RESPONSIBLE GOVERNMENT

I WANT A CITY GOVERNMENT THAT IS RESPONSIBLE AND RESPONSIVE TO ITS RESIDENTS AND BUSINESSES

REQUEST FOR OFFERS

TEAM MEMBERS

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PRIORITY

I want a city government that is responsible and responsive to its residents and businesses.

RESULTS INDICATORS

Indicator 1: Percentage of community responding positively to specific City-provided services.

This indicator will allow for tracking customer satisfaction through many areas of the City via surveys or through other means.

Indicator 2: Percentage of policy benchmarks included in the City's fiscal policy that are met and significantly contribute to the maintenance of an excellent credit rating.

The intent of this indicator is to demonstrate fiscal responsibility by following approved policies. When determining a credit rating for a City, the rating agencies look at financial and management characteristics, as well as the economic strength of the entity. The City's Fiscal Policy is a document that plays an important role towards maintaining a high credit rating by its specific financial guidelines and requirements. The policy demonstrates compliance with laws, good stewardship, and responsible management of the City's assets and resources. Some of the specific statements within the Policy that demonstrate a fiscally responsible government are shown by maintaining that:

- The price of government is maintained within the fix to six percent (5-6%) range which is a calculation of revenues as a percent of aggregate household income to determine what residents are willing to pay for government services.
- One-hundred percent (100%) of the quarterly expenditure and revenue reports are presented to Council
- The City's general operating reserves and economic contingencies are budgeted to plan for future financial stability.
- User fee reviews are performed as scheduled.
- Six year forecasts for expenditures and revenues are prepared.

• The City has, at least, annual contact with the rating agencies to report on the City's current financial condition.

Indicator 3: Number of programs or projects that seek and/or obtain relevant funding contributions from outside sources.

This indicator will allow for tracking how/when the City requests funding from outside its tax base to supplement existing funding, implement new or maintain existing programs, or provide for project collaboration with others.

INTRODUCTION/SUMMARY OF CAUSE & EFFECT MAP

The process for developing the Cause and Effect Map for this budget priority included citizen input and team brainstorming. The team also relied upon the good work of the previous team as a resource and guide. The list of factors were consolidated into four general, but inclusive categories that best represent the elements of a responsible and responsive government. The team believes the factors not only stand alone, but support each other. Overall, we believe this budget priority of "Responsible Government" may form the foundation for successful outcomes in the other budget priorities.

The factors listed below are prioritized based on the belief that one factor provides the foundation for success of the following factors. The team believes all factors combined are important in achieving the priority of a responsible and responsive government.

Factor 1: Effective Leadership

Leadership can be demonstrated through all levels of the municipal organization by demonstrating vision, engaging in cross-department alliances, and providing opportunities for the professional development of staff. Effective leadership is proactive in generating regional partnerships that foster cooperation and yield benefits across city boundaries or jurisdictional borders. Effective Leadership provides the foundation for a responsible and responsive government.

Factor 2: Fiscal Responsibility

The City has a responsibility to manage its resources in a conservative and transparent manner so that our citizens and business community can be assured we are properly administering their contributions. Planning for the future by forecasting future revenues and expenditures, developing a budget that allows for economic fluctuations, and managing the condition of our assets all play an important role towards being a responsive and responsible government.

Factor 3: Quality Service

Quality services can be assured through the provision of effective and efficient systems, operated by highly-qualified staff that is committed to providing timely response to the community. Reliable and responsive customer service is a priority. Staff meets or exceeds the community expectations through proactive and innovative approaches to their daily work.

Factor 4: Community Connections

A community is inclusive of its residents, businesses, partners, and visitors. Community connections demonstrates responsible government through the ability of the community to have access to information/transparency, create opportunities for involvement and sharing of ideas and opinions, offers outreach services and education that contributes to a sense of connectivity, and that information/eduation is readily available and up-to-date.

PURCHASING STRATEGIES

WE ARE LOOKING FOR OFFERS THAT:

Strategy 1: Maintain and enhance the quality of the Redmond work force through successful recruitment and retention of experienced and well-trained personnel, as well as innovative approaches to employee training and professional development.

Offers will be favored that are goal based and consider all areas of employee development.

Strategy 2: Focus on financial strategies and systems that reinforce credibility with the community.

Offers will be favored that demonstrate good stewardship, transparent budgeting practices, compliance with city policies and/or mandates, and show ways to leverage resources through matching grants or other outside funding sources. Any mandates or changes in government laws must be clearly defined within the offer.

Strategy 3: Incorporate technology with a focus toward providing online access to services, allowing for information exchange, providing opportunities for community feedback, and increasing employee productivity.

Technology is just one of many important tools the City can use to provide community connections and excellent customer service. Offers will be favored that enhance services provided to customers, both internal and external, as well as eliminate or reduce redundancies.

Strategy 4: Creatively engage the community through a variety of avenues to provide information, gather concerns, and include others in the development of viable solutions.

Offers will be considered that provide for both the sharing and gathering of information with our community, and opportunities for involvement or participation.

Strategy 5: Encourage regional and intra-city collaboration and partnerships.

We cannot do everything alone. What really matters to our residents requires City departments to work together and requires us to work with other governments in the region and the private sector. Offers will be favored that consider the opportunities regional cooperation gives us and that build on and involve regional and community based organizations and initiatives.

Strategy 6: Improve or enhance customer service.

Our customers are important to us. Any experience a customer has with the City may potentially define their perception or view of the organization as a whole. In order to improve or enhance customer service it is first important to consider who we serve. Offers will be considered that define the customer and provide a clear description of the proposed improvements.

CIP Purchasing Strategies

Strategy 7: Accomplish the vision for our urban centers.

We favor offers that fund needed facilities, services and improvements within Downtown and Overlake. In particular, we favor offers that deliver improvements identified in the Comprehensive Plan for these locations.

Strategy 8: Achieve high value for the dollars invested.

We favor offers that demonstrate efficiency in cost, timing, and approach, as well as leverage actions and resources by others.

Strategy 9: Contribute to meeting the City's level of service standards.

We favor offers that meet growth-related needs, as well as those offers that keep existing facilities and equipment reliable and safe.

Strategy 10: Carry out the Comprehensive Plan, including adopted functional plans.

We favor offers that support Redmond's vision and land use plan with special regard to specific projects and priorities identified in the Comprehensive Plan.

NOTES/PRACTICES/SUPPORTING EVIDENCE

The team believes that Responsible Government provides the underlying foundation for the success of the other identified priorities. It was a challenge to concentrate a focus for this priority in order to identify the areas that might be most essential and effective in providing this strong foundation. Our recognition of the importance of effective leadership, good stewardship, professional staff, quality customer service, and community interaction provided guidance in the development of this Request for Offers.