again with the number of votes in parentheses (e.g. for Long-Range Planning, the first goal statement is “G1/S1: (20) Amend bylaws so that annual assessments fund annual budget (including reasonable staff salaries). G1/S5 Propose special assessment in 2016 to increase capital reserve fund.”)

In the end, there is a ton of information in the attached Report, but as you read through the matrix you will see that some central themes emerge over and over again with wide support by the participants. We truly hope that this explanation will help you navigate the Strategic Planning Retreat Report. We will be discussing the Report at our upcoming Board meeting, discussing where we go from here.

Sincerely,

HICA Board of Trustees

