

SECTION 1



CITY GOALS & MEASURING RESULTS



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COMPREHENSIVE PLAN GUIDING PRINCIPLES

The 2016 Comprehensive Plan for the City of Bainbridge Island includes a Vision and eight Guiding Principles to focus our Comprehensive Plan and inform future City work program priorities, budget items, partnerships to establish and programs. The eight Guiding Principles have Guiding Policies to support them and are found in the Introduction section of the Comprehensive Plan. The Guiding Principles are listed below:

Guiding Principle #1: Preserve the special character of the Island, which includes downtown Winslow's small town atmosphere and function, historic buildings, extensive forested areas, meadows, farms, marine views and access, and scenic and winding roads supporting all forms of transportation.

Guiding Principle #2: Manage the water resources of the Island to protect, restore and maintain their ecological and hydrological functions and to ensure clean and sufficient groundwater for future generations.

Guiding Principle #3: Foster diversity with a holistic approach to meeting the needs of the Island and the human needs of its residents consistent with the stewardship of our finite environmental resources.

Guiding Principle #4: Consider the costs and benefits to Island residents and property owners in making land use decisions.

Guiding Principle #5: The use of land on the Island should be based on the principle that the Island's environmental resources are finite and must be maintained at a sustainable level.

Guiding Principle #6: Nurture Bainbridge Island as a sustainable community by meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Guiding Principle #7: Reduce greenhouse gas emissions and increase the Island's climate resilience.

Guiding Principle #8: Support the Island's Guiding Principles and Policies through the City's organizational and operating budget decisions.



PERFORMANCE MEASUREMENT

Performance measurement is a tool that can help to understand progress towards the City's goals and objectives, and to identify trends in City workload, customer service, and service delivery. In 2014, the City developed key performance measures for all City departments. The City has continued to collect data, develop new metrics, and report on the departmental performance measures on a biennial basis. The reporting on these measures is provided in Section Four (Summary by Department) of this book.

Metrics were chosen to reflect key areas of service delivery, customer service, and workload measures. Initially, performance data was limited to items for which some form of tracking was already in place, in order to meet the requirement to provide historical data alongside current and planned values. Additional metrics have been developed since then, based on input from departments on best management practice and specific community priorities.

The goal is to incorporate performance measurement into the regular work plan of City departments, and to adopt an emphasis on regular progress assessment, review, and accountability. The City will continue to seek a scale of data collection and tracking that is appropriate to the size of the organization, is sustainable given current staff resources, and is meaningful to the community and City leadership. By the end of 2018, most metrics included seven-year trends of performance, which allows for analysis of performance trends and key resource demands. In 2018 the City worked to integrate department performance measures with other City data platforms tracking department workplan priorities to better analyze the status and progress toward the achievement of the City and community's goals.

Moving forward, the City will continue to use the data on performance measurement to accomplish several objectives:

- Understand trends in workload and service delivery demands
- Identify customer service deficiencies
- Inform long-range planning related to staffing and capital plans
- Track progress towards key Council and community goals

NATIONAL CITIZEN SURVEY (NCS)

The City has participated in the National Citizen Survey, a service offered by National Research Center, Inc. (NRC), to administer, analyze, and report results from a customizable citizen survey, for several years. The results provide information on community opinion and allow a comparison of the City's own results compared to results from over 500 other jurisdictions across the United States. The 2013 National Citizen Survey (NCS) launch was the City's first survey, followed with additional surveys in 2014, 2015 and 2017.

NRC uses a methodology that reflects industry best practices to maximize response rates and ensure that results are representative of the entire Bainbridge Island community. These survey methods include:

- Selecting households at random within the jurisdiction to receive the survey and providing a framework for randomly selecting an individual within the household. Random selection ensures that the households selected to receive the survey are similar to the entire population.
- Using a multi-contact strategy to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Using the most recent available information from the Census and American Community Survey about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population. Weighting ensures that stakeholders and other demographic groups are represented in proportion to their presence in the community.

Surveying citizens helps to measure service performance, benchmark service quality ratings, and assess community needs and priorities. The NCS provides the City with an important new tool to understand community expectations and experience by gathering customer perspectives on how the organization is performing.

Participating in the National Citizen Survey also provides the City with access to a national database of comparative resident opinion gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. This allows the City to see how its performance on a variety of metrics measures against other jurisdictions and helps the City to identify areas where improvement might be needed.

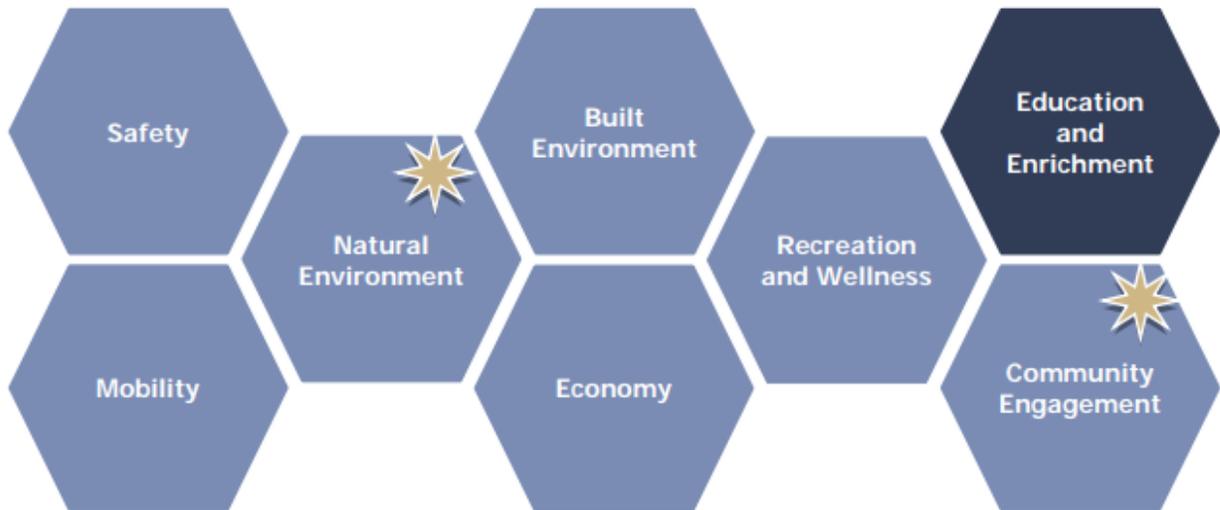
The City achieved a relatively high overall survey response rate of roughly 40% across all four surveys. In general, the survey results reflected the City's high level of citizen engagement and the community's strong interest in land use and development strategies. Most residents experienced a good quality of life on Bainbridge Island and believed the city was a good place to live. In 2017, the overall quality of life on Bainbridge Island was rated as "excellent" or "good" by 95% of respondents. This result was higher than the national benchmark for other participating communities. Bainbridge Island received similarly high rankings for several other aspects including: overall community appearance, sense of safety, natural environment, community engagement, attractiveness as a place to live, to raise children and to retire. The most important areas of focus for survey respondents were the community's natural environment and community engagement.

Over the course of the survey years, overall ratings have remained stable. Of the 133 items for which comparisons were available, 119 items were rated similarly in 2015 and 2017, seven items showed a decreased ranking and seven items showed an increase. The survey responses continue to identify challenges with traffic flow and parking. The results also indicate improved ratings for governance, sidewalk maintenance, emergency preparedness and welcoming citizen involvement. Complete results from the 2017 NCS survey, including year-over-year comparison, are available at the City's website: [2017 NCS Trends Over Time](#)¹

Additional information can be found in the 2017 NCS Community Livability Report. This summary serves to highlight key findings of the community survey. Eight key community facets are illustrated below with color shading to indicate the Bainbridge Island results in comparison to benchmarks across all participating cities.

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



¹ 2017 NCS Trends Over Time URL: <http://bit.ly/2xHrXUn>