ORDINANCE NO. 2012-15

AN ORDINANCE of the City of Bainbridge Island, Washington, adopting the 2013-2018 update of the six-year Capital Facilities Plan and amending the Capital Facilities Element of the Bainbridge Island Comprehensive Plan.

WHEREAS, in accordance with the Growth Management Act, the City of Bainbridge Island adopted a Comprehensive Plan on September 1, 1994, and revised it on December 8, 2004. The Plan contains a Capital Facilities Element that establishes goals and policies for the provision and financing of capital facilities for the citizens of Bainbridge Island; and

WHEREAS, the Growth Management Act requires that the six-year Capital Facilities Plan be updated at least biennially and adopted as an amendment to the Comprehensive Plan and Comprehensive Plan Policies CF 1.3, 1.4, and 1.5 require an annual update; and

WHEREAS, the 2013-2018 update of the six-year Capital Facilities Plan addresses all of the goals and requirements set forth in the Growth Management Act and the Bainbridge Island Comprehensive Plan; and

WHEREAS, the 2013-2018 update of the six-year Capital Facilities Plan is in accordance with the decision criteria for amendments of the Comprehensive Plan as set forth in BIMC Chapter 2.16.190; and

WHEREAS, the Planning Commission and the City Council have received, discussed, and considered testimony, written comments, and materials from the public; now, therefore,

THE CITY COUNCIL OF THE CITY OF BAINBRIDGE ISLAND, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The 2013-2018 update of the six-year Capital Facilities Plan of the Capital Facilities Element of the Bainbridge Island Comprehensive Plan, attached as Exhibit A, is adopted as of December 12, 2012.

Section 2. In the event that there are instances where the dollar amounts or timing of capital projects included in this update differ from those in other sections of the Comprehensive Plan, the amounts and timing in this update shall prevail.

Section 3. This ordinance authorizes the reformatting of Exhibit A into a final edition for publication and the reformatting of information and the transmission of this information to the State of Washington as the City's annual State Transportation Improvement Program (STIP).

Section 4. The six-year Capital Facilities Plan of the Bainbridge Island School District No. 303 adopted on September 27, 2012 is adopted by reference.

Section 5. The six-year Capital Facilities Plan of the Bainbridge Island Metropolitan Park & Recreation District adopted by Resolution No. 2012-24 on November 15, 2012 is adopted by reference.

Section 6. The Strategic Plan, 2010-2019 of the Bainbridge Island Fire Department adopted by Resolution No. 16-2009 on August 5, 2009 is adopted by reference.

Section 7. The six-year Capital Facilities Plan of the Kitsap County Sewer District No. 7 for the years 2012-2017 is adopted by reference.

Section 8. The six-year Capital Facilities Plan of the Kitsap County Public Utilities District No. 1 for projects on Bainbridge Island is adopted by reference.

Section 9. If any section, sentence, clause or phrase of this ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 10. This ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as required by law.

PASSED by the City Council this 12th day of December, 2012.

APPROVED by the Mayor this 12th day of December, 2012.

on behalf of

Debbi Lester, Mayor

ATTEST/AUTHENTICATE:

Rosalind D. Lassoff

Rosalind Lassoff, City Clerk

FILED WITH THE CITY CLERK:	October 12, 2012
PASSED BY THE CITY COUNCIL:	December 12, 2012
PUBLISHED:	December 14, 2012
EFFECTIVE DATE:	December 19, 2012
ORDINANCE NUMBER:	2012-15

CITY OF BAINBRIDGE ISLAND

2013-2018
CAPITAL FACILITIES PLAN
UPDATE

September 6, 2012

Planning Commission

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I. INTRODUCTION

Capital Facilities Plans (CFPs) are required under State law to identify capital facility deficiencies needed to serve our existing population, plan for capital facility improvements to meet the needs of our future population, and ensure that local governments have the fiscal capacity to afford to construct and maintain those capital facilities. The 2013 CFP update includes an inventory of existing facilities, a 20-year forecast of capital facility needs, and a 6-year Capital Improvement Plan (CIP) for the years 2013-2018.

The Capital Facilities Plan includes summary details of the major capital projects of the City and a financial capacity analysis. As the general purpose government on Bainbridge Island, the City is required to analyze and integrate the capital facilities plans from special purpose districts (Schools, Parks, Fire, etc) into its Capital Facilities Plan. The City and the special purpose districts continue to work together to integrate their capital planning efforts to provide a more even tax impact and to prioritize their projects while still providing quality facilities and services for the citizens they serve. This is consistent with Goal 6 of the Framework of the Comprehensive Plan:

> *All government entities strive to cooperate and serve their constituents in a fiscally sound manner; and Policy CF1.10 of the Capital Facilities Element: The City shall coordinate with other public entities which provide public services within the City to ensure that the Capital Facilities Plans of each of these entities are consistent with the City's Comprehensive Plan.*

This CFP update has been developed in accordance with the RCW 36.70A, the Growth Management Act (GMA), and WAC 365-196, the Procedural Criteria. It begins with a short review of some of the concepts behind the Capital Facilities Plan.

This Capital Facilities Plan is the product of many separate but coordinated planning documents and planning bodies. Each of the special districts (Schools, Parks, Fire, etc) has its own capital facilities plans, which are attached as appendices to this document. The City's Comprehensive Plan has various elements that relate land use and population growth management to water resources and transportation, which in turn have various adopted plans, including a Non-Motorized Transportation Plan, Water System Plan, a Sewer System Plan, a Storm and Surface Water Management Plan, and a Pavement Management System Plan – each providing an inventory of existing facilities, an analysis of deficiencies and future demand, and recommendation for capital improvements. Most facilities must be planned for years in advance, which means determining not only when a facility will be needed but how it will be financed. For facilities that are projected for four to six years in the future, capital costs are more estimates than actual. As the time for construction nears, actual costs are narrowed as design and engineering are completed. It is important to remember that capital facilities planning is not a once a year or once every two years effort, but an ongoing process requiring continual review as new information becomes available, conditions change, and priorities evolve.

The GMA requires that the Capital Facilities Element contain a financing plan that identifies the type and location of expanded or new capital facilities and the sources of funding that will used to pay for them. There are two questions that must be satisfactorily answered:

1) What is the quantity of the public facilities that will be required during the six years? (identified in the inventory and needs analysis);
2) Is it financially feasible to provide the quantity of facilities that are required? (do we now, or will we, have the money to pay for them?)

Dependable revenue sources must be identified that equal or exceed the anticipated costs. If the costs exceed the revenue, the local government must reduce its level of service, reduce its costs (or increase revenue), or modify the land use element of its Comprehensive Plan to bring future development into balance with available or affordable facilities and services. This plan will examine each type of facility separately. The costs of all the facilities will then be added together in order to determine the financial feasibility of the plan. The Capital Facilities Plan is intended to be a planning document. It, therefore, does not contain the level of detail that the annual budget must contain. Some costs in the plan are estimated in order to give citizens a general idea of how much certain types of projects or facilities may cost.

Relationship of Capital Facilities Plan to the Budget

The Capital Facilities Plan and the City's budget serve different but related purposes. The budget authorizes the amount to be spent during the coming biennium; whereas the Capital Facilities Plan identifies needed capital facilities over a six year period. A requirement of the Capital Facilities Plan is that it show how the needed facilities will be paid for during at least a six-year period. Because State law requires that no money can be spent on capital projects which are not shown in the Capital Facilities Plan, it is important that the budget not authorize spending on capital facilities not in the Plan.

What is a Capital Facility?

Capital facilities are those public facilities, including utilities, which are necessary for a government to carry out its functions to provide services to its citizens. Examples are roads, public buildings, schools, parks, water and sewer systems, fire protection and police protection facilities, and libraries. Often the entire collection of these facilities is referred to as infrastructure. Studies or plans (e.g. transportation studies) are not capital facilities and are not included in the Capital Facilities Plan.

There are several categories of capital projects and a key distinction is whether new or expanded facilities will serve existing residents or future population growth. Projects may also be proposed to maintain or repair existing capital facilities (cure deficiencies). The categories are as follows and will be used to identify specific projects proposed in the Plan:

(M) Major maintenance, repair, renovation, or replacement of an existing facility that do not add additional capacity.
(E) New facilities or improvements to existing facilities that provide added capacity to serve the existing population.
(N) New facilities or improvements to existing facilities that are built primarily to provide added capacity to serve future population or employment growth.

How are Capital Facility Projects Identified?

Capital facility projects are generally identified from a planning process for a particular type of facility (e.g. roads, sewer, water, schools, parks, etc) that includes an inventory of existing facilities, an analysis of existing and future demand for service, an analysis of existing or anticipated deficiencies in service (often based on adopted levels of service), and maintenance needs. This planning process is typically incorporated into a local government's Comprehensive Plan or a specific system plan which is then adopted as part of a Comprehensive Plan.

Levels of Service (LOS)

Levels of Service (LOS) are usually quantifiable measures of the amount and/or quality of public facilities or services that are provided to the community and are usually expressed as a ratio of amount of service to a selected demand unit. For example, sewer LOS is expressed as 100 gallon per capita per day, public school LOS may be expressed as the number of square feet available per student or as the number of students per classroom. Police or Fire protection may be expressed as the average response time for emergency calls. Parks LOS is often expressed as the number of acres of park per 1,000 population. Once the level of service is decided upon it can then be determined what capital improvements are necessary to 1) cure any existing deficiencies, and 2) maintain that level as the community grows.

Prioritizing Capital Projects

Since it is unlikely that there is adequate money and resources to implement every capital project in a one-year period, the City goes through a process to prioritize capital projects. The City uses a combination of criteria to prioritize and rank projects that are proposed in a Six-Year Capital Improvement Project (CIP) list, including consistency with the City's Comprehensive Plan, level-of-service deficiency, financial capacity, budgetary policies, and community need. A recommended Capital Facilities Plan is presented to the City Council for consideration and adoption. Public outreach and participation is integrated throughout this process.

II. CAPITAL FACILITIES INVENTORY & PLANNING

The following is the City's capital facilities inventory. The inventory is organized by category and includes a current inventory of facilities, a narrative providing a general background of the planning activities and some discussion of future plans, and a discussion of level of service (LOS), if applicable.

City Offices, Facilities, & Undeveloped Land

City offices are located at several sites due to space constraints at City Hall. Additional City buildings and facilities provide a variety of functions, including public works operations and house cultural and social services. In recent years, the City has also lead an extensive effort to purchase open space and agricultural lands throughout the Island with revenue generated from an $8 million bond approved by voters in 2001.

Table 1: City Land and Office Facility Inventory

Building and Location	Land Area		Building Area		Owned or Leased	Uses
City Hall						Administration, Finance, Planning, & Engineering
- 280 Madison Ave. N	1.92	Ac	24,107	SqFt	Owned	
Police Station						Police
- 625 Winslow Way E	0.82	Ac	7,000	SqFt	Owned	
Municipal Court						Municipal Court
- 10255 NE Valley Rd.	n/a		2,289	SqFt	Leased	
Subtotal Staff Office Space	**2.74**	**Ac**	**33,396**	**SqFt**		
Bainbridge Island Commons						Social Services & Public Meetings
- 223 Bjune Ave.	0.38	Ac	4,975	SqFt	Owned	Under renovation in 2012
Bainbridge Performing Arts (land only)						Land leased to BPA for $1/yr through May, 2081
- 200 Madison Ave. N	2.45	Ac	n/a		Owned	
Helpline House						No-cost lease to Helpline House
- 282 Knechtel Way	1.07	Ac	4,400	SqFt	Owned	
Public Works Facility						O&M Offices, Shop, and
- 7305 NE Hidden Cove Road	12.62	Ac	22,712	SqFt	Owned	Covered Equipment Storage
Public Works Facility						Covered Storage
- 7305 NE Hidden Cove Road	Included		1,524	SqFt	Owned	
Public Works Facility						Fueling Facility
- 7305 NE Hidden Cove Road	Included		n/a		Owned	
Land with City-owned utilities	15.42	Ac	n/a		Owned	Wells, pump stations, etc.
Total	**34.68**	**Ac**	**67,007**	**SqFt**		

Table 2: City Public Works Facilities Inventory

Facility	Floor Area		Function
Portable office trailers (4)	2,520	SqFt *	Storage, safety & future parks buildings
Steel shop building	2,400	SqFt	Storage - holds telemetry
PW Facility - Wood Building	100	SqFt	Well house
PW Facility - Shop	7,776	SqFt *	Mechanics Shop / Equipment Maintenance
PW Facility - Covered Equipment Storage	11,520	SqFt *	Covered Equipment Storage
PW Facility - Office Trailer	1,792	SqFt *	O & M Office
Fueling Facility			Vehicle Fueling inside covered equipment storage building
Total	**26,108**	SqFt	

*These facilities are also counted in the main office inventory above.

Table 3: City Undeveloped Land Inventory

Location / Description	Land Area		Owned or Leased	Uses
High School Rd. near Madison	1.42	Ac	Owned	proposed surplus property
Head of the Bay	30.77	Ac	Owned	Wellhead protection
Lumpkin Property	11.00	Ac	Owned	Transferring to Park District
Suzuki Property	15.00	Ac	Owned	Potential surplus property
Salter Property	5.00	Ac	Owned	Transferring to Park District
Johnson Farm	14.51	Ac	Owned	Agricultural/Open space
Suyematsu Farm	15.00	Ac	Owned	Agricultural land
County Gravel Pit ("Lovgren Pit")	17.00	Ac	Owned	Transferring to Park District
Council Site ("Road Shed")	2.00	Ac	Owned	Proposed surplus property
Council Site ("Myers Pit")	6.00	Ac	Owned	Proposed surplus property
Vincent Road Landfill	34.15	Ac	Owned	Public Works Facility/open space
Manitou Property less tidelands	1.36	Ac	Owned	Open space
M & E Tree Farm	13.00	Ac	Owned	Open space/Agricultural
Morales Property	4.74	Ac	Owned	Agricultural land
Crawford Property	2.30	Ac	Owned	Agricultural land
Near Schel-Chelb ("Cool Property")	0.74	Ac	Owned	Transferring to Park District
Ft. Ward Estates - 5 lots	1.61	Ac	Owned	Transferring to Park District
Ft. Ward Parade Ground - 2 lots	0.28	Ac	Owned	Transferring to Park District
Lost Valley Trail	8.06	Ac +	Owned	Open space
Blossom - Pt White Drive	0.88	Ac	Owned	Transferring to Park District
Blossom - Sullivan Road	3.32	Ac	Owned	Transferring to Park District
Unocal Site	1.03	Ac	Owned	Park plans in development
Strawberry Plant	4.20	Ac	Owned	Shoreline restoration and park
Bentryn Property	11.50	Ac	Owned	Agricultural land
Pritchard Park Phase II - East	27.18	Ac	Owned	Shoreline restoration and park
Meigs Farm (Cool) & Lowery	24.85	Ac	Owned	Transferring to Park District

Misc. unimproved land	2.24	Ac	Owned	No use specified
Total	**259.7**	**Ac**		
Open Space & Future Park Land Included in Above:			**152.54**	**Ac**

Parks & Trails

Most of the parks and trails on Bainbridge Island are owned and managed by the Bainbridge Island Metropolitan Park and Recreation District. The City has a few parks which are generally maintained (with the exception of Waterfront Park) by the Park District under contract to the City. During the past several years, the City has acquired or helped the Park District acquire a large amount of open space and park lands. A number of these parcels are being transferred to the Park District based on Resolution Number 2011-16. The City has adopted the Bainbridge Island Park and Recreation District Comprehensive Plan for 2008 to 2014, which establishes levels of service for park and recreation facilities for the Island as summarized below. Note on columns: NRPA is National Park & Recreation Association; RCO is Washington State Recreation & Conservation Office (formerly the Interagency for Outdoor Recreation); BI P& R is property and facilities owned by the Park and Recreation District; All is all properties and facilities on Bainbridge Island; Recommend is the recommended additional properties and facilities included in the plan.

Table 4: Park Facility Levels of Service

	NPRA	RCO	BI P&R	All	Recmmd.
Acres of Park Land			1413	2506	310
Ratio per Thousand Population	34.45		62.5	110.9	95.48
Waterfront - Freshwater			1	1	0
Ratio per Thousand Population			0.04	0.04	0.03
Waterfront - Saltwater			15	20	0
Ratio per Thousand Population			0.66	0.88	0.68
Kayaking and Canoeing Launch Sites			4	4	7
Ratio per Thousand Population			0.18	0.18	0.37
Boat ramps - saltwater			1	2	0
Ratio per Thousand Population		1.77	0.04	0.09	0.17
Picnic Tables			54	151	106
Ratio per Thousand Population			2.39	6.68	8.71
Picnic Shelters			7	10	8
Ratio per Thousand Population			0.31	0.44	0.61
Multipurpose bike and hike trails (miles)			18.7	20.6	20.7
Ratio per Thousand Population	0.50	0.13	0.83	0.91	1.40
Beach Trail (miles)			1.5	2.6	20.7
Ratio per Thousand Population			0.07	0.12	0.79
Hiking trail (miles)			28.5	34.7	28.1
Ratio per Thousand Population	0.50	0.14	1.26	1.54	2.13
Off-leach dog parks			1	1	4
Ratio per Thousand Population			0.04	0.04	0.17
Playgrounds			8	15	10
Ratio per Thousand Population		0.53	0.35	0.67	0.85
Skateboard courts			1	1	9

Ratio per Thousand Population			0.04	0.04	0.34
Outdoor Basketball Courts			2.5	9.5	12.0
Ratio per Thousand Population	0.30	0.09	0.11	0.42	0.73
Tennis Courts			5	16	6
Ratio per Thousand Population	0.50	0.22	0.22	0.71	0.75
Soccer Fields - Youth			3	7	0
Ratio per Thousand Population			0.13	0.31	0.24
Soccer Fields - Adult			2	4	0
Ratio per Thousand Population	0.10	0.29	0.09	0.18	0.14
Baseball/softball fields - youth			6	10	0
Ratio per Thousand Population			0.27	0.44	0.34
Baseball/softball fields - youth			5	6	0
Ratio per Thousand Population	0.40	0.49	0.22	0.26	0.20
Swimming Pool – sq feet			9400	16400	0
Ratio per Thousand Population	0.05	503	416	725	546
Indoor Recreation Centers (Gymnasium) sq ft			11000	70000	15000
Ratio per Thousand Population			487	3097	2881
Indoor Rec Centers (physical conditioning) Sq Feet			11000	34200	2400
Ratio per Thousand Population			487	1513	1240
Teen Center – sq feet			3000	3000	8000
Ratio per Thousand Population			133	133	373
Senior Center – sq feet			4800	4800	12000
Ratio per Thousand Population			212	212	570
Golf Courses - holes			0	27	0
Ratio per Thousand Population	0.13	0.43		1.19	0.92
Golf Driving Ranges			0	2	0
Ratio per Thousand Population				0.09	0.07

Table 5: Parks & Trails Inventory

Park Site	Owner	Facilities	Size (Acres)
Resource Conservancy :			
Meigs Park	Park District	None as yet	67.0
W. Port Madison Preserve	Park District	Trails, picnic shelters, beach access	13.8
Manzanita Park	Park District	Horse & pedestrian trails	120.0
The Grand Forest	Park District	Horse & pedestrian trails	240.0
Gazzam Lake Preserve (Close, Peters and Veterane)	Park District	Horse & pedestrian trails Beach Access	444.6
Battle Point Park, North	Park District	Fishing pond, trails, picnicking	45.3
Rockaway Beach Parcels	Park District	None as yet - undesignated	0.5
Hawley Cove Park (Eagle Harbor)	Park District	None as yet - undesignated	11.7
Ted Olson Park	Park District	Trails	17.0
Athletic Parks/Playgrounds :			
Battle Point Park, South	Park District	Sport courts, fields, play area, trails, horse arena, maintenance facility	45.0
Strawberry Hill Park	Park District	Sport courts, field sports, classrooms, skate park , picnicking, administrative offices	17.8
Aaron Tot Park	City Park	Children's play structure	0.3

Eagledale Park	Park District	Sport courts, play structure, covered picnic shelter, art center	6.7
Gideon Park	Park District	Trail and playground	2.5
Hidden Cove Park	Park District	Ballfields and trails	7.8
Rotary Park	Park District	Ballfields & children's' play structure	9.8
Sands Road Park	School District	Ballfields	10.0
Resource Activity Parks :			
Camp Yeomalt	Park District	Multi-use bldg, trail, picnicking	3.0
Waterfront Park	City Park	Boat launch, picnicking, tennis courts, playground	8.1
T'Chookwop Park	City Park	Picnicking	0.3
Fay Bainbridge Park	State Park	Picnicking, camping, boat launch, volleyball, sandy beach	16.8
Fort Ward Park	State Park	Boat launch, picnicking, trails, beach access	137.0
Hidden Cove Park (Spargur)	Park District	Shoreline and boat access - to be designed	6.1
Pritchard Park	Park District & City	Shoreline access, WWII Japanese - American Memorial	21.9
Blakely Harbor Park	Park District	Picnicking, hand-carry boat access, shoreline	39.0
Recreation Centers :			
Island Center Park	Park District	Community hall, picnicking	2.5

Linear Park / Trail :			
Fairy Dell Trail Park	Park District	Trail and beach access	2.5
South End Trails	Park District	Trails, easements, trail implementation	4 linear miles
Forest to Sky Trails	Park District	Trails, easements, trail implementation	10.7
Special Use Facility :			
B. I. Aquatic Center	Park District (leased)	Aquatic Center	1.5
Point White Dock	Park District	Dock, fishing, clamming	0.3
Other :			
City Open Space	City	None - Designated for Open Space / Ag	163.72
Total (Acres)			**1,470.72**

Transportation Facilities (Roads, Bike Lanes, Sidewalks, Trails)

Of the many types of capital facilities that are constructed, operated and maintained by the City, the most costly and most familiar to citizens are the transportation facilities. Where there are facility needs that involve SR305 or the ferries, the Washington State Department of Transportation assumes the costs. Kitsap Transit pays for facilities that support transit service.

The transportation system outside of historic Winslow has suffered from "deferred maintenance". The Pavement Management System (PMS) study conducted for the City in 1992/1995 indicated the wearing surface of many of the roads to be at or near failure, especially the smaller suburban roads. Since many of the Island's roads were initially only scraped and then a thin layer of asphalt applied, the maintenance performed by the City is usually more extensive, and costly, than normal maintenance of "paved" roads. Many roads, having no substantial base before placing asphalt, need considerable base preparation. The PMS study indicated a need for $600,000 per year for 10-12 years in the annual roads maintenance and repaving program to maintain the roads at the then current status. The City Council recently committed to providing $600,000 per year for the next 6 years to address annual roads maintenance, and is in the process of identifying additional road reconstruction project needs and associated funds.

A complete inventory of the Island's transportation facilities is contained in the Island-wide Transportation System Study and a complete inventory of the Island's non-motorized transportation facilities is contained in the Non-Motorized Transportation Plan. A summary of those facilities follows:

Table 6: Transportation Facilities Inventory

Type of Facility	Description	Example	Length	
FRC 1 *	State Highway	SR305	6.8	miles
FRC 2 *	Secondary Arterial	Miller Road	35.2	miles
FRC 3 *	Collectors	Oddfellows Road	42.3	miles
FRC 4 *	Residential Urban	Wood Avenue	21.7	miles
FRC 5 *	Residential Suburban	Spargur Loop Road	38.3	miles
FRC 6 *	Unimproved City Roads (gravel)	Walden Lane	10.2	miles
Subtotal			**154.4**	**miles**
Without SR305 & gravel roads			**137.5**	**miles**
Bike lanes**	Shared roadway on paved shoulders	High School Road	23.5	miles
Sidewalks	Paved walkway	Madison Ave.	7.6	miles
Trails	pedestrian, bike, equestrian, etc.	The Grand Forest	6.9	miles

*FRC = Functional Road Classification; Source: Public Works Department, Pavement Management Program (Klohn Leonoff)

** With the exception of SR305, bike lanes on Bainbridge Island are three to five foot paved shoulders. Bike lanes are reported in lane miles. SR305 is included here.

Water

Domestic drinking water is supplied by the City of Bainbridge Island, Kitsap County P.U.D. No. 1, South Bainbridge Water Company, numerous smaller public water systems (2 or more hookups), and over 1,000 private single-dwelling wells.

The levels of service in the Water Element for water systems on Bainbridge Island are the minimum design standards and performance specifications provided in the 1992 Kitsap County Coordinated Water System Plan. Fire flow requirements were adopted by Ordinance 98-30 and Resolution 98-34 and are tiered based on zoning and type of construction. Residences can satisfy deficiencies by installing individual sprinkler systems. Levels of service are as follows:

Table 7: Water System Levels of Service

Pressure	30 psi residual
Pipe sizing	8" diameter min. (where fire system is required)
Storage	"Sizing Guidelines for Public Water Systems"
Quality	Federal and State minimum standards
Fire Flow	Residential Zone R.04 & R.1 = 500 gpm or sprinkler
Fire Flow	Residential Other Zones = 1,000 gpm or sprinkler
Fire Flow	Commercial & LM = 1,000 gpm or don't build

The Bremerton-Kitsap County Health District records indicate approximately 170 water systems on the Island that have 2 or more households connected. The number of Group A & B systems are listed below and following is a summary of systems with more than 100 connections.

Table 8: Group A & B Water Systems

Group A systems	(15 or more connections)	44
Group B systems	(under 15 connections)	124

Table 9: Waters Systems with over 100 Connections (2005/2006)

		Capacity		Storage
System	**# Connections**	**(ERU)**	**(MGD)**	**Volumes (gal.)**
Island Utility	140	455	0.43	400,000
PUD #1	1,688	2,028	0.36	860,000
Meadowmeer (MWSA)	279	283	.45	200,000
South Bainbridge	1,395	1,415	0.90	562,000
Winslow (City)	2,184	4,727	1.00	2,800,000
Total	**3,791**	**6,540**	**2.43**	**3,597,000**

Most existing water systems were established under state and local guidelines and generally provide high quality water at an adequate pressure and flow rate for residential use. However, because of the number of systems on the Island, it must be concluded that there are systems that may not be in compliance with Department of Health water quality requirements and may not meet minimum requirements of pressure and reliability. It is also concluded that most of the smaller systems have poor or nonexistent fire protection designed into their systems due to the cost of providing large diameter pipes and storage tanks.

Winslow Water System

The Winslow Water System is owned and operated by the City of Bainbridge Island under the direction and control of the Department of Public Works. It serves an area similar to the historic Winslow city limits plus Fletcher Bay and Rockaway Beach. The system gets all of its water from the eleven wells owned by the City as noted below. Water is pumped into the distribution system both directly from the well pumps and by booster pump stations. A detailed inventory is provided in the Winslow Water System Plan, which was accepted by the City Council in 2007. The next update of this plan is required in January of 2013, however an extension on this deadline is in process with the Department of Health.

Table 10: Winslow Water System Well Inventory

Name	Capacity		Depth		Present Yield	
Head of Bay #1	50	gpm	135	ft.	32	gpm
Head of Bay #1A	150	gpm	145	ft.	135	gpm
Head of Bay #2	215	gpm	50	ft.	184	gpm
Head of Bay #3	100	gpm	50	ft.	270	gpm
Head of Bay #4	138	gpm	150	ft.	115	gpm
Head of Bay #5	96	gpm	160	ft.	111	gpm
Head of Bay #6	110	gpm	70	ft.	91	gpm
Lower Weaver *	80	gpm	135	ft.	47	gpm

Fletcher Bay	688	gpm	1,050	ft.	500	gpm
Sands Ave. #1	288	gpm	1,055	ft.	365	gpm
Sands Ave. #2	600	gpm	1,055	ft.	400	gpm
Commodore Well	100	gpm	190	ft.	47	gpm
Taylor Avenue	80	gpm	600	ft.	56	gpm
Total	**2,615**	gpm			**2,297**	gpm

*Not a potable source - used for construction

Under Washington law, water purveyors, including the City, need water rights in order to be assured that it can continue to provide water. The City has "primary" water rights for 2,054 acre-feet per years and "allocated instantaneous capacity" for 3,037 gpm (about 60% over the City's present capacity).

According to the existing Winslow Water System plan, the system's capacity is adequate to serve the needs of the potential build-out population under existing zoning and build-out to the highest density possible (to R-28) in the Land Use Element. The available sources are adequate to serve a potential population of approximately 7,900 or approximately 4,000 units. The system currently serves a population of 3,500 and approximately 3,500 residential equivalent units. There are, however, upgrades necessary to provide adequate fire flow in areas, more efficiently use existing storage capacity, rehabilitate existing wells, and improve system reliability.

Sanitary Sewage Disposal

The City of Bainbridge Island provides for the collection, treatment, and disposal of effluent in the Winslow service area. The Kitsap County Sewer District #7 treatment plant north of Fort Ward Park serving customers within the District's service area in Fort Ward and the City's sewer service areas in the Emerald Heights, Point White, North Pleasant Beach, and Rockaway Beach neighborhoods and Blakely School. All other residents not within the service areas of the above districts rely upon on-site septic systems that require approval from the Bremerton-Kitsap County Health District.

Levels of service for wastewater treatment systems are typically expressed as the number of gallons of flow per capita per day and the level of treatment provided by the treatment plant. The current and proposed level of service for the Winslow service area follow the Department of Ecology guidelines of 100 gallons per capita per day (flow) and secondary treatment. In areas not served by treatment plants, on-site septic systems must be built to Bremerton-Kitsap County Health District standards that consider combinations of lot size, soil type, infiltration capacity, depth to hardpan, and proximity to surface water among others.

The Winslow sanitary sewer system consists of two separate parts: the collection system, and the treatment plant.

Table 11: Winslow Sewer Facility Inventory

Collection system	15 miles gravity sewer (pipes 8 inches to 12 inches diameter)
	12 miles pressure sewer (pipes 4 inches to 12 inches diameter)
	16 pumping stations (300 to 2,300 gallons per minute)
Treatment plant	Secondary treatment facility located on Donald Place NE (3.9 million gallon per day and 2642 ppd BOD)

The existing system will be able to accommodate projected population growth in the Winslow area through approximately 2018 if maintenance and periodic facility upgrades are performed timely. The sewer system plan was last updated in 1994 and should be updated, or a new sewer system plan should be prepared by the City within the coming 2 to 4 years to document the existing system and needs for new facilities and replacement or upgrading existing facilities during the coming decade. The system plan or a separate study should be done to assess infiltration and inflow (I/I) in the collection system so that an I/I reduction program can be undertaken. All pumping stations are now connected to a Supervisory Control/Data Acquisition (SCADA) system that is operated by the City's utility operations team. The SCADA system allows monitoring and operation of pumping equipment and response to alarms from a central station located at the Winslow Wastewater Treatment Plant (WWTP). Additionally, all of the City's sewer pumping stations are now equipped with emergency generators so that operations continue during power interruptions.

The existing WWTP was designed for a population equivalent of 10,000 and began operation in 1978. The WWTP will have an excess "population equivalent" capacity (including commercial and multi-family customers converted to a level population equivalent) of approximately 1600 for flow and 4260 for BOD at the conclusion of the current improvements. The WWTP was upgraded in 1994 at a cost of $2.5 million. An engineering assessment in 2003 identified a number of additional upgrades necessary to meet regulatory requirements for effluent disinfection, energy efficiency and for process reliability and redundancy. Some of the identified upgrades (replacing effluent pumps and controls, and conversion from chlorine-based to ultraviolet-based disinfection) were designed and constructed between 2004 and 2007. Engineering and construction documents for the remaining upgrades to the WWTP process, including enhanced odor control, was completed in 2007 and construction in early 2008. This work was completed in 2011 at a cost of approximately $13.9 million, including engineering and construction management.

An engineering study of the WWTP outfall to Puget Sound was completed in 2008. Planning and decisions regarding future modification of the outfall and related decisions regarding additional WWTP process enhancements, including upgrading the WWTP process to produce Class A effluent and biosolids for discharge or re-use, are proposed future activities.

Surface & Storm Water Management

In the Winslow urban area and a few smaller areas, stormwater is managed by a combination of piped collectors, roadside ditches and natural stream channels. All other watersheds and sub-basins on the Island are drained by natural streams and roadside ditches only. The existing natural drainage system consists of wetlands, streams, springs, ditches, and culverts crossing roadways and is labor intensive to maintain. Surface and storm water is management by the City

as a utility. A recent Surface and Stormwater Management Plan and ongoing system evaluation are used to identify capital projects. In addition, the City places priority on the improvement and restoration of natural stream channels, particularly undersized or perched culverts, for the improvement of fish passage and fish habitat.

III. FINANCIAL CAPACITY ANALYSIS/ SIX-YEAR CAPITAL IMPROVEMENT PLAN

Provided below is the Six-Year Financial Capacity Analysis and Capital Improvement Plan (CIP) for the City of Bainbridge Island. This CIP list shows the anticipated expense and timing of each project and contains a project description, if available, and the results of the Comprehensive Plan consistency review and level of service (LOS) deficiency analysis. The CIP lists for the special districts on Bainbridge Island are provided in the appendices attached to this document. The City conducts a financial capacity analysis in order to evaluate the City's ability to fund capital expenditures along with general operations. The financial capacity analysis is presented first with assumptions and the CIP list follows.

2013 – 2018

Capital Improvement

Project Plan List

December 12, 2012

Section One

2013 – 2018 Capital Improvement Project Plan List

Transportation – Tax Supported

Transportation
Tax Supported

	Project Title	Fund	From	To	Description of Work	Incl. in PY CIP?	Proposed Year	Comments / Grants	Comp. Plan Designation
	6 Year CIP:								
	Annual Program 2013	RDS							
	Road Preservation	RDS	Various -- TBD		Patching, Chip Sealing, Overlay	Y	Annual		M
	-- Wing Point Way Patching		Past Meadows	Azalea	Patching, Chip Sealing, Overlay	N	2013		M
	-- Bucklin Hill Intersection Overlay		Eagle Harbor		Overlay following PSE Work	N	2013		M
	Annual Program 2014								
	Road Preservation	RDS							
	-- Country Club Road Overlay		Toe Jam Hill	Seawall	Raise roadway to address drainage	Y	2014		M
	Annual Program 2015								
	Road Preservation	RDS	Various -- TBD		Patching, Chip Sealing, Overlay	Y	2015		M
	Annual Program 2016								
	Road Preservation	RDS	Various -- TBD		Patching, Chip Sealing, Overlay	Y	2016		M
	Annual Program 2017								
	Road Preservation	RDS	Various -- TBD		Patching, Chip Sealing, Overlay	Y	2017		M
	Annual Program 2018								
	Road Preservation	RDS	Various -- TBD		Patching, Chip Sealing, Overlay	Y	2018		M
	Reconstruction Projects								
	Rockaway Beach Road Stabilization	RDS	S. of Old Creosote		Restore embankments and roadway	2011	2013		M
***	Fort Ward Hill Reconstruct. (Phase II)	RDS	Bollero	Sunny Hill	Reconstruct., Shoulder Improvements	2011	2013		M
***	Madison Avenue Overlay	RDS/WT	High School	Winslow Way	Overlay, Water main replacement		2014	Y	M
	20 Year CFP: see next page								

*** NOTE: From Proposed Road Reconstruction List

M - Major Maintenance, repair, renovation, or replacement of an existing facility that does not add additional capacity
E - New facilities or improvements to existing facilities that provide added capacity to serve the existing population
N - New facilities or improvements to existing facilities that are built primarily to provide added capacity to serve future population or employment growth

Transportation
Tax Supported

	Project Title	Fund	From	To	Description of Work	Incl. in PY CIP?	Proposed Year	Comp. Plan Designation
	20 Year CFP:							
	Annual Programs							
	Road Preserv. -- Arterials & Collectors	RDS	Various -- TBD		Activities to maintain/improve PCI	Y	Annual	M
	Road Preserv. -- Local Access	RDS	Various -- TBD		Activities to maintain/improve PCI	Y	Annual	M
	Roadside Safety Repairs	RDS	Various -- TBD		Guardrails, Shoulders, Clear zones, etc.	Y	Annual	M
	Reconstruction Projects							
***	Local Access Road Reconstruction	RDS	Various -- TBD		Reconstruction	n/a	Annual - beginning in 2016	M
***	Valley Reconstruction	RDS	Sunrise	Falk	Reconstruction		x	M
***	Wardwell Reconstruction	RDS	Triple Crown	Biscut	Reconstruction		x	M
	Manitou Beach Road Stabilization	RDS	Falk	Skiff	Rebuild Bulkhead		x	M
***	Old Mill Reconstruction	RDS	Blakely	Blakely Hill	Reconstruction		x	M
	Country Club Road Stabilization	RDS	Shoreline frontage		Seawall Improvements.	Y	x	M
***	Halls Hill Road Reconstruction	RDS	Blakely Hill	Rockaway Bluff	Reconstruction of roadway and drainage	Y	x	M
	Manitou Beach Road Stabilization	RDS	Murden Cove Dr.	Falk	Seawall Improvements.	Y	x	M
***	Blakely Hill Road	RDS	Blakely	Top of Hill	Slide Repair	Y	x	M
***	Wing Point Way -- Phase II	RDS, WTR, SWR	Ferncliff	Park	Reconstruction, Sidewalks, Water, Sewer		x	M
***	Winslow Way Reconstr. -- Phase II	RDS, WTR, SWR	Madison	Grow	Reconstruction, Sidewalks, Water, Sewer		x	M
***	Wyatt Reconstruction	RDS	Erickson	Grow	Reconstruction, Intersection Imp, NM		x	E/N
	Improvement Projects							
	Sportsman's Club & New Brooklyn	RDS			Intersection Capacity Improvements		x	E/N
	Sportsman's Club & High School Rd.	RDS			Intersection Capacity Improvements		x	E/N

*** NOTE: From Proposed Road Reconstruction List

M - Major Maintenance, repair, renovation, or replacement of an existing facility that does not add additional capacity
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City of Bainbridge Island
Transportation CIP (2013 - 2018)

Project	Location	Grant Eligible	Grant Applied	Grant Awarded	NM	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
TRANSPORTATION PROJECTS - 6-YEAR CIP																
Annual Roads Preservation		√	√	356		x				1,148	600	600	600	600	600	
Fort Ward Hill Reconstr.- Phase 2	Bolero to top of hill	√	√	856	x	x			x	990						
Rockaway Beach Rd Stabilization	South of Old Creosote	√	√	900		x			x	1,307						
Madison Avenue Overlay	HS to Winslow Way	√	√	434		x					505					
TRANSPORTATION PROJECTS - 20-YEAR CIP																
Annual Road Pres. Arterials & Collectors						x										8,400
Annual Road Pres. Local Access						x										TBD
Annual Roadside Safety Upgrades						x										1,400
Valley Reconstruction	Sunrise to Falk	√				x			x							83
Wardwell Reconstruction	Tripple Crown to Bucsit					x			x							135
Manitou Beach Stabilization	Falk to Skiff					x										1,506
Old Mill Reconstruction	Blakely to Blakely Hill					x			x							1,632
Sports-Club/N-Brooklyn Int. Imp	Intersection	√				x										993
Blakely Hill Road Reconstr	Halls Hill to top of hill					x			x							TBD
Country Club Rd Stabilization	Shoreline frontage					x										TBD
Halls Hill Road Reconstr	Blakely to top of hill	√			x	x		x								TBD
HS Rd/Sportsman Club Int. Imp	Intersection	√				x										TBD
Manitou Beach Stablization	Murden Cove - Falk	√				x										TBD
Wing Point Way Reconst.	Ferncliff to Park	√			x	x	x	x	x							TBD
Winslow Way Reconstr. -Ph 2	Madison - Grow	√			x	x	x	x	x							TBD
Wyatt Reconstruction	Ericksen - Grow	√			x	x			x							TBD
Wyatt Way - Phase 1	Madison to Grow	√			x	x		x	x							2,516
Local Access Rd Reconstr.						x			x							1,046
TOTALS										3,445	1,105	600	600	600	600	17,711

City of Bainbridge Island — Capital Project Summary

Annual Roads Program

DESCRIPTION	The Annual Roads Preservation Program consist of a combination of 1) grinding & patching roadways and/or 2) chip sealing. Grinding & patching the roadways is a maintenance operation and chip sealing adds a coating of asphalt oil and fine crushed rock over the existing pavement to preserve the street surface and to keep the roads in good drivable condition.
LOCATION POSSIBILITIES	2013 Proposed Roads List includes: Day Road from SR305 to Miller road (0.1 Miles), • Miller Road from Day Road to New Brooklyn Road (3.8 Miles), • Fletcher Bay Road from New Brooklyn to High School (0.9 Miles), • New Brooklyn Road from Sportsman's Club to Madison (0.4 Miles), • Wint Point Way (Meadows-Azalea), • Country Club Rd. (Toe Jam, south of) , • Sportsmans Club (SR305 to New Brooklyn)
POLICY	Ordinance No. 2011-15 adopted the 2012-2017 update of the 6-year Capital Facilities Element (Transportation Element) of the Bainbridge Island Comprehensive Plan on 11-21-2011.
BENEFIT	Preservation and prolonged life of the roadway system.
SCHEDULE	Annual, preferably during warm weather construction season.
CATEGORY	Preservation 1A M;GC

PROJECT COSTS (1,000's)	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
Design/permitting	in-house	in-house	in-house	in-house	in-house	in-house
ROW	0					
Construction	1148	600	600	600	600	600
Sub-total	$1,148	$600	$600	$600	$600	$600
FUND SOURCES (1,000's)						
Street Fund	792	600	600	600	600	600
STP Grant	356					
Sub-total	$1,148	$600	$600	$600	$600	$600

City of Bainbridge Island — Capital Project Summary

Rockaway Beach Road Stabilization Project

(South of Old Creosote)

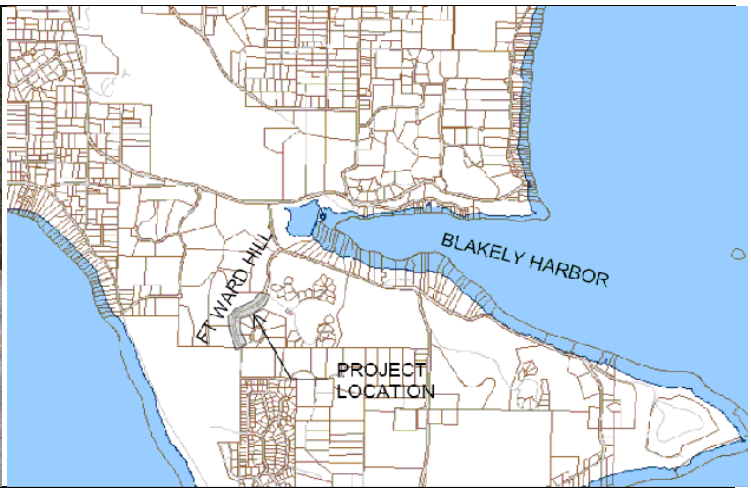
DESCRIPTION	Project consists of stabilization of embankment, road repair and shoreline mitigation for a medium bank roadway on Rockaway Beach Road.
POLICY	City Council adopts the 6-year Capital Improvement Plan (Transportation Element) of the Bainbridge Island Comprehensive Plan in conjunction with annual budget development.
BENEFIT	Preservation & Safety
SCHEDULE	Design / permitting in 2012. Construction in 2012 / 2013, weather permitting. (Refer to Emergency Resolution Declaration No. 2011-19)
CATEGORY	Preservation 1A E/M; GC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	0					
ROW	0					
Construction	1307					
Sub-total	$1,307	0	0	0	0	0
FUND SOURCES (1,000's)						
Street Fund	346					
Storm Drain Fund	61					
STP Grant	900					
Sub-total	$1,307	0	0	0	0	0

City of Bainbridge Island — Capital Project Summary

Fort Ward Hill Reconstruction & Shoulder Widening Phase 2

(Sunny Hill to Bolero Drive)



DESCRIPTION	Reconstruction of approximately 1,500 LF of roadway. Improvements consist of repair & paving of two 10' travel lanes with 5' paved shoulders, approximately 700 LF of guardrail, new rockeries, new storm drain systems and two new drainage culvert replacements.
POLICY	City Council adopts the 6-year Capital Improvement Plan (Transportation Element) of the Bainbridge Island Comprehensive Plan in conjunction with annual budget development.
BENEFIT	Preservation, safety, & non-motorized benefits.
SCHEDULE	Design/permitting phases are estimated to be completed by 2012 year-end with construction to occur in summer of 2013.
CATEGORY	Preservation, 1A, E/M GC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	0					
ROW	0					
Construction	990					
Sub-total	$990	0	0	0	0	0
FUND SOURCES (1,000's)						
Street Fund	121					
Storm Drain Fund	13					
STP Grant	856					
Sub-total	$990	0	0	0	0	0

Section Two

2013 – 2018 Capital Improvement Project Plan List

Non-Motorized Transportation – Tax Supported

NON-MOTORIZED TRANSPORTATION
TAX SUPPORTED

Project Title	Fund	From	To	Description of Work	Incl. in PY CIP?	Proposed Year	Comments/ Grants	Comp. Plan Designation
6 Year CIP:								
Annual Program 2013								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
Annual Program 2014								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
Annual Program 2015								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
Annual Program 2016								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
Annual Program 2017								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
Annual Program 2018								
C40 - Spot Projects	RDS	TBD		Shoulder repairs and infill	N	Annual		E
C40 - N. Madison Phase 2	RDS	Valley	Winther	Climbing Lane		2013	Y	E
C40 - Sportsman's Club Phase 1	RDS	SR305	Copper Top Loop	Climbing Lane, Sep. pathway	Y	2013	Y	E
SR305 Olympic Drive NM	RDS	Winslow Way	Harbor Drive	Ped and Bike Facilities	N	2013	Y	E
SR305 Shoulder Improvements	RDS	Vineyard	N. of Vineyard	Shoulder Improvements	N	2013	Y	E
Trails	RDS	TBD			N	Annual		E
20 Year CFP: see next page								

M - Major Maintenance, repair, renovation, or replacement of an existing facility that does not add additional capacity

E - New facilities or improvements to existing facilities that provide added capacity to serve the existing population

N - New facilities or improvements to existing facilities that are built primarily to provide added capacity to serve future population or employment growth

NON-MOTORIZED TRANSPORTATION
TAX SUPPORTED

	Project Title	Fund	From	To	Description of Work	Incl. in PY CIP?	Proposed Year	Comp. Plan Designation
	20 Year CFP:							
***	C40 - Bucklin	RDS	Blakely	Lynwood Ctr	ROW, Shoulder Improvements	2013	x	E
***	C40 - Miller	RDS	Tolo	Pederson Hill	Shoulder Improvements	2013	x	E
	Sportsman's Club Spine Trail	RDS	High School	Sportsman's Pond	ROW, Separated Trail		x	E
	C40 - Eagle Harbor - Phase 1	RDS	Past Bucklin	McDonald	Bike Climbing Lane		x	E
***	C40 - Fletcher	RDS	New Brooklyn	High School	Shoulder Improvements	2017	x	E
	C40 - Blakely	RDS	Bucklin	Baker Hill	Bike Climbing Lane		x	E
	Wing Point Way NM	RDS	Fencliff	Park	Sidewalk Improvements	2012	x	E
***	C40 - Eagle Harbor - Phase 2	RDS	Wyatt	Past Bucklin	ROW, Ped, Bike, Park Impr.		x	E
	SR305 Sound to Olympic Trail - P2	RDS	Winslow Way	Ped Bridge.	Sound to Olympics Trail		x	E
***	Wyatt NM - Phase 1	RDS	Madison	Grow	Sidewalk and Bike Lane Improvements		x	E
	C40 - N. Madison	RDS	SR305	Valley	Climbing Lane	2012	x	E
	C40 - Lynwood Center	RDS	Bucklin	Point White	Shoulder Improvements	2014	x	E
	C40 - Sportsman's Club - Phase 2	RDS	SR305	Wyatt	Shoulder Improvements	2014	x	E
	Lost Valley Trail - Phase 1	RDS	Carmella Lane		Trail Access and Improvements	2016	x	E
	C40 - Valley	RDS	N. Madison	Sunrise	Shoulder Improvements	2017	x	E
	Grow Avenue NM	RDS	Winslow Way	Wyatt	Sidewalk Improvements		x	E
	Winslow Way Reconstr.-Phase 2	RDS	Madison	Grow	Sidewalk Improvements		x	E
	Wyatt NM	RDS	Erickson	Madison	Sidewalk Improvements		x	E
	Wyatt NM	RDS	E. of Weaver	Weaver	Sidewalk Improvements		x	E
	Knetchel Way NM	RDS	Erickson	Madison	Sidewalk Improvements		x	E

*** NMTAC & Squeaky Wheels Top 5 Core 40 Projects

M - Major Maintenance, repair, renovation, or replacement of an existing facility that does not add additional capacity
E - New facilities or improvements to existing facilities that provide added capacity to serve the existing population
N - New facilities or improvements to existing facilities that are built primarily to provide added capacity to serve future population or employment growth

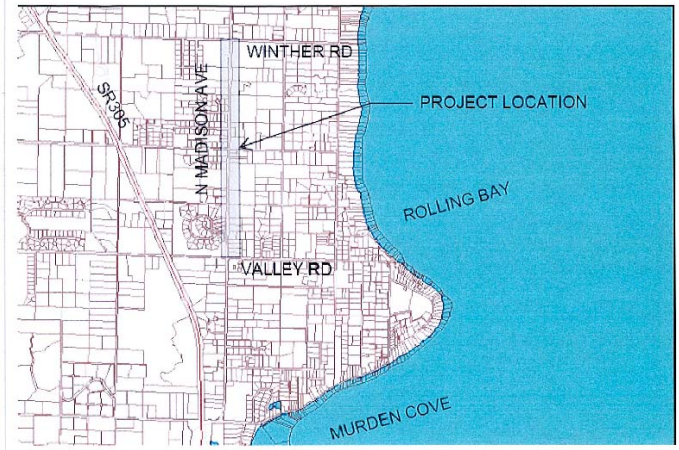
City of Bainbridge Island
Non-Motorized Transportation CIP (2013 - 2018)

Project	Location	Grant Eligible	Grant Applied	Grant Awarded	NM	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
NON-MOTORIZED PROJECTS - 6-YEAR CIP																
C40 - N. Madison, Phase 2	Valley to Winther	√	√	173	x					200						
C40 - Sportsman Club - Phase 1	SR305 to Copper T Loop	√	√	167	x					179						
SR305/Olympic Drive NM	Win Way to Harbor Dr.	√	√	744	x					120	644					
SR305 Shoulder Improvements	Vineyard to north	√	√	124	x					124						
Trails	TBD									25	25	25	25	25	25	
C40 - Spot Projects	TBD				x					50	50	50	50	50	50	
Annual Grant Funded Projects	TBD				x											
Wing Point Way NM	Ferncliff to Azalea	√	√	cont. List	x											
Top 5 Road Safety Projects by NMTC																
C40 - Bucklin Hill - Phase 2	Blakely to Lynwood Ctr.				x							505				
Wyatt Way NM - Phase 1	Madison to Grow				x							200				
C40 - Fletcher Bay Road	New Brooklyn to HS Rd				x								358			
Sound to Olympic Trail - Phase 2	Winslow Way to Bridge				x								342			
C40 - Miller Road	Tolo to Pederson Hill				x									882		
C40 - Eagle Harbor - Phase 1	Pst Bucklin to McDonald				x										700	
Wing Point Way NM	Ferncliff to Park				x											
C40 - Blakely	Bucklin - Baker Hill				x											
C40 - Eagle Harbor	Wyatt - McDonald				x											
C40 - Eagle Harbor - Phase 2	Wyatt to Past Bucklin				x											
C40 - Lynwood Center	Bucklin - Pt. White				x											
C40 - Sportsmans Club - Phase 2	HS to Wyatt				x											
C40 - Valley	N. Madison - Sunrise				x											
Grow Ave NM	Winslow Way - Wyatt				x											
Knetchel Way	Ericksen - Madison				x											
Lost Valley Trail - Phase 1	Carmella Lane				x											
Sportsman Club Spine Trail	HS to Sportsman pond				x											
Winslow Way Reconstr.- Phase 2	Madison to Grow				x											
Wyatt NM - Phase 2	Ericksen - Madison				x											
Wyatt Sidewalk Extension	E of Weaver - Weaver				x											
TOTALS										698	719	780	775	957	775	0

City of Bainbridge Island — Capital Project Summary

C40 N. Madison Avenue Shoulder Improvements – Phase 2

Valley to Winther



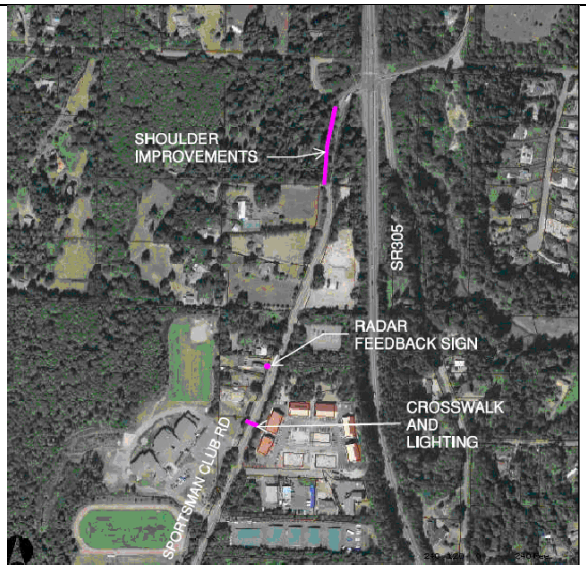
DESCRIPTION	This project provides approx. 2,600 LF of bike lanes on the east shoulder. Other improvements include a ditch and culvert realignment. This project is a continuation of the N. Madison Avenue Phase 1 bike lane improvements completed in early 2011. The project is planned to be designed by COBI staff.
POLICY	City Council adopts the 6-year Capital Improvement Plan (Transportation Element) of the Bainbridge Island Comprehensive Plan in conjunction with annual budget development.
BENEFIT	Shoulder improvements consistent with policy for greater options & mobility
SCHEDULE	Design/Build 2013
CATEGORY	Deficiency 1B, E/M; SC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	0					
ROW	0					
Construction	200					
Sub-total	$200	0	0	0	0	0
FUND SOURCES (1,000's)						
Street Fund	27					
STP Grant	173					
Sub-total	$200	0	0	0	0	0

City of Bainbridge Island — Capital Project Summary

C40 Sportsman Club Road Improvements – Phase 1

(SR305 to Copper Top Loop)



DESCRIPTION	This project provides shoulder improvements to accommodate cyclists and pedestrians traveling along this curvy and hilly section of the Sportsman's club roadway corridor to and from the intersection at SR305. This project includes grant funding for consultant support but may be designed by City Staff depending on availability of resources.
POLICY	Core 40 Project adopted by Ordinance No. 2011-15 .
BENEFIT	Safety and Non motorized
SCHEDULE	Design and construct in 2013
CATEGORY	Deficiency 1B, E/M; SC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	35					
ROW	0					
Construction	144					
Sub-total	$179	$0	$0	$0	$0	$0
FUND SOURCES (1,000's)						
Street Fund	12					
Grant (pending WSDOT Safe Routes to School Grant @ $167)	167	0				
Sub-total	$179	$0	$0	$0	$0	$0

City of Bainbridge Island — Capital Project Summary

SR305 – Olympic Drive Non-Motorized Improvement Project

Winslow Way to Harbor Drive

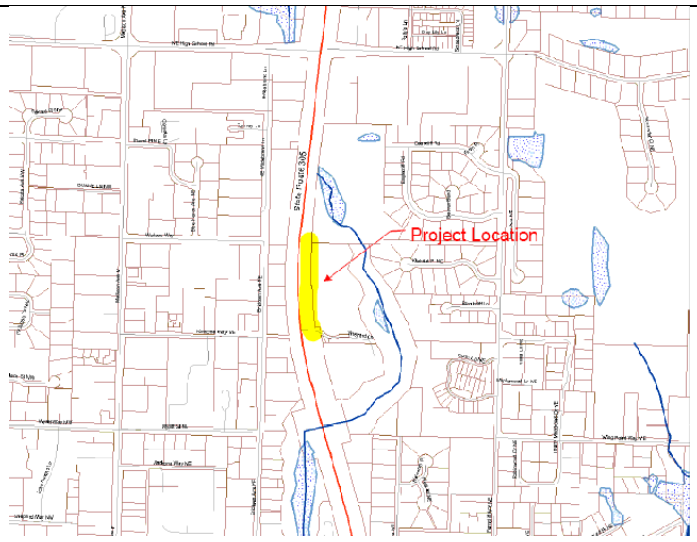
DESCRIPTION	Olympic drive is a roadway with inadequate pedestrian and bicycle accommodations. This project provides improvements for pedestrian and cyclists along this heavily trafficked roadway.
POLICY	Council endorsed grant application
BENEFIT	Safety and non motorized level of service
SCHEDULE	Design in 2013 and construct in 2014
CATEGORY	Deficiency 1B, E/M; SC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	120					
ROW	0					
Construction	0	644				
Sub-total	$120	$644	$0	$0	$0	$0
FUND SOURCES (1,000's)						
Street Fund	20					
Grant (pending WSDOT Ped/Bicycle Grant @ $744)	100	644				
Sub-total	$120	$644	$0	$0	$0	$0

City of Bainbridge Island — Capital Project Summary

SR305 Shoulder Improvement Project

Vineyard to North



DESCRIPTION	This project addresses existing gap in shoulders on the East side of SR305 north of Vineyard Lane. Other work includes modification to an existing traffic island.
POLICY	Council endorsed grant application
BENEFIT	Safety and non motorized connectivity
SCHEDULE	Design in 2013 and construct in late 2013 or early 2014
CATEGORY	Deficiency 1B, E/M; SC

PROJECT COSTS (1,000's)	2013	2014	2015	2016	2017	2018
Design/permitting	21					
ROW	0					
Construction	103					
Sub-total	$124	$0	$0	$0	$0	$0
FUND SOURCES (1,000's)						
Street Fund						
Grant (pending WSDOT Ped/Bicycle Grant @ $124)	124					
Sub-total	$124	$0	$0	$0	$0	$0

Section Three

2013 – 2018 Capital Improvement Project Plan List

Facilities – Tax Supported

FACILITIES
TAX - SUPPORTED

Project Title	Fund	Location	Description of Work	Incl. in PY CIP?	Proposed Year	Comp. Plan Designation
6 Year CIP:						
2013 HVAC System Equip. Upgrade	GEN	Police	Replace 2 Heat Pumps at end of life cycle	N	2013	M
2014 HVAC System Equip. Upgrade	Various	City Hall	Replace 5 Heat Pumps at end of life cycle	N	2014	M
2015 HVAC System Equip. Upgrade	Various	City Hall	Replace 5 Heat Pumps at end of life cycle	N	2015	M
2016 HVAC System Equip. Upgrade	Various	City Hall	Replace 5 Heat Pumps at end of life cycle	N	2016	M
2017 HVAC System Equip. Upgrade	Various	City Hall	Replace 5 Heat Pumps at end of life cycle	N	2017	M
2018 HVAC System Equip. Upgrade	Various	Public Works Facility	Replace 2 Heat Pumps at end of life cycle	N	2018	M
2013 SCADA Software Upgrade	Various	Public Works Facility	Fire pump software upgrade	N	2013	M
2013 SCADA Software Upgrade	GEN	Police	Fire alarm software upgrade	N	2013	M
2015 SCADA Software Upgrade	Various	City Hall	Replaces obsolete HVAC software	N	2015	M
2016 SCADA Software Upgrade	Various	City Hall	Replaces obsolete security system software	N	2016	M
Reseal Roof	GEN	Police	Required maintenance interval	N	2014	M
Security Fencing Improvements	Various	Public Works Facility	Secure small equipment stored outside from theft	N	2013	M
Security Fencing Improvements	Various	Public Works Facility	Secure Police vehicles kept at PW Facility	N	2014	M
Remodel Lt. Offices/Bathroom Entrance	GEN	Police	Privacy and security improvements	N	2018	M
Confiscated Vehicle Covered Storage	GEN	Vincent Road	Secure facility for impounded vehicles	N	2014	M
2013 RCM Lighting Upgrade	Various	Public Works Facility	Exterior lighting energy efficiency retrofit	N	2013	M
2014 RCM Lighting Upgrade	Various	City Hall	Interior lighting energy efficiency retrofit	N	2014	M
2017 RCM Lighting Upgrade	Various	Waterfront Park Dock	Replace dock lighting for energy efficiency retrofit	N	2017	M
2018 RCM Lighting Upgrade	Various	Waterfront Park Trail	Replace obsolete lighting and energy retrofit	N	2018	M
Playground Fencing & Slide Replacement	Various	Waterfront Park	Safety replacement of playground fence and slide	N	2018	M
Fueling System Upgrade Design	Various	Public Works Facility	Fueling system upgrade design	N	2017	M
Fueling System Upgrade	Various	Public Works Facility	Fuel system pump and tank capacity upgrade	N	2018	M
Pump Containment	Various	City Hall	Construct containment around pump to prevent flooding	N	2013	M
20 Year CFP:						
Security Fencing Improvements			Police - Improve security at Police building	N		M
Mechanic Bay - non-skid surface			PW Facility - Imprv footing during wet weather months	Y		M
Waterfront Park Stairs	Various	Waterfront Park	Improved pedestrian access and safety improvement	N	2013	M

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E - New facilities or improvements to existing facilities that provide added capacity to serve the existing population
N - New facilities or improvements to existing facilities that are built primarily to provide added capacity to serve future population or employment growth

City of Bainbridge Island
Facilities CIP (2013 - 2018)

Project		General	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
FACILITIES PROJECTS - 6-YEAR CIP													
HVAC System Equip. Upgrade	Police	x					21						
HVAC System Equip. Upgrade	City Hall	x						25					
HVAC System Equip. Upgrade	City Hall	x							25				
SCADA Software Upgrade	Police	x					10						
SCADA Software Upgrade	Public Works Facility	x					8						
Security Fencing Improvements	Public Works Facility	x					8						
RCM Lighting Upgrade	Public Works Facility	x					8						
Containment Improvements	City Hall	x					5						
Confiscated Vehicle Covered Stor.	Vincent Road	x						30					
RCM Lighting Upgrade	City Hall	x						23					
Security Fencing Improvements	Public Works Facility	x						16					
Reseal Roof	Police	x						8					
SCADA Software Upgrade	City Hall	x							20				
HVAC System Equip. Upgrade	City Hall	x								25			
SCADA Software Upgrade	City Hall	x								20			
HVAC System Equip. Upgrade	City Hall	x									25		
Fueling System Upgrade Design	Public Works Facility	x									15		
RCM Lighting Upgrade	Waterfront Park Dock	x									6		
Fueling System Upgrade	Public Works Facility	x										75	
RCM Lighting Upgrade	Waterfront Park Trail	x										60	
Remodel Lt. Offices/Bathroom Entr.	Police	x										30	
Playground Fencing & Slide Repl.	Waterfront Park	x										15	
HVAC System Equip. Upgrade	Public Works Facility	x										12	
FACILITIES PROJECTS - 20-YEAR CIP													
Mechanic Bay - non-skid surface		x											TBD
Security Fencing Improvements		x											TBD
Waterfront Park Stair Project		x											TBD
TOTALS	.....						60	102	45	45	46	192	0

Section Four

2013 – 2018 Capital Improvement Project Plan List

Fleet and Equipment – Tax and Utility Supported

COBI Vehicle Replacement Criteria

City vehicles are evaluated for replacement utilizing several factors. These factors include vehicle age and mileage, maintenance and repair costs, accident history and physical condition, reliability, fuel economy, resale value and suitability to assignment.

Most city vehicles are typically replaced when they are 10 years old or have 100,000 or more miles on them. However, certain classes of vehicles do not fit a formula replacement schedule because of their end use. Examples include Police cruisers, street sweepers, roadside mowers and snow and ice removal vehicles. All of these vehicles experience heavy use and as a result wear out faster than other vehicles. Police vehicles should be replaced sooner than 10 years in age, but before they reach 145,000 miles. The other heavy and special use vehicles are evaluated for replacement by utilizing the other factors mentioned beyond age and mileage. Some will be replaced sooner than 10 years and others will remain in service for up to 20 years. The identification and selection of vehicles for replacement is accomplished on an annual basis with the recommended vehicle replacements identified in the six-year capital improvement plan.

FLEET AND EQUIPMENT
TAX AND UTILITY SUPPORTED

Project Title	Fund	Description of Work	Incl. in PY CIP?	Proposed Year	Comments	Comp. Plan Designation
6 Year CIP:						
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2013	Obsolescence, breakage, new	E
Website Software Replacement	GEN		N	2013	Software is no longer supported	E
Pickup Truck	RDS(80)/SSWM(20)	Crew Cab	Y	2014	Flatbed with snowplow attachment	E
Pickup Truck	RDS(80)/FAC(20)	Crew Cab	Y	2014	Flatbed with snowplow attachment	E
Police Vehicles (2)	GEN PD	Public Safety Vehicle Replacement	Y	2014	Patrol Vehicles	E
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2014	Obsolescence, breakage, new	E
Email System	GEN		N	2014		
Street Sweeper	SSWM(80)/RDS(20)	Streets	Y	2015	Regenative air	E
Police Vehicles (2)	GEN PD	Public Safety Vehicle Replacement	Y	2015	Patrol Vehicles	E
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2015	Obsolescence, breakage, new	E
Data Backup System upgr / replc	GEN		N	2015		
Roadside Mower	RDS(90)/SSWM(10)	Tractor Chassis and articulating mower arm	Y	2016	Roads/SSWM maintenance vehicle	E
Cab and Chassis	SSWM(50)/RDS(50)	New chassis for hooklift system	Y	2016	Multi-platform vehicle	E
Police Vehicles (2)	GEN PD	Public Safety Vehicle Replacement	Y	2016	Patrol Vehicles	E
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2016	Obsolescence, breakage, new	E
Phone System	GEN		N	2016		
Pickup Truck, crew cab	RDS(80)/FAC(20)	Crew Cab	Y	2017	Flatbed with snowplow attachment	E
Pickup Truck	GEN FAC	Standard Cab	Y	2017	Facilities crew vehicle	E
Pickup Truck	RDS(80)/FAC(20)	Standard Cab	Y	2017	Roads/Facilities crew vehicle	E
Pickup Truck	GEN PCD	Standard Cab	Y	2017	PCD vehicle	E
Chipper	RDS	Roads/SSWM equipment	Y	2017	Vegetation control equipment	E
Van	WTR(80)/SEW(20)	Water/Sewer vehicle	Y	2017	Water/Sewer crew vehicle	E
Police Vehicles (2)	GEN PD	Public Safety Vehicle Replacement	Y	2017	Patrol Vehicles	E
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2017	Obsolescence, breakage, new	E
Data Storage (SAN) System upgrd	GEN		N	2017		
Roadside Mower	RDS	Tractor Chassis and articulating mower arm	Y	2018	Roads/SSWM maintenance vehicle	E
Trailer	RDS	Trailer for wheeled compactor	Y	2018	Roads repair trailer	E
Trailer	SSWM(50)/RDS(50)	Pup trailer for dump trucks	Y	2018	New material and spoils disposal equip.	E
Pickup Truck	SSWM	Standard Cab	Y	2018	SSWM crew vehicle	E
Pickup Truck	G/R/W/SEW/SSWM	Standard Cab	Y	2018	Engineering vehicle	E
Auxiliary Equipment (2)	RDS	Sander and gravel distributor	Y	2018	Shoulder repair equipment	E
Police Vehicles (2)	GEN PD	Public Safety Vehicle Replacement	Y	2018	Patrol Vehicles	E
Small Capital Equip <$10,000	GEN/RDS/SSWM/WTR/SWR	Non-fleet Tools, Equipment and Machinery	Y	2018	Obsolescence, breakage, new	E
Data Storage (SAN) System upgrd	GEN		N	2018		E
20 Year CFP:						
Annual - Fleet		Fleet replacement according to "Vehicle Replacement Criteria"				
Annual - Small Equipment		Small Equipment replacement according to "Vehicle Replacement Criteria"				
Annual - IT Equipment		On-going IT Equipment repair and replacement				

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City of Bainbridge Island
FLEET and EQUIPMENT CIP (2013 - 2018)

Project		General	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
FLEET PROJECTS - 6-YEAR CIP													
Small Capital Equip <$10,000		10	10	10	10	10	50						
Website Software Replacement		20					20						
Pickup Truck			54			13		67					
Pickup Truck		13	54					67					
Police Vehicles (2)		106						106					
Small Capital Equip <$10,000		10	10	10	10	10		50					
Email System		10						10					
Street Sweeper			42			169			211				
Police Vehicles (2)		110							110				
Small Capital Equip <$10,000		10	10	10	10	10			50				
Data Backup System upgr / replc		20							20				
Roadside Mower			86			10				96			
Cab and Chassis			88			88				175			
Police Vehicles (2)		114								114			
Small Capital Equip <$10,000		10	10	10	10	10				50			
Phone System		50								50			
Pickup Truck, crew cab		15	60								75		
Pickup Truck		41									41		
Pickup Truck		8	33								41		
Pickup Truck		31									31		
Chipper			35								35		
Van				33	8						41		
Police Vehicles (2)		118									118		
Small Capital Equip <$10,000		10	10	10	10	10					50		
Data Storage (SAN) System upg/replc		15									15		
Roadside Mower			103									103	
Trailer			5									5	
Trailer			29			29						57	
Pickup Truck						43						43	
Pickup Truck		7	7	7	7	7						33	
Sander Attachment			6									6	
Gravel Spreader			37									37	
Police Vehicles (2)			123									123	
Small Capital Equip <$10,000		10	10	10	10	10						50	
Data Storage (SAN) System upg/replc		15										15	
FLEET PROJECTS - 20-YEAR CIP													
Annual - Fleet Replacement		x	x	x	x	x							X
Annual - Small Capital Equip <$10,000		x	x	x	x	x							700
Annual - IT Equipment Capital Items		350											350
TOTALS							70	300	391	485	447	472	1,050

Section Five

2013 – 2018 Capital Improvement Project Plan List

Water Utility

WATER UTILITY

Project Title	Fund	Location	Description of Work	Incl. in PY CIP?	Proposed Year	Comments	Comp. Plan Designation
6 Year CIP:							
2013 Annual Preservation Program	Water			Y	2013		E/N
Madison Avenue		HS Road to Wallace	AC Main Replacement	N	2013	Construct 3QTR 2013	E/N
Cave Avenue		WinWay to Kaleetan	AC Main Replacement	N	2013	Design/construct 4QTR 2013	E/N
2014 Annual Preservation Program	Water		Pipes, valves, meters, pressure reduction	Y	2014	Water System Rehabilitation	E/N
2015 Annual Preservation Program	Water		Pipes, valves, meters, pressure reduction	Y	2015	Water System Rehabilitation	E/N
2016 Annual Preservation Program	Water		Pipes, valves, meters, pressure reduction	Y	2016	Water System Rehabilitation	E/N
2017 Annual Preservation Program	Water		Pipes, valves, meters, pressure reduction	Y	2017	Water System Rehabilitation	E/N
2018 Annual Preservation Program	Water		Pipes, valves, meters, pressure reduction	N	2018	Water System Rehabilitation	E/N
Taylor Avenue Well	Water		TBD	Y	2014	Deferred; pending ownership decision	E/N
Sands Well #2 - Design	Water		New or retrofitted production well	Y	2014	Deferred; pending ownership decision	E/N
Sands Well #2 - Construction	Water		New or retrofitted production well	Y	2015	Deferred; pending ownership decision	E/N
Emergency Power Generator	Water		Head of the Bay	Y	2014	Deferred; pending ownership decision	E
Emergency Power Generator	Water		Sands Avenue	Y	2016	Deferred; pending ownership decision	E
High School Reservoir - Design	Water		Retrofit	Y	2016	Deferred; pending ownership decision	E/N
High School Reservoir - Construct	Water		Retrofit	Y	2017	Deferred; pending ownership decision	E/N
Fletcher Bay Well	Water		Redundancy well	Y	2017	Deferred; pending ownership decision	E/N
20 Year CFP:							
Annual Preservation Program			2% inflation per year for 14 years			Water System Rehabilitation	E/N
Wyatt High Zone Main		Madison to Grow	Extend high pressure zone further south			Improve customer water pressure	E/N

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City of Bainbridge Island
Water CIP (2013 - 2018)

Project	Location	Grant Applied	Grant Awarded	NM	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
WATER PROJECTS - 6-YEAR CIP															
Annual Preservation Program '--Madison Ave Main Replacement '--Cave Ave Main Replacement						x			139	144	147	148	151	154	2,170
Taylor Avenue Well						x				136					
Sands Well #2						x				70	471				
Emergency Power Generator (2)	Sands Ave & HOB					x				105		109			
High School Reservoir						x						311	2,266		
Fletcher Bay Well						x							140		
WATER PROJECTS - 20-YEAR CIP															
Wyatt High Zone Main	Madison - Grow					x									TBD
TOTALS									139	455	618	568	2,557	154	2,170

Section Six

2013 – 2018 Capital Improvement Project Plan List

Sewer Utility

SEWER UTILITY

Project Title	Fund	Location	Description of Work	Incl. in PY CIP?	Proposed Year	Comments	Comp. Plan Designation
6 Year CIP:							
2013 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	Y	2013	Collection system rehabilitation	E/N
2014 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	Y	2014	Collection system rehabilitation	E/N
2015 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	Y	2015	Collection system rehabilitation	E/N
2016 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	Y	2016	Collection system rehabilitation	E/N
2017 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	Y	2017	Collection system rehabilitation	E/N
2018 Annual Preservation Program	Sewer	TBD	Gravity and force main piping, manholes	N	2018	Collection system rehabilitation	E/N
Eagle Harbor Sewer Beach Mains	Sewer	Eagle Harbor	Force main replacement	Y	2013	Complete design, permitting, PS&E,	E/N
Eagle Harbor Sewer Beach Mains	Sewer	Eagle Harbor	Force main replacement	Y	2014	Construction	E/N
20 Year CFP:							
Annual Preservation Program			2% inflation per year for 14 years				E/N
Pump Station Upgrade - Various			Mechanical and electrical retrofit			Programmed as part of GSP update	E/N
Pump Station Upgrade - Village	Sewer	SR305 / High School Rd	Mechanical and electrical retrofit	Y		Defer until GSP complete	E/N
WWTP Upgrade - Various			Mechanical and electrical retrofit			Programmed as part of GSP update	E/N

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City of Bainbridge Island
Sewer CIP (2013 - 2018)

Project	Location and/or Phase	Grant Awarded	NM	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
SEWER PROJECTS - 6-YEAR CIP														
Annual Preservation Program						x		139	146	149	152	155	158	2,240
Eagle Harbor Sewer Beach Mains	Design/ROW	2,000				x		2,000						
Eagle Harbor Sewer Beach Mains	Construction	2,100							2,622					
SEWER PROJECTS - 20-YEAR CIP														
Pump Station Upgrade - Various	Madison - Grow													TBD
Pump Station Upgrade - Village														TBD
WWTP Upgrade - Various														TBD
TOTALS								2,139	2,768	149	152	155	158	2,240

Section Seven

2013 – 2018 Capital Improvement Project Plan List

Stormwater Utility

STORMWATER UTILITY

Project Title	Fund	Location	Description of Work	Incl. in PY CIP?	Proposed Year	Comments	Comp. Plan Designation
6 Year CIP:							
2013 Annual Stormwater Preservation	SSWM		Conveyance, culverts, control structures, ponds, etc.	Y	2013		M
Dripping Water Creek	SSWM	Sunrise	Culvert Replacement - Fish passage		2013	Construction	M
New Sweden	SSWM	New Sweden	Culvert Replacement		2013	Construction	M
Manual, Phelps, Yeomalt, S. Beach	SSWM		Conveyance Improvements		2013	Survey/Design/Permitting	M
Issac	SSWM	Ferncliff	Conveyance Improvements		2013	Construction	M
Lynwood Center Outfall	SSWM	Pt. White Drive	Water quality outfall retrofit and conveyance imp		2013	WDOE Grant Funded	M
2014 Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.	Y	2014		M
Manual Road	SSWM	Manual Road	Culvert Replacement		2014	Construction	M
Blakely Falls Creek	SSWM	Halls Hill	Culvert Replacement		2014	Construction	M
Phelps Road	SSWM	Phleps - Spargur	Conveyance Improvements		2014	Construction	M
Yeomalt	SSWM	Yeomalt	Conveyance Improvements		2014	Construction	M
Wardwell	SSWM	Wardwell	Culvert Replacement - Fish Passage		2014	Survey/Design/Permitting	M
2015 Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.	Y	2015		M
Projects TBD	SSWM				2015		M
2016 Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.	Y	2016		M
Projects TBD	SSWM				2016		M
2017 Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.	Y	2017		M
Projects TBD	SSWM				2017		M
Emergency	SSWM		Weather or other emergent condition		2017		M
2018 Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.	N	2018		M
Projects TBD	SSWM				2018		M
20 Year CIP:							
Annual Stormwater Preservation			Conveyance, culverts, control structures, ponds, etc.		2019-2033		M

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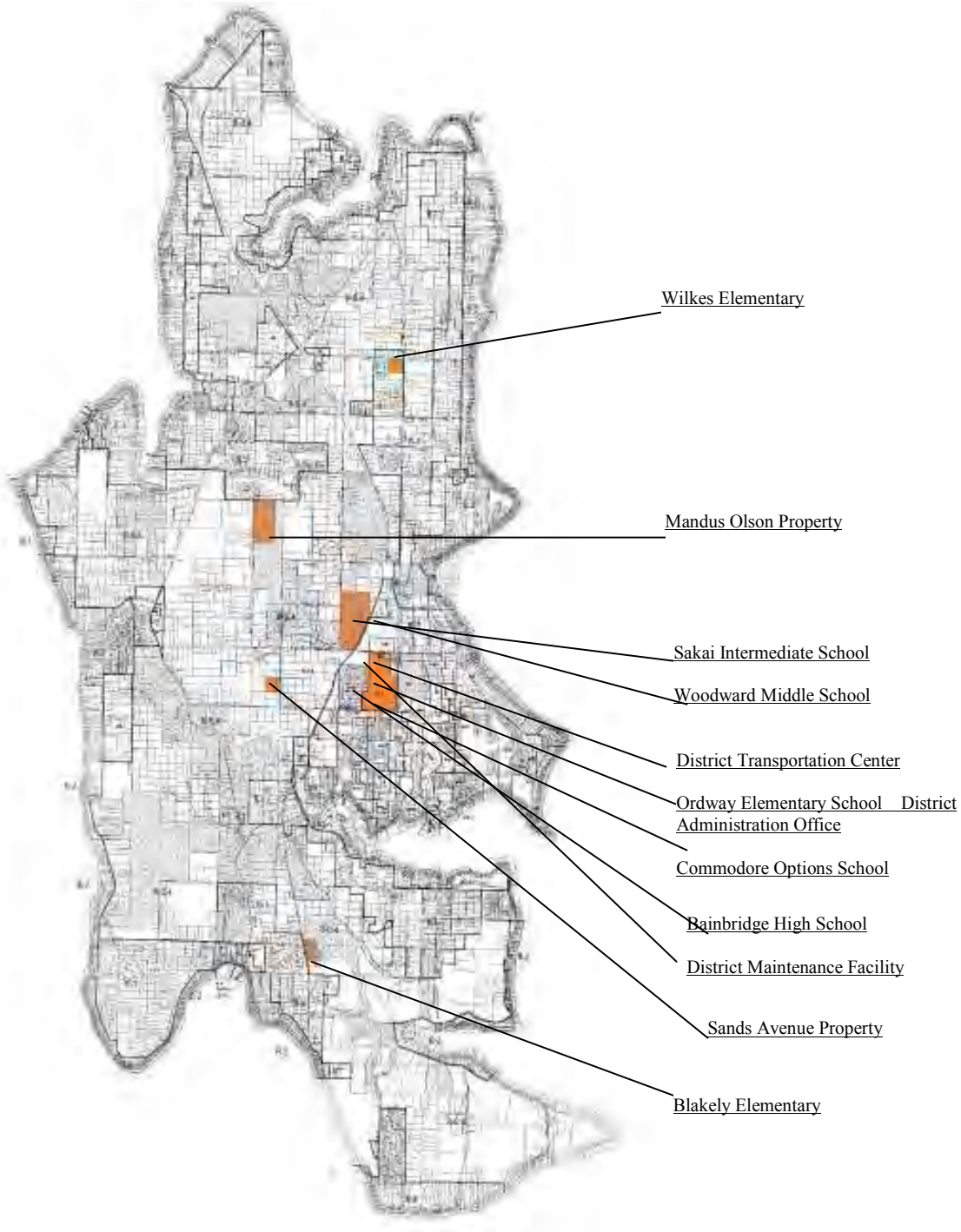
City of Bainbridge Island
Stormwater CIP (2013 - 2018)

Project	Grant Eligible	Grant Applied	Grant Awarded	NM	Roads	Water	Sewer	SSWM	2013	2014	2015	2016	2017	2018	2019 - 2033
STORMWATER PROJECTS - 6-YEAR CIP															
2013 Annual Stormwater Preservation								x	188						
— Dripping Water Creek															
— New Sweden															
— Manual, Phelps, Yeomalt, S. Beach															
— Issac															
Lynwood Center Outfall	√	√	188					x	271						
2014 Annual Stormwater Preservation										276					
— Manual Road															
— Blakely Falls Creek															
— Phelps Road															
— Wardwell															
— Yeomalt															
2015 - 2018 Annual Stormwater Preservation											281	280	285	291	
STORMWATER PROJECTS - 20-YEAR CIP															
ANNUAL STORMWATER PRESERVATION								x							4,200
TOTALS									459	276	281	280	285	291	4,200

Six-Year Capital Facilities Plan
2012 - 2018



Presented to the City of Bainbridge Island
August 2012

Table of Contents

Glossary of Terms

Cohort Survival- The net percentage of a cohort of students enrolled in the first grade in a given school-year who remain in the Bainbridge Island School District until grade twelve.

CFP-Capital Facilities Plan

District-The Bainbridge Island School District

Facilities Master Plan- Document published in 2005 that is a 15-year framework and facility decision-making tool.

FTE (Full-time Equivalent) – State funding is determined by the number of students attending 6 hours per day.

OSPI- Office of the Superintendent of Public Instruction

PCM-Practical Capacity Model

Plan- The 2012-2018 Bainbridge Island School District Capital Facilities Plan

AARG- average annual rate of growth

1 Executive Summary

This Six-Year Capital Facilities Plan (CFP) has been prepared by the Bainbridge Island School District (District). The purpose of the CFP is to provide the City of Bainbridge Island a six-year facility planning document in compliance with the requirements of the Washington State Growth Management Act[1]. This document in and of itself is not intended to describe all of the District's planning needs.

In addition to this plan, the Bainbridge Island School District prepared a Facilities Master Plan[2] in 2005. The Facilities Master Plan was developed to analyze the physical condition and program configuration of all existing District facilities in relationship to their ability to support the District's mission and educational goals. The Facilities Master Plan incorporates current educational and demographic trend data into comprehensive goals for the District facilities. Ultimately, the Facilities Master Plan provides detailed information and the comprehensive support necessary to develop this current CFP.

The CFP has six major components:

- Educational Programs**:** District Basic Standard
- Capacity Measurement
- Enrollment
- Facility Assessment
- Capital Projects Finance Plan and Timeline
- Impact Fee Analysis

The 2012-2018 CFP continues to address phases outlined within the Master Plan framework. It will guide the District's repair and modernization projects for existing facilities, and it will support the District's decision to provide new capital facilities in the future.

[1] RCW Chapter 36.70A

[2] The Facilities Master Plan is available at the website: www.bainbridge.wednet.edu or in hard copy at the BISD District Office.

In addition, the District understands this updated CFP will be adopted into the City's Comprehensive Plan. The CFP and the Facilities Master Plan may be reviewed periodically and revised accordingly, based on updated enrollment data, future financial information, and evolving educational needs of students.

2 Educational Programs

Educational Vision

The *District's Strategic Mission, Vision and Guiding Principles* is a long-range planning document for the future of the school district. Under the banner of "strong minds, strong hearts, strong community," it details the shared vision, mission, core beliefs, and goals for the District's instructional program, climate, finance, and facilities.

As learning and assessment methodologies continue to change, school districts face a host of choices and challenges when it comes to making decisions on how to best serve students. Educators across the nation are re-examining academic traditions and exploring a variety of approaches to the way pupils are grouped, administered, and taught. Growing use of alternative student assessment methods, team teaching, interdisciplinary instruction, and multi-age classes represents a departure from the traditional instructional practices of the past and consequently requires more flexible facilities. In addition, a national growth of the Small Schools concept underscores the value of relationship-based learning and community clusters that promote a positive learning environment.

This CFP is grounded in the *District's Strategic Mission, Vision and Guiding Principles* and is guided by an understanding of national education research on best practices and highly effective learning environments.

Basic Standard Program

The following definitions outline the basic standard program assumptions for each school as described in the District's Facilities Master Plan. The core classroom spaces in the basic standard program accommodate flexible and integrated learning opportunities, and are supported by the *District's Strategic Mission, Vision and Guiding Principles*.

ELEMENTARY SCHOOL BASIC STANDARD PROGRAM SPACES

Core Instruction
- General classrooms
- Small group study
- Teacher work area/planning
- Student toilets
- Shared teaching/learning space

Special Education
- Developmental Preschool/Kindergarten
- Occupational/Physical Therapy
- Resource Room

Functional Skills
- Functional Skills classroom
- Office
- Kitchenette
- Toilet

Art/Science/Music/Tech
- Art/Science classroom and storage
- Music classroom and storage
- Computer classroom

Library/Media Center
- Reading room/collection storage
- Class seating/ story area
- Circulation desk
- Workroom/AV production

Physical Education
- Gymnasium
- PE office/ storage
- Community storage
- Emergency supplies

Food Service
- Kitchen with office area
- Food storage

Commons/Cafeteria
- Seating area for 225 students
- Collapsible stage storage
- Community storage
- Table/chair storage

Administration
- Reception/waiting/office manager
- Principal's office
- Conference room

- Staff workroom

ELEMENTARY SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

- Storage

Student Services
- Counselor
- Speech/Language Pathologist
- Title 1 Reading
- Itinerant office
- Health room/ office

Faculty/Staff Support
- Staff room

Building Support
- Student toilets
- Staff toilets
- Custodial spaces/receiving/building storage
- Exterior covered play area

ELEMENTARY SCHOOL BASIC STANDARD PROGRAM ASSUMPTIONS

General
- Maximum enrollment is 450 students, grades Pre-K through 4
- Central food preparation is off-site
- Gymnasium will be sized to support community athletic use
- Program will include three (3) kindergarten spaces
- Program will accommodate Developmental Pre-school
- Functional Skills spaces will be provided at the Ordway site only
- Program anticipates interior hallways

Site

Basic standard program suggests a minimum site area of ten (10) acres

INTERMEDIATE SCHOOL BASIC STANDARD PROGRAM SPACES

Core Instruction
- General classrooms
- Small group study
- Teacher work area/planning
- Student toilets
- Shared teaching/learning space
- Science classrooms
- Science Prep

Special Education
- Resource room
- Office
- Time Out
- Storage

- Testing

INTERMEDIATE SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

Functional Skills

- Functional Skills classroom
- Office
- Kitchenette
- Toilet

Art/Science/Music/Tech

- Art classroom and storage
- Music classroom, music storage, instrument storage
- Computer lab

Library/Media Center

- Reading room/collection storage
- Class seating
- Circulation desk
- Workroom/AV production
- AV equipment storage

Physical Education

- Gymnasium
- PE office/ storage
- Community storage

Food Service/Commons

- Prep kitchen with office area
- Food storage
- Seating area for 300
- Stage and storage

Administration

- Reception/waiting/office manager
- Principal's office
- Assistant Principal's office
- Conference room
- Staff workroom
- Storage

Student Services

- ELL (English Language Learner)/ Title 1 Reading office and resource area
- Counselor
- Speech/Language Pathologist
- Counseling area small group room
- Health room/ office

Faculty/Staff Support

- Staff lounge

Building Support

- Student toilets
- Staff toilets

- Custodial spaces/receiving/building storage
- Exterior covered play area

INTERMEDIATE SCHOOL BASIC STANDARD PROGRAM ASSUMPTIONS

General

- Maximum enrollment is 550 students, grades 5 and 6
- Personalized learning is emphasized
- Two (2) Special Education classes are included
- Functional Skills area is provided to serve up to eight (8) students
- Lunch will be served in three (3) shifts, each accommodating 200 students
- Interior hallways

Site

Basic standard program suggests a minimum site area of twenty (20) acres

MIDDLE SCHOOL BASIC STANDARD PROGRAM SPACES

Core Instruction

- General classrooms
- Small group study
- Teacher work area/planning
- Student toilets
- Shared teaching/learning space
- Science classrooms
- Science Prep

Special Education

- Resource room
- Office
- Time Out
- Storage
- Testing

Functional Skills

- Functional Skills classroom
- Office
- Kitchenette
- Toilet

Art/Science/Music/Tech

- Art classroom and storage
- Music classroom, music storage, instrument storage
- Computer lab

Library/Media Center

- Reading room/collection storage
- Career Center
- Class seating
- Circulation desk
- Workroom/AV production
- AV equipment storage

Physical Education

- Gymnasium
- PE office/ storage

MIDDLE SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

- Community storage
- Student lockers/showers/toilets

Food Service/Commons

- Prep Kitchen/ food storage/ office/ toilet
- Seating area for 325
- Stage and table storage

Administration

- Reception/waiting/office manager
- Principal's office
- Assistant Principal's office
- Attendance/ records storage
- Conference room
- Staff workroom
- Storage

Student Services

- ELL (English Language Learner) office and resource area
- Counselor
- Speech/Language Pathologist
- Health room/ office

Faculty/Staff Support

- Staff room/ kitchen/ workroom

Building Support

- Student toilets
- Staff toilets
- Custodial spaces/receiving/building storage
- Exterior covered play area

MIDDLE SCHOOL BASIC STANDARD PROGRAM ASSUMPTIONS

General

- Maximum enrollment is 650 students, grades 7 and 8
- Personalized learning is emphasized
- Two (2) special education classes are included
- Functional Skills area is provided to serve up to eight (8) students
- Central food prep is on-site
- Lunch will be served in two (2) shifts, each accommodating 325 students
- Interior hallways
- A full-size gymnasium is programmed; dividable into two (2) practice courts. With spectator accommodation on each side.

Site

Basic standard program suggests a minimum site area of twenty (20) acres

HIGH SCHOOL BASIC STANDARD PROGRAM SPACES

Core Instruction

- General classrooms

HIGH SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

- Shared instructional area
- Small group / seminar
- Faculty planning

Special Education

- Learning Strategies / special education

Functional Skills

- Functional Skills classroom
- Toilet/ shower/ changing/ laundry

Science

- Physics/Prep
- Chemistry/Prep
- Biology/Prep
- General science/ prep
- Central science/ prep storage

Occupational Ed./Unified Arts

- Art studio/ materials storage/ kiln
- Business Education/ storage
- Journalism/ annual workroom
- Industrial technology lab
- Photography lab/ darkroom
- Home & Family Life/storage
- Clean lab/ storage
- Technology lab/ laser/ storage
- Production
- Foyer/ gallery

Music

- Vocal music classroom
- Office/ storage
- Instrumental music classroom
- Office/ storage
- Practice rooms

(Performance space in Large Group Instruction (LGI) Space or Great Hall)

Large Group Instruction

- Drama classroom
- Large Group Instruction/ Theater/ stage/ support 300-600 seats[1]
- Concessions
- Ticket area

Library/Media Center

- Reading room/collection storage

[1] Seating capacity to be determined during educational specification process.

- Career Center
- Librarian Workroom/ office
- AV equipment storage
- Copy center
- Media production room

HIGH SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

- Large conference room

Physical Education

- Gymnasium
- Auxiliary Gymnasium
- Weight room
- Movement/ wrestling
- Movement/ gymnastics
- Storage
- Training/ testing classroom
- Health classroom
- PE lockers
- Athletics lockers
- Toilets
- PE office/ storage
- Laundry

Food Service/Commons

- Prep kitchen with office area
- Commons/ cafeteria-600 seats
- Student store/ storage

Administration

- Reception/waiting/office manager
- Principal's office
- Assistant Principal's office
- Attendance/ waiting
- Athletic Director
- Bookkeeper
- Conference room
- Staff workroom/ mailboxes/ storage
- PTSA/ parent area

Student Services

- Reception
- Registrar
- Itinerant
- Conference/ testing
- Counselor
- ASB office
- Workroom/ storage
- Health room/ office

Faculty/Staff Support

- Staff room/ kitchen/ workroom

Building Support

- Student toilets
- Staff toilets
- Custodial spaces/receiving/building storage
- Exterior covered area

HIGH SCHOOL BASIC STANDARD PROGRAM ASSUMPTIONS

General

- Maximum enrollment is 1,450 students, grades 9 through 12
- Personalized learning is emphasized
- Increased opportunities for collaboration
- Full-time staff will be assigned to a specific classroom
- Part-time staff may share classrooms
- Lunch will be served in two (2) shifts, each accommodating 600 students (assumes that a partial open campus concept will continue)

Site

Basic standard program suggests a minimum site area of forty (40) acres

OPTIONS SCHOOL BASIC STANDARD PROGRAM SPACES

Core Instruction

- Eagle Harbor High School (EHHS) classroom
- EHHS shared instruction
- Odyssey 7 and 8 learning setting (classrooms)
- Odyssey 7 and 8 shared instruction
- Odyssey 1 through 6 learning setting (classrooms)
- Odyssey 1 through 6 shared instruction
- Home School classrooms
- Flexible classrooms
- Teacher workroom/ prep/ storage

Art/Science/Music/Tech

- Art classroom and storage
- Science classroom
- Science prep/ storage

Music/ Drama

- Music/ Drama classroom
- Office/ storage

Library/Media Center

- Library
- Computer lab

Physical Education

- Gymnasium/ lockers/ office/ storage

Food Service/Commons

- Serving kitchen
- Dining/ commons

Administration

- Reception/waiting/office manager
- Principal's office
- Assistant Principal's office
- Attendance/ waiting
- Athletic Director
- Bookkeeper

OPTIONS SCHOOL BASIC STANDARD PROGRAM SPACES (continued)

- Conference room
- Staff workroom/ mailboxes/ storage
- PTSA/ parent area

Student Services

- Reception
- Registrar
- Itinerant
- Health Room/ office

Faculty/Staff Support

- Staff lounge

Building Support

- Student toilets
- Staff toilets
- Custodial spaces/receiving/building storage
- Exterior covered play area

OPTIONS BASIC STANDARD PROGRAM ASSUMPTIONS

General

- Maximum enrollment is 325 students, grades 1 through 12
- Personalized learning is emphasized
- Assumes that the Options school will continue to serve four (4) academic programs represented by:

  Eagle Harbor High School
  Odyssey grades 1-6
  Odyssey grades 7-8
  Home school program

- Staff will not be assigned to specific classrooms
- Lunch will be served in a common cafeteria but be prepared off site
- Interior hallways
- Community programs are not included in the basic standard program

Site

Basic standard program suggests a minimum site area of ten (10) acres

3 Capacity Measurement

Educational Objectives

The Educational Objectives formed during the Master Plan process in 2005 developed a basic standard model for program delivery on Bainbridge Island. As described in Chapter 2, each facility in the school was comprehensively evaluated to determine whether the existing space was sufficient to meet educational need, District vision, educational trends and enrollment (current and future). Although the State Superintendent of Public Instruction establishes square footage guidelines for matching funds, those guidelines do not consider local program needs. The basic standard model provides the framework to determine capacity for the programmatic needs of the Bainbridge Island School District. Future facility improvements will address deficiencies identified by the Facilities Master Plan.

Methods for Measuring Capacity

Accurately assessing the practical capacity of a middle or senior high school is extremely difficult. Teacher planning periods, specialty areas like food service, laboratories, music rooms, shop classrooms, the Running Start Program, late arrival, early dismissal, and zero periods are just a few examples of the complexities of a secondary school's instructional program.

In the District's earlier Six-Year Capital Plans, capacity was measured using two different models to define the level of service. The Space Allocation Model (SAM) was selected along with the Practical Capacity Model (PCM) because each provided a different picture of how capacity could be derived.

The District now simplifies its calculations for capacity by using only the Practical Capacity Model, which most accurately accounts for the District's capacity needs.

Minor adjustments have been made to Wilkes Elementary School capacity in response to recent completion of the new facility. While permanent capacity increased, total capacity is reduced reflecting the demolition of temporary teaching stations, i.e. portables.

Six categories have been identified at each site to determine school program capacity. They include: core instruction, elective/specialist/physical education, special education, temporary non-classroom, temporary classroom, and support space. Support spaces include a variety of floor areas such as restrooms, hallways, foyers, administration offices, conference rooms, staff rooms, storage, and mechanical spaces. The six categories have been applied to site maps (pages 27-37) and recorded by category to measure program space and capacity (Table 1).

Practical Capacity Model

The Practical Capacity Model is important to use because of the District's vision to provide a basic standard of service that is based on its education objectives. Capacity within this model has been determined through current and historical class size along with a grade appropriate utilization formula[1]. Spaces have been audited, color coded and labeled according to program (Figures 1-5). A formula of permanent space multiplied by class size, multiplied by the utilization factor equals permanent class space capacity (ps ***x*** cs ***x*** uf=pc). As set out in Table 1, the PCM is a measurement that focuses on current educational trends, programmatic needs and state and federal mandates. A formula for temporary space has been created in the same fashion that includes temporary space multiplied by class size, multiplied by a utilization factor equals temporary class size capacity (ts ***x*** cs ***x*** uf=tc).

Applying this model, the District currently has permanent program capacity to house 4168[2] students and temporary classroom capacity to house 240 students. This capacity is based on the basic standard program as described in Chapter 2 and detailed in the Facilities Master Plan.

Definition of and Use of Temporary Classrooms

Within this plan, temporary spaces are defined as spaces that do not meet adjacency, program, or long-term plan requirements as set forth by the District's Master Plan. These spaces, which include portables, are used for a limited amount of time.

[1] See the capacity inventory listed in Table 1.
[2] See the capacity inventory listed in Table 1.

Temporary classrooms may be used as interim or transitional facilities:

- To prevent overbuilding or overcrowding of permanent school facilities.
- To cover the gap between the time of demand for increased capacity and completion of permanent school facilities to meet that demand.
- To meet unique program requirements.
- To provide temporary housing for classes displaced as a result of construction activities.
- Office of Superintendent of Public Instruction does not recognize temporary classrooms in calculation of permanent capacity.

The information within this CFP projects that the District will use temporary classrooms to accommodate interim classroom needs for the next six years. The use of temporary housing, its impact on permanent facilities, life cycle and operational costs, and the interrelationships between temporary classrooms, emerging technologies, and educational restructuring will continue to be examined. Due to the fact that temporary facilities do not address permanent capacity, short and long term goals are outlined within the Facilities Master Plan to help each school site maximize permanent capacity potential.

As student enrollment fluctuates, temporary classrooms provide the flexibility to accommodate immediate and interim classroom needs. The use and need for temporary classrooms will continue to be balanced against instructional program needs.

Class Size

Core Instruction and Elective Permanent Classroom Formulas

The configuration of schools in the District includes three elementary schools grades K-4; one intermediate school grades 5-6; one middle school grades 7-8; one high school grades 9-12; and an options school grades K-12.

The working assumption in the 2005 District Master Plan established class sizes should be limited to the following numbers:

Elementary Schools Grades K-4

Grades	Class Size Limit
K	20 students

1	22 students
2	22 students
3	23 students
4	23 students

The number used to measure capacity for grades K-4 is **22,** which is the average of class size limits.

Intermediate Programs Grades 5-6

Grades	Class Size Limit
5	25 students
6	25 students

The number used to measure capacity for grades 5-6 is **25**, which is the average of class size limits.

Secondary Programs 7-12

At the secondary level, capacity is determined by curriculum area. Class sizes for each area shall be limited to:

	Curriculum Areas:	
Core Instruction		
	Lab Science	
	Science	
	Language Arts/Comp. Block	
	Language Arts/Literature	
	Mathematics	
	Social Studies	
	Class size for core instruction:	26

Utilization of classrooms is 83.3%, therefore the basic standard for core instruction class size is **21.6**

	Curriculum Areas:	Limits
Electives/Specialists		
	Art	26
	Business Education	26
	Foreign Language	26
	Home & Family Life	26
	Music	35
	Technology	26
	Production	24
	Drafting	26
	Photography	26

Average class size for elective instruction: 26.7

Utilization of classrooms is 83.3%, therefore the basic standard for Electives/specialists instruction class size is **22.2**

Physical Education 35

Utilization of classrooms is 83.3%, therefore the basic standard for Physical Education instruction class size is **29.1**

Curriculum Areas:	Limits
Special Education	8

Utilization of classrooms is 83.3%, therefore the basic standard for Special Education instruction class size is **6.7**

The number used to measure capacity for grades 7-12 is determined by taking the basic standard class size limits for core, elective and PE instruction based on 83.3% utilization (5 of 6 periods a day the class is in use). The core number of 21.6, the elective number of 22.2, the physical education number of 29.1 and the Special Education number of 6.7 are the four basic standard class sizes used to measure capacity.

Capacity and Program Needs

The building capacity that is reflected in this CFP has been updated to reflect current programmatic needs as identified and described in the Facilities Master Plan. Class sizes are based on "best practice" models and meet the Bainbridge Island School District education objectives.

Actual class sizes can be affected by changes to educational programs, school configuration, and/or reduced state funding. The School District continues to monitor expected improvements to state educational funding as an outcome of the Supreme Court's ruling identified as the McCleary Decision.

4 Enrollment

The most recent revised demographic study was prepared in April 2012 by William L. (Les) Kendrick, Educational Data Solutions, LLC. This recent study incorporates cohort survival, regional growth, Bainbridge Island live births, new and existing home sales, and Average Annual Rate of Growth (AARG). Studies demonstrate relative trends and provide a comprehensive picture of present and future enrollment numbers.

Consistent with the trends in other districts, the average household size has dropped in Bainbridge Island over the past decade. Part of this is attributable to higher vacancies due to the housing bust, and part of it is due to the low turnover of housing in some neighborhoods where residents without children have not yet moved out.

Population and housing growth in the next decade is predicted to be lower than it was in the past decade. There is some uncertainty regarding these estimates, however, so low, medium, and high range estimates of population and housing growth were created to assist in creating alternative forecasts of future enrollment.

The report presents forecasts of the total population and public school enrollment of Bainbridge Island between 2012 and 2021, based on three population-growth scenarios: 1) a primary scenario, reflecting medium population growth; 2) a low-growth scenario; and 3) a high-growth scenario.

The study presents annual enrollment forecasts by grade for the Bainbridge Island School District from school-year 2012-13 through school-year 2021-22. These forecasts show the number of students in each grade that are likely to attend Bainbridge Island public schools.

The medium range forecast is the recommended forecast over the course of the forecast period (2012-2021). This recommended forecast shows enrollment continuing to decline over the next decade. The decline is projected to be larger over the next few years, with smaller net losses in subsequent years. The medium range forecast also predicts the enrollment at grades K-4 and 5-8 will continue to decline through 2016 with very small net gains between 2016 and 2021. There is a projected net loss of students at the high school level over the course of the forecast period.

Enrollment in the Bainbridge Island School District has been declining in recent years after an extended period of growth. During the past seven years, student enrollment decreased by 7.5%. Student enrollment in the next 10 years is likely to remain flat or slightly decline.

In conclusion, in support of the BISD long range planning, the demographic analysis has compelled the School Board to establish the School Configuration Committee. The School Board charge to the committee is to develop school configuration options that best accomplish the district's mission, vision, and guiding principles within the constraints of the district's economic and demographic limitations. It is expected that the committee witll analyze multiple scenarios and bring to the School Board a recommended set of options to be considered for implementation. Committee outcomes may have implications for facility modifications.

The Summary Table presents the current and projected FTE enrollment for years 2011-12, 2013-14, 2017-18; and 2021-22 by grade levels, i.e., K-4; 5-8; and 9-12.

Summary Table

Current and Forecasted FTE Enrollment

Bainbridge Island School District

Low Enrollment Change Scenario					Medium Enrollment Change Scenario				High Enrollment Change Scenario			
Year	K-4	5-8	9- 12	Total	K-4	5-8	9-12	Total	K-4	5-8	9-12	Total
2011/12 (Actual)	1,178	1,189	1,448	3,814	1,178	1,189	1,448	3,814	1,178	1,189	1,448	3,814
2013/14	1,213	1,142	1,404	3,759	1,214	1,142	1,406	3,762	1,215	1,143	1,407	3,765
2017/18	1,178	1,205	1,269	3,689	1,192	1,214	1,282	3,688	1,206	1,223	1,296	3,725
2021/22	1,191	1,149	1,349	3,689	1,216	1,169	1,371	3,756	1,241	1,189	1,394	3,824

As shown in the table, there is very little difference in projected enrollment during the initial forecast period (2011-12 through 2013-14), in part because of the lagged effect of population growth on enrollment changes and, also, because differences in population growth rates across scenarios are very small during the initial two years of the projection horizon. After 2010-11 enrollment changes due to birth increases in prior years as well as net migration become evident. The projected results, however, indicate that Bainbridge Island School District enrollment will decrease, but at very modest levels, over the next 10 years under medium and low population growth scenarios, while increasing slightly under the high-growth scenario.

5 Facility Assessment

In addition to program evaluation, during the Master Plan process all District facilities had a physical assessment that summarized the condition of all primary site and building components. Current building codes, the Bainbridge Island Municipal Code, and other recent school district building surveys formed the basis of this evaluation.

Based on the Facilities Master Plan analysis, two of the elementary school buildings must address improvements to meet current codes and a majority of sites lack sufficient accommodations for interdisciplinary learning, student services, team teaching, school gatherings, and community use.

With the exception of Sakai Intermediate School, Woodward Middle School, and the most recent work at the high school campus, none of the buildings satisfy the requirements of the current building codes. Additionally, most buildings are simply worn out in terms of basic infrastructure such as the septic systems, ventilating systems, windows, finishes, plumbing, power and communications. If infrastructure issues are addressed, local agencies would likely require that entire facilities be brought to a condition that is consistent with current building codes.

In a continued effort to improve the status of our existing facilities, the District will bring specific bond requests to the community in the future. The District will address the basic infrastructure improvements as identified by the Facilities Master Plan as voters approve future bond requests.

6 Capital Projects Finance Plan and Timeline

Current Financing

The 2005 Facilities Master Plan identified long-term District needs, provided a response to findings from an in-depth facility assessment; prioritized immediate needs based on health/life safety and core academic shortcomings, and suggested a proposed implementation plan for the next fifteen years.

Voters supported the second phase of the Facility Master Plan in November of 2009. This $42 million bond addresses 25% of health/life safety and infrastructure issues across the school district, energy improvements throughout the District and the replacement of Wilkes Elementary School. The District six-year finance plan in Table 2 summarizes projects identified in the recent bond, Facilities Master Plan recommended projects for future bond consideration, and anticipated funding sources for 2012-2018.

Additional Revenue Sources

The District will continue to pursue all possible grant funding for capital improvements.

Future Facility Improvements

The current implementation schedule as identified in the 2005 Master Plan reflects work associated with Phase II of the Master Plan approved by voters in November 2009. The estimated Six-Year Finance Plan (Table 2) identifies each project evaluated for Phase II inclusion.

7 Impact Fee Analysis

The Growth Management Act provides that impact fees may be collected and spent only for public facilities that are addressed by a capital facilities element of a comprehensive land use plan. The capital facilities plan must identify: (a) deficiencies in public facilities serving existing development and the means by which those existing deficiencies will be eliminated within a reasonable period of time; (b) additional demands placed on existing public facilities by new development; and (c) additional public facility improvement required to serve new development. RCW 82.02.050.

Impact fees are not expected to be utilized in Phase II or Phase III of the Facilities Master Plan.

BISD Program Space and Use

School	Number of Core Instruction Permanent Classrooms	Number of Permanent Special Education Classrooms	Elective and Specialist Stations/PE	Permanent ancillary space used for Programs (District, BYS)	Total Permanent Capacity with Special Education	Number of Temporary Classrooms	Temporary ancillary space used for Non Classroom Programs (District use, BYS, Daycare, etc.)	Total Number of Temporary Teaching Stations/ Ancillary	Total Temporary Capacity excluding Special Education	Overall District Building Capacity including Temporary Spaces/Excluding Non Classroom Programs
Blakely Elementary	16	1	3/1		360	4		4	88	448
Ordway Elementary**	15	3	2/1		354	3	3	6	66	420
Wilkes Elementary	19	1	3/1		426					426
Elementary Sub Total	*50*	*5*	*11*		*1140*	*7*	*3*	*10*	*154*	*1294*
Sakai Intermediate	22	2	5/2		566					566
Woodward Middle	21	3	6/2		669	4	2	6	86	755
Interm./Middle Sub Total	*43*	*5*	*14*		*1235*	*4*	*2*	6	*86*	*1321*
Bainbridge High	51	6	9/3	2	1472					1472
High School Subtotal	*51*	*6*	*12*	*2*	*1472*					*1472*
Home School	3		*		66					66
Odyssey 1-6	3				75					75
Odyssey 7-8	2				50					50
Eagle Harbor High	6				130					130
Optional Pgm Subtotal	*14*				*321*					*321*
District Total	143	16	37	2	4,168	11	5	16	240	4408

KEY	
Color code	Program
Peach	Core instruction
Green	Elective/ Specialist/PE
Blue	Special Education
Yellow	Non-school
Grey	Temporary
White	Ancillary Non-School/Support

Capacity formulas

-Elementary capacity is calculated by number of classrooms and student class size average of 22

-Intermediate capacity is calculated by number of classrooms and student class size average of 25

-Capacity for grade 7-12 is calculated by an average classroom size of 26 (21.6 utilization factor) for core classrooms and 26.7 (22.2 utilization factor) for elective classrooms and 35 (29.1 utilization factor) for PE

-Capacity for special education classrooms is calculated based on an average of 8 students per class

*Commodore Options shares PE, Art, Commons and Library spaces

**Ordway provides space for the elementary Integrated Learning Center

BAINBRIDGE ISLAND SCHOOL DISTRICT NO. 303							
ESTIMATED SIX YEAR FINANCE PLAN							
Funding Sources	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**6 Year Total**
Beginning Cash & Investments	$19,564,462	$0	$0	$0	$0	$0	$19,564,462
Capital Levy (Technology)	$1,375,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$8,875,000
Capital Bond *	$0	$7,000,000		$42,000,000		$0	$49,000,000
Grants/Misc. Revenue	$0	$0	$0	$0	$0	$0	$0
Interest and Other Income	$85,427	$66,135	$68,757	$510,993	$223,089	$150,406	$1,104,807
Total Revenue	$21,024,889	$8,566,135	$1,568,757	$44,010,993	$1,723,089	$1,650,406	$78,544,269
Interest Earnings are dependent on actual project completion dates and interest rates.							
Projects/Expenditures:	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**Project Total**
Existing Commitments	$ 650,000	$ 421,774	$ 421,774	TBD	TBD	TBD	$ 1,493,547
Blakely	$ 100,000	$ 377,861	$ 377,861	$ 5,957,805	$ 17,873,414	$ 8,168,781	$ 32,855,722
Ordway	$ 100,000	$ 510,898	$ 510,898	TBD	TBD	TBD	$ 1,121,796
Wilkes Replacement	$ 7,410,250	$ -	$ -	TBD	TBD	TBD	$ 7,410,250
Sakai	$ 50,000	$ 62,022	$ 62,022	TBD	TBD	TBD	$ 174,044
Woodward	$ 1,300,000	$ 127,334	$ 127,334	TBD	TBD	TBD	$ 1,554,667
Commodore	$ 200,000	$ 291,566	$ 245,783	TBD	TBD	TBD	$ 737,349
BHS	$ 750,000	$ 829,384	$ 829,384	TBD	TBD	TBD	$ 2,408,767
Transportation	$ 300,000	$ 201,216	$ 201,216	TBD	TBD	TBD	$ 702,431
District Office	$ -	$ -	$ -	TBD	TBD	TBD	$ -
Energy Conservation	$ 300,000	$ 307,546	$ 307,546	TBD	TBD	TBD	$ 915,092
Technology	$ 1,375,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 8,875,000
Phase III Master Plan-TBD					$ 5,000,000	$ 5,000,000	$ 20,295,603
* Financial forecasts relate to projects identified in the 2005 Master Plan. All future bond requests are subject to Board direction and approval. No decisions for future bond requests have been determined.							
							$ 78,544,269
Note: Revenue and Expenditures may be revised as projects progress.							

BLAKELY ELEMENTARY SCHOOL

- CORE INSTRUCTION (C)
- SPECIAL EDUCATION (S)
  SPECIAL EDUCATION SUPPORT (SES)
- ELECTIVE/ SPECIALIST (E)
  PE
- TEMP NON-CLASSROOM (N)
- TEMP CLASSROOM (T)
- SUPPORT
  - Restrooms
  - Hallways/ Foyers
  - Administration
  - Conference Rooms
  - Staff Rooms
  - Storage
  - Mechanical Spaces

Figure 1

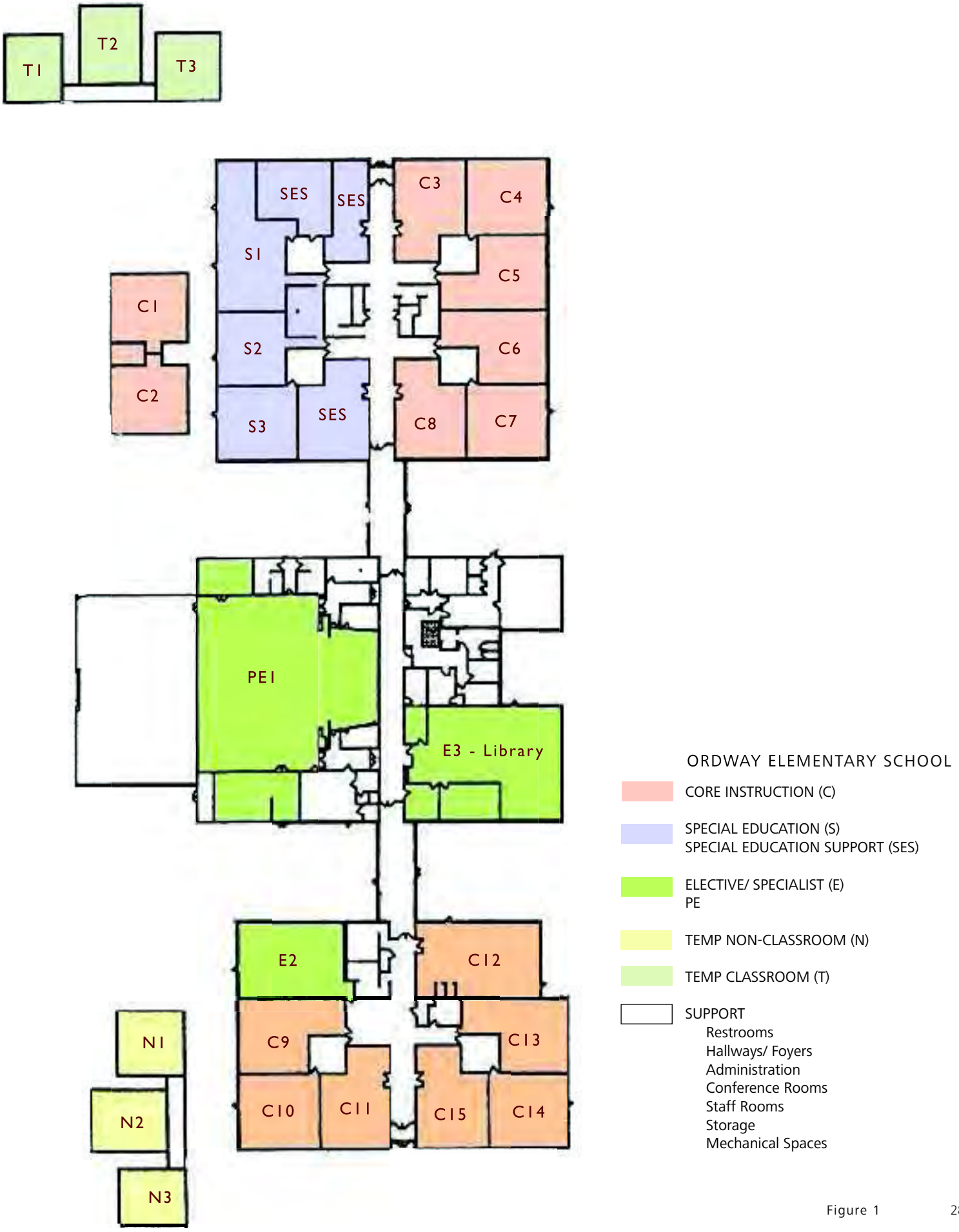

T1
T2
T3
SES
SES
C3
C4
S1
C5
C1
S2
C6
C2
S3
SES
C8
C7
PE1
E3 - Library
E2
C12
C9
C13
C10
C11
C15
C14
N1
N2
N3
ORDWAY ELEMENTARY SCHOOL
CORE INSTRUCTION (C)
SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)
ELECTIVE/ SPECIALIST (E)
PE
TEMP NON-CLASSROOM (N)
TEMP CLASSROOM (T)
SUPPORT
Restrooms
Hallways/ Foyers
Administration
Conference Rooms
Staff Rooms
Storage
Mechanical Spaces

Figure 1

WILKES ELEMENTARY SCHOOL

Core Instruction (C)

Special Education (S)
Special Education Support (SES)

Elective/Specialist (E)
PE

Temp Non-Classroom (N)

Temp Classroom (T)

Support
- Restrooms
- Hallways/Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 1

SAKAI INTERMEDIATE SCHOOL
Floor 1

CORE INSTRUCTION (C)

SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

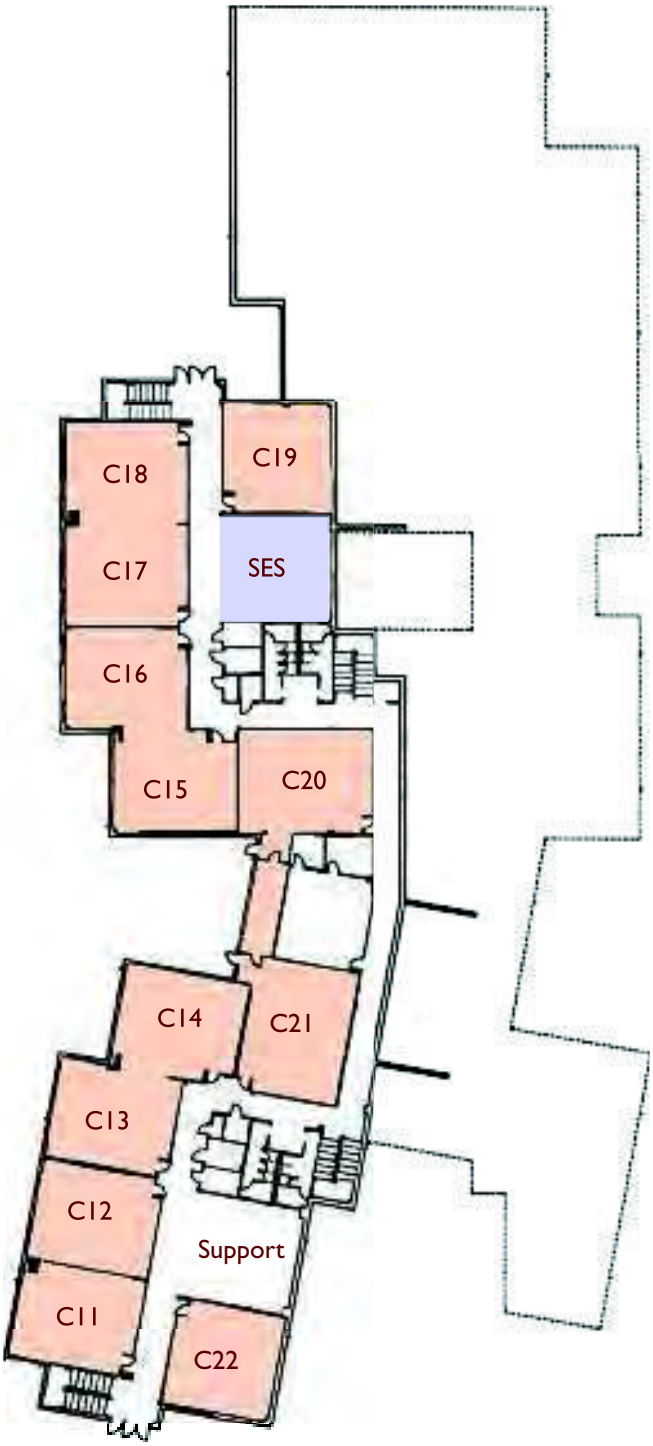
ELECTIVE/ SPECIALIST (E)
PE

TEMP NON-CLASSROOM (N)

TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 2



SAKAI INTERMEDIATE SCHOOL
Floor 2

CORE INSTRUCTION (C)

SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

ELECTIVE/ SPECIALIST (E)
PE

TEMP NON-CLASSROOM (N)

TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 2

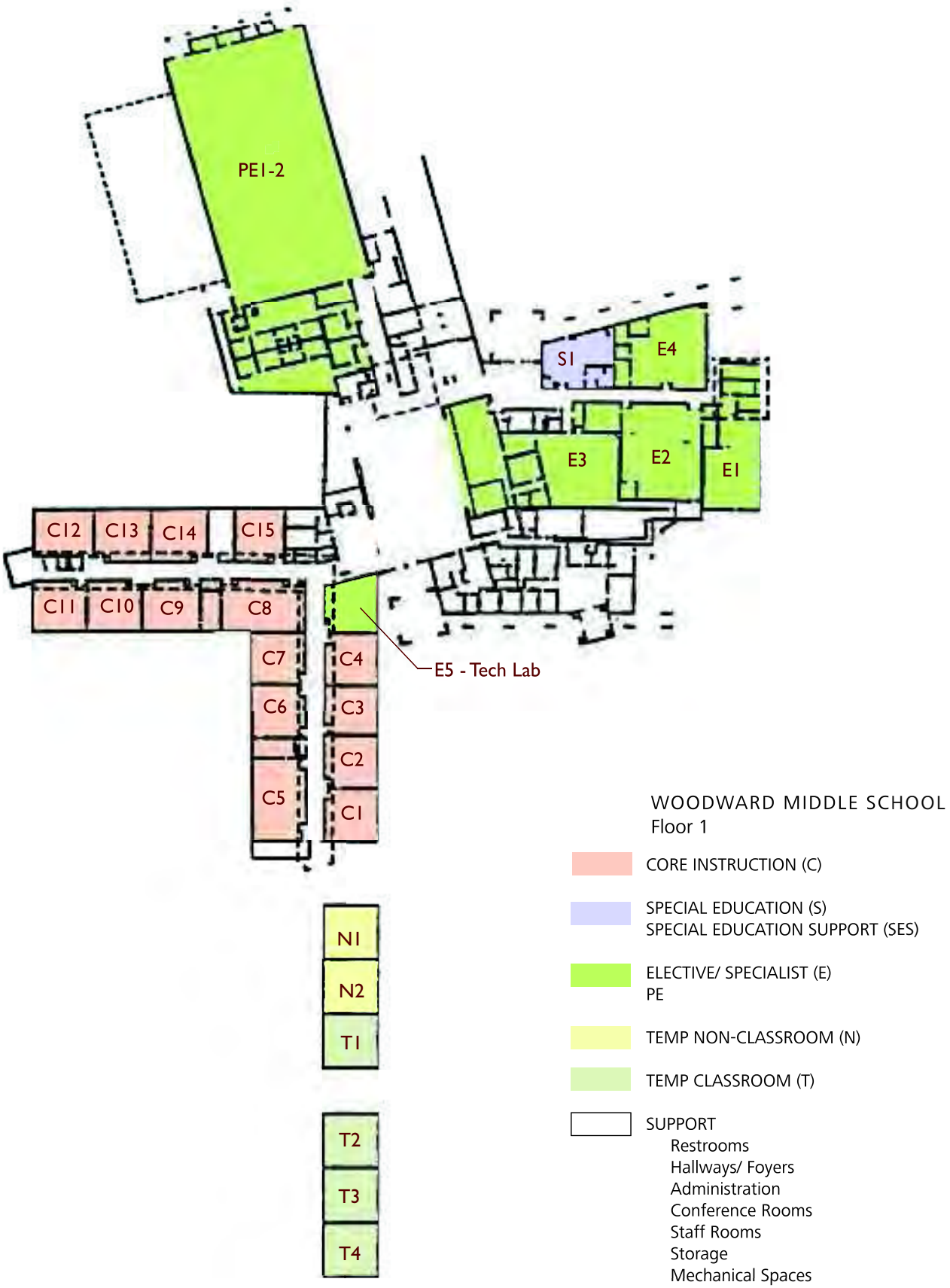
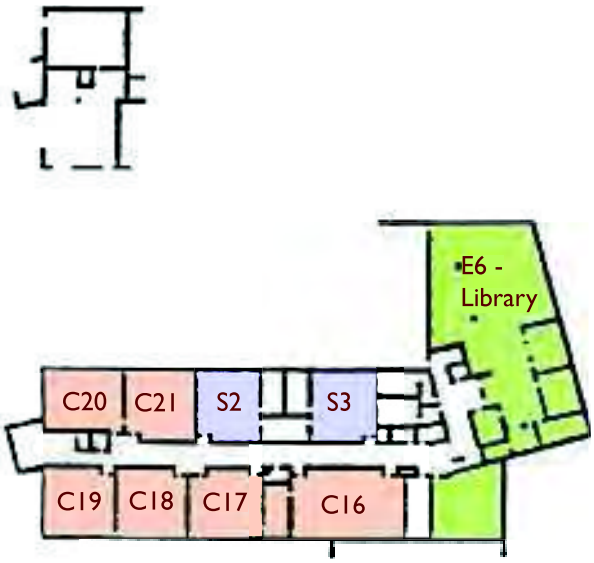

PE1-2
S1
E4
E3
E2
E1
C12
C13
C14
C15
C11
C10
C9
C8
C7
C6
C5
C4
C3
C2
C1
E5 - Tech Lab
N1
N2
T1
T2
T3
T4
WOODWARD MIDDLE SCHOOL
Floor 1
CORE INSTRUCTION (C)
SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)
ELECTIVE/ SPECIALIST (E)
PE
TEMP NON-CLASSROOM (N)
TEMP CLASSROOM (T)
SUPPORT
Restrooms
Hallways/ Foyers
Administration
Conference Rooms
Staff Rooms
Storage
Mechanical Spaces

Figure 3



WOODWARD MIDDLE SCHOOL
Floor 0

CORE INSTRUCTION (C)

SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

ELECTIVE/ SPECIALIST (E)
PE

TEMP NON-CLASSROOM (N)

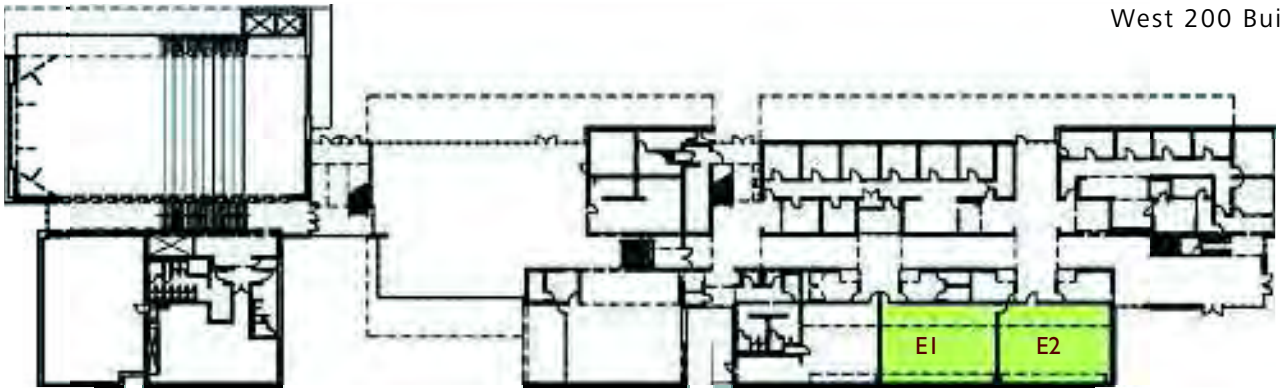
TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 3

Floor 1
West 100 Building

Floor 2
West 200 Building



Floor 1
West 200 Building

BAINBRIDGE HIGH SCHOOL
Floor 1 West

- CORE INSTRUCTION (C)
- SPECIAL EDUCATION (S)
  SPECIAL EDUCATION SUPPORT (SES)
- ELECTIVE/ SPECIALIST (E)
  PE
- TEMP NON-CLASSROOM (N)
- TEMP CLASSROOM (T)
- SUPPORT
  - Restrooms
  - Hallways/ Foyers
  - Administration
  - Conference Rooms
  - Staff Rooms
  - Storage
  - Mechanical Spaces

Floor 1
East 400/500 Building

Floor 1
East 300 Building

BAINBRIDGE HIGH SCHOOL
Floor 1 East

CORE INSTRUCTION (C)

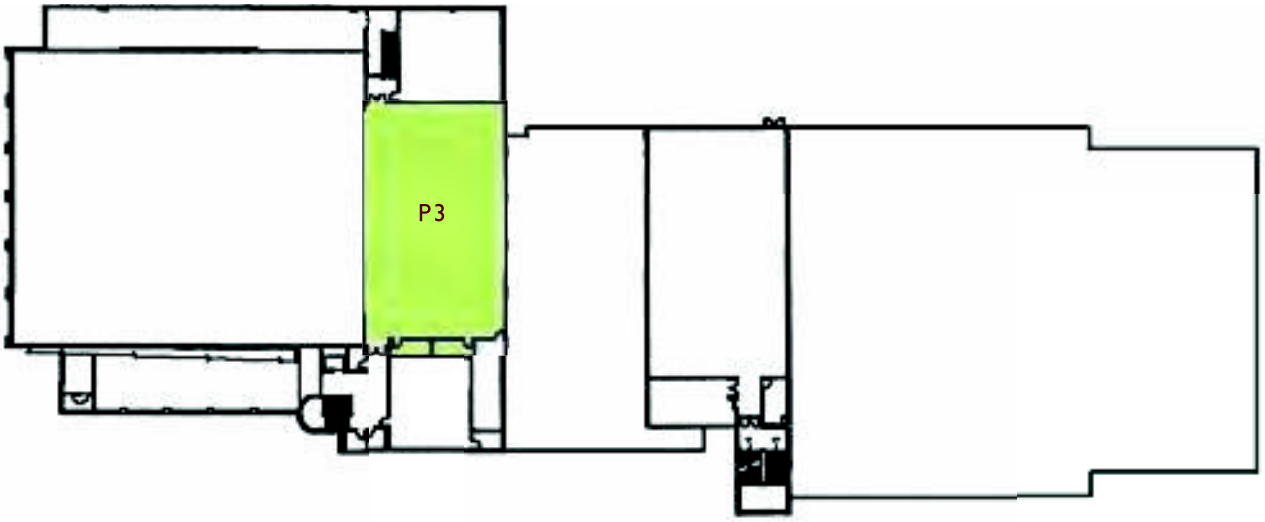
SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

ELECTIVE/ SPECIALIST (E)
PE

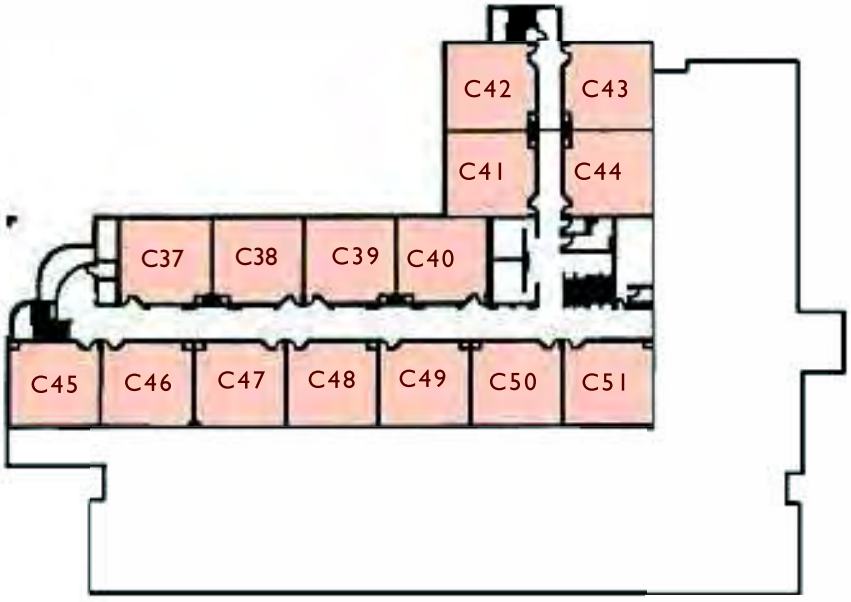
TEMP NON-CLASSROOM (N)

TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces



Floor 2
East 400 Building



Floor 2
East 300 Building

BAINBRIDGE HIGH SCHOOL
Floor 2 East

CORE INSTRUCTION (C)

SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

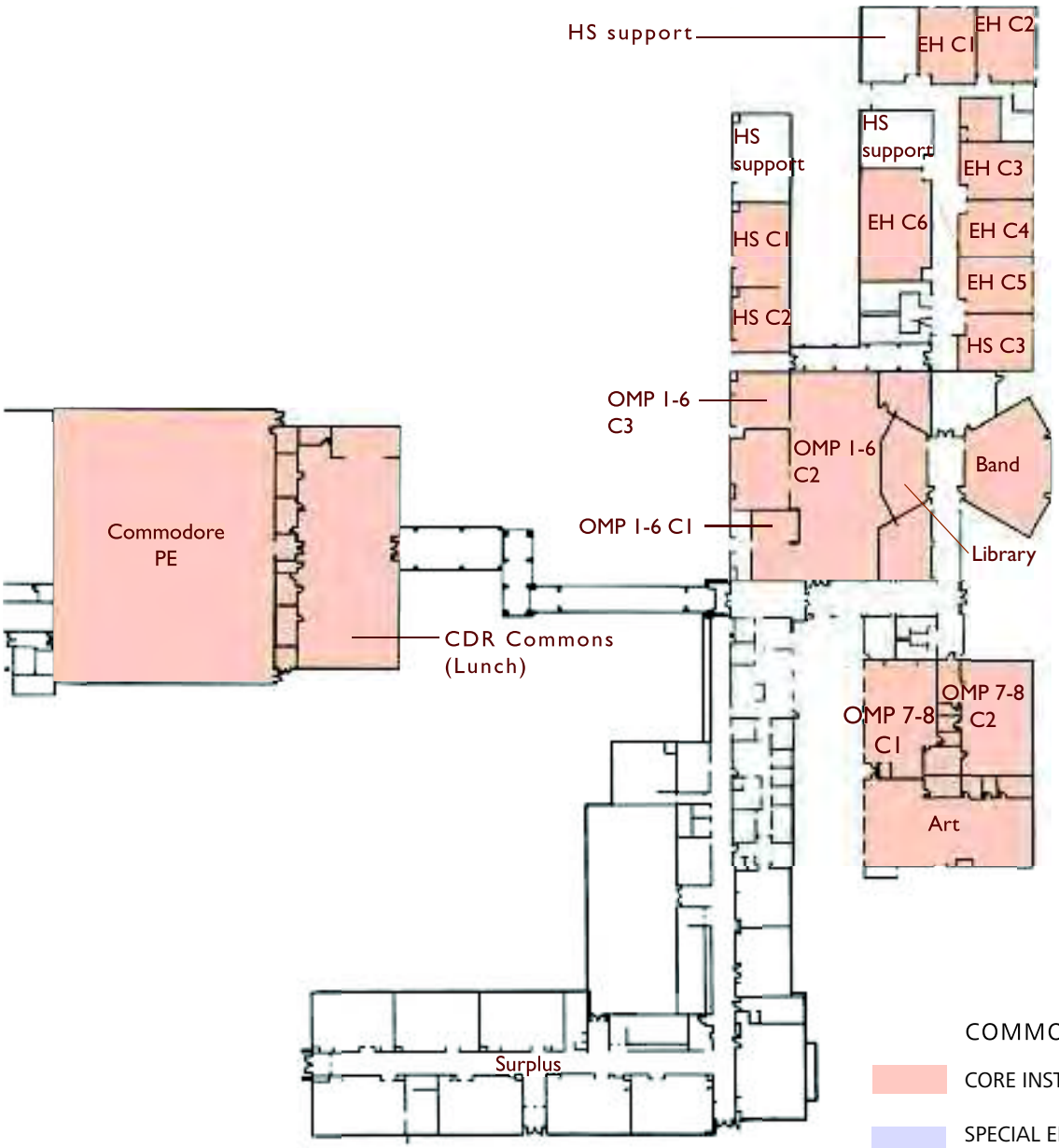
ELECTIVE/ SPECIALIST (E)
PE

TEMP NON-CLASSROOM (N)

TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 4



COMMODORE OPTIONS SCHOOL

CORE INSTRUCTION (C)

SPECIAL EDUCATION (S)
SPECIAL EDUCATION SUPPORT (SES)

ELECTIVE/ SPECIALIST (E)
PE

TEMP NON-CLASSROOM (N)

TEMP CLASSROOM (T)

SUPPORT
- Restrooms
- Hallways/ Foyers
- Administration
- Conference Rooms
- Staff Rooms
- Storage
- Mechanical Spaces

Figure 5

BAINBRIDGE ISLAND METROPOLITAN PARK & RECREATION DISTRICT

RESOLUTION 2012-24

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE BAINBRIDGE ISLAND METROPOLITAN PARK & RECREATION DISTRICT, KITSAP COUNTY, WASHINGTON, ADOPTING A CAPITAL IMPROVEMENT FUND BUDGET FOR 2013.

BE IT RESOLVED by the Board of Commissioners of the Bainbridge Island Metropolitan Park & Recreation District, Kitsap County, Washington, that the Capital Improvement Fund budget for fiscal year 2013, a copy of which is attached hereto as Exhibit "A", and incorporated by this reference in its entirety, be and the same are hereby adopted and ratified.

PASSED by the Board of Commissioners of the Bainbridge Island Metropolitan Park & Recreation District, Kitsap County, Washington, at a regular meeting thereof held this 15th day of November, 2012 the undersigned commissioners being present.

BAINBRIDGE ISLAND METROPOLITAN PARK & RECREATION DISTRICT

BY: _____
Kirk B. Robinson

BY: _____
Kenneth R. DeWitt

BY: _____
John Thomas Swolgaard

BY: _____
Jay C. Kinney

ATTEST: _____
Lee Cross - Secretary

Bainbridge Island Metro Park and Recreation District **2013**

EXHIBIT A

Capital Improvement Plan

		Type	Funding	Project code	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
1	Carry Forward	Carry Forward			69,572	64,000						
2	Carry Forward Kids Up	Carry Forward				13,000						
3	Reserves aquatics energy	Reserves			55,000							
4	Reserves Solar (03/15/12 Bd mtg	Reserves			75,000							
5	General Fund Revenue				200,000	200,000	200,000	200,000	200,000	200,000	200,000	
6												
7	Sub Totals				399,572	277,000	200,000	200,000	200,000	200,000	200,000	
8	**Projects (General Fund)**	Type	Funding	Project code	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
9	Aquatics - Nakata/Williamson Direct Solar	Facility	General Fund	21	75,000							
10	Aquatics Blanket and other energy savings (HVAC)	Facility	General Fund		45,000							
11	Aquatics Center Improvements	Facility	General Fund			43,000						
12	District wide energy savings	Facility	General Fund		10,000							
13	Aquatics -- Nakata Resurface	Facility	General Fund				30,000	0				
14	Aquatics - South Side Store Front window replacement	Facility	General Fund						25,000			
15	Aquatics - UV system for spa	Facility	General Fund				10,000					
16	Aquatics - Williamson Boiler Heat Exchanger	Facility	General Fund			7,000						
17	Aquatics Center Lobby Carpet	Facility	General Fund					10,000				
18	Aquatics Center water play	Facility	General Fund				15,000					
19	Aquatics Energy Upgrade - Fans/Lighting	Facility	General Fund	22	20,000							
20	Aquatics Williamson Replace sliding glass doors	Facility	General Fund							20,000	20,000	
21	Asphalt Improvement	Park	General Fund	23	27,000	0	0	10,000		10,000	10,000	
22	Ball Field Fencing Upgrades	Park								20,000	20,000	
23	Battle Point Electrical Upgrade	Park	General Fund	24	5,000							
24	Battle Point Irrigation	Park	General Fund			7,500						
25	Battle Point large picnic shelter, parking	Park	General Fund							30,000	30,000	
26	Battle Point Office Building Windows	Facility	General Fund	25	3,000					10,000	10,000	
27	Battle Point Office Insulation	Facility	General Fund			7,200						
28	Battle Point septic upgrade	Park	General Fund				45,000					
29	Battle Point Shop HazMat Storage	Facility	General Fund				15,000					
30	Battle Point Water system renovation	Facility	General Fund	26	5,000	33,000						carry forward (15K)
31	BP Drainage Field 2	Park	General Fund									
32	BP Pond Drainage	Park	General Fund		7,000	0						carry forward $4K to other projects
33	BP Office HVAC Conversion	Facility	General Fund			6,000						
34	Camp Yeomalt Heating System									8,000	8,000	
35	Camp Yeomalt roof/gutters	Facility	General Fund							20,000	20,000	
36	Contingency		General Fund		7,572	10,000	10,000	12,000		15,000	15,000	
37	Dog Parks	Park	General Fund	27	15,000	20,000						carry forward $20K
38	Drinking Fountains	Park	General Fund						10,000			
39	Energy Improvement/Upgrades	Facility	General Fund					20,000				
40	Fort Ward Barracks	Facility	General Fund				40,000					
41	Grand Forest Bridge (planning and improvement)	Park	General Fund	28	35,000							
42	Grand Forest Park Trail Impr	Park	General Fund				5,000					
43	Hawley Cove Boardwalk	Park	General Fund					65,000				

Bainbridge Island Metro Park and Recreation District **2013**

Capital Improvement Plan

		Type	Funding	Project code	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
44	Hidden Cove Construct Dock	Park	General Fund	29	0	0						carry forward 25K to other projects
45	Hilltop connector trail	Park	General Fund	30	7,000							
46	Hill Top Floor					5,200						
47	Hill Top Electrical					7,500						
48	Hill Top Water system					5,100						
49	Hill Top House-bathroom/lighting	Facility	General Fund			7,500						
50	Hill Top Caretaker	Facility	General Fund			10,000						
51	House Removal	Facility	General Fund			5,000		5,000				
52	Kids Up Bathroom Roof	Facility	General Fund			7,500						
53	Kids Up Toy Repair / Upgrade	Park	General Fund			13,000			0	0	0	
54	Manzanita Trail Improvements	Park	General Fund			1,500						
55	Mini Gym Windows	Facility	General Fund					1,500				
56	Mini Gym Heat Pump	Facility	General Fund			6,000						
57	Over Water Viewing Platform	Park	General Fund				40,000					
58	Paint Park Buildings	Facility	General Fund	32	10,000	10,000		25,000				
59	Parking Lot Improvements	Park	General Fund	33	10,000				17,000			
60	Rotary Park	park	General Fund			50,000						
61	Small Craft Float Repair	Facility	general Fund	34	3,000							
62	Seabold Exterior Paint	Facility	General Fund				4,500					
63	Seabold Hall Rafter Tails	Facility	General Fund	35	5,000	0						
64	Schell Sheb Parking	Park	General Fund				12,000					
65	Signage/Kiosk	Park	General Fund	40	10,000	10,000						
66	Signage/Kiosk Aquatics Center	Facility	General Fund	40	2,000							
67	Strawberry Hill Center Lights conversion T-8	Facility	General Fund					1,500				
68	Strawberry Hill Adm paint	Facility	General Fund	36	1,000							
69	Strawberry Hill Picnic Shelter	Facility	General Fund			0	5,000					
70	Strawberry Hill Security Lighting			37	5,000	0						
71	Teen Center -replace front deck	Facility	General Fund				10,000					
72	Tennis courts	Park	General Fund			0	0	40,000				
73	Trail upgrades and renovation	Park	General Fund	38	8,000				20,000	10,000	10,000	
74	Veterane Trail	park	General Fund			5,000						
75	Wilkes School Gym Floor			39	20,000							
76												
77	Sub Totals				335,572	277,000	241,500	190,000	72,000	143,000	143,000	
78	General Fund Balance				64,000	0	(41,500)	10,000	128,000	57,000	57,000	

Bainbridge Island Metro Park and Recreation District **2013**

Capital Improvement Plan

		Type	Funding	Project code	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
79	**Other Projects (non general fund)**											
80	Blakely Improvements	Park	carry forward	60	41,782							
81	Blakely Improvements	Trail	carry forward		5,000							
82	Blakley improvements	Park	Donations	60	40,000							
83	Fay /Fort ward capital improvements		State	18	107,100							
84	Fay Yurts	Park	Donations/Grants			40,000						
85	Gazzam Marshall Parking	park	Grant	65	25,000							
86	Hidden Cove Dock	Park	Grant	61	75,000	0	50,000					
87	HillTop Roof and other improvements	Facility	Grant/Land Trust	64	25,000	25,000						
88	Recreation Community Center	Facility							18,000,000			
89	Recreation Community Center	Facility	planning				40,000					
90	Rotary Park Renovation	Facility	Donations/Grants	62	750,000	1,082,000						
91	Other Project Sub Total				1,068,882	1,147,000	90,000	0	18,000,000	0	0	
92	**Small Development Lid Lift Projects**											
93	Revenue or carry forward			0910	81,721	25,000						
94	Community Gardens	Park	carry forward	1113	5,000							
95	Dog Parks	Park	Lid Lift	1027		0						
96	Hidden Cove Dock	Park	carry forward	1114	20,000	20,000						carry forward
97	Picnic Shelters	Park	Lid Lift				0	30,000				
98	Playground Improvements	Battle Point	Lid Lift						10,000	10,000	10,000	
99	Playground Improvements	Hidden Cove Ball field	Lid Lift					10,000				
100	Playground Improvements	Aaron Tot Lot	Lid Lift		23,768	0						
101	Playground Improvements	Madison Tot Lot	Lid Lift		18,000	0						
102	Playground Improvements	Camp Yeomalt	Lid Lift					20,000				
103	Playground Improvements	Hidden Cove Park	Lid Lift					40,000				
104	Playground Improvements	Strawberry Snack Shack	Lid Lift				0	10,000				
105	Pool Toy				4,953							
106	Trail Improvements	Close	Lid Lift				0	15,000				
107	Trail Improvements	Nutes Pond	Lid Lift		5,000				20,000	20,000	20,000	
108	Trail Improvements	Veterane	carry forward			0		25,000				
109	Trail Improvements	John Nelson	carry forward	1117	5,000	5,000						carry forward
110	Vault Toilet Installation	Facility	Lid Lift			0	0	45,000	20,000	20,000	20,000	
111	Volunteer Garden Shed	Facility	Lid Lift						20,000	20,000	20,000	
112												
113	Lid Lift Project Sub Total				0	0	0	(195,000)	(70,000)	(70,000)	(70,000)	
114	Total All Projects				1,404,454	1,424,000	331,500	-5,000	18,002,000	73,000	73,000	

Bainbridge Island Fire Department

Strategic Plan 2010-2019

Table of Contents

Letter From the Chief

The Bainbridge Island Fire Department is pleased to present the 2010-2019 Strategic Plan. The Strategic Plan is designed to clearly identify the Mission, Vision and Values of the Department and identify necessary steps to improve services to our community and increase safety for our members.

The Strategic Plan establishes the framework for the Department's future and represents the highest level of planning that has been implemented within the Department. This document will guide the Department, allowing the organization to better meet the needs of the community it serves, as the demand for emergency response, prevention and education services increases on Bainbridge Island.

The Strategic Plan identifies specific Areas of Focus on the Department's core services and programs. Included in the Strategic Plan are recommendations on staffing, service enhancements and improvement to facilities.

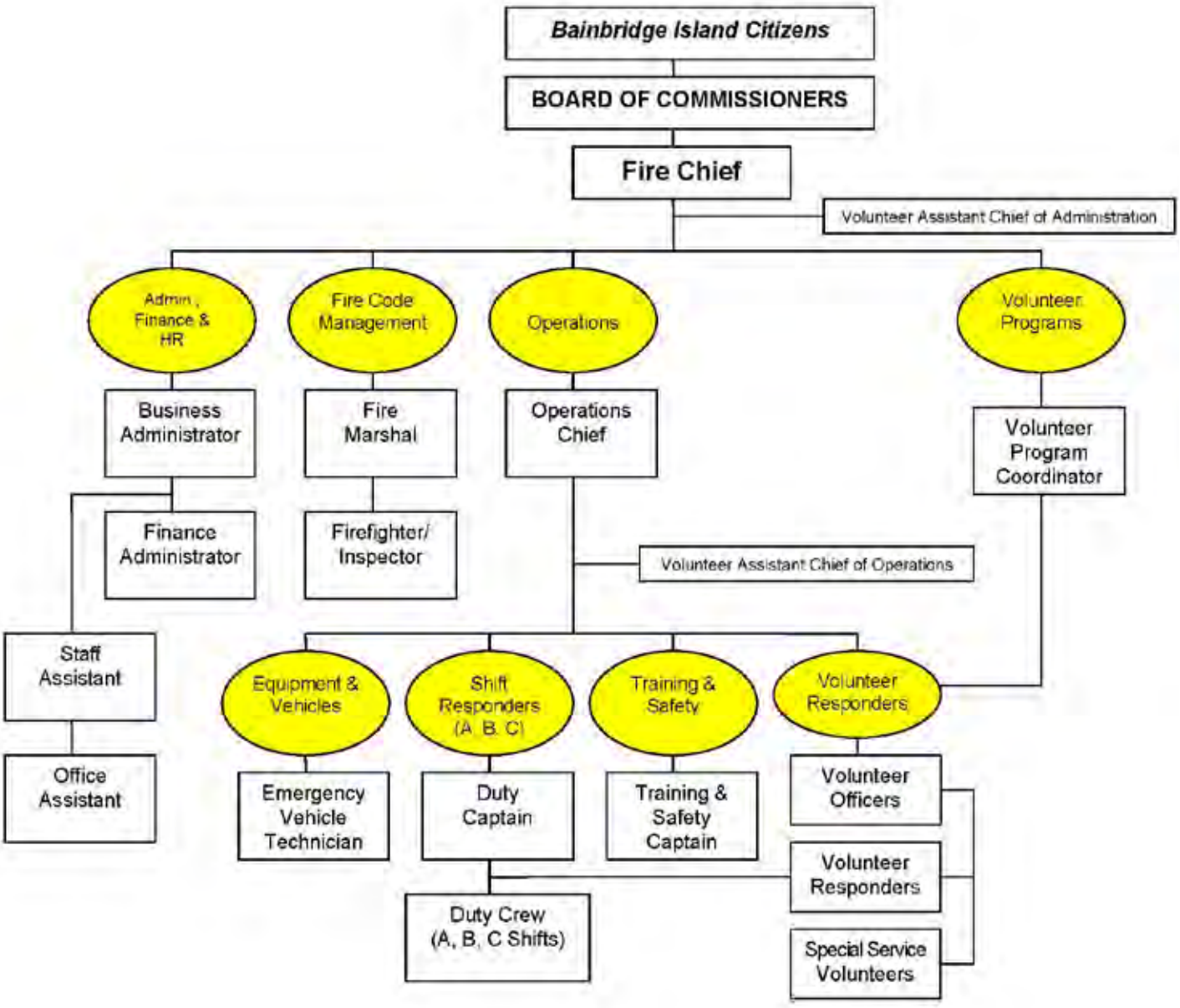
The Board of Commissioners reviewed the Areas of Focus in detail on July 8, 2009. Upon analysis, it was established that some of the Strategic Plan may be more applicable in the short-term due to the immediate need to adequately address levels of service and the needs of the Bainbridge Island community. However, this document still provides a framework for the future.

I would like to acknowledge and thank everyone who contributed their time, views, opinions, and ideas as part of the planning process. This includes both members from within the Department and the community.

The success of the Bainbridge Island Fire Department has always been, and will continue to be, a result of the services provided by the dedicated men and women who serve this Department. This Strategic Plan will provide guidance and assist in strengthening the essential services that the Department provides to the community.

Hank Teran
Fire Chief

Organization Structure – January 2008



Department History

The Bainbridge Island Fire Department has been serving the Bainbridge Island community for over 67 years. In the summer of 1942, Louis W. Sinnett formed Kitsap County Fire Protection District Number 2. At that time, the Department had one truck and 16 volunteers who were called by telephone at home to respond to fires. By 1955 there was a fire station in Winslow, manned by volunteers, who dispatched all fire calls.

In 1958 Chief Sinnett retired and was replaced by Chief "Squirrel" Callaham. The 1960s were a decade of growth for the Department. In 1960, two Ford Attack Pumpers were purchased. In 1961 another Pumper and a Pumper/Tanker were purchased. In 1969 two Ford Tankers were acquired, and the Department hired three full-time dispatchers. In 1970, a Seagraves Pumper was purchased, providing the Department with its first diesel powered truck that could pump 1750 gallons per minute – over three times the flow of the Attack Pumpers. At this point, the Department had obtained 8 pieces of apparatus through donations and community support.

In 1971 Don Beach became the Fire Chief. By 1972, airlifts began to speed up transports through the use of Army MAST helicopters. In 1976, the answering and dispatching of all emergency calls was taken over by the 911 center in Bremerton, "CenCom" as it is known today.

By the mid-1970s, medical and first-aid calls were quickly becoming a mainstay of the Department's operations. With these changes in response needs, the Rotary Club purchased a defibrillator for Department use. Two fully-equipped Aid cars, purchased in 1975 and 1976 through donations and Rotary Club support, provided the Department with the most up-to-date aid equipment available to respond to the growing number of medical calls.

The Department, under the direction of Chief Beach, began offering CPR classes to the public in 1974, and introduced Public Education classes in the local schools, services the Department still provides today.

The Islands first shift paid Firefighters began work in 1978: Gary Clough, Mark Hannon and L. "Butch" Lundin, each of whom had been a volunteer or a dispatcher for the Department.

The next 20 years marked rapid growth and expansion for the Department. In the mid 70s, the residents of Bainbridge Island approved the construction of a new station to be located at the corner of New Brooklyn and Madison Avenue.

With a continuously increasing call volume, the Department was in need of funding to purchase more apparatus, build a new station and hire additional paid staff (three firefighters are required in order to staff a station with one person 24 hours per day due

to 24-hour schedules and 56-hour workweeks). In 1993, the voters approved a levy increase that would allow the Department to meet some of these needs.

In 1994 the Department officially became the "Bainbridge Island Fire Department." As the commercial development of Bainbridge Island increased, the viability of a ladder truck was being heavily researched to provide aerial firefighting capabilities. In 1996 plans were being made to construct a new station on the north end of Bainbridge Island which would include a training facility for career and volunteer members.

Increasing demands for emergency services guided the leadership of the Department to commit to creating a larger career staff to guarantee that responders would be available every hour of every day, including a team of Paramedics.

In 2005 the community approved a temporary levy lid lift to replace emergency response apparatus. Since the enactment of Initiative 747 in 2001, the Department has not requested a levy increase to support personnel costs.

In 2006 the voters approved a measure to expand the Board of Commissioners from three to five members. The goal of this expansion was increased diversity of representation and greater flexibility for meeting quorum requirements.

In recent years the Department has acquired over $1 million in grant funds to purchase safety equipment for its members, and to recruit and retain volunteers, including $650,000 awarded in 2008. The focus on exploring cost-saving options has made the Department one of the leaders in resource sharing and has guided the district in exploring staffing programs to meet the increasing demand for services.

Department Information and Service Area Demographics

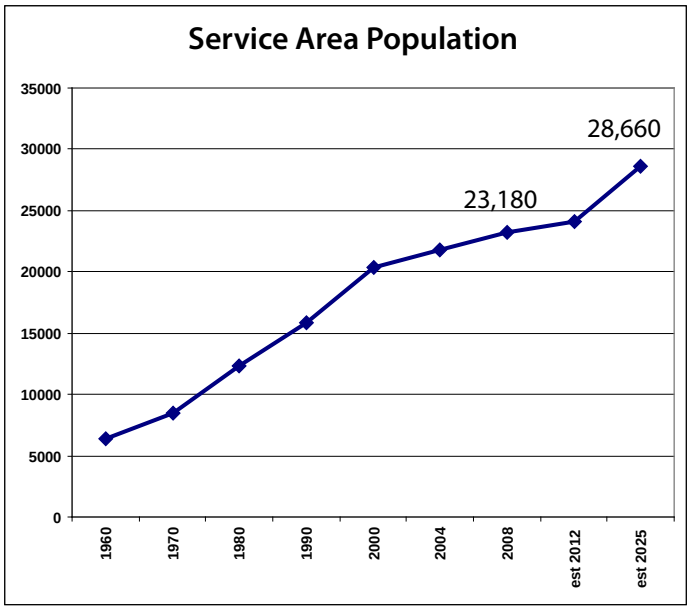
Population

The Department operates as an independent Kitsap County fire district serving all of Bainbridge Island, an area of 28 square miles with a population of approximately 23,500 (see graph to right).

Per the City of Bainbridge Island's projections, the estimated population growth will occur as follows:

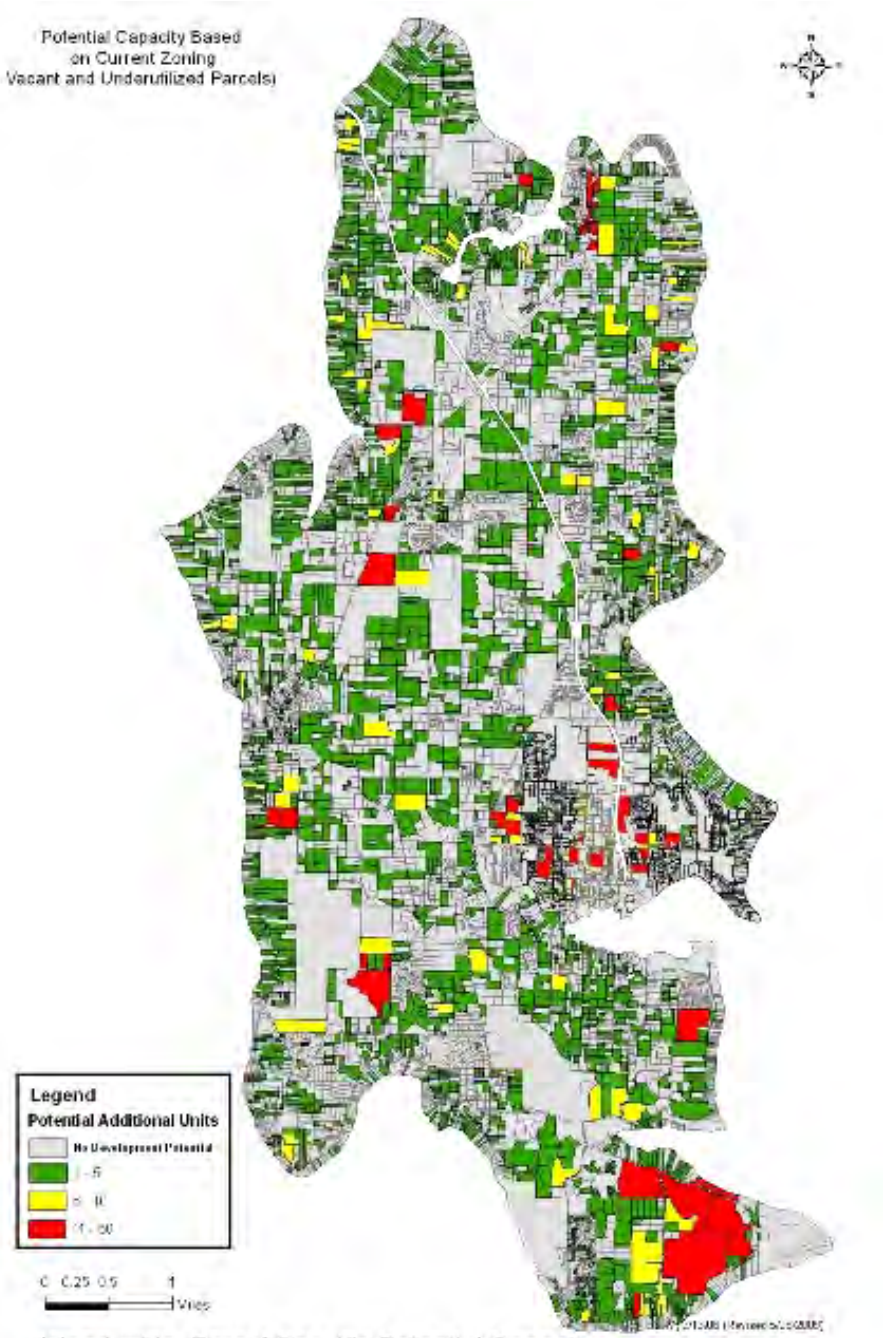
- 50% in the Town Center area within mixed use occupancies
- 45% throughout the Island's residential zoned areas
- 5% in the Neighborhood Service Centers: Lynnwood Center, Rolling Bay, and Island Center

These growth projections show a significant amount of growth potential on the south and south-east end of Bainbridge Island, and moderate growth potential throughout the district (see map on next page).



Actual population data is derived from US Census data, and projected estimates are per the City of Bainbridge Island 2025 Plan document[1].

[1]*Population Allocation Study*, City of Bainbridge Island. http://www.ci.bainbridge-isl.wa.us/2025_population_allocation.aspx



Island-wide, Parcel Specific Potential Capacity

Service Area

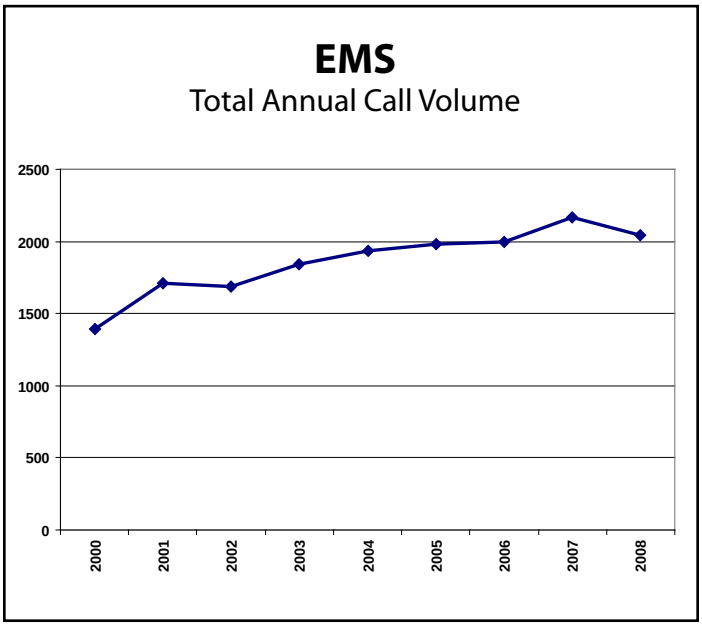
The Department has three Emergency Service Zones (ESZs) to divide the Island into service areas for each of the three stations (see map). ESZs delineate the primary response area for a particular station. Apparatus and personnel assigned to a station will respond outside of their ESZ when there are multiple calls, or when the significance of a call requires additional personnel or equipment. ESZs are not restrictive, and are intended to allow for ease of dispatching and resource management.

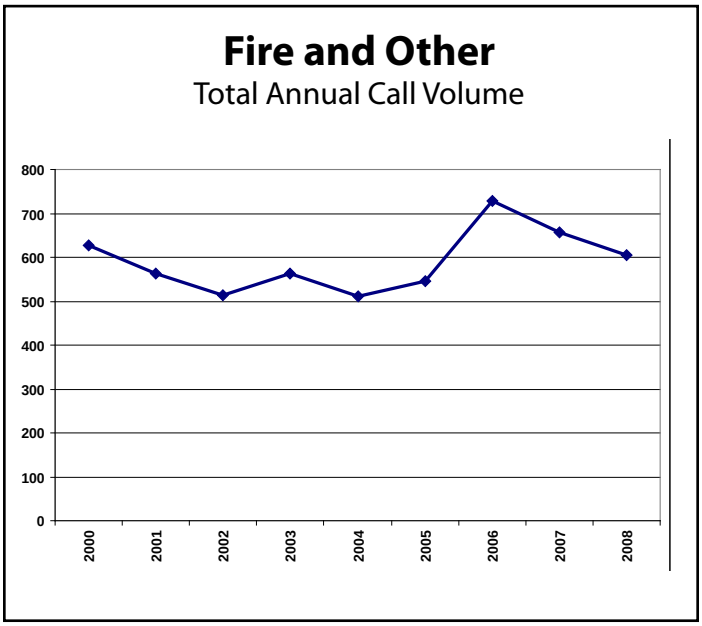
	Engine	Rescue	Ladder	Tender	Aid Car	Medic Unit	Minimum Number of On-Duty Response Personnel
Station 21	2	1	1	2	1	1	**4**
Station 22	1	0	0	1	1	0	**0**
Station 23	1	0	0	1	1	0	**0**

Each of the Department's stations is equipped with apparatus to respond to both emergency medical and fire-related responses. This table highlights the primary apparatus at each location and the number of members on-shift at the station to respond at any given time.

Call Volume

The Department responds to approximately 2,800 dispatched emergency medical and fire suppression calls each year, and delivers a variety of programs aimed at emergency response, public education, prevention, and recovery. Utilizing population as the primary driver for call volume projections, the tables below depict the historical call volume per population experience and provides projections for future expected call volumes.

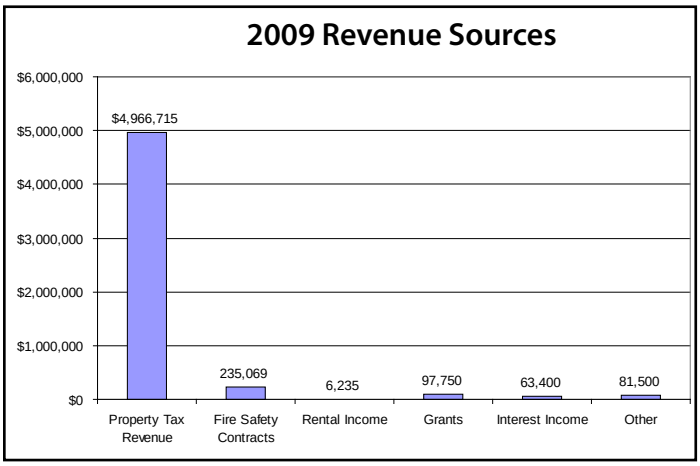




Year	Population	Call Volume (actual)	Call Volume per Person	Projected Call Volume (based on 2008 CV/PP ratio of .114)
1990	15846	1330	0.084	
2000	20308	2025	0.100	
2004	21760	2443	0.112	
2008	23180	2646	0.114	
2012 (est.)	24144		0.114	2752
2025 (est.)	28660		0.114	3267

Funding

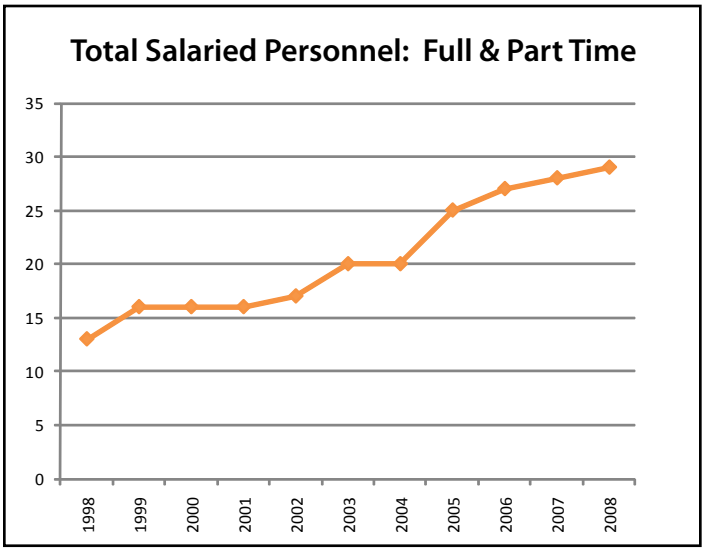
The Department relies almost entirely on property taxes for funding which account for 91% of the Department's revenues. Remaining revenues are primarily generated from contract service agreements with the City of Bainbridge Island, the Washington State Ferries, and the Bainbridge Island School District, in addition to grant funds.



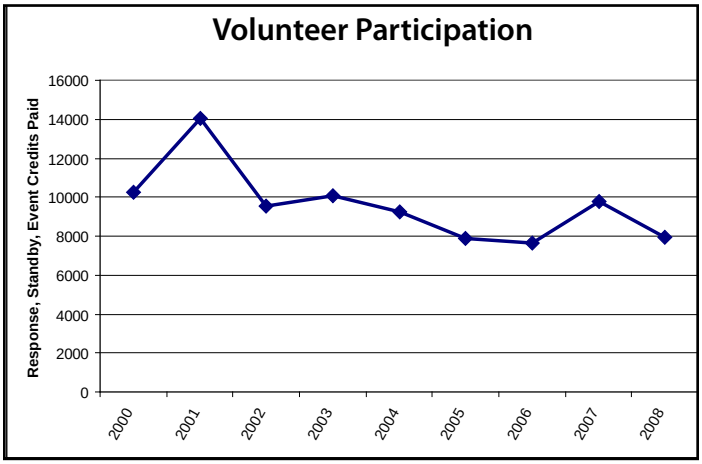
Personnel

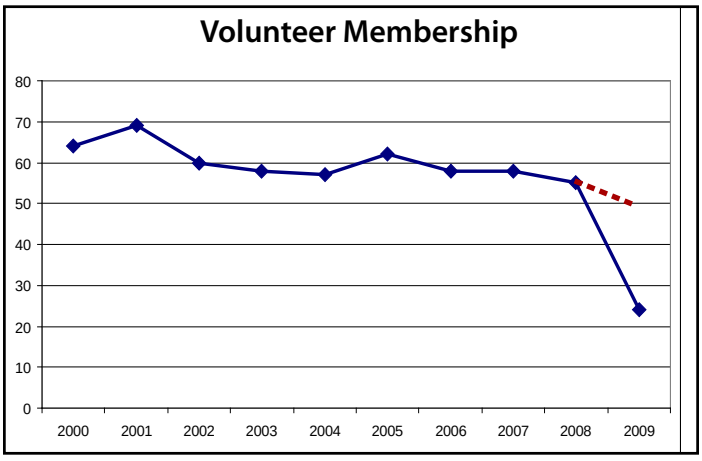
An elected board of five Commissioners governs the Department. Fire Chief Hank Teran manages the Department, which in 2009 includes 21 uniformed firefighter and command staff positions, 6.5 non-uniformed positions (mechanic, finance, support, volunteer recruitment and retention), approximately 15 active volunteer responders and 9 special service volunteers.

The Department is a combination fire department with both career and volunteer members. As call volumes increase, so does the demand for responding personnel; however, increased training regulations and demands upon volunteers' time have led to a net decrease in volunteer participation and response.



Growth of all salaried personnel over 10 year period of time.





2009 membership statistic in the Volunteer Membership graph depicts special service volunteers and volunteer firefighters who respond, on average, to one or more emergency calls per week. Prior to 2009, the number depicts total volunteer membership, regardless of performance levels, which is continued with a dashed red line for 2009.

Strategic Plan Overview & Background

Managing community emergency response and prevention needs with available funding is a difficult task. Designing a service delivery model that will maximize available resources to ensure the Department is prepared, and operationally ready, to respond to any emergency at any time is one of the biggest challenges facing the Department.

Emergencies include: providing residential or commercial fire suppression services, basic and advanced life support services, technical rescues, and disaster response. Response readiness includes: having available trained staff with appropriate tools, equipment, and apparatus to support the demands of the emergency response team, and providing appropriately located facilities from which personnel can respond to minimize the time it takes to reach an emergency scene.

Additionally, service delivery models must focus on minimizing risk and controlling the costs associated with providing services. With the current economic climate of our community, the need to strategically plan staffing models, personnel needs, capital purchases, and future funding streams becomes even more imperative.

In early 2007 Bainbridge Island Fire Department began the process of creating a long-range Strategic Plan. Historically, the Department had maintained a ten-year financial plan supported by annual strategic goals and objectives, but had neither created nor embraced a thorough document that tied long-range operational, capital, staffing, and education goals to a long-range financial plan to support necessary revenues. At that time, due to limited staffing and the efforts to hire a new Fire Chief and expand the Board of Commissioners, the process was placed on hold.

In late 2007 the planning process was reinstated with Fire Chief Hank Teran leading the planning efforts, and a committee was formed within the Department that included representation from all levels of the organization.

The Board of Commissioners met with staff to review current assumptions in the Department's financial and staffing plans, and adopted strategic areas of focus for the planning committee.

The major assumptions identified in the 2007 ten-year financial plan were:

- No major capital projects planned outside of the planned apparatus acquisitions
- Projected staffing is flat due to limited revenues
- Temporary levy lid lift funding ends in 2011
- An accounting deficit is projected to occur in 2010 without additional revenues

- No new revenue streams projected
- Bainbridge Island Ambulance Association (BIAA) will continue to provide greater than 95% of Basic Life Support (BLS) transports

The Board of Commissioners also identified 8 major areas of focus for the Strategic Planning committee, each with specific goals for the planning committee to address. These Areas of Focus include:

- Training and Safety
- WSRB
- Facilities and Equipment
- Community Relations
- Consolidation
- Service Levels
- Personnel
- Funding Streams

In order to solicit ideas and opinions, the planning group reached out to the Department membership through an online survey, and advertised for community volunteers to participate in an External Users Group.

The purpose of the internal survey was to receive input on issues relating to morale, possible volunteer incentive programs, interpersonal interaction and comfort levels, leadership, and culture. Additionally, as updates on the Strategic Planning process were provided to the membership, the members were reminded of the importance of communicating with their representatives on the planning group to ensure that diversity was part of the planning process.

In addition to the membership, the planning process included reaching out to the community to create a group of citizens that could assist. The External Users Group, named for being the end user of emergency, education, and prevention services provided by the Department, met five times over a period of months to identify service and response time expectations for the Strategic Planning committee.

The External Users Group was provided a brief history of the Department, and was then questioned on their knowledge of the Department membership and resources, the services provided, and the funding mechanism. The answers to these questions provided information to the planning group and the management of the Department and provided insight into the misinformation and/or lack of information received by a diverse cross-section of the Bainbridge Island community. The Department provided the External Users Group with accurate information on the various emergency and non-emergency services provided by the Department, as well as the composition of the membership, call volume, response demands, and funding streams. The External Users Group supported general concepts included in this Strategic Plan, including the possible use of an EMS levy as a revenue source to support increased staffing levels.

This Strategic Plan was developed in order to define the organizational service delivery expectations, and further refine methods to reach short and long range goals within the areas of focus defined by the Board of Commissioners. This Strategic Plan is separated into eight sections, the Areas of Focus adopted by the Board of Commissioners, with the goals given by the Board and new goals recommended by the planning group as Strategic Priorities.

Area of Focus: Training and Safety

Strategic Priority 1: ***Evaluate training SOGs (Standard Operating Guidelines) against current industry standards, and revise SOGs as necessary to ensure compliance. Create a periodic review cycle.***

Background: After reviewing the Strategic Plan, it was determined there was no Area of Focus dedicated to the evaluation of the Department's divisions and programs as a whole. This evaluation is necessary to determine effectiveness, required resources, and overall design of the Department's divisions and programs. This Area of Focus provides a summary and template for that evaluation and, as an example, offers concepts for addressing the Training Division in its entirety as it relates to a 10-Year Strategic Plan. This Summary is not intended to be an all-inclusive assessment but rather points out that further evaluation within each area is required. For regulatory and standards compliance, staff reviewed the 500 section of the SOG manual that addresses ongoing fire training and entry level EMS training only. It does not address initial Paramedic training nor continuing education.

The following industry standards serve as the basis for evaluating a fire department's training programs: Washington Administrative Code (WAC), Revised Code of Washington (RCW), Washington Surveying and Rating Bureau (WSRB), the National Fire Protection Association (NFPA) standards, as well as the Department's own Standard Operating Guidelines (SOGs). Each of these standards is commonly viewed as an industry standard for the fire service. As such, these standards become the Standard of Care criteria that will be used to measure a fire department's performance.

The legal system will use this standard of care criteria to establish what the system terms the Reasonably Prudent Person Standard. This standard is frequently used to determine the standard of care that a community can reasonably expect and demand. If, in the view of a reasonably prudent person, it is determined that industry standards are not met, a breach of the standard of care may be found. In other words, when an action is filed against a fire department, a failure to meet industry standards, (whether compliance is legally mandated or not), provides a basis for arguing negligence against the agency and/or persons named in the suit.

It is important to understand how each of these standards apply to fire department operations. The RCW and WAC standards serve as legal mandates established through the State's legislative process. NFPA standards are developed through a consensus process, and are voluntary standards; however, if they are formally adopted by way of a legislative process, they become legally binding. It is also important to note that because they are viewed as industry standards and are developed through stakeholder consensus, they are frequently presented as the fire service standard of care. Therefore, even though their compliance may not be legally mandated, the Reasonably Prudent Person Standard will be argued as the basis for negligence [2].

Based on how the RCW, WAC, and NFPA standards serve to establish the fire service standard of care, it is essential that each of the applicable standards be thoughtfully incorporated into the Department's policies and SOGs. Furthermore, it is not enough to simply incorporate these standards into the Department's SOGs; it is equally important that they

[2] *Legal Considerations for Fire & Emergency Services, (2007), by J. Curtis Varone. (p. 224)*

become institutionalized into the organization's daily operations and adhered to with the appropriate degree of accountability. Failing to enforce the Department's own policy may easily be viewed as a breach of the standard of care and can also serve as a basis for negligence.

Another important set of industry standards are those set by the Washington Surveying & Rating Bureau. The WSRB operates as a non-profit, public service institution whose services are available to all insurance companies licensed to sell property insurance within the State. The WSRB evaluates fire departments to assign a rating that classifies a community's level of fire protection. The evaluation process audits several aspects of the fire department's operations, which includes training. The WSRB establishes a rating by assessing deficiency points in areas where the fire department falls short of meeting industry standards. The outcome of this rating can directly affect property insurance rating, and therefore, insurance premiums.

The WSRB makes the following recommendations for training hours:

Company Training at Fire Stations by Company Officer – Minimum of 20 hours per member per month. This amount can be reduced by 25% if firefighters are IFSAC Firefighter I certified and by 50% if firefighters are Firefighter II certified.

Training by the Training Officer (or equivalent) at Training Center – Minimum of eight half-day sessions per year (32 hours) at training facilities, including two drills at night for all company members.

Officer Classes – Minimum of two days per year (16 hours) for all officers.

Classes for Drivers and Operators – Minimum of one day per year (8 hours) for current personnel. Current EVAP certification can serve in lieu of annual training.

Recruits – New members should receive a minimum of 240 hours or equivalent of recruit training during their first year of membership leading to the Firefighter I designation.

Statistics & Research: The majority of the Department's mandated training requirements originate from WAC 296-305, Safety Standard for Fire Fighters. As applicable, compliant policy language is incorporated into the Department's SOGs. The SOGs were updated following the June 1997 update of WAC 296-305. The WAC was reissued in March of 2006. The WAC 296-305 standards are currently in the process of being revised, with adoption expected to occur during 2009. When the updated WAC 296-305 is promulgated, it will be important to audit the Department's SOGs, revising them as needed, to assure compliance with the applicable training requirements as established by the WAC.

The following list provides a generalized summary that interprets the training requirements stipulated by the version of WAC 296-305 currently in effect:

Safety Program Orientation - All personnel shall complete an orientation of the Department's Accident Prevention Program.

Hazard Communication Program - All response personnel shall receive a minimum level of training with the Department's Hazard Communication Program as specified in WAC 296-62, Part C.

Hearing Conservation - All personnel included in the Department's hearing conservation program shall complete training in the use and care of all provided hearing protectors. This training shall be repeated annually.

Personal Protective Equipment - All personnel shall be trained in the function, donning, doffing, care, use, inspection, maintenance, and limitations of the personal protective equipment (PPE), including turnout clothing, assigned to them or available for their use.

Incident Management System - All response personnel shall receive minimum introductory level training with the Incident Management System prior to assignment as a responder. Personnel shall be trained and qualified in the Incident Management System prior to taking a supervisory role at an emergency scene. This training shall be compliant with the National Incident Management System (NIMS) requirements as well as the National Response Framework and other overriding documents.

First Aid Certification - All personnel, unless designated by the Fire Chief, shall have as a minimum, first-aid training as evidenced by a current, valid First-aid, First Responder, EMT, or Paramedic certification. New members shall have completed such training within 90 days, or enroll for training in the next available class for which they are eligible to attend. First-aid training shall meet or exceed the requirements of Chapter 296-62 WAC, Part A-1.

Infectious Disease Control Program - All health care providers shall be trained in the proper use of PPE, exposure protection, post exposure protocols, and disease modes of transmission as it relates to infectious diseases. Personnel shall review annually the Department's infectious disease control program, updates, protocols, and equipment used in the program.

Emergency Medical - All EMS responders shall satisfactorily complete the minimum training requirements established by the Training Division prior to being assigned as a responder.

Respiratory Equipment - All Firefighters shall be trained for each type of respiratory equipment available for their use. All self contained breathng apparatus (SCBA) training and certification shall be in accordance with, and meet the performance criteria established by the Department's Training Manual. Training shall meet the following minimum requirements of WAC 296-305.

- Firefighters shall train with SCBA at least quarterly.
- All firefighters shall be tested annually on their minimum competency skills associated with SCBA.
- Firefighters shall be thoroughly trained with SCBA emergency procedures.

Confined Space Rescue - All potential first responders to confined space rescue incidents shall receive a minimum level of confined space training as specified in WAC 296-62, Part M.

Hazardous Materials Awareness - All potential first responders to hazardous materials incidents shall be trained to the First Responder Awareness level in accordance with WAC 296-62, Part P.

Hazardous Materials Operations - First responders who respond in a strictly defensive fashion shall be trained to the Operations Level in accordance with WAC 296-62, Part P.

Firefighter Recruit Training - All firefighters shall satisfactorily complete the minimum training requirements established by the Department's Training Division prior to being assigned as a responder.

Asbestos - Training shall be provided to firefighters so that they will be knowledgeable in the identification and handling of asbestos containing materials likely to be encountered during a fire response.

Wildland Firefighting - Personnel expected to respond to fires involving natural vegetation shall be trained to the minimum level specified by the Department's Training Division. Personnel assigned to natural vegetation fires categorized as Wildland Fires shall be trained to a National Wildfire Coordinating Group Firefighter Level II, or equivalent. Wildland Fire is defined as natural vegetation fires where firefighters must expend more than 1 hour of labor to confine, control, and extinguish the fire.

All suppression personnel expected to respond to fires involving natural vegetation shall annually review the Standard Operating Safety Procedures stipulated in WAC 296-305, Appendix D.

Driver/Operator - All emergency vehicle driver/operators shall satisfactorily complete the minimum training requirements established by the Department's Training Division prior to being assigned as a responder.

EVAP Certification - Drivers of emergency vehicles shall obtain and maintain EVAP certification, or an approved equivalent, in accordance with Senate Bill 5441 and the Department's Driver Training program.

Officer Training - All fire officers shall satisfactorily complete the minimum training requirements established by the Department's Training Division prior to being assigned to fulfill fire officer level responsibilities.

Conclusions/Findings: A review of the current and applicable industry standards indicates that the majority of the Department's SOGs regarding training comply with the current WAC 296-305 standards. When the updated WAC 296-305 standards are promulgated, it will be important to audit the Department's training SOGs against the new standards, revising them as applicable.

Because the Department has recently expanded its technical rescue capability, the SOGs specific to technical rescue do not reflect the Department's current practices. Technical rescue is a new discipline that requires additional training and operational guidelines that need to be added to the Department's SOGs.

In addition, NFPA 1001 Standard for Fire Fighter Professional Qualifications, recommends that all interior firefighters be competent in the skills set forth in NFPA 1001 Chapter 5. Though not a current mandate, the fire service industry is clearly moving toward this becoming the minimum standard for firefighters who engage in interior offensive

fire fighting. Currently only a segment of the Department's firefighters have completed this level of training. The training is usually validated through Firefighter I testing and certification.

Although not a requirement, the WSRB guidelines establish an important set of industry standards for training. As previously summarized, the WSRB recommends, for firefighters who are not trained to the Firefighter I level, a minimum of 264 hours of training each year. These hours do not include hours for maintaining EMS and/or driving qualifications. Currently the Department offers approximately 100 hours per year of Fire, EMS, and volunteer night drills. The 100 hours does not include special drills, which would add another 32 hours. This indicates that the Department's current frequency of training accomplishes only 50% of the recommendation of the WSRB.

Recommendations: The Department should ensure that all training policies and SOGs comply with the industry standards applicable to fire department training. This includes the following recommended program goals:

1. Ensure that training policies and SOGs comply with WAC 296-305 standards.
2. Establish minimum training standards for structural firefighters based on the NFPA 1001 job performance requirements for Firefighter I.
3. Consider providing additional training opportunities to enable members to meet the minimum training hour requirements established by the WSRB.

Action Items: Based on the recommended goals, the following objectives offer a framework for ensuring that the Department's training policies and SOGs comply with industry standards.

Short-Term Objectives *(2010-2011)*

1. Audit and revise as needed, each of the relevant technical rescue policies and SOGs.
2. Update SOGs known to be non-compliant with the current edition of WAC 296-305.

    a. SOG 501 – Update and include all required training
    b. SOG 502 – Update and include all EMS levels
    c. SOG 503 – Remove and place in an Emergency Operations Plan
    d. SOG 504 – Update to current driving program and incorporate NFPA 1002 as applicable
    e. SOG 506 - Update

3. Upon promulgation, audit and revise as needed each of the Department's training policies and SOGs with the updated WAC 296-305 safety standards.
4. Adopt IFSAC Firefighter I as the minimum level of training required for all members qualified as interior structural firefighters and incorporate into applicable SOGs.
5. Develop and adopt a plan for training all incumbent interior structural firefighters to the NFPA Firefighter I level.

Medium-Term Objectives *(2012-2015)*

6. Train all new interior structural firefighters to the IFSAC Firefighter I certification level.
7. Evaluate the cost/benefit value of meeting the minimum training hour requirements established by the WSRB.

Long-Term Objectives *(2015-2020)*

8. Establish a periodic review process that systematically audits training policies and SOGs against the applicable industry standards.

Strategic Priority 2: ***Meet Washington Administrative Code (WAC) training requirements for all personnel.***

Background: Meeting the WAC requirements for training is the bare minimum requirement for any fire department. The WAC is intended to ensure that fire fighters have the minimum abilities to perform the task of fire fighting. However, when these minimum requirements are met, it does not necessarily ensure that members are trained commensurate with their duties.

When reviewing how to meet the WAC training requirements, the Department membership was analyzed by two groups: career and volunteer firefighters. Grouping the membership was necessary for analysis, as the ability to train and ensure compliance with career members is completed as part of their employment. Compliance of a volunteer cadre is far more difficult. One of the most difficult problems that combination fire departments face is how to keep volunteers trained to current standards. This becomes a challenge due the time and effort it takes to keep volunteers fully trained commensurate with their duties. As regulations and standards are developed, it becomes more difficult for members with full-time jobs and families to complete the additional requirements needed to stay proficient as a volunteer firefighter.

The Department has always recognized this as a problem but has failed to overcome it. In 1999 the Department updated its SOGs to reflect the current WAC in an attempt to have good policy to hold people accountable. Although the policy had been put in place, obtaining compliance with the volunteer firefighting force is difficult to achieve. As a result of this historical difficulty, the Department began to review the possibility of creating sections within the Operations Division, allowing volunteer members to serve the community within the capacity for which they could meet training requirements.

Statistics & Research: Until recently the only opportunity afforded the members for official Department training was Tuesday night drill. Tuesday night drills are conducted from 7:00-9:00 PM. Although drill starts at 7:00 PM, it is not uncommon to have fifteen or more minutes of announcements. Using this time at the beginning of drill was an issue identified in the membership-wide survey.

In 2006 the Department shifted to a monthly drill schedule that included scheduled drills during the day. These allow volunteers an additonal opportunity to train with the duty crew. The drill schedule, posted and distributed as a monthly calendar, is comprised of drills that allow for basic WAC compliance. This has enabled almost 100 percent compliance by the duty staff with required classes. The biggest hindrance to compliance with the duty crews occurs when members are not on shift the day the training occurs, or the drills are not conducted because of other commitments. In order for volunteers to complete all required drills, an unrealistic expectation of almost 100 percent of Tuesday night drill attendance is required. The largest areas of non compliance are those members that have not donned their quarterly SCBA, and those that have not completed at least one fire training session per quarter. Insuring all members complete an evaluated drive on all apparatus they are signed off to operate is also very difficult.

Training Opportunities

When the volunteer members were asked in the survey conducted as part of the long range planning process, *"What would you do to change the level of training to better the members of the department?"* The number one answer was more availability of training times. Getting members to participate in these increased training times has been difficult, as can be read in Training Addendum 2.

As requested by the volunteer membership, numerous attempts to provide additional training

opportunities have been made, along with alternative times and delivery methods. All have had very little or no success in terms of increasing volunteer participation.

Conclusions/Findings: The current philosophy of allowing personnel to self-govern their own training is not working. This has been shown by a lack of WAC compliance and also in a lack of competency with basic skills. The Department needs to consider how it evaluates training compliance, as well as who is responsible for compliance follow-up. Currently the volunteer members report to the Operations Chief who is ultimately responsible for ensuring members are compliant with all facets of their training. Although this may have worked in the past, the current responsibilities of this position are focused on other areas of organizational priority. Currently the Duty Captains oversee four personnel, and the Assistant Chief of Operations oversees thirty-plus volunteers, which greatly exceeds span of control recommendations. The Training Division has typically been responsible for class delivery. With the increased responsibilities of this division, the program delivery needs to be evaluated to determine if it is still an efficient expectation for the Training Division. By creating separate personnel groups within the Operations Division (Suppression, EMS, and Support Services), the Department will be able to address multiple issues relating to regulatory compliance, volunteer retention and participation, and increased volunteer opportunities. Furthermore, these sections would allow for members who are currently self-limiting their activities to be recognized within their respective areas of contribution. By defining these roles within the organization, the Department will be able to more clearly define the training requirements for each section. Implementation of this methodology would ensure the largest number of resources available to the Department. The logistics of implementation are currently under review within the Department.

In order to accomplish WAC compliance and to ensure the competency of its responders, the Department should consider adopting a competency-based training (CBT) delivery model. This methodology would allow firefighters to complete didactic portions of their training either via traditional classroom or alternative methods. It would then allow members to be evaluated by qualified individuals to demonstrate proficiency in specific tasks. This does not eliminate the need for drill attendance, but does allow for flexibility when members are not able to attend drill. This also insures all members are capable of completing specific tasks whether they attended drill or not. The biggest challenge of this will be to create a cultural shift whereas those members that do not participate and complete their CBT training are not allowed to respond to emergency incidents.

Recommendations:

1. Adopt a date of 12/31/2009 for all members to improve compliance with training requirements detailed in guidelines set forth by the Fire Chief.
2. Implement a Competency-Based Training delivery model to provide flexibility and to ensure competent performance.
3. Develop alternative computer-based learning systems to facilitate the flexibility of online course completion. To support CBT delivery, there will be a need for a good records management system. The Department is currently using Emergency Reporting Systems (ERS) for this purpose.
4. Implement performance drills to insure members are trained commensurate with their duties.
5. Develop structured oversight for volunteers and residents.
6. Develop an annual training calendar to allow all members to see all scheduled training for the year.
7. Increase reporting efficiency so that members have better ability to see missed drills.
8. Review the Training Division's role within the organization specifically regarding program delivery and compliance oversight.

Action Items:

1. Finalize an implementation plan for creating the Operations Division groups.
2. Perform training compliance audit by 1/15/2010.
3. Implement Competency Based Training delivery model by 12/31/2009.
4. Provide administrative support to assist with implementation of the computer-based delivery system.
5. Perform first performance drill by end of first quarter 2010 for all members.
6. Evaluate reporting structure of volunteers and the Training Division's role regarding compliance and delivery by 10/1/2009.
7. Implement changes of the Training Division evaluation by 12/31/2009.

Strategic Priority 3: Meet WAC safety requirements for all personnel. Maintain thereafter and incorporate standards/guidelines in NFPA 1500 as applicable. Continue to foster a culture of safety.

Background: The majority of the Department's workplace safety program and procedural requirements for emergency scene operations originate from WAC 296-305, Safety Standard for Fire Fighters. These firefighter safety and health standards are adopted by the Department of Labor and Industries in accordance with the provisions of the Washington Industrial Safety and Health Act (WISHA) of 1973. The purpose of the WAC is to assist employers and employees in the reduction of work related injuries and illnesses. To provide an enforceable set of safety and health standards for the fire service, it is the intent that the standards be used to assist both employers and employees in achieving the safest workplace reasonably attainable under the conditions to which employees are or will be exposed [3].

The WAC 296-305 safety standards serve as legal mandates, established through the State's legislative process. The WAC 296-305 standards are enforced by the Washington State Department of Labor and Industries (L&I). Fire departments found to be out of compliance can be levied fines by L&I and are subject to litigation in cases of negligence. As applicable, compliant policy language is incorporated into the Department's SOGs.

In general terms, WAC 296-305[4] requires fire departments to establish, supervise, maintain, and enforce, in a manner that is effective in practice:

1. A safe and healthful work place environment
2. An accident prevention program in

[3] *WAC 296-305, Safety Standards for Fire Fighters, (03/2006 Issue). Section 296-305-01001.*

[4] *WAC 296-305, Safety Standards for Fire Fighters, (03/2006 Issue). Section 296-305-01509.*

accordance with WAC 296-305
3. Programs for training personnel in the fundamentals of accident prevention
4. Procedures to be used by the Health & Safety Officer and Incident Commanders to ensure that emergency medical care is provided to response personnel
5. An accident investigation program in accordance with WAC 296-305
6. Any additional wellness and safety programs in accordance with WAC 296-305

NFPA 1500, Standard on Fire Department Occupational Safety and Health Program is an important industry standard that all fire departments must carefully consider. Though NFPA 1500 is only a consensus standard, not applicable to fire departments by way of a legislative mandate, it is well recognized as an industry standard. As detailed in Strategic Priority #1, NFPA standards often become the Standard of Care criteria used to measure a fire department's performance. As such, NFPA standards are used to provide a basis for arguing negligence against the agency and/or persons named in the suit. This is especially true with NFPA 1500. The standard was originally adopted in 1987 and has been revised every five years since. Over the years, many mandated safety standards, such as WAC 296-305, have become aligned with NFPA 1500 standards. The pending update of WAC 296-305 is expected to incorporate a considerable amount of language that replicates NPFA 1500, as well as referring to other NFPA standards for equipment specifications, training standards, and emergency management procedures.

Statistics & Research: The majority of the Department's mandated workplace safety requirements originate from WAC 296-305, Safety Standard for Fire Fighters. As applicable, compliant policy language has been incorporated into the Department's SOGs. When the updated WAC 296-305 is promulgated, it will be important to audit the Department's SOGs, revising them as needed, to ensure compliance with the applicable workplace safety requirements.

The Department has an established practice of monitoring the NFPA standards and incorporating them where applicable, as demonstrated by many of the Department's safety programs based upon both WAC 296-305 and NFPA standards. By doing this, many workplace safety practices are incorporated into the Department's operating procedures and training programs. For example, the Department has actively participated in the county-wide development and implementation of the Kitsap County Incident Management Procedures (ITAC), as well as the Firefighter Self-Survival & Rapid Intervention documents. Both documents are intended to establish standardized emergency operating procedures and are designed to specifically incorporate the provisions needed to comply with both WAC 296-305 and relevant NFPA standards.

Conclusions/Findings: As indicated in Strategic Priority #1, a majority of the Department's SOGs regarding workplace safety have not been updated for several years but are in general compliance with the current WAC 296-305 standards. When the updated WAC 296-305 is promulgated, it will be important to thoroughly

[5] WAC 296-305, Safety Standards for Fire Fighters, (03/2006 Issue). Section 296-305-05503 (9).

audit the Department's SOGs against the new standard, revising them as applicable.

In addition, it will be important to continue to actively support the development and implementation of standardized emergency operating procedures such as the Kitsap County Incident Management Procedures (ITAC), as well as the Firefighter Self-Survival & Rapid Intervention documents.

The most important safety issue for the Department to take action on is the accountability for and enforcement of existing workplace safety policies, SOGs, and emergency operating procedures. There are many workplace safety programs that need to be more effectively institutionalized within the organization's culture and day-to-day operations. This requires more accurate and efficient records management, program enforcement, and supervisory accountability.

Recommendation: The Department should ensure that all policies and SOGs comply with the industry standards applicable to workplace safety. This includes the following recommended program goals:

1. Ensure effective enforcement and supervisory accountability of the Department's current workplace safety policies and SOGs.
2. Ensure that the workplace safety programs are adequately supported with accurate and efficient records management systems.
3. Ensure that workplace safety policies and SOGs comply with WAC 296-305 standards.
4. Incorporate emergency operating procedures that promote value-based risk management principles and establish effective provisions for responder safety.
5. Implement workplace safety programs designed to embrace workplace safety as an intentional culture.
6. Document and follow-up on workplace safety violations.

Action Items: Based on the recommended goals, the following objectives offer a framework for ensuring that the Department's workplace safety policies and SOGs comply with industry standards.

Short-Term Objectives *(2010 - 2011)*

1. Audit and revise as needed, each of the relevant safety programs to ensure they are effectively implemented and adhered to.
2. Evaluate the Department's degree of supervisory accountability to ensure it effectively meets expectations.
3. Update any SOGs known to be non-compliant with the current edition of WAC 296-305.
4. Upon adoption and distribution, audit and revise as needed, each of the Department's workplace safety program policies and SOGs against the updated WAC 296-305 safety standards.
5. Upon promulgation, audit and revise as needed, each of the Department's operational policies and SOGs against the updated WAC 296-305 safety standards.
6. Develop and adopt an implementation plan for complying with any WAC 296-305 requirements the Department is unable to immediately comply with.

Medium-Term Objectives *(2012 - 2015)*

7. Establish a periodic review process that systematically audits workplace safety policies and SOGs against the applicable industry standards.

Strategic Priority 4: ***Develop and implement an Officer Development program.***

Background: The Department currently operates with three career chief officers, the Fire Chief and two Assistant Chiefs, who serve as the Department's administrative chiefs as well as filling the on-call duty chief role on a rotational basis. Two volunteer assistant chief officers support the Department's volunteer program. A day-shift Captain serves as the Department's Training and Safety Officer. Three shift Captains serve as the on-duty shift commanders, one assigned to each of the three duty shifts. When the shift Captains are off duty, a cadre of career firefighters have been selected to serve as acting Captains, responsible for backfilling in the absence of a shift Captain. Four volunteer company officers are assigned to support the Department's volunteer program.

The Washington State Department of Labor and Industries WAC 296-305, Safety Standards for Fire Fighters establishes a series of safety standards to which fire departments are held accountable. As this relates to a fire department's responsibility for officer development, these requirements[5] stipulate that:

> (9) The employer shall provide training and education for all members commensurate with those duties and functions that members are expected to perform. Such training and education shall be provided to members before they perform emergency activities. Fire service leaders and training instructors shall be provided with training and education which is more comprehensive than that provided to the general membership of the fire department.

The safety standard only defines the employer's responsibility and establishes a mandate that fire officers receive training and education that specifically qualifies them to assume the duties of a leadership position. The standard stops short of actually stipulating what those duties entail and what constitutes commensurate training and education. The Department's job descriptions and operational policies establish and define a fire officer's duties and responsibilities. Once duties are defined, there are many well-established industry standards such as *NFPA 1021*, Standard for Fire Officer Professional Qualification that can be used to establish the performance standards applicable to various fire officer positions. The purpose of the NFPA professional qualification standards is to specify the minimum job performance requirements that a fire department can use to define member qualifications.

Given the litigious nature of American society, the

significance of this training requirement warrants serious attention. It is essential that fire officers be qualified to perform their duties safely and effectively. WAC 296-305 and *NFPA 1021* are the industry standards that a fire officer's training, education, qualifications, and performance will be measured against. Failing to do so, sets the stage for the Department to face the consequence of unintentional liability. In addition, fire officers are

[5] WAC 296-305, Safety Standards for Fire Fighters, (03/2006 Issue). Section 296-305-05503 (9).

individually at risk of personal liability if their actions are found to be negligent.

Statistics & Research: For many of the Department's current fire officers, little documentation exists to substantiate training and educational qualifications. This does not imply they are not qualified or incapable of performing their duties; it simply indicates the absence of them having completed a structured training and education program to substantiate their credentials as fire officers.

Article 12 of the Department's collective bargaining agreement, states: "The Operations Chief shall determine if a member is qualified to work outside their assigned classification." This language, in concert with an Acting Qualifications Checklist, is what serves as the basis for qualifying firefighters to act as shift captains. The contract language is expanded upon with a series of subjective performance criteria that calls for the candidate to "Demonstrate to the satisfaction of the Operations Chief . . ." The language as it is applied, places discretionary authority upon the Operations Chief, which makes him the sole authority for obtaining their qualifications to serve as fire officers, as opposed to utilizing industry standards as a basis for objective measurement and testing criteria. This discretionary authority and subjective criteria could place the Operations Chief in a position of having to assume personal liability.

The modern day fire service has become more than just another trade. The fire service is quickly evolving as a profession where the expectations of higher education have come to play an integral role in officer development. Two-year degrees are quickly becoming common place for company officers and four-year degrees are all but essential for assuming chief officer positions. The Department currently has a number of career members who have attained college degrees.

Conclusions/Findings: The Department currently has no structured training program to provide the training and education needed to support fire officer qualification. Consequently, the Department's fire officers lack the professional credentials needed to demonstrate, with credibility, that they have been trained to a level that is commensurate with assigned duties. Given the vulnerability this creates, implementing an officer development program is necessary for fulfilling the Department's current and future leadership needs.

Recommendations: The Department should develop and implement an officer development program so that fire officers and acting fire officers are adequately trained to assume the duties and functions they are expected to assume. This includes the following recommended program goals:

1. Evaluate fire officer job descriptions to assure their prescribed duties and responsibilities accurately reflect the Department's expectations.
2. Adopt the Officer Development Handbook developed by the International Association of Fire Chiefs as a model for officer development.
3. Develop an officer development training program with curriculum and performance standards based on NFPA professional qualification standards.

4. Establish eligibility requirements to ensure and substantiate that members are qualified to assume positions of fire officer responsibility.

Action Items: The following objectives offer a framework for implementing a fire officer development program based on the recommended goals.

Short-Term Objectives *(2010-2011)*

1. Continue to conduct quarterly officer meeting/development sessions with mandatory attendance to provide on-going training related to fire department operations.
2. Audit and revise as needed, each of the existing fire officer job descriptions to ensure their prescribed duties, responsibilities, and eligibility requirements accurately reflect the Department's expectations and relevant standards.
3. Where absent, create job descriptions for existing positions as well as for future positions forecasted in the Department's long range Strategic Plan.
4. Audit and revise as needed, the eligibility requirements for qualification as an acting Captain.
5. Develop, adopt, and implement an acting Captain task book so that firefighters are provided with a roadmap for attaining qualification as an acting Captain.
6. Develop, adopt, and implement a process to objectively validate the attainment of acting Captain eligibility requirements.
7. Audit existing members to determine and document what IFSAC certifications they have obtained.
8. For those members who seek fire officer advancement, develop individualized plans for obtaining prerequisite IFSAC certifications such as Firefighter I and Firefighter II.

Medium-Term Objectives (2013-2015)

1. Develop and adopt the eligibility requirements for qualification as a company officer.
2. Develop, adopt, and implement a company officer task book so that firefighters are provided with a roadmap for attaining company officer qualifications.
3. Develop, adopt, and implement a process to objectively validate the attainment of company officer eligibility requirements.
4. Develop and adopt the eligibility requirements for qualification as a chief officer.
5. Develop, adopt, and implement a chief officer task book so that company officers are provided with a roadmap for attaining chief officer qualifications.
6. Develop, adopt, and implement a process to objectively validate the attainment of chief officer eligibility requirements.

Long-Term Objectives *(2015-2019)*

1. Develop, adopt, and implement a program to support fire officer succession planning.

Area of Focus: WSRB

Strategic Priority 5: ***Prepare for a re-rate in 2009 and improve rating from a 7 to a 5. Maintain or improve rating beyond 2009.***

Background: The Washington Surveying and Rating Bureau (WSRB) rating affects the fire protection portions of both residential homeowners and commercial insurance rates. A change in rate class can affect the fire protection portion of insurance rates by up to 20%. Since the Department's re-rate in 1999, the entire Island has been rated a Class 7 by the WSRB. At that time, the Department was approximately 20 points from the next worst level.

Periodically, the WSRB conducts affirmation visits whereby a determination is made as to whether the jurisdiction's current rating still applies or has gotten worse. In October 2007, an affirmation visit was conducted by the WSRB and the Department's Class 7 was affirmed.

During the affirmation visit, a request was made for an additional visit in order for the WSRB to evaluate improvements made since 1999. This was completed and resulted in a re-classification of the Island to a Class 6, effective November 2007.

Statistics and Research: Gaining any amount of credit to move to a better public protection class rating will require a significant investment in fire department staffing and/or water supply infrastructure. The Department has not received a detailed rating visit in 10 years, making it difficult to estimate improvement or degradation with any accuracy. Calculating specific return on investment for potential changes included in this Strategic Plan will require a re-rating visit to establish a new baseline before being able to ascertain any impacts.

Conclusions and Findings: A review of WSRB rating criteria showed that the following programs support efforts to maintain and improve the risk classification of Bainbridge Island:

- Public education
- Fire inspections
- Fire hydrant inspections
- Hose testing
- Training (including Officer and driver training programs)
- Supporting Firefighter I certification

For staffing credit, three active volunteer members are considered equivalent to one paid response member, so any fluctuation in resident volunteers,

rostered volunteers, and/or volunteer responses will have an impact on attaining this strategic priority.

Increased staffing, as recommended within this Strategic Plan, will enhance a number of programs that may improve the Department's rating upon further review. These programs include:

- Prefire Planning: Staffing at all three stations will potentially triple the number of prefire plans currently being completed.
- Company Level Inspection Program: Staffing may provide the Department with the ability to increase inspection frequency to semi-annual for some occupancies, potentially providing additional points during a re-rate.
- Additional full-time career firefighters may have a significant impact on rating within the Fire Department portion of a re-rate. During the most recent grading, 45% of the deficiency points in the Fire Department portion came from sections in Company Officers, Department Manning, and Engine and Ladder Company Unit Staffing. Though it is difficult to determine, several categories within the staffing portion of the grading could be impacted, including on-duty strength and off-shift response. An additional staffed engine (with 2 full-time personnel) at each of the outlying stations is the equivalent of 12 volunteers responding. Company-level officers (i.e., Lieutenants) would also likely provide additional credit.

Recommendations: Continue to support the above mentioned programs. Support the staffing recommendations included in this document.

Delay re-rate plan until 2011 when some of the recommendations and programs in this Strategic Plan have been implemented and will have a positive effect on the WSRB rating, potentially providing a reduction in insurance premiums for Bainbridge Island citizens and businesses.

Area of Focus: Facilities and Equipment

Strategic Priority 6: ***Execute the apparatus replacement plan and identify emerging technologies to help the Department meet determined service levels.***

Background: The Department Facilities and Equipment Committee has produced, updated, and worked to execute the apparatus replacement plan as approved by the Board of Commissioners. With the approval of the temporary levy lid lift in 2005, the Department has been able to maintain, improve, and replace apparatus and equipment as identified by the Committee.

The only apparatus identified within the replacement plan that have not been replaced, and will require replacement during the term of this Strategic Plan, are the Aid Units, a Utility Truck, and staff vehicles.

The Department does not currently budget and allocate funds on an annual basis to an apparatus replacement fund. In recent years, apparatus replacement funding has come from the general fund, or from a temporary levy lid lift.

Conclusions and Findings: Three of the four Aid/Medic Units have been retrofitted through the temporary lid lift funding. One still needs retrofitting. Apparatus replacement projections show that in 2014, one of the Aid Units will need replacement.

Recommendations: Aid/Medic Unit replacements can be funded through an EMS levy. Funding should be allocated on an annual basis from this type of levy to ensure a funding source is available for projected replacements.

Funding for non-EMS specific apparatus should be included in short and long-range financial planning. The Planning group recommends that the Board of Commissioners begin discussions to create a plan for allocating funds to an apparatus replacement fund.

Strategic Priority 7:

- **Station 21:** Extend the service life for 10 years within the existing shell
- **Station 22:** Perform a study to determine whether to rebuild, remodel, and/or relocate.
- **Station 23:** Create a plan to maintain the facility so there is no decrease in the projected lifespan

Background: The Department currently has three fire stations. The Department also owns and maintains an old facility on Day Road, historically used as a fire station apparatus bay, which is currently used for storage and leased space. Each of these stations varies in age, current use, and state of repair.

Statistics & Research

Fire Station Descriptions

Station 21 (8895 Madison Avenue NE) serves as the Department's Headquarters and houses the Administrative and Operations Divisions and the Fire Marshal's Office. The station was built in 1979 and was added onto in 2000 to increase apparatus bay space. Currently the station houses seven full-time administrative personnel, up to six full-time emergency response personnel per shift, and 10 apparatus. A separate building also provides living quarters for four resident volunteer firefighters. A fleet fueling facility is located at Station 21 as well as several response trailers that are kept in the staff parking lot. The Bainbridge Island Ambulance Association rents apparatus bay space for two of its ambulances as well.

Station 22 (7934 NE Bucklin Hill Road) is the Department's oldest active station, built in 1959. This station currently houses four apparatus and has living quarters for three resident volunteer firefighters. The Department's Fleet Maintenance program is stationed here as well as the office for the Emergency Vehicle Technician. Station 22 has several ongoing maintenance-related issues including a sinking apparatus bay floor. The property was surveyed in 2008.

Station 23 (12985 Phelps Road NE) is the Department's newest station and was constructed in 1996. It houses offices and classrooms for the Department's Training program. It also includes a drill tower and drill ground for hands-on training. Fitness equipment is kept here to support the Department's health and wellness programs. A separate building provides living space for three resident volunteer firefighters. Station 23 is also designated as the back-up Emergency Operations Center (EOC) for the Island. The Bainbridge Island Ambulance Association also leases space for its administrative offices here.

The former fire station apparatus garage, located at 9421 NE Day Road, was built in 1963. It formerly served as Station 23 until the new facility was built on Phelps Road. It is currently being leased to the Bainbridge Island Police Department as storage space.

Facility Assessments

A variety of assessments for each facility was conducted to address the strategic priorities set forth by the Board of Commissioners. Prior to these assessments taking place, two major preparatory tasks were completed in 2008.

The first was a Department member's attendance at a Fire Station Needs Assessment and Design Conference. This prepared members of the

Strategic Planning Group to conduct facility use and needs assessments as well as prepare rough estimates of future construction costs for proposed improvements.

The second was participation in the acquisition of and training in the DECCAN software program for Kitsap County by CENCOM. DECCAN is a suite of software applications that allows users to analyze dispatch data to review past response time performance, and to predict future performance of stations and units. This software suite was used to analyze response time performance for the current and candidate sites for Fire Station 22.

Of the variety of facility assessments that took place, one of the first was a survey of current uses of each station. Members were surveyed to gather information about current and future needs of each facility. The Strategic Planning Group then reviewed the information and compared it with the projected needs and proposed changes found elsewhere in this document (e.g., staffing).

Fire Station 22 required a location assessment. This assessment included an analysis of alternate locations. The areas of Lynwood Center and 3T Road were modeled. A number of factors were reviewed including, but not limited to, call volume, response time performance, call distribution, and site suitability.

Conclusions/Findings

Several short and long-term needs for the Department's fire stations were identified to facilitate the strategic priorities.

The direction from the Board of Commissioners was to have Fire Station 21's service life extended for 8 more years (10 years at the time of initiation of the Strategic Planning process) within the existing shell of the building. The needs assessment identified that office space and sleeping quarters will be needed within that time frame. Several options exist, including gradual conversion of the multi-purpose room to additional office space or relocating some administrative offices to a location other than Station 21. Minor remodel work within Station 21 may be required to facilitate operations over the next 8 years. For example, carpet replacement was completed in 2008. Maintaining the existing apparatus bay space and reconstructing the administrative offices may be an option when considering the improvements that may be required at the end of the 8-year period. Planning for Station 21 improvements should be considered during the planning for projects at Station 22 and 23.

Fire Station 22 was determined to be inadequate given the Department's needs for that facility. This was a guiding premise of the strategic priority for this station. A location study was performed and included sites at Lynwood Center and 3T Road in addition to the existing site on Bucklin Hill Road. The results of the analysis showed no significant improvement in overall service from Station 22's emergency service zone (ESZ) if the station were moved to an alternate location. Several other important factors were considered including property availability and size, future development capacity, and other site design restrictions. Cost of property acquisition was also considered. The current Bucklin Hill site was determined to be well-suited for south-end deployments because of its proximity to a virtual crossroads of all major roadways heading south. The low call volume to the furthest areas in the ESZ did not generate a significant benefit from relocating the station farther south. Being able to provide some overlap of coverage in Station 21's ESZ was deemed beneficial since over 60% of the Department's call volume occurs in that ESZ. Additionally, internal discussion and review suggests that the Station 22 property, at 3.11 acres, is suitable for a structure that will meet projected apparatus, staffing, business, and maintenance facility needs. Several major condition factors of the existing building including age, layout, and a sinking apparatus bay floor suggest rebuilding the facility to be the most sensible option as compared to remodeling.

Fire Station 23 is expected to meet its intended

lifespan. This station has a second phase in the original plan that has yet to be completed. This phase entails construction of additional apparatus bay space. This could better position existing apparatus for deployment, as well as provide space to shelter some of the Department's trailers that are currently kept outside. Interior sleeping quarters are currently limited to three individual rooms; however, this will only meet the minimum staffing goal of career and volunteer members projected for 2013. Additional sleeping quarters may be required if the resident quarters are not utilized to provide the 4th member per shift. In addition, other improvements to various training props could be undertaken; however, a detailed study has yet to be performed. Such a study may be included in a future addendum.

Old Fire Station 23 on Day Road is being used by the Department in a very limited capacity. Several recent issues have arisen including damage to a neighboring residence from falling trees. Concerns about juvenile activity on the property should also be considered. No additional use of the building by the Department is proposed at this time.

Recommendations:

Station 21:

- Monitor workspace usage and make adjustments, as necessary and outlined above in the conclusions/findings section, within the existing building footprint until permanent station improvements can be made.
- Begin planning for station improvements in 2014 to ensure completion of recommended improvements to meet the 10-year deadline proposed by the Board.

Station 22:

- Rebuild station at the present location on Bucklin Hill Road.

Station 23:

- Complete the apparatus bay expansion.
- Develop a training facility master plan.

Other:

- Surplus and sell the Old Station 23 property on Day Road.
- Coordinate funding, planning, and execution of all fixed facility improvements.

Action Items:

- Authorize surplus and sale of Old Station 23 on Day Road. Proceeds of the sale should be reserved for planning and execution of proposed improvements for Station 22 and 23.
- Authorize planning efforts with an architectural firm to begin conceptual design and costing for rebuilding Station 22. Determine funding mechanism.
- Authorize planning efforts with an architectural firm to review existing Station 23 improvement plans and costing for the project. Determine funding mechanism based on cost estimates.
- Begin discussions to include facility maintenance needs in short and long-range financial planning. The Planning group recommends that the Board of Commissioners create a plan for allocating expense funds to the capital fund for facility maintenance needs.

Area of Focus: Community Relations

Strategic Priority 8: ***Work to create an Island-wide Community Emergency Resource Teams (CERT) network. The plan should detail rate of CERTs to be created annually. Align the plan with COBI, and ensure plan is relevant to the level of projected effectiveness.***

Background: The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Statistics & Research: CERT is not a utilized disaster preparedness program at this time in Kitsap County. Kitsap County Department of Emergency Management began to focus on the Map Your Neighborhood (MYN) program and has continued support of the Kitsap Practicing Reasonable Emergency Preparedness (K-PREP) program. With this in mind, it would be more successful to support the county-wide approach to preparedness, which is designed to be aligned with the EOC and Area Command Center (ACC) approach used in Kitsap County.

Recommendation: Support the county-wide MYN and K-PREP programs. Enhance public education efforts to include personal preparedness messages aimed at household and business preparedness. Once the role is identified, actively support the City of Bainbridge Island staff tasked with preparedness education, within the budgetary and staffing limitations set forth by Department management.

Strategic Priority 9: ***Using Department members, specifically special service volunteers, promote an environment that is focused on community education and involvement by interested members.***

Background: The CERT program has historically had a cadre of volunteer members willing to assist with special projects and events. Recently, this need has expanded to include technology based projects not necessarily based in community education, such as GIS mapping. Members are encouraged to participate in ongoing annual programs such as Fun Fair, Pancake Breakfast, First Aid Frenzy, CPR courses, and CPR education in the schools.

The Department promotes opportunities for involvement through multiple methods of communication including email, drill announcements, and face to face communications. The Volunteer Program Coordinator is made aware of upcoming programs and needs so as to assist with recruitment for these projects.

Statistics & Research: Upon review, the following accomplishments in 2008 and 2009 met the intent of this objective:

- Implemented new record-keeping system to track public education contacts.
- Implemented 'soft contact' public education program that includes safety messages provided via banners on Winslow Way and

through slide advertising at the Pavilion Movie Theater. This program provides over 100,000 soft contacts annually.
- Developed relationship with BITV to provide information via cable television.
- Fun Fair, Fire Prevention Week education efforts, CPR, etc.

Recommendations:

- Increase community outreach and public relations efforts to include general Department information and services in an effort to increase public awareness about the Department.
- Further develop public education programs within the organization per WSRB criteria.
- Continue to apply for fire prevention grants.
- Enhance public education and community relations efforts to include distribution of emergency preparedness information. Incorporate preparedness information into general public education messages and Department events.

Strategic Priority 10: Establish a routine of print media communications

- Post minutes on website within 1 week of the meeting approving the minutes.
- Create a community relations group tasked with face-to-face interaction with the community on topics of funding and creating transparency to our business.

These goals represent functional issues and will be addressed within the annual work plan objectives of the Fire Prevention and Administration Divisions.

The Planning group tried to solicit interest from the membership in participating in a community relations group. This resulted in responses from members of the Planning group only. The Strategic Plan includes a Public Educator/Outreach position in the future, so interim community education and outreach will be assigned to staff and volunteers as available.

Strategic Priority 11: Rewrite and approve a Mission Statement for the Department

Background: The current Mission Statement for the Department was created and adopted in 2002. The Statement was adopted as part of the Mission, Vision, and Values statements for the Department, which were created through a committee process and edited by the Board of Commissioners. The current Statement is:

> *The mission of the Bainbridge Island Fire Department is to safeguard lives, property and the environment by responding to fires, medical emergencies and disasters. We recruit, train and equip our members to deliver programs aimed at emergency response, public education, prevention and recovery.*

Conclusions & Findings: The current Mission Statement is too long and implies that the Department only safeguards lives, property, and the environment through response, when in fact, prevention and education play a key role in that endeavor.

Furthermore, a shorter, succinct Mission Statement would be better embraced by the membership and more easily shared with the community. In an attempt to include the Mission Statement on any new business cards ordered, an abridged version has been utilized.

Recommendations: Adopt the following as the approved Mission Statement for the Department, and review the Vision and Values statements for applicability.

> ***The Mission of the Bainbridge Island Fire Department is to safeguard lives, property, and the environment through prevention, education, and emergency response.***

Area of Focus: Consolidation

Strategic Priority 12: ***Remain neutral and aware. Continue to pursue resource sharing and efficiency opportunities***

Background: There are current efforts in the south end of Kitsap County to create a Regional Fire Authority by merging three fire districts. At this time, the Department is not considering consolidation. However, in an effort to reduce unnecessary taxation, and improve efficiencies, the Department has been aggressively seeking avenues to share resources with other Bainbridge Island government entities and other Kitsap County Fire Districts.

Statistics & Research: In an effort to share

resources with adjacent fire districts and in the spirit of cooperation, North Kitsap Fire and Rescue, Poulsbo Fire Department, and Bainbridge Island Fire Department have formalized a cooperative working relationship.

The "Tri-District" cooperation includes joint Commissioners' meetings, monthly fire chief meetings as well as monthly meetings of the Operations and Training officers.

The Tri-District cooperation allows for the sharing of resources while allowing individual fire districts to maintain their unique cultures and community identification.

Due to this new found cooperation, the need to investigate future consolidation efforts is not a priority at this time. The Bainbridge Island Fire Department's key to success is the ability to identify with our community and provide services which meet expectations of Island residents.

Conclusions/Findings: There are a number of areas where the Department is currently exercising resource sharing. These include:

- The Kitsap County fire districts, and CENCOM, jointly purchased the DECCAN program to reduce costs and improve dispatch capabilities.
- The development of additional data sets in a Geographic Information Systems (GIS) format is a desire of many local agencies in and around Bainbridge Island. The Fire Department has partnered extensively with the City of Bainbridge Island, Kitsap County, and CENCOM to further develop GIS capabilities. These are used in our response to emergencies and fire protection planning on a daily basis. Additional partnerships have been formed with other Kitsap County fire agencies, the Suquamish Tribe, Kitsap Public

Utilities District, and others.

- The Department shares equipment with NKFR and Poulsbo necessitating purchase by only one district. This equipment includes FIT testing equipment, apparatus hoists, apparatus maintenance tools, and sign-making equipment.
- The Department is able to negotiate lower rates for fuel and EVT uniform cleaning services through bulk purchasing due to our collaboration with other jurisdictions.
- Members of the Bainbridge Island Fire Investigation Team include personnel from the Fire Department and the City of Bainbridge Island Police Department. This collaborative effort allows a balanced mix of fire and law enforcement expertise. In addition, the Fire Investigation Team is a part of the Region 1 Fire Investigation Task Force which is comprised of fire investigators from Kitsap, Mason, Jefferson, and Clallam Counties. Participating agencies in the Task Force may be called upon to assist in large and/or complex investigations that cannot be handled by a single jurisdiction within this area.
- The Fire Department is a participating member of the Kitsap County Fire Chiefs' Fire and Life Safety Division. This group is comprised of all other fire prevention agencies in Kitsap County. Participation in this group has provided the opportunity to develop some common criteria for plan review between inspection agencies and to coordinate public education efforts.

Recommendations: Continue to remain neutral and aware. The Department is committed to continue to seek out opportunities to work with adjacent fire districts and other interested parties where a mutual benefit of sharing resources can provide improvement in customer service, as well as financial cost savings.

Area of Focus: Service Levels

Action Items: Continue to participate with other city agencies and county fire agencies to identify areas where shared resources will benefit the involved parties.

The Department provides services in the areas of:

- Emergency Medical Services – basic and advanced life support, transports, and assists
- Fire Suppression and Hazardous Materials Response – structural, wildland, marine, automobile firefighting; fuel leaks and other hazardous materials spills
- Fire Prevention – pre-fire planning, code inspections, plan review, and hydrant testing
- Technical Rescue – confined space, trench, rope, and collapse rescues
- Public Education and Outreach – CPR instruction, school education programs and community outreach
- Disaster Response - mass casualty incidents, natural or man-made disaster response

This abbreviated list provides a short summary of the many services provided by the Department. To provide these services, the Department must have the appropriate resources and goals. The planning group has created a revised Standard Operating Guideline (SOG), detailing service level goals and expectations, based on the following Strategic Priorities. Adoption of the revised SOG is recommended, to be titled Fire Department Services as part of the adoption of the Strategic Plan.

Strategic Priority 13: *Determine the current baseline service level with relation to the relative aspects of NFPA 1710 and 1720 and create a plan to incrementally improve/increase the Department's level of compliance (10% every 3 years).*

Background: EMS response time standards are included in NFPA 1710. The revised SOG details response time expectations and standards, as derived from NFPA 1710 and the applicable State standards.

NFPA 1710 EMS Compliance Report

Criteria: BLS Response Time – 5 minutes or less 90% of the time
(includes BLS Turnout time of 1 minute or less)
ALS Response Time – 9 minutes or less 90% of the time
(includes ALS Turnout time of 1 minute or less)

Incident Types: Emergency Medical Responses

Compliance:

Year	BLS Turnout	BLS Travel	ALS Turnout	ALS Travel
2006	37%	65%	41%	93%
2007	34%	62%	35%	89%
2008	39%	63%	46%	91%

Due to a lack of accurate historical data and changes in the way responses are tracked, identifying compliance with NFPA 1720 for fire response is difficult, at best. Volunteer responses directly to a fire scene have not been recorded historically for time or total personnel on-scene purposes. For discussion purposes, the following compliance report was compiled to display the potential range of compliance with the 10 personnel on-scene in 10 minutes or less criteria of NFPA 1720:

NFPA 1720 Fire Compliance Report

Criteria: 10 personnel on scene in 10 minutes 80% of the time

Incident Types: Structure Fires

Compliance:

Year	# of Events	Minimum*	Average*	Maximum*
2002	8	22%	27%	33%
2003	10	20%	35%	50%
2004	9	11%	38%	66%
2005	9	22%	33%	44%
2006	8	0%	33%	66%
2007	16	12%	44%	75%
2008	8	25%	25%	25%

= number of working structure fires

* = Absolute compliance of some incidents could not be determined due to the lack of response times for personnel responding in POVs. This resulted in a minimum and maximum range being presented. Minimum assumes no POVs contribute to the 10/10. Maximum assumes enough of the responding POVs contributed to the 10/10.

The reported maximum of 25% in 2008 is unacceptable. Personnel projections address incrementally increasing guaranteed staffing numbers to improve compliance levels over the term of this Strategic Plan.

Statistics & Research: Due to the response information being recorded and the reporting software being utilized, historical statistics needed for analysis are only recorded in part. Most volunteer responses are not incorporated into historical response statistics due to the difficulty in recording times relating to personal responses, making baseline determinations difficult to ascertain.

Historically, as a predominately volunteer organization, the Department's operational philosophy was to hire minimal career staff, who would then be assigned the priority of getting apparatus to emergency scenes. Volunteer members would subsequently arrive in their personal vehicles (POV) to assist with the emergency response needs, as available. Often POV responders arrived at a scene prior to emergency apparatus, rendering initial aid. However, 2009 statistics show that less than 11% of calls have a POV responder, either off-duty career or volunteer member, and that responder was at the emergency scene prior to apparatus only 6% of the time. Increased traffic, traffic calming measures, and reduced speed limits have impacted a Department member's ability to respond POV. Additionally, both training regulations and increasing call volumes have been reported by the membership as reasons that volunteer activity levels are decreasing, potentially affecting POV responses. The 2009 statistics may be an indication that the historical philosophy of career members supporting volunteers is no longer applicable, as it is career staff and volunteers standing by at a station that are the only responders 89% of the time.

Historically, NFPA 1720 was the applicable standard with the Department's heavy reliance on volunteers. However, statistics suggest that reliance has shifted to career members, making NFPA 1710 a standard that should be considered to derive response time objectives for the Department.

Conclusions: NFPA 1720 may not be the best sole indicator of appropriate service level response goals as the large majority of emergency responses are provided by career members. An audit of emergency responses would show that the Department is primarily a career-member response department, with NFPA 1710 being an appropriate fire service standard for consideration in determining general response time goals. Strategic objectives should be based on applicable standards so as to avoid potential legal issues.

Recommendations: The committee merged and edited SOGs 360 EMS Service Levels and 319 Fire

Suppression Service Levels to create a single SOG that, at a minimum, identifies service level considerations, initial incident response time goals, and initial incident personnel response goals compliant with NFPA 1720 and/or 1710 where applicable, RCW 52.33.040, WAC 296-305, and the National Incident Management System span of control recommendations. The committee recommends adoption of the drafted SOG, which identifies measurable goals and allows the Department to reach compliance incrementally as funding and resources are made available.

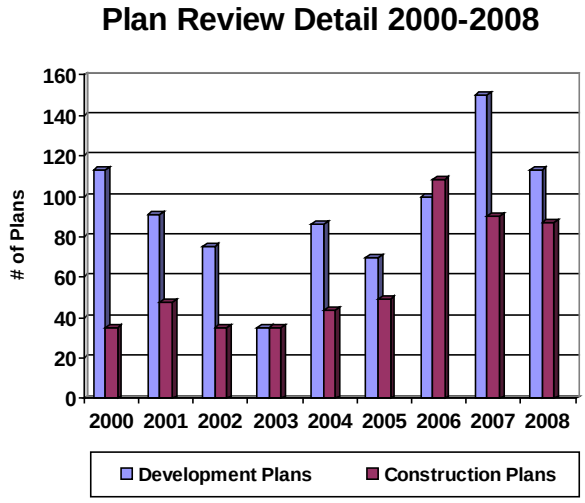
Additionally, staffing recommendations should identify any measurable effect toward attaining service level goals as identified in the edited SOG.

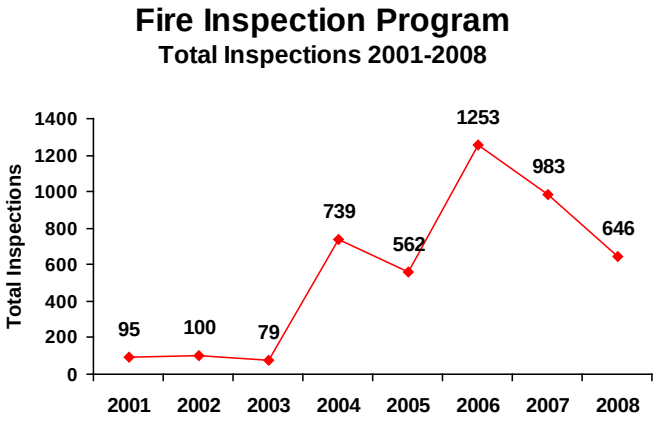
Action Items:

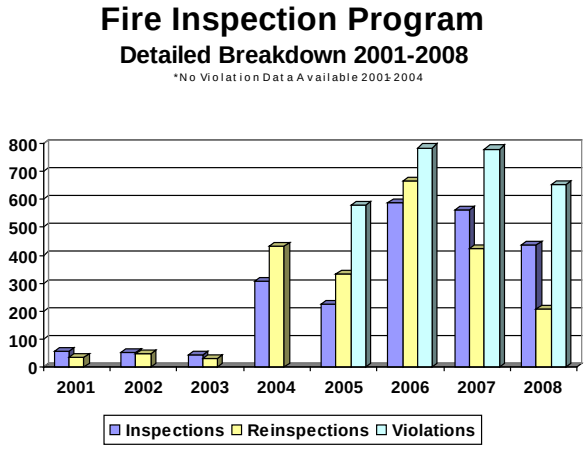
- Identify Service Level SOG baseline compliance levels with 2008 statistical information available.
- Approve the recommended Service Level SOG.
- Provide a 2009 Annual report based on the revised Service Level SOG. Review compliance levels and report increases and/or decreases to the Board of Commissioners.

Strategic Priority 14: ***Advocate for improved fire & life safety guidelines by the City of Bainbridge Island.***

Background: The International Fire Code provides the basis for the Department's inspection and construction review programs (see charts). Plan reviews comprise one aspect of the construction review program. Plan review activities range greatly due to development and other economic indicators. The inspections completed as a part of the inspection program have varied from year to year based upon a variety of factors including scope and funding of the Fire Safety Services Agreement with the City of Bainbridge Island, staffing, organization of occupancy data, and education of persons whose premises we inspect. The Bainbridge Island Municipal Code has







not historically been consistent with the International Fire Code as adopted by Washington State, which has resulted in inconsistent fire protection planning and development standards. Moreover, representatives of the Department were unable to attend City Council meetings to advocate for change due to Fire Department Board of Commissioners meetings being held simultaneously. In 2008, the Department changed Board of Commissioner meeting dates to better allow staff to attend City Council meetings for advocating purposes.

Findings: In mid-2007 the Fire Marshal's Office began work to overhaul the way the City-adopted Fire Code is organized and correlated in the Bainbridge Island Municipal Code (BIMC). It also identified the need to update several local amendments that were being enforced at the time. In January 2008 the first of several meetings was held with City staff to explain the proposed changes and how they might be implemented. After being vetted by City staff, it was decided to implement the changes in two phases. The first phase involved the reorganization of existing provisions in the BIMC into a new Title called 'Fire Code'. This phase also included clear enforcement and appeal provisions. This phase involved several City Council, City Council Community Relations and Public Safety Committee meetings as well as a Public Meeting and was approved June 27, 2008. The second phase involved several substantive changes to local amendments to the Fire Code including updating hydrant spacing rules, fire flow requirements, and fire apparatus access provisions. This phase also went through a similar meeting and approval process and was ultimately approved September 11, 2008.

Recommendation: Support continued participation in State and National code change processes to prepare for changes at the local level. Continue to support evaluation of existing local amendments and the need for any additional local amendments.

Action Items: None.

Area of Focus: Personnel

Strategic Priority 15:

- Develop a staffing model that would allow for responding apparatus to have two or more persons as frequently as possible.
- Create a staffing plan that addresses the strategic objectives with minimum impact to the budget and which maximizes use of the volunteer core and Ambulance Association.
- Maintain the positive working relationship with BIAA, using the assumption that they will handle 95% of BLS transports.
- Improve the volunteer program: provide opportunities, recruit, and retain.

Background: The Planning group unanimously agrees that there is an immediate need for additional firefighting and EMS response personnel. The primary driver of this need is safety, both for the community and the responders. The past practice of apparatus responding with one member to emergency medical and fire calls has historically placed the Department at an increased risk of injuring its members and/or of providing inadequate patient care. In an attempt to minimize some of this risk, the Department began a six-month pilot program where shift hours were altered to increase evening and weekend staffing. The result of that pilot program involved a recommendation to the Board of Commissioners, which was subsequently approved, to increase the minimum staffing to four responders (current levels).

A Duty Captain supervises the on-duty personnel, both career and volunteer members. Due to minimal staffing, rarely does the number of members on duty exceed the maximum span of control recommendation of seven (7). However, if staffing is adequate at a given period of time to open both outlying stations, the NIMS/ICS recommended span of control is exceeded, and two stations are operating without direct supervision.

Currently the Department's response capabilities are predicated on leave usage and volunteer availability. The current minimum is four personnel on shift at any given time, staffing only Station 21 (Madison Avenue). When additional members are on shift or volunteering for extended standby, the outlying stations may be staffed in response teams of two or more. Due to leave schedules and minimal volunteer extended standby activity, the outlying stations are rarely staffed.

Current staffing levels restrict the number of available responders that can be allocated to any given incident. The planning group has proposed standards that require a minimum of two members for a BLS response, and four members for an ALS response. With the likelihood of only four members on shift at any given time, a single BLS call will substantially reduce the ability to respond to other citizens in need. A single ALS call will eliminate our initial station response capabilities altogether.

In order to produce a Strategic Plan that details

both current and future staffing needs, as well as a systematic process for accomplishing the short and long range goals contained within the Strategic Plan, the group discussed staffing priorities. The proposed staffing priorities, aimed at providing a clear matrix for making hiring and assignment decisions are as follows:

- 2 people responding in apparatus (member safety)
- 4 people minimum at station 21 (ALS and BLS units available)
- 2nd shift Paramedic
- Staff outlying stations with two, 7 days/week w/supervision
- Maximize hours of coverage
- Medical Services Officer
- Expand depth of command

The safety of the citizens we serve as well as the Department membership is the Department's top priority. Adequate personnel are needed at emergencies in order to minimize intervention time, provide quality patient care, ensure member safety, and provide logistical support.

Statistics and Research: In order to staff each station with two volunteer Firefighter/EMTs, it would require 4,320 hours of extended standby hours per month. Volunteer Firefighter/EMTs could assist in increasing staffing levels; however, to establish targeted staffing levels through the volunteer extended standby program will require 744 hours per month, per 24-hour shift position. This option is unlikely as over the past 12 months, the Department has averaged only 116 hours of extended standby per month.

The Department's neighboring jurisdictions: North Kitsap Fire & Rescue (NKFR) and Poulsbo Fire Department (PFD) are both similar jurisdictions in terms of population served and call volume. PFD has three and NKFR has four stations staffed with firefighters at all times, and NKFR also has a volunteer-only station. Both also have a volunteer membership, though the programs are vastly different from the Department's volunteer program. As displayed by the chart below, both neighboring districts have increased the number of personnel to provide guaranteed responses to emergency calls for service.

Conclusions and Findings: Volunteer recruitment, retention, and training opportunities are currently being addressed. In Strategic Priority #2, training opportunities are provided and not utilized by most of the volunteer membership. Efforts are currently underway to ensure volunteer compliance with training requirements and response expectations. The Volunteer Program Coordinator hired in 2008, has assisted greatly in ensuring that newly recruited volunteers understand training requirements and performance expectations. A cadre of volunteers is needed in the future to support emergency responses and programs.

The temporary pilot program the Department tested for efficiency and effectiveness was designed to support the goal of always having a minimum of two responders. However, the current staffing available

District	Population Served	Square Miles Served	Salaried Response Personnel	Response Personnel per 1000 of Population	2008 Emergency Responses	Annual Calls per Responder
NKFR	23000	45	31	1.35	2244	72
Poulsbo	32600	54	36	1.10	3412	95
CKFR	72000	115	72	1.00	6869	95
SKFR	83500	150	72	0.86	9079	126
BIFD	23000	28	18	0.78	2640	147

provides only the minimum number of personnel to staff Station 21, leaving outlying stations unstaffed most days. The adopted response time goals meet standards set both nationally and at the State level to provide timely emergency responses for both medical and fire-related emergencies. In order to meet these response time goals, the Department will need to staff all three stations.

The proposed staffing model, once implemented, will provide staffing for an initial BLS response from each station, reducing response times to both the north and south ends of Bainbridge Island and increasing the likelihood of positive outcomes of emergency medical interventions. Ideally, each station will be

staffed with a minimum of three: a career Lieutenant, a career Firefighter/EMT, and one volunteer Firefighter/EMT. Staffing at outlying stations will provide initial response for fire suppression calls, increasing the likelihood of meeting minimum on-scene personnel requirements to effect rescue or begin offensive fire suppression operations to reduce property loss.

Furthermore, expanding the depth of command and assigning Lieutenants to each station will ensure that span of control limits are not exceeded, and that station responsibilities are assigned to a single point of contact on each shift. Battalion Chiefs will be assigned supervision of three stations, each of which will have a minimum of one company supervised by the station Lieutenant.

Recommendations: Continue to encourage volunteer participation in Department programs and emergency responses. Continue to provide incentive programs designed to encourage responses and extended stand-bys to increase the number of personnel at an emergency response.

The Planning Group recommends maintaining the current working relationship with BIAA in which BLS transports are most often provided through the Ambulance Association. This provides a substantial savings to taxpayers, as the staffing necessary to provide this level of service would be excessive as compared to utilizing BIAA.

Staffing level recommendations are as follows:

Operations Division

If no funding limitations existed, hiring additional personnel immediately would allow the Department to staff all three stations and increase the depth of command necessary to provide supervision and scene management oversite for responding crews. However, we believe that funding limitations do exist, and a tiered implementation proposal, based on the hiring and assignment matrix, is as follows:

2010 Increase staffing to provide a minimum of 1 Firefighter/EMT and 1 Lieutenant at Station 22 daily; hire 1 Firefighter/Paramedic (hiring to take place as soon as EMS levy is approved).

2012 Hire 1 MSO at a Battalion Chief rank.

2013 Increase staffing to provide a minimum of 1 Firefighter/EMT and 1 Lieutenant at Station 23 daily, and 1 Lieutenant at Station 21 daily. Transition from Duty Captains to Battalion Chiefs.

2014+ Based on ALS call volume, hire an additional shift of Firefighter/Paramedics to allow for a minimum of 2 Firefighter/Paramedics on duty at all times.

2010 implementation steps would provide a 24-hour Lieutenant and 24-hour Firefighter/EMT at Station 22.

Furthermore, sending a Firefighter/Paramedic trainee to school, or hiring a lateral in 2010 would increase the Paramedic staffing to two per 24-hour shift, with a minimum staffing of one.

In 2012 a Battalion Chief-level MSO would be hired to manage the EMS division of the Department. The projected hiring in 2013 would provide a 24-hour Lieutenant at Stations 21 and 23, and would provide a 24-hour Firefighter/EMT at Station 23. With Lieutenants supervising the company at each station, the Captain position would be phased out in exchange for Battalion Chiefs.

Training Division

For the training division to support the increased personnel in Operations it will take additional personnel to create, implement and deliver that training. With increased personnel, the amount of time the training officer will have to devote to administer the training program will also increase, (see Training Addendum 1). To support the training division during this ten-year Strategic Plan the following staff requirements will be needed.

2010+ Assess the needs for administrative support and fill the position as needed. Currently the training division is supported by the Office Assistant for approximately four hours per week. The four hours only allows for records management and does not allow for any assistance in development or delivery.

2012+ Re-classify the Training Officer from a Captain to a Battalion Chief rank. This will allow the training division to support its role and functions within the Department. This will also align the Training Officer more with the responsibilities and duties assigned to the training division.

2013 Assign a Lieutenant to the training division. This would be a full time day position that would be solely responsible for development and delivery of training programs.

Fire Prevention Division

Staffing within the fire prevention division over the next ten years is dependent on the ability to provide service in a reasonable time period as well as on accommodating changes proposed within the Operations Division. Based on these underlying assumptions, the following additional staffing is proposed:

2010+ Assess needs for additional administrative support. This need is based upon required assistance within the fire prevention division as well as workload of existing administrative staff. Any future recommendations can be provided during routine Strategic Plan updates.

2010+ Assess the need for a Plan Reviewer/Inspector. This need is largely dependent upon plan review and construction inspection needs. The need for this position is workload- and service delivery-based. Plan review turn-around time and fulfillment of inspection requests in a timely manner will be the foundation for determining when this position needs to be filled. These factors have yet to be developed; however, it is not anticipated that this position will be required in the next 5 years.

2010+ Implement a system whereby a member of the Fire Investigation Team is assigned to each shift. Currently, 2 full-time FF/EMTs serve on the Fire Investigation Team and each is assigned on a different shift. The Team is fully staffed with a mix of paid and volunteer staff. An additional paid member of the Fire Investigation Team will be considered only through attrition in the existing Team membership. Having an investigator on each shift will allow small and routine investigations to be handled immediately without the need to activate the entire Team. This will also allow an initial assessment of the scope of any investigation to occur prior to mobilizing resources.

2013 Hire 1 Public Education and Outreach / PIO Coordinator. The need for a dedicated person to manage outreach and education efforts is essential to our Mission. The need to provide information in a timely manner requires significant effort and coordination within a growing organization that only a full-time staff person can perform effectively and efficiently. Coordinating the Department's public education efforts is a natural fit given the aforementioned duties. 2013 was chosen because it is the proposed year to transition the Captain positions to Battalion Chiefs. Currently a Captain serves as the coordinator of all public education efforts. The transition to Battalion Chief will result in significant changes in duties and responsibilities and will require that public education duties be handled by a separate individual.

Administration

2010+ Review current administrative staffing structure for potential consolidation or additional cross-training to increase efficiencies, including the potential for outsourcing of personnel functions. Create a succession plan to address the management-level support staff leadership role.

2011 Consolidate Assistant Chief Job descriptions. Currently the job descriptions are specific instead of general in nature as per the industry standard. Creating a single Assistant Chief job classification that encompasses all responsibilities of the position, such as operations, fire prevention, and support services, would allow for better management and succession planning.

2012+ Analyze the need for additional administrative support staff following the first wave of implementation of the Operations Division staffing recommendation. With increased operations personnel, it is believed that some functions, currently performed by administrative personnel could be performed within the work programs of the expanded Operations Division positions.

Action Items: Adopt recommendations and cost out the necessary funding required for implementation. Identify a funding stream to support implementation of personnel recommendations.

Area of Focus: Funding Streams

Strategic Priority 16: ***Review funding options and make recommendations based on funding needs.***

Background: As an independent taxing district, separate from the City of Bainbridge Island, the Department has one source of revenues from property taxes: a general levy, from which approximately 91% of the Department's annual revenues are derived. Other sources of revenues include fire safety service contracts and variable sources such as grants, interest income, and the sale of surplus assets.

The Department's last general levy permanent lid lift was in 1993. In 2001 Initiative 747 was enacted, limiting levy revenue increases to one percent annually without a public vote. The Department has operated under the constraints of Initiative 747 since that time, and has not requested an increase in property tax levy in the past 16 years for general operations, personnel costs, or bond repayments. In 2005 the community approved a temporary levy lid lift to help fund the construction of a training facility and to purchase needed apparatus.

Statistics & Research: There are three basic types of funding sources: Levies, Bonds, and Fees for Service. Additional types of funding include contracts and grants, which the Department already utilizes as much as possible, and impact fees, which will not be discussed in detail in this document due to recent litigation as to their legality [reference: http://www.mrsc.org/subjects/planning/impactpg.aspx].

Levies

Property tax levies are taxes on the assessed valuation of property within the district levied to provide revenues for a government entity. The revenues approved by the voters through the enactment of a levy or a levy lid lift, divided by the assessed valuation (in $1,000s) determines the levy rate. Consequently, as assessed valuation goes up, and revenues are not increased through a lid lift vote, the levy rate goes down. It is important to note that revenues do not decrease, only the levy rate decreases as a result of the same amount of revenues to be levied being spread among more assessed valuation. Revenue increases without a vote are currently limited to one percent (1%) annually, plus new construction revenues.

There are multiple options for levies allowed under the Revised Code of Washington (RCW), including: a General levy increase, an Emergency Medical Services (EMS) levy, and the option of an Excess levy.

District	Population Served	Square Miles Served	Salaried Response Personnel	EMS Tax Rate per $1000 of Assessed Valuation	General Levy Rate per $1000 of Assessed Valuation	Total EMS and General Tax Rate
NKFR	23000	45	31	$ 0.50	$ 1.19	$ 1.69
Poulsbo	32600	54	36	$ 0.50	$ 1.34	$ 1.84
CKFR	72000	115	72	$ 0.50	$ 1.30	$ 1.80
SKFR	83500	150	72	$ 0.50	$ 1.03	$ 1.53
BIFD	23000	28	18	$ -	$ 0.73	$ 0.73

Demographic and levy information for local fire districts.

General Levy - Currently (2009) the Department's general levy rate is approximately $0.73 per $1,000 of assessed valuation. The maximum general levy rate as allowed by State law is $1.50. General levy rates can be increased permanently, or through

a temporary measure, by a majority vote of the taxpayers. Temporary measures can be between two and six years in length. The Department currently has a temporary, six-year levy included in the $0.73 rate, which is due to expire at the end of 2011.

The general levy is subject to Initiative 747 limitations, limiting the annual increase of revenues to one percent (1%) plus new construction. Prior to the Initiative 747 enactment, revenue was limited to a six percent (6%) annual increase without voter approval.

EMS Levy - Currently the Department does not have, nor has it ever had, an EMS levy. As shown in the table on page 45, the Department is the only fire district in Kitsap County without an EMS levy.

The maximum EMS levy rate as allowed by State law is $0.50 per $1,000 of assessed valuation. EMS levy funds can be used for EMS services only, including apparatus, personnel, training, and equipment. This type of levy requires a super majority approval, which is roughly a 60% approval.

An EMS levy is subject to Initiative 747 limitations.

Excess Levy - Excess levies are allowed under RCW 84.52.130 for temporary periods, with limited allowances for use of funds. Two (2) to four (4) year levies are allowed for maintenance and operations purposes, and that length is extended to six (6) years to use the funds for capital purposes. Excess levies must be approved by a super majority vote of the taxpayers.

Bonds

Bonds are another funding option available to the Department, and are categorized by voted and non-voted issuance.

Voted Bonds - Voted bonds require the super majority approval of the taxpayers, and do not affect the levy rate. The maximum length of a voted bond issuance is 20 years. Issuance fees and interest are included in bond totals.

Non-Voted Bonds - Non-Voted bonds are approved by the Board of Commissioners, so no funds are levied directly for the repayment of the bonds. Issuance fees and interest are included in the bond totals, and repayment of bond debt is through general levy funds.

Fees for Service

Fees for Service are allowed under State law, and are primarily used by fire districts for the purpose of recovering costs associated with transporting patients. Also known as transport fees, Fees for Service are usually based on transport disposition (ALS or BLS) with additional costs for mileage, medical supplies, and interventions. Since the Department normally performs only ALS transports, funding projections of this nature are based on ALS transports only. Projected revenues, based on 2008 transports, would have been approximately $200,000. Fees for service can be implemented through a Resolution of the Board of Commissioners.

Conclusions and Findings: The Department is currently taxing less than half of the available levy rate for a general levy. The Department does not have an EMS levy and does not currently charge fees for service. However, the Department does have non-voted bond debt, which is being repaid from general levy funds. These bonds could be refinanced at a lower interest rate, which would lower payments, but would not relieve the obligation from general levy funds. The outstanding bond debt could also be refinanced with another bond issuance if the Department chose to do so for capital purposes.

Recommendations: In order to provide funding for recommended staffing increases and capital construction, the planning group reviewed all the funding options presented. With projected budget deficiencies in 2011, even without recommended personnel changes, it is necessary that the Department create a short and long-range funding plan.

Following discussions with the external users group where levy, bond, and fee-related revenue options were discussed, it was made clear that an EMS levy is the most clearly understood and supported levy option. Since roughly 80 percent of the Department's responses are medical-related, an EMS levy could provide funding for 80 percent of personnel costs, all EMS-related equipment, and any needed aid or medic units. An EMS levy would be the easiest of all levy types to explain to voters, since it is a widely used and heavily publicized type of funding stream for fire districts. The planning group recommends that an EMS levy be placed on the ballot in early 2010.

For replacement of Station 22, the recommendation is to utilize voted bond debt through a ballot measure in early 2011 for construction in 2012. A voted issuance would provide the funds necessary to construct a building, and would also provide the funding mechanism to pay bond interest and principal over the term of the issuance, without reducing the revenues available for the use of maintenance and operations as the general levy is intended. Capital improvement funding for Station 23 could be combined with a voted bond issuance for Station 22.

Action Items:

1. Finalize the amount necessary, following Board approval of the Strategic Plan, to provide adequate general operations funding for a minimum of 4 years.
2. Begin meeting with community groups to communicate the necessity of an EMS levy.
3. Continue quarterly education mailings, and begin communicating upcoming funding measures.
4. Request the assistance of Local 4034 and the Bainbridge Island Volunteer Firefighters Association for community education efforts.
5. Finalize the Station 22 facility plan and begin the permitting process. Finalize the capital improvement costs projected for Stations 21 and 23 and begin any applicable permitting process(es). Once the design and construction costs are known, begin bond issuance and ballot measure efforts. Refinance existing bonds with new bond issuance if a positive return on investment is predicted.

We appreciate the opportunity to share this Strategic Plan with you. If you have any questions about this document or about Bainbridge Island Fire Department, please contact us at (206) 842-7686

CAPITAL FUND #90841

	Actual 2010	Budget 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017
BEGINNING FUND BALANCE	**675,813**	**601,160**	**792,623**	**986,438**	**1,176,099**	**941,502**	**1,180,039**	**990,440**
REVENUE								
TRANSFER FROM EXPENSE FUND	378,434	378,434	300,000	300,000	-	300,000	-	300,000
INTEREST INCOME	9,230	15,029	19,816	24,661	29,402	23,538	35,401	29,713
GRANTS	114,214							
LOCAL PROGRAM FUNDING								
TOTAL REVENUE	501,878	393,463	319,816	324,661	29,402	323,538	35,401	329,713
EXPENDITURES								
FACILITIES	(193,647)	(45,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
EQUIPMENT	(382,885)	(157,000)	(96,000)	(105,000)	(234,000)	(55,000)	(195,000)	(215,000)
TRANSFER TO EXPENSE FUND								
DEBT SERVICE	0	0	0	0	0	0	0	0
INTEREST EXPENSE	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	(576,531)	(202,000)	(126,000)	(135,000)	(264,000)	(85,000)	(225,000)	(245,000)
ENDING FUND BALANCE	**601,160**	**792,623**	**986,438**	**1,176,099**	**941,502**	**1,180,039**	**990,440**	**1,075,154**

2012-2017 Kitsap County Sewer District No. 7 Capital Improvement Project List (as amended May 2012)									
		2012	2013	2014	2015	2016	2017		6-yr. Total
Funding Sources:									
LID Accounts		0	0	0	0	0	0		0
Connection Charges		0		0	0	0	0		
All Other Sources		120	460	120	0	100	0		800
Total Funding		120	460	120	0	100	0		800
Projects:	Priority								
Concrete Digester (1)	High	120	370	0	0	0	0		490
Yard Paving	Low	0	20	120	0	0	0		140
Water System	Medium	0	70	0	0	0	0		70
District Office	Low	0	0	0	0	100	0		100
Total Project		120	460	120	0	0	0		800
(1) This 2012-2014 Capital Improvement Project list has been developed because of a sudden hole in a digester, and the reulting release of sludge									
onto the plant site and adjacent property. The district has concluded that neither of the District's two steel digester tanks are as reliable									
as other plant components. The District needs to build at least one concrete tank to replace the failed tank.									

Chris Wierzbicki

From: Daniel Kimbler [daniel@kpud.org]
Sent: Friday, October 26, 2012 7:31 AM
To: Chris Wierzbicki
Cc: Bob Hunter
Subject: RE: Capital Facilities Plan

Chris
The only thing to add is the District will be doing a LUD for the Sunset Hills Water System and the Manzanita Water System, both are off of Miller Rd. Both systems will become part of our North Bainbridge Water System. Work will be done in 2013.
Regards,
Daniel Kimbler
Water Operations Superintendent

From: cwierzbicki@bainbridgewa.gov [mailto:cwierzbicki@bainbridgewa.gov]
Sent: Thursday, October 25, 2012 2:29 PM
To: Daniel Kimbler
Subject: Capital Facilities Plan

Hi Dan,

I'm writing to find out if KPUD has any planned capital facility improvements scheduled for 2013-18. The City needs to include this information in the Capital Facilities Plan Ordinance, the review of which is scheduled for next week. You had a similar correspondence with Steve Morse from the City last year (see email below).

I'd appreciate your response.

Thanks,
Chris

From: Daniel Kimbler [daniel@kpud.org]
Sent: Monday, July 11, 2011 11:11 AM
To: Stephen Morse
Cc: Susan Soine
Subject: Kitsap PUD CIP

Steve

RE: KPUD CIP for North Bainbridge Water System 2012-2017

1. 2013 Extend boosted zone on Winthers Road
2. 2014 Replace 4" AC main on Valley Road with 8" DI main
3. 2015 Install transmission main from well # 3 to well # 6

Regards
D. R. Kimbler

Water Operations Superintendent

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