



**SPECIAL CITY COUNCIL MEETING/RETREAT
SUNDAY, JANUARY 6, 2013
10:30 AM – 4:30 PM
LOCATION: BLOEDEL RESERVE
EDUCATION CENTER
7571 NE DOLPHIN DRIVE
BAINBRIDGE ISLAND, WASHINGTON 98110**

AGENDA

Mayor: Debbi Lester
Councilmembers: Anne Blair Kirsten Hytopoulos
 Sarah Blossom Bob Scales
 Steve Bonkowski Dave Ward

10:30 AM	Convene/Call to Order/Accept Agenda	Mayor Lester
10:35 AM	Election of 2013 Mayor & Mayor Pro Tem	
10:55 AM	Review Council Strategic Visioning Goals from SGR Retreat (Pg. 1)	City Council
12:10 PM	2013 Annual Goals and Workplan	City Manager Schulze
1:10 PM	Break – Lunch	
1:40 PM	2013 Legislative Goals and Workplan	City Council
3:40 PM	Governance Calendar (Pg. 5)	City Council
4:10 PM	COBI Representatives on Regional Boards/Agencies (Pg. 6)	2013 Mayor Elect
4:30 PM	Adjournment	

Strategic Goals for the Future

Pre Retreat Interviews

Prior to the retreat, each Council Member was interviewed in a one on one phone interview. These interview results were shared with the Council via a Power Point presentation. The entire Power Point presentation is included with this report as **Attachment 1**. Slides 98-117 provide the detailed interview results for each question.

Major Themes and Trends in the Interviews

- **Need to explore and determine commitment to the Council/ Manager form of government**
- **Need to become more of a team instead of just a group**
- **Need improvement in relations with city staff**
- **Need to improve trust in all directions**

Unanimously Adopted Strategic Goals

The following Strategic Goals were unanimously adopted by the City Council at their retreat.

While the Strategic Goals were envisioned and established by the City Council, it is the responsibility of the City Manager to bring a detailed Execution Plan (costs, timelines, major policy implications, long term budget impacts, etc) to the City Council for consideration and input. Once Council input has been received and adjustments to the Execution Plan made accordingly, the Council should formally affirm the Execution Plan as the city staff work plan which will be incorporated into the budget and pursued.

- **City Communications and Public Relations Plan and Implementation**
 1. Fund a communications specialist position in the budget.
 2. Develop a comprehensive communications and public relations strategy that is measurable and accountable including:
 - a. Presentations
 - b. Education
 - c. Social media
 - d. Website
 - e. Communications
 - f. Media
 - g. Community meetings
 - h. Agenda packets
 - i. Customer survey
 - j. Coordinate citizen committees/commissions
 3. Develop and implement a community survey to help guide decisions and priorities conducted on a systematic basis to ensure meaningful baselines and trends.
 4. Redevelopment of the city's website.
- **Economic Development**
 1. Increase connectivity all over the island.
 - a. Open cell service opportunities to School District, Fire District, Park District

and private property within certain zoning districts.

b. Create policy to require all roadway utilities trenching must include fiber optics conduit as a part of mitigation.

c. Evaluate city leasing the fiber optics.

2. Improve permitting processes.

a. Conduct an operational assessment of the permitting and development services processes.

b. Consider using a mystery shopper for evaluating processes.

c. Ensure that process change decisions are data driven.

3. Develop a Strategic Plan Policy Document Regarding Limited Resources

4. Comcast.

a. Negotiate a new contract

b. Develop a Communications Implementation Plan for Comcast Funds

- **Allocate Washington State Ferry monies**

1. Project selections made in 2012

2. Funding of projects in 2013

- **Budget Process**

1. Develop a Citizen's Guide to the Budget.

a. Example might be:

i. Two sided brochure with graphs and pie charts to show citizens where taxes go.

ii. Show cost of service and cost to the community of services

iii. Consider Poulsbo's example

2. Lay the foundation for meaningful cost of service information on all city services.

3. Adopt an Annual City Council Budget Calendar to guide staff planning

4. Adopt a Strategic Planning Manual which thinks long term, but provides the framework for the annual budget calendar.

5. Implement a facilitated mid-year goal setting workshop to drive the budget process each year.

- **Improve the Budget CIP Process**

- **Governance Processes and Council Manager Form of Government**

1. Utilize a third party review of City Council processes and roles on a quarterly basis.

2. Fund specific professional development activities for the City Council and the City Manager.

3. Modify the dais configuration to eliminate the step down and "outside" placement of the City Manager to visually communicate more clearly the role and expectations of the City Manager as the CEO.

a. Staff should bring back options to Council for consideration.

b. Staff and Council should be at the same level.

c. A horseshoe shape so everyone can see each other would be ideal.

4. Formally evaluate the new City Manager in June, and again in December, and every June thereafter, ensuring it is scheduled away from the election processes. Utilize a third

party to facilitate the review process and consider tying it to the accountability agreement.

5. Reduce the number of hours Council spends in meetings.
6. Develop a streamlined system for the agenda process and all agenda items.
7. Ensure that each Council agenda item includes a governance note addressing how this particular item does or does not align with the mission, vision, goals, comprehensive plan and values adopted annually by the City Council.
8. Adopt an annual governance calendar timeline that incorporates annual Council retreats, etc.
 - a. Ideal would be a February retreat each year focusing on team building and governance processes, and a mid-year retreat for goal setting to drive the budget process.

Transportation Plan and Related Funding

1. Place motor vehicle tax on the agenda for August 16
 - a. Action Steps include:
 - i. Mayor Lester to contact Robert Gelder to put on notice that Council is moving ahead with TBD/MVET.
 - ii. Establish guidelines
 - a. \$20 car tab tax
 - b. Council guidelines cover issues such as “only to be spent on road paving and/or non-motorized improvements in conjunction with a pavement program.
 - iii. Community education and messaging
 - a. It is not if or when – it is who gets to spend it. If county levies it first, the majority of the funding would go to the county. If Bainbridge Island levies it first, the majority goes to Bainbridge Island.
 - b. Analysis is needed to show how this will provide potentially enough funding to reach our \$1.2 million target for annual road maintenance and preservation.
 - iv. Vote on Tax
 - v. Budget and structure issues
 - a. Ordinance to amend 2012 budget
2. Evaluate road impact fees
 - a. Proposal to be brought forward from staff in 2013 b.If moving forward, implementation should occur in 2014
3. Transportation Improvement Bond (Roads and NonMotorized) Target 2014 Election
 - a. Identify and evaluate future revenue needs in 2013
 - b. Start planning process now and bring forward decision points
 - c. Identify funding allocation necessary for 5,10, 15, and 20 years out
 - d. Establish CIP timeline cost e. Staff to present a 10-year transportation plan that is reflects projected costs.
 - i. Current funding level annually in the operating budget
 - ii. What current funding is needed annually for 10 years out and what kind of gap exists
 - iii. How would bond funding affect the 10 year projections of unmet transportation needs and completed projects

- iv. What is the current staff capacity for handling expanded funding of capital projects and operating budget increases dedicated to transportation projects
- v. How would increased transportation funding impact the general fund for things like construction inspectors
- 4. Start planning process for potential 2014 bond election.

Discuss the Future of the Water Utility

- 1. Evaluate options to retain, seek outside management or transfer utility

Public Safety Management Study and Action Plan

- 1. Conduct an operational assessment of the Police Department from both top to bottom and bottom to top.
- 2. Develop a Public Safety Department strategic plan in 2013 taking into consideration the operational assessment.
- 3. Staff should bring Council an analysis of the financial impact of the various recommended action plan items, criteria for implementation and RFP as needed.
- 4. Initiate implementation of strategic plan

RECOMMENDATIONS:

- 1. The Council should immediately formally adopt the above Strategic Goals to provide clear direction to staff.**
- 2. Staff should develop an Execution Plan for all of the above Strategic Goals, including immediate budget impact, as well as long term operational and budget implications, etc.**
- 3. The Council should review the Execution Plan and provide feedback to staff.**
- 4. Staff should adjust the Execution Plan in accordance with Council guidance.**
- 5. Council should formally adopt the staff Execution Plan.**
- 6. Staff should incorporate the Execution Plan into the current and future budget processes to achieve the Council adopted Strategic Goals.**

2013

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Holidays and Observances (United States)

Jan 01	New Year's Day	Jan 21	M L King Day	Feb 14	Valentine's Day
Feb 18	Presidents' Day	Mar 29	Good Friday	Mar 31	Easter Sunday
May 12	Mother's Day	May 27	Memorial Day	Jun 16	Father's Day
Jul 04	Independence Day	Sep 02	Labor Day	Oct 14	Columbus Day
Oct 31	Halloween	Nov 11	Veterans Day	Nov 28	Thanksgiving Day
Dec 25	Christmas Day				

COBI REPRESENTATIVES ON REGIONAL BOARDS/AGENCIES

County/Regional	Date	Time	2012 Liaison	2013 Liaison
CENCOM/DEM Boards	alternating third Tuesday	11 am-12:30 pm	Lester	
Kitsap Public Health District Board	first Tuesday	11:20 am-12:50 pm	Blossom	
Housing Kitsap Board	first Tuesday	1-3:30 pm	Lester (until HRB & HTF volunteer found)	
KRCC Board	fourth Tuesday	8am-12 pm	Lester and Blair (Hytopoulos alternate)	
KRCC Executive Board	second Tuesday	9:30-11 am	Lester	
KRCC TransPOL	second Thursday	2:30-4:30 pm	Bonkowski/Lester	
Kitsap Transit	third Tuesday	9-11 am	Blair	
PSRC	fourth Thursday	10-11:30 am	tbd	
Kitsap Economic Development Alliance	2013 TBD	7:30-9:30 am	Blair/Bonkowski	
Kitsap Public Facilities District	fourth Monday	5:30-8:00 pm	Blair	
Puget Sound Partnership (West Soud Local Intergrating Organization)	tbd	tbd	Blair	

City	Date	Time	2012 Liaison	2013 Liaison
Civil Service Commission	second Thursday	4 pm	n/a	
Community Forestry Commission	third Tuesday	4 pm	Ward	
Harbor Commission	third Tuesday	5 pm	Ward	
Historic Preservation Commission	first Thursday	3:30 pm	Blair	
Planning Commission	second/fourth Thursdays	7 pm	Bonkowski	
Salary Commission	as needed		n/a	
Design Review Board	first/third Mondays	2 pm	n/a	
Environmental Technical Advisory Committee	second Wednesday	afternoon	n/a	
Ethics Board	third Monday	7 pm	n/a	
Housing Trust Fund Executive Committee	first Wednesday	5 pm	tbd	
Non-Motorized Transportation Advisory Committee	first Monday	6 pm	Lester/Blair	
Road Ends Committee	second Monday	7 pm	Blair	
Utility Advisory Committee	first/third Thursday	5:30 pm	Blossom	
Lodging Tax Advisory Committee	third quarter		Blair, Bonkowski	
Friends of the Farms			Hytopoulos	