

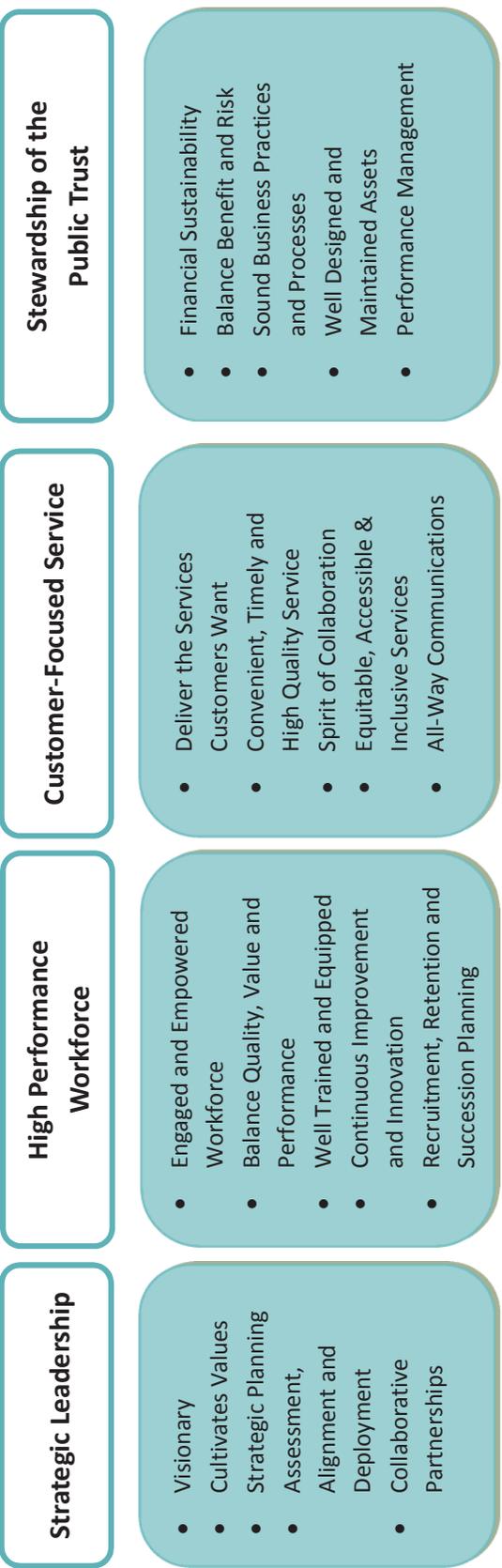


Responsive Government – Cause & Effect Map

As a community, Bellevue values...

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable for results.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Factors:



<h3>Key Community Indicators</h3> <ul style="list-style-type: none"> • Percent of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement. • Percent of residents who feel City government is giving them high quality service and excellent value for their money. • Percent of residents who feel that the City is doing a good job of looking ahead to meet regional and local challenges. 	<h3>Key Performance Indicators</h3> <ul style="list-style-type: none"> • Services and products offered meet or exceed customer satisfaction targets. • City maintains Moody's rating of Aaa. • Departments meet or exceed industry standards, best practices, certifications and accreditations where available. • Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.
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Request for Results Responsive Government

The 2015-2016 Responsive Government Results Team:

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Introduction

This Request for Results (Proposals) (RFR) outlines the factors that will be used to evaluate and rank proposals for the Budget One process. Community -focused outcomes were approved by City Council and form the basis for developing the City Manager’s Preliminary Budget. This document provides guidance to staff in developing proposals for the 2015-2016 Operating Budget.

The Results Team (RT) views the Responsive Government outcome as capturing the essence of the City’s core values and leadership philosophy, and the One City culture. The City is to provide exceptional customer service, uphold the public interest, and advance the community vision as it’s articulated in the City’s [Comprehensive Plan](#). This Plan includes a compelling vision for the future of the City which should be read in its entirety. Select excerpts include:

- A “City in a Park”
- A model of superior urban design and “people places”
- A regional economic center with a strong and diverse economy
- A city served by outstanding facilities and services
- An active and engaged community
- A leader in meeting regional challenges

The City’s vision is to be a collaborative and innovative organization that is focused on the future and committed to excellence. The core values include exceptional public service, innovation, integrity, commitment to employees and stewardship.

The City’s ultimate success at delivering Responsive Government will be judged by the community – the people who live, work, learn, play, or do business in Bellevue. Community expectations and financial realities will raise hard choices regarding the level and range of products and services that should be funded. The One City goal is to strengthen the City's commitment to excellence by working collaboratively to involve people in making decisions, using innovation, and keeping a focus on the future.



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Definitions

Community: The people who live, work, learn, play, or do business in Bellevue.

Community vision and values: The broad expression of shared core convictions that the Community holds and values.

Customer: Any company, group, person, or member of the workforce that uses or buys a city activity, product, or service.

Stakeholder: A person or group with a direct interest, involvement, or investment in a city product or service.

Workforce: Includes full-time, part-time, limited-term, and temporary City employees as well as contractors, partners, interns, and volunteers who are supervised by the organization.

Community Value Statement

The Responsive Government RT understands that the goal of the Budget One process is to fund products and services that best align with, and effectively and efficiently respond to community priorities. We acknowledge that from a community perspective, the City of Bellevue provides the products and services the community needs, wants, and can afford. Therefore, it is of paramount importance that City government understands community priorities and values.

As a community, Bellevue values

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Key Community & Performance Indicators

Community Indicators are high level measurements that provide information about past and current trends. Community leaders and others can use this insight in making decisions that affect future outcomes.

In the case of Budget One, the Community Indicators are high level descriptors of community opinions that illuminate Council outcomes and parallel the community value statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or staying the same. Our Key Community Indicators are:

- Percent of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.



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- Percent of residents who feel City government is giving them high quality service and excellent value for their money.
- Percent of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.

Performance Indicators are a quantifiable expression of the amount, cost, or result of activities that indicate how well, and at what level, services are provided (\$, %, #, time, ratio). They provide a snapshot of current performance and track over time whether actual performance is getting better, staying the same, or worsening. Our Key Performance indicators are:

- Services and products offered meet or exceed customer satisfaction targets.
- City continues to receive AAA bond rating.
- Departments meet or exceed industry standards, best practices, certifications and accreditations where available.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.

Key Community and/or Performance Indicators in each proposal should demonstrate that the proposal will achieve the desired outcome.

Factors

The Responsive Government Cause & Effect Map illustrates the desired outcomes, primary factors, sub-factors, and key indicators. Four factors work in an interdependent way to ensure that the Bellevue City Government is responsive:

- Strategic Leadership
- High Performance Workforce
- Customer Focused Service
- Stewardship of the Public Trust

The ordering of the factors does not indicate their relative importance. Organizational excellence requires the successful deployment of all the Responsive Government factors simultaneously. The first two – strategic leadership and a high performance workforce – are the essential aspects of a high-performance organization that has the capacity to be truly responsive. The second two – customer focus and steward of the public trust – are about *how* we respond.

Proposal writers will identify the factors most appropriate to their function and demonstrate alignment with them.



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Strategic Leadership

Strategic leadership is the cornerstone of any high performance organization. Exceptional organizations have visionary leaders who set clear direction based on the community vision and values. Strategic leaders clearly articulate the organization’s mission and seek out partnerships that build on organizational strengths.

- **Visionary**

A vision that provides relevant and sustainable direction is essential to meet the challenges of today and tomorrow. Achieving the One City goal of collaborative, future-focused innovation will demonstrate Bellevue’s commitment to regional leadership and social responsibility.

- **Cultivates Values**

Responsive leaders understand the needs, wants and values of the community and assure that the services and products delivered by the city are aligned accordingly.

- **Strategic Planning**

Strategically plan in order to strengthen overall performance, competitiveness, and future success. The strategic planning process should build on existing successes and directly address areas of improvement. A strategic plan balances short and long term opportunities and challenges, and anticipates and addresses changes in community values, market conditions, and technology advances.

- **Assessment, Alignment, and Deployment**

Align the entire organization to provide the products and services the community needs, wants, and can afford. Alignment occurs when strategic plans are effectively translated into actions that are consistent with the community vision and values. Strategic plans are deployed to implement the community vision by setting organizational objectives and developing a budget that supports those objectives.

- **Collaborative Partnerships**

Take advantage of opportunities to partner with local businesses that are leaders and innovators in their industries. Work collaboratively with other governments, organizations, and stakeholders to deliver desired services that are accessible to the community.

High Performance Workforce



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A high performance workforce is integral to the success of the organization. This is demonstrated by active involvement and commitment to accomplishing the work of the organization. The most noticeable feature of a high performance workforce is in the level of energy, pride, and commitment that employees exhibit, which can occur only when all of these key sub-factors are present and well supported:

- **Engaged and Empowered Workforce**
Encourage and empower the workforce to be adaptive, innovative, and to take appropriate risks with the best interest of the community in mind. An organization that provides the right information to the right people at the right time results in a more productive, efficient, satisfied, and empowered workforce and provides improved services to the community.
- **Balance Quality, Value, and Performance**
High performance occurs when organizations simultaneously deliver on quality, value, and performance. Our customers expect exceptional service delivered in an efficient, effective, and innovative manner.
- **Well Trained and Equipped**
Continually enhance the knowledge, skills, and abilities of the workforce to support the delivery of professional services. Provide the training, tools, materials, technologies, and other resources that enable the workforce to optimize service delivery
- **Continuous Improvement and Innovation**
An organization that embraces continuous improvement and innovation is a learning organization. This requires a culture that supports taking measured risks and utilizes evidence to measure results and take action.
- **Recruitment, Retention, and Succession Planning**
Employees are our most valuable asset. To recruit and retain the best talent requires that we offer regionally competitive compensation, cultivate a culture of inclusiveness, support professional growth and advancement opportunities, and recognize exceptional performance.

Customer-Focused Service

It is essential for the organization to connect with its customers in order to understand their values and priorities. Customer-focused service is critical to being a responsive government. There are several consistent core elements that contribute to peoples' perception of the service they receive. Key sub-factors that foster Customer-Focused Service include:



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- **Deliver the Services Customers Want**

Services provided by the City of Bellevue should meet specific customer-identified needs or regulatory requirements, or proactively address community concerns. Regular program assessments should be completed to ensure that all programs remain relevant and effective, and operate at the most efficient level.

- **Convenient, timely, and quality service**

Regularly measure performance and benchmark against industry standards to ensure all customers receive a high level of service. Seek opportunities to advance innovative service delivery that fosters improved access, transparency, and accountability.

- **Spirit of collaboration**

Reduce redundancies, identify opportunities to collaborate, and implement innovative approaches. Maximize the seamless provision of services among all agencies that serve the community and at all levels of government.

- **Equitable, accessible and inclusive services**

Ensure processes are open and equitable so that the customer's wants and needs are reflected in our actions. Understand gaps in participation, and develop opportunities and services that are responsive and accessible to all. Create avenues for communication and eliminate barriers to participation so all customers have an equal opportunity to participate in government.

- **All-way communications**

Creatively engage the entire community, ensuring people understand the services available and can access information they want and need when it's most convenient for them. Inform and involve customers and stakeholders through a variety of communication tools in order to gauge expectations, engage people in the issues that affect them, set priorities, and provide a feedback mechanism. Seek out and facilitate the participation of those who are potentially affected by or interested in a decision.

Stewardship of the Public Trust

Stewardship of the public trust is an expectation of government. All functions of government should use sound business practices, be performed ethically and with utmost diligence and care. The public places its trust and confidence in government to ensure financial sustainability, safeguard their property interests, effectively manage their assets, and regularly measure performance. Innovation should be encouraged and barriers removed. Key subfactors that ensure government is a Steward of the Public Trust include:



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- **Financial Sustainability**

Manage income, assets, and expenses in a deliberate, well-thought-out, and fiscally prudent manner. Establish and maintain appropriate levels of reserves. Establish controls to safeguard and monitor the City's resources and assets.

- **Balancing Benefit and Risk**

Recognize and evaluate opportunities and risks, so that critical new ideas and challenges are given due consideration and the risk of not doing an activity are evaluated. Risk should be considered by evaluating potential lost opportunities as well as monetary costs.

- **Sound Business Practices and Processes**

Create, maintain, and enhance practices and processes that ensure compliance with regulatory requirements and adherence to best practices. Document business processes to ensure consistency and continuity. Develop and maintain integrated systems to support business objectives efficiently. Effective implementation relies on the interplay between process, technology, and people.

- **Well Designed and Maintained Assets**

Acquire, develop, and maintain well-designed assets and systems (such as vehicles, equipment, technology, and facilities) that support the operations of a high performance organization. Use best practices to assure proper maintenance and timely upgrade or replacement of such assets. Ensure selection, procurement, and maintenance of these assets is done in an open and competitive process that provides the community with the best value.

- **Performance Management**

Create and maintain an ongoing and effective performance management process to assess organizational performance and progress relative to the community vision and values, strategic plans, and organizational objectives. Periodically review strategic objectives and performance measures for alignment with community values. Evaluate government services and processes against benchmark organizations to ensure adherence to best practices. Link employee performance to organizational goals and mission.

Purchasing Strategies

Responsive Government wants proposals for public engagement functions and primarily internally focused services (support and leadership).

Services or products that are a small component of a larger project or function should be integrated with the proposals for the larger project or function (for example, public meetings for Land Use Permits should be included with the Land Use Review function).



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Strategic Leadership

We are seeking proposals that establish and communicate a clear vision and direction for the city, which include timely and informed decisions consistent with the vision and direction. Specifically, we are seeking proposals that:

- Uphold the public interest and advance the community vision and values. Use the community vision as a basis for strategic planning.
- Communicate with the right people at the right time to make informed decisions, investment choices, and resource allocations for the short and long term.
- Identify and foster partnerships and coordination opportunities that improve service delivery and/or reduce cost.
- Recognize opportunities to partner with regional leaders.

High Performance Workforce

We are seeking proposals that attract, develop, and retain an engaged, diverse and empowered workforce because such a workforce will embrace innovation and optimize service delivery. Specifically, we are seeking proposals that:

- Maintain a competitive compensation program that allows the city to attract and retain top candidates.
- Invest in continuous workforce development, training, and wellness.
- Foster organizational learning, encourage continuous improvement and innovation. Train and educate employees to understand how their jobs support a high performance organization.
- Acquire, develop, and maintain assets that support a high performance workforce.
- Provide the tools, materials, technologies, and other resources that enable the workforce to optimize service delivery.

Customer-Focused Service

We are seeking proposals that deliver products or services that best reflect customers' needs and the community values. Specifically, we are seeking proposals that:

- Invite early and ongoing customer communication and stakeholder collaboration. Ensure products and services are timely, consistent, predictable and accessible to all.
- Ensure services are relevant, efficient and effective.
- Reduce redundancies in service delivery.



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- Enhance professionalism and responsiveness.
- Promote open and transparent access to information and services, and provide opportunities for feedback to decision makers.

Stewardship of the Public Trust

We are seeking proposals that protect the public's interest by managing resources wisely, making ethical decisions, and balancing benefit and risk. We seek proposals that optimize quality, value, and performance. We do this to foster and honor trust in city government. Specifically we are seeking proposals that:

- Ensure that public funds are managed in an ethical, prudent, responsible, and fiscally sustainable manner. Promote reasoned and responsible risk taking to encourage innovation while appropriately managing liability.
- Solicit and analyze performance feedback from the community.
- Acquire, develop and maintain assets to meet public needs.
- Ensure accountability in our actions and decisions.



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Attachment A: List of Primary Evidence

Strategic Leadership

The Bellevue One City Principals and Training- Top Alignment: By Richard McKnight

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/default.aspx?RootFolder=%2fdepartments%2fcmo%2fone%5fcity%2fTraining%2fOC%20Principles%2fShared%20Leadership&FolderCTID=0x0120007CF90CDA47929D4BBF6FEFCBFB870BAF&View=%7bDA46C465%2d6418%2d4BDC%2dA36B%2dA07DBE5D74EB%7d

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence

<http://www.szaic.gov.cn/xgk/qt/ztlm/sztl/zxpt/201304/P020130513520115528255.pdf>

City of Bellevue Comprehensive Plan: http://www.bellevuewa.gov/comprehensive_plan.htm

Driving Employee Engagement (A “White Paper” prepared by Development Dimensions International, no date apparent).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/ddi_employeeengagement_wp.pdf

The Leadership Profit-Chain: The Blanchard Companies

<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Open Government Directive

<http://www.whitehouse.gov/open/documents/open-government-directive>

High Performance Workforce

Driving Employee Engagement (A “White Paper” prepared by Development Dimensions International, no date apparent).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/ddi_employeeengagement_wp.pdf

The Power of Federal Employee Engagement (A report to the President and the Congress of the United State, by the U.S. Merit Systems Protection Board, presented September 2008).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/Engagement%20in%20the%20Public%20Sector.pdf

Employee Passion – The New Rules of Engagement (A paper prepared by The Ken Blanchard Companies, 2007).



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https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/employee_passion.pdf

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence
<http://www.szaic.gov.cn/xgk/qt/ztlm/szsl/zxpt/201304/P020130513520115528255.pdf>

The Leadership Profit-Chain: The Blanchard Companies
<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Customer-Focused Service

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence
<http://www.szaic.gov.cn/xgk/qt/ztlm/szsl/zxpt/201304/P020130513520115528255.pdf>

A Manager's Guide to Evaluating Citizen Participation
IBM Center for the Business of Government – Fostering Transparency and Democracy Series
http://icma.org/en/icma/knowledge_network/documents/kn/Document/303516/A_Managers_Guide_t

Taking Customer Service to the Next Level, by Bruce McLendon
http://icma.org/en/icma/knowledge_network/documents/kn/Document/6026/Taking_Customer_Service

Customizing Bureaucracy, by Karen Daley
http://icma.org/en/icma/knowledge_network/documents/kn/Document/2275/Customizing_Bureaucra

The Leadership Profit-Chain: The Blanchard Companies
<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Stewardship of the Public Trust

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence
<http://www.szaic.gov.cn/xgk/qt/ztlm/szsl/zxpt/201304/P020130513520115528255.pdf>

The Leadership Profit-Chain: The Blanchard Companies
<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

GFOA, Government Finance Officers Association: <http://www.gfoa.org>



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Best Practices

http://www.gfoa.org/index.php?option=com_content&task=view&id=118&Itemid=130

Establishment of Strategic Plans (2005)

http://www.gfoa.org/index.php?option=com_content&task=view&id=1554

Capital Asset Assessment, Maintenance and Replacement Policy (2007 and 2010)(CEDCP)

http://www.gfoa.org/index.php?option=com_content&task=view&id=1604

Long-Term Financial Planning (2008) (BUDGET)

<http://www.gfoa.org/downloads/LongtermFinancialPlanningFINAL.pdf>

BOMA, Building Owners and Managers Association International

<http://www.boma.org/standards/Pages/default.aspx>

ICMA, the International City/County Management Association

<https://icma.org/en/icma/home>

IFMA, International Facility Management Association

<http://www.ifma.org/know-base/research-benchmarks-surveys>

Partnerships & Regional Collaboration Best Practices

High Performance Partnerships Best Practices/Literature Review, Dakota County, by Pepin Hugunin & Associates

<http://www.mncounties.org/Futures/Resources/DAKOTAHiPP%20Final%20Report%20073004.pdf>

Model Organizational Structures and Best Practices for Successful National Collaborative Information

Partnerships, by Patricia O'Brien Libutti Fordham University Libraries

<http://www2.ed.gov/pubs/Structures/collaborativepartners.html>

Right Sizing

Rightsizing government: lessons from America's public sector innovators, by William D. Eggers

<http://reason.org/files/e69bfddf74cc9bd34b6814d3caf63682.pdf>

New York City Mayor's Office of Operations, "Maximizing Efficiency in NYC Government: A Plan to Consolidate and Modernize Back-Office Operations,"

http://www.nyc.gov/html/ops/downloads/pdf/maximizing_efficient_in_nyc_government.pdf

Risk Management Best Practices

Benchmarking, Best Practices, and Performance Measurements for Public Entity Risk Management



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https://www.riskinstitute.org/peri/images/file/Benchmarking_Guidelines.pdf

GFOA, Creating a Comprehensive Risk Management Program

<http://www.gfoa.org/downloads/riskmanagementbudget.pdf>

ICMA, Risk Management

http://icma.org/en/icma/knowledge_network/topics/kn/topic_documents/238/risk_management