



**Kitsap Regional
Coordinating Council**

**Local Government Forum III:
Partnerships, Innovation & Excellence**

April 19, 2007

Summary Report



Local Government Forum III: Partnership, Innovation & Excellence

Forum Report available
by request or online at
www.kitsapregionalcouncil.org

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Forum Participants

Bremerton Housing Authority

Kurt Wiest, Executive Director
Clarence Nelson, Contract
Administration Director
John Lyall, Commissioner

Bremerton Parks & Recreation Department

✍️ Jeff Elevado, Aquatics & Recreation
Manger

Bremerton School District

Walt Draper, Finance & Operations
Director

Central Kitsap Fire & Rescue

Ken Burdette, Fire Chief
Monika Carberry, Administrative
Services Manager

Central Kitsap School District

Dirk Glysteen, Director of Operations

City of Bainbridge Island

★ Darlene Kordonowy, Mayor
Mary Jo Briggs, City Administrator
Greg Byrne, Planning Director
Michelle Fischer, Executive Assistant
✍️ Cathie Currie, Senior Executive
Secretary

City of Bremerton

★ Carol Arends, Council Member
Adam Brockus, Council Member
Brad Gehring, Council Member
Will Maupin, Council Member
Dianne Robinson, Council Member
Nick Wofford, Council Member
Laura Lyon, Financial Services Director

City of Port Orchard

Kim Abel, Mayor

City of Poulsbo

★ Kathryn Quade, Mayor
Jim Henry, Council Member
Dale Rudolph, Council Member
Ed Stern, Council Member
Al Juarez, Finance Director
Karol Jones, City Clerk
Deanna Kingery, Human Resources
Manager

📞 ✍️ Carol Etgen, Deputy City Clerk

Debbie Booher, Budget Analyst

✍️ Carly Michelson, Executive Assistant
to the Mayor

Karcher Creek Sewer District

Bill Huntington, Commissioner

Kitsap County

★ Chris Endresen, Commissioner

Josh Brown, Commissioner

Barbara Stephenson, Treasurer

📞 Nancy Buonanno Grennan, County
Administrator

Shelley Kneip, Senior Deputy
Prosecuting Attorney

Jacquelyn Aufderheide, Chief of Civil
Division, Prosecuting Attorney's
Office

Randy Casteel, Public Works Director

Bud Harris, Information Services
Director

Larry Keeton, Department of
Community Development Director

Chip Faver, Facilities, Parks &
Recreation Director

📞 Doug Bear, Public Information
Programs Supervisor

✍️ Carolyn Siems, Administrative
Services Supervisor

Jim Bolger, Assistant Director,
Department of Community
Development

Jeff Rowe-Hornbaker, Assistant
Director, Department of Community
Development Permitting

✍️ Kathy Brown, Administrative
Specialist

Dave Dickson, Assistant Director, Public
Works

Tina Nelson, Senior Program Manager,
Public Works

Barry Loveless, Wastewater Manager,
Public Works

Dave Peters, Solid Waste Specialist,
Public Works

Jeff Shea, Engineer II, Public Works

Kitsap County Consolidated Housing Authority

Deborah Howard, Human Resources
Director

Troy Crisp, Information Technology
Manager

Kitsap County Health District

📞 Scott Daniels, Deputy Director

Kitsap County Fire District 7

Paul Golnik, Commissioner

Darla Hartley, Commissioner

Wayne Senter, Fire Chief

Dan Olson, Deputy Chief

Kitsap County Parks & Recreation

Beverly Reeves, Superintendent

Elizabeth Ratliff, Administrative
Supervisor

Kitsap County Public Facilities District

Linda Berry-Maraist, Chair, Board of
Directors

Emily Parsons, Board Member

📞 Anne Blair, Administrator

Kitsap Regional Coordinating Council

★ 📞 Mary McClure, Executive Director

✍️ Nicole White Clark, Project
Coordinator

✍️ Laura Edwards, Project Coordinator

★ 📞 Kirsten Jewell, Project
Coordinator

Laura Gronnvoll, Office Manager

Kitsap Regional Library

★ Jill Jean, Executive Director

📞 Fernando Conill, Deputy Director
Sue Whitford, Information Systems
Director

Helen Ojeda, Human Resources
Manager

Kitsap Transit

📞 Dick Hayes, Executive Director

★ John Clauson, Service Development
Director



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Manchester Water District

Alan Fletcher, Manager

Navy Facilities

Spencer Horning, Community Planner &
Liaison

North Kitsap School District

Dan Delaney, School Board Member

Port Gamble S'Klallam Tribe

Ronald Charles, Chairman
Doug Quade, Chief Executive Officer
Leo Culloo, Casino General Manager

Port of Bremerton

Mary Ann Huntington, Commissioner
★Ken Attebery, Chief Executive Officer
Tim Thompson, Chief Operating Officer
Becky Swanson, Chief Financial Officer

Seattle School District

🕒 Joan Dingfield, Executive Assistant to
the School Board

Silverdale Water District

Marcus Hoffman, Commissioner

South Kitsap School District

Patty Henderson, School Board
President
Chuck Mayhew, Vice President, School
Board

Suquamish Tribe

Leonard Forsman, Council Chair

Washington State University Extension

Arno Bergstrom, County Manager,
Director of Environmental Forestry
& Agriculture

Essential Surveys

Brad Rucker

The Center for Life Cycle Sciences

Dr. Sheila Sheinberg, President and
Chief Executive Officer
Glenda Netz, Executive Assistant

🕒 Steve Bauer, City Manager, City of
Bellevue (retired)

★ Collaborative Strategies Leadership Group 🕒 Facilitator/Discussion Resource ✍ Scribe



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Techno-Tools & Telework: New Work Styles for Your Organization

1st Group Discussion Participants:

Anne Blair	Administrator	Kitsap Public Facilities District
Deb Booher	Budget Analyst	City of Poulsbo
Monika Carberry	Administrative Services Manager	Central Kitsap Fire & Rescue
Randy Casteel	Public Works Director	Kitsap County
Alan Fletcher	Manager	Manchester Water District
Bud Harris	Information Services Director	Kitsap County
Jim Henry	Council Member	City of Poulsbo
Mary Ann Huntington	Commissioner	Port of Bremerton
Larry Keeton	Department of Community Development Director	Kitsap County
Ed Stern	Council Member	City of Poulsbo

2nd Group Discussion Participants:

Troy Crisp	Information Technology Manager	KCCHA
Dave Dickson	Assistant Director, Public Works	Kitsap County
Chuck Mayhew	Vice President, School Board	South Kitsap School District
Tina Nelson	Senior Program Manager, Public Works	Kitsap County
Helen Ojeda	Human Resources Manager	Kitsap Regional Library
Doug Quade	Chief Executive Officer	Port Gamble S'Klallam Tribe
Sue Whitford	Information Systems Director	Kitsap Regional Library

Facilitator: Scott Daniels, *Deputy Director*, Kitsap County Health District

Scribe: Laura Edwards, *Project Coordinator*, Kitsap Regional Coordinating Council

Discussion Information

During 2007, the Kitsap Regional Coordinating Council is facilitating a multi-jurisdictional work group to explore:

- How agencies can enable teleworking, including:
 - Tele-work policies (who can telework, under what circumstances)
 - Staff protocols (the urgent phone call,
 - IT network & security issues
- What kinds of work lend themselves to teleworking
- What technology tools (especially software) enable teleworking e.g.
 - Tele-conferencing
 - Video-conferencing
 - Work Group Share – type software



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- How to spread the technologies through the agency to promote more efficient work styles e.g.
 - When to use teleconferencing, videoconferencing, & face-to-face meetings
 - Preparing a work group to use videoconferencing
 - “10 Tips for Effective...”
- We are interested in gaining understanding about other agencies’ perspectives:
 - *How do you envision Techno-Tools and Tele-work in your agency?*
 - *What do you anticipate as potential challenges?*

Take Away Ideas

- Look into Sharepoint
- Develop a Telework policy
- Video conferencing is available and coming
- How can we implement Telework into department – transform/transition for public use?
- Identify where the video conference centers are in Kitsap County.
- Continue to promote and participate in inter-agency communication to stimulate discussion and identify opportunities for cooperative effort.
- Telework – a well articulated Telework policy is critical to a successful Telework program
- Learn more about Kit~Net
- L & I applies to home as it does in office. How to deal with this liability?
- Check the KRCC website every two weeks for updated info re: BB and T3 group activities, luncheons, info, etc...
- Make agencies aware of which sites are available for web training (renting/using)
- Check into state (Olympia) capabilities for simul-casting of transportation commission meetings (monthly)
- Bainbridge Web-Cast of Council
- Expand the awareness of technology that is evolving to a broader audience (e.g. broadband network and Telework tips)

Scribe Notes

Regarding Telework policy: Many public agencies build so many protective policies for the sake of the one or two that would abuse it...Then it becomes too burdened with issues for good users to be able to use it. Maybe it is best to allow more freedom and just deal with the bad eggs as they arise?

Unions have to approve Telework policies because they “affect the working conditions” for their employees.



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Make sure to develop clear deliverables with each new Telework employee. Identify in policy why some get to do it and others don't. May have to add responsibility issues/notes for each employee – if they get into that “gray area” they are no longer eligible for this privilege.

Issue laptops to employees instead of desktops. This is for ease switching over to teleworking – they are already using a secure system and cannot download sensitive documents onto a home computer.

Find out what Washington State code is for appropriate employee ergonomics.

How do we change our websites/technology so we don't crash when emergencies happen?

What's the range of simple → complicated video-conferencing options?

Emergency management systems stations are expanding to State Universities (what about O.C. for local?).

Webinars can train 10 employees for the price of 1 – well worth it!

Re: Kit-Net:

How can jurisdictions know if their software is compatible with new (Kit~Net) network?

How do smaller jurisdictions pay for the service?

Senior staff commenting that junior staff who attend some of Regional Council meetings (e.g. Techno Tools, Broadband) are not getting their reports back to the top of the chain. How can we address this?

Send out an invitation to all jurisdictions/agencies (large to small) to update them on what is transpiring with Kit~Net/technology connection.



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Employees: Your Best Assets, Your Most Important Ambassadors

1st Group Discussion Participants:

Jacquelyn Aufderheide	Chief of Civil Division, Prosecuting Attorney	Kitsap County
Dave Dickson	Assistant Director, Public Works	Kitsap County
Michelle Fischer	Executive Assistant	City of Bainbridge Island
Jill Jean	Executive Director	Kitsap Regional Library
Al Juarez	Finance Director	City of Poulsbo
Clarence Nelson	Contract Administration Director	Bremerton Housing Authority
Helen Ojeda	Human Resources Manager	Kitsap Regional Library
Beverly Reeves	Facilities, Parks & Recreation Sup't	Kitsap County
Jeff Shea	Engineer II, Public Works	Kitsap County
Sue Whitford	Information Systems Director	Kitsap Regional Library

2nd Group Discussion Participants:

Mary Jo Briggs	City Administrator	City of Bainbridge Island
Alan Fletcher	Manager	Manchester Water District
Patty Henderson	School Board President	South Kitsap School District
Mary Ann Huntington	Commissioner	Port of Bremerton
Karol Jones	City Clerk	City of Poulsbo
Elizabeth Ratliff	Administrative Supervisor, Facilities, Parks & Rec	Kitsap County
Jeff Rowe-Hornbaker	Asst. Director, Department of Community Development Permitting	Kitsap County

3rd Group Discussion Participants:

Ken Attebery	Chief Executive Officer	Port of Bremerton
Monika Carberry	Administrative Services Manager	Central Kitsap Fire & Rescue
Leo Culloo	Casino General Manager	Port Gamble S'Klallam Tribe
Scott Daniels	Deputy Director	Kitsap County Health District
Deborah Howard	Community & Human Resources Director	KCCHA
Larry Keeton	Director of Department of Community Development	Kitsap County
Deanna Kingery	Human Resources Manager	City of Poulsbo
Chuck Mayhew	Vice President, School Board	South Kitsap School District

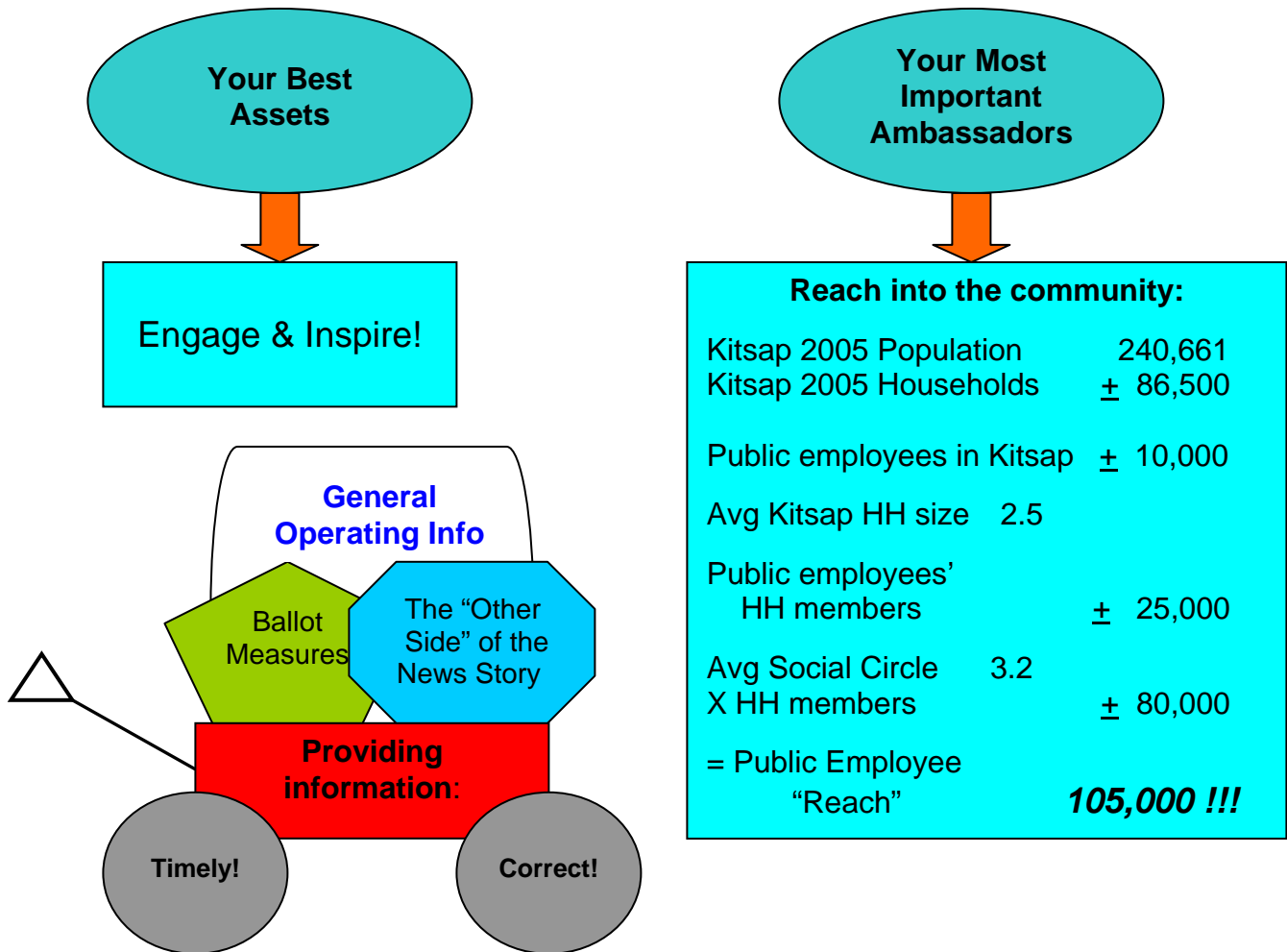
Facilitator: Nancy Buonanno Grennan, *County Administrator*, Kitsap County

Scribe: Becky Swanson, *Chief Financial Officer*, Port of Bremerton (1st Session)
Carol Etgen, *Deputy City Clerk*, City of Poulsbo (2nd & 3rd Sessions)



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Discussion Information



10 Reasons Why Employees Choose to Unionize (Thank you to Nancy Buonnano Grennan for this information!)

1. Unfair treatment by immediate supervisors (*i.e.*, favoritism).
2. Lack of personal recognition.
3. Failing to communicate effectively or listen attentively to employees

Examples:



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- Giving only minimal or inadequate information about the organization, its health, goals and challenges
 - Introducing changes in policies, procedures or even equipment without advance notice or explanation
 - Making key decisions in a vacuum or in ignorance of what employees want/need
 - Downplaying or ignoring employee dissatisfaction
4. Concerns over job security.
 5. Failure of management leadership.
 6. Open door complaint procedure that does not open.
 7. Failure of managers to help employees identify with company or organization.
 8. Absence of firm and fair discipline.
 9. Substandard working conditions.
 10. Lack of or inadequate employee benefits.

Take Away Ideas

- You have to have managers buy-in to vision/goals in order to have employees follow that leadership.
- Taking time to meet with staff individually to check and see if message is reaching all levels of the organization.
- Provide employees with a seminar or workshop similar to that given this morning – the need to change, the fact that things must change, and that citizens want more accountability/better service at lower costs.
- Organizations most important assets are its human assets. We need to invest in these human assets. Know what individual aspirations, desires and values are. Encourage individual's hearts through recognition. Let people know they are valued in the organization and their opinions and ideas count.
- Before trying to sell an idea – plan, goal (levy), run it by the rank and file. Solicit their feedback and ask what they would do. Then Listen!
- Employees donate to a gift basket all year. Then raffle tickets are sold and the money goes to the charity of their choice.
- Tapping into and challenging the rumor mill
- Engaging employees where they are at...don't expect them to come to you
- Avoid assumptions and use open 2 way communication to facilitate change, build trust, talk thru the ghosts of the past, because we've always done it this way, build a common shared vision for moving together into the future



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- Elected officials meet with employees at their job locations and show they are interested in what employees are doing.
- Employees are our best assets and ambassadors so why not simply treat them that way. The same thing we heard today as leaders needs to be heard by employees. Invite Dr. Sheinberg to speak to your entire organization.
- As always, the most important aspect of employee/employer relations is communication. If you have an open door policy, make sure your door is open.
- I would be great to develop a policy for new and existing employees to attend “ambassador training to learn how to be the “face” of the jurisdiction
- Email-Employee Newsletter
- Communicate in a meaningful, trustworthy and consistent manner. Engage staff in procedures on changes. Reinforce the vision and goals from the top to the bottom.
- For organizations with multiple location it is critical to make time to go to those locations to engage employees in discussions, problem solving and gather feedback. BE MORE VISIBLE.
- Establishing Employee sponsorship program for new hire.
- The idea of selecting a staff person to sponsor a new employee for the first week on the job. To show them around and become familiar with the organization (coffee, where to park, etc...)
- Fish program in county Government, Rumor Management
- Group staff meetings to communicate strategic vision and provide two way communication
- Form and Employee Advisory Group-Cross section of employees that volunteer to be on the committee that discusses issues, concerns, rumors, etc.. with two way communication and follow through.
- Rumor mill: One organization mentioned that they allow time during staff mtgs to allow staff to ask management about a rumor and know they will get an honest answer.
- Encourage upper mgmt to visit their employees on the field or in their offices and understand day to day duties. Start with the mayors and/or Commissioners.
- To build relationships between departments (such as planning, building and public works) Have regular meeting to brainstorm communicate levels of authority and responsibilities
- Meet with employees one on one and in small groups-listen, share
- Be creative in employee recognition. Do it over food and do it on a shit budget
- Incentives such as gift basket, drawing idea (employees donate to a gift basket and by raffle tickets to win basket. Proceeds go to the winners charity. Others included, Barbecues, Breakfasts.

Scribe Notes

Session 1:

- How do we engage and empower our employees?
Use Employees as effective Ambassadors.
- Sense of waiting for someone to do it for them (passivity).
- People are afraid – not clear what they can and can’t do as an employee vs citizen role.
Clarify for them – Empower & Understand.
Clarity of role new – Private me vs public me



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Provide data

Inspire a shared vision – articulate and show end result

- Example of Budget Issue – Must educate your own employees so they can really understand. They don't really believe the problem.
- Must get info out to the employees and give them the facts (problem vs the goal).
- Lots of information is passed along to the community through casual conversations at the grocery store, etc.
Provide Q & A to employees.
Must do follow up/debrief after all hands meeting
Supervisors to give consistent message
Hard to do with large number of employees
Have Champions of Change (leaders and managers volunteer) – work on advisory committee to be used to get the message out.
- What are assumptions? Employees must own it. If they don't understand, they can't sell it. Have to believe it – shape the message and reinforce it.
- Changing beliefs - Harder to do than change what they think.
Senior management is not necessarily believed.
Believe peers quicker than senior management.
How do you get message down as well as up?
Leaders of organization have to model exemplary behavior.
Leaders can't create an emotion of trust.
- Positive interaction creates element of trust.
Empower them – make them feel they have capability to interact with customers.
Ideas, suggestions, solutions – must follow through. Feel ideas have meaning and you value employees as part of the organization.
It can be hard to get people used to you asking questions.
Best managers make themselves visible and available to staff.
Discuss character traits – ie honesty
When you don't speak up, share or engage, it is a form of dishonesty.
- Summer BBQ – managers serve – helps connect with employees.
Advisory group – includes council members down to parking attendants.
Employees owned it. (puts group all on same level).
- Create sense of teamwork. – establish a cross group of those who were management of government organization that are the nuts and bolts of the organization.
Rumor mill discussed at end of meeting – open discussion, free to speak. Employees know the scoop.
- Housing Authority – local as well as other offices at other sites. How does one disseminate information to all and make it consistent?
Face to face is always better than video conference – very expensive and hard to find time to travel to cover those in the other states.
Employees want to see counter parts of the organization and want more interaction with their counter parts. Senior management may not like what we hear.
- Make employees feel you are approachable. Presentations can be made to staff first before it goes to the public (ie utility increase).



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- Threat of sky is falling. Big earthquake or volcano – Katrina did happen.
ie. Budget says lose jobs but it didn't happen. Trying to predict future, don't know when it will happen, budget crisis needs to be prepared for it, do the best we can to predict and inform.
- Difficult group – how do you get them to buy into management? Why such a big disconnect? People in difficult group provide misinformation, must get to key individuals in that group. Whatever management does is perceived as a plot, even if none of the people who potentially caused the distrust are still a part of the organization.
- Labor/Management – change who sits on the team.
Will that change the environment? Sometimes the organization must go back to basics. How many times does management go back and say they were wrong?
- Interest based negotiation (bargaining) –
Changed culture of who was at the table.
- How to engage people? What about those harboring old grudges?
Strategic planning is done at the at top level. Action planning allows employees to buy into what you are doing. Keep people involved. Good venue to allow discussion. Shy away from strategic planning.
- It is hard to break old culture; hard to bring in outsiders when there is the culture click.
- Leadership has to model the way.
Transforming culture – health care incentives become a way to get staff to change the way they feel about one another.
It can be difficult with a constant state of flux in governmental agencies –
ie. Multiple changes of directors and commissioners.
If new management/director – recognize the efforts of those who got the organization to where we are.
What did we do well, what can we do better?
- Promises made by former commissioners? Do those get honored?
Assumptions are made by staff out in the field. Commissioners may not know what assumptions are out there.
- Why do people unionize? What do employees want?
Personal recognition – praise is key.
Job security.
Sometimes unions hurt employees, but they feel it protects them.
- Discipline – not always well defined process or steps not established.
If done correctly, discipline correctly applied can empower.
Discipline is often handled differently by different supervisors.
- Policies – focus on well written policies. Keep looking at them. Policies are ever changing/ever evolving.

Session 2:

- The public's perception is often that the employee IS the county/city/entity, not just the department they work for.
- Ask employees to put themselves in their customer's shoes and not to take the customer's anxiety level personally.
- Use education and encouragement.



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- The fact that employees are the “face” of their employer could be discussed at orientation when employees are hired (even with temporary help and summer hires).
- It is important employees feel trusted and valued – socials and “all-hands” meetings are ways to involve employees.
- Sometimes a long-term cultural change is needed through modification of labor contracts and policies.
- When employees feel every decision they make will be attacked it is easiest to say no – which results in poor customer service. It is important management is supportive and teach employees how to say “yes.”
- Other suggestions for motivating employees were an annual employee appreciation day, spring and fall “cleaning the office” days, a weekly employee newsletter, departments collaborating and celebrating employees together – employees have to feel good about where they work to be good ambassadors.
- There is a need to connect with all employees and the different labor union employees – there is often “distrust” created in labor negotiations.
- It is important to make sure all employees are aware of what is going on in the organization – an example was given where there was a special event planned and the custodians were not advised.
- It is important for leaders to be available to employees and reach out to employees by talking with them personally about issues.
- It is important that leaders are “self aware” of their style and truly are open to hearing from their employees.
- Cross training is crucial for employees to be able to support each other and the organization.
- One organization holds a formal dinner each year for employees and their spouses.
- One entity provides in-service trainings on subjects such as property tax workshops to educate employees.
- Identification of employees by department is important – such as purchasing specific clothing for departments (jackets).
- Some entities hold employee picnics where the managers do the work of cooking and preparing for the event.
- Some entities have had employees contribute items to “caring baskets” such as coffee and coffee mugs. The caring baskets are then raffled with the proceeds going to the Wellness Fund or charities.
- It is important to encourage cross-organizational and departmental communication – such as between Public Works and Planning/Building Departments, so there is an understanding of the reason behind why certain processes exist; it is also a way to evaluate the effectiveness of processes.
- Regular meetings between employees and department heads are important to build relationships and stay ahead of issues.
- It is also important that departments and employees are communicating with each other in order to ensure citizens are receiving the same answers/information.
- One entity has a “customer relations module” wherein all employees have access to information on customer contacts in order to appropriately respond to customers when they call.



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- If possible it is important to have a “point of contact” person who can answer most questions in order to provide efficient customer service.
- The possibility of having a county-wide point of contact was discussed.
- Recruiting is important in order to make sure employees who are hired are not individuals who hold onto information.
- It is important to find ways to funnel information within organizations and encourage people to ask why things have always been done a certain way to figure out if it still makes sense.
- Most employees do not choose their employment because of the salary alone.
- Employees want firm and fair discipline and to feel appreciated.
- There was some concern expressed about middle managers and the need to include them in meetings so they walk away with the “total” picture in order to articulate it clearly to employees.
- It was suggested that there be an effort to create some “cross pollination” between entities in order to share ideas and possibly resources.
- It was suggested that resources should be pooled to bring in the best training opportunities for employees and managers.

Session 3:

- County staff receives training about fiscal constraints and revenue sources.
- In one organization an “all staff” meeting follows the Board of Directors meeting to go through the agenda and explain what happened at the meeting, and Department Directors acknowledge individual employees for their work – it is important to focus on the employees in spite of all the projects on the burner.
- One entity has customer promotions that staff has to be aware of, so every department manager comes up with their own “door prizes” to reward employees for being spontaneous; their experience is that when staff is taken care of and rewarded, they go above and beyond in customer service.
- One entity encourages employees to give personal service to their customers.
- Information needs to be disseminated in order to dissuade the “rumor mill.”
- Incentive programs that reward employees are important.
- One entity has a program where employees nominate a fellow employee to be “employee of the quarter.”
- One entity said they are more family friendly, welcoming and helpful.
- It is important that leaders meet with each employee individually on a regular basis when possible.
- The message has to be consistent and employees need to be engaged in conversations to reach agreement about the meaning of information being disseminated.
- Training is a big issue.
- One entity has a mentoring program where an employee is assigned a mentor within the first 10 days of employment after meeting with the manager and the employee meets with the Director within the first 10 days of employment.
- Employees should be encouraged to speak up with their feelings about processes.
- Engage employees by discussing how solutions are reached; ask if there is something that could have been done differently.



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- It is important that the layer of managers between leaders and employees buys into the goals of the leadership.
- Walk the entire building and check in with employees - ask if they have the tools they need to do the job.
- Bring other departments on board to assist when necessary – it helps employees from various departments feel connected and they are also educated about how other departments function; this way departments understand how they fit into the bigger picture of the organization.
- One entity recognizes employees with an annual luncheon; birthdays and anniversaries are recognized, and the parties have themes.
- One entity says it has become very family friendly; children are allowed to be in the office when absolutely necessary, and the office is dog-friendly.
- One entity brought managers into the budget process in order for them to have ownership of the process.
- Personality tools like Myers Briggs can be used to teach employees about different personality styles.
- Employee evaluations are extremely valuable as a tool to communicate with employees.



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Sustainability for Local Government ~ Beyond Crisis Management

1st Group Discussion Participants:

Kim Abel	Mayor	City of Port Orchard
Mary Jo Briggs	City Administrator	City of Bainbridge Island
Adam Brockus	Council Member	City of Bremerton
Chris Endresen	Commissioner	Kitsap County
Chip Faver	Facilities, Parks & Recreation Director	Kitsap County
Leonard Forsman	Council Chair	Suquamish Tribe
Darlene Kordonowy	Mayor	City of Bainbridge Island
Emily Parsons	Board Member	Kitsap Public Facilities District
Kathryn Quade	Mayor	City of Poulsbo
Dale Rudolph	Council Member	City of Poulsbo
Barbara Stephenson	Treasurer	Kitsap County
Kurt Wiest	Executive Director	Bremerton Housing Authority

2nd Group Discussion Participants:

Ken Attebery	Chief Executive Officer	Port of Bremerton
Jacquelyn Aufderheide	Chief of Civil Division, Prosecuting Attorney	Kitsap County
Jim Bolger	Assistant Director, Dept. of Community Dev.	Kitsap County
Deb Booher	Budget Analyst	City of Poulsbo
Josh Brown	Commissioner	Kitsap County
Greg Byrne	Planning Director	City of Bainbridge Island
Ronald Charles	Chairman	Port Gamble S'Klallam Tribe
John Clauson	Service Development Director	Kitsap Transit
Marcus Hoffman	Commissioner	Silverdale Water District
Daniel Olson	Deputy Chief	South Kitsap Fire & Rescue
Dave Peters	Solid Waste Specialist, Public Works	Kitsap County

3rd Group Discussion Participants:

Troy Crisp	Information Technology Manager	KCCHA
Dan Delany	School Board Member	North Kitsap School District
Paul Golnik	Commissioner	South Kitsap Fire & Rescue
Darla Hartley	Commissioner	South Kitsap Fire & Rescue
Barry Loveless	Wastewater Manager, Public Works	Kitsap County
Laura Lyon	Financial Services Director	City of Bremerton
Will Maupin	Council Member	City of Bremerton
Tina Nelson	Senior Program Manager, Public Works	Kitsap County
Wayne Senter	Fire Chief	South Kitsap Fire & Rescue
Becky Swanson	Chief Financial Officer	Port of Bremerton
Sue Whitford	Information Systems Director	Kitsap Regional Library

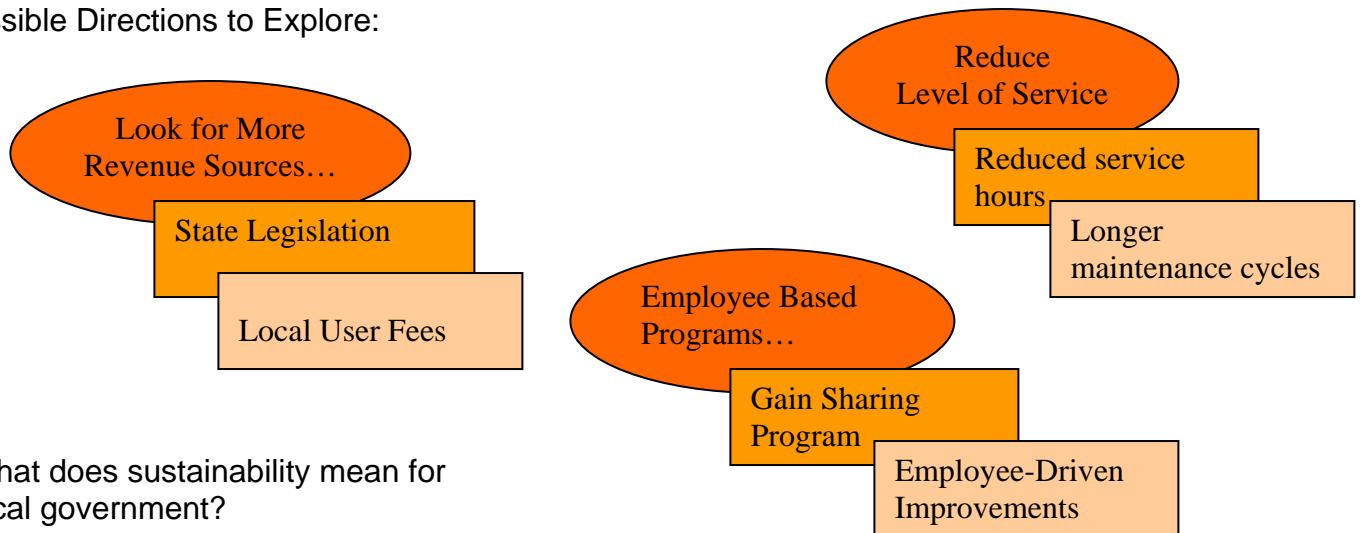
Facilitator: Steve Bauer, *City Manager (retired)*, City of Bellevue
Scribe: Kathy Brown, *Administrative Specialist*, Kitsap County



Local Government Forum III: Partnership, Innovation & Excellence

Discussion Information

Possible Directions to Explore:



What does sustainability mean for local government?

Is it all about revenue?

How do we get there?

Take Away Ideas

- Organizational sustainability has many facets, Revenue, Personal and Adaptability.
- An accountability link back to the public showing what their tax dollars have produced good or bad.
- Government measures inputs(incomes) not outputs (outcomes)
- The organization needs to develop ability to see the future, but more importantly, be willing to respond to it.
- Better communicate the services provided and associated costs to customers.
- A real strategic plan is a political plan.
- Sustainability is a direct outcome of Public Trust, Be responsive to citizen/community needs, Use resources wisely, communicate.
- Work on: Sustainable revenues for city in a declining regional context.
- Market Research; ask our citizens opinion of the issue of the day.
- Partnerships can be used to increase efficiency of services during times of scarce resources.
- Partnering between county, cities, port to provide infrastructure and zones for jobs, while gathering a plan to attract rev, industries with family wage jobs.
- Be sure that the services you are providing are the services the public wants. Don't continue to provide those they don't care about.
- Explore other funding options than property tax: Esp. fee for service models or state income tax.



Local Government Forum III: Partnership, Innovation & Excellence

- Continue to press for efficiency with current resources. Be collaborative, innovative and strategic with the resources entrusted.
- I want to continue to look for partnerships that will make our operation better and more cost effective.
- Better communicate to citizens our accomplishments as well as non ability to provide services with less resource.
- Local governments must clearly communicate to their public their sources of revenue and the services they each provide and show them clearly the area where they each “cover” services which may overlap per person.
- Look into “financial trends” for bench marks , Work with jurisdictions on clarity of requirements , services, roles and responsibilities. Look at changing demographics to see future. Ask the question, What are we doing wrong?
- None-Everyone talked about sustainability in Local Gov. by living within a budget and the need to provide core service.
- Create opportunities to communicate needs and establish the vision.
- Jurisdictions need to get together to see how their policies or procedures or paradigms might be changed to save taxpayers dollars.
- Determine effective methods of measuring constituency perception of our organizations success- Are we relevant? Do we add value to the community? Are we communicating effectively?
- Identify costs of change as important. Identify costs of status quo.
- Financial trends to check future revenues. Learn to paint a picture to facilitate change (smaller fire trucks=less asphalt). Find ways to let public inform government so we can be more nimble.
- Government must be dynamic, willing to adapt, create and be tolerant to changing demands and population.
- Sustainability is adaptability, relevance and survivor ability and we should examine our programs for this.
- Cooperation- Finally a way to measure effectiveness of service????
- ICMA Financial Trend Monitoring System.

Scribe Notes

Points Made:

- Operate within a plan and sell it to the public.
- Knowing when to change the plan.
- Cost of the change versus cost of current operations.
- Balancing socio economic and environmental (triple bottom line)
- Anticipating
- Relevancy
- Survivability
- Balance
- Anticipating, not being reactionary



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What would you look like in 5 years:

- Resources
- Listen
- Efficiencies
- Ask if you should really be doing the same thing
- Ebb and flow should result in flexibility
- Willingness to accept change
- Community acceptance of change (the other side of change)
- To be able to paint pictures, we are a visual society
- How to get there along with the public, if you ask them what they want, educate and dialog with them
- Balancing resources against needs and environmental concerns
- Listen as the public educates us
- Clarity, understanding of rules and responsibilities. Stimulating, dynamic organization.
- Inter-jurisdictional - Fire districts, not being able to change so different agencies need to work together that allow them to operate and affect change. New ways of doing things exist and aren't being used by each jurisdiction, i.e., smaller fire trucks, judges using technology, etc.
- Government is not neat and crisp and is doing things that other people (private sector) don't want to do. There is not just one public; must be consensus among the different "publics".
- Have your vision ready to go when the dollars appear, i.e., PFD.

How are we doing right now:

- Poulsbo moving forward, council is willing to listen. More good than not good, building up reserves. Don't want to compete for same dollars, implementing partnerships.
- Bremerton moving forward well, resistance is waning. Finances are in good shape.
- Bainbridge Island needs to employ same strategies, cooperation, setting the table for discussions on clusters, preparing for future. Be alert for opportunities.
- Vision or plan. Not only implementing cooperation but being seen as cooperating.

3 to 5 Drivers:

- Poulsbo has more citizen participation.
- Rising construction costs and health care costs.
- Public don't see us as using their dollars efficiently; we don't do good job of showing them.
- Population growth pressures; same dollars for more services.
- Demographic of population is changing more dramatically; they are savvier.
- Internal staff procedures (we've always done it that way).
- Staff miscommunication causes an "I didn't lie to you the truth changed" message being sent to the public.
- Revenue constraints. Governments depending more and more on sales tax.
- Working harder to get information out to the public.
- Changes in labor force; difficulty hiring planners/engineers and other professionals.



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- Computerized way to get message to public. County leaders should be aware of and plugged into the Bloggosphere. County telephone surveys provide good information. Need to look at the people we're not hearing from.

Successful organizations are the ones that do the right things right. What do you feel you are doing right:

- Law and justice is 64% of budget.
- Government employees just about everyone in this county. The ones who aren't feel we are making too much.

In budgeting process have you looked at things you don't have to do:

- In 2002 county eliminated some and some were wrong and actually cost more.
- Poulsbo looking at efficiency studies and streamlining. Fine line between cut backs and maintaining services. Just had to stop doing some things.
- Loss of senior people impacting services and efficiencies.
- Explain to the public the things you aren't going to do anymore.

How do you know you are doing things right:

- You do hear from the public.
- Talk to people and ask "how are we doing". Themes crop up.

Government only measures inputs. How can you compare your performance:

- Difficult to compare government agencies. Follow example of the ones who do it better. Actually go to them and spend time with them, observe.
- County documenting information regarding permits about what is done by the public as well as what staff does.
- Compare resources.

What are you doing look to at other revenue sources.

- KRCC looks at county as whole.
- Look to the state.
- End users as a newer source, raise fees. Growth should pay for growth.

Common Theme:

- Sharing.
- Live within revenue versus to seeking new revenue streams.

References:

I Robot - Isaac Asimov

Financial Trends, International City County Management Association.

Moments of Truth – Scandinavian Airlines



Local Government Forum III: Partnership, Innovation & Excellence

Local Government as Partner with the Private Sector

1st Group Discussion Participants:

Linda Berry-Maraist	Chair, Board of Directors	Kitsap Public Facilities District
Josh Brown	Commissioner	Kitsap County
John Clauson	Service Development Director	Kitsap Transit
Troy Crisp	Information Technology Manager	KCCHA
Walt Draper	Finance and Operations Director	Bremerton School District
Shelley Kneip	Senior Deputy Prosecuting Attorney	Kitsap County
Chuck Mayhew	Vice President	South Kitsap School District
Daniel Olson	Deputy Chief	South Kitsap Fire & Rescue
Tina Nelson	Senior Program Manager, Public Works	Kitsap County
Doug Quade	Chief Executive Officer	Port Gamble S'Klallam Tribe
Elizabeth Ratliff	Administrative Supervisor, Facilities, Parks & Rec	Kitsap County
Dianne Robinson	Council Member	City of Bremerton

2nd Group Discussion Participants:

Bud Harris	Information Services Director	Kitsap County
Jim Henry	Council Member	City of Poulsbo
Larry Keeton	Department of Community Development Director	Kitsap County
Clarence Nelson	Contract Administration Director	Bremerton Housing Authority
Kathryn Quade	Mayor	City of Poulsbo
Beverly Reeves	Facilities, Parks & Recreations Superintendent	Kitsap County
Dale Rudolph	Council Member	City of Poulsbo
Ed Stern	Council Member	City of Poulsbo
Tim Thomson	Chief Operating Officer	Port of Bremerton
Kurt Wiest	Executive Director	Bremerton Housing Authority

3rd Group Discussion Participants:

Deb Booher	Budget Analyst	City of Poulsbo
Ken Burdette	Fire Chief	CK Fire & Rescue
Greg Byrne	Planning Director	City of Bainbridge Island
Randy Casteel	Public Works Director	Kitsap County
Michelle Fischer	Executive Assistant	City of Bainbridge Island
Patty Henderson	School Board President	South Kitsap School District
Spencer Horning	Community Planner & Liaison	Navy Facilities
Mary Ann Huntington	Commissioner	Port of Bremerton
Al Juarez	Finance Director	City of Poulsbo
John Lyall	Commissioner	Bremerton Housing Authority
Dave Peters	Solid Waste Specialist, Public Works	Kitsap County

Facilitator: Mary McClure, *Executive Director*, Kitsap Regional Coordinating Council

Resource: Dick Hayes, *Executive Director*, Kitsap Transit

Scribe: Cathie Currie, *Senior Executive Secretary*, City of Bainbridge Island



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Discussion Information

“ Enhance Public/Private Partnership Success: Strengthen the approach to economic development through successfully establishing a new economic development alliance that represents a true private-public partnership; then institutionalize an annual priority-setting process to set economic development goals and initiatives for the organization and alliance members each year, implement those initiatives, and measure progress.”

Excerpted from the Report.

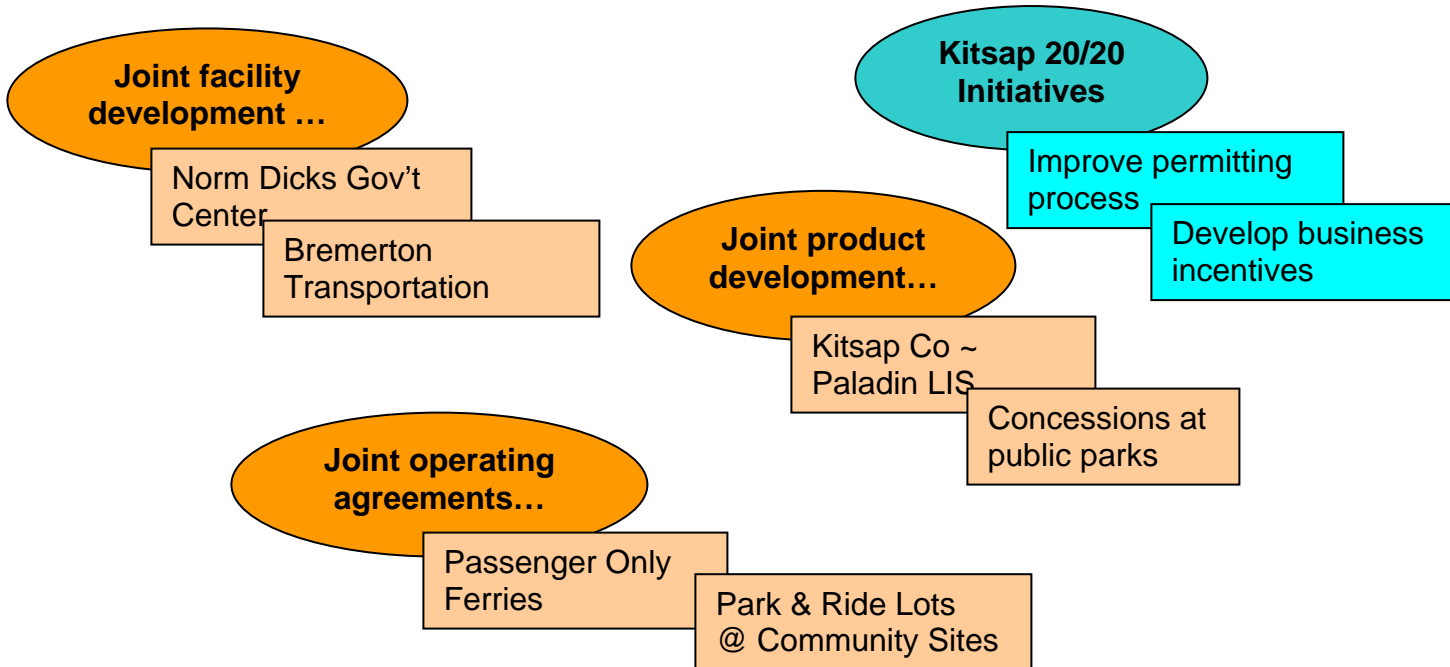
Kitsap 20/20: A County-wide vision & Action Plan for Sustainable Economic Prosperity



What does partnership with the private sector look like in action?

What are the benefits, for whom?

Possible Directions to Explore:





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Roles and Responsibilities in the Alliance: For the Alliance to accomplish its agreed-upon goals, strategy and initiatives, it is critical that there is broad engagement, real commitment, sufficient resources, and follow-through. This is required not just from those who work directly in the KEDA organization, but from those who serve on its Board of Directors and those participate more broadly as members. The table below describes the needed commitments from the key groups and individuals participating in the Alliance.

	Role & Responsibilities in the Alliance
KEDA Executive Director and Staff	<ul style="list-style-type: none"> ∞ Support the overall mission of the Alliance by coordinating ongoing internal communication and collaboration ∞ Set a strong tone around information sharing and performance expectations ∞ Deliver on and be held accountable for the economic development enhancement initiatives and any others where the organization is chosen to lead
Private sector companies and individuals	<ul style="list-style-type: none"> ∞ Engage in a way that is good for the broader sectors they represent, as well as the communities and county overall ∞ Engage, collaborate and provide resources and other support on key initiatives agreed to by the group ∞ Work to deliver and be held accountable on any initiatives where their particular company or private sector organization is chosen to lead ∞ Provide input and feedback to community leaders about policies and procedures designed to support ED ∞ Be ambassadors into the private sector more broadly, and participate in efforts to promote the community inside and outside the county
Public Sector	<ul style="list-style-type: none"> ∞ Conduct economic development planning in their communities in a coordinated way ∞ Capacity build and educate their staff to support the sector strategies ∞ Establish community-specific economic goals and priorities and communicate those ∞ Enhance the livability of their communities and the overall attractiveness of the county, will work to enhance the government as a partner to the private sectors economic development efforts ∞ Commit resources to the agreed upon initiatives, will work to enhance the key economic development functions ∞ Use their networks to respond to leads in a timely fashion ∞ Strengthen the business environment for existing businesses ∞ Deliver on and be held accountable for any initiatives where their particular organization is chosen to lead
KRCC and other ED Organizations	<ul style="list-style-type: none"> ∞ Pursue economic development in a coordinated and collaborative way among ED organizations ∞ Pursue agreed upon initiatives in partnership with the private sector ∞ Deliver on any initiatives where their particular organization is chosen to lead, and will be held accountable for initiatives undertaken and resources received from the public and private sector



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Take Away Ideas

- Implement systems issuing Carbon Credits and Industrial Bonds.
- PPV must be a winner for all involved.
- Murmur a lot early; percolate the concept; and bring the project together.
- Make sure attorneys draw up contracts
- Partner with all local government entities that have interest in a project before involving the private sector.
- Public-Private partnership ideas such as having great legal counsel.
- Use attorneys that are “deal makers” and can get “cheap” private money.
- Have clear vision, roles and ensure excellent counsel in drafting agreement.
- Supervisors are not willing to listen to new ideas coming from subordinates and therefore the subordinates don’t want to bring up the new ideas.
- Taxing jurisdictions need to present a coordinated, cooperative face to the public. The public needs to know its not “either / or” but that we’re in it together to cultivate a sense of community.
- Be totally committed to your idea/project/task AND be bullheaded. Let variations on your theme come from others.
- Have clear rules when developing a private/public partnership so that each party clearly understands the project and the desired outcome.
- Writing a lot of “what if’s” into joint ventures, also staged to different time phases.
- Develop a better way to communicate with all citizens.
- Develop a comprehensive approach to funding an electric bus program and vehicles.
- School should reach out to the community with the programs for all children and make sure we all are connected.
- School district to approach “customers” (aka. Community) in smaller ways. With an attitude that lacks a “community investment,” we need to take smaller and more consistent steps to develop ownership in community schools.
- With regards to discussion of partnership: write a tight contract, have good land-use attorney, and define shared values.
- It is essential we view and consider what our citizens want and what is in it for them.
- If public/private partnerships are to be successful we need to give both an incentive and remove barriers.
- What our clients require of us is essentially three things: Consistency, Predictability, and Accountability.
- Private is more than just “business.” Teleworkers and retirees are groups to pursue...especially with technology.
- Engage community in projects.
- Improve knowledge/business practices related to private sector and public sector by involving private sector in code development.
- Developing pride will do more to pull community together and I am very supportive of this idea.
- Lets see how to make it a win~win for both sides of the partnership.



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- Widen initial Joint Development Agreements to include others into Direct Interests (ie. Carbon footprint to carbon credits)
 - Develop plans: Does your organization have a plan to take advantage of an aging population? Do you have a plan to expand volunteerism? Do you have a plan for urban lifestyles?
 - Define roles and public/private responsibilities. Get specialized counsel if needed.
 - This discussion should be broadened to Public/Private/Non Profit/etc
 - Go into the public/private partnership with clear understanding of outcome desired.
 - To better understand risk management as it relates to public/private partnerships.
 - Spell out the rules and engage/involve expertise.
 - Spell out shared goals.
-
-

Scribe Notes

First Breakout Session:

Mary McClure introduced the Breakout section by over-viewing the Vision 20/20 process and the creation of the Kitsap Economic Development Alliance, and noting that it provided an opportunity to bring public and private sectors together at the table.

The primary perspective from the private sector seems to be a concern for improvements in permitting process, codes to facilitate different economic efforts.

Opportunities for partnerships:

- Facilities
- Operating agreements
- Product development

Dick Hayes overviewed some of Kitsap Transit's experiences with collaborations:

Kitsap Transit – lots of experiences with public/private partnerships, public/public, of all shapes.

Partnerships – electric buses.

Facility development and operating agreements.

Bremerton Transportation Center

- Started about 10 years ago. Will finish that project with beautification at the end of September.
- Organization has to have bull-headedness – must make commitments and stick with them.
- Need a supportive board – which is hard to maintain for multiple years.
- If you are getting in to a major new initiative with substantial risk, do it where people are really desperate for a change.
- Public sector has tremendous borrowing power. Commercial borrowing opportunities are an underutilized tool.



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- Financing – created a central non-profit holding company; hard to hold grants together for the length of time to execute a major project.

Issues:

- Multi-funding sources when government gets involved increases complexity of implementation.
- Important to spell out roles and responsibilities. Do a lot of what-ifying.
- Very important to spell out how you will define ownership of fixed assets at the end of the project. Especially important if you are working with major players such as DOT, DOHS.
- Need attorney with real estate experience. Hard to find someone with both public and private sector expertise.
- Maritime law attorney.
- Specialized labor council.
- Spell out shared goals – ie., electric buses help save money, reduce carbon footprint, currently a very “fundable” item.
- Spell out needs and agreements for ongoing support and infrastructure needs with partners.
- Kitsap transit looked at as a leader on the national level. Senator Murray supportive of funding, Inslee and Dicks likely to support this effort.
- Issues with public funding and private enterprise can be tricky.
- Private sector partners – Electric Bus people, POF people – can have technical resources, access to law-makers that government entities may not have.
- In partnership with private organizations, figure out what benefit they can get out of it. (Building 5 buses not worth it, but if you can be leader to spark market for 50 buses, that can be worth it for them.)

General discussion:

- Big change takes a long time. Who is going to take that on when we don't know what it looks like.
- Challenge to educate community – how do you get people excited about major capital projects with outcomes 15 or 20 in the future.

The new conference center is a good example of Public/Public partnerships at work.

- Need a paradigm shift in how we deal with transportation in this County.
- Who are the leaders?
- Transportation entities are fragmented – Ferries, buses, highway. Need to come together on totality of transportation challenges that we are going to see over the next 30 years.
- We don't have a good system to address the big picture. A lot of it gets dumped on Kitsap Transit.
- Important for us to identify goals to take to the next legislative session.

This could be an opportunity for private partnership. Discussion of reduction of carbon footprints, opportunities for carbon credits. Seeking partnership to establish basis for carbon credit trade-offs.

Puget Sound Energy should be on list of potential partners.



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Carbon credits don't do government much good, because we don't pay taxes.

Haven't looked as much at what we can do with the private sector to offset the need for tax income. Can we do more with the private sector to leverage opportunities for corporate support – for example, Starbucks has program for parks. Naming rights for public facilities.

Can't keep going back to same resources for funding. Have to expand funding sources.

Consider alumni associations to provide funding support for public schools.

Challenges: Regulations on school funding opportunities; fear on part of schools that private funding would create argument that state/tax funding is not needed.

Important for government to go beyond desire for private partners to provide funding; we need to identify what the incentives are for them.

Government can provide consistent revenue stream and secure return. Can be a challenge if private enterprises are looking for fast rate of return. But, there is also "patient money" – Microsoft, AEG. They are not just looking for immediate returns. Access to new markets, opportunity for a leadership role.

Important to look at ways to remove barriers. How can our schools commit to training for specific expertise that is needed by local companies within state-mandated educational requirements.

Educated work force is key draw for private sector. We don't have a four year baccalaureate program. There is a brain drain in the County. This is a challenge for the whole peninsula. Dearth of training opportunities – huge number of engineers needed; engineering program at UW is so limited.

In Kitsap County, we rely on government. Many of the jobs here are government.

Many elected officials come from the private sector. The private sector relies on government. But there is not much consciousness of this mesh. Private sector is thinking "what is government going to make me do" to accomplish their goal. Government is worried about making a mistake. Need to figure out what's in it for them, what's in it for us. Can't walk in with a pre-conceived idea about each other's desires.

Start with vision of outcome and work backwards through "how can we make it happen."

What's the market? What's the real opportunity? What's the vision that is going to work? We have deficiencies, but we have a wonderful environment, affordable housing, reasonably accessible transportation. Baby boomers are a huge market. What do they want? They want access to Seattle, they want to buy down, they want to "slow down." They're not ready to leave Green Lake and head to Bend or Ocean Shores, so the Peninsula is an opportunity for them. Play with the tools that we've got. (Boardwalk.)

What is the engine? Desirability of broadband. Conference – lost vision of what the engine is for the future of Kitsap County.



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During the EDA conversation, there was a lot of focus on the “cash cow” of 25 – 44 years old – this is where the refreshing of the community and the new business starts are.

Quality of life. School districts can be the catalyst for young families. Four year college would make a big difference. Schools failed to pass the bond. Bond campaign was focused on the fact that the quality of life is directly tied to the school system. Community can't get its arms around the idea that we need to move forward in the quality of education.

Every day you are in the communication and marketing business. Every day you are building trust. If you aren't working every day on communicating, structuring the experience (physically as well as through customer service interactions). Keep asking questions about what people need and want and expect. Government employees are not always good at this. The average person doesn't vote regularly until they are over the age of 44 – school age parents are not necessarily active voters. The people who are voting are not necessarily the parents.

Fire services – easier to “market,” as they respond to peoples' fears. Necessary to define very clear objective, and stay accountable. Educating them about their community risk, and what investments can change that community risk.

Need clear vision for future. This is not an easy community in which to find agreement on a vision for change.

Crucial to communicate and work with business leaders in the community who have vision, awareness of need for change.

Underlying competitiveness of funding efforts among multiple districts. Is there a concerted effort among all the taxing districts to go before the public together?

The key is getting people to say, this is important to me as a community member. Need for sense of ownership. How do you create a sense of ownership? There are silos within the community. How do we keep visionary leaders like Cary Bozeman and Dick Hayes, who are nearing retirement, involved.

With baby boomers – what do they want? They don't just want the quality of life, they also want meaning. Biggest contingency workforce we are ever going to have. They want to DO something. How do we capture them, and in turn, let them help us develop our community. They are a rich resource for the community, in addition to a tax base.

There is not much sense of ownership in many communities in Kitsap County. There is a rural, frontier, “it ain't my problem” kind of culture. It's about community selling community. Where is that sense of community? There are MULTIPLE communities – Manchester, Olalla, etc. At the center of each is the school. There used to be “community chests” that sense of community has declined – think of the book “The Demise of the Bowling League.” People now are spending their leisure time in activities which benefit themselves. Even on the level of Congress, there is less sense of communication and shared community than there once was. Need for people to take pride in their community. School district, Harrison Hospital are making a change there. People start to take pride in the institutions of this community. Winning teams tend to get support, gain community confidence.



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Need to center responsibility for any major undertaking in a person who will kill to get it done. Vision is more important than knowledge. Knowledge is finite, vision is not. Passion is just as important.

Important to involve some of the private sector in participating in this community.

If you could ask the private sector, what would it be? What do you need that you don't have?
Example: Management Careers in Concrete program at six universities across the country, funded by the concrete industry.

Public/private opportunities allow private companies to share the risk. Operate at a level where their risk is marginal.

Government sometimes increases the risk for the private sector through partnerships – creates an impression of unreliability, etc. For example, the construction industry. May need to solve the challenge of the permitting issue – the sense of the rug being pulled out from under them. Code is a classic “box of monkeys” – very past-based. For example, the City of Tacoma increased permit fees significantly, but provided a guarantee that permits would be delivered in a specific time frame.

Second Breakout Session:

Mary McClure introduced the discussion on Public/Private Partnerships.

She asked the question, what's different about partnering with the private sector, as compared to public effort. What are the opportunities to do more?

Dick Hayes of Kitsap Transit on the Bremerton Transportation Center:

- Started about 10 years ago. Will finish that project with beautification at the end of September.
- Organization has to have bull-headedness – must make commitments and stick with them.
- Need a supportive board – which is hard to maintain for multiple years.
- If you are getting in to a major new initiative with substantial risk, do it where people are really desperate for a change.
- Public sector has tremendous borrowing power. Commercial borrowing opportunities are an underutilized tool.
- Financing – created a central non-profit holding company; hard to hold grants together for the length of time needed to execute a major project.
- Having a good solid public partner makes project perceived as more stable;
- Need to do a lot of what-iffing. Decide at the beginning how you are going to allocate assets at the end. Have clear asset disposition clauses at the beginning.
- If it's a joint program, consider holding property in common, which forces you to deal with each other over time.
- Need to have good people who can spend the time.
- Excellent attorney versed in real estate law is essential.



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Looking at electric bus venture.

- Have by far the lowest carbon footprint of any transit system in the region.
- Bainbridge Island has a strong commitment to carbon footprint reduction.
- The periodic service timeframe (am, pm commute hours) is perfect for battery operated buses.
- Electric buses are smaller. 22 x 7.5 feet.
- Other communities have substantially increased rider ship just through the introduction of electric buses.
- Huge growth market. When KT had four they were the only four in the state, only ones north of Santa Barbara.
- Consistent with goals of KEDA.
- Kitsap could alone buy enough of them to be a key player – need to put together 7 or 8 Washington systems to have enough buses.
- Perfect for Senator Murray's transportation program and funding.
- Need a bus provider who not only builds the buses but also assumes responsibility for maintenance once they are on the ground. That requires funding as well.
- Opportunity to build new industry; identify additional markets for buses.

Paladin example: Public/Private business model

- Fostered from 1999 preparations for Y2K. Cities and County created one joint jail records management system, which worked very well. Provided by a private vendor, although not really public/private partnership. Multiple public agencies working together to create economies of scale.
- Land information system – assessment, taxing, permitting – merged in one system.
- Paladin had a vision for a permitting system which could reside in all cities as well as at County level.
- This would then serve as a model for other areas.
- Challenge: each City has its own data systems which have to talk to each other – how do you plan for that?
- Redmond, Bellevue have created a collaborative permitting system.

Bremerton Housing Authority

- West Bremerton Private/Public partnership.
- Several years ago HUD was looking for opportunities to contract out work.
- Bremerton Housing Authority took on a contract for compliance for whole state of WA. Nebraska, Utah and HI all then hired BHA.
- Looking at providing training for inspectors for other states.
- These programs create revenue streams.
- Think like a business while you remain a public agency.

Port of Bremerton

- Industrial park. Can only lease land.
- Port can't build all the buildings; looking for developers.



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- Partnering with Twelve Trees of Poulsbo to create higher quality buildings than usually seen in industrial parks. They have good reputation for filling buildings.
- Leased them land; they will build the building and then lease it back to the Port. If Port fills building, they don't have to cover the cost.
- If he finds a tenant, they can amend the lease so that he can rent it directly to tenant.
- Benefit – new, higher quality building to set new standard.
- If the market doesn't support filling building, Port may be financially extended.
- Hope this will create on-going cycle of development.
- Mark found the Port an appealing site for new development; also, the property was ready for building.
- Building highly flexible for multiple uses.

Parks –

- Many partnerships around maintenance – for example, with Little League at Snyder Park.
- Concessions haven't been real successful, mostly because parks pretty remote, very seasonal use.
- Partner with volunteer stewardship groups – Fair Board, Advisory Board.
- Parks help provide quality of life which attracts businesses.

How do you build the interconnectedness between public and private entities. Important to build recognition of the mesh that exists.

- Challenge of avoiding “gift of public funds.” (For example, public entities share resources.)
- Kitsap Transit Park and Ride sites – KT does the environmental maintenance on the storm water treatment in exchange for use of Church parking lots.
- If you can quantify an “in-kind” exchange, it can work.

Why is it when public and private entities come together, the government becomes “the regulator.”

- Often regulations are necessary to support federal or state mandates.
- Some codes are based on past processes/needs, and may not make sense.
- It's important for private entities to understand how regulations serve them.
- Staff needs to understand that they are costing the private entities money, as well as costing the public entity.

General discussion:

The role of the City Council – not “in” government, but “on” government, for the people, to make sure that they're getting the best and highest value for their investment.

Poulsbo public process for Critical Areas and Residential Ordinances. High level of communication between private sector representatives (developers, citizens, etc.), staff, Council members. Council members are involved not to lead, but to bring information back to the full Council.

The people are the clients – not even the customers. The City staff's job is to get them to “yes” within the boundaries of the law. This is a structural change that has to take place with government employees.



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The concept of monopoly is a private sector one, but government is essentially a monopoly. Citizens do not have a choice. But if they did, would staff treat them differently?

Port tenants need a proponent within the system, to make sure their voices are being heard.

Staff have a tendency to want to get along with the people they work with.

Important in permitting process to have a set of standards, educate staff to be consistent in implementing them. Code has to be written in a way that someone can actually implement it.

Third Breakout Session:

Mary McClure introduced the session, and noted that the Kitsap 20/20 process produced strong initiatives. New constructs around public/private connectivity. All of the public sector people who were engaged felt that there was a “right role”. Out of the 20/20 process, a lot of the focus on the role of government was around improving the permitting process. Currently that is such a huge issue that until it is resolved, nothing else will be talked about.

Examples:

- Joint facility development
- Joint operating agreements
- Joint product development

Dick Hayes addressed Kitsap Transit’s experience:

Done a lot of partnership ventures, about half of them have worked.

- Get the right people involved.
- Need to take time to establish basis of trust at beginning of process to mitigate concerns over risks.
- Spend a lot of time on rules and responsibilities. Need to be deal-oriented.
- Real Estate Attorney, specialists on labor, marine law.
- Determine how financing is going to work. Governments often have more financing options than they realize. Your credit as a government is so good, you can get money on really good terms. That’s a major benefit you can bring to this kind of deal.
- There will be places where the private sector has to do something because you cannot.
- You have to be a free thinker.
- Have to figure out asset allocation at the end.
- Owning a portion in common helps establish relationships.
- You have to keep talking to people to find out what they need.
- Have to start with strongly held shared goals. Had support for the BTC that would never had have in community that didn’t have the economic challenges.

Electric buses

- Bainbridge has strong support for reducing carbon footprint.
- Electric buses generate higher rider volume because they’re “cool.”



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- Will have to work with the provider to build the buses as well as to maintain them once they are complete.
- Package will need to involve City, Transit System, bus provider, PSE, partner for carbon credits.
- Possible funding from legislature for state-wide package.

Encroachment issues for Navy:

- Working with Jefferson Land Trust. New golf development. Navy has a range there that must be protected. Addressing private boat population.
- Working with Land Trust to buy development rights on two very large tracts of potentially developable property.
- Navy will eventually be a major player in this area.

Discussion of experience with design/build/operate partnerships between Waste Disposal and Solid Waste entities.

Kitsap Consolidated Housing Authority is looking at partnering with the private sector to build affordable housing in Kitsap County.

Poulsbo City Hall

- City of Poulsbo likely to be a public-private partnership; RFP currently out.
- With a private developer, you can't use bond money, but you have excellent access to private money.

The Navy is outsourcing housing for military personnel.

Are there issues with concerns on the part of private entities that government inefficiency or drawbacks of working with the public sector may cause concerns about potential partnerships?

The Library is grappling with scope of public/private partnerships. What is the appropriate scope for such partnerships? There are tremendous opportunities, and there is a need to balance, structure such partnerships in a way that the community perceives as appropriate.

Where is the line between contracting out and partnership?

The Bremerton sewer plant was a build/operate agreement. Waste Disposal accepted a plant that shouldn't have accepted.

The private partner needs to make money for it to truly be a win/win.

Examples from Bainbridge Island:

- Winslow Tomorrow – redevelopment to support a vital Winslow.
- Parking Garage – currently working with landowners, city land on possible use of parking garage. Will be set up to go under existing buildings as they are torn down.
- Important to thoroughly explore needs before starting on implementation – identifying need for scattered parking options.

Examples from the Port of Bremerton:



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- Port partners with several private enterprises. Have also had partnerships with Waste Management. Have six different agreements with Kitsap Transit.
- Have projects in the works with Kitsap Housing Authority.
- “Condo hangers” at the Port have been extremely successful.
- Partnered with Puget Sound Railway on putting in a spur on railway system.
- Want to have a children’s park at the port. Went to several civic clubs. Soroptimists approached the Port looking for a project. Port donating land, providing labor for set-up. Soroptimists buying \$40,000 of equipment. They held an additional fundraiser in February to add covered seating area and benches.
- Now other civic groups are approaching the Port.

When you think about going into a deal, which will involve an ongoing relationship, what is the worry?

- Cost.
- Loss of control.
- Delay.
- Needs to be a “good marriage.” Have enough discussion ahead of time to make sure it will work. Have agreements in writing so that the relationship with the entity is not subject to personalities which come and go.
- Make sure that both sides are very clear and the “what ifs” are addressed up front.
- Need to have the best legal advice you can get before you enter into any such arrangements.
- Defining shared goals and vision at the beginning.
- If you can’t tell why one of your partners is in the deal, you won’t know why the deal falls apart.
- If you have “too good” a deal, your partner will not be financially successful and deal will fall apart. Accept that they need to make a profit, and be fair.



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Graying of Your Workforce: Are You Preparing?

Discussion Participants:

Ken Attebery	Chief Executive Officer	Port of Bremerton
Leo Culloo	Casino General Manager	Port Gamble S'Klallam Tribe
Spencer Horning	Community Planner & Liaison	Navy Facilities
Deborah Howard	Community & Human Resources Director	KCCHA
Karol Jones	City Clerk	City of Poulsbo
Deanna Kingery	Human Resources Manager	City of Poulsbo
Barry Loveless	Wastewater Manager, Public Works	Kitsap County
Laura Lyon	Financial Services Director	City of Bremerton
Jeff Rowe-Hornbaker	Asst. Director, Department of Community Development Permitting	Kitsap County

Facilitator: Carol Etgen, *Deputy City Clerk, City of Poulsbo*

Scribe: Carly Michelson, *Executive Assistant to the Mayor, City of Poulsbo*

Discussion Information

Kitsap Regional Coordinating Council's 2006 Collaborative Strategies Human Resources Program:

Brown Bag Lunch Series on Topics of Interest
January 18, 2006: Graying of the Workforce ~
Panel of Local & Regional HR Professionals

Review Key Presentation Points: 2 approaches

Review "Retirement Eligibility Table" Diagnostic Tool for Your Organization

☺ ☺ ☺ ☺ ☺ ☺

How do these strategies seem to fit with your organization?

What other ideas might be useful approaches for your organization?

Take Away Ideas

- Work on the change of culture within an organization to have an understanding for the organization to succeed it must adapt to diversity in job schedules.
- Develop flexible package of wages/benefits to appeal to wider audience of potential workers.
- Structure the organization to allow mentoring at all levels. Have an ability to bring people into the organization for short term experience.



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- Job sharing, the “gray one” with the “generation x-er” to enable mentoring.
 - Develop a policy to entice retirees who have a wealth of experience to be able to work part-time while maintaining health benefits.
 - Offer flexible compensation packages...Aged employee’s may be more interested in medical than more pension contribution.
 - Mentoring – the importance of providing leadership knowledge/opportunities to employees. Taking opportunities to share decision-making info with others.
 - Provide flexible work & benefits packages to attract older workers.
 - When encouraging people to attend training for current and future positions, ensure that you are fair and equitable to all employees in your department.
 - Per diem hire of retired employees – flexible hire, either hours/day or days/week with 15 -20% pay differential in lieu of benefits.
 - In adjusting with the changing workforce, we should work with the union and all the employees – we are in it together.
-
-

Scribe Notes

- City of Anaheim (COA) came into a crisis where they realized a majority of their work force was due to retire.
 - Universal problem with having someone with a wealth of knowledge, being hard to replace.
 - COA was able to spend a lot of money on their employees, enabling them to train/promote them into new positions
 - COA looked at benefits and alternative working schedules
 - Looking at the options for keeping the knowledge in the room, providing the mentoring, and slowing work schedules....
 - Makes working longer more desirable
- High performers vs. High potential
 - Good workers don’t always have the skills to manage people that are good workers.
 - Promoting too quickly can be prevented by job testing, training, etc.
 - There is no facility for demoting poor supervisors back to a good worker.
 - Need to set up a system for evaluating the option for promoting the employee, with the option of returning to their original role.
- When the work load is so great, and the technical workers are over loaded, it is challenging to send them out for further training.
 - Supervisors recognize certain qualities in their employees
 - Seek leadership skills
- County offers great supervisor training program
 - Encourage employees to take this training.
 - Employers should get feed back from the trainers to see how this individual will be an effective supervisor
- Job coaching is great while the employee is still in their current position
 - “Is there a mentoring program in place?”
- There are still individuals that don’t want to retire, and still keep on working.



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- The Health benefits are a huge bartering mechanism in the choice of retirement
- The best workers are the older generations with the good work ethics (golf course example)
- Ken Attebery stated a problem of having high end management and a lot of young worker bees.
 - Enough work to keep all busy, but no resources available to start training the younger into promotions
 - Suggestions made included: poaching from other orgs for middle management, keep with competitive benefits, establish the system of “out of class” pay
 - These gradually give lower management the experience of working at a higher pace
 - Perhaps fill in a half time position in the middle management area, to provide a stepping stone.
- Internships from the college level provide great success stories, working for a lower position, allowing the current employee to move up temporarily.
- Grooming potential employees is really important
- Important to have discussion with our current leaders about how to groom our employees with great potential.
- Grooming can be done by: including the employee on meetings, emails, discussions, tasks
- How do you within an organization not create a rivalry or tension by “favoring” an employee?
 - Must make it available to anyone who is willing
 - Has to be equitable
 - Can’t look favorable
 - Shouldn’t be a seniority situation
 - Hiring shouldn’t be held to in-house, so that an employee can’t be “handed the job”
 - A panel application process is pertinent when hiring existing employees
- Electeds suggesting a person is not always the best, they should apply with everyone else
- What about if you have 4 people at the same level... looking at the same promotion?
 - Evaluating on basis of actual capabilities vs. seniority is important
 - Need to show that the promoted individual was honestly promoted
 - Be honest to the employees that did not get the promotion.
 - Suggest training in specific areas, and evaluated that reaction
 - Promote pro-activity - why, or what is getting you that promotion?
 - What value can that individual bring to this promoted position?
- Having the money for training is even more important... keeping the current employees engaged, educated, motivated
- One of the largest economic factors in Kitsap is the salary ranges compared to the relative markets.
 - There are a lot of people that don’t want to be in management
 - The rate needs to be competitive.
 - There is a security in lower management positions
 - Important to budget at mid-level, rather than starting at step A... for budget capacity purposes
- **IMPORTANT NOTE** – The group discussed collaborating as agencies to search for employees/employment



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- Job fairs.
- A place for people to go to see all the public jobs available.
- Some employees don't want to make the change because they feel proactive where they are.
- The FIELD workforce is growing/graying as well:
 - Jeff mentioned the revocation movement that is going on for the graying workforce field workers
 - There is job training for field workers that now want to have a clerical/inspector position
 - The service crews/road crews have a broader age span with a study replacement program
- Are we interested in finding someone that wants to stay in this position? Or are we looking for someone that wants to transition into a greater position? Equating to turnover...
 - Turnover is expensive
 - We want someone motivated, that wants to grow, looking outside the box
 - You aren't always looking for someone to move up --- PW employees that know the customers, the routes, the roads, the trucks...
 - However, the new ones will find out those details
- If the organization is working well, you will retain employees because they want to stay
 - The only reason they leave is to look for further opportunities.
- The Workforce is more mobile today –
 - Changing jobs every 5 years, rather than staying with the same job for 25
- Focus on creating an organization that employees don't want to leave, and if you do, let them leave gracefully b/c they may come back with more skills
- The younger generation is changing issues: flex schedules, wardrobe, moral issues, positive turnover,
- JOB Sharing -- Look at a retiring person who wants a part time, and a skill worker who wants the management experience
- Tap into these partnership resources – creative schedules and environments
- Challenges:
 - Evaluating your workforces – the time it takes
 - Fear of facing the issues
 - Allowing employees to see that the flex schedules are a bonus
 - Seeing Change as a bonus – (office faucet is on/off example)
- Staff resentment towards someone that retires and then comes back (Double Dipping)
 - Policy decision needs to be made for this issue



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Shared Financial Strategies

1st Group Discussion Participants:

Ken Burdette	Fire Chief	Central Kitsap Fire & Rescue
Ronald Charles	Chairman	Port Gamble S'Klallam Tribe
Dan Delany	School Board Member	North Kitsap School District
Paul Golnik	Commissioner	South Kitsap Fire & Rescue
Marcus Hoffman	Commissioner	Silverdale Water District
John Lyall	Commissioner	Bremerton Housing Authority
Tim Thomson	Chief Operating Officer	Port of Bremerton

2nd Group Discussion Participants:

Leo Culloo	Casino General Manager	Port Gamble S'Klallam Tribe
Darla Hartley	Commissioner	South Kitsap Fire & Rescue
Deborah Howard	Community & Human Resources Director	KCCHA
Al Juarez	Finance Director	City of Poulsbo
Deanna Kingery	Human Resources Manager	City of Poulsbo
Barry Loveless	Wastewater Manager, Public Works	Kitsap County
Laura Lyon	Financial Services Director	City of Bremerton
Wayne Senter	Fire Chief	South Kitsap Fire & Rescue
Jeff Shea	Engineer II, Public Works	Kitsap County
Becky Swanson	Chief Financial Officer	Port of Bremerton

Facilitator: Fernando Conill, *Deputy Director*, Kitsap Regional Library

Scribe: Carolyn Siems, *Administrative Services Supervisor*, Kitsap County

Discussion Information

Briefly review suggestions from 2005 Forum (*see attached*).

Overview Health Care Coverage research through the Kitsap Regional Coordinating Council Human Resources Group.

Other possibilities: Health coverage for small, "like" groups e.g.
Law enforcement (most represented by Cline & Assoc)
Long term care for LEOFF 1 eligible
Road specialization by a jurisdiction or agency e.g. paving, lighting

Other ideas?

Which strategies should be followed up in more detail?



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Those shown with a ✓ are ones that Kitsap Regional Council staff is aware of being worked on (and some discarded) during the past 2 years. Other ideas may have been explored elsewhere!

At the 2005 Local Government Forum, the following ideas were shared:

- 1) **Future growth: Integrated planning (infrastructure)**
 - ✓ Caucus of all similar agencies and then bring everyone together
 - ✓ Or bring everyone together serving specific area location (geographic)
- 2) **What is already on our plate that could serve more than one agency if it was done differently?**
- 3) **Site specific: How to deal with a clear situation that only one of the players sees?**

Start with small connections to develop trust over time. The bigger idea of getting everyone to agree and see the problems follows the trust building. The next step might be to talk about shared successes and agree on a pilot program. This County is unique in that cooperation is an asset.

1. Technology:

- a. Back-up, on-call coverage for absence of the IT person. For example City of Poulsbo has a one-person IT department with out back-up. They are trying to work out a local agreement with Kitsap PUD to provide this back-up service.
- b. A central Information Center to avoid each entity paying for individual firewalls, web servers, etc.
- c. Continue developing the Kit~Net (fiber broadband intra-net among pubic agencies) ✓
- d. A common list of names and contacts to call to share knowledge in their field of IT expertise. ✓
- e. Sharing software solutions. A specific mention was Human Resources. The school districts have a cooperative and the majority of districts statewide use this software, which keeps the cost substantially lower than going through the private sector. ✓
- f. Expand into areas of GIS so technical expertise from Kitsap County might be shared. ✓
 - o School Districts have an interest in GIS (including Housing starts or permits from the County) useful for boundary studies for elementary schools.
 - o Auditor has tax information
 - o Population density & growth areas for sub area planning
 - o Department of Community Development generates housing data.
 - o Census data (federal) gets manipulated in several different ways ~ none of the boundaries match up ~ County is trying to make the data work for everyone.

2. Training

- a. Partner with other local entities to share in the cost to provide mandatory and optional training. A lot of the workforce training that is required is the same throughout county. (CPR, sexual harassment etc.) ✓
- b. Sharing facilities to hold the training. Many entities do not have the room or set-up to provide the training sessions in-house. ✓



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- c. Making available and identifying entity's needs to let other local entities know and possibly provide help or solutions to accomplish these at a lesser cost and effort.
- d. Could hold classes that all could attend. Would allow for agencies to not have special classes with low attendance for new hires. Could train larger groups at once and lower costs. ✓
- e. Groups could benefit from having other trainers who might do things slightly different.
- f. Emergency vehicle driving course: with additional partners, there would be more bargaining leverage to solicit funds.
- g. Use BKAT to watch training activities such a fire department exercise. ✓

3. Equipment, Purchasing, & Maintenance

- a. The Washington State Department of General Administration Consortium is open to all types of government entities: resource swapping, fees for services, new and used equipment, etc.
- b. Maintain an inventory pool for entities to list items they would be willing to rent or trade. For example the Bremerton School District needs an aerator for only 2 months out of the year, but are having a hard time justifying the large cost for such a short time frame.
- c. Share a purchasing cooperative. When purchasing product in bulk, there will receive a better discount. Look into KCDA, a non- profit local cooperative that sells supplies for much less than retail.
- d. A shared vehicle maintenance shop for routine maintenance and ongoing training of maintenance personnel. Possibly for school buses, Fire and Police department vehicles. Note: Bremerton School District has already implemented a sharing agreement, but has found actual costs to be higher.
- e. Bus pooling among school districts and others.
 - o Kitsap busses appear older then other areas.
 - o Bus drivers have a lot of clout with unions.
- f. Cooperative purchasing for fuel and oil.
 - o Purchase from the same vendor and bid it together to get lower prices.
 - o Use technology as a tracking mechanism, with different fueling stations throughout the county.
 - o Reduce reliance on oil. Look at hydrogen powered vehicles ~ share results with each other.
- g. State pricing is not always the best
 - o Investigate if fuel that is purchased off of the state contract is better pricing then what people are getting going out to bid.
 - o Cycling fleet vehicles and purchasing them as a group instead of separately since everyone is rotating through vehicles. (Example: have all police/sheriff vehicles standardize and purchase the same kind at the same time from the same place.)



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- Capability to purchase hybrid cars at reasonable price.
- Survey participants about what is or is not good on the state contract.
- Publicize or share data with each other about where it is worth going private & pricing.

4. Information Sharing

- a. County Wide bulletin board website for entities to post opportunities and needs. Letting others be aware where they may possibly be able to create sharing agreements.
- b. If the bulletin board is too costly to set-up and maintain, a suggestion for an e-mail group to send out information to a large group.
- c. Have a labor pool for entities to call for vacation, sick leave and vacant positions coverage. This would be beneficial to bring in personnel who are trained and familiar with the entities.
- d. Information Sharing Needs assessments – where is information stored for easy access.

5. Shared Facilities

- a. Combining and sharing facilities. For example, when building a new school building, talking to the local agencies and perhaps adding room for the local police station, fire station, or performing arts center. This means the best use of land as well. ✓
- b. Building a facility and sharing space with others.
- c. School district health rooms could possibly work as clinics.
- d. Libraries, pools, Parks and Recreation, schools, 4 year colleges could share facilities.
- e. Some places that are already centrally located such as a fire station can be used to give out shots ✓
- f. Countywide storage facility

6. Legal Services

- a. The City of Poulsbo shares the prosecutor with other local entities. Share a public defender?
- b. Share a hearing examiner for mediation.
- c. Have a centralized municipal court instead of one for each city.

7. Personnel & Human Resources

- a. Share a contract specialist.
- b. Share testing and interviewing functions.
- c. Share a pool of qualified candidates. Sometimes when filling a position there is more than one qualified applicant ~ pass on the information to another entity with an applicable open position.
- d. Share staff for downtimes or when another entity is in need for a temporary solution.
- e. Develop a shared pool of volunteers that could work anywhere throughout the county.



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f. Consolidated Grounds Maintenance

8. Insurance

- a. The more options available with the insurance, the better chance to succeed.
- b. Public Utilities are pooled for self-insurance. Can that be done within other groups in the county as well? There is a sub-committee already working on this and they are completing a second survey.
- c. Washington State Insurance Pool is effective in holding down costs and is a large pool to collaborate on. Is there a state pool that all entities can belong too?
- d. The Fire District is looking into shared health coverage for their employees and are in the discovery stage. Could piggyback off of the fire district who is already working on new insurance. ✓
- e. Get a success and build on the common platform for pharmaceuticals. Kitsap County Jail pays over ½ million for surgery and drugs, so prescription plans would be a great idea. ✓
- f. Develop wellness health programs that focus on preventative side ~ save costs down the line. ✓
- g. Emphasis in safety has helped keep costs down.
- h. (Jointly) Educate employees on how to use their insurance e.g.
 - o Going to the doctor instead of the emergency room.
 - o The hidden cost in the insurance plans
 - o What can employees do to help keep insurance costs from increasing?
 - o Union members are ready because it is now hitting member's individual pockets.

9. Public Communication/Relations

- a. Use BKAT (Bremerton Kitsap Access Television) to learn and keep the public informed. ✓
- b. Bainbridge Island used a pizza delivery shop to deliver a brochure with each delivery that went out to get word out to the community about something. Example of public/private collaboration.

10. Models to consider:

- a. Olympic Education School District 114
- b. Mutual aid agreements for fire stations: consolidation with no cost.
- c. Bainbridge Island has set up Intergovernmental Work Groups between the 4 taxing districts. They meet monthly and share ideas and resources. Some areas where they are currently sharing or are looking to share:
 - o Print Shop with the school
 - o Landscaping
 - o Grant Writer
 - o Fire Inspector with Mason County



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Take Away Ideas

- Look outside you own organization to work with other organization's for ways to share resources. By looking outside the current paradigm, functions that are unseen will now happen.
- Develop and pursue state approval of more innovative and hopefully cost saving procurement and contracting processes.
- Shared resources amongst local agencies.
- With the continually high cost of gas prices, the idea would be an interlocal agreement to allow other agencies with fleet vehicles to piggyback with the city or county central distribution centers for refueling.
- Controlling health care costs through the use of HRA's and flexible spending costs.
- Interlocal agreements/shared equipment...Consultant's vs. Staff Grants, funding sources.
- In order to take advantage of shared financial services, a committee formed to continue brainstorming opportunities and ways to better put agencies together would be very beneficial.
- Risk Pool Concept for Leoff I Management.
- Collaborative/interest based bargaining approach or process with the right participant's.
- Leaders of the different agencies need more of similar meetings like today but on a smaller scale to talk about similar or duplicated services. All issues can be worked out by vision and the willingness to take a chance.
- How can we all work to improve the pool situation in Kitsap County? NK has a pool that is losing money...Can't this be a joint effort for everyone to make it profitable?
- Share, Share, Share!
- Controlling costs in health care benefits, HRA, etc.
- Restart county-wide school board meetings to discuss ways to collaborate.
- Look for ways to begin dialog with other entities (fire, water, library).
- Appears there are many opportunities for cost savings and efficiency among the county school districts...Maybe they can borrow ideas from the Fire Districts.

Scribe Notes

Tim – learn – might work for other agencies. Small staff – lean Chief Operating Officer

Ken – do a lot of partnerring – partner with Silverdale Water for office and administrative space/help– more and more partnering all the time.

Paul – Fire Commissioner – Fire Captain – innovative fire chief at South Kitsap. Partnering with city of Bremerton and So Kitsap. (Drop boundaries). Good results so far

Ron Charles – always looking to ways to stretch funds.



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Dan Delaney – partner with PFD for NKREC. Sharing funding with PFD, KC and City of Poulsbo, NK School District – a stretch to spend money on public facility – hard to stretch paradigm to fund public facilities. Interesting process – trying to collaborate but are some contentious issues.

Swimming pool – huge drain on school's budget – along with other school districts in County – dialogue on why pools are too expensive.

John Lyall – Housing Authority – involved in largest development project in Bremerton – Westpark. Tearing it down, rebuilding with 25% subsidized housing – looking at next step – major player in Kitsap for Affordable Housing. Need to partner with other agencies.

Marcus Hoffman – planning – we don't reach across and talk to other organizations. Everyone needs to be on same page to reduce costs – needs leadership that is willing to jump over the turf issue. Cross communication lines. Cross train office staff, IS staff, consolidate IT – took 4 ½ years to do but worth it. Develop splits for utilities, etc. Arbitrary political boundaries. Need to look at what makes sense. Swap facilities, etc. Consolidate small fire groups. Fire districts make scales of economy work.

Working with PUD to run water through their pipes. Contract with fire district to maintain fire hydrants. (Water district maintains, bills fire district).

Conversation about merging water districts – fire districts – why not just one? 24 – 25 fire departments – form fire district for taxing authority. Districts began to grow as services needed. Now there are only 6 fire districts left in County – consolidated. NK, Sk, CK, Poulsbo, BI, Brem – Hired consultant and just received draft on consolidation – looks like the recommendation will be for SK, CK and Bremerton to consolidate.

Conversation continued on consolidating school districts.

Change paradigm on what we can do better – services need to be consolidated. Contract with others to provide maintenance (fire and water).

Planning – all frustrated with KC planning.

Fire – working with tribes and other agencies for water rescue.

John – experience with partnering – should be profit making venture. BHA manages Section 8 for Nebraska, Hawaii, Washington states. Needs to be return on investment.

Lots of issues to look at with consolidating – union, losing jobs, threatened. You have to provide better services – better and more efficiently.

Crossing boundaries of services (library, water, tribe, etc).



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County has turf issue. Have to be willing to try to resolve. Willingness and leadership to resolve turf issues.

Pools – enhanced use of pools.

Look at what you have and do it differently. i.e. – do we need six pools?

Ken – health care – developed a health care program through KPS – saved 80,000 first years. KPS now marketing it to other fire districts. Have to be willing to talk to each other.

We have financial issues in KC – turf issues. Takes a vision and willingness to come to table to discuss.

Fire districts working on wellness programs – can others capitalize on it?

Once you begin to open doors you can't believe how many more open.

Wellness program – subcommittee KRCC – health care benefits – cross jurisdictional challenges. KRCC looking at sharing wellness programs – invite all to table –

Fire – elected, administrative,

Medical Benefits Committee –

Work together on technical aspects.

Port – ILA with Karcher Creek for IT services.

Library only owns 2 of 9 facilities – collaborate with cities, non profits for leases, maintenance. Doing security analysis of all sites – will share with building owners the results and work with them to address security issues.

Fire district – pools liability insurance.

Fire districts meet monthly

Water Pak meets monthly

Innovative grants managers

Take advantage of technology.

Dan = NKSD collaborate with tribe for school services.

Wolfe Elem – tribal education by tribal members.



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Collaboration amongst school districts – transportation, special education – not a lot of collaboration amongst schools.

Sharing long distance learning – share with Fire districts – sharing technology – shared backbones, virtual classrooms. Fire has need for video production - school has video production – why not share?

How do we get entities together to talk about this?

Turf Issues – again. Need more cooperation within governmental agencies.



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Interacting with Citizens ~ Fostering Effective Dialogue

1st Group Discussion Participants:

Dave Peters	Solid Waste Specialist, Public Works	Kitsap County
Carol Arends	Council Member	City of Bremerton
Jim Bolger	Assistant Director, Dept. of Community Dev.	Kitsap County
Greg Byrne	Planning Director	City of Bainbridge Island
Brad Gehring	Council Member	City of Bremerton
Darla Hartley	Commissioner	South Kitsap Fire & Rescue
Patty Henderson	School Board President	South Kitsap School District
Dirk Gleysteen	Director of Operations	Central Kitsap School District
Will Maupin	Council Member	City of Bremerton
Wayne Senter	Fire Chief	South Kitsap Fire & Rescue
Nick Wofford	Council Member	City of Bremerton

2nd Group Discussion Participants:

Ken Burdette	Fire Chief	Central Kitsap Fire & Rescue
Monika Carberry	Administrative Services Manager	Central Kitsap Fire & Rescue
Randy Casteel	Public Works Director	Kitsap County
Dan Delany	School Board Member	North Kitsap School District
Walt Draper	Finance and Operations Director	Bremerton School District
Chip Faver	Facilities, Parks & Recreation Director	Kitsap County
Michelle Fischer	Executive Assistant	City of Bainbridge Island
Paul Golnik	Commissioner	South Kitsap Fire & Rescue
Spencer Horning	Community Planner & Liaison	Navy Facilities
Shelley Kneip	Senior Deputy Prosecuting Attorney	Kitsap County
Darlene Kordonowy	Mayor	City of Bainbridge Island
John Lyall	Commissioner	Bremerton Housing Authority

3rd Group Discussion Participants:

Kim Abel	Mayor	City of Port Orchard
Jacquelyn Aufderheide	Chief of Civil Division, Prosecuting Attorney	Kitsap County
Mary Jo Briggs	City Administrator	City of Bainbridge Island
Dave Dickson	Assistant Director, Public Works	Kitsap County
Leonard Forsman	Council Chair	Suquamish Tribe
Jim Henry	Council Member	City of Poulsbo
Jill Jean	Executive Director	Kitsap Regional Library
Karol Jones	City Clerk	City of Poulsbo
Clarence Nelson	Contract Administration Director	Bremerton Housing Authority
Daniel Olson	Deputy Chief	South Kitsap Fire & Rescue
Kathryn Quade	Mayor	City of Poulsbo
Jeff Rowe-Hornbaker	Assistant Director, Dept. of Community Dev.	Kitsap County
Carolyn Siems	Administrative Services Supervisor	Kitsap County



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Discussion Doug Bear, *Public Information Programs Supervisor*, Kitsap County Public Works

Resources: Joan Dingfield, *Executive Assistant to the School Board*, Seattle School District

(previously *Community Services Coordinator*, Bremerton School District)

Facilitator/Scribe: Nicole White Clark, *Project Coordinator*, Kitsap Regional Coordinating Council

Discussion Information

- Fostering trust
- Soliciting ideas & reactions
- Bearing difficult messages when there is no good answer
- Government in the Client Service Business

Identifying reality's challenges

Desirable Outcomes: Information Exchange ~ Dialogue, Accessibility, Transparency

Strategies: Do's & Don't's of Effective Public Interaction

Take Away Ideas

- Remember that lo-tech (one on one discussions and phone calls, town meetings, etc...) Interacting with citizens is a proven method of setting the message out.
- Identify your audience, know their needs and develop a specific message and approach that will resonate with that audience.
- Respond back to citizen committees to share results/outcomes of their work. Don't forget low-tech communication (face to face). Trust is a two way street.
- Craft your messages to your target audience
- Transparency-using a combination of high tech, low tech to respond to public. Authenticity and flexibility. Great boundaries and clarity of intention.
- If you say you are going to listen to the public-Do it and follow up.
- Demonstrate progress/results to your cosmogony. Target demographics, Blogs.
- Fostering trust: a two way street. Soliciting ideas and reactions. Remember there is no general public.
- I have no idea is a reasonable answer.
- Follow up with groups that have participated with you in a process after decisions are made. Interactive meetings.
- Decision makers need to be clear about the scope of their authority before they make a decision.
- I would like to see a county wide bulletin board so we know what the agencies are doing.
- Push notices of actions to customers by email with link to website for more information and access to chat or blog.



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- Follow up is a very effective and valuable tool and helps build public trust.
 - Understanding who is receiving the message and how to craft the message for them. Do not craft a message for the “general public” be more specific.
 - Actively engage the public and communicate effectively.
 - Know your demographics, craft same message different wrap for each group. There is no general public.
 - Don't forget to follow up. Thank you constituents.
 - Talk to citizens who complain, they will appreciate the call and will spread the word.
 - Come back to committees after their work is done and give them a visible sign of the results of their work.
 - Listen to comments, meet in person) or on phone-personal contact. Seek flexibility to accommodate your ideas.
 - There is no general public. Let me check it out and get back to you, It allows you to think. Be sure to get back to them. Follow up explanation, closure.
 - Blogging seems to be the thing to do. Learn to Blog.
 - Central point for collective questions or comments. How will this info be distributed/used?
 - Create opportunity via website to invite council members or Mayors to neighborhood meetings.
 - Follow up with your citizens. Be accountable. Report Back. Close the loop.
 - Do you seek ideas, or say what you are going to do? Having an “open line” in a department with someone who can answer general questions on the spot or get back to you with help or information.
 - Go talk personally to the person who wrote the toxic letter to the editor.
 - I love the “open line” 311 generalized information line idea. Televised board meetings.
 - Establish mechanisms/procedures that acknowledge that public is heard even if they cannot accommodate.
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Scribe Notes

Fostering trust: This issue has evolved into an information-based, results-driven process. Organizations are now realizing that an effective way to foster community trust is to create a transparent procedure, open to the public and easy to understand.

For example, in the general population, 30% are actively involved with the school systems and 70% have no affiliation with them at all. So passing a bond levy for public schools can be challenging.

Soliciting ideas and reactions: There are several ways to solicit ideas and reactions from citizens:

- Traditional: Surveys and public meetings – Many private and public companies are going away from only having these types of forums
- Charettes: A newer form for public meeting that provides a roundtable forum for staff people and citizens at the same table.
- Blogs and personal web pages: An increasingly popular way for the public to communicate.



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Bearing difficult messages when there is no good answer: Example: Seattle School closures
During the first process, there was agreement that consolidation of schools was required. A list was made of proposed school closures; the proposal was not very well received by the public, and was rejected by the School Board. During the second round, the Board advocated a more open public process, with continual reporting to the community. The Board solicited volunteers for a Citizen Advisory Committee (CAC), and tasked them with creating a list of 10 or 11 schools to put forward for closure. In the end, the CAC recommended 10 schools be closed and the Board voted to close 8 of those. The second process was a difficult, but successful school closures process.

Government in the client service business: The nature of the client service business has changed drastically for the government – now, more than ever, the business is becoming solidly customer-centric. That paradigm shift is manifesting itself in many and varies ways:

- It is a consolidation of what customers want and a more immediate connection to those services
- A move toward virtual public meetings – the public will be able to attend a meeting in Port Orchard from their home in Poulsbo using their computer.
- On demand services and live chat with the public

A good example is the Kitsap County Public Works Open Line. Analysis was telling the Public Works department that 80% of the information that citizens called Public Works about was static information about the goods and services the department provides. The public also wanted 24 hour availability to that information. So the Open Line was constructed to answer those static questions e.g. about when the recycling centers are open and where the public can drop off their old refrigerators. For the other 20% of the citizen's questions that cannot be answered as easily, the Open Line will transfer those calls during working hours the technician who can best answer that specific question. Additionally, the department has empowered their employees to answer those questions directly.

Desirable Outcomes:

- Transparency – so everyone is on the same page.
- Two-way communication - explaining the reasons for proposed change to them and asking for comment, really listening to the people.
- Trust – Going back to the people to show them the good that come from their choice.
- Engaging the public even when not asking for something.
- Public servants who want to do the right thing – someone will always be negatively impacted by a given decision, but public servants can choose to do what is right for the most people.
- Clarity with employees – empowering them to communicate with the public.
- Giving a “mea culpa”, when a bad event really is a fault issue.
- Understanding – the public's expectations, what the agency can change, what they cannot.

Do's and Don'ts:

Do's

Communicate with the public

Web-based programs

Blogs



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Open houses
Charettes
Be transparent
Monitor public input
Empower you employees to help the public
Be honest and consistent with information & communication
Target your demographic

Don'ts

Say you know the answer when you don't
Assume you know what the public thinks
Forget the low-tech, word of mouth route



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Economic Prosperity: Choosing Kitsap’s High Value Communities

1st Group Discussion Participants:

Kim Abel	Mayor	City of Port Orchard
Carol Arends	Council Member	City of Bremerton
Linda Berry-Maraist	Chair Board of Directors	Kitsap Public Facilities District
Anne Blair	Administrator	Kitsap Public Facilities District
Adam Brockus	Council Member	City of Bremerton
Chris Endresen	Commissioner	Kitsap County
Leonard Forsman	Council Chair	Suquamish Tribe
Brad Gehring	Council Member	City of Bremerton
Jill Jean	Executive Director	Kitsap Regional Library
Dirk Gleysteen	Director of Operations	Central Kitsap School District
Will Maupin	Council Member	City of Bremerton
Emily Parsons	Board Member	Kitsap Public Facilities District
Dianne Robinson	Council Member	City of Bremerton
Nick Wofford	Council Member	City of Bremerton

2nd Group Discussion Participants:

	Assistant Director, Dept. of Community Dev.	Kitsap County
Jim Bolger		
Josh Brown	Commissioner	Kitsap County
Ronald Charles	Chairman	Port Gamble S'Klallam Tribe
John Clauson	Service Development Director	Kitsap Transit
Marcus Hoffman	Commissioner	Silverdale Water District
Shelley Kneip	Senior Deputy Prosecuting Attorney	Kitsap County
Darlene Kordonowy	Mayor	City of Bainbridge Island
Jeff Shea	Engineer II, Public Works	Kitsap County
Ed Stern	Council Member	City of Poulsbo

Facilitator: PS Reilly, *Athena Institute*

Scribe: Carly Michelson, *Executive Assistant to the Mayor, City of Poulsbo*

Discussion Information

“ Imagine a world where each of the communities in Kitsap County represents a shining spot in a string of pearls. These livable communities with their own unique characteristics bring together culture, history, natural beauty, health and vitality. Strong schools, health care, good transportation, affordable housing, and other life amenities make it easy to live here; quick access to adjacent communities opens up even more opportunities. “

Excerpted from the Report: Kitsap 20/20: A County-wide vision & Action Plan
for Sustainable Economic Prosperity



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Kitsap's Economic Prosperity relies upon healthy, vibrant communities.
How does this translate... on the ground?... into action?



Excerpts from the report:
Kitsap 20/20: A County-wide Vision & Action Plan
for Sustainable Economic Prosperity

GOALS FOR ECONOMIC DEVELOPMENT

If economic development is successful in Kitsap County, then what are the outcomes? Establishing these goals is important to target both the strategy and key initiatives, but also because they form the basis for the performance measurements to ensure that the County is on the right track. The set of goals for prosperity in Kitsap County include the following:

1. A Kitsap **Quality of Life** that is preserved and enhanced by planning and overseeing livable communities
2. **Families who are able to sustain themselves** with their desired lifestyle with jobs that can sustain a family (one income/two income/rent/own, depending on what balance they want to strike)
3. **Growing, thriving companies** who are good corporate citizens who contribute to the quality of life in Kitsap, including small companies growing to medium or large companies, expanding businesses staying local and new businesses expanding into Kitsap
4. **Tax base and financial resources** coming from local, state and federal sources to support service levels, community infrastructure and economic development. Also includes the ability to hire and elect qualified people into government
5. **Diversified portfolio** of companies, that involves growing more private businesses and securing more export revenues in addition to local secondary revenues
6. **Money coming in** from outside the region through corporate activities and export of goods and services, outside tourism dollars, commuter salaries and investment capital
7. **Money staying** in the region from local headquarters, personal wealth of corporate executives and retirees, and local procurement from government, businesses and consumers to maximize the return on dollars
8. Sustainable, **longer term resources** to support growth including workforce, support businesses to fill the needs of core businesses and residents, education opportunities and new ideas
9. Healthy **leveraging of capacity**, including our existing natural resources, existing sites and land, plus any new infrastructure built to support businesses



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10. Government & business collaboration in a true partnership to accomplish all of this

A community that accomplishes these goals on a sustained basis will have near-term economic health, and will also build the foundation for long-term renewal and prosperity. Through the Kitsap 20/20 effort, striving for and monitoring progress toward these goals will provide a good anchor for current and future strategies and initiatives.

A STRATEGY FOR ECONOMIC PROSPERITY IN KITSAP COUNTY

Accomplishing these goals and achieving economic prosperity in Kitsap will be accomplished by active management of three significant pillars:

Preserving and Enhancing the Quality of Life in Kitsap County. One of our core economic drivers is the quality of life that is available for those who live in Kitsap and value what we have to offer here. Preserving and enhancing our livable communities is fundamental to success.

Building an Economic Engine with Lasting Prosperity. If a community isn't renewing, it is dying. A community's economic engine is key to how it renews itself. Growing the economic engine sectors while keeping quality of life in balance ensures that future generations will have opportunities for health and prosperity as well. It is important that we understand where our economic opportunities are for retention/expansion of existing businesses, new start-ups, and attraction of companies from outside the region - then tailor our strategies to those sectors where we can effectively compete.

Pursuing Community-Specific Economic Formulas. Each community in the region is unique, and each will renew and maintain economic health in different ways. These differences will be recognized and embraced as part of our collaborative strategy to move forward.



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1. Quality of Life in Kitsap County

“Kitsap is the kind of place where you can live a high quality life. We leverage the best of the environment, people, culture and history to build a solid foundation for prosperity. We will leave a strong legacy for future generations.”

Quality of Life	Elements to preserve and enhance
PEOPLE & VALUES	Values: Innovators/strivers for excellence/achievers, value balance, family-oriented, youth-oriented History & Heritage: Community stories, sense of history, sense of place, Native American heritage
PROSPERITY:	Economics: Quality jobs with benefits (family/living wage), fair & sustainable tax structure
PLACE:	Social/cultural/urban settings: Art, history, music, good libraries, community celebration around social, business, cultural success; youth activities, Healthy and Lower Stress Lifestyles: Recreational opportunities, quality parks & open spaces, transportation systems that work Unique & livable neighborhoods: Value unique character of each community, urban, suburban, rural; Safe communities, Neighborhood (non-motorized) connections (trails, water), visual and physical access to waterfront, Natural Resources: Trees, vistas, water, clean, outdoor/ environmental beauty and activities; Focus on Clean Kitsap (reduce, re-use, re-cycle)
PROXIMITY	Metropolitan access: Close to Seattle with access to the larger metro area attributes without the crime and large city challenges International access: Close to Vancouver and Canada, proximity to Pacific Rim
PERSONAL:	Life Services: Continuing, lifelong education; Quality medical care

There are also areas to enhance. During the interviews, roundtable discussions, and strategy conversations, several key issues were identified that should be incorporated into any future economic prosperity plans:

- ∞ Need for more youth activities and educational opportunities locally
- ∞ Need to address crime, drugs and mental health to a more aggressive degree
- ∞ Need for better transportation access to Seattle
- ∞ Need the kind of quality of life that would attract and keep younger people who want a more active community, or more established people who need more significant economic benefit than some local salaries might afford
- ∞ Need to be vigilant about maintaining and improving our natural environment, even in the face of growth

Overall, the quality of life remains the foundation for prosperity in Kitsap.



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Take Away Ideas

- Vibrant urban areas=economic development (necessary to attract young professionals)
 - Sustainability, prosperity, and economic development are related by not synonymous terms. We need to figure out which one we really want.
 - Being a good employer looks like: Providing good wages, attracts good employees, retains good employees, etc.
 - Higher education and transportation improvements are the way for economic development.
 - Young professionals will add value – BRING THEM HERE; continue to add new recreation that will support our locals and attract/retain them; and make Kitsap “Transportationally” accessible.
 - Economic Development is best presented or thought of as “economic prosperity.”
 - Land Use regulations are key to multiple issues: Transportation solutions need density; Make a difference to inspire/squash innovation and housing that is attractive to new buyers.
 - Transportation “choices” is the key.
 - Improving transportation and business development will be crucial to sustaining the local communities.
 - Transportation between Kitsap cities and area outside the county needs development as well as affordable housing needs development.
 - Economic prosperity diagram was put together and we would like to take it to our citizens.
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Scribe Notes

- Relies on creating healthy, vibrant communities
- Need more higher education possibilities – we are losing the best and brightest in Kitsap as they go to Seattle or out of state for their Education
 - A four year college can fuel professional jobs with professional wages
 - Great need for Engineers and Nurses – OC has established a great nursing program
 - Need to build in those jobs locally
- Have competitive wages to get the best employees
- Small business support – finance, marketing, support, business plans
- Building vibrant communities – each city needs to develop itself as a real city that can support and desire the population.
 - This creates the desire for businesses locating in Kitsap
- Need for Fast Ferries – Kitsap is a destination
 - This is a barrier – transportation
 - WSF needs to cooperate with the local transit companies
 - Fast Ferries primary purpose is not to support commuters
 - It is a mechanism to allow the business owners to take down the mental barrier of Kitsap being so far away, and a nuisance to get to.
- There is a concern about the ferry fares for those who are not commuters... turning into a service that can only be afforded by Seattle incomes.
 - The goal is to inflate Kitsap Incomes to offset this



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- Seattle is going to be the financial/cultural center for western Washington
- Kitsap is a bedroom community
- Commuters end up bringing their businesses to Kitsap in the long term
- There is a balance in health and quality of life
- There is a quality in sitting on a ferry rather than driving a car on a highway
- Our communities are base around ferry landings... even in the communities that know longer have ferries. i.e. Suquamish, Manchester
- The ferries aren't the problem, its getting to it
 - Which is why the cities are building downtown living spaces
- Quality of life means people being able to come home and live – providing a way for them to get home (FAST Ferries)
- In the short fun: Raised prices lead to more financial hardship for lower-income families
- In the long run: more local business health that ferry enables will help raise overall standard of living
- Our unique geography creates high quality of life, provide recreation opportunities:
 - Mosquito Fleet Trail, hiking, kayaking, athletics
- Tourism → Local Jobs ← Commuters
 - Primary and secondary services
 - Kitsap attracting the baby boomers that don't want to be in the rat race in Seattle anymore
- Bremerton's goal is to build downtown with a lot of attractive things to do, which will eventually hope to attract the young families
- It is important to understand the underlying dynamics:
 - Cost of living, real estate market, living wages, commuting expenses
- BI and Mercer Islands have these challenges but look at having stay at home parent or part time working parent that work directly within that community
 - Need to support schools, fire districts, libraries
 - People move where there are good school districts
- There are other transportation issues:
 - 305, Gorst, Waaga Way
 - If the community pulls together, things can get done
- Transportation get people home, to work, to fun....
- Economic Prosperity = Critical Mass
 - Young professionals – single, married
 - Youth and family recreational activities
 - Find a way to create the richness of quality of life
 - Techno-tools: infrastructure, support systems, telecommuting
 - Baby boomers
 - Retirees
- It is important to find similar examples & borrow good ideas
- What can get young professionals here?
 - Affordable housing/Entry housing (not necessarily low-income)
 - Attractive housing
 - Healthy school districts



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- There are different levels of affordability with the military families because they are given a housing allowance that others are not given
- Kitsap County has an un-used resource – rail line infrastructure
- Manufacturing – rail line infrastructure, air strips, deep shore access
- Need to attract and retain the young professional
- Marketing needs to bring these people in
 - Young professional networking activities in recreation
 - Farmer markets for young families
 - Theater for married couples
 - Golf
 - Casino Resort
 - Spa
 - Executive retreats, health centers,
- Manufacturing will affect the future of Kitsap County
 - More focused on refurbishing, decreasing waste streams
- What can make your city more livable?

Teen feeds – bands, dinner, open gym, comedy clubs, dueling piano bars, martini bars

Unique Geography – Recreational Opportunities, mosquito fleet trail, downtown walking, eliminate downtown traffic

Workforce – good wages, fuel talent for local companies

Higher Education – nursing, engineering, keep kids to fuel the work force, trades, apprenticeships, specialized programs, internships

Create motivation from the secondary schools to go on to higher education

→ Higher education opportunities in turn support small businesses

Communities at Critical mass – Life & lifestyle retail, Downtown living spaces (cities), neighborhoods & Suburban growth

*Baby boomers, retirees, families

Transportation – To/from, Passenger ferries run as local transit agency, commuters local people & companies tourists, Parking, Paths to ferry, bike, walk, bus,

- Get people to work, to home, to fun

Housing – Affordable, attractive, and creative living options. Mix low-income with condos, with community parks → housing villages (clustered housing with cottages)

- Housing codes are not flexible enough to allow innovation, leading to mediocrity
 - talk to the innovated developers where they are running into problems



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Create a culture of advancement – youth and people, ask for innovation, enable brilliant ideas

Communication and flexibility is the key to working together as a County to resolve and evolve in these issues.

Everyone in this room is excited about these opportunities. However, there are many people out there resistant to change, and growth in Kitsap County.

This isn't a case of growth; it's a case of renewing.

The young professionals and the affordable housing to start families in this county are important to sustain a quality environment. Local schools lead to these young professionals.

Workforce planning for being a desirable employer, providing training and competitive work environments

Transportation is one of the keys to viability and sustainability in Kitsap County

The key is to identifying the problems, and having a plan B.

We need to buy into this in order to avoid becoming that bedroom community.

**This session began by reviewing the notes of the previous session on the white board. The discussion was a reaction to their findings.*

- This group expanded on Session 2's ideas via the diagram PS scribed on the board
- Economics – labor, markets, etc need to be addressed exactly
- 1/5 of our population are driving outside our county for work (Commuters)
 - Not able to engage in community
 - Wages get spent else where
- Economic prosperity depends largely on tax bases.
- When 2/3 of the jobs are governmental, they are not developers, they are spenders
 - Especially with the failure to pass tax initiatives
- Living wage jobs in Kitsap are primarily government, including the military
 - Diversifying the primary job base is critical
- The military has worked hard to strategize not closing a base by merging into one regional Kitsap base.
- Only thing to increase our educated workforce is a four year college
 - Kitsap is losing our best and brightest to schools out of the county
- What do we have right now?
 - Most skilled workers (PSNS), apprenticeships, specialized manufacturing of high end materials.
 - Have the potential to refit marine vessels, but not internationally marketable
- What about developing and increasing a field like clean tech, engineering, or healthcare



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- A matter of the chicken and the egg: In order to prosper economically by luring quality employers/employees, you need to have a desirable community.
- Unique recreation: Close/Far to metro corridor
- System is working, a lot of people are happy with the way things are
- Use comprehensive plans as a resource for economic development, use pressure on metro areas to push the new development
- This can then make us more competitive so that we can cherry pick the businesses we want to select for Kitsap
- The underlying theme is that this is a marathon, not a sprint.
- The county needs to find a couple things that we can build on, attract, and compete in ability to take part of a shared market
 - The question is what is a good job for Kitsap?
 - Any job is a good job if we can get it here.
- Kitsap County is good at creating secondary jobs. We want primary jobs because they produce secondary jobs as well. What is a primary job?
- Need to map our plan in order to actually attack and go after the plan and new sectors
- It is important to market your plan because if you are not mapping it and sharing it with your community, nothing will be productive.
 - The county does not have anything 'pad' ready for new development sector to be put in the ground
 - We should prepare these areas now and be prepared to show these new sectors their prospective sites.
 - In order to attract more sector companies, we need to have attractive zoning, and need to make these companies aware of it
- Important to look at other communities as examples, what did the local governments do to help the private sector flourish
- Focusing on niche manufacturing
- It's a risk to install the infrastructure before we have the businesses
- Where can we put our government dollars so that they are the most efficient?
- What can the government be doing to support the private development as a partnership for promoting economic development?
- Need to provide an attractive tax situation, reasonable development cost

Core questions:

What does an attractive tax situation look like?

What sectors would be more attractive than what we have?

Where do spend our infrastructure dollar?

How do we best use our zoning?

What jobs do we want?

What else could government be doing that we are doing now?

What is the unique leveraging of the assets we have now? What can we attract? What are the big trend opportunities available now?



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Parks & Recreation Facilities: Pooling Resources to Do More

Discussion Participants:

Carol Arends	Council Member	City of Bremerton
Linda Berry-Maraist	Chair, Board of Directors	Kitsap Public Facilities District
Adam Brockus	Council Member	City of Bremerton
Walt Draper	Finance and Operations Director	Bremerton School District
Chris Endresen	Commissioner	Kitsap County
Chip Faver	Facilities, Parks & Recreation Director	Kitsap County
Brad Gehring	Council Member	City of Bremerton
Dirk Gleysteen	Director of Operations	Central Kitsap School District
Emily Parsons	Board Member	Kitsap Public Facilities District
Elizabeth Ratliff	Administrative Supervisor, Facilities, Parks & Recreation	Kitsap County
Beverly Reeves	Facilities, Parks & Recreation Superintendent	Kitsap County
Dale Rudolph	Council Member	City of Poulsbo
Nick Wofford	Council Member	City of Bremerton

Facilitator: Anne Blair, *Administrator*, Public Facility District

Scribe: Jeff Elevado, *Aquatics & Recreation Manager*, City of Bremerton Parks Dept.

Discussion Information

Briefly review suggestions from 2005 Forum (*see attached*).

Overview Kitsap Partnering through 2007

Other possibilities & ideas?

What strategies should be followed up in more detail?



At the 2005 Local Government Forum, the following ideas were shared (*relevant excerpt*):

1. Attracting sports groups from outside Kitsap County to use local facilities seems to promise economic development & full usage of facilities. How can this be balanced with local users' needs? Response:

- Ascertain local user's needs and outside needs.
- Collaborate with regional agencies and facilities - inventory what is being offered by each city, county or area. Consolidate or expand usage depending on need and availability.



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- Draft policies that provide what the public wants, and would be willing to fund, using existing facilities that meet agency requirements and operational criteria.
 - Establish criteria that stipulate: 1) who will be allowed to use facilities, what time frames are available, and what activities will best meet the community needs.
 - Educate and inform the public (public forums perhaps) of what is available and the costs involved.
 - Create a central point of contact that orchestrates facility usage via a mutual Website so the public and agency personnel are always aware of what is available, where it's available, how much it costs for whom, and allows for reserving facilities on the Internet.
 - Construct or reconstruct buildings so they are designed for day, weekend, after hours, and evening access (control outside and inside entry/exits thereby reducing need for custodial care).
2. Let's talk about ways to manage regional facilities such as swimming pools, the Poulsbo Marine Science Center, the Bremerton Ice Arena, whose on-going funding sources(s) just don't provide enough revenue to support operating costs. Response:
- Inventory exactly what activities are currently being provided where and when.
 - Possibly partnership with one another to supplement costs.
 - Establish policies – how and where does revenue off-set cost of operations?
 - Propose a central regional facility where all entities work toward the same goal and provide funding.
 - Launch notification campaign espousing benefits of existing programs for public.
3. What are the opportunities for coordinated recreation programs, in areas like shared advertising, websites, or a single brochure? Response:
- Some schools and county agencies are currently pooling to reduce costs for brochures.
 - Provide website links to other agencies.
 - Partner and join together in advertising, websites and brochures.
-
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Take Away Ideas

- Clarify use agreements.
- Appoint a Kitsap County Umpire to make decisions and settle disputes on scheduling and other sports issues.
- A coordinated effort to address sustainability of recreational facilities owned by the various entities in the county is crucially needed.
- Create a county athletics counsel. Change the existing "sports council" to a marketing group.
- Pool public and private resources and programs.
- County school districts and city's/county need to find sustainable funding for parks and facilities.



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- I was intrigued by the idea of convening the recreational agencies to discuss partnership and facility sustainability (maintenance). How can we share information/resources?
 - Need to work harder to combine resources.
 - Develop or plan a committee for the purpose of joining forces with all the entities for the purpose of sharing facilities revenues and costs.
-
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Scribe Notes

- PFD only operates in partnership role. Provides a revenue stream for funding facilities. Partner groups/organizations “take over” operation and management of the facilities.
- If partnerships don’t work, nothing ever gets done.

Review 2005 ideas:

1. Attracting sports groups from outside Kitsap County to use local facilities seems to promise economic development and full usage of facilities. How can this be balanced with local users’ needs?
- A facility inventory had been completed and is available on the county’s web site.
 - The recent county Parks and Open Space Comprehensive Plan provided for a review and updating of this inventory.
 - A key to inter-local agreement success lies with the use agreement. Staff and groups representatives change making the original intent of the agreement unclear for those who must now administer and follow the agreement.
 - How can a need to “revisit” the use agreement and its conditions be built in to the original agreement?
Ideas:
 - Specify a timeline to revisit the agreement with new information and “players” present.
 - Incumbent on the organization to frequently carry out a “self inspection” to review agreements and assess changing needs.
 - Use agreement must also address “over use” of fields and facilities. Fields new recovery time.

Community Use-Scheduling and Fees

- Tax payers often feel that they have already paid for fields and facilities through their property taxes and school bonds.
- Community users are concerned with inconsistency of usage fees and availability. Confusion over who sets fees, who schedules, who determines operational costs, and who to get information from.



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- Published fee schedules with centralized control/administration may help provide a more consistent message to user groups.
- Scheduling dynamics with the agency (School District, City, PFD & County) and the community user group creates challenges. Each agency has it's own list of priorities they must follow when scheduling facilities. Schools have WIAA league and tournament schedules. City and county agencies have public interest and contractual agreements to honor.

Possible Solutions/Ideas:

- Gather user groups and agencies quarterly or seasonally to work out facility scheduling.
- Define the "priority of use" for each facility, organization.
- Enter into partnerships or agreements that are as clearly defined as necessary so that the parties involved can understand what to expect and what is expected of them.
- Discussed the Sports Council and what their roll is in athletic facility and event coordination. Comments indicated a need to have facility holders and agencies meet and share information.
- Develop a county-wide sports and recreation guide.
- Organization need to be able to provide a consistent answer to the community. The public may not know who to go to for information and can get inconsistent answers as they filter through the agencies, staff, and officials. Need to avoid, "I talk to.... and they said I could...".
- Discussion regarding advisory boards and their roll in facility scheduling and fees. Most are advisory and make recommendations to council or administrators. The public and agency staff has access to these boards and can bring issues to them for direction.
- Partnerships need to address the sustainability of facilities. Now that we have built this facility who will maintain it and how will it remain available for use.
- Many felt it is not easy to find out what is going on. How do people find out information regarding athletic and recreation facilities and programs?
- Provide links to agencies on county, city, school district web sites.
- Explore the possibility of coordinating a county wide Athletics and Recreation Activities guide.
- Convene a partnership discussion group to address the facility sustainability question.
- What has happen since the 2005 forum? What is the status of the ideas gathered from the 2005 forum? Have any of these thing been completed?



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Brainstorming

Discussion Participants:

Arno Bergstrom	County Manager	WSU Extension
Doug Quade	Chief Executive Officer	Port Gamble S'Klallam Tribe
Kurt Wiest	Executive Director	Bremerton Housing Authority

Facilitator: Kirsten Jewell, *Project Coordinator*, Kitsap Regional Coordinating Council

Scribe: Laura Edwards, *Project Coordinator*, Kitsap Regional Coordinating Council

Discussion Information

What an opportunity!

1+ hours to free-float ideas about how public agencies could act to meet our future together...

Beyond simple revenue issues...

Beyond today's news articles...

What might we imagine?

What are the likely issues of tomorrow?

What attitudes and habits could help our agencies towards that tomorrow?

How might we have to change?

Take Away Ideas

- Public/private partnership have to work and can work. Natural leaders need to be experienced.
- Identifying community leaders (high or low profile), pull them together and ask them which community challenges they would be willing to work on to transform our communities...then we need to empower them in whatever way we all can.
- Empowering people in areas and let them solve the problems they face working on solutions from the bottom up.



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- Partnerships are based on relationships in order for any organization to be successful as an agent to change we need to do a better job of communicating and sharing our vision with others in the community; we also need to value the input we receive relative to our visions.
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Scribe Notes

Group spoke about their enthusiasm of “creating new paradigms” in Kitsap County as the morning’s keynote speaker proposed. Then they expressed their quick sobering after attending the “sustainable local government” session where they heard lots of “stuck on survival” talk from local area leaders. Lots of reasons why the county cannot afford to create new paradigms. *Take away idea: Need to get out of that trap box and remain visionary*

This group thought there needed to be hundreds of more groups associated with the 20/20 process. *Take away idea: it would have enhanced a “core of change” attitude, with a possibility to shift paradigms with greater support.*

Idea taken from the Public/Private sector session: Would like to explore the concept of Kitsap Transit utilizing electric busses as a pilot project – they would be a model for the rest of the county.

Shift our focus toward ecosystem services, carbon credits, and “cradle to cradle” concepts. Take focus away from population and housing accommodations and more toward sustainability. How to support a local food system.

Need to include a larger constituency to embrace and explore more visionary concepts... Otherwise ideas come across strange/different/radical.

Good idea to know who your partners are, have a trusting relationship and then build these paradigms together. Need their feedback.

Communities can become sustainable by using what resources are available to them. Everything we need is in the community already...Its just a matter of cohesiveness, organization and coordination. A reminder not to become too dependant on limiting factors.

Need to find “patient” money to solve some local problems.

Need to break down barriers between public and private sectors. People are too convinced that they cannot do anything, that they are not empowered. Must work to change this.

Identify natural leaders/peers in the community and invite them to be part of the leadership team to solve problems and support them by removing barriers.

Don’t leave when the money is gone.