



**Board of Commissioners PM Meeting Minutes**  
**2:00 PM Monday – April 12, 2010**  
**Port Blakely Conference Room**

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County Commissioners: Josh Brown, Steve Bauer, Charlotte Garrido  
County Administrator: Nancy Buonanno Grennan  
Administrative Services: Stephanie Pinard  
Commissioners Office: Eric Baker, Angie Silva  
Community Development: Patty Charnas, Larry Keeton  
Information Services: Bud Harris  
Parks & Recreation: Jim Dunwiddie  
Personnel & Human Services – Fernando Conill, Penny Starkey  
Prosecutor's Office: Jacquelyn Aufderheide  
Public Works: Randy Casteel, Jon Brand  
Sheriff's Office – Dennis Bonneville  
Press: Steve Gardener  
Citizen(s): Jim Sommerhauser

**Approve Minutes from 03/22/10 PM Briefing**

Actions:

- Minutes approved.
- Commissioner Bauer asked Nancy to explore the option of joining a pool with the cities.

**Legislative Update**

Discussion held regarding:

- The House passed out an agreed revenue package, which included increased taxes on candy, gum, pop, and beer (micro brews exempt).
  - A piece of the excise taxes goes to local governments.
- B&O surcharge on services.
- Model Toxic Control Tax (Hazardous Substance Bill) – it probably will not move.
- Enhancement districts/zones – this needs to be worked on for the next session. We need to design from the ground up and try to sell that through WSAC.
- A bill passed that gives the option of collecting property taxes monthly; this could help with smoothing out the revenue stream.

Actions:

- Tom will provide a breakdown of excise taxes to local governments.
- Tom and Eric will work on a one-pager for the enhancement/flexibility concept, showing where there is flexibility and local options.
- Eric and Angie will work with Nancy to research collecting property taxes on a monthly basis.

**1<sup>st</sup> Quarter Budget Amendment**

Stephanie reviewed the general fund changes that reduces the general fund overall \$275,290.

General Fund:

- The first two sections are just moving departments, taking the Board of Equalization out of GA&O and putting it into the Office of Strategic Financial Planning, and moving Volunteer Services out of the Office of Strategic Financial Planning and putting into the BOCC budget.
- Jail – Reduction due to the DOC contract.
- Parks – reallocation of funds that help them budget their own 97% vs. 100% for their salaries and benefits.

- Sheriffs – receiving funding from North Kitsap School District for a resource officer.
- Facilities – another reallocation of funding within their cost centers.
- GA&O – replacement of the virtual desktop project. \$110K was set aside in GA&O and now shifting over to IS for implementation.
- Office of Strategic Finance – their portion for support of the mail room and Kitsap One.

#### Other Funds:

- Treasurers Office – moving pooling fees to pay for an invoice.
- Update for the KRCC budget – KRCC doesn't do their budget at the same time as the County. Their overall budget came down \$48,260 for the year for 2010. This includes carry-overs.
- REET – originally budgeted a transfer of \$1M and reducing it to \$800K
- Risk Management – salary reimbursements for support from the Office of Strategic Financial Planning.
- Silverdale – putting budget in place for a contract.
- Parks (Village Greens) - closing the one cost center and opening a special revenue cost center. They are realigning revenue to be closer to 2009 actuals.
- DEM – they are reclassing and sharing some expenses with CenCom.
  - Receiving additional grant funding from homeland security and COPS grant.
- Sheriff's Office – some money being brought in for the readiness center lease.
- Public Works – money being shifted for a construction project.
- IS – virtual server funding from GA&O.
- DCD – this is an increase for premium services and offsetting salaries and benefits.
- Transfer of Kitsap One – reverse of the general fund. This includes the .5 FTE that IS/Facilities was funding.

#### Actions:

- Commissioner Bauer asked Stephanie to check with KRCC regarding the number that is being reflected for their overall budget.
- Chair Brown requested that Stephanie provide the Board information regarding which construction project is being worked on in Public Works for \$312K.

#### **Wellness Program**

- Nancy has drafted a new agenda summary and resolution, and recommended pulling it from tonight's meeting to give the Board time for review.
  - Fernando, Penny and Nancy can meet to address the Board's concerns and get back on track.
  - Staff will be concerned about the commitment of hours, and Nancy proposed putting together a communications plan.
  - Penny noted that the Wellness Committee has talked to all of the unions and the Medical Benefits Committee, as well as presented at employee meetings and put articles in "In the Loop." There is an expectation out there right now, that if you filled out the questionnaire, you will receive the four hours of Wellness Leave.
  - Over 50% of staff has completed the questionnaire, and our work force is not healthy. Changes are already being noticed in behaviors and diets due to the monthly challenges.
- Chair Brown did not realize that half of our work force is signed up already.
  - Sometimes with the channels of communication, the Board does not get the same information as the employees.
  - It sounds like the County is being effective in terms of the outreach.
  - The Board needs to make sure the program is designed right. But in fairness to Nancy, she has lived this program, and the Board has not made a lot of time to check back in on it.
  - During the presentations, Chair Brown observed that employees really understood that ten years ago we were spending \$1.5M on health care and now we are spending over \$10M. While the County picks up the first five percent, the employees are picking up the rest. Employees understood this is a way to help control those costs which affect their

- take home pay.
  - The Board needs to keep reaffirming the fact that if this isn't controlling the cost, then it is not a success. If it is controlling cost, then this could be the biggest benefit to the organization, as well as the employees.
- Commissioner Bauer is concerned about giving staff four hours of leave just for filling out a questionnaire.
  - The County never entered into a contract with staff in terms of what they were going to give us, other than completing the survey.
  - The County needs to be clear about evaluation and metrics. Productivity needs to be increased and sick leave usage reduced.
  - A business plan is needed for this program.
  - Wellness Programs are criticized for being feel good and not rigorous.
  - Behaviors can be surveyed, but the only things that really count are the things that can be measured: health, weight, sick leave usage. That needs to be built in.
- Commissioner Garrido feels the four hours have been promised and new conditions cannot be added to the four hours.
  - We have reduced the number of hours that employees are working, so that we are working with less support staff because we cannot pay them, and then we are talking about giving them additional time off.
  - Times have changed; it is really different than when other health care projects were put together.
  - There has to be some way that we can make things square with the employees who had a promise made to them. We have to do more due diligence to make sure we are doing it well.
  - Commissioner Garrido can live with the commitment of the hours; she wants the rest of the package to be more strategic and organized.
  - There are nice pieces in the plan, but it needs to be more systematically laid out.

Actions:

- The Board directed Nancy to rewrite the resolution to approve the four hours for the April 12<sup>th</sup> meeting.
- The Board wishes to vote on the business plan at a later date. Nancy and the Wellness Committee bring back a business plan to the Board in May.
- Commissioner Bauer asked Nancy to make a presentation to the Board on the Wellness Committee as soon as possible.

**Annexation/Revenue Sharing**

Eric presented the draft Annexation and Transfer of Services Values and Principles document to the Board. This document was developed for when the County meets with an individual city, so that everyone speaks about the same ideas.

- The document is broken into four sections: future growth, service delivery, annexation and transfer of governance, and revenue sharing.
- First two sections reflect the County-wide planning policies and comprehensive plan and growth management.
- The last two sections need the most focus.
  - The focus is on what the County is trying to achieve from annexations and when we transfer governance from a county to a city, what we are trying to achieve in those instances.
  - If there is any kind of transfer of revenue, post annexation – what that should look like.
- Commissioner Bauer requested that bullet three include the following items:
  - In regards to cherry-picking, the County is not talking about just high value commercial, but high value residential as well.
  - Coordinating so that we can continue to provide services effectively and efficiently.

- Chair Brown commented that the document's formatting is not very logical. One section needs to state the County's and city's long term role.
- Chair Brown would like to include potentially contracting UGA boundaries for two reasons:
  - Population allocations reduce, or
  - If the cities are not meeting their GMA commitments (not annexing in some sort of systematic manner).
- Chair Brown would like a pre-statement paragraph about what each jurisdiction's responsibilities are, and how the County is shifting its role.
- Commissioner Garrido requested including the transfer of facilities and equipment that were dedicated for serving designated areas.

Action:

- Eric will incorporate the above mentioned changes and have the document ready for the April 29<sup>th</sup> meeting with the City of Port Orchard.

**The Board recessed into executive session from 3:07 to 4:13pm to discuss potential litigation pursuant to RCW 42.30.110 (j). No action taken.**

Public Works Work Plan & Performance Measures

Randy Casteel's presentation included discussion on:

- Public Works' vision, values and mission.
- A list of major funds and FTE's per fund.
- Summary of Public Works 2010 Budget
- 2009 Accomplishments, 2010 Budget Initiatives, Budget, Staffing, and Performances for ER&R, Surface & Stormwater Management, Solid Waste, Wastewater, Roads Maintenance & Operation, Roads Engineering, and Roads Traffic Division.

Key discussion points:

Pools

- Commissioner Bauer asked if an equipment pool had been ever been considered between the local jurisdictions.
  - There is concern with having properly trained operators using the equipments.
  - Damages would be costly to repair.
- Randy would be highly interested in a shared vehicle maintenance pool, possibly at Kitsap Transit.

Performance Measures

- ER&R
  - Chair Brown would be interested in seeing vehicle maintenance costs. If they could be separated heavy machinery, trucks, patrol vehicles, and then the other element would be fuel efficiency. If we could take how much fuel we are using versus how many miles are being traveled. That would be interested to plug into the performance measures.
  - Randy will check about emissions testing.
  - Commissioner Bauer asked that they look at contracting out, particularly the Sheriff's vehicles.
  - Need to look at the cost per activity, the turn around time and other variables.
- SSWM
  - The cost per basin going up from 33 to 52 is alarming. These numbers need to be tracked, so adjustments in our cost structure can be made as these areas become annexed or incorporated.
    - Randy needs to analyze these numbers, look at the previous years, and try to figure out why that number is larger. A lot of times they will stock pile the materials at the decant station and then haul them out to the landfill at one time.
  - The Board questioned if there is a way to track the disposal and other one-time costs versus the staff hours over the basins.

- Staff hours, disposal costs, and equipment costs are all in that number, so it can be broken out.
    - Perhaps the number that needs to be tracked for SSWM is total staff hours as annexations and incorporations happen.
  - Complaints increased from 1 to 15, Randy will get an answer for why this happened.
  - Commissioner Bauer is interested in seeing targets with these historic numbers.
  - Commissioner Bauer asked if a comparison was ever made to other jurisdictions to compare cost across all of the services. Randy said a study was done two years ago, and he will provide it to the Board.
- Solid Waste
  - Commissioner Bauer asked if Public Works ever looked at some kind of an incineration/cogeneration facility.
    - In the early 90's they were looking at for a steam plant that the Navy was building. EPA came out with regulations saying the ash from those types of facilities were a hazardous waste.
    - Everybody got gun shy about using solid waste as a fuel.
    - Commissioner Bauer requested having staff revisit the idea and see if there is a place to use it.
    - There are a number of options after the discussion of the sewer treatment plant.
    - Chair Brown suggested contacting the private business Mason County who is looking at some type of incinerator.
    - In terms of the toxicity, Commissioner Garrido suggested looking at the Clean Air Agency, because they are looking at emissions throughout the region.
- Wastewater
  - Stella is looking at an energy assessment for treatment plants and pump stations. That will give some background data for using energy consumption as a performance measure.
  - Using 100% of NPDES requirements as a performance measure.
  - Measuring nitrogen and other elements that are being discharged could be used as a measure. Randy said they can show the historical information and do a trend.
  - Failures in the system need to be tracked.
  - Commissioner Bauer would like to see the amount of inflow and infiltration (INI) tracked.
- Roads – Maintenance & Operations
  - Pavement Overlay Program and Road Maintenance tracked
    - Need to see what the goal is; there is no context for these numbers.
    - A chart would be useful with the categories of streets, status, and the number of miles.
    - Need to show what is funded in the six-year plan, and what is unfunded.
  - Maintenance Management Program – this monitors the work units, crew sizes and productivity. This has been done for two years, and now productivity can be tracked in different areas. This program can correlate directly to other counties.
- Conclusion
  - Feedback from the Budget Committee indicated that there were not strong performance measures in Public Works. Staff needs to go back and look hard at meaningful performance measures.
  - As the annexation rate continues to increase, it needs to be realized that this will not be an endless stream of money. At some point the levy will have to be reduced to offset the reduced work.
  - The Board also needs an idea of how we compare in terms of effectiveness and efficiency with others.
  - The best way to do that is to seriously look at how we measure performance and how we look at others for creative ideas.
  - Randy stated that the department has struggled with finding meaningful performance measures, and it is one of their main focuses.
  - Public Work's strategic plan is looking at annexations and how it affects Roads and SSWM. The plan is in draft form, and will hopefully be ready for the 2011 budget.

Actions:

- Public Works staff will work on their performance measures and incorporate the measures requested above. The measures will be presented during the Transportation Workshop on May 26<sup>th</sup>.
- Randy will provide the Board with the comparison study to other jurisdictions.
- Randy will find out why complaints went from 1 to 15 and report his findings to the Board.
- Randy will have staff start looking at the incineration/cogeneration facility.
- Commissioner Garrido will be talking with the City of Port Orchard on April 29<sup>th</sup>. She needs Randy and Jon to work with Eric Baker on costs the County will no longer incur when the City annexes

**ADJOURN 5:35pm**