

CITY OF BELLEVUE  
CITY COUNCIL

Summary Minutes of Study Session

February 18, 2014  
6:00 p.m.

Council Conference Room  
Bellevue, Washington

PRESENT: Mayor Balducci and Councilmembers Chelminiak, Lee, Robinson, and Stokes

ABSENT: Deputy Mayor Wallace and Councilmember Robertson

1. Executive Session

Councilmember Chelminiak opened the meeting at 6:05 p.m., and declared recess to Executive Session for approximately 30 minutes to discuss one personnel matter and one item of potential litigation.

The meeting resumed at 6:42 p.m., with Mayor Balducci presiding.

2. Study Session

(a) Arts Commission Review of Allocations Recommendations

Acting City Manager Brad Miyake opened staff's presentation regarding the Arts Commission's recommendations for 2014 arts funding. He welcomed Mary Pat Byrne, Arts Specialist, and Trudi Jackson, Arts Commission Vice Chair.

Vice Chair Jackson said the City received a record number of applications for arts funding in 2014, 36 compared to last year's 31. Funding is provided through two programs: 1) Eastside Arts Partnerships, and 2) Special Projects. Groups in the EAP program do all or most of their programming in Bellevue and have been in the community for at least three years. Special projects are one-time or once yearly projects.

Ms. Jackson described the ongoing need for arts facilities. KidsQuest Children's Museum is raising money to move to downtown Bellevue, Music Works Northwest is searching for replacement space, and Evergreen City Ballet is searching for new space to expand.

Ms. Byrne described a few of the Special Projects including Newport Hills public art, Seattle International Film Festival (SIFF) screenings at Lincoln Square with 10 visiting filmmakers, and the School of Taiko's Japanese Music Festival.

Ms. Byrne said Councilmember Robinson requested 2013 attendance figures for arts organizations. The City requested data from all applicants and funded groups. They reported actual attendance for 2013 as 641,044, compared to the estimated 647,980. This represents all events that take place in Bellevue by City-funded organizations, including five festivals.

The total attendance does not include members of the public who view exhibits of the Eastside Association of Fine Artists (EAFA) because there is no way of counting at the various locations (e.g., Overlake Hospital, Bellevue Regional Library). The total also does not include the number of KBCS-FM (Bellevue College) listeners in Bellevue.

Ms. Jackson said the meeting packet (beginning on page SS 2-5) includes the list of funding recommendations by the Arts Commission.

Responding to Mayor Balducci, Ms. Byrne said there were 25 applicants for Special Projects, and 23 are included in the funding recommendations.

Responding to Ms. Balducci, Ms. Jackson said the Arts Commission does track the amounts requested each year as well as the amounts allocated to each organization. She said applicants are instructed to ask for what they actually need, and the allocations are always below the requested amounts.

In further response to Ms. Balducci, Ms. Jackson said the Arts Commission first determines the priorities to be used in evaluating applications (e.g., diversity, artistic excellence, accessibility outreach, public benefit). A subcommittee of the Arts Commission reviews all of the applications, its members independently score the applications, and the numbers are compiled. This year, because there was one fewer EAP applicant, some of the EAP money was moved to Special Projects to help address those needs.

Ms. Byrne said that part of the strategy with EAP funding is to create an atmosphere of stability and predictability. Those funding levels remain relatively stable over time.

Councilmember Robinson noted there are four arts groups looking for new facilities. She questioned whether the City's financial assistance will ensure that they are relocated within Bellevue.

Ms. Byrne said the City is confident that the projects reflected in the applications will take place in Bellevue. If that does not happen, the organizations do not receive the money.

In further response, Ms. Jackson said SIFF has been asked to think about and reflect the diverse populations in Bellevue, which differ in kind and percentages from those in Seattle.

Ms. Robinson said that she had not previously heard of the Chinese Opera Club. She would like the City to be supporting the group in publicizing its events to the entire Bellevue community.

Ms. Robinson observed that the Studio East proposal does not seem to fit the model for City funding. She questioned whether it is a nonprofit and whether it offers scholarships. She said there are other groups that offer scholarships to Bellevue youth, and Studio East provided only one performance last year in a Bellevue school. She would rather allocate that money to the KidsQuest Museum because it serves a large number of residents.

Ms. Byrne said the amount paid to Studio East completely covers the cost of the performances, and the organization chooses the schools with the most students receiving paid lunches. This is not a youth theatre program so there are no scholarships. These performances involve professional actors. However, Ms. Byrne said Studio East also has theatre programs for children.

Ms. Jackson said Studio East is not located in Bellevue and the City does not pay for any of its activities occurring outside of Bellevue. Studio East is paid only for its performances in Bellevue schools, which will be two in 2014. She said this gives Bellevue youth the opportunity to see professional actors performing a locally scripted play.

Councilmember Lee thanked the Arts Commission for its work. He noted that he participated in a SIFF event last year for the screening of a movie called *Beijing Meets Seattle*, which was the most popular movie in China for approximately six months. He said tourism from China to this region increased significantly since that film was released.

Councilmember Stokes said he is pleased to see SIFF expanding to Bellevue. He believes that exchanges with arts organizations outside of Bellevue help Bellevue to gain more of a presence within the region. He questioned how this fits into growing the arts fund and having a larger impact on keeping up with increasing diversity and population.

Ms. Jackson said she serves on the Downtown Livability Initiative Advisory Committee, and she believes that the arts make a city livable. She said arts funding needs to expand to ensure the vitality of the Downtown and of the overall community. She wants arts funding to be seen as not just nice but as necessary.

Councilmember Chelminiak said arts and cultural activities are an integral part of making the region attractive. He observed that the total funding of \$110,000 is not large within the context of the overall budget. He said some Councilmembers have been discussing the prospect of establishing a cultural development fund.

→ Councilmember Chelminiak moved to approve the Arts Commission's recommendations for the 2014 Eastside Arts Partnership and Special Projects allocation, and to direct staff to proceed with implementation. Councilmember Stokes seconded the motion.

Mayor Balducci asked staff to publicize arts events and opportunities for the Council and residents. She thanked the Arts Commission for their work and advocacy for the arts.

Mayor Balducci acknowledged Genevieve Tremblay, Arts Commission Chair, in the audience and noted she is ending eight years of service as a volunteer Arts Commissioner. Mayor Balducci commended Ms. Tremblay's leadership and creativity.

→ The motion carried by a vote of 5-0.

(b) Update on One City Initiative

Mr. Miyake introduced staff's update on the One City Initiative, which was established in 2007 with the goal of supporting an ongoing commitment to being a high-performing organization. He noted the summary of One City's philosophy and goals on page SS 2-13 of the meeting packet. Since the initiative began, the organization has experienced significant improvements in the delivery of services by operating departments. Mr. Miyake said the Budget One process came out of the One City initiative. He noted that tonight's update is presented in part to provide context for the upcoming budget process.

Mr. Miyake introduced the following staff who have been involved with the One City Initiative since the beginning: Ann McCreery, Organizational Development Manager, City Manager's Office; Kyle Stannert, Public Records Manager, City Clerk's Office; Frank Pinney, Assistant Director of Civic Services; and Lt. Dan Mathieu, Police Department.

Ms. McCreery described the three key concepts of the One City approach: 1) working collaboratively, 2) using innovation to challenge the status quo, improve what exists, and create new approaches, and 3) keeping a future focus. She described the implementation of the One City model through: 1) organizational assessment and improvement, 2) outreach and communication, and 3) education and training.

Mr. Stannert addressed the benefits of the One City model. Research has shown that more engaged employees are more likely to provide better overall service as well as seamless service across departments. He described a recent community forum with nonprofit providers during which the City of Bellevue received a number of compliments consistent with its One City values: working collaboratively, always wanting to improve processes, and looking to the future.

Mr. Stannert reported that employee surveys indicate a highly energized workforce with a high degree of satisfaction in working for the City of Bellevue (84 percent) when compared to both public and private organizations across the country. A specific combination of indicators reflects that 66 percent of City employees are fully engaged in their work every day, compared to the national average of 30 percent across all organizations. Mr. Stannert said the City has weathered the economic recession and related budget reductions while increasing employee scores for engagement. As a general rule, highly engaged employees are more productive and tend to stay longer with an organization.

Mr. Stannert noted that the relatively high scores for employee satisfaction correlate to the results of citizen surveys. In the 2013 survey, 94 percent of respondents indicated that the

overall quality of city services exceeds or greatly exceeds their expectations. Similarly, 83 percent of respondent indicate that Bellevue is somewhat to strongly headed in the right direction. These results have remained high over the past several years, including through the economic downturn and budget cuts.

Mr. Pinney described an example of how One City has improved City services and programs. In 2010, the Budget One process highlighted concerns within Bellevue's Fleet Operations. By 2012, Bellevue was recognized for having the 12<sup>th</sup> best Fleet Operations in North America.

Mr. Pinney said that, in 2010, the Fleet shop had problems with morale, customer satisfaction, and an organizational lack of understanding of their role. The shop took measures to increase employee engagement, share in leadership, promote data-driven decisions, and improve the focus on customers. The Fleet Shop worked closely with the Fire Department to evaluate and restructure fleet and equipment maintenance. This ultimately resulted in more than a 20 percent reduction in service hours for fire apparatus, which increased the availability of vehicles. Customer satisfaction increased significantly, and the innovations saved the Fire Department \$225,000 in maintenance costs annually. A vacant Fleet Operations management position was moved to the floor to better serve customers.

Carter Dillon, Mechanical Repair Technician, offered his perspective on the impact of the One City process on the Fleet shop. He said the self-managed work group approach allowed decisions to be made at the work group level, and work groups helped each other when needed. The employees initially met once a week but meetings became less frequent as operations improved. They developed their own standard operating procedures (SOPs) outlining expectations, reviewed warranty replacements through outside services, and have taken on other tasks from management's work load.

Mr. Dillon said the side benefits that were not expected included improvements in: 1) employee attitudes, 2) communication between management and employees, and 3) employees' perception and engagement. He said the innovation of self-managed work groups has resulted in increased employee confidence, communication, and team-building.

Mr. Dillon said supervisors have been instrumental in mentoring the group and allowing employees to make decisions based on factual data and proven processes. Mr. Dillon said the consensus of his work group is that the perception of favoritism is gone. Each employee recognizes everyone's strengths and weaknesses and understands why certain employees are assigned specific tasks. Mr. Dillon said he and his co-workers feel a sense of pride in their accomplishments and would like to continue in the same manner.

As another example of the impact of One City concepts, Mr. Pinney described the Botanical Garden's collaboration with outside partners, use of performance measures, and extensive involvement of volunteers. The Garden engaged in a process improvement that improved the tracking of volunteer labor, reduced the cost of background checks, and reduced data entry by eliminating the tracking of non-value-added tasks.

Mr. Stannert said the City began accepting all development permit applications electronically through the MyBuildingPermit.com portal in mid-2013. This resulted from an extensive effort within the organization and in collaboration with other cities, and incorporated the key One City concepts of collaboration, innovation, and keeping a future focus. As of December 2013, 44 percent of all permit applications are submitted and reviewed electronically.

Responding to Councilmember Lee, Mr. Stannert acknowledged that some aspects of MyBuildingPermit.com do not work as well with mobile devices as on a laptop or desktop computer.

Continuing, Mr. Stannert described staff's innovations and improvements to the public disclosure response process. Despite the increased volume and complexity of public disclosure requests, the City has decreased its average response time by 40 percent and the median number of days for processing a response from 16 days in 2008 to 9 in 2013.

Lt. Mathieu described the City's collaboration with the City of Redmond to improve traffic flow (travel times) for citizens in the Overlake area, and showed a short video. This process improvement utilized the City's adaptive traffic signal technology as part of the solution.

Mr. Miyake thanked the One City team for the presentation. He said this initiative has taken root in the organization and will continue to pay dividends in the future.

Mayor Balducci thanked staff for the presentation and for sharing specific stories and examples. She acknowledged that it can be difficult for management to step back and let employees be more self directed. However, it can clearly provide benefits in improved operations and employee morale.

Ms. Balducci observed that past process improvement efforts related to the 4<sup>th</sup> of July celebration have had noticeable benefits including enhanced efficiency in moving crowds out of the downtown at the end of the evening.

Councilmember Stokes commended staff for their work with the One City and Budget One approaches.

At 7:55 p.m., Mayor Balducci declared recess to the Regular Session.

Myrna L. Basich, MMC  
City Clerk

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