

MEMORANDUM

TO: Honorable Mayor and City Council

VIA: Ron Holifield, CEO Strategic Government Resources

FROM: Blair King, City Manager Candidate

SUBJECT: "First Year Game Plan"

DATE: January 12, 2021

This is submitted in response to a request to prepare a plan for my first year as Bainbridge City Manager. The purpose of the exercise is to explore the city manager candidates' priorities and approach to the position.

It is generally understood that one may believe that they know the issues, workload, and dynamics prior to starting a new position, but it is more likely than not, that the specific tasks one thinks that they will accomplish within in the first year will be amended to accommodate the actual circumstances one confronts when finally in the position. For example, who in January of 2020, actually thought that the majority of their time would be consumed with managing the local impacts of the COVID-19 Pandemic? This brings to mind Dwight Eisenhower's quote, "I have always found that plans are useless, but planning is indispensable."

I strongly believe in the principle of beginning with the end in mind. This is Habit 2 of Stephen Covey's *The 7 Habits of Highly Effective People*. As Alvin Toffler said, "you've got to think about the big things while you're doing small things, so that all the small things go in the right direction."

To prepare a road map for where we are going, I have prepared five-year goals; the expected outcomes at the five-year mark. They are not firmly cast and of course are pursuant and subordinate to the direction of the City Council. The order is not ranked.

FIVE-YEAR GOALS:

- Maintain and improve the City of Bainbridge Island's fiscal condition;
- Protect the municipal corporation's assets;
- Create an inclusive and motivated city staff;
- Implement the Climate Action Plan (CAP) and achieve the goal of 25 percent reduction by 2025 from the 2014 baseline;
- Implement the Sustainable Transportation Plan;
 - (note – designation as a Bicycle Friendly Community gold level)
- Prepare the 2024 update of the City of Bainbridge Island Comprehensive Plan;

- Have under construction at least one affordable housing project or a fully implemented affordable housing initiative; and
- In cooperation with the City Council, create an inclusive community on Bainbridge Island.

THE FIRST YEAR GAME PLAN

QUARTER ONE (Generally April – June)

- Introduction and Orientation
 - All-employee staff meeting – a voluntary brown bag staff meeting for the purpose of introduction.
 - City Council one on one meetings (if possible – maintain a regular fixed schedule of reoccurring one on one meetings with individual Councilmembers.)
 - Department Head/Leadership Team one on one meetings. (I have a practice of regularly meeting with individual department heads on a fixed schedule.)
 - Commence a series of 21 conversations with community members whose names have been provided by the City Council.
 - Initiate contact with key individuals of Puget Sound Energy – begin to look with PSE on a green energy supply (CAP Action Plan 3.B.1.a).
 - Meet Hank Teran, Bainbridge Island Fire Department Fire Chief.
 - Meet Terry Lande, Bainbridge Island Metro Park & Recreation District.
 - Meet Dr. Peter Bang-Knudsen, Bainbridge Island School District Superintendent.
 - Meet Jill Jean Kitsap County Regional Library Director and Courtney Childress Branch Manager.
 - Meet James Friday, Chair Race Equity Advisory Committee.
 - Tour City facilities.
 - Meet with Employee Group representatives.
 - Produce a City Council sponsored community meet and greet the new city manager.
- Financial and Budget Management
 - First Quarter Budget Review.
 - Comprehensive Annual Financial Statement Review with City Council.
 - Submit CAFR to Washington State Auditor’s Office.
- Operations
 - Begin introduction into the City Council agenda preparation cycle.
 - Review the possibilities of July 4th, 2021 on Bainbridge Island.
 - Initiate an internal review of workplace equity practices – starting with an employee survey and questionnaire.
 - Explore the merits of a Limited Term Employee vs a regular employee to serve as staff for CAP coordination (CAP Action Plan 8.C.1.a.)
 - Review Emergency Operations Center Plans and review the EOC.

Quarter Two (Generally July – September)

- Introduction and Orientation
 - Complete all community conversations and meetings that were not completed in Quarter one.
 - Join with Councilmembers to discuss cultural outreach possibilities with local Tribal Governments.
 - Commence attending at least one meeting of every City of Bainbridge Advisory Board and Committee within a twelve-month period.
- Operations
 - Commence top to bottom review of internal operations focusing on individual departments – to be completed by the start of Quarter Four.
 - Execute approved July 4th 2021 celebration.
 - Review communications plan (possibly commencing a video City Manager’s Weekly Report.)
 - Review with the City Council post COVID-19 recovery needs.
 - Depending upon the results of Quarter one workplace equity practices – form a City staff workplace inclusion team.
 - Commence Implementation of the newly adopted Sustainable Transportation Plan.
 - Confirm Bainbridge Island has adopted an Inclusionary Housing Ordinance, and if not, offer a recommendation for adoption. (The basic concept of an inclusionary housing ordinance is to require that a certain percentage of all new development, including single family residents, are set aside for occupancy for very low, low, and moderate incomes. Timing will be important. It is assumed that post COVID interest in development will accelerate.)
 - Confirm the means of citizen engagement, specifically, what practices are being employed via the Home Page and other applied practices.
 - Commence the Employee of the Quarter – Employee Recognition Program.
 - Update the Green House Gas Inventory.
- Financial and Budget Management
 - Second Quarter Budget Review.
 - Commence Review of the six-year 2021-26 Capital Improvement Plan – focus on sustainable transportation plan CIP recommendations.
 - Analysis the status of the Suzuki property.

Quarter Three (Generally October – December)

- Introduction and Orientation
 - Continue attending a meeting of the various boards, commissions, and committees.
- Financial and Budget Management
 - Amend the six-year 2021-26 Capital Improvement Plan – focus on sustainable transportation plan recommendations Per. CAP Transportation Plan 4.A.1.a.
 - Conduct Property Tax Public Hearing.

- Present amendments for the 2022 Budget to City Council.
- Operations
 - Check on status as a Bicycle Friendly Community. (A picture in Climate Action Plan shows a Bicycle Friendly Community sign 2008 – 20012. However, the data base of the League of American Bicyclists does not list Bainbridge Island as a Bicycle Friendly Community.)
 - Seek City Council approval to initiate an application to the League of American Bicyclists as a Bicycle Friendly Community in time for a February 2022 application.
 - Review Community engagement practices.
 - Conduct, for the purposes of feedback, an internal survey of Department Heads and Management Team, on the city manager’s communication and performance.
 - Hold an Employee Recognition Event.
 - In order to judge the level of citizen satisfaction with city services, prepare to conduct the National Citizen Survey.

Quarter Four (January – March)

- Operations
 - Commence the process for the 2022 Comprehensive Plan update.
 - Complete a top to bottom review of all departments – provide any action items to the City Council.
 - Present city-wide comprehensive workplan to the City Council.
 - Review Groundwater Management Plan.
 - Engage the City Council in a goal setting session.
 - With City Council approval, enjoy a city-wide Martin Luther King Jr. event.
 - Consider initiating a city manager’s podcast.
 - Prepare for city manager’s annual performance evaluation.
- Financial and Budget Management
 - Close out 2021.

(Note: a few extra areas of personal interest for Blair King: 1) Urban friendly farming policies, and 2) Designate the City of Bainbridge Island as a Sustainable City via programs via the LEED (Leadership in Energy and Environmental Design) Sustainable City Certification, or Audubon International Sustainable Communities Program.)