



CITY COUNCIL

345 6th Street, Suite 100, Bremerton, WA 98337 ■ Phone (360) 473-5280

WEDNESDAY, JULY 9, 2025
CITY COUNCIL STUDY SESSION AGENDA
Starting at 5:00 PM in Council Conference Room 603

*Council Conference Room 603 will be open to the public to attend the Study Session in-person, but there will be no opportunities for input. However, public questions or comments may be submitted at any time to City.Council@bremertonwa.gov. Please remember that the content of the Agenda Bill items is subject to change; and no action at the Study Session is anticipated. If approved by the Council, these items will be placed on the **July 16, 2025** City Council Meeting Agenda, or as indicated.*

- *Members of the public may click the link below to join the webinar:
<https://bremertonwa-gov.zoom.us/j/87318266756?pwd=ZWIMVnVYbFBHYjY5U1RJUmFreDFXUT09>*
- *Or One tap mobile:
US: +12532050468...87318266756#...*857582# or +12532158782... 87318266756#...*857582#*
- *Or Telephone: Dial (for higher quality, dial a number based on your current location): US: +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 669 444 9171 or +1 669 900 6833
Webinar ID: 873 1826 6756; Passcode: 857582*

A. AGENDA BILL BRIEFINGS

1. Confirm Reappointment of Chuck Henderson to the CDBG Project Review Committee
2. Confirm Reappointment of Grace Crowley to the CDBG Project Review Committee

B. GENERAL COUNCIL BUSINESS

1. Briefing on Association of WA Cities Annual Conference – Council Member Jeff Coughlin
2. Continued Discussion on Lodging Tax 2027 Request For Proposals for Destination Marketing Organizations – Council President Eric Younger
3. Regional and Other Committee/Board Briefings
4. Other General Council Business (*As necessary and as time allows*)

C. INFORMATION ONLY PRESENTATION – Beginning at approx. 5:30 PM

1. Overview of 2025 Legislative Session & Preview of 2026 Legislative Session – 26th Legislative District Representative Adison Richards

D. ADJOURNMENT OF STUDY SESSION



Americans with Disabilities Act (ADA) accommodations provided upon request. Those requiring special accommodations, please contact the City Clerk at (360) 473-5323 at least 24 hours prior to the Meeting.

AGENDA BILL
CITY OF BREMERTON
CITY COUNCIL

A1

SUBJECT:

Confirm Reappointment of Chuck
Henderson to the CDBG Project Review
Committee

Study Session Date: 07/09/2025

COUNCIL MEETING Date: 07/16/2025

Department: Executive

Presenter: Mayor Wheeler

Phone: (360) 473-5266

SUMMARY: The Mayor is seeking confirmation for the re-appointment of Chuck Henderson to the CDBG Project Review Committee. This is a two-year term.

ATTACHMENTS: Application to the committee is available in the Mayor's Office.

FISCAL IMPACTS (Include Budgeted Amount): None.

STUDY SESSION ACTION: ☐ Consent Agenda ☐ General Business ☐ Public Hearing

RECOMMENDED MOTION:

Move to confirm the re-appointment of Chuck Henderson to the CDBG Project Review Committee for a two-year term.

COUNCIL ACTION: ☐ Approve ☐ Deny ☐ Table ☐ Continue ☐ No Action

From: noreply@civicplus.com

Sent: Monday, June 9, 2025 8:14 AM

To: WebMaster <WebMaster@ci.bremerton.wa.us>; Greg Wheeler

<Greg.Wheeler@ci.bremerton.wa.us>; Jennifer Hayes <Jennifer.Hayes@ci.bremerton.wa.us>

Subject: Online Form Submittal: Application for City Boards / Commissions / Committee

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Application for City Boards / Commissions / Committee

Date	6/9/2025
First Name	Charles
Middle Name	Basil
Last Name	Henderson
Home Phone	
Address1	
Address2	
City	Bremerton
State	WA
Zip	98310
Occupation	Commercial Real Estate Broker
Employer	The Henderson Group (Self Employed)
Work Address1	Bremerton, WA 98310
Work Address2	243 4th Street, Bremerton, WA 98337
City	Bremerton
State	WA
Zip	98310
Work Phone	3604347000

Fax	<i>Field not completed.</i>
Email	thehendersongroup1@msn.com
Education	<i>Field not completed.</i>
Local References	<i>Field not completed.</i>
I am interested in serving:	Community Development Block Grant Advisory Board
Is this an application for reappointment?	Yes
If yes, how many years have you served on this commission or committee?	6
How long have you lived in Bremerton	20
Why are you applying for this appointment?	I want to serve
Which of your personal and / or professional interests prompted you to apply for this appointment?	I enjoyed the process from doing it before
Have you ever served on any other Bremerton board, commission, committee or task force? If yes, please list.	CDBG, Parking, YMCA Advisory Council
Please list your qualifications for this appointment (include skills, activities, training, education):	I have been a Real Estate Broker for over 45 years and have sold and leased many buildings in Bremerton
What are your community interests (committee, organizations, special activities)?	<i>Field not completed.</i>

Please list any
accommodations you
need to perform volunteer
duties:

Mary's Place, Music Discovery Center, YMCA Advisory Council
Chairperson

We welcome your willingness to serve Bremerton.

Pursuant to the Washington Public Disclosure Act, (RCW 42.56), this form constitutes a public record and is subject to public release upon request. Prior to release, the following information may be redacted pursuant to RCW 42.56.250(3): Residential addresses, residential telephone numbers, personal wireless telephone numbers, personal electronic mail addresses, social security numbers, driver's license numbers, identicard numbers, and emergency contact information of employees or volunteers of a public agency, and the names, dates of birth, residential addresses, residential telephone numbers, personal wireless telephone numbers, personal electronic mail addresses, social security numbers, and emergency contact information of dependents of employees or volunteers of a public agency.

Applicants are considered for appointment without regard to race, color, religion, gender, national origin, sexual orientation, age, genetic information, marital or veteran status, or the presence of any disability.

Updated 3/24/2020

Email not displaying correctly? [View it in your browser.](#)

AGENDA BILL
CITY OF BREMERTON
CITY COUNCIL

A2

SUBJECT:

Confirm Reappointment of Grace Crowley to
the CDBG Project Review Committee

Study Session Date: 07/09/2025

COUNCIL MEETING Date: 07/16/2025

Department: Executive

Presenter: Mayor Wheeler

Phone: (360) 473-5266

SUMMARY: The Mayor is seeking confirmation for the re-appointment of Grace Crowley to the CDBG Project Review Committee. This is a two-year term.

ATTACHMENTS: Application to the committee is available in the Mayor's Office.

FISCAL IMPACTS (Include Budgeted Amount): None.

STUDY SESSION ACTION: ☐ Consent Agenda ☐ General Business ☐ Public Hearing

RECOMMENDED MOTION:

Move to confirm the re-appointment of Grace Crowley to the CDBG Project Review Committee for a two-year term.

COUNCIL ACTION: ☐ Approve ☐ Deny ☐ Table ☐ Continue ☐ No Action

From: noreply@civicplus.com

Sent: Tuesday, June 17, 2025 1:48 PM

To: WebMaster <WebMaster@ci.bremerton.wa.us>; Greg Wheeler

<Greg.Wheeler@ci.bremerton.wa.us>; Jennifer Hayes <Jennifer.Hayes@ci.bremerton.wa.us>; Greg Wheeler <Greg.Wheeler@ci.bremerton.wa.us>; Jennifer Hayes <Jennifer.Hayes@ci.bremerton.wa.us>; Andrea Spencer <Andrea.Spencer@ci.bremerton.wa.us>

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Application for City Boards / Commissions / Committee

Date	6/17/2025
First Name	Grace
Middle Name	Hawkins
Last Name	Crowley
Home Phone	
Address1	
Address2	Field not completed.
City	Bremerton
State	wa
Zip	98312
Occupation	Employment Specialist and Professor
Employer	TRAC Associates and Edmonds College
Work Address1	4710 Auto Center Blvd
Work Address2	Field not completed.
City	Bremerton
State	WA
Zip	98312

Work Phone	360-554-8280
Fax	<i>Field not completed.</i>
Email	gracecrowley@gmail.com
Education	PhD: Learning Sciences and Human Development - University of Washington (IN PROGRESS) M.Ed.: Curriculum and Instruction - University of Washington Master's Certificate: Education for the Environment and Community - IslandWood Graduate Program BA: Outdoor Leadership - Warren Wilson College
Local References	Thom Woitas (Habitat for Humanity): [REDACTED] Anna Mockler (City Council): [REDACTED] Sam Cooke (Personal): [REDACTED]
I am interested in serving:	Community Development Block Grant Project Review Committee, Planning Commission (18 years or older)
Is this an application for reappointment?	Yes
If yes, how many years have you served on this commission or committee?	CBDG 1 year
How long have you lived in Bremerton	4 years
Why are you applying for this appointment?	To be more involved and have an impact on my long-term community. To help create and maintain the Bremerton that I love.
Which of your personal and / or professional interests prompted you to apply for this appointment?	Community care and engagement. Political education and action. Working as a professor and advocate for low-income parents and people with disabilities. Creating a just future through community development.
Have you ever served on any other Bremerton board, commission, committee or task force? If yes, please list.	CBDG

Please list your qualifications for this appointment (include skills, activities, training, education):

Teaching, running conservation corps, working with low-income parents and non-profits across Kitsap County. Permanent resident and parent living in Bremerton.

What are your community interests (committee, organizations, special activities)?

Environmentalism, racial and social justice, homelessness, disability, community engagement

Please list any accommodations you need to perform volunteer duties:

I have a service dog who comes with me.

We welcome your willingness to serve Bremerton.

Pursuant to the Washington Public Disclosure Act, (RCW 42.56), this form constitutes a public record and is subject to public release upon request. Prior to release, the following information may be redacted pursuant to RCW 42.56.250(3): Residential addresses, residential telephone numbers, personal wireless telephone numbers, personal electronic mail addresses, social security numbers, driver's license numbers, identicard numbers, and emergency contact information of employees or volunteers of a public agency, and the names, dates of birth, residential addresses, residential telephone numbers, personal wireless telephone numbers, personal electronic mail addresses, social security numbers, and emergency contact information of dependents of employees or volunteers of a public agency.

Applicants are considered for appointment without regard to race, color, religion, gender, national origin, sexual orientation, age, genetic information, marital or veteran status, or the presence of any disability.

Updated 3/24/2020

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AWC 2025

PRESENTATION BY JEFF COUGHLIN

JULY 9, 2025

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Joint WA Transportation Committee



SR 240 / Aaron Drive Complete Streets Improvements

Total Project Cost

- \$39.8 million

Geographic Location of Project

- Richland, SR240 / Aaron Drive

Average Daily Traffic

- 45,000

BFCOG High Priority Project

Good Roads Priority Project

Regionally Significant Project



How We Turned Challenges Into Successes

BEGINNING	✓ Established Roles and Responsibilities
	✓ Separated Budgets (City/WSDOT)
	✓ Detailed Project Scope
	✓ Established Key Points of Contact
	✓ Identified Construction Standards (WSDOT vs City)
	✓ Frequent and Routine Communication (Check-In Meetings)
PLAN DEVELOPMENT	✓ City Staff with WSDOT Design Process Experience
	✓ Knowledge of Design Area and City
	✓ Consultant Technical Support (Environmental, Structural, Storm Drainage, Lighting)
	✓ Frequent and Routine Communication (Check-In Meetings)
ROAD ROW ACQUISITION (32 PARCELS)	✓ Early Communication with Property Owners
	✓ Educated Property Owners on the ROW Process
	✓ Held 2 Public Open Houses
	✓ Addressed Property Owner Concerns

CREATING A SUCCESSFUL BID PROCESS

Bidders:

- 8 Bids Received

Low Bidder:

- \$18,141,131.68 (22% under Engineers Estimate)

Engineers Estimate

- \$23,545,651.78

Plans Clearly Developed

Detailed Traffic Control Plan:

- 12 Work Zone Areas
- Pre-Approved by WSDOT
- Roundabout construction can be completed during road closures and detours.

Low Contractor Risk:

- Early coordination with franchise utilities
- Water and Sewer infrastructure Completed
- Approved/Permitted site for surplus excavation material adjacent to the project.

Winter Work Identified

- Continuous Construction Operations

Bid Opening Prior to WSDOT Delayed Projects

Governor Signed Transportation Budget 5/20/2025

- Bid Opening 5/27/25
- Retained Final \$16M CWA Funding

People and Development Are Concentrating Near Transit

- Population is growing—particularly near transit, in cities with high housing costs.
- Those areas concentrate construction.
- Low-cost cities are not attracting more projects near transit.

Percent change in population, 2000–2020



Percentage point change in share of housing units built in the last decade, 2020 versus 2000



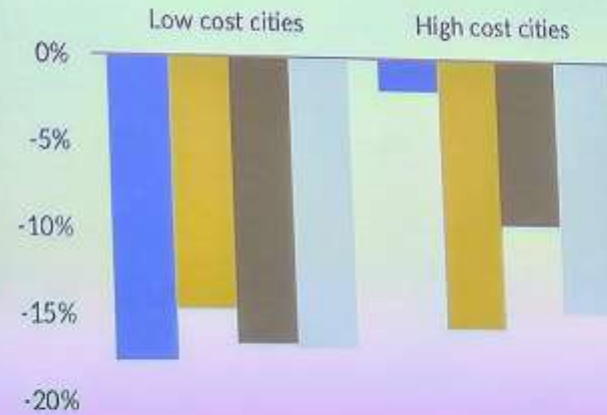
■ Near station open before 2010 ■ Near station open since 2010 ■ Near planned station ■ Rest of city

Some Transit Areas May Be Gentrifying

- Areas near transit in high housing cost cities exhibit signs of gentrification:

- Residents with higher incomes, higher educational levels.
- More white residents.
- Higher rent levels.

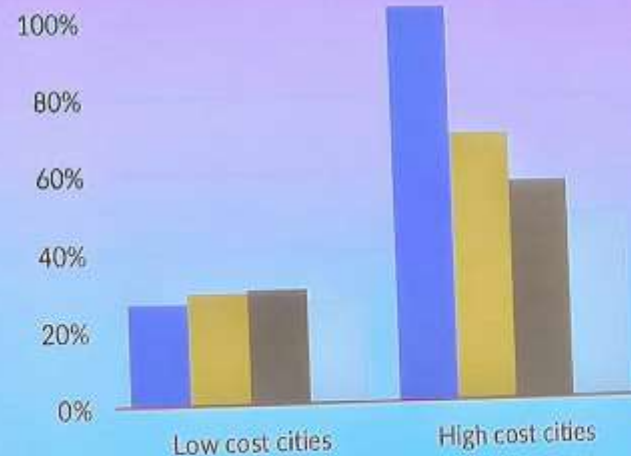
Percentage point change in share population non-Hispanic white, 2000-2020



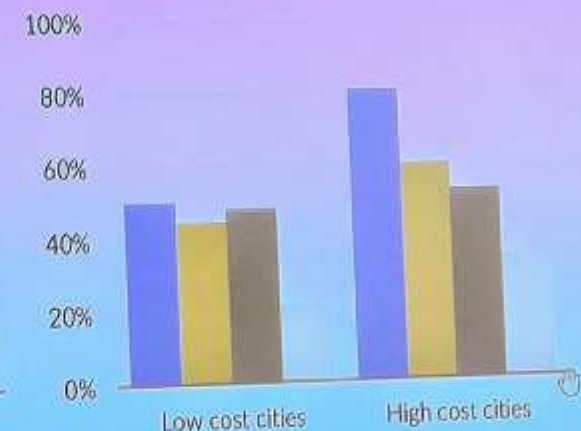
Percentage point change in share adults with a BA or higher, 2000-2020



Percent change in per capita income, 2000-2020



Percent change in median rent, 2000-2020



■ Near station open before 2010 ■ Near station open since 2010 ■ Near planned station ■ Rest of city

In General, Housing Affordability is Declining

- Low housing cost cities concentrate low-income people. For them, rent increased faster than income.
- Affordable housing units—once relatively common near transit—have disappeared.

Percent change in median rent as a share of per-capita income, 2000–2020



Share of 1-bedroom units renting for less than \$750, 2000 and 2020



Recommendation: Fund Neighborhood Infrastructure

- Cities with low housing costs need assistance improving infrastructure near transit stations.
- This is needed to transition neighborhoods into walkable, landscaped, inviting communities where people want to live and developers want to invest.
- Options include:
 - Expanding the state's existing CHIP grants;
 - Funding H.B. 1491's Section 4; and
 - Directing a portion of WSDOT's capital funds for neighborhood infrastructure.



Recommendation: Make Room for Affordable Housing

- The MFTE/inclusionary zoning programs reinforced by H.B. 1491 will not provide the funds for housing affordable for families with low and moderate incomes—but they are the people who need housing most.
- New market-rate housing will help somewhat through filtering, but not enough.
- To meet its housing needs, the state must expand funding. Options include:
 - Expanding direct investment in affordable housing;
 - Expanding public land purchasing for affordable housing, including by transit agencies;
 - Expanding public agency capacity to serve as developers and facilitate projects; and
 - Allowing affordable housing developers to preempt local zoning.



Recommendation: Expand Density Allowances

- H.B. 1491 will enable higher-density housing construction near transit, but the *average* density requirement could be abused, and the densities mandated are low.
- British Columbia has imposed zoning *minimums* of 5 FAR and 20 stories within the areas closest to Vancouver, B.C.'s SkyTrain stations.
- Washington should further upzone neighborhoods closest to light rail stations. This upzoning should focus on taller buildings, without deep floor plates.



Recommendation: Further Refine the MFTE Program

- The MFTE program has been an important tool for Washington cities to encourage increased development. H.B. 1491 will ensure that it is implemented in parallel with inclusionary zoning in all transit-served cities.
- But challenges remain. Low housing cost cities may suffer, sacrificing property tax revenues for affordable housing. Some expensive areas may use MFTE rules to limit new housing construction.
- The state should study MFTE's impacts as currently applied and consider altering its use to address the needs and economic realities of different cities.

Keynote on AI and Digital Transformation

COPENHAGEN'S BICYCLE INFRASTRUCTURE + APPS

The Copenhagenize approach doesn't just build bike lanes; it creates an entire ecosystem (physical + digital) that **reinforces** Danish **values** of health, sustainability, and community well-being.

linkedin /
bluesky /
instagram /
threads:
@kateoneill
@koinights
twitter / X:
@kateo
@koinights



BELLINGHAM'S GREENWAYS PROGRAM + DIGITAL TOOLS -

Reflects Pacific Northwest values of environmental stewardship and outdoor recreation by creating both physical trail networks and digital tools that help residents discover and protect local natural spaces.




Fire District Funding

Revenue Tools

- **General Fire Levy:** Up to \$1.50 per \$1,000 AV
- **EMS Levy:** Up to \$0.50 (6, 10 yrs, or permanent)
- **Benefit Charge:** Voter-approved; replaces \$0.50 of levy; can fund ~60% of RFA ops
- **Levy Lid Lifts & Excess Levies:** Temporary boosts for ops or capital (60% approval)
- **Transport Fees & GEMT:** Additional EMS revenue

Governance Choices

- Stay city-run
 - Annex into District or RFA
 - Form new **Regional Fire Authority (RFA)**
-  Transition Impacts
- City must decide how to reallocate fire funds
 - Transfer of assets, debt, and employee liabilities
 - Clear **communication** critical to counter misinformation

Communicati
on

*IF annexation what does the
City do with the revenue
that is no longer needed to
pay for Fire Services*

- Give Back - use some- use all

Banked Capacity

Misinformation

Public Works Sessions

⌘ APWA Accreditation (Lake Stevens)

- Used accreditation to:
 - Standardize processes & documents
 - Build internal team culture and accountability
 - Improve service delivery & asset management
- Strategic planning aligned departments and improved project focus
 - Adopted **Balanced Scorecard** model
 - Held **monthly & quarterly project reviews**
 - Engaged staff and community in **vision/mission updates**
 - 💡 **Key Takeaways**
- Accreditation isn't just about paperwork — it's a tool for **deep culture change**
- Aligning vision → values → metrics keeps large departments on track
- **Employee burnout dropped** with clearer project priorities

Public Works Sessions

Funding Opportunities

State/Local: **Public Works Board, TIB, CERB, REET, TBDs, and impact fees**

Federal: **SRFs**, BIL funds, grants for clean water, broadband, safety, and resilience

Tips for success:

- **Plan early** (shovel-ready)
- **Bundle funding sources**
- Understand **restrictions and timelines**

Public Works Sessions

Case Study: Kennewick Southridge Revitalization

- Used **Local Revitalization Financing (LRF)** to leverage \$13.6M in bonds
- Funded sports complex, roads, and infrastructure to attract development
- **Results (2010–2024):**
 - \$609M new construction value
 - \$73M in sales tax increments
 - 74 new businesses and over 1,100 new full-time jobs

Strategy

- Combine **public investment + developer contributions**
- Use arts, amenities, and infrastructure to shape economic growth
- Local governments **can lead** transformational capital projects with the right tools

Homelessness Response

Auburn's Model: Compassion, Accountability, Community

- **Built and funded a full in-house team:** outreach, shelter contracts, sober housing, and resource center
- **City-led outreach** goes *into the field* — with laptops, vehicles, radios, and spending authority
- Focus on **wraparound services** within shelters: employment, health care, ID replacement
- **"No handouts" approach:** meet people where they are, walk them through real solutions
- Balanced philosophy:
 - **Compassion** without enabling
 - **Accountability** with clear expectations
 - **Community** inclusion, not dependency

Outcomes (2024)


- 1,366 total outreach contacts
- 205 people housed
- Over 1,300 field hours logged by city staff

Homelessness Response

Continuum of Care

- Housing doesn't end the journey — ongoing support ensures long-term stability
- Auburn and Ferndale emphasize **follow-through, relationship-building, and case management**

Ferndale's Data-Driven Evolution

- Moved from “We’re fine” mindset to “We must act” post-COVID
- Focused on **coalition building, facility expansion, and data improvements**
- Recognized challenges of:
 - **Invisible populations**
 - **Outdated or siloed data**
 - Need for **school- and neighborhood-level insights**
 -  **Shared Best Practices**

Consolidate services into **one-stop campuses**. Use **local general fund dollars** as base, leverage ARPA/state/federal support. Prioritize prevention, navigation, and measurable outcomes. Don't wait for county or state — cities can and should lead

Finances

Tools & Trends

Cities face **property tax constraints** (101% limit), requiring more use of **excise taxes, fees, and special purpose districts**


Sales tax is **volatile** but can grow fast; property tax is **stable** but capped

“Right tool, right place” – align funding sources with purpose and flexibility

Budgeting in Difficult Times

Maintain a **transparent “Wait List”** of unfunded priorities — supports equity, trust, and better decisions

Follow core principles:

- Take care of **existing obligations first**
- Avoid **new obligations without new revenue**
- Budget is a reflection of **policy priorities**, not just numbers
-  **Balancing Act**

Infrastructure replacement must be **planned** and **budgeted annually** — avoid reactive spending

Use **3D budgeting**: balance service delivery, infrastructure needs, and reserves across all funds


Finances

Tax Increment Financing (TIF)

New tool allowing cities to capture increased property tax from new development

Exempt from 101% cap — supports capital projects without general fund burden

Cities must:

- Forecast value growth and development
- Complete impact and mitigation analyses
- Submit project to **State Treasurer** for review
- Notify taxing districts and hold **public briefings**
-  **Modern Budget Practices**

Adopt **Priority-Based Budgeting**: Fund what matters most to the community, not just what was funded last year

Emphasize **accountability, collaboration, and transparency**

Invest in **agile tools** and **community engagement** for smarter planning

 **Reminder**: Cities must also **update the Business License Threshold ordinance by Oct 1, 2025** per RCW 35.90.080

Business License Threshold

Cities using BLS must update ordinances by Oct 1, 2025

(AWC recommends adoption by Aug 26, 2025 to meet 75-day notice requirement)

New threshold: \$4,000/year for out-of-city businesses

(Up from \$2,000 — effective Jan 1, 2026)

Required under state law to maintain enforcement authority

(RCW 35.90.080 compliance)

Cities can still choose:

Exemption for businesses below the threshold

No-fee registration instead of exemption

Ordinance language developed in partnership with AWC and business community

FIFA

Global Spotlight

- **6 matches in Seattle:** June 15–July 6, 2026
- **750,000+ visitors expected** in Puget Sound
- **2 billion+ global viewers** — Seattle will host **Team USA**
- Average **9-day stay** for international fans

Estimated Impact

\$929 million in economic benefit (Visit Seattle)

Major boost for:

- Lodging, restaurants, transportation
- Retail, tourism, arts, and public spaces

Statewide Activation

Fan Zones across WA — not just Seattle
(e.g., Bremerton, Bellingham, Tri-Cities, Spokane, etc.)

Libation Zones and expanded alcohol service
available under special state rules (through 2027)

Seattle Metro Chamber “World Cup Ready” toolkit
launching July 2025

FIFA

Timeline

Q3 2025: Watch Party Playbook + Safety Planning

Q4 2025: FIFA Viewing Portal opens, Small Biz Playbook released

June 2026: Event begins

Local Action Checklist

Partner now with chambers, tourism orgs, and businesses

Coordinate infrastructure & construction schedules

Clean and stock public restrooms

Consider **community activations**: lighting buildings, hosting watch parties, branding

Avoiding Red Cards

Don't use **official FIFA branding** (e.g., "FIFA World Cup 26™") without permission

Use **approved generic phrases** (e.g., "The Beautiful Game," "Summer of Soccer")

Resources

World Cup Ready toolkits

Small Business Megaevent Playbook

Digital marketing assets (available late 2025)

Vendor Conversation

From: Dainius Marijosius <dainius.marijosius@deckard.com>
Sent: Thursday, June 26, 2025 6:51 AM
To: City Council <City.Council@ci.bremerton.wa.us>
Subject: AWC Conversation follow up

Hi Jeff,

I really enjoyed our conversation and appreciated the time you spent walking me through Bremerton's challenges with short-term rentals. It's clear you've been giving this a lot of thought, and it was great to talk through how Deckard Technologies might help.

After running some numbers, we can get the Rentalscape system—including the three-letter compliance campaign—into the city for \$7,500.

I'll leave it to you to share internally. I'll follow up with you next week unless you think there's a better city contact I should reach out to.

My contact info is below.

Thanks again,

Dainius



Discussion Topics

- Goals & Elements of a Standard DMO RFP
- City Council's Strategic Priority Areas
- Key Questions to Inform RFP
- Performance & Reporting Metrics
- Next Steps

Goals for the Council Discussion

1

Clarify the City's **vision for tourism promotion** and the role a DMO should play in **supporting economic development**.

2

Ensure alignment on **strategic priority areas** as defined in the July 25, 2024, LTAC Transition Study.

3

Provide feedback on **performance and reporting metrics** to make sure we are measuring what's important.

Typical Elements of a Standard DMO RFP



Scope of Services with clearly defined **deliverables** and **tourism objectives**.



Experience and qualifications of staff and leadership.



Proven ability to **promote tourism** and **manage lodging tax dollars**.



Demonstrated **collaborative track record** with tourism stakeholders.



Quality and frequency of performance reporting.



Established **market research** and **data analysis capabilities**.



Track record using **digital tools and technology** for visitor engagement.

City Council's Strategic Priority Areas



Develop a robust **tourism business plan** and **branding strategy** promoting the City of Bremerton and local Bremerton-based tourism.



Develop and quantify impact of a **focused plan to attract the Youth Sports travel market** that leverages the Pendergast Park improvement project.



Develop innovative ways to provide **visitor information services and support. Including in person, website, social media, and media campaigns.**

Key Questions to Inform RFP

- What is the most important **role a DMO should play** for Bremerton?
- How can the DMO ensure tourism benefits the **entire community**, not just downtown or waterfront areas?
- What role should the DMO play in **supporting local events**, especially those funded by lodging tax dollars?
- How would you like to see the DMO **collaborate with local community-based organizations**?

DMO Performance & Reporting Metrics

Tourism & Economic Impact

- Lodging tax revenue trends (quarterly or annual)
- Hotel occupancy rates / Average daily rates
- Estimated visitor spending and economic impact
- Breakdown of overnight vs. day visitors

DMO Performance & Reporting Metrics – cont.

Marketing & Promotion Performance

- Website traffic and referral sources
- Social media growth and engagement metrics
- Digital ad impressions, click-through rates, and conversions
- Newsletter/email open rates and subscriber growth

DMO Performance & Reporting Metrics – cont.

Visitor & Event Data

- Origin of visitors (regional, national, international)
- Seasonal trends in visitation
- Event attendance estimates (DMO-supported events)
- Surveys or feedback from event participants and partners

DMO Performance & Reporting Metrics – cont.

Organizational Accountability

- Budget transparency: how lodging tax dollars were spent
- Admin vs. programmatic cost breakdown
- Progress toward work plan or contract deliverables
- Any grants, sponsorships, or other revenue sources

Next Steps

- **Summarize Council Input** – staff will compile discussion and incorporate into a first draft of the RFP.
- **Process to Review and Refine** – identify who should review the draft and provide input.
- **Timeline** – establish a date when the final draft RFP will be brought back to the Council for approval to issue.

Thank you!

