Bainbridge Island, WA City Council Strategic Visioning Retreat Final Report

July 21-22, 2012

Bainbridge Island, WA
City Council Retreat

Introduction

The Bainbridge Island City Council Retreat, July 21-22, 2012 focused on providing the Council an opportunity to identify strategic initiatives to guide the staff in developing strategic plans for the future, and to utilize in upcoming budget development. This retreat was facilitated by Ron Holifield, CEO of Strategic Government Resources, and Tom Muehlenbeck, Sr Vice President of SGR. It was attended by the Mayor and all Council members.

The Retreat Agenda was divided into six major sections including:

1. Team Dimensions Assessment to Provide Insight into Shared Decision Making Styles and Strategies for Improved Decision Making
2. Review and Discussion of Effective Governance Practices
3. Review and Discussion Regarding the Bainbridge Island Manual of City Governance Policies, Procedures and Guidelines
4. Review and Discussion Regarding the Strategic Visioning Process
5. Review of Current Strategic Goals, Values, Mission and Vision
6. Deliberation and Establishment of Strategic Goals for the Future

This report has been designed to generally follow in chronological order the flow of the actual retreat. The language refers to the Mayor and Council collectively as the Council. The Power Point presentation which accompanied a number of sections of the retreat is included in this report as **Attachment 1.**

Team Dimensions Assessment

Prior to the retreat, 6 of the 7 Council members took an assessment called "Team Dimensions" which is designed to assess decision making styles and assist the Council in understanding how they make decisions collectively and individually. In short, the assessment suggested that the entire Council is heavily weighted towards "refiners" and "creators" which could suggest a potential tendency to engage in extended deliberations and not bring issues to a close and move on. It was particularly noted that the clustering of the entire Council into two of the four decision making styles could create potential blind spots as well as a tendency towards "group think" with like-minded individuals. Specific recommendations were provided.

Each Council Member was provided a copy of their individual assessment report. A copy of the **Team Dimensions Assessment Group Report** is included in this report as **Attachment 2.**

RECOMMENDATIONS based on the Team Dimensions Assessment

1. **Establish clear policy expectations for staff on the type and construct of information desired for decision making. Council should expect well done, complete and accurate policy reports and recommendations. Expectations should be communicated clearly to staff on the front end regarding the typical content and depth of information required for decisions to be made. Examples might include:**
   a. **Formal adoption of a consistent list of comparison cities regardless of the type of issue being evaluated.**
   b. **Comparative data on those cities for decision considerations.**
   c. **Alignment of the recommendation with the Mission, Vision and Strategic Goals.**
   d. **Current year budget impact.**
   e. **Long term budget implications.**
2. **For Refiners – be cautious about succumbing to "analysis paralysis" by continuing to seek additional information.   Define how much and what type of information is needed for decision making and then stick to the policy.**
3. **For Creators – be cautious about becoming so focused on the long term vision that you don't deal strongly enough with short term practical execution challenges.**
4. **For everyone – recognize that the Council as a decision making team is heavily weighted towards Refiners and Creators and as such there could be some blind spots with Execution and with Relationships. Accordingly, make it a priority to tune in to Execution and to Relationships and recognize the value of this input.**

Effective Governance Practices

This part of the retreat began with a discussion of systems theory and the fact that the Bainbridge Island City Council is a system. As with all systems, certain behaviors will create predictable outcomes. Healthy governance systems create healthy decision making and unhealthy governance systems create unhealthy decision making.

It was noted that any organization should care about healthy governance systems for the following reasons:

1. To increase efficiency, and reduce the time required to take care of business effectively. Unduly long decision making cycles tend to produce bad decisions.
2. To eliminate ambiguity and uncertainty for the council, the staff and all stakeholders. Trust is largely a product of predictability, and in an environment of unpredictability and ambiguity, low trust can result in bad decision making.
3. To help hold the Council as a body and each individual Council Member to higher standards of performance. It is impossible for staff to rise to a higher standard of performance than that attained by Council.
4. To help each individual Council Member take responsibility for their own actions and in so doing, to improve the quality of decision making.
5. To disagree without being disagreeable expends less fruitless energy. When undue energy is devoted to interpersonal conflict, less energy is available to deal with the major long term decisions that need to be wrestled with, thus leading to poor decision making.
6. In short, to enhance the quality of decisions you make and dramatically increase the significance of the impact those decisions have on the future

Following the "Why Care" discussion, the focus shifted to major challenges every governing body encounters to governing effectively. The key to success is confronting these challenges. The major items discussed include, but were not limited to, the following **major challenges to effective governance**:

1. Lack of clear mutual mission and vision
2. Lack of well-done agendas and packets
3. Lack of a culture of mutual respect
4. Lack of respect shown to the team with outside parties
5. Focus on management instead of governance
6. Lack of understanding of governance role and responsibilities
7. Lack of respect for staff from the dais
8. Lack of well-designed governance processes that are strongly enforced
9. Lack of mutual respect from the dais.
10. Lack of routine and effective long term thinking
11. Failure to deal effectively with CAVE men (Citizens Against Virtually Everything)
12. Failure to deal effectively with Articulate Incompetents

Following the "Major Challenges" discussion, the focus shifted to the characteristics of an **individual Council Member who governs effectively** including:

1. Doesn't disrespect staff, fellow Council members or citizens
2. Doesn't judge motives prematurely
3. Respects and communicates with each other and with staff, as well as with key constituencies
4. Develops loyalty to the Council/Manager team as a cohesive group
5. Doesn't play "gotcha" with each other or with staff

Following the "individual characteristics" discussion, the focus shifted to the **organizational characteristics of a governing body as a team which governs effectively** including:

1. Takes a broad view of complex issues – doesn't seek perfection
2. Helps keep the organization focused on its mission, vision and core values
3. Emphasizes strategic planning and priority setting as a foundation for decision making
4. Constantly encourages council members' education and self-evaluation
5. Holds staff accountable
6. Holds themselves and each other accountable to the adopted governance policies and to a culture of respectful interaction from the dais and elsewhere
7. Willing to lead despite opposition, while understanding the cost of decisions

Following the "governing body as a team" discussion the focus shifted to **governing body roles and responsibilities** including:

Five Areas of Responsibility for the Governing Body

1. Formulating the Mission, Vision, Values and Strategic Goals
2. Ensuring the financial health of the organization
3. Promoting efficient and effective management and systems
4. Ensuring quality of services
5. Monitoring governing body and organizational effectiveness in advancing the mission and in making the vision a reality

Seven Governing Body Roles

1. External Communicators – protecting the integrity of the process more than any given decision
2. Internal Communicators – effectively listen to the community and serve as a compass to staff
3. Fiduciary Overseers – ensure that systems are in place which build trust among all stakeholders
4. Policy Developer – ensure that appropriate and effective policies are in place governing all aspects of the organization and ensure the pursuit of the mission not preservation of the status quo
5. Information System Overseer – make your decision making evidence-based and ensure that information systems in place produce good data
6. Priority Enforcer – ensure that the organization is doing things right AND is doing the right things
7. Strategic Visionary – define the mission, articulate core values, decide what you want to become, define what you want to achieve, understand where you are now, determine how to get to where you want to go

Following each discussion, one section of a **Polarity Assessment (Attachment 3)** was distributed for the Council to self-assess where the current governance environment was operating along the spectrum of two descriptors on each end describing a very healthy governance environment and an unhealthy governance environment.

Following the "role and responsibility" discussion, each Council member tallied their score for each section and then tabulated a combined score on all three sections of the overall Governance Polarity Assessment Scale combined. The gross scores for each Council Member were then reported and averaged to create an overall average score.

The overall average score fell in the 301-400 range. The descriptor for this range reads as follows:

Service on the governing body does not have to be this painful. Most of your pain is self-inflicted by the team. Lip service may be given to your governance policies, but they are frequently ignored or violated for political expedience. Violation of governance policies is justified in the mind of the violating member due to their commitment to the issue above their commitment to the integrity of the process. The team tends to divide along political lines frequently. Personal resentment may lie beneath the surface of policy discussions. Lashing out at staff is common. Outside assistance is needed to help take your governance culture to a healthier level. Attention needs to be given to your systems as well as your commitment to a healthy governance culture. The premier question is whether the governing body wants to have a healthier governance culture, or whether they want to keep fighting.

In the subsequent discussion, one member felt that the phrase "political expedience" may be incorrectly judging motives, and that the violations of governance policy may be a result of a lack of governing body training and development rather than intent. That said, there was general consensus that this was a fair description of the current governance environment.

RECOMMENDATIONS based upon the Effective Governance Practices Presentation and the Council Self-Assessment and Discussions

1. **Modify the Council dais and seating arrangement to make it clear that the City Manager serves as the CEO of the organization and is interacted with as such during the Council deliberations.**
   a. **The City Manager should be seated next to the Mayor.**
   b. **The City Manager should not be at a lowered position at the dais.**
2. **Modify Council seating so that the physical layout is not along political lines.**
3. **Prohibit any Council Member from directing staff by adopting a policy which formally directs the City Manager to professionally decline to be directed by any individual Council member, and to place any such attempt to direct on the upcoming Council agenda for full body direction.**
4. **Streamline the agenda development process. The Mayor and City Manager as a team should drive the agenda. Either of them can place any item on the agenda. Any two Council members together can place an item on the agenda.**
5. **Prohibit lashing out at staff and citizens or treating staff and citizens unprofessionally. If the City Manager fails to take action when concerns are shared privately, then the Council should discuss this issue in executive session with the City Manager. Staff should never be treated disrespectfully in public.**
6. **Establish a Top Ten Council Decorum Practices Policy. Laminate it and keep it on the Council dais in front of each Council Member at all times as a reminder of decorum expectations.**

City of Bainbridge Island Manual of City Governance Policies, Procedures and Guidelines

Due to time restraints review of the existing Governance Manual did not occur. It is clear that systems are in place, but based on the self-assessment, it is not clear that Council is consistently living up to the provisions. Following is the "Principles" section of the **existing Governance Manual**. Particularly noteworthy items relevant to the Effective Governance Practices discussion have been highlighted.

Article 1: PRINCIPLES
It is hereby the policy of the City to establish the principles stated in this Article 1 as core values of City governance:

1.1 Values

1.1.1 City Leaders Listen to the Community
City leaders listen to the community in a way that fully represents the community's interests and goals.

1.1.2 Collaboration is Valued
Council and staff should make the maximum effort to collaborate in every endeavor, seeking consensus as far as possible.

1.1.3 City Leaders Lead and Reason Together
Council members should individually, and collectively, demonstrate the ability to lead and reason together.

1.1.4 The City Exemplifies Professionalism in City Management
City leaders exhibit respect for the professionalism and ethical conduct of the City Manager and staff.

1.1.5 Sustainability
Leaders strive to achieve sustainable outcomes in City policies and administration, with sustainable bottom lines for the community, environment, and for city finances and the local economy.

1.2 Relationship between Council, City Manager, Staff and Public

1.2.1 Council Oversees City Organization But Does Not Interfere With Management
Council establishes budgetary authority for departments and positions, and may determine the duties and compensation of each, but does not interfere with the City Manager's management of City employees.

1.2.2 Council and City Manager Roles and Responsibilities Differentiated
Leaders adhere to the separate and distinct policy and management roles of Council and City Manager. Administrative policy and complaints are handled by the City Manager and Department Heads; legislative policy is established by Council.

1.2.3 Performance-Driven Management
Council reviews the City Manager's performance annually. The City Manager is responsible for performance reviews of subordinates.

1.2.4 City Attorney Is Legal Counsel to the City and Its Officials Collectively
The City Attorney is hired by the City Manager and represents the City and in that capacity provides legal advice to the Council, City Manager and staff to the extent their interests coincide with the City's.

1.2.5 Staff Provides Adequate Information for Council Policy-Setting
Information is sufficient for effective decisions.

1.2.6 Council Will Not Request Unnecessary Information
In recognition of the limitations of staff time and resources, the Council will not request unnecessary information. An exceptionally time-consuming request of Council requires a majority vote.

1.2.7 Public Documents Ensure Open And Transparent Government
The Council and Administration will adhere to laws on public access to documents.

1.2.8 Communications to the Public are Essential
The City Manager shall be responsible for the City communications function, but controversial communications shall be promptly copied to Council.

1.3 Functioning of City Council

1.3.1 Importance of Open Public Meetings
The City shall comply with the Open Public Meetings Act under Washington law.

1.3.2 There is a Council-Selected Mayor
The Council-selected Mayor presides at Business Meetings of the Council.

1.3.3 The Mayor Also Embodies Other Leadership Roles
As the City's ceremonial head; the Mayor is the main liaison for the Council with the City Manager; a team leader; a goal-setter; an organizer who helps stabilize Council relationships; a champion of the City.

1.3.4 Citizen Volunteers Play an Important Role
For citizen advisory committees, boards and commissions, the Mayor shares the role of seeking and interviewing volunteers, and appoints citizens to these committees, boards and commissions subject to Council confirmation.

1.3.5 The Role of Mayor Pro Tem is Rotated
Council members take turns serving as Mayor Pro Tem; presiding at meetings and coordinating with City Manager when Mayor is unavailable or absent.

1.3.6 Service on Regional Bodies is Shared Among Council Members
Council selects individual Council liaison roles based on the desire, qualifications and skills of interested Council members.

1.3.7 Representatives of City Act in Accordance with City Policies
It is a duty of staff and Council who represent City to advocate positions that are consistent with City policies, projects and plans.

1.3.8 Councilors Serve in Liaison Roles to Community Organizations
Council approves liaison duties to community organizations for arts, human services, business community, tourism organizations, etc., based on desire and qualifications.

1.3.9 Councilmembers Have Opportunity to be Leaders and Innovators
One or more Council members may "sponsor" an ordinance or resolution.

1.3.10 Council is Mindful of Limited Resources
Council expense reimbursement is limited to budget; requires receipts; there are other limits on type and amount.

1.3.11 Council Authorizes Certain Grant Applications Before Submittal
If a grant would require material matching dollars or impact policy, the Administration will seek Council approval prior to applying. The administration will bring grant opportunities it becomes aware of to the full Council. The Council may also initiate the process of pursuing a grant.

1.3.12 Fewer Standing Committees
Because staff time and resources are limited, use Study Sessions of the whole Council rather than numerous Standing Committees. Consider utilizing a Standing Committee only if needed – e.g. Finance Committee.

1.4 Efficiency and Effectiveness of Council Decision-Making

1.4.1 Council Makes Effective Use of Time
Council differentiates among four types of public meetings: (1) goal-setting retreats; (2) study sessions (and single-issue workshops); (3) business meetings; (4) public communications meetings and forums.

1.4.2 Provide More Effective Opportunity for Public Interaction
Communication with public is more interactive in Study Sessions than in business meetings (where the 3-minute public comments process shall apply).

1.4.3 Council's Business Meetings Will Be Efficient and Businesslike
The information exchange, review, deliberation and vetting of issues during the prior Study Session enables Council business meetings to be expeditious.

1.4.4 Effective Decision Making Requires Finality
Rules shall limit the prerogative to reconsider a Council decision; effective decision making results in finality and "moving on".

1.4.5 Council Dialog Calls For "Sticking to the Point"
The Presiding Officer's role, especially at the business meeting, is to keep Council business focused and expeditious.

1.4.6 Council Meeting Agendas Are Set by a Team
Agendas for Council Business Meetings are generally developed and refined by the Council and Administration at Study Sessions, and are then arranged by the City Manager and City Clerk in consultation with the Mayor and/or Mayor Pro Tem who provide final approval prior to being publicly posted. Items for Study Session worksheets (agendas) are submitted to the City Clerk, Mayor or City Manager and after team review are finalized by the Mayor and/or Mayor Pro Tem for public notice and distribution.

1.5 Functioning of City Manager and Staff

1.5.1 ICMA Standards are Respected
City leaders respect the ICMA standards and model documents (e.g. ICMA Code of Ethics and the City Manager's employment terms/conditions).

1.5.2 Council-Manager Governance Depends on a Strong City Manager Role
The City Manager prepares the proposed budget; administers code and policy; appoints & removes city employees; serves as the City's chief executive officer.

1.5.3 Regular and Understandable Financial Reporting
The City's regular financial reports enable the Council and community to understand the City's financial condition, and are in harmony with accounting standards for governmental organizations, applicable law and municipal best practices, taking into account brevity, cogency, salience and clarity.

1.5.4 Council and Administration are Mindful of Risk Management
There is a periodic review of risk management with WCIA (Washington Cities Insurance Authority). The Council empowers the City Manager with a dollar authority level to settle minor disputes.

1.5.5 Public Information is Enhanced by Audio, Video, Website & Notes
There is a full audio recording on the city website for each Council meeting. BITV video (and local radio, if and when available) may be used for Business Meetings and bi-weekly Study Sessions. Minutes of meetings are concise and are approved and posted online in as timely a manner as possible.

Attachment 4 is a self-assessment instrument designed explicitly for your Governance Manual. The Council has not previously taken this self-assessment.
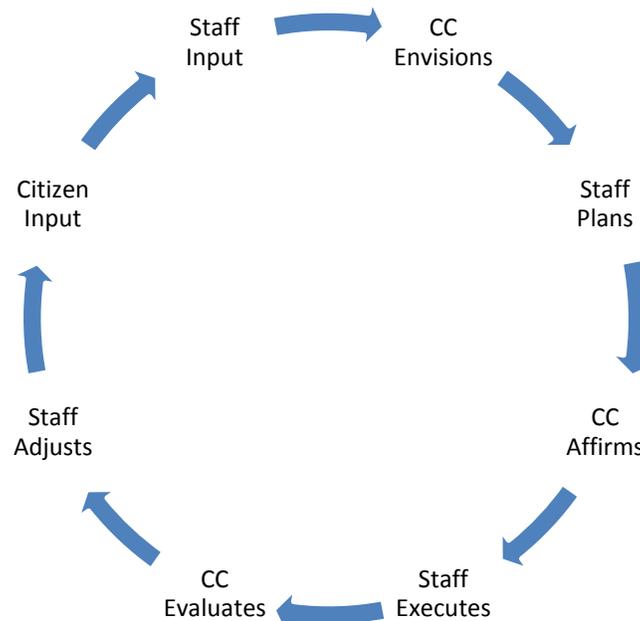
RECOMMENDATIONS based on the apparent gaps between the values espoused in the Governance Manual and the Effective Governance Self-Assessment results

1. Since this Governance Manual has not been formally reviewed or adopted by the current City Council, a line by line review of the document should be conducted to evaluate whether the Council supports all of the items contained therein.
   a. If there are items that are not supported, they need to be changed.
   b. Items that are supported should be strongly enforced.
2. Once it has been reviewed, a formal resolution should be adopted establishing this Governance Manual as the formally adopted and supported governance policies and practices of this City Council. Each Council Member should be asked to sign the resolution affirming their support.
3. A copy of the Governance Manual should be provided as part of a standard information packet for all future Council candidates at the time they register to run.
4. Within 30 days following each City Council election, a workshop should be held for newly elected Council members in which the Mayor and the City Manager walk the new Council Members through the entire Governance Manual line by line and discuss the meaning and practical application of each provision.
5. Within 60 days of every election, a resolution should be placed on the Council agenda for the new council to formally adopt and support the policies and practices in the Governance Manual. If changes are desired they can be deliberated at that time. Each Council Member should be asked to sign the resolution affirming their support.
6. Each Council Member should complete the "How Well Does the Council Reflect the Core Principles" self-assessment in private and use that for personal reflection regarding how they can individually contribute to improving compliance with the Governance Manual. This instrument or a modified version should be completed once per year.

Strategic Visioning Process

Strategic Visioning is distinctly different from either strategic planning or visioning. Strategic planning is often unduly influenced by the current state, and focuses on moving incrementally forward from that current state. Strategic planning is beneficial, but strategic planning frequently fails to provide breakthrough opportunities to change a community's destiny. On the other hand, visioning is often unduly influenced by grand visions of the future which may not adequately be based in evidence based assessments of what is realistically achievable. Both extremes are linear in their approach and tend to produce the same practical outcome… expensive consultant studies which sit on a shelf but never have a major impact on shaping the future of the community.

By contrast, Strategic Visioning is designed to create a bold vision of the future AND provide a very practical road map to make your vision a reality, while providing a reliable system for constant feedback and course adjustments. Instead of the linear approach of traditional strategic planning, the diagram below visually portrays the Strategic Visioning loop.

Staff Input → CC Envisions → Staff Plans → CC Affirms → Staff Executes → CC Evaluates → Staff Adjusts → Citizen Input → Staff Input

The Pillars of Strategic Visioning

Strategic Visioning builds upon 5 Pillars. These pillars support and give structure to both the process and the product. These include:

- **Strategic Thinking**

The City Council is responsible for thinking strategically about the future and developing an inspiring vision that creates excitement and establishes the direction for the city as it moves toward the future. This is best accomplished in a retreat setting with a series of well-designed questions with professional facilitation which helps the Council engage in deep and meaningful discussions regarding the future.

- **Business Analytics**

Good decisions demand good data. The more complex the issues are, and the longer term the horizon for the vision, the more critical it is to have good data to work with. Good data is not enough: the organization needs to be capable of interpreting and analyzing the data, as well as communicating it in easy to understand and compelling ways. This input includes an accurate analysis of current and anticipated trends, crucial issues, a fiscal forecast, the current comprehensive plan, and input from both staff and citizens.

- **Planning and Execution by Staff**

Staff is responsible for developing and executing on action plans to achieve the Council's vision. These plans are developed in a feedback loop with the Council, so that there is clear understanding of the Council's vision, the mutually agreed upon goals, and the action plans to accomplish those goals.

- **Continual Alignment**

To translate it from dream into reality, the vision must be in alignment with the city's purpose, its core values, and the master plan, as well as the real and perceived needs of the citizens. In turn, the goals, the objectives, and the tasks must be in alignment with the vision. Creating alignment with the annual budget and the Strategic Vision is critical to empower the city to accomplish the vision. Once alignment is achieved, leaders must be diligent to maintain alignment, including continuing adjustment of the vision based on new information, changing situations and new insights.

- **Communication and Feedback**

A constant flow of communication and feedback must be maintained between Council and staff in order to maintain alignment, evaluate performance, and make necessary adjustments due to changing factors. This enables the leadership to keep the vision relevant, empowering and achievable.

Review of Current Mission, Vision, Values and Comprehensive Plan Five Overriding Principles

Existing Mission, Vision and Values

Adopted 1997

VISION

We strive to be a caring organization that serves and represents the whole community. Through open communication and continuous improvement, we will work together to achieve the community's vision of the future.

MISSION

To provide high quality services to the citizens of Bainbridge Island consistent with the vision for the future in the Comprehensive Plan.

Service, Helpfulness, Innovation

We are committed to providing service to the people of Bainbridge Island and to each other that is courteous, cost effective and continuously improving.

Integrity

We will treat one another and the citizens of Bainbridge Island with honesty and integrity, recognizing that the trust that results is hard won and easily lost. We pledge to promote balanced, consistent, lawful policies and directives in keeping with that integrity and the highest standards of this community.

Equality, Fairness, Mutual Respect

We pledge to act with the standard of fairness and impartiality in the application of policies and directives and that of equality and mutual respect with regard to interpersonal conduct.

Responsibility, Stewardship, Education

We accept our responsibility for stewardship of public resources and our accountability for the results of our efforts and we pledge to give recognition for exemplary work.

COMPREHENSIVE PLAN
FIVE OVERRIDING PRINCIPLES

Preserve the special character of the Island which includes forested areas, meadows, farms, marine views, and winding roads bordered by dense vegetation.

Protect the water resources of the Island.

Foster diversity of the residents of the Island, its most precious resource.

The costs and benefits to property owners should be considered in making land use decisions.

Development should be based on the principle that the Island's environmental resources are finite and must be maintained at a sustainable level.

RECOMMENDATIONS:

1. **This mission, vision, values and comprehensive plan's overriding principles may still be on target for the community. However, since the mission, vision, values and comprehensive plan principles have not been formally reviewed or adopted by the current City Council, review of the documents should be conducted to evaluate whether the Council supports all of the items contained therein.**
2. **Once it has been reviewed, a formal resolution should be adopted establishing the mission, vision, values and comprehensive plan principles as the formally adopted and supported mission, vision, values and comprehensive plan principles of this City Council.**
3. **A copy of the mission, vision, values and comprehensive plan principles should be provided as part of a standard information packet for all future Council candidates at the time they register to run.**
4. **Within 30 days following each City Council election, a workshop should be held for newly elected Council members in which the Mayor and the City Manager walk the new Council Members through the mission, vision, values and comprehensive plan principles and discuss the meaning and practical application to each provision.**
5. **Following a City Council retreat each year, a resolution should be placed on the Council agenda for the current council to formally adopt and support the mission, vision, values and comprehensive plan principles, as amended at the retreat.**

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.**