



# City of Bellevue 2011-2012 Budget



Safe Community • Improved Mobility • Healthy & Sustainable Environment • Innovative, Vibrant & Caring Community  
Quality Neighborhoods • Economic Growth & Competitiveness • Responsive Government





## City of Bellevue, Washington

### Acknowledgements

---

#### 2011-2012 Adopted Biennial Budget

Don Davidson, Mayor  
Conrad Lee, Deputy Mayor  
Claudia Balducci, Councilmember  
John Chelminiak, Councilmember  
Grant Degginger, Councilmember  
Jennifer Robertson, Councilmember  
Kevin Wallace, Councilmember

Steve Sarkozy, City Manager

#### Prepared By:

Jan Hawn, Finance Director

Sara Lane, Assistant Finance Director

#### Budget Office

David Baldwin  
Carla Beauclair  
Jason Bentosino  
Robin Long

Andrea McMaster  
Jan Penney  
Rich Siegel  
Melissa Treptow

#### A Special Thanks To:

Nav Ota, Project Manager	City Attorney's Office
Budget Planning Team	City Clerk's Office
Results Team Members	Civic Services Department
Leadership Team	City Manager's Office
Fiscal Managers and Staff	Development Services Department
	Finance Department
	Fire Department
	Human Resources Department
	Information Technology Department
	Office of Economic Development
	Parks & Community Services Department
	Planning & Community Development Department
	Police Department
	Transportation Department
	Utilities Department

**Printing:** Naomi Karch, Copiers Northwest



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Bellevue**

**Washington**

For the Biennium Beginning

**January 1, 2009**

A handwritten signature in black ink, appearing to read 'Carla E. Fudge'.

President

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Bellevue, Washington for its biennial budget for the fiscal biennium beginning January 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





**City of Bellevue, Washington**  
**2011-2012 Budget**  
**Table of Contents**

---

1. Transmittal Letter ..... 1-1

2. About Bellevue .....2-1

3. Stakeholder Outreach and Reader’s Guide .....3-1

    a. Stakeholder Outreach ..... 3.a-1

    b. Reader’s Guide ..... 3.b-1

4. Executive Summary..... 4-1

5. Budget Summary.....5-1

    a. Resource Summary ..... 5.a-1

    b. Expenditure Summary ..... 5.b-1

6. Financial Forecasts ..... 6-1

    a. General Fund.....6.a-1

    b. Other Funds.....6.b-1

7. Budget By Outcome ..... 7-1

    Each Outcome section contains the following:

- Introduction
- Purchasing Strategies Summary
- Purchasing Plan Overview
- Budget By Outcome - Ranking
- Proposal List
- Non-Funded Proposals
- CIP Project List by Outcome

    a. Safe Community ..... 7.a-1

    b. Improved Mobility..... 7.b-1

    c. Healthy & Sustainable Environment..... 7.c-1

    d. Innovative, Vibrant & Caring Community..... 7.d-1

    e. Quality Neighborhoods ..... 7.e-1

    f. Economic Growth & Competitiveness ..... 7.f-1

    g. Responsive Government.....7.g-1



**City of Bellevue, Washington**  
**2011-2012 Budget**  
**Table of Contents**

---

8. Department Information .....8-1

Each Department section contains the following:

- Budget Expenditure by Category
- Staffing Summary
- Expenditure Budget Summary
- Organization Chart
- Accomplishments and Challenges
- Performance Metrics
- Proposal List by Department/Outcome

a. City Attorney’s Office ..... 8.a-1

b. City Clerk’s Office ..... 8.b-1

c. City Council’s Office ..... 8.c-1

d. City Manager’s Office ..... 8.d-1

e. Civic Services ..... 8.e-1

f. Community Council ..... 8.f-1

g. Development Services ..... 8.g-1

h. Finance ..... 8.h-1

i. Fire ..... 8.i-1

j. Human Resources ..... 8.j-1

k. Information Technology ..... 8.k-1

l. Office of Economic Development ..... 8.l-1

m. Parks & Community Services ..... 8.m-1

n. Planning & Community Development ..... 8.n-1

o. Police ..... 8.o-1

p. Transportation ..... 8.p-1

q. Utilities ..... 8.q-1

9. Comprehensive Financial Management Policies ..... 9-1



City of  
Bellevue

Post Office Box 90012 • Bellevue, Washington • 98009 9012

April 12, 2011

The Honorable Mayor Don Davidson  
Members of the City Council  
Residents and Stakeholders of the City of Bellevue

Dear Mayor Davidson, City Councilmembers, Residents and Stakeholders of Bellevue:

We are pleased to present the City's 2011-2012 Operating Budget and the 2011-2017 Capital Investment Program (CIP) Plan. These combined budgets (the Budget) total \$1.2 billion for the 2011- 2012 biennium and were unanimously adopted by Council on December 6, 2010.

The Operating Budget and CIP Plan shows the planned spending levels for seven strategic outcome areas and proposals approved by the Council including (1) *Safe Community* (2) *Improved Mobility* (3) *Innovative, Vibrant & Caring Community* (4) *Quality Neighborhoods* (5) *Healthy and Sustainable Environment* (6) *Responsive Government* and (7) *Economic Growth and Competitiveness*.

The Budget culminates nearly a year's discussion and engagement of several cross-departmental employee teams convened around the Council strategic outcome areas. It identifies the government programs and services that we believe will achieve improved results for the public. The Budget provides a balance between the operating and capital needs of the city and encourages innovation and efficiency across the organization.

Traditional incremental budgeting was set aside in favor of an approach that would result in funding operational programs and capital projects within the seven outcome areas that matter to the community. The budget reflects what our community can afford and does not increase taxes. It reflects the hard realities of the current and near future state of the economy and reduces the budget by approximately \$20 million in each year of the biennium.

The Budget provides adequate funding for Police, Fire, Parks, and Transportation while seeking more efficiencies and cost savings in support departments such as Finance, Human Services, Information Technology and Civic Services. The budget continues to provide a lifeline for those of our residents who are most in need and actually increases funding to the non-governmental organizations who partner with us in social and health services, education, food assistance, and other support for those in our community newly impacted by the recession.

### ***State of the Economy***

These continue to be difficult times not only for residents and our business and corporate communities, but also for the City of Bellevue government and its employees. The recession's impacts continue across the United States. It affects the current state of our local economy and is the most severe and longest lasting recession faced by the City since its incorporation in 1953. Even as our economy begins to recover, we do not expect to return to pre-recession revenue levels for several years. We have endured nearly three years of belt tightening and cost containment but believe we have emerged with a budget that meets the needs of our

community and sets our spending and staffing to affordable and sustainable levels while maintaining a level of service quality that is acceptable to our residents and stakeholders.

Despite the slow recovery from the recession, Bellevue is better positioned than many other cities in the region and the nation to face the impact of the recession. Strong fiscal stewardship and economic development through the years, an engaged workforce stressing efficiency, quality and customer service along with targeting resources to core municipal services will continue to help the City get through these difficult times.

### ***Revenues Supporting the Budget***

The 2011-2012 Budget and 2011-2017 Capital Investment Program (CIP) Plan is balanced as required by Washington State law. It calls for no new taxes. Nevertheless, the Budget reflects a \$11.6 million reduction in 2011 General Fund operating revenues (excluding beginning fund balance) compared to 2010 amended budgeted revenues. Although the Budget is balanced, both the operating and capital budget estimates continue to be influenced by a slower than expected regional economic recovery.

Estimating revenue in these volatile and unique economic times is extremely difficult. We are committed to living within our means, and as the new biennium begins, we will closely monitor our revenue estimates and take appropriate management action to reduce spending as necessary.

### ***Guiding Principles***

In developing this Budget, the organization followed a number of guiding principles. Foremost is the Council's long-term policy that "quality service programs will be offered by the City of Bellevue. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs."

Other guiding principles included:

- a focus on services that deliver Outcomes important to the community;
- an examination of the entire budget, not just incremental changes from the last budget;
- a commitment to innovation and efficiency;
- the use of an evidence-based approach to determine how to achieve Outcomes;
- the use of Citywide, not Department, priorities; and
- a long-range strategic approach to reset the budget to levels that are affordable and sustainable by our community.

This Budget was adopted after numerous discussions with Council. A new Budgeting for Outcomes process called "Budget One" was first introduced in January 2010. Since then, the Council has held three public hearings on the budget and more than 72 residents and/or organizations ranging from neighborhood associations to non-profit organizations testified on the budget. The Council engaged with staff during two budget workshops and devoted segments of 10 study sessions including a Special Meeting to discuss the budget process and community priorities for approximately 500 individual service-level proposals before adopting the Budget on December 6, 2010.

The process has also involved an unprecedented number of staff at all levels of the organization. It has been a transparent process with opportunities for all employees to view proposals and their rankings over the City's intranet. Copies of the final proposals are available on the City's Website.

## ***Outcomes for the Community***

The Budget focuses on services that deliver outcomes that are important to our community and aligns departmental priorities to these outcomes. The Budget reflects the values of our community and important community-wide priorities recognized by the Council. It is the summation of months of work by numerous employees in cross-departmental teams. These teams looked at what we do from the eyes of citizens while reviewing and ranking operating and capital proposals. They looked at best practices, survey data, industry standards and performance metrics to arrive at recommendations. Rankings were vetted by our Leadership Team (LT) to form not only the basis of a new budget for Council consideration, but also to reset what we do and assure that the budget targets the highest priorities of our citizens and is in line with the current economic reality.

During budget execution, we will take a close look at our progress in the key Outcomes as adopted by the Council. We have developed a system of performance metrics including community, outcome, and departmental indicators. We will visit these measures frequently during the biennial budget to determine if we are meeting community needs and positively influencing our community condition. We will use the indicators to adjust programs as necessary and to celebrate our successes or to overcome our challenges.

The Budget is an organizational capacity “reset” reflecting the times we face and will continue to face for the future. It is a downsized budget and sets a strategic direction that is sustainable and affordable in the long run. It calls for no new taxes and preserves front line programs and core services that matter most to the community such as Police, Fire, and Parks and Recreation programs. It includes targeted reductions to support departments such as Finance, Information Technology, and Civic Services. Where possible, departments made significant efforts to incorporate efficiencies and innovation savings that would continue service levels in response to the economic challenges.. Approximately 74 net positions will be eliminated in the 2011-2012 Budget compared to the 2009-2010 Amended Budget.

The Budget maintains programs that will keep our community safe, supports economic development and competitiveness within the region and internationally, improves traffic flow, encourages other modes of transportation, and continues to keep our arterial and neighborhood streets clean. The Budget includes programs that protect and improve our environment, and programs that make continued investments in the arts that enhance our community. The budget continues to focus on youth programs to provide meaningful experiences for this important sector of our community. Amidst these challenging times the budget increases funding to critical human services.

We believe the Budget is the appropriate and affordable mix of services and programs for the current economic environment.

The 2011-2012 Operating Budget totals \$668.6 million (excluding interfund transactions and reserves). The funding and key operational changes by Outcome are described more fully in the Outcome sections of the Budget - chapter 7 titled “Budget by Outcome” and chapter 8 titled “Department Information”.

Despite efforts to maintain critical services, residents will feel the hard decisions required to balance the Budget. Many of these cuts will be evaluated over this next biennium to determine the impact of the reductions and viability of maintaining the lower levels of service in the long run. Some examples of reductions in service levels include:

- Community Center operating hours will be reduced.
- The Transit Center Police Substation will be closed as sufficient resources are available to protect the public through the downtown police patrol, the bicycle patrol, and the City Hall station officer.
- Roadside mowing will be reduced from twice a year to once a year in many places.
- 50% reduction in non-critical road sign maintenance.
- Reductions in interpretive exhibits and displays for environmental education outreach.
- Reduced frequency of janitorial services at City facilities and parks.

The following table summarizes the operating Budget by Outcome and Department.

### Total Operating Budget by Outcome and Department

	Safe Community	Improved Mobility	Healthy & Sustainable Environment	Innovative, Vibrant & Caring Community	Quality Neighborhoods	Economic Growth & Competitiveness	Responsive Government	Total	%
City Attorney	\$2,052,579						\$13,111,479	\$15,164,058	2.27%
City Clerk	162,984						3,558,956	3,721,940	0.56%
City Council							681,643	681,643	0.10%
City Manager			\$257,358				3,644,811	3,902,169	0.58%
Civic Services		\$845,505	253,103				38,903,703	40,002,311	5.98%
Community Council							8,000	8,000	0.00%
Development Services	7,448,706	426,543			\$1,426,649	\$6,945,473	6,173,386	22,420,757	3.35%
Finance	7,103,946		119,473			10,100,000	40,699,279	58,022,698	8.68%
Fire	69,147,983			\$11,495		511,812	1,189,844	70,861,134	10.60%
Human Resources				175,000			43,688,448	43,863,448	6.56%
Information Technology	456,000						25,289,220	25,745,220	3.85%
Office of Economic Development						649,684		649,684	0.10%
Parks & Community Services	3,052,654		5,584,407	50,213,880	6,176,251		760,152	65,787,344	9.84%
Planning & Community Development		701,433		3,736,979	1,719,712		3,428,149	9,586,273	1.43%
Police	60,424,204			90,330				60,514,534	9.05%
Transportation	4,593,383	24,850,498	6,766,041	132,656	839,923	1,927,042	2,854,065	41,963,608	6.28%
Utilities	906,721	146,367	201,717,571	1,123,396		775,151	1,085,633	205,754,839	30.77%
Total	\$155,349,160	\$26,970,346	\$214,697,953	\$55,483,736	\$10,162,535	\$20,909,162	\$185,076,768	\$668,649,660	100.00%
	23.23%	4.03%	32.11%	8.30%	1.52%	3.13%	27.68%	100.00%	

### Capital Investment Program (CIP)

The CIP is also severely affected by the recession. Our long-term capital program cannot be sustained as previously planned with the decline in future revenues currently anticipated by our long-term financial forecast and by increasing infrastructure demands related to planned growth within the Bel-Red Corridor, our neighborhoods and downtown Bellevue. Recognizing the severe financial constraints faced by the City, departments first prioritized internally to identify only the most critical and time-sensitive proposals to submit for funding consideration. A number of ongoing programmatic projects were significantly scaled back compared to the prior plan and the approved funding represents a phased approach to project implementation, with a mix of partial (e.g., fund design and/or right-of-way phases only) and full funding of projects. The result is a CIP that totals \$519.7 million for the 2011-2017 period, of which \$356.8 million is allocated to the General CIP and \$162.9 million is allocated to the Utility CIP. The CIP includes expenditures planned at \$206.7 million or nearly 40% of total seven-year expenditures during the first two years of the plan.

Outcome Area	Adopted 2011-2017 CIP Plan (\$M)		
	General CIP	Utility CIP	Total
Safe Community	\$12.0	-	\$12.0
Improved Mobility	150.6	-	150.6
Healthy and Sustainable Environment	6.8	162.9	169.7
Innovative, Vibrant and Caring Community	69.1	-	69.1
Quality Neighborhoods*	14.8	-	14.8
Economic Growth and Competitiveness*	0.3	-	0.3
Responsive Government	6.1	-	6.1
Debt Service	72.1	-	72.1
Council Contingency	25.0	-	25.0
<b>Total</b>	<b>\$356.8</b>	<b>\$162.9</b>	<b>\$519.7</b>

\* Other Outcomes contribute to the Economic Growth & Competitiveness and Quality Neighborhoods Outcomes.

Note: Totals may not foot due to rounding.

### ***Residents Give the City High Marks***

Despite the challenging economic climate, Bellevue residents continue to support their local government. Over the last several years, respondents to our citizen surveys have given us consistently high ratings for quality service delivery and value for their tax dollar. Despite the recent recession and slower than expected economic recovery, residents continue to see Bellevue as an excellent city and their neighborhoods as wonderful places to live. The scores that we receive suggest that residents are satisfied with city services, confident about Bellevue's future, and proud to live here.

Our last resident survey, conducted at the beginning of this year, continues this long history of quality and sustainability with high marks from our citizens once more:

1. 97% rated Bellevue as good to excellent place to live. Nearly nine in ten consider their neighborhood an excellent or good place to live.
2. 86% of respondents feel they are getting their money's worth for their tax dollars.
3. Bellevue residents feel safe in the City. After dark, 84% feel safe in their neighborhoods and 88% feel safe in downtown.

### ***Concern for Employees***

Right sizing an organization will produce profound effects on the climate and culture of that organization. We intend to manage the stress and anxiety that typically arise when work relationships are disrupted or colleagues leave an organization. In keeping with our Core Value of Commitment to Employees, we have done all we can to make the transition for those leaving the work force as smooth as possible.

The Human Resources Department has developed a Transition Resources Center site containing information and connections to resources to help with the transition for these affected staff members. Human Resources staff will continue to be available over the next several months to assist those separating from City service.

The table below displays the FTE/LTE counts included in the proposed 2011 Budget by Department and by Outcome. Additional department FTE/LTE change information is included in the Department Information section (Chapter 8).



**2011 Staffing By Department and By Outcome**

<b>By Department</b>	<b>2011 FTEs/LTEs</b>
City Attorney	23.60
City Clerk	14.75
City Council	7.00
City Manager	11.00
Civic Services	65.83
Development Services	91.76
Finance	50.00
Fire	246.60
Human Resources	14.80
Information Technology	54.81
Office of Economic Development	3.00
Parks & Community Services	165.09
Planning & Community Development	25.31
Police	216.60
Transportation	115.49
Utilities	167.57
<b>Totals By Department</b>	<b>1,273.21</b>

<b>By Outcome</b>	<b>2011 FTEs/LTEs</b>
Safe Community	524.25
Improved Mobility	95.97
Healthy & Sustainable Environment	176.62
Innovative, Vibrant & Caring Community	134.04
Quality Neighborhoods	29.93
Economic Growth & Competitiveness	45.11
Responsive Government	267.29
<b>Totals by Outcome</b>	<b>1,273.21</b>

***Investing in Utilities***

This Budget includes the following proposed utility rate increases for 2011 and 2012:

	<b><u>2011</u></b>	<b><u>2012</u></b>
<b><u>Water</u></b>		
<i>Cascade Water Alliance</i>	1.9	5.6
<i>Local Programs</i>	<u>1.4</u>	<u>2.3</u>
<i>Total</i>	<b>3.3%</b>	<b>7.9%</b>
<b><u>Wastewater</u></b>		
<i>Metro/King County</i>	7.9	0.0
<i>Local Programs</i>	<u>1.0</u>	<u>1.5</u>
<i>Total</i>	<b>8.9%</b>	<b>1.5%</b>
<b><u>Storm &amp; Surface Water</u></b>		
<i>Local Programs</i>	<b>3.2%</b>	<b>3.2%</b>



finding efficiencies, and otherwise reducing costs that impact local rate increases, resulting in an 11.4% reduction to local controllable costs.

As a temporary measure, in response to the current economic downturn, Utilities reduced the transfer from rates to capital reserves for the renewal and replacement of infrastructure in 2011 and 2012 – a reduction of \$3.1 million.

- This reduction will provide a short-term rate reduction during the 2011-2012 biennium, but will create the need for larger rate increases in the future to return to planned contribution levels for funding infrastructure replacements.
- Accumulating reserves to pay for the proactive replacement of aging systems before they fail allows customers to continue to enjoy reliable, unobtrusive delivery of the most basic and critical services.

### ***Risks and Watch Areas***

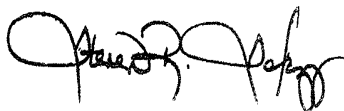
As with any budget, there are risks and brewing issues to be watched. These issues are summarized in the Forecast section (Chapter 6) of this document.

### ***Conclusion***

In closing, I want to say that this process has been both challenging and rewarding for the City organization. Scores of staff have participated at many different levels in developing this Budget while at the same time carried out their departmental assignments. Despite this complex process, the end product is a plan that will produce better results for our community and adequately support those programs that are most important to our residents and other stakeholders. Simply put, Budgeting for Outcomes is a huge advance for the city's budget process and one that we will use to construct future budgets.

I want to thank each member of the Results Teams, the staff of the Budget Office, all the employees in this city who wrote proposals or contributed to the success of this process, and to the employees who carried on their work to maintain Bellevue's reputation as a quality city in which to live, work, learn, and play.

Sincerely,



Steve Sarkozy  
City Manager

## About Bellevue

---

This chapter provides information about the City of Bellevue, its form of government, management structure, location, population, and business climate. This information will aid the reader in understanding Bellevue's service programs and means of providing these services. Budgetary values have more complete meaning when placed in this context.

### A. Form of Government and Organization

The City of Bellevue is a noncharter optional code city. It was incorporated as a third class city on April 1, 1953. On June 1, 1970, however, Bellevue elected to become an optional code city and be governed under the provisions of the Optional Municipal Code of the Revised Code of Washington. Optional code city status increases the City's operating authority by extending to it the powers of all four city classifications which exist in Washington law.

From its incorporation, Bellevue has maintained a Council-City Manager form of government. The City Manager is appointed by the Council as the chief executive officer of the City and is responsible to the Council for the proper administration of all City affairs. Councilmembers are elected at large by Bellevue voters, and each serves a four-year term. They are part-time officials who exercise the legislative power of the City and determine City policy. Bellevue has a seven-member Council, one of whom is elected by his or her fellow members to serve as Mayor for two years. The Mayor serves as Chairperson of the Council, makes appointments to Council committees, and presides over weekly Council meetings. The Mayor has an equal vote with other Councilmembers.

The offices of City Clerk, City Treasurer, and Chief of Police are subordinate positions required by State statute. They are established by the Council and appointed by the City Manager. The City Clerk is responsible for keeping public records and the City Treasurer is responsible for the receipt, disbursement, and custody of public monies. Though the City Clerk position, by statute, can include the duties of Treasurer, the City of Bellevue has established both positions, with the City Treasurer being defined as the Finance Director. All officers and/or department directors of the City are appointed by the City Manager.

On the following pages several different organization and responsibility charts are presented. These charts illustrate the City's management organization from different perspectives.

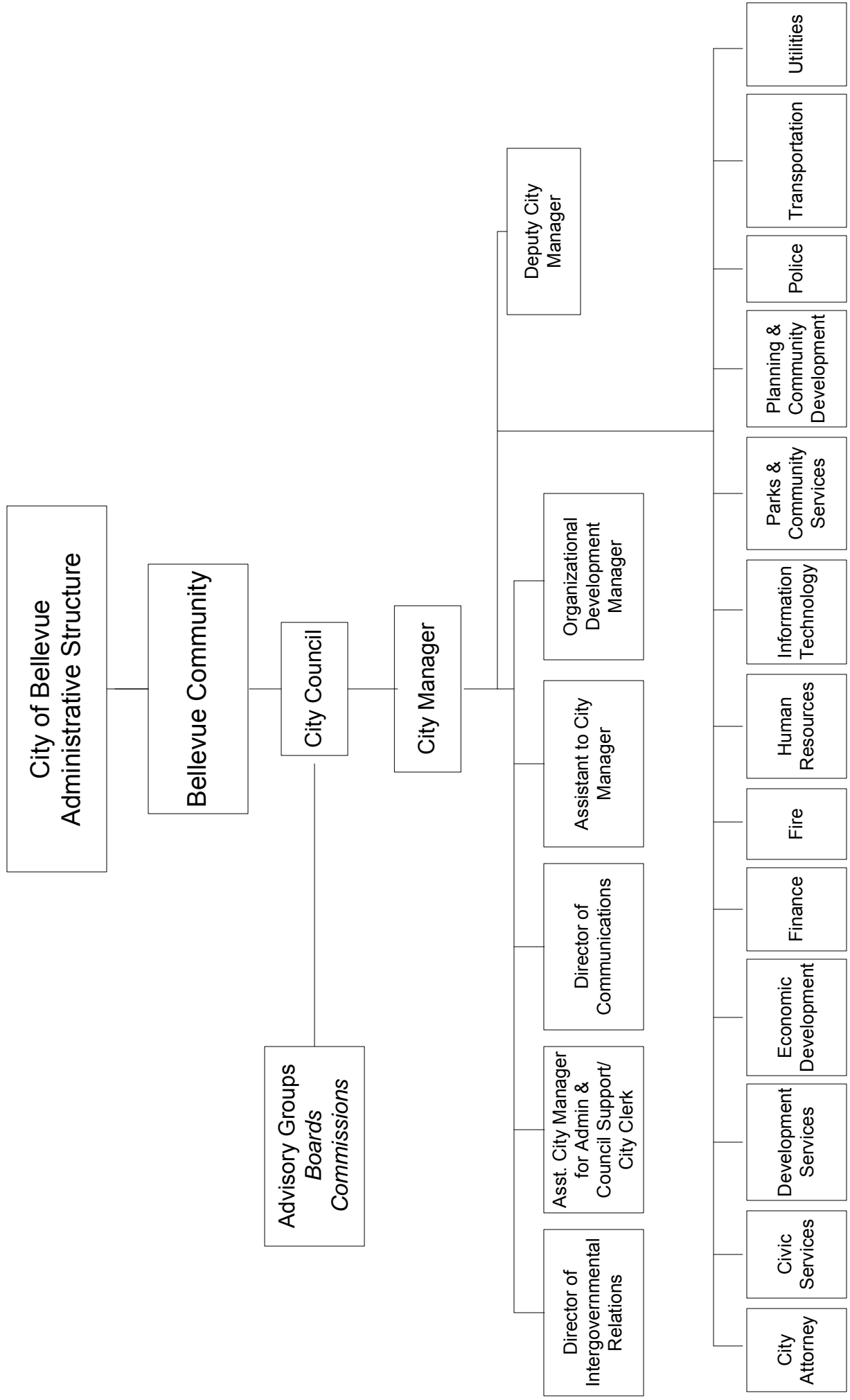
Figure 2-1 presents an organization chart that shows the reporting relationships that currently exist.

Figure 2-2 presents a functional organization chart showing the principal activities for which each organization is responsible. These functional responsibilities are shown in detail in the department organization charts presented in the departmental chapters of the Budget.

Figure 2-3 lists the current Councilmembers and department directors.

Figure 2-4 presents and describes the array of advisory boards and commissions.

**About Bellevue**  
**A. Form of Government and Organization**  
**Figure 2-1: Organizational Chart**



**About Bellevue**  
**A. Form of Government and Organization**  
**Figure 2-2 Functional Organizational Chart**

<p><b>City Attorney</b></p> <ul style="list-style-type: none"> <li>• Legal support for City Council, all departments, and boards &amp; commissions</li> <li>• Prosecution</li> <li>• Litigation</li> <li>• Risk Management</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• General supervision over the City's financial affairs</li> </ul>
<p><b>City Clerk</b></p> <ul style="list-style-type: none"> <li>• City Council support</li> <li>• City records and documents</li> <li>• Hearing Examiner staffing</li> <li>• Community Council staffing</li> </ul>	<p><b>City Manager</b></p> <ul style="list-style-type: none"> <li>• City administration</li> <li>• Intergovernmental relations</li> <li>• Media relations</li> <li>• Publications</li> </ul>
<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Personnel Services, including recruitment, selection</li> <li>• Matters of personnel policy</li> <li>• Compensation and classification</li> <li>• Workforce diversity</li> <li>• Staff training</li> </ul>	<p><b>Fire</b></p> <ul style="list-style-type: none"> <li>• Fire suppression and rescue services</li> <li>• Fire prevention and education</li> <li>• Emergency medical services</li> <li>• Disaster preparedness</li> <li>• Hazardous materials emergency management</li> </ul>
<p><b>Civic Services</b></p> <ul style="list-style-type: none"> <li>• Information Center</li> <li>• Facilities Services</li> <li>• Mechanical and electronic equipment repair</li> </ul>	<p><b>Development Services</b></p> <ul style="list-style-type: none"> <li>• Development review and permitting</li> <li>• Clearing &amp; grading permitting and inspection</li> <li>• Code enforcement</li> </ul>
<p><b>Parks &amp; Community Services</b></p> <ul style="list-style-type: none"> <li>• Administration of City parks and recreation programs</li> <li>• Youth Link</li> <li>• Human Services</li> <li>• Human Services Commission staffing</li> <li>• Probation</li> <li>• Park planning and development</li> <li>• Park Board staffing</li> </ul>	<p><b>Planning and Community Development</b></p> <ul style="list-style-type: none"> <li>• Rezones</li> <li>• Affordable housing</li> <li>• Citywide policy coordination</li> <li>• Comprehensive planning</li> <li>• Community outreach</li> <li>• Planning Commission staffing</li> <li>• Economic and statistical analysis</li> <li>• Community Development functions of CIP</li> <li>• Arts program and Arts Commission staffing</li> </ul>
<p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>• Management of City's computer and telecommunications systems</li> <li>• Telephone systems management</li> <li>• Computer applications programming</li> <li>• Geographic Information Systems (GIS)</li> </ul>	<p><b>Utilities</b></p> <ul style="list-style-type: none"> <li>• Water, sewer, storm &amp; surface water, and solid waste utilities</li> <li>• Private utility franchising</li> <li>• Utility billing</li> <li>• Environmental Services Commission staffing</li> <li>• Street maintenance</li> </ul>
<p><b>Police</b></p> <ul style="list-style-type: none"> <li>• Policing functions</li> <li>• Police-related community programs</li> <li>• Park patrol</li> <li>• Public safety communications center</li> </ul>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Transportation planning, design, construction management, and operation</li> <li>• Transportation Commission staffing</li> </ul>
<p><b>Office of Economic Development</b></p> <ul style="list-style-type: none"> <li>• Enhance the economy</li> <li>• Business development</li> <li>• Redevelopment of small neighborhood centers</li> <li>• Promote tourism &amp; international trade</li> </ul>	



**About Bellevue**  
**A. Form of Government and Organization**  
**Figure 2-3 City Officials**

---

**Elected City Council**

Mayor .....	Don Davidson
Council .....	Claudia Balducci
.....	Grant Degginger
.....	John Chelminiak
.....	Conrad Lee
.....	Jennifer Robertson
.....	Kevin Wallace

**Appointed Administrative Staff**

City Manager .....	Steve Sarkozy
Deputy City Manager .....	Brad Miyake
City Attorney .....	Lori Riordan
Assistant City Manager for City Council and Administrative Support .....	Myrna Basich
Development Services Director .....	Mike Brennan
Economic Development Director .....	Bob Derrick
Civic Services Director .....	Nora Johnson
Finance Director .....	Jan Hawn
Fire Chief .....	Michael Eisner
Human Resources Director .....	Yvonne Tate
Chief Information Technology Officer .....	Toni Cramer
Parks & Community Services Director .....	Patrick Foran
Planning and Community Development Director .....	Dan Stroh (Acting)
Police Chief .....	Linda Pillo
Transportation Director .....	Goran Sparrman
Utilities Director .....	Dennis Vidmar



**About Bellevue**  
**A. Form of Government and Organization**  
**Figure 2-4 Boards and Commissions**

---

**Arts Commission**

Number of Members: 7

Appointed By: Mayor, Confirmed by City Council

Purpose/Comments: To perform the necessary functions in order that Bellevue may provide leadership in the Arts and to advise the City Council on matters of the Arts.

The Board meets once a month, and staffing is provided by the Planning and Community Development Department.

**Bellevue Convention Center Authority Board**

Number of Members: 7

Appointed By: City Manager, Confirmed by City Council

Purpose/Comments: To govern the affairs of the Bellevue Convention Center Authority (BCCA) which was established by City Council action on December 4, 1989. All corporate powers of the BCCA are exercised by or under direction of the Board of Directors.

The BCCA Board meets monthly and staffing is provided by the Meydenbauer Center staff.

**Building Code Board of Appeals**

Number of Members: 7

Appointed By: City Manager

Purpose/Comments: 1) To hear appeals of any order issued by the City related to the Uniform Building and related codes; 2) to determine the suitability of alternative materials or methods of construction; and 3) to make recommendations to the City Council for new legislation related to the City's building codes.

The Board meets when convened to hear appeals filed with the City Building Official, and staffing is provided by the Planning and Community Development Department.



**About Bellevue**  
**B. Form of Government and Organization**  
**Figure 2-4 Boards and Commissions (continued)**

---

**Civil Service Commission**

Number of Members:	5
Appointed By:	City Manager
Purpose/Comments:	<p>1) To provide for, formulate, and hold competitive tests to determine the relative qualifications of persons who seek employment for the position of Police Officer or Firefighter with the City of Bellevue; 2) to provide for promotion on the basis of merit; 3) to give uniformed personnel tenure; and 4) to provide for a commission to investigate, by public hearing, suspensions, demotions, and discharges.</p> <p>The Board meets quarterly and as needed, and staffing is provided by the Human Resources Department.</p>

**Disability Board**

Number of Members:	5
Appointed By:	Two members appointed by the mayor, one firefighter elected by the City's firefighters, one law enforcement officer elected by the City's law enforcement officers, and one member of the public appointed by the other four members.
Purpose/Comments:	<p>To act upon, approve, or deny firefighters' and law enforcement officers' claims for disability leave/retirement or medical benefits.</p> <p>The Board meets once a month, and staffing is provided by the Risk Management Office.</p>

**Environmental Services Commission**

Number of Members:	7
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	<p>To act in an advisory capacity to the City Council regarding City Water, Sewer, Storm &amp; Surface Water, and Solid Waste Utility programs. The Commission makes recommendations to the Council as needed regarding short- and long-term planning, rates and rate structures, annual budgets, bond issues, and other policies directly related to utility functions.</p> <p>The Commission meets at least once a month, and staffing is provided by the Utilities Department.</p>



**About Bellevue**  
**B. Form of Government and Organization**  
**Figure 2-4 Boards and Commissions (continued)**

---

**Human Services Commission**

Number of Members:	7, plus City staff from the Police and Parks & Community Services Departments appointed as ex officio members by the City Manager
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	To make recommendations to the City Council regarding human services issues such as the community's needs, policy development, and the allocation of local and federal funds.  The Commission meets once a month and is staffed by the Parks & Community Services Department.

**Liberty Board**

Number of Members:	7
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	1) To serve as a liaison between the libraries and the community; and 2) to cooperate with the local, regional, and national trustees associations to participate in library matters.  The Board meets once a month, and staffing is provided by the local libraries.

**Parks & Community Services Board**

Number of Members:	7
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	The Parks & Community Services Board advises the City Council on policies regarding parks and open space issues such as park planning; design and construction; development, redevelopment and renovation; enterprise management; natural resources, land stewardship, and environmental education. The Board also advises the City Council on policies regarding community services issues such as recreation opportunities for a wide range of interests, ages, and abilities; cultural diversity; community centers; Parks & Community Services Department-related special events; and probation services.  The Board meets once a month, and staffing is provided by the Parks & Community Services Department.





**About Bellevue**  
**B. Form of Government and Organization**  
**Figure 2-4 Boards and Commissions (continued)**

---

**Planning Commission**

Number of Members:	7
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	To make recommendations to the City Council regarding land use issues such as the City's Comprehensive Plan, Subarea Plans, land use management ordinances, potential annexations, etc.  The Commission meets once a week, and staffing is provided by the Planning and Community Development Department.

**Transportation Commission**

Number of Members:	7
Appointed By:	Mayor, Confirmed by City Council
Purpose/Comments:	To advise the City Council on transportation issues and to make recommendations to the City Council regarding Transportation Facility Plans and related transportation capital investment projects.  The Commission meets weekly and is staffed by the Transportation Department.

## About Bellevue

### B. Location, Population, and Business Climate

#### B. Location, Population, and Business Climate

##### A Growing City

Bellevue, the fifth largest city in the state with a population of 122,363 in 2010, is located on the eastern shore of Lake Washington near the population and geographical center of the Puget Sound region. It is just 11 miles from Seattle and 40 miles from Tacoma with the mountains of the Cascades to the east, the Olympics to the west, and Mount Rainier to the south. Bellevue is about three hours north of Portland, Oregon, and two hours south of Vancouver, Canada.

As a thriving regional city encompassing an area of approximately 32.1 square miles, Bellevue is a major and growing employment center within the Puget Sound region.

Bellevue demographics are viewed as particularly favorable for economic growth and make Bellevue well positioned to meet the needs of a dynamic and resilient economy. City planners estimate that the residential population will rise significantly over the next several years, gaining more than 26,000 new residents by the year 2030. In downtown Bellevue alone, the residential population is forecast to grow from 7,000 current residents to 19,000 residents by 2030. Employment within downtown will increase at a rapid pace also with another 40,000 jobs added through 2030. In 2010, two of Bellevue's zip codes fell within the top 25 wealthiest zip codes in the Puget Sound area.

Between 2008 and 2009, Bellevue, like the region as a whole, experienced a loss of jobs. Overall, Bellevue's job base fell by about 5,600 jobs or 3.9%. The largest declines were in the professional, scientific, and technical industries and retail trade, which combined comprised nearly 50 percent of the decline. The information sector in contrast continued to grow in 2009 offsetting some of the job losses. Office vacancy rates in downtown Bellevue were 16.6% in the 4th quarter of 2010 with over 410,000 square feet of office space being desorbed in the last year alone.



Despite the recent recession, Bellevue's employment base citywide is expected to grow about 40 percent over the next 20 years, resulting in an increase of more than 53,000 new jobs. Bellevue's current daytime population is over 201,000, and Bellevue ranks second in the state in both retail sales and property values (as measured by assessed valuation). Its location at the crossroads between Microsoft's headquarters, the University of Washington and downtown Seattle strategically positions Bellevue as one of the strongest economic centers in the Puget Sound region. Many residential, retail and office buildings dot the city's horizon. Newly constructed office buildings include Lincoln Square's Office Tower, which is

## About Bellevue

### B. Location, Population, and Business Climate

entirely occupied by Microsoft and Eddie Bauer, The Bravern and City Center Plaza both of which are occupied by Microsoft, and Tower 333, which is occupied by Expedia.

Several newly constructed residential buildings within downtown Bellevue resulted in the addition of nearly 4,000 units between 2005 and 2010, including the Bravern Signature Residences and Bellevue Towers.

#### Expanding Economy

Bellevue started as a pastoral market hub for blueberry fields and farms. Founded in 1869 by William Meydenbauer, the rural community did not change much until the first floating bridge crossed Lake Washington in 1940. In the past two decades the City has grown to skyscraper heights and shed its “suburban” status to become a thriving metropolitan center and a “Technology Center” that is home to many of the world’s leading high-tech companies. Bellevue is the metropolitan hub for companies encompassing such sectors as software development, mobile communications, internet and network services, multi and digital media, and financial services. Its prestigious high-rise core provides office space for thousands of professionals. The University of Washington, one of the nation’s largest public research institutions, is also within close proximity.



A diversified mix of industries exists within Bellevue with retail and service sectors being the largest. Department stores such as Nordstrom and Neiman Marcus luxury retail, automobile dealerships, and electronic/computer stores lead the retail sector. The service sector has a high concentration of real estate companies, engineering firms, financial institutions, accounting firms, and computer software companies. Overlake Hospital Medical Center and Group Health Cooperative, two of the region’s major health care providers are located within Bellevue’s medical district just east of downtown.



Bellevue is home to several of the top 50 largest public companies in Washington including PACCAR, a manufacturer of trucks and other heavy equipment; Expedia, an online travel and vacation website; Esterline Technologies, a diversified aerospace company; Coinstar, which operates a nationwide network of coin counting and other electronic services; Drugstore.com, an online retailer of health, beauty, vision and pharmacy products; and InfoSpace, a provider of private label online search services. Many of these same companies make up the top 25 fastest-growing public companies in Washington including: Coinstar, InfoSpace, Esterline Technologies, and Expedia. BSquare, a provider of software and engineering services to smart devices, also falls among the top 25 fastest growing companies.



## About Bellevue

### B. Location, Population, and Business Climate

Bellevue is also a major trading center that is well-linked to established transportation corridors. Two interstate highways converge at Bellevue: I-90 links the City to the east-west interstate system and I-405 connects Bellevue with the north-south interstate system. Its convention center attracts over a quarter of a million people to the City each year. The Port of Seattle, the seventh largest container port in North America, is less than 20 minutes by interstate highway from downtown Bellevue. The City is also less than one-half hour from the Seattle-Tacoma International Airport and several commuter airfields which provide links to other cities in the Pacific Northwest as well as internationally.

#### Downtown Development

Downtown Bellevue continues to evolve as a vibrant urban center with a diverse mix of retail, residential, office, and cultural uses. Major new tenants are choosing Bellevue as a “destination” location. Many new residential and retail projects have added greatly to street-level pedestrian activity and the attractiveness of Downtown Bellevue as a place to both live and do business. These recent projects include mixed-use buildings with residential units and ground-floor retail space. Over 7,000 people now call Downtown Bellevue home, with another 39,000 plus working downtown.



With completion of the Access Downtown project, the City has largely implemented its 1989 downtown plan. An update of the downtown plan, completed in 2003, identifies new recommendations to support ongoing growth and development through 2020, including transportation, parks, and community character. A major project component of the Downtown Plan underway is the extension of NE 10<sup>th</sup> Street. This project will ultimately extend NE 10<sup>th</sup> Street from 112<sup>th</sup> Ave NE across I-405 & through the Overlake Hospital Medical Center campus to

connect with 116<sup>th</sup> Ave NE, resulting in improved access to the Overlake Hospital and Group Health Cooperative Medical Centers and reducing pressure on the already busy NE 8th Street crossing of I-405.



## About Bellevue

### B. Location, Population, and Business Climate

---

#### **Bellevue Schools and Higher Education**

The Bellevue School District is one of the most “high-tech” in the country. Bellevue public schools have computers in every classroom. Many technically oriented courses, such as drafting, are taught exclusively on computers. With a total enrollment of 17,700 students in 2010-11, the Bellevue School District consists of 16 elementary schools, 5 middle schools, 5 high schools, and 2 alternative schools. All five Bellevue School District’s large high schools were ranked in the top 1% of high schools in America according to the 2010 assessment and ranking of *America’s Best High Schools* reported by Newsweek Magazine and a similar ranking of the nation’s high schools by U.S. News and World Report.

Bellevue is home to one of the nation’s newest 4-year college, Bellevue College. The National Workforce Center for Emerging Technologies, located on the campus of Bellevue College (BC), focuses on cutting-edge information technology. Bellevue College has a student body of nearly 35,000 total students for the year. Based on information from the 2009 American Community Survey, Bellevue’s adult population is highly educated, with over 63 percent having a bachelor’s degree or higher. This is one of the highest levels in the nation and well above the county-wide average of 46 percent.

#### **A Wired City**

Bellevue residents value information technology and are among the nation’s most “connected” citizens. Based on a survey conducted in January 2008, nearly 100% of Bellevue residents have Internet access at home and more than 76% of those surveyed have high-speed access by either a cable modem or DSL. People use the Internet for a variety of daily activities including access to the City of Bellevue’s web page. The 2011 citizen survey revealed that nearly 80% of Bellevue residents are aware of the City’s Internet site. Of these residents, seventy-four percent have used the City’s web site to access information about parks and recreation programs, to pay bills to the city, to get information on garbage and recycling and for other reasons.

#### **Climate**

Mild winters and cool summers characterized Bellevue. High temperatures in July average about 75° F (24° C) while low temperatures in winter drop below freezing an average of only 15 days per year. Average rainfall in the region is about 38 inches per year compared to 19.5 inches in San Francisco, 34.5 inches in Chicago, and 40.3 inches in Washington, D.C.

#### **Recreation Opportunities**

Bellevue provides residents, visitors, and other stakeholders with a wealth of year-round outdoor recreation and spectacular natural beauty. Sailing, fishing, hiking, canoeing, kayaking, bicycling, golf, and water skiing are all popular activities. The City preserved over 1,700 acres of parks and open space, and nearly 50 miles of trails. It is truly a community for the future.

#### **General Demographics**

Bellevue's official 2010 population was 122,363 and is projected to be 148,400 in 2030. As the population has grown over the years, so has the median age and the diversity in Bellevue’s ethnic makeup.

## About Bellevue

### B. Location, Population, and Business Climate

In 2007-2009, the median age of Bellevue's population was 38.5 years, up from 35.4 in 1990. During this period, residents age 65 or over went from comprising 10.4 percent of the population to making up 14.0 percent of the population.

During this same period Bellevue became more racially and ethnically diverse. In 2010 minorities comprised over 40% of Bellevue's population, up from 14.7% in 1990. Asians alone represented nearly 28 percent of Bellevue's population, the highest share of any city in the state. Bellevue's Hispanic and Latino population also increased rapidly going from 5,827 in 2000 to 8,545 in 2010, an increase of 46.6 percent. In 2007-2009 over 31% of Bellevue's population had been born in a foreign country and over 35% spoke a language other than English at home. Over 84 languages are now spoken by children in Bellevue's public schools.

Bellevue's per capita/ income was \$45,406 in 2007-2009, which was significantly higher than King County's per capita income as a whole of \$38,303.

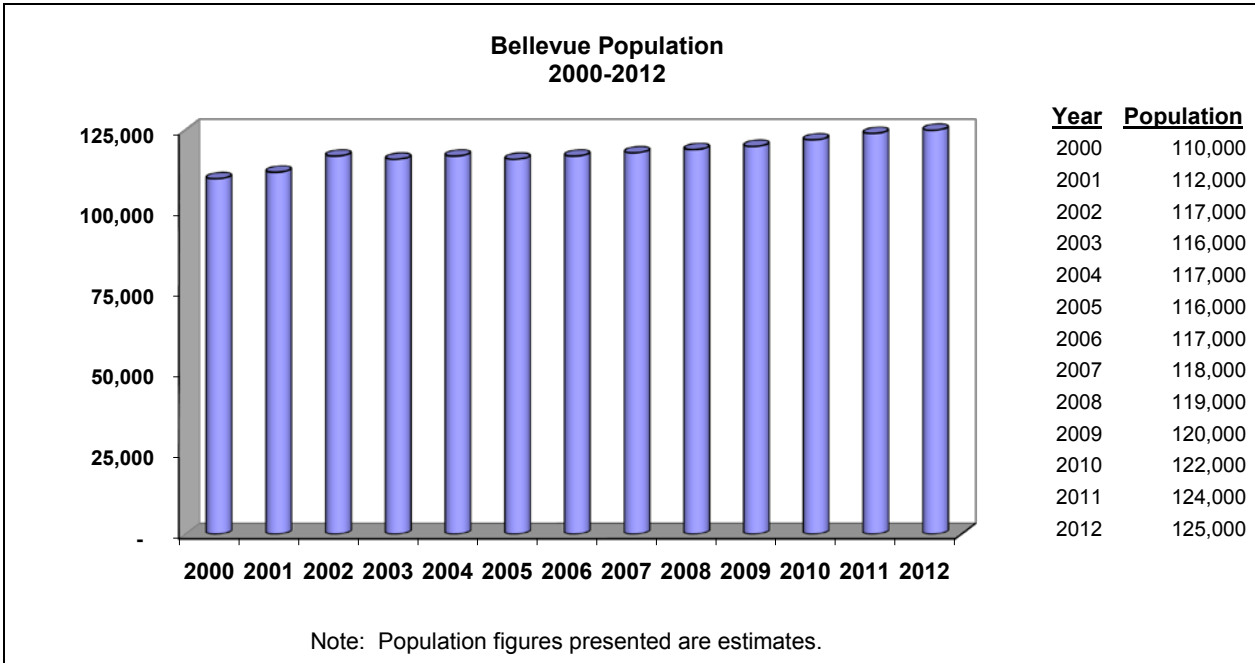


Figure 2-5 displays key demographic trends for Bellevue.



**About Bellevue**  
**B. Location, Population, and Business Climate**  
**Figure 2-5 Key Demographic Trends**

**Key Demographic Trends**



<b>Other Key Demographics 2009-2012</b>						
	<b>Actual 2009</b>	<b>Actual 2010</b>	<b>Projected 2011</b>	<b>Projected 2012</b>	<b>Unit Change 2011-2012</b>	<b>% Change 2011-2012</b>
Puget Sound Per Capita Personal Income	\$48,584	\$49,052	\$50,594	\$52,751	\$2,157	4.3%
Puget Sound Unemployment	8.6%	8.8%	8.7%	8.0%	(0.7%)	(8.2%)
Seattle CPI-U	0.6%	0.5%	1.5%	1.7%	0.2%	13.1%
Square Miles	31.5	31.5	31.5	31.5	-	-
Assessed Value (\$ in billions)	\$37.6	\$34.1	\$32.1	\$34.6	\$2.5	7.8%
Total Budget All City Funds (\$ in millions)	\$723.0	\$685.3	\$666.0	\$679.7	\$13.7	2.1%

## Stakeholder Outreach and Reader's Guide

### Introduction

---

Understanding a municipal budget and its specialized terminology can be a challenging exercise. In order to make review of the City of Bellevue's budget easier, this section provides information on how the City obtains stakeholder feedback, highlights the type of information contained in each chapter, describes some parts in detail, presents a glossary of commonly used budget terms, and gives directions for locating additional budget information.

This section is organized as follows:

#### **Stakeholder Outreach**

- A. Bellevue Budget Survey – details the citizen survey procedures and results.
- B. Public Hearings – provides resident comments during the three public hearings regarding the 2011-2012 Budget.

#### **Reader's Guide**

- A. 2011-2012 Budget Documents – identifies the information presented in each volume of the budget
- B. Basis of Accounting – discusses the basis of accounting used to present budget information.
- C. Glossary - provides definitions for many of the terms used in the budget document.
- D. Locating Additional Budget and Financial Information - provides a list of other documents containing information about the City's finances.





## Stakeholder Outreach

### A. Bellevue Budget Survey

Obtaining stakeholder feedback is one of several tools the City of Bellevue uses to plan its biennial budget. As part of the 2011-2012 Budget process, the City of Bellevue conducted a telephone survey to obtain resident feedback on budget priorities and three public hearings were held.

#### A. Bellevue Budget Survey

##### 1. Background and Objectives

The City of Bellevue's budget is produced every two years and includes a seven-year Capital Improvement Plan. The budget serves as a major policy document and describes how the City intends to finance its services and infrastructure. The Operating Budget Survey is designed to provide a statistically valid tool to enhance the City's knowledge of Bellevue residents' perceptions about the City and to better understand community priorities and expectations regarding city services. It has been performed on a biennial basis since 1998 to help support decision making for each upcoming budget.

The methodology was changed in 2010 to address the high incidence of cell phone-only households or households whose members primarily use cell phones. All Bellevue households were sampled using an address-based sample. Those sampled who had a listed or published telephone number were sent an advance letter notifying them of the upcoming survey and were contacted by telephone. Sampled households without a listed or published phone were assumed to be cell phone-only or primarily cell phone households. These households were sent a letter and three reminders asking them to participate in the survey by going online or calling a toll-free number. This methodology resulted in a total of 745 total interviews—205 completed over the telephone and 540 completed via the Web—nearly twice as many as in previous years. In addition, this methodology yielded a much more representative sample in terms of respondent demographics and household characteristics.

The survey addresses the following areas:

- General feelings about the direction in which the City is headed
- Attitudes toward quality of life at citywide and neighborhood levels
- Biggest problems at citywide and neighborhood levels
- Satisfaction with the Bellevue Police Department on different measures
- Importance and satisfaction ratings for specific city facilities and services
- Priorities for the City budget
- Preferences on strategies for addressing traffic congestion
- Value received for tax dollars and opinion of tax and service levels

##### 2. Key Metrics

Bellevue receives high ratings for all of its key metrics. These key metrics provide an overall picture of the health of the City from the perspective of its residents:

- 97 percent of all residents rate Bellevue as a good (52%) to excellent (44%) place to live.
- 91 percent of all residents rate their neighborhoods as good (55%) to excellent (36%) places to live.



## Stakeholder Outreach

### A. Bellevue Budget Survey

- 79 percent rate Bellevue as being close to very close to meeting their expectations for an ideal quality of life.
- 95 percent say the quality of city services meets (19%) or exceeds (76%) their expectations.
- 87 percent of all residents say that Bellevue is headed in the right direction.
- 78 percent of all Bellevue residents feel they are getting value (i.e., their money's worth) for the tax dollars they pay.
- Three out of four (75%) residents feel that Bellevue should keep both taxes and services at their current levels, nearly the same as in 2008.

#### 3. Priorities for City Services

While all of the 35 city services evaluated were considered to be at least somewhat important, receiving a rating of 4 or higher on a 7-point scale (4 is the midpoint), seven items were identified as being the most important:

- Responding to fires
- Responding to citizen calls for police
- Investigating and solving crimes
- Providing emergency medical services
- Protecting water quality in Bellevue's lakes and streams
- Maintaining street lights and traffic signals
- Maintaining existing streets and sidewalks

With the exception of maintaining existing streets and sidewalks, these items were also ranked as the most important in 2008. Maintaining existing streets and sidewalks increased from the 11th most important item in 2008 to the 7th most important item in 2010.

Consistent with the earlier finding that the overall quality of city services meets or exceeds Bellevue residents' expectations, their satisfaction with each of these individual aspects of city services receives relatively high ratings—a mean of 4.37 or greater on a 7-point scale (4 is the midpoint).

Residents are most satisfied with six items:

- Responding to fires
- Providing emergency medical services
- Ensuring clean and well-maintained parks
- Keeping Bellevue streets clean
- Maintaining street lights and traffic signals
- Responding to citizen calls for police

While still generally satisfied, residents are the least satisfied with:

- Promoting affordable housing
- Community policing
- Reducing traffic problems in neighborhoods
- Prosecuting misdemeanor crimes in Bellevue
- Building or widening city roads
- Providing outreach to give neighborhoods access to city services
- Making improvements for bicycle riders
- Promoting jobs and economic development



## Stakeholder Outreach

### A. Bellevue Budget Survey

---

A quadrant analysis was done to identify how to best allocate resources across these services based on what is most important to residents and their relative satisfaction with these items, as follows:

Quadrant A contains those items that are most important to Bellevue residents and have the highest satisfaction ratings. This quadrant includes (in order of satisfaction):

- Responding to fires
- Providing emergency medical services
- Ensuring clean and well-maintained parks
- Keeping Bellevue streets clean
- Maintaining street lights and traffic signals
- Responding to citizen calls for police
- Protecting water quality of Bellevue lakes and streams
- Maintaining existing streets and sidewalks
- Preserving open spaces and natural areas
- Providing opportunities for healthy lifestyles
- Building neighborhood improvements
- Investigating and solving crimes

Current levels of service should be maintained for all attributes in this quadrant. Particular attention should be paid to maintaining resources for investigating and solving crimes. While this attribute experienced a significant increase in resident satisfaction between 2008 and 2010, this attribute has the lowest satisfaction rating of any service in this quadrant, and satisfaction is only slightly above average.

Quadrant B contains those items that are most important to Bellevue residents but have below-average satisfaction ratings. This quadrant includes (in order of satisfaction):

- Preparing for disasters
- Managing the city's planning and zoning
- Providing services for citizens in need
- Promoting jobs and economic development
- Prosecuting major crimes

Resources should be devoted to improving levels of service in these areas. Particular emphasis should be placed on promoting jobs and economic development and providing services for citizens in need. Reflecting the economy, the importance of these two items increased significantly in 2010. Satisfaction with economic development decreased significantly from 2008. At the same time, satisfaction with the level of service provided for citizens in need has been increasing steadily since 2006 along with funding support.

Particular attention should also be paid to managing the City's planning and zoning practices. Satisfaction with this important element of service has been decreasing steadily since 2006.

#### 4. Budget Priorities

In the past Budget Surveys, respondents were read a list of six items and asked to indicate which of the items were the most important, second most important, and third



## Stakeholder Outreach

### A. Bellevue Budget Survey

---

most important items for the City to give priority to over the next two years. In 2010, an alternative methodology, MaxDiff Scaling, was used. MaxDiff is more powerful than traditional rating scales or ranking questions as it forces respondents to choose between items much as they would do in real life. Results suggest there are four primary priorities for service:

- Priority One: Public safety
- Priority Two: Neighborhood quality and the environment
- Priority Three: Economic growth and responsive government
- Priority Four: Mobility and community

#### 5. Traffic and Congestion

Traffic and congestion continues to be a major issue for Bellevue residents. However, there have been improvements:

- Resident satisfaction with the reduction in traffic accidents by enforcing traffic laws is at its highest level ever—mean rating of 5.47 on a 7-point scale.
- Resident satisfaction with the number of traffic patrols in neighborhoods has also increased—mean satisfaction rating of 5.35.

On the other hand, resident satisfaction with traffic problems in neighborhoods has continued to decrease from its high of 4.99 in 2006 to 4.63 today.

Bellevue residents agree most strongly that the City should work with regional transit agencies to improve local and regional public transportation serving Bellevue. Three out of five residents strongly agree with this strategy. There is also relatively strong support for encouraging people to use alternative modes of transportation such as carpooling, vanpooling, or transit (45% strongly agree).

#### 6. Police and Safety

Slightly less than one-third (31%) of Bellevue residents have had direct contact with the Bellevue police in the past year. Of those with direct contact, satisfaction is relatively high. Roughly two-thirds (63%) of residents reported that they are either completely (37%) or very (26%) satisfied with the quality of services provided by the Bellevue police department.

Citizen satisfaction with Bellevue police has increased in several areas:

- Investigating and solving crimes increased from a mean of 5.42 in 2008 to 5.60 in 2010.
- Prosecuting misdemeanor and gross misdemeanor crimes increased from a mean of 5.19 in 2008 to 5.31 in 2010.

At the same time, attention should be paid to responsiveness to citizen calls for assistance. Mean satisfaction has decreased from a high of 5.96 in 2006 to 5.83 in 2010. This element of service is the second most important to citizens.



## Stakeholder Outreach

### A. Bellevue Budget Survey

---

#### 7. Environmental Stewardship

Environmental stewardship is considered to be a high priority by Bellevue residents. More than four out of five (83%) residents strongly agree that safe drinking water and clean air are critical components of the environment.

There has been a significant increase in citizen satisfaction with the water quality in Bellevue's lakes and streams—from a mean of 5.50 in 2008 to 5.75 in 2010.

#### 8. Communications

While not as important as other elements of service, there has been a decrease in resident satisfaction with the ease of getting information about city services and programs—from a high of 5.39 in 2006 to 5.13 in 2010.

Just over two in five (42%) residents who have used a social networking site in the past 12 months report that they would be interested in using social media to communicate with the City. This equates to a total of 28 percent of all Bellevue residents.

#### 9. Sampling and Data Collection

To address the high incidence of cell phone–only households or households whose members primarily use cell phones, the 2010 Budget Survey methodology was changed significantly.

In the past, a random-digit dialing (RDD) telephone survey was used. Strict quotas were used to ensure representation of men and women, different age groups, and residents of multi-family versus single-family dwelling types roughly proportionate to their actual incidence in the population.

While RDD telephone survey research continues to be used widely, it has come under increased scrutiny due to the proliferation of cell phones as well as declining response rates. This has called into question the representativeness of surveys conducted using traditional RDD samples. Estimates today are that as many as 20 to 30 percent of all individuals no longer have a landline telephone and rely strictly on a cell phone or other mobile device to make and receive calls. An additional 20 to 35 percent have both landline and cell phone numbers but rely primarily on their cell phones.

Some studies address the problem of cell phone sampling by including a cell phone sample. In the case of Bellevue, this is an expensive and inefficient solution. It is inefficient because it is impossible to target cell phone households living in Bellevue as most of East King County shares the 425 area code. An alternative solution that is being increasingly used is address-based sampling with a dual mode for collecting the data among hard-to-reach populations as well as the growing number of cell phone–only and cell phone–primary households. The benefits of address-based sampling are described in the passage below from Centris Marketing Intelligence.

## Stakeholder Outreach

### A. Bellevue Budget Survey

---

*Recent advances in database technologies along with improvements in coverage of household addresses have provided a promising alternative for surveys that require representative samples of households. Obviously, each household has an address and virtually all households receive mail from the U.S. Postal Service (USPS)... Given the evolving problems associated with telephone surveys on the one hand, and the exorbitant cost of on-site enumeration of housing units in area probability sampling applications on the other, many researchers are considering the use of [USPS databases] for sampling purposes. Moreover, the growing problem of non-response—which is not unique to any individual mode of survey administration—suggests that more innovative approaches will be necessary to improve survey participation. These are among the reasons why multi-mode methods for data collection are gaining increasing popularity among survey and market researchers. It is in this context that address-based sample designs provide a convenient framework for an effective administration of surveys that employ multi-mode alternatives for data collection.<sup>1</sup>*

---

Virtually all survey samples today require some degree of weighting to ensure the results can be projected to the general population of interest. The weights were applied in two stages. The first-stage weight adjusted for the response rates between the two survey modes. The second weight is a post-stratification weight to make adjustments for imperfections in the sample and to ensure that the final sample represents the general population in Bellevue. Specifically, a post-stratification weight was applied to ensure that the gender and age distributions of the sample match that of all Bellevue residents.

Because of the change in methodology and the differences in the final sample makeup, changes to the questionnaire, and the introduction of post-stratification weighting, comparing the current survey results with previous years could be misleading. Therefore, there are limited comparisons to previous years. Instead, the 2010 Budget Survey should be considered a new baseline measure against which to measure future trends.

#### 10. Margin of Error

The margin of error is a statistic expressing the amount of random sampling error in a survey's results. The larger the margin of error, the less faith one should have that the survey's reported results are close to the true figures; that is, the figures for the whole population. The margin of error decreases as the sample size increases, but only to a point. The margin of error in Bellevue's Budget Survey for the entire sample is generally no greater than plus or minus 3.6 percentage points around any given percent at a 95 percent confidence level. This means that if the same question were asked of a different sample but using the same methodology, 95 times out of 100, the same result within the stated range would be achieved.

---

<sup>1</sup> White Paper, Address Based Sampling, Centris Marketing Intelligence, December 2008.





## Stakeholder Outreach

### B. Public Hearings

#### B. Public Hearings

Although only a single public hearing is required by State of Washington code, the City of Bellevue held three public hearings on the 2011-2012 Budget to provide stakeholders multiple opportunities to officially comment on the budget. Two public hearings -- one in May and the other in July -- were held prior to the submission of the Preliminary Budget to the Council. These two public hearings offered residents and other stakeholders the opportunity to let the Council know what issues were important to them before City management leaders formulated their budget request. The third public hearing was held in November, after the Council received the Preliminary Budget, to give interested parties the chance to address new budget proposals, comment on significant budget issues, and ask the Council to include funding for initiatives not recommended by City managers.

During the public hearings, approximately 72 stakeholders addressed the Council. Community turnout during the three public hearings was unprecedented. The third and final public hearing lasted until midnight. The majority of comments focused on funding for human service programs. Bellevue is well known for its support of human services programs through a partnership with non-profit agencies in the community. Thousands of Bellevue residents are assisted each year through this partnership. Other testimony touched upon tax levels, and infrastructure improvements.

Following are the comments from residents and others during the public hearings.

#### 1<sup>st</sup> Public Hearing – May 17<sup>th</sup> 8:00 PM

The following citizens came forward to testify before the Council:

- 1 Mike Nesteroff, Hopelink Board, thanked the Council for its support of human services and provided an update on Hopelink's programs and activities. He requested continued support to Hopelink and human services in general.
- 2 Dave Osmer, President of the Board for the Eastside Domestic Violence Program, thanked the Council for its contribution of \$170,000 in 2009, and requested continued support for this organization. He reviewed the program's services, noting that 16 requests for shelter and assistance are denied for every one person the shelter is able to help.  
Kirk Ishizaki, Finance Director, Eastside Domestic Violence Program, thanked the Council for its continued support of the program and other human services.
- 3 Kevin Kelly, Bellevue Chamber of Commerce, stated that this is not the time to increase business taxes. He encouraged the Council to balance the budget within existing revenues.
- 4 Patrick Bannon, Bellevue Downtown Association (BDA), thanked the Council for its time and work in the current budget process. He noted that the BDA will submit its budget recommendations by the July public hearing. The BDA hopes to continue to see the City and Council focus on improved mobility, public safety, and the overall livability of the Downtown.
- 5 Hal Ferris – Planning Commission / Urban Land Institute Workforce Housing Committee / Common Ground / St. Andrews / Lord & Associates

*Issue:* Requesting substantial increase in funding for ARCH



## Stakeholder Outreach

### B. Public Hearings

6 Rachel Krefetz – Housing Development Consortium

*Issues:*

Requesting that City reevaluate housing assistance goals.

Requesting another dedicated funding source for ARCH, in addition to the General Fund and CDBG grants

7 Leslie Lloyd – Bellevue Downtown Association

*Issues:*

Requesting continued capital improvements for the Downtown

Requesting a budget for cultural tourism

8 Shannon Boldizar – Bellevue Chamber of Commerce

*Issue:* Requesting no new taxes, and that Council engage the business community in the budget process

2<sup>nd</sup> Public Hearing – July 19<sup>st</sup> 8:00 PM

The following individuals came forward to testify before the Council:

1. Charles Watts, an attorney in Bellevue, thanked the Council for its support of the Eastside Legal Assistance Program (ELAP) and requested continued financial assistance.
2. Stan Kiel, Executive Director of ELAP, reported that the program served more than 800 people in 2008 and 1,000 people in 2009. ELAP represents low income individuals including seniors and domestic violence victims
3. With the assistance of an interpreter, a client described her experience with the Eastside Legal Assistance Program, which helped her obtain a small inheritance to which she was entitled.
4. Jo Ellen Munson, Branch Manager for Therapeutic Health Services, thanked the Council and Human Services Commission for its consistent support of human service agencies. Therapeutic Health Services is an out-patient substance abuse and mental health agency.
5. Wendy Bain described her personal history of owning a home and having a successful career. She acknowledged that some bad choices led her to seek help from Therapeutic Health Services, at which time she was unemployed and homeless. She is now working again and has been promoted twice, and rents a home for herself and her daughter. She thanked the agency for helping her turn around her life between last September and this past May. Ms. Bain hopes the agency will be able to continue to help others.
6. Barbara Cohen said she began working in 1979 with the Eastside Recovery Center, which became Therapeutic Health Services. She was employed by the City of Bellevue in probation services for 10 years, is a resident of Bellevue, and has served on the Board of Therapeutic Health Services for 20 years. She encouraged continued support of this agency.
7. Jo Ellen Munson read a translated statement from a client of Russian Counseling Services, which is an active partner with Therapeutic Health Services. The individual stated that he has been sober for five years, has a family and successful business, and has quit smoking. He feels that counseling is more helpful than detention to help



## Stakeholder Outreach

### B. Public Hearings

- people to understand their problems and find the right way to solve them. He has referred others to THS, which unfortunately is not able to help all of them due to budget constraints. He encouraged the Council to support the agency's important services, including assistance to Russian-speaking individuals.
8. Karina O'Malley spoke on behalf of Helen Leuzzi, Executive Director of The Sophia Way, which is the first shelter and housing program for single homeless women on the Eastside. She thanked the City for its amazing support of human services and its commitment to help its citizens. The Sophia Way opened 19 months ago and has housed 33 women in apartments and community housing. The group plans to help a total of 48 women by the end of the year. She asked the Council for its support of this provider.
  9. Linda Nageotte, President and CEO of Food Lifeline, said that they are the largest hunger relief organization in Washington state. Bellevue has historically funded local food banks, but Food Lifeline has not been recommended for funding. Food Lifeline is a member of the Alliance of Eastside Agencies and recognizes the importance of the City's funding of a range of human services. Ms. Nageotte asked the Council to reconsider Food Lifeline's request for \$10,000 to provide 40,000 meals.
  10. Gloria Veal, a Microsoft employee in Bellevue, spoke to the problem of hunger and requested the City's support of Food Lifeline.
  11. Chris Katzmar Holmes, President of the Youth Eastside Services (YES) Board of Trustees, thanked the City for its ongoing support. She encouraged the Council to accept the budget recommendation of the Human Services Commission to continue its support of YES.
  12. Jeremy Vargas, Clinic Administrator for Sea Mar Community Health Centers Bellevue Clinic, explained that Sea Mar is a community-based organization that is committed to providing quality and comprehensive health and human services to the diverse community. They have specialized over the years in providing assistance to the Latino community.
  13. A Bellevue resident who works for Sea Mar Community Health Centers described the agency's assistance to the community and to those without health insurance.
  14. Ms. Clark, Manager for the Family Development Program at Hopelink, said the program provides a range of services including a food bank, energy financial assistance, adult education, housing, employment services, and transportation assistance. She thanked the Council for providing the essential support for human services.
  15. Marty Jacobs, Family Services Director for Child Care Resources, requested the City's ongoing support of its services. She described the importance of helping children at a young age to ensure healthy development. CCR helps families obtain child care services, offers training and technical assistance to child care providers, assists working families with child care scholarships, and supports homeless families with child care subsidies.
  16. Cindy Sandoval spoke on behalf of the Children's Response Center, which assists children and families affected by child abuse, including sexual victimization. She thanked the City for its support over the past 20 years, which helps the Center to leverage other public revenue. Early prevention programs are also provided by the Center.
  17. Susie Winston, Sound Mental Health, testified that the support of the City Council and the Human Services Commission is critical to all human service agencies.



## Stakeholder Outreach

### B. Public Hearings

18. Alaric Bien, Executive Director of Chinese Information and Service Center, spoke on behalf of the Alliance of Eastside Agencies. He asked the Council accept the budget recommendations of the Human Services Commission.
19. Karen Anderson-Bittenbender, Deputy Executive Director of the Low Income Housing Institute (LIHI), spoke on behalf of the Eastside Homeless Advisory Committee (EHAC). She encouraged the Council's continued support of housing through its membership in A Regional Coalition for Housing (ARCH).
20. Kevin Kelly, Bellevue Chamber of Commerce, noted Bellevue's recognition in Money magazine as one of the best places in the country to live. He testified that the top priorities of Chamber members are the retention of current businesses, transportation infrastructure and accessibility, and public safety. A total of 72 percent of surveyed members felt that the best way to close the budget shortfall is to reduce the size of government or find efficiencies, even if that means service reductions. Mr. Kelly said the Chamber has formulated a budget task force and looks forward to working with the Council to look at critical needs.
21. Karen Williams, Housing Development Consortium of King County, thanked Bellevue for being a regional leader in providing affordable housing. She commended the Bel-Red Corridor Plan for including affordable housing in connection with employment centers. Ms. Williams noted that Bellevue created and continues to support ARCH, which has not been successfully replicated anywhere in the country. She thanked Bellevue for this leadership and noted that ARCH's Bellevue staff are conscientious and effective.
22. Patrick Bannon, Bellevue Downtown Association (BDA), expressed support for the capital side of the budget and urged a continued focus on adopted plans and projects. He encouraged the Council to continue its efforts in addressing the M&O transfer between the capital and operating budgets, exploring the potential for the long-term use of debt, securing state and federal grants, and participating in public and private partnerships. The BDA would like the City to review its urban design and livability policies and plans as outlined in the Downtown Implementation Plan.
23. Christine Addison, representing KITH (Kirkland Interfaith Transitions in Housing), noted properties in Kirkland and a housing partnership in the Crossroads area of Bellevue. She encouraged Council's support of the Human Services Commission's recommended allocations.

#### 3<sup>rd</sup> Public Hearing – November 15, 8:00 PM

The following citizens came forward to comment:

1. Dick Morris, Sunset Community Association, spoke in favor of completing the extension of 140th to 145th Place SE.
2. Jay Chase, Sunset Community Association, noted that he is a resident along 145th Place SE. He urged the Council to complete the roadway improvements.
3. Lindy Bruce, Sunset Community Association, asked the Council to fund the completion of the 145th Place SE project.
4. Michelle Mattson-Hamilton and other members of the Bellevue Youth Link Board asked the Council to continue to support the Youth Link program.
5. Cecilia McGowan, a master gardener from the Bellevue Demonstration Garden, described the garden's activities and reported that King County eliminated all funding for the master gardener program. Produce from the garden at SE 16th Street is

## Stakeholder Outreach

### B. Public Hearings

---

- donated to Hopelink. She encouraged the Council to continue funding the horticultural program at the garden.
6. Daemond Arrindell, Crisis Clinic of King County, described the program's services and requested continued funding from the City.
  7. Judy Holder, Bellevue Arts Commission Chair, asked the Council to fully fund the Eastside Arts Partnership and Special Projects programs.
  8. Jennifer Lee, Bellevue Youth Symphony Orchestra Board, encouraged continued arts funding by the City.
  9. Paula Mattyse, Operations Manager of Together Center in Redmond, requested support of the Eastside Cultural Navigator program, which is also housed at Bellevue Mini City Hall in the Crossroads area. Two citizens described the services provided to them and other immigrants by the program.
  10. Kevin Kelly, Bellevue Chamber of Commerce, referenced the Chamber's letter to the Council today regarding the operating and capital budgets. He thanked Councilmembers for their work on the budget and highlighted the Chamber's priorities.
  11. Edward Lin, attorney with Perkins Coie, spoke on behalf of the Best Buy store in the Wilburton area. He asked the Council to reconsider the NE 4th Street and NE 6th Street extension projects, and described negative impacts to the existing Best Buy store.
  12. Dave Miniken, Bellevue Downtown Association Board, noted that the BDA submitted its formal letter on budget priorities on October 25. He reviewed those priorities and asked the Council to fund projects in the Downtown.
  13. Hal Ferris encouraged the Council to continue full funding to ARCH (A Regional Coalition for Housing), which provides affordable housing projects on the Eastside.
  14. Steve Kasner urged the Council to complete the project along 145th Place SE, which provides access to Bellevue College and other schools, homes, and churches. He thanked the Council for leveraging limited dollars in the City's budget for Jubilee Reach, the Boys and Girls Club, and other organizations with thousands of volunteers providing services to the community.
  15. Ellen Hegenour spoke in support of the Harrington House, a transitional housing program for homeless adult women and newly parenting women. She urged the Council to continue funding for affordable housing and to adopt the proposed human services budget.
  16. Carol Groff described the services provided to her at the Harrington House, which she went to when she was six months pregnant. She is now moving out to her own housing. She thanked the City and Catholic Community Services for helping her at a critical time in her life.
  17. Another individual helped by the Harrington House described her experiences as a homeless woman and the housing provided for her and her daughter. She thanked the City and organization for the assistance, and urged the Council to continue funding the program.
  18. Audrey O'Neal described the services provided to her and her daughter at the Harrington House including housing, life and employment skills, and mental health care.
  19. Eileen Reinsnack, Catholic Community Services, described the volunteer program and encouraged continued financial support from the City.

## Stakeholder Outreach

### B. Public Hearings

---

20. Jessica Powers, Wright Runstad and Company, highlighted the company's support for Mobility and Infrastructure project funding and for Bellevue's and Redmond's efforts to include the SR 520 124th and 148th interchanges on the State funding list. She noted additional companies that support these priorities.
21. Renay Bennett acknowledged the budget constraints and encouraged full funding for public safety, utilities infrastructure, and street maintenance. She noted that some neighborhood retail areas continue to need attention. She encouraged funding for parks priorities and for capital projects that have been planned for some time, including the 145th Place SE project. She feels that new projects in the Bel-Red area should be reconsidered during these challenging economic times.
22. Jean Harris, a volunteer with Sophia Way, said the organization is the only overnight shelter on the Eastside for homeless, single women. The average age of clients is 50, and the eldest client was 79 years old. Ms. Harris said that 20 women are turned away for every woman that can be served by the shelter.
23. Mike Nesteroff noted that he is the City's representative on the Hopelink Board of Directors. He expressed appreciation for the City's support and encouraged continued funding.
24. Marilyn Mason-Plunkett, Hopelink CEO, described the sharp increase in the request for services during the past three years. She requested continued funding and support from the City. She thanked the City for contributing to ARCH and urged continued support.
25. Todd Woosley, Hal Woosley Properties, spoke in opposition to the proposed Wilburton Local Improvement District (LID) assessments. He commented that the transportation projects to be funded by the assessments will have negative effects for many existing businesses due to the loss of parking, loss of access, and increased congestion. He encouraged the City to consider alternate infrastructure funding mechanisms.
26. Janet Levine, Kindering Center, thanked the Council for its support of the kindering program and requested continued assistance.
27. Jim Pratt, Bellevue Youth Theatre Foundation, requested continued operating support of the Bellevue Youth Theatre, which provides activities for developmentally disabled citizens and economically disadvantaged youth. Mr. Pratt urged the City to continue its partnership in the theatre's capital investments as well.
28. Marty Jacobs, Family Services Director at Child Care Resources, expressed support for the City's proposed human services funding. She thanked the City for its past support of the organization's child care program. She noted that the State recently changed its income eligibility for the child care subsidy. Many families have lost their subsidies and are therefore unable to work.
29. Kelsey Beck, Food Lifeline, urged the Council's support of the recession impact package proposed by the Human Services Commission.
30. Al Doe, Bellevue Philharmonic Orchestra Board, encouraged the Council's support of the orchestra.
31. Victor Bishop, President of the West Lake Sammamish Association, thanked the Council for funding the West Lake Sammamish Parkway Phase 1 project to date, and encouraged completion of the project.
32. Rod Bellow, West Lake Sammamish Association, expressed support for the West Lake Sammamish Parkway Phase 1 project, noting that the City has already made a considerable investment in the project.

## Stakeholder Outreach

### B. Public Hearings

---

33. Matt King, YWCA, thanked the City for its investment in human services and asked Councilmembers to approve the recommended human services allocations. He thanked the Council for preserving its Housing Trust Fund reserve and requested continued support of ARCH.
34. Carole Cote and Nancy Buerger, St. Vincent de Paul in Bellevue, urged the Council's support of the recession impact request made by the Human Services Commission. They described efforts to help the poor through programs at two local churches.
35. Phil Morrissey, Horizon Heights Community Association, noted his handout to the Council detailing the Association's request for a sidewalk from his neighborhood to the new sidewalk on 152nd Avenue SE.
36. Michael McKinley, SPLASH Board member and master swimming coach, commented on the critical benefits of swimming for injury rehabilitation, individuals living with certain diseases and disorders, and for the elderly.
37. Loren Baker, Vice President of the SPLASH Board, thanked the Council and City staff for working with SPLASH to discuss their requests related to aquatics facilities.
38. Steve Roberts, Executive Director for Congregations for the Homeless, thanked the Council for its human services funding in these difficult economic times. He noted that the organization leverages the City's money with hundreds of thousands of dollars in donated facilities, food, and volunteers. Since 2006, the organization has moved 230 homeless men to permanent stable housing. Mr. Roberts expressed support for ARCH and encouraged the City's continued contribution to their efforts.
39. Keltie Wright, Friends of Youth, described the critical need for ongoing support of homeless youth, transitional housing, and healthy parenting education programs. She requested continued support of the shelter and its programs.
40. Lori Taylor, Director of the Bellevue Farmers Market, noted her recent mailing to the Council regarding neighborhood farmers markets. The organization lost its King County grant this year, which provided \$15,000 annually for the past four years. Sponsorships and revenues are down as well. Ms. Taylor asked the Council to consider the Market's request for funding, keeping in mind that the organization supports farmland preservation, healthy food choices, and small business development. The markets provide food to low-income citizens.



## Reader's Guide

### A. 2011-2012 Budget Documents

---

The City of Bellevue has adopted a new budget process called Budget One. Budget One is an outcome-based process that looks at all operations of the City, and focuses on important outcomes for the community rather than on department needs. Instead of starting with the previous year's budget and justifying increases or cuts by department, the Budget One process allocates money to key outcomes that are important to residents and stakeholders.

Departments then write proposals to cross departmental staff teams (called Results Teams) who review the proposals that relate to the key outcomes along with other information such as citizen survey data, past performance, and industry standards. The Results Teams rank the proposals in priority order and draw a line where the money to fund the proposals runs out. Proposals below the line are not recommended for funding. Additionally, Results Teams evaluate proposals to ensure that they are delivering the right level of service for a reasonable price. The City's Leadership Team evaluates the Results Team recommendations from a citywide perspective and may make adjustments to ensure that critical functions in all outcomes are funded. The combined recommendations are forwarded to the City Manager. The City Manager then submits a preliminary budget for review and approval to the Bellevue City Council.

The *2011-2012 Budget* is designed to provide the reader with a "one stop" comprehensive look at Bellevue's Budget by Outcomes with supporting expenditure summaries and organizational charts by department along with summaries relating to the Forecast, Resources & Expenditures, Staffing, and information relating to the Capital Investment Program (CIP) Plan. The largest chapter of the Budget is Chapter 7, and is organized by the following key Outcomes:

- Safe Community
- Improved Mobility
- Healthy & Sustainable Environment
- Innovative, Vibrant & Caring Community
- Quality Neighborhoods
- Economic Growth & Competitiveness
- Responsive Government





## Reader's Guide

### A. 2011-2012 Budget Documents

---

#### 2011-2012 Budget Document Organization

##### Chapter 1 – Transmittal Letter

The Budget Transmittal Letter presents the City Manager's message on the 2011-2012 Budget and the 2011-2017 CIP Plan to the Mayor, Councilmembers, residents, and other stakeholders. The City Manager's transmittal letter highlights the priorities and issues for both operating and CIP budgets.

##### Chapter 2 – About Bellevue

This chapter provides background information about the City of Bellevue, such as its form of government and organization, location, population, and business climate.

##### Chapter 3 – Stakeholder Outreach and Reader's Guide

The City of Bellevue strives to involve the community in the budget process. This chapter describes Bellevue's survey efforts and public hearing process that assures stakeholder input on budget priorities.

##### Chapter 4 – Executive Summary

The Executive Summary presents a high level summary of the key components of the 2011-2012 Budget.

##### Chapter 5 – Budget Summary

This chapter presents 2011-2012 Budget resource and expenditure information primarily through the use of graphic presentations. This chapter contains more detailed information on resources and expenditures than what is included in the Executive Summary chapter. It includes information on "where the money comes from" such as taxes, grants, and beginning fund balances; "where the money goes" such as Transportation, Police, and Parks; and "what the money buys" such as personnel, maintenance and operations, and capital. The chapter includes a series of tables summarizing 2011-2012 resource and expenditure information.

##### Chapter 6 – Financial Forecasts

The Forecast projects the resources and service level expenditures for the major city operations, enterprise funds, and the Development Services Fund. A forecast is a mid-range look into the future that tries to anticipate what spending and resources will be, and what actions the City may need to take now based on those results. It also discusses significant factors that might influence the future including the economy, health benefit costs, collective bargaining agreements with the City's workforce, charges for water, and other factors that might increase or reduce resources or expenditures.

##### Chapter 7 – Budget by Outcome

This chapter contains summary information on the strategies adopted by the "Results Teams" who acted as purchasing agents for the citizens. In each of the outcome areas, they decided what strategies have the most impact on the desired outcome. In the Safe Community Outcome, for example, the Team targeted: 1) Prevention; 2) Response; 3) Planning & Preparation; and 4) Community Engagement as the most important factors to



## Reader's Guide

### A. 2011-2012 Budget Documents

---

be addressed by City departments. Departments wrote proposals to the Results Teams on how best to achieve the desired outcomes relating to the purchasing strategies.

In this chapter, you will also find a Purchasing Plan Overview that provides a summary of the services that will be purchased, as well as cost savings and service level reductions included in the recommended proposals. Additionally, this chapter contains the proposal rankings by outcome, and a listing of proposals that are funding and those that are not. For each proposal, there is a short summary.

#### Chapter 8 – Department Information

This chapter provides an overview of expenditures by category, budget summary by fund, and staffing levels that are included in the 2011-2012 Budget compared to the 2009 and 2010 Actual Expenditures. It also includes organizational charts by department and a list of the funded department proposals by outcome. The reader can find the summary of each proposal in the appropriate outcome or access the full proposal at <http://www.bellevuewa.gov/finance.htm>.

#### Chapter 9 – Comprehensive Financial Management Policies

This chapter presents significant City budget and accounting policies relating to financial monitoring, budget preparation, revenues, and the Capital Investment Program Plan, investments and debt.





## Reader's Guide

### B. Basis of Accounting

The City budgets and accounts for all funds on a modified accrual basis. The “basis” of either accounting or budgeting refers to the timing with which we recognize revenues and expenses. Under modified accrual, expenditures are recognized when goods are received or services are executed, and revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.

At year-end, the City also prepares financial statements on the modified and full accrual basis, as required by the State-prescribed Budgeting, Accounting, and Reporting System (BARS), and by generally accepted accounting principles (GAAP). These financial statements are presented in the City's Comprehensive Annual Financial Report (CAFR). There are Trust and Agency funds that are reported in the CAFR that are not included in the City's budget, they include the following:

<b>Fund #</b>	<b>Fund Title</b>
6370	ECityGov Alliance Fund
6780	Eastside Narcotics Task Force (ENTF) Fund
6800	Hazardous Materials Fund
6950	A Regional Coalition for Housing (ARCH) Fund
6970	Jail Administrative Group (JAG) Fund
8070	Payroll Fund – Warrants
8080	Claims Fund
9001	Bellevue Convention Center Authority (BCCA) Fund



## Reader's Guide

### C. Glossary

The following are definitions of some of the more common terms one may encounter in reviewing this budget document.

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Amended Budget:** The amended budget is defined as the authorized mix and level of services, in place as of the last budget amendment ordinance, adjusted for reorganizations so that costs are comparable to the new biennial budget.

**Appropriation:** A legal authorization granted by the legislative body (City Council) to make expenditures and to incur obligations for specific purposes. For operating fund budgets, these appropriations lapse at the end of each fiscal biennium. For non-operating/special purpose funds such as the Capital Investment Program Funds, appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

**Assessed Valuation (AV):** The fair market value of both real (land and buildings) and personal property as determined by the King County Assessor's Office for the purpose of calculating property taxes.

**Asset:** Resources owned or held by a government that have monetary value.

**BARS:** The acronym "BARS" stands for Budgeting, Accounting, and Reporting Systems as prescribed by the State of Washington.

**Balanced Budget:** The budget is in balance when revenues plus available resources are equal to or greater than planned expenditures plus reserves.

**Base Budget:** Cost of continuing the existing levels of service in the current budget biennium.

**Beginning Fund Balance:** A revenue account used to record resources available in one fiscal biennium because revenues collected were in excess of the budget and/or expenditures in the prior fiscal biennium.

**Biennial Budget:** The financial and operating plan for the City that establishes a two-year appropriation in accordance with Washington State law.

**Bond:** A long-term "IOU" or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are typically used to finance capital projects.

**Budget – Preliminary and Adopted:** The City Manager submits to the City Council a recommended expenditure and revenue level for all City operations for the coming biennial year as the Preliminary Budget. When the City Council agrees upon the revenue and expenditure levels, the Preliminary Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

**Budget Calendar:** The schedule of key dates that a government follows in the preparation and adoption of the budget.

**Budget:** A financial operating plan for a given period which displays the estimated expenditures to provide services or to accomplish a purpose during that period together with the estimated sources of revenue (income) to pay for those expenditures. Once the fund totals shown in the budget are appropriated by the City Council, they become maximum spending limits.



## Reader's Guide

### C. Glossary

**Budgetary Basis:** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: generally accepted accounting principles (GAAP), cash, or modified accrual. The City budgets and accounts for all funds on a modified accrual basis. This means that: 1) expenditures are recognized when goods are received or services are executed, and (2) revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.

**Budgetary Control:** The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Budgeting for Outcomes:** A process used to create budgets that focus on achieving specific results with strategies that provide the highest value for the dollar.

**Budget One:** The term used for the City of Bellevue's budgeting for outcomes based budget process used for the 2011-2012 Budget.

**Budget Oversight Steering Team (BOST) :** A group composed of the City Manager, Deputy City Manager, Finance Director, and Project Manager responsible for making final approvals and decisions regarding the budget.

**Budget Planning Team (BPT) :** Representatives from multiple departments whose purpose is to develop a framework for a budgeting for outcomes based budget process, known as Budget One for the 2011-2012 Budget.

**Capital Asset:** Property that has an initial useful life longer than one year and that is of significant value. The useful life of most capital assets extends well beyond one year and includes land, infrastructure, buildings, renovations to buildings that increase their value, equipment, vehicles, and other tangible and intangible assets.

**Capital Expenditure:** An outlay that results in, or contributes to, the acquisition or construction of a capital asset.

**Capital Investment Program (CIP):** The CIP is a major planning tool of the City of Bellevue in which needed improvements to the City's facilities and infrastructure are identified, prioritized, priced, and discussed with the City Council and public. Funding from a variety of sources, including local taxes, is matched with the costs of these projects. After the City Council has reviewed and approved the program, these projects are implemented. The CIP covers a seven-year period and is updated every two years.

**Capital Project:** Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase the useful life.

**Cause and Effect Maps:** A visual representation of the pathway to the result. Using words and/or images, it helps viewers understand the cause-effect connection between activities, strategies, factors and the outcome. Cause and Effect Maps are included in the Request for Results.

**Chart of Accounts:** A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

**CIP:** The acronym "CIP" stands for Capital Investment Program. It is a seven-year plan of capital improvements approved by the Council on a biennial basis. This plan is a blueprint which City staff can follow in implementation of the listed projects.



## Reader's Guide

### C. Glossary

**Community Development Block Grant (CDBG):** A U.S. Department of Housing and Urban Development (HUD) annual grant to Bellevue and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

**Comprehensive Annual Financial Report of the City (CAFR):** The City's annual financial statement prepared by the Finance Department.

**Constant or Real Dollars:** The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI):** A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services:** Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Credit Rating:** The credit worthiness of a governmental unit as determined by an independent rating agency. The City of Bellevue is rated by two rating agencies: 1) Moody's Investors Service, and 2) Standard and Poor's.

**Debt Service:** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit:** The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department:** A basic organizational unit of City government responsible for carrying out a specific function.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

**Desired Program Outcomes:** The consequence of what a program or activity does. An end result of a process.

**Development-Related Fees:** Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, zoning, platting, and subdivision fees.

**Direct Services Overhead:** Costs for centrally-provided internal services which can be identified to specific departments and which departments can control how much of the service they use (e.g., postage, word processing, long-distance phone charges).

**Disbursement:** The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program:** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Double Budgeting:** The result of having governmental funds or departments purchase services from one another rather than from outside vendors. When internal purchasing occurs, both the "buyer" and the "seller" of services must have a budget. The "buyer" has to budget the expenditure and the "seller" has to have resources in its budget to provide the service. This



## Reader's Guide

### C. Glossary

---

type of transaction results in inflated budget values because the same expenditure or revenue dollar is budgeted twice, once in each fund's budget. The budget has not been adjusted to remove double budgeting.

**Effectiveness Measure:** A measure used to determine if a program or department is achieving its desired outcome. The degree to which a performance objective is being achieved.

**Efficiency Measure:** This measure reflects the relationship between work performed and the resources required to perform it. It demonstrates how well the available resources are being used.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund:** Separate financial accounting used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

**Expenditure:** An expenditure is, in simple terms, the payment for goods and services. Under the modified accrual basis, expenditures are recognized when goods are received or services are rendered; provided that payments for expenditures are made within a 60-day period thereafter.

**Expense:** Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Financial Policy:** A government's conscious decision on the financial direction it wants to take regarding revenue, spending, and debt management in relation to government services, programs, and capital investment. Financial policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Biennium:** In accordance with Washington State Law (RCW 35A.34), a fiscal biennium is the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year (i.e., January 1, 2011 - December 31, 2012).

**Fiscal Year:** A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Bellevue's fiscal year is the same as the calendar year.

**Fixed Assets:** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full-Time Equivalent (FTE):** The acronym "FTE" stands for Full-Time Equivalent and represents the measure by which the City accounts for its staffing. A regular City employee working a standard 40-hour week is counted as 1.0 FTE; a regular City employee working fewer than 40 hours per week is counted as a portion of an FTE (e.g., 30 hours a week is counted as 0.75 FTE).

**Fund Balance:** The difference between assets and liabilities (the equity) of a particular fund. This incorporates the accumulated difference between the resources and expenditures each year.

**Fund:** Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity with a self-balancing set of accounts in which financial transactions relating to resources, expenditures, assets, and liabilities are recorded. Funds are established to account for the use of restricted revenue sources and, normally, to



## Reader's Guide

### C. Glossary

carry on specific activities or pursue specific objectives. Funds may be established by the State Constitution, State statute, City Charter, City ordinance, or Finance Director.

**GAAP:** Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General CIP Revenue:** General CIP Revenue is defined as the revenue dedicated to CIP use derived from the 0.5% local optional sales tax, 0.03% business and occupation tax, interest earnings on unexpended balances, and any miscellaneous unrestricted revenues. General CIP Revenue is allocated to each non-utility program area based on overall priorities.

**General Fund:** A central fund into which most of the City's general tax revenues and discretionary resources are pooled and which is allocated to support many of the operations of City government.

**General Obligation (GO) Bond:** This type of bond is backed by the full faith, credit, and taxing power of the government.

**Goal:** The end toward which effort or ambition is directed. Condition or state to be brought about by a course of action.

**Grants:** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantor.

**Indicator:** An indicator is a value, characteristic, or metric used to track the performance of a program, service, or organization, or to gauge a condition. "Indicator" is synonymous with the term "measure." There are three levels of indicators:

Key Community Indicators (KCI): As used by the City of Bellevue, KCI's are measurements of resident opinion relating to the priority outcomes of the budget. They provide information about past and current trends of residents' perceptions gathered through valid, scientific opinion research.

Key Performance Indicators (KPI): KPI's are "marquee" or "headline" measures that amplify each priority outcome in the budget. When looked at together in relation to a specific priority outcome, they show past and current trends of operational efficiency, effectiveness or community perception.

Key Departmental Indicators (KDI): KDI's are drawn from department proposals and when combined with a target, tell a story of planned or intended achievement. They are usually efficiency (output) or effectiveness (outcome) metrics.

**Indirect Services Overhead:** Cost of centrally-provided internal services for which there is a Citywide benefit that cannot be readily identified to specific departments (e.g., financial services).

**Infrastructure:** The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

**Interfunds:** The term "interfund" refers to transactions between individual funds of the City of Bellevue (rather than transactions between the City and private companies, other governments, or vendors). From a budgeting and accounting perspective, the service receiver must budget and pay for the service received. The service provider will budget for the cost of providing the service and receive revenue in the form of a payment from the service receiver. Interfund revenues can be either payment for intracity services or contributions of revenue from one City





## Reader's Guide

### C. Glossary

organization to another. Examples of interfund revenues include equipment rental charges, self-insurance premiums, and contributions for debt service obligations. As can be seen from this description, interfund activities inflate both expenditures and revenues; this causes what we refer to as "double budgeting".

**Intergovernmental Revenue:** Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges:** The charges to user departments for internal services provided by another government agency, such as data processing or insurance funded from a central pool.

**Lapsing Appropriation:** An appropriation made for a certain period of time, generally for the budget biennium. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Leadership Team:** The City's administrative decision-making body consisting of all Department Directors, the Deputy and Assistant City Managers, and the City Manager.

**LEOFF 1:** The acronym "LEOFF I" stands for Law Enforcement Officers and Firefighters I retirement program.

**Levy:** To impose taxes for the support of government activities.

**Limited-Term Employee (LTE):** The acronym "LTE" stands for Limited Term Employee and represents an individual hired full- or part-time for a specific project or purpose with an employment period not to exceed three years.

**Line-Item Budget:** A budget prepared along departmental lines that focuses on what is to be bought.

**Long-Term Debt:** Debt with a maturity of more than one year after the date of issuance.

**M&O (Maintenance and Operating) Costs:** Expenditure category that represents amounts paid for supplies (e.g., office supplies, repair and maintenance supplies, minor equipment, and software), and other services and charges (e.g., ongoing contracts, professional services, communications, rent, utilities, and intergovernmental services).

**Maintenance of Current Service Levels:** A budget concept aimed at identifying the additional level of resources needed in a particular budgetary period to provide the same quality level of service as was provided in the prior budgetary period. Factors which might affect the cost of maintaining a current service level from year to year include inflation and mandatory cost changes, and changes in service volumes.

**Managing for Results:** A comprehensive and integrated management system that relies on planning, budgeting, employee management, performance measurement, data collection, evaluation and reporting to achieve desired results. Managing for Results is another term used to describe a performance management system.

**Mandate:** A legal requirement that a jurisdiction provide a specific service at a specific level.

**Modified Accrual:** The basis of accounting used by the City of Bellevue to recognize revenues and expenditures. The "basis" of either accounting or budgeting refers to the timing with which we recognize revenues and expenses. Under modified accrual, expenditures are recognized when goods are received or services are executed, and revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.



## Reader's Guide

### C. Glossary

---

**Net Budget:** The legally adopted budget less double-budgeted items such as interfund transfers and interdepartmental charges.

**Non-Operating/Special Purpose Fund:** A budgeting, accounting, and reporting entity established to receive revenues typically of a non-continuing nature and to make expenditures for non-continuing projects or programs. It usually has a short-term life, after which the fund will be disbanded. Although budgets may be established on an annual or biennial basis, appropriations are non-lapsing and continue from biennium to biennium.

**Object of Expenditure:** An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, land, or furniture.

**Objective:** Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations:** Amounts which a government may be legally required to pay out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Offer:** A proposal by a department(s) in response to a Request for Results, issued by a Results Team, to provide a particular service, program or activity that achieves a result. It indicates what the department proposes to do to produce an outcome, how much it will cost, and how success will be measured. Offers can be submitted by one department or multiple departments in collaboration with each other.

**Offer Teams:** A department or collaboration of departments submitting an offer in response to Request for Results. Also known as "Seller".

**Operating Costs:** Operating costs (also called maintenance and operating costs or M&O costs) are planned expenditures, covered in the City's Operating Budget, for conducting continuing service programs based at the physical facilities constructed, reconstructed, or acquired by the Capital Investment Program. For example, the costs of personnel and supplies for maintaining a park property once it is constructed are operating costs, while the costs of constructing the park itself are capital costs. Another example of an operating cost would be the necessity of paying for electricity to run a traffic signal once a CIP-financed intersection has been constructed.

**Operating Expenditure:** The cost of personnel, materials, and equipment required for a department to function.

**Operating Fund:** Operating funds have biennially-established balanced budgets which lapse automatically at the end of the fiscal biennium. These funds carry on the traditional service operations of a municipality.

**Operating Revenue:** Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Transfers:** Amounts transferred from one fund to another to assist in funding the services for the recipient fund.

**Outcome:** An outcome is the result of a program, service, set of activities, or strategy. It should be used to describe the impact of the service, set of activities, or strategy, not to describe what was done. Outcomes are often identified as immediate, intermediate, and long term. "Outcome" is synonymous with "result".

**Output:** An output is a unit of a product or service produced through activities and programs (e.g. clients served, lunches served, tons of waste collected, and applications processed).



## Reader's Guide

### C. Glossary

---

**Pay-As-You-Go Basis:** A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget:** A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Measure:** A value, characteristic, or metric used to track the performance of a program, service, or organization, or to gauge a condition. Synonymous with the term "indicator."

**Personnel:** Expenditure category that represents amounts paid for personal services rendered by employees (e.g., salaries and overtime pay) and benefits paid by the City.

**Policy:** A policy is a guiding principle which defines the underlying rules which will direct subsequent decision-making processes.

**Program:** A group of related activities and projects which seek to accomplish a common objective.

**Project Cost:** The project cost is an estimate of the resources required to complete the capital project as described on the project description page. Many of the project costs shown in the CIP Plan are preliminary in nature since no significant engineering has been done which would allow for more specific estimates to be produced. Most cost estimates are produced using rule-of-thumb approximations as opposed to specific lists of materials.

**Public Hearing:** A public hearing is a specifically designated time, place, and opportunity for citizens, community groups, businesses, and other stakeholders to address the City Council on a particular issue. It allows interested parties to express their opinions and the City Council and/or staff to hear their concerns and advice.

**Purchasing Strategies:** A set of actions chosen to achieve an outcome. A strategy is based on an understanding (or assumption) of the cause-effect connection between specific actions and specific outcomes. Purchasing strategies are included in the Request for Results.

**RCW:** The acronym "RCW" stands for Revised Code of Washington which is Washington State Law.

**Result:** A result is the outcome of a program, service, set of activities, or strategy. It should be used to describe the impact of the service, set of activities, or strategy, not to describe what was done. Outcomes are often identified as immediate, intermediate, and long term. Synonymous with "outcome".

**Results Team (RT) :** A group designated to create Requests for Results and to rank offers. Also known as "Buyer".

**Request for Results (RFR):** A description of the desired outcome, the factors that contribute to the outcome, the strategies that will influence each outcome, and the indicators that will serve as a gauge in determining if the results have been achieved.

**Reserve:** An account used either to set aside budgeted resources that are not required for expenditure in the current budget biennium or to earmark resources for a specific future purpose.

**Resolution:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

## Reader's Guide

### C. Glossary

---

**Resources:** Total dollars available for appropriation, including estimated revenues, interfund transfers, other financing sources such as the sale of fixed assets, and beginning fund balances.

**Restricted/Unrestricted Revenue:** A revenue is considered restricted when its receipt is either based upon the reasonable expectation that fees or charges paid to the City will be utilized to provide a specific product, service, or capital asset to the payer, or their receipt is directly tied to an expenditure. Revenue is also considered restricted when voters or the City Council has designated it for a specific purpose by ordinance or resolution. Revenues not designated restricted are considered unrestricted.

**Revenue:** Sources of income received during a fiscal year, operating transfers from other funds, and other financing sources such as the proceeds derived from the sale of fixed assets.

**Revenue Bond:** A type of bond backed only by the revenues from a specific enterprise or project, such as a utility.

**Revenue Estimate:** A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically a future fiscal year.

**Scalability:** Sellers indicate in their offers how much of a result they can produce at various price levels. Also known as "Service Levels".

**Seller:** A department or collaboration of departments submitting an offer in response to Request for Results. Also known as "Offer Teams".

**Service Levels:** Sellers indicate in their offers how much of a result they can produce at various price levels. Also known as "Scalability". Services or products which comprise an actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue:** Revenues are classified according to their source or point of origin.

**Supplemental CIP:** In 2007, the City Council adopted the Supplemental CIP which represents high priority capital projects that focus on the following priority areas: 1) Downtown Implementation; 2) Transportation Capacity and Congestion; and 3) Neighborhood Investments. Funding for these projects is provided by limited tax general obligation bonds.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Training Pool Employee:** An employee who is hired into a position created for the purpose of training for a regular position of the City. This classification is typically used for positions that required extensive training such as police officers.

**Transitional Employee Position:** An employee who is hired into a position created for the purpose of training for a regular position when the incumbent has submitted a resignation or the manager knows the position will be vacant within a year.

**Uncommitted Resources:** The net resources available after meeting the estimated cost of providing existing levels of service which may be used to support new or qualitatively expanded service programs or resource reductions.

**Undesignated Fund Balance:** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.



## Reader's Guide

### C. Glossary

---

Unless otherwise noted, the 2009 and 2010 budget values shown in this document have been amended. They represent the adopted budgets plus additional appropriations resulting from City Council decisions made throughout the year and from any reorganizations.

**User Charges:** The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Utility Services:** A term used to describe services provided by Bellevue's three self-supporting utility funds: Sewer, Storm & Surface Water, and Water.

**Variable Cost:** A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Workload Measure:** A unit of work accomplished (e.g., number of permit applications reviewed, the number of households receiving refuse collection service, or the number of burglaries investigated).

## Reader's Guide

### D. Locating Additional Budget and Financial Information

---

In addition to the *2011-2012 Budget*, the City of Bellevue publishes a number of documents that provide information about the City's finances. Some of the more important documents that might be of interest include:

- The Comprehensive Annual Financial Report (CAFR) presents the year-end financial status and results of operations for each of the City's funds, as well as various statistical and demographic information about the City of Bellevue.
- Quarterly Monitoring Reports discuss the status of operating and CIP resources and expenditures each quarter including a year-end projection of probable outcomes.
- Performance Measures and Budget Survey reports discuss the results of scientifically conducted surveys of residents' opinion on City performance and budget priorities.
- Annual Performance Report shows selected performance measures for all departments. This document shows target and actual performance for the year, where actual performance has met or exceeded the target, and describes steps being taken to improve performance.

The *2011-2012 Budget*, as well as complete proposals for the 2011-2012 Budget and other financial reports can be found online at <http://www.bellevuewa.gov/finance.htm>.

Hard Copies of the 2011-2012 Budget can also be found at these locations:

Bellevue Regional Library, 500 – 108<sup>th</sup> Avenue, NE #210  
Newport Way Library, 14250 S.E. Newport Way  
Lake Hills Library, 15228 Lake Hills Blvd  
Service First Desk, Bellevue City Hall, 450 110<sup>th</sup> Avenue NE

Requests for any of these documents or inquiries about other financial programs of the City of Bellevue should be directed to:

Ms. Jan Hawn  
Finance Director  
City of Bellevue  
P.O. Box 90012  
Bellevue, WA 98009-9012  
Phone: (425) 452-6846  
Fax: (425) 452-6163

or

Mr. Rich Siegel  
Performance and Outreach Coordinator  
City of Bellevue  
P.O. Box 90012  
Bellevue, WA 98009-9012  
Phone: (425) 452-7114  
Fax: (425) 452-6163

This section presents a high level summary of 2011-2012 budgets by outcome.

### Key Highlights

The 2011-2012 Biennial Budget:

- Reflects significantly reduced resources, as compared to prior budget, as a result of the economic downturn
- Funds those proposals most likely to achieve the Community Outcomes
- Maintains critical levels of service for public safety and other city services
- Increases human and social services funding
- Maintains critical partnerships
- Seeks no new taxes
- Maintains the City's legacy of fiscal stewardship
- Funds the highest priority and critical capital investments

The 2011-2017 CIP Budget:

- Funds high priority projects but understates the magnitude of unmet needs
- General CIP is a combination of the Base General CIP and Mobility & Infrastructure Initiative as well as the 2008 Parks and Natural Areas Levy
- Focuses on achieving City Mission/Community Outcomes, mandates, financial factors, timing/urgency, and scaling as criteria
- Incorporates the new proposed guidelines to better define operating versus capital expenditures

### Budget One – Budgeting for Outcomes Approach

As the City responds to the current economic environment and “resets” the budget, it focuses on providing the highest sustainable level of priority government programs, services, and capital investments. The budget strives to deliver outcomes that are important to our community and reflect the values and priorities recognized by the Council and City Management. The City's Budget One process reflects this “Budgeting for Outcomes” philosophy and funds programs, services, and capital investments we believe will achieve these outcomes.

The seven Outcome areas identified and highlights of some of the more significant programs and services funded in the 2011-2012 Budget are described below.

#### Safe Community

Safe Community investments focused on maintaining a safe place to live, work and play. Programs and services over the biennium will focus on:

- Police and Fire services including:
  - Fire Suppression Services
  - Public Safety Dispatch Services
  - Police Patrol and Investigations Services
- Regional Court Activities
- City Street Light Maintenance.

Capital investments will focus on:

- Major renovation and maintenance for public safety facilities, pedestrian and traffic safety related needs
- Providing initial funding for a downtown fire station.



## Executive Summary

---

### Improved Mobility

Improved Mobility investments focused on existing and future infrastructure, traffic flow, built environment and travel options. Programs and services over the biennium will focus on:

- Traffic signals and traffic control devices, roadways, signs and walkway maintenance and repair.

Capital investments will focus on:

- Maintaining the City's investment in existing transportation infrastructure and continued funding for pedestrian access improvements
- Providing increased capacity and mobility in Bellevue's transportation system
- Planning for future investments through the Downtown Transportation plan update, East Link Analysis & Development, and West Lake Sammamish Parkway project.

### Healthy and Sustainable Environment

Healthy and Sustainable Environment investments focused on preserving nature spaces and providing a healthy environment, which supports healthy living for current and future generations. Programs and services over the biennium will focus on:

- Water, Sewer and Stormwater Services
- Parks, Greenways, Trails, Nature Spaces and Forest Management Services.

Capital investments will focus on:

- Restoring, enhancing and renovating degraded natural areas within Bellevue's 2600 acre Parks & Open Space system
- Continue implementation of the 2008 voter-approved Parks & Open Space Levy by:
  - Expanding and providing amenities to the City's trail system for increased recreation opportunities.
- Completing open space acquisition and trail development funded from the 2007 voter-approved King County Levy, part of which is distributed to cities for these purposes.

### Innovative, Vibrant and Caring Community

Innovative, Vibrant and Caring Community investments promote community engagement and foster diversity and creativity in City provided services. Programs and services over the biennium will focus on:

- Human Services activities
- Bellevue's Recreation Programs and Centers
- Park Planning and Development.

Capital investments will focus on:

- Continuing implementation of the 2008 voter-approved Parks and Open Space Levy through the acquisition and development of parks and open space areas
- Major renovation and refurbishment of Park facilities
- Continuing the City's investment in supporting Bellevue's public art program.



## Executive Summary

---

### Quality Neighborhoods

Quality Neighborhoods investments create a “sense of community” by maintaining neighborhoods that support families and provide convenient access to day-to-day activities. Programs and services over the biennium will focus on:

- Neighborhood and Community Outreach
- Community Schools Programs
- Neighborhood Parks Programs.

Capital investments will focus on:

- Continuing the Neighborhood Enhancement Program (NEP)
- Continuing implementation of the 2008 voter-approved Parks and Open Space Levy by focusing on two neighborhood park planning and development projects, one in the Bridle Trails neighborhood area and the other along Lake Sammamish.

### Economic Growth and Competitiveness

Economic Growth and Competitiveness investments are intended to plan for growth that will add value to the quality of the City and create a competitive business environment that supports entrepreneurs and creates jobs. Programs and services over the biennium will focus on:

- Development and Review Services
- Economic Development Program
- Meydenbauer Convention Center.

Capital investments will focus on:

- Completing the Electric Service Reliability Study (ERS) which seeks ways to improve the reliability of supplying adequate electricity within Bellevue, including future growth and development.

### Responsive Government

Responsive Government investments are intended to foster stewardship of financial and property interest and ensure deployment of programs that are necessary to deliver the highest priority services. Programs and services over the biennium will focus on:

- City Management and Legislative Branch
- Debt Management Services
- City Support Departments (Finance, Human Resources, Information Technology, Fleet, etc...).

Capital investments will focus on:

- Relocating the Court facility from Surrey Downs to an alternate site.
- Implementing and renovating some of the City’s major technology systems.

The following tables and discussion provide a high level summary of the 2011-2012 Biennial Budget by outcome. Additional detailed information about the budget by outcomes can be found in the Budget by Outcome (Chapter 7) and Department Information (Chapter 8) sections of this document.



## Executive Summary

### Operating Budget

The following is a summary of the total operating budget for 2011-2012 by Outcome:

	<u>All Funds</u>	<u>% Total</u>
Safe Community	\$155.3M	23.3%
Improved Mobility	26.9M	4.0%
Healthy & Sustainable Environment	214.7M	32.1%
Innovative, Vibrant & Caring Community	55.5M	8.3%
Quality Neighborhoods	10.2M	1.5%
Economic Growth & Competitiveness	20.9M	3.1%
Responsive Government	<u>185.1M</u>	<u>27.7%</u>
Total Operating Budget	\$ 668.6M	100.0%

### General Fund Budget

The following is a summary of the General Fund budget for 2011-2012 by Outcome:

	<u>General Fund</u>	<u>% Total</u>
Safe Community	\$144.1M	52.9%
Improved Mobility	25.8M	9.5%
Healthy & Sustainable Environment	12.3M	4.5%
Innovative, Vibrant & Caring Community	35.2M	12.9%
Quality Neighborhoods	8.7M	3.2%
Economic Growth & Competitiveness	3.1M	1.1%
Responsive Government	<u>43.1M</u>	<u>15.9%</u>
Total General Fund Budget	\$ 272.3M	100.0%

### Capital Investment Program Plan

Bellevue's Capital Investment Program (CIP) Plan presents a schedule of major public facility improvements for implementation within a seven-year period therefore the following is a summary of the CIP Plan for 2011-2017 by Outcome:

	<u>General &amp; Utility CIP</u>	<u>% Total</u>
Safe Community	\$ 12.0M	2.3%
Improved Mobility	150.6M	28.9%
Healthy & Sustainable Environment	169.7M	32.6%
Innovative, Vibrant & Caring Community	69.1M	13.3%
Quality Neighborhoods*	14.8M	2.8%
Economic Growth & Competitiveness*	0.3M	0.2%
Responsive Government	6.1M	1.2%
Debt	72.1M	13.9%
Council Contingency	<u>25.0M</u>	<u>4.8%</u>
Total General Fund Budget	\$ 519.7M	100.0%

Other outcomes contribute to the Economic Growth & Competitiveness and Quality Neighborhoods Outcomes.

**Utilities**

This Budget includes the following utility rate increases for 2011 and 2012:

Utility Rate Increases

	<u>2011</u>	<u>2012</u>
<u>Water</u>		
<i>Cascade Water Alliance</i>	1.9	5.6
<i>Local Programs</i>	<u>1.4</u>	<u>2.3</u>
<i>Total</i>	3.3%	7.9%

Wastewater

<i>Metro/King County</i>	7.9	0.0
<i>Local Programs</i>	<u>1.0</u>	<u>1.5</u>
<i>Total</i>	8.9%	1.5%

Storm & Surface Water

<i>Local Programs</i>	3.2%	3.2%
-----------------------	------	------

Typical average monthly utility bill for a single-family residential customer

	<u>2011</u>	<u>2012</u>
Prior year monthly bill	\$117.24	\$124.18
Wholesale increase	5.23	2.62
Local increase	<u>1.71</u>	<u>2.58</u>
<i>Total Increase</i>	6.94 (5.9%*)	5.20 (4.2%**)
Expected monthly bill	\$124.18	\$129.38

Utilities' programs and services over the biennium will focus on continuing to provide Bellevue with reliable and high quality water, wastewater, stormwater, solid waste and streets maintenance services. Additional activities include:

- Replacement or renewal of aging infrastructure
- Perform projects to accommodate I-405 and SR-520 improvements
- Implementation of stormwater programs to meet NPDES permit requirements
- Expand outreach program to increase awareness and change behavior that negatively impact to water quality.

## **Budget Summary**

### **Introduction**

---

This chapter illustrates 2011-2012 Budget resource and expenditure estimates primarily through the use of graphic presentations. The information is divided into two sections; Resource Summary and Expenditure Summary. Text describing the graphic presentations is included to highlight some of the key information presented in each section.

The Budget Summary is organized into the following sections:

#### **Resource Summary**

- A. Total City Budget Resources
- B. Operating Funds Budget Resources
- C. Special Purpose Funds Budget Resources
- D. Capital Project Funds Budget Resources

#### **Expenditure Summary**

- A. Total City Budget
- B. Total Operating Budget
- C. Total Special Purpose Budget
- D. Total Capital investment Budget
- E. Debt Information

## Resource Summary

---

This chapter illustrates 2011-2012 Budget resource estimates primarily through the use of graphic presentations. Text describing the graphic presentations is included to highlight some of the key information presented.

The Resource Summary is organized into the following sections:

**A. Total City Budget Resources**

This section provides the reader with additional information on City taxes.

**B. Operating Funds Budget Resources**

This section provides information regarding operating budget resources by category and General Fund resource changes by source.

**C. Special Purpose Funds Budget Resources**

This section provides information regarding special purpose budget resources by category.

**D. Capital Project Funds Budget Resources**

This section provides information regarding capital project budget resources by category.

## Resource Summary

---

### A. Total City Budget Resources

Figure 5a-1 presents the 2011-2012 resource budget for all City funds and contains a comparison to 2009-2010 resources. Resources for 2011-2012 are anticipated to decrease \$47.3 million or 3.9% from 2009-2010. The decrease is primarily due to a decline in taxes (\$34.1 million) and beginning fund balances (\$11.8 million).

As illustrated in the pie chart, taxes represent the largest resource category contributing 27.4% of total City resources. Tax collections are anticipated to decrease by \$34.1 million based on the economic recovery projected for the region. Within the taxes category, the largest components include sales tax, property tax, and business and occupation (B&O) tax.

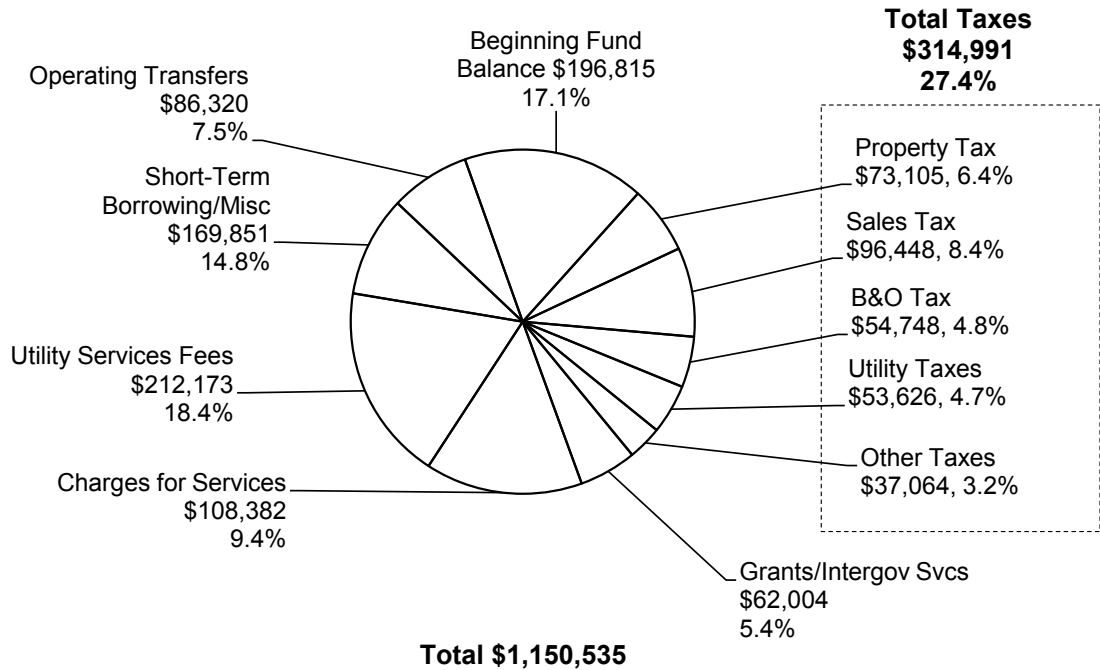
Utility Service Fees are the second largest category of resources. This revenue category is made up of water, sewer, and storm & surface water service fees. These revenues are projected to grow by \$10.1 million over the 2011-2012 biennium primarily attributable to pass-through rate increases in Metro sewer and Cascade Water Alliance costs, regulatory requirements, such as NPDES and investments associated with aging infrastructure, and capital program cost increases.

Beginning Fund Balance (BFB) is the third largest category of resources at \$196.8 million or 17.1% of total. Reserve policies have been adopted to allow the City to cover future liabilities (e.g., equipment replacement reserves). They protect the City's essential service programs during periods of economic downturn, which may temporarily reduce actual resources or cut the growth rate of City resources below that necessary to maintain pre-existing service levels. Additionally, fund balances, commonly known as reserves, can be used in the event of a natural catastrophe to counter cyclical basic revenue growth (as with economically sensitive resources such as Property, Sales, and B&O taxes combined) or because of unfunded federal or state mandates.



## Resource Summary

**Figure 5a-1 2011-2012 Total City Budget Resources**  
\$000



### Comparison to 2009-2010 Budget

	2009-2010 Budget	2011-2012 Budget	\$ Change	% Change
<b>Taxes</b>				
Sales Tax	\$112,147	\$96,448	(\$15,700)	(14.0%)
Property Tax	72,780	\$73,105	325	0.4%
Business & Occupation Tax	64,252	\$54,748	(9,504)	(14.8%)
Utility Taxes	54,198	\$53,626	(572)	(1.1%)
Other Taxes	45,707	\$37,064	(8,643)	(18.9%)
<b>Total Taxes</b>	<b>\$349,084</b>	<b>\$314,991</b>	<b>(\$34,093)</b>	<b>(9.8%)</b>
<b>Beginning Fund Balance</b>	<b>208,624</b>	<b>196,815</b>	<b>(11,809)</b>	<b>(5.7%)</b>
<b>Utility Services Fees</b>	<b>202,072</b>	<b>212,173</b>	<b>10,101</b>	<b>5.0%</b>
<b>Short-Term Borrowing/Miscellaneous</b>	<b>177,973</b>	<b>169,851</b>	<b>(8,122)</b>	<b>(4.6%)</b>
<b>Charges for Services</b>	<b>103,060</b>	<b>108,382</b>	<b>5,322</b>	<b>5.2%</b>
<b>Operating Transfers</b>	<b>89,571</b>	<b>86,320</b>	<b>(3,250)</b>	<b>(3.6%)</b>
<b>Grants/Intergovernmental Services</b>	<b>67,446</b>	<b>62,004</b>	<b>(5,442)</b>	<b>(8.1%)</b>
<b>Total Resources</b>	<b>\$1,197,829</b>	<b>\$1,150,535</b>	<b>(\$47,294)</b>	<b>(3.9%)</b>

Note: Columns/chart may not foot due to rounding



## Resource Summary

### Figure 5a-2 Summary of Locally Levied Taxes

Bellevue has a diverse mix of revenues that grow and retract based on various drivers. Through a diverse revenue base, and conservative financial management, Bellevue has been able to weather the most recent recession.

This figure includes specific information on each of the taxes levied to support City services. Included for each tax are the maximum allowable rate, the current City rate, the 2011 and 2012 budgets, and supplemental information.

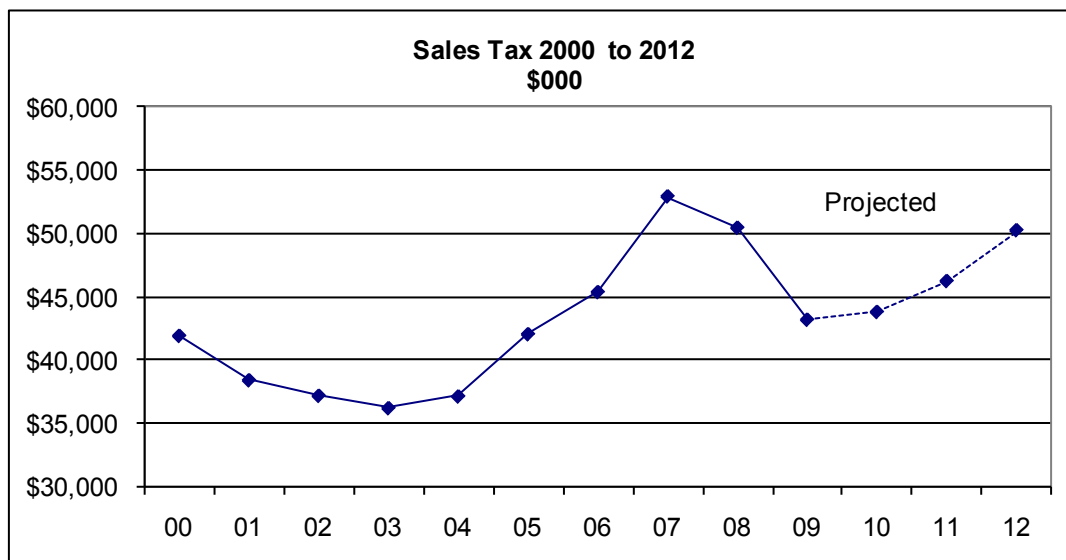
#### 1. Sales Tax

Sales tax is imposed on the sale of most goods and some services. This tax is remitted to the State by businesses and in turn, the State provides the City with a portion of this revenue on a monthly basis. The total sales tax rate is 9.5% in Bellevue and Bellevue receives 0.85% of this rate.

Growth in sales tax revenues is driven by growth in sales at retail outlets, direct expenditures by households and businesses, and development activity. Sales tax revenues support activities of the General Fund, General CIP Fund and Housing Fund.

#### Historical Collections & Trends

Sales tax collections grew significantly from 2003 to 2007, primarily due to increases in development activity and consumer spending (retail and services sectors growth). Sales tax collections for 2008 and 2009 reflect the decline in development and taxable retail activity experienced during the recession. Projections for 2010 year-end through the 2011-2012 biennium reflect the anticipated recovery as the development cycle and consumer spending begins growing again.



## Resource Summary

---

Maximum Rate:	1.0%*
Current Rate:	1.0%*
2011 Estimate:	
General Fund**	\$33,886,000
General CIP Fund	10,299,000
Supplemental CIP Fund	1,078,000
Mobility CIP Fund	867,384
Housing Fund	100,000
Total 2011 Sales Tax	\$46,230,384
2012 Estimate:	
General Fund**	\$36,170,000
General CIP Fund	12,002,000
Supplemental CIP Fund	1,078,000
Mobility CIP Fund	867,384
Housing Fund	100,000
Total 2012 Sales Tax	\$50,217,384

\* 15% of the sales tax revenue produced by the City's 1% is allocated to the County.

\*\* Includes a portion of CIP sales tax distribution for maintenance and operating costs equal to 2010 base costs of \$7.8 million increased by inflation in each year.

Each 0.1% of the sales tax rate generates \$5.4 million in 2011 and \$5.9 million in 2012 of sales tax revenue.

### Comments/Watch Areas

Initiative 1107: This measure reverses some amendments to state tax laws adopted in 2010, thereby: ending the sales tax on candy, the temporary sales tax on some bottled water, and the temporary excise taxes on the activity of selling certain carbonated beverages. The impact of this change is difficult to assess due to the timing of tax law (June 2010) and the limited information available.

## **2. Business & Occupation (B&O) Tax**

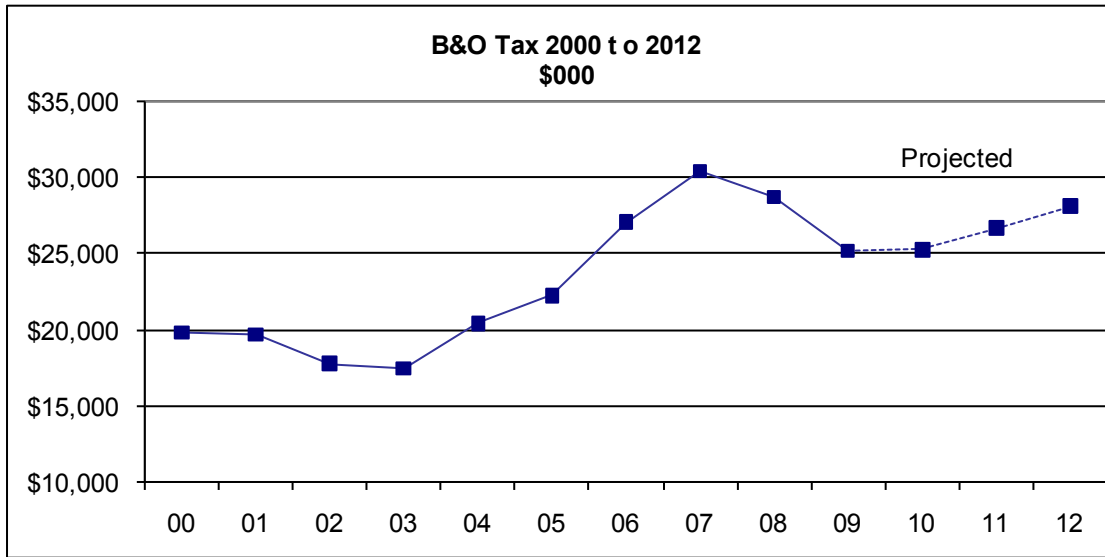
Business and occupation (B&O) tax is made up of two components: gross receipts and square footage. The gross receipts B&O tax is primarily measured on gross proceeds of sales or gross income. The square footage B&O tax applies to businesses whose activities produce gross revenue indirectly, such as at a headquarter locations. In some cases, businesses are excluded from paying this tax (e.g. taxable gross receipts for a business less than \$145,000 or offices with less than 250 taxable square feet). The City levies the same rate for all types of business activities. The gross receipt B&O tax rate is 0.1496% of receipts/income and the quarterly square footage rate is \$0.22 per square foot. B&O revenues support General Fund and the Capital Investment Program (CIP) Fund activities.



## Resource Summary

### Historical Collections & Trends

Following a similar pattern to sales tax, B&O tax collections grew considerably from 2003-2007, reflecting a strong economy and significant collections resulting from audit activities. A decline in audit activity, the impact of B&O apportionment and the recession slowed collections in 2008 and 2009. B&O tax is projected to show growth beginning in 2010 and continue to increase in the 2011-2012 biennium. This increase is based on the anticipated increase in business activity as the economy recovers and additional delinquency and detection activities associated with two new tax positions included in this budget.



Maximum Rate: 0.2%

Current Rate: 0.1496%

2011 Estimate:

General Fund (0.11%)	\$19,599,000
General CIP Fund – Unrestricted (0.03%)	5,344,000
General CIP Fund – Restricted Transportation Only (0.0096%)	<u>1,711,000</u>

Total 2011 Business & Occupation Tax \$26,654,000

2012 Estimate:

General Fund (0.11%)	\$20,657,000
General CIP Fund – Unrestricted (0.03%)	5,633,000
General CIP Fund – Restricted Transportation Only (0.0096%)	<u>1,804,000</u>

Total 2012 Business & Occupation Tax \$28,094,000

A majority of voters may approve a rate in excess of 0.2%. Each 0.01% of the business and occupation tax rate generates \$1.8 million in 2011 and \$1.9 million in 2012 of B&O tax revenue. Note: The City Council reserved from its levied capacity a rate of 0.0001 for convention center purposes per Ord. 4094.

## Resource Summary

---

### Comments/Watch Areas

The proposed 2011-2012 Preliminary Budget includes the addition of two tax analysts to focus on B&O compliance enforcement activities; primarily the Detection Program, which identifies unlicensed taxpayers doing business in the City and generates 400 - 500 new registrations per year, and the Delinquent Collection Program, which focuses on getting delinquent tax returns filed and paid.

### **3. Property Tax**

Property tax is applied to the assessed value (AV) of all taxable real and personal property located within the City, with several exceptions such as public structures (government buildings, roads, etc.), property owned by several types of non-profit organizations, personal property (up to a specified dollar value), and others.

Real property includes land, buildings, and improvements to the land such as driveways. Personal property includes movable assets used in conducting a business such as machinery, supplies, and other non-inventory items. The King County Department of Assessments determines the assessment of real and personal properties and collects this revenue for the City. Official property tax records are maintained by the King County Assessor's Office.

Property tax revenues support General Fund activities as well as the Human Services Fund, which accounts for human services activities, including agency contracts.

### Historical Collections & Trends

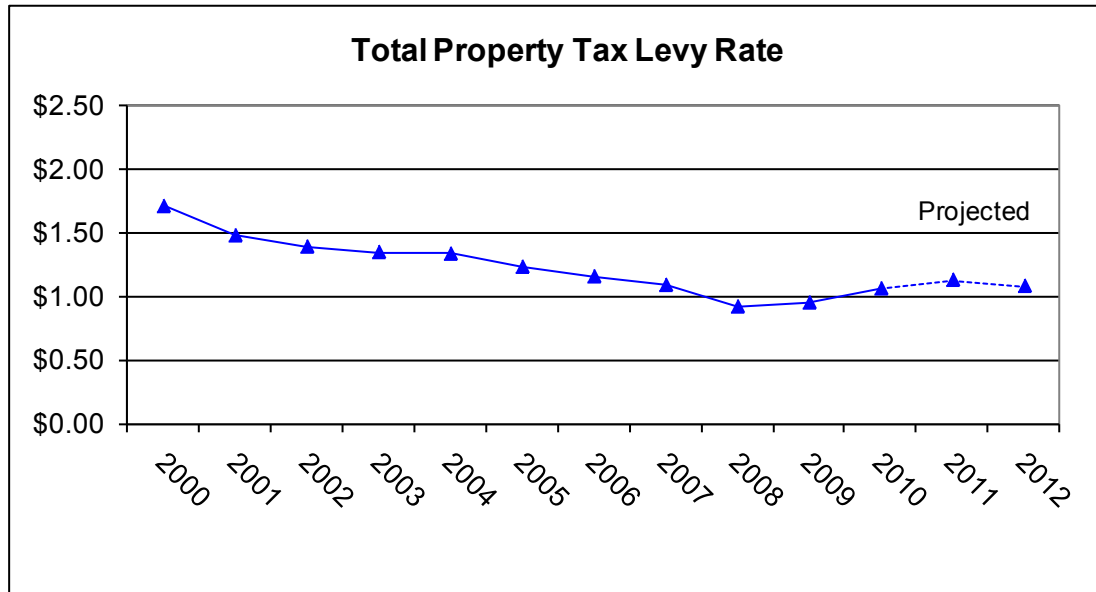
Under Initiative 747, the regular levy can grow at a maximum of 1% annually or the rate of "inflation" (defined as the increase in the implicit price deflator (IPD), whichever is less, plus additions for new construction, changes in value of state-assessed utility property and newly annexed property (referred to as "add-ons"). For 10 of the past 13 years, Bellevue has opted to only levy the additional property tax associated with add-ons, but has preserved, or "banked," its remaining allowable levy capacity (maximum allowable levy less actual levy). In 2011, Bellevue had \$8.5 million in banked capacity available.

The Bellevue City Council last approved the use of some banked capacity to support the ongoing maintenance and operating costs of City infrastructure in 2009. The Forecast does not reflect the use of any additional amounts of banked capacity.

As displayed in the following chart, Bellevue's property tax levy rate is projected to increase from \$1.06 to \$1.14 per \$1,000 AV, due to a decline in the City's AV, including any new construction valuation. Bellevue's property tax levy rate has fluctuated based on changes in AV, the use of banked capacity and voted levies.



### Resource Summary



Maximum Rate:	\$3.10/\$1,000 AV
2011 Total Levy Rate:	\$1.14/\$1,000 AV
2011 Levy:	
General Fund	\$29,614,000
Human Services Fund	2,511,000
Parks M&O Fund	660,000
General CIP Fund	<u>3,389,000</u>
Total 2011 Regular Property Tax Levy	\$36,174,000
2012 Estimated Total Levy Rate:	\$1.08/\$1,000 AV
2012 Estimated Levy:	
General Fund	\$30,300,000
Human Services Fund	2,582,000
Parks M&O Fund	660,000
General CIP Fund	<u>3,389,000</u>
Total 2012 Estimated Regular Property Tax Levy	\$36,931,000

Current law limits the property tax increase from the prior highest allowable regular levy to the lesser of 101% or 100% plus inflation, where inflation is measured by the percentage change in the IPD (whichever is less). For 2011 the IPD changed 101.54%.

The 2011 regular levy AV is at \$32.1 billion which is a decrease of \$2.0 billion (5.9%) from the 2010 AV. The 2012 regular levy AV is estimated to be \$34.6 billion, an increase of \$2.5 billion or 8.0% from the 2011 AV as property values begin to recover from the recent recession's impact.

## Resource Summary

Based on the estimated 2011 AV of \$32.1 billion and the 2012 AV of \$34.6 billion, each additional \$0.01 per \$1,000 assessed value (AV) of the regular property tax levy rate generates \$322,000 in 2011 and \$346,000 in 2012 in property tax revenue.

The 2011 and 2012 estimated levies include property tax lid lift revenues of \$991,000. This levy lid lift was approved by the voters in May 1988 to pay maintenance and operating costs of City park facilities funded through a \$16.5 million park bond issue.

A parks and open space levy lid lift was authorized by the voters in the November 2008 election to provide capital funding over the next 20 years (\$3,389,000 annually) and ongoing maintenance and operations funding (\$660,000 annually). This levy lid lift increased the 2011 property tax levy rate by \$0.12 per \$1,000 of assessed value.

### 4. Real Estate Excise Tax (REET)

The Real Estate Excise Tax (REET) is levied on all sales of real estate. The rate is 0.5% of the selling price of the property. The first 0.25% of local REET must be used to fund capital facilities expenditures that have been identified in the City's comprehensive plan. The second 0.25% of local REET revenues must also be used to fund capital facilities, with the added stipulation that they cannot be used for the acquisition of land for parks. REET revenues are cyclical in nature and are projected to grow over the next biennium as the economy recovers from the latest recession.

#### Historical Collections & Trends

Real Estate Excise Tax collections increased an annual average of 21% per year between 2001 and 2006. Collections increased 94.3% in 2007, fueled by the sale of the portfolio of a major landholder in Bellevue.

As displayed below, REET is projected to end \$0.4 million above budget in 2010 due to several large real estate transactions. In 2011-2012 REET is projected to grow as bank lending becomes more readily available and the economy begins to recover.





## Resource Summary

---

Maximum Rate:	0.5%
Current Rate:	0.5%
2011 Estimate:	\$7,630,000
2012 Estimate:	\$9,134,000

Revenue proceeds are receipted to the General Capital Investment Program Fund for use on capital projects.

### Watch Areas

The recession has significantly affected REET collections in 2008 and 2009. Activity in 2010 has already exceeded budget due to several extraordinary commercial real estate transactions. Residential sales, however, have slowed since the end of the homebuyer tax credit program this spring. Local economists do not anticipate real estate sales to return to normal activity until the region experiences several years of good employment growth.

## 5. Utility Tax

Bellevue levies a tax on the gross income derived from sales of utility services provided in the City. Services include electricity, gas, water, sewer, storm drainage, garbage, telephone, and cellular phone. The revenues generated by these taxes support general city operations.

### **Electric Utility Tax**

Maximum Rate:	6.0%
Current Rate:	5.0%
2011 Estimate:	\$7,900,000
2012 Estimate:	\$8,194,000

A majority of the voters may approve a rate in excess of 6%. Each 0.1% of the electric utility tax rate generates roughly \$158,000 in 2011 and \$164,000 in 2012 of electric utility tax revenue.

### **Gas Utility Tax**

Maximum Rate:	6.0%
Current Rate:	5.0%
2011 Estimate:	\$2,404,000
2012 Estimate:	\$2,505,000

A majority of the voters may approve a rate in excess of 6%. Each 0.1% of the gas utility tax rate generates approximately \$48,000 in 2011 and \$50,000 in 2012 of gas utility tax revenue.



**Water Utility Tax**

Maximum Rate:	None
Current Rate:	10.4%
2011 Estimate:	\$3,328,000
2012 Estimate:	\$3,559,000

Each 0.1% of the water utility tax rate generates approximately \$32,000 in 2011 and \$34,000 in 2012 of water utility tax revenue.

**Sewer Utility Tax**

Maximum Rate:	None
Current Rate:	5.0%
2011 Estimate:	\$2,038,000
2012 Estimate:	\$2,072,000

Each 0.1% of the sewer utility tax rate generates approximately \$41,000 in 2011 and \$41,000 in 2012 of sewer utility tax revenue.

**Storm Drainage Utility Tax**

Maximum Rate:	None
Current Rate:	5.0%
2011 Estimate:	\$829,000
2012 Estimate:	\$856,000

Each 0.1% of the storm drainage utility tax rate generates approximately \$17,000 in 2011 and \$17,000 in 2012 of storm drainage utility tax revenue.

**Garbage Tax**

Maximum Rate:	None
Current Rate:	4.5%
2011 Estimate:	\$903,000
2012 Estimate:	\$933,000

Each 0.1% of the garbage tax rate generates approximately \$20,000 in 2011 and \$21,000 in 2012 of garbage tax revenue.



## Resource Summary

### Telephone Utility Tax

Maximum Rate:	6.0%
Current Rate:	6.0%
2011 Estimate:	
Telephone Utilities	\$2,877,000
Cellular Telephone Utilities	<u>4,295,000</u>
Total 2011 Telephone Utility Tax	\$7,172,000
2012 Estimate:	
Telephone Utilities	\$2,964,000
Cellular Telephone Utilities	<u>4,486,000</u>
Total 2012 Telephone Utility Tax	\$7,450,000

Each 0.1% of the telephone utility tax rate generates approximately \$120,000 in 2011 and \$124,000 in 2012 of telephone utility tax revenue.

### Watch Areas

**Pass-Through Costs:** Electricity, gas, water, and sewer utilities service fees are subject to pass-through rate increases or decreases that affect tax collections. While the Forecast projects utility service fee increases, changes resulting from the pass-through of wholesale costs can be significant and may not be reflected in the Forecast until approved by the appropriate authoritative bodies.

**Legislation:** State and Federal legislation can have an effect on tax revenues as services/products may be determined taxable or not taxable. Often the timing of new legislation does not coincide with budget development and impacts are difficult to estimate. The Forecast attempts to incorporate the projected impact of new legislation when materiality warrants.

**Other Factors:** Utility tax revenues can be affected by uncontrollable variables, such as the economy, weather, market saturation, or new technology. While the Forecast incorporates market trends and historical experience into projections, impact of these variables is not always predictable.

Telephone taxes collections continue to fluctuate as households move to cell phones as their primary mode of communication. Cellular activity also remains variable as voice plans rates become more competitive and the market approaches saturation level.

**6. Other Taxes**

**Accommodations (Hotel/Motel) Tax**

100% of accommodations taxes are committed to the Bellevue Convention Center Authority (BCCA), a public development authority created by the City Council on December 4, 1989.

Maximum Rate:	5.0%
Current Rate:	5.0%
2011 Estimate:	\$5,978,504
2012 Estimate:	\$7,078,090

Proceeds are used first to pay Convention Center related debt. Collections in excess of debt requirements are transferred to the BCCA to support operations. The accommodations tax may be used only for tourism facilities and tourism promotion purposes. Each 0.1% of the tax generates approximately \$120,000 in 2011 and \$142,000 in 2012.

**Television Cable Franchise Fee**

Maximum Rate:	5.0%
Current Rate:	5.0%
2011 Estimate:	\$1,717,000
2012 Estimate:	\$1,766,000

Fees levied on cable television companies operating in the City. This fee is collected in the Franchise Fund, where it will be used to support the development of cable television activities. Each 0.1% of the television cable fee generates approximately \$34,000 in 2011 and \$35,000 in 2012 of television cable franchise revenue.

**Motor Vehicle Fuel Tax**

2011 Estimate:	\$1,247,000
2012 Estimate:	\$1,247,000

Tax is levied on each gallon of motor vehicle fuel sold and distributed to Cities and Counties. City distribution is on a per-capita basis.

**Admissions Tax**

Maximum Rate:	5.0%
Current Rate:	3.0%
2011 Estimate:	\$556,000
2012 Estimate:	\$567,000

## Resource Summary

---

Tax levied on persons who pay an admission charge for entrance to an event or establishment. It is collected for the City by the business charging the admission for entrance to theaters, amusement parks, and swimming pools, among others. Each 0.1% of the admissions tax rate generates approximately \$19,000 in 2011 and 2012 of admissions tax revenue.

### **Gambling Tax - Amusement & Games**

Maximum Rate:	2% - 5%
Current Rate:	2% - 5%
2011 Estimate:	\$10,000
2012 Estimate:	\$10,000

Gambling tax on amusement games, bingo, and raffle activities. State law provides that the City must first use these proceeds to pay for enforcement activities.

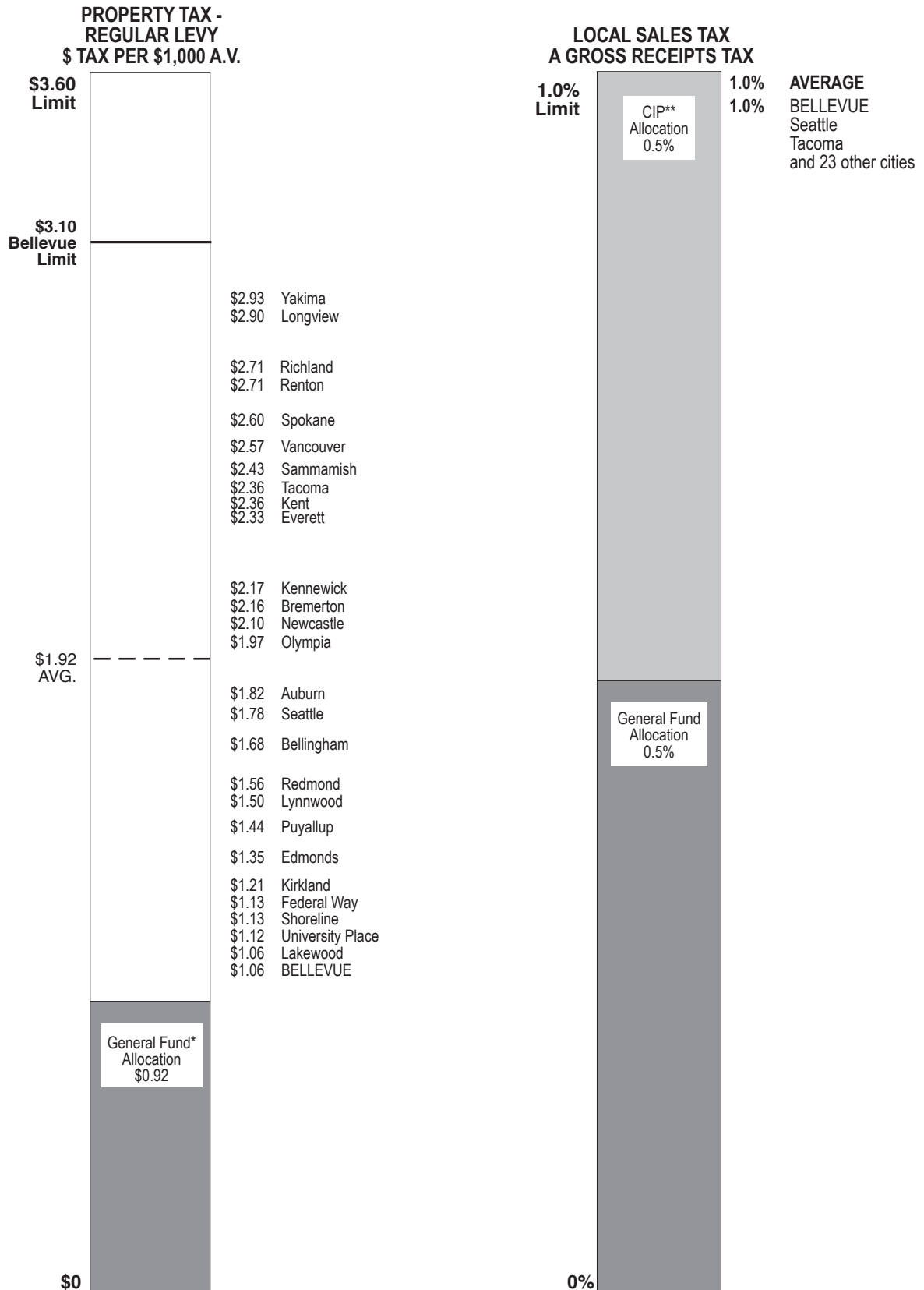
### **Gambling Tax – Punchboards & Pull Tabs**

Maximum Rate:	5.0%
Current Rate:	5.0%
2011 Estimate:	\$152,700
2012 Estimate:	\$155,601

Gambling tax on punch board and pull tab activities. These are reserved for the purpose of providing youth facilities to the extent that funds from this tax are not first required to enforce gambling laws as required by State law.

## Figure 5a-3(A) Comparison of 2010 Urban Tax Rates Rates in Effect for Property and Local Taxes as of January 2010

This figure provides a comparison of City of Bellevue tax rates to the tax rates of the 25 other Washington cities with over 30,000 population. Comparisons in Figure 4-3(A) show that Bellevue's property tax rate is well below the average for these Washington cities and that like 25 other cities, our sales tax rate is 1.0%.

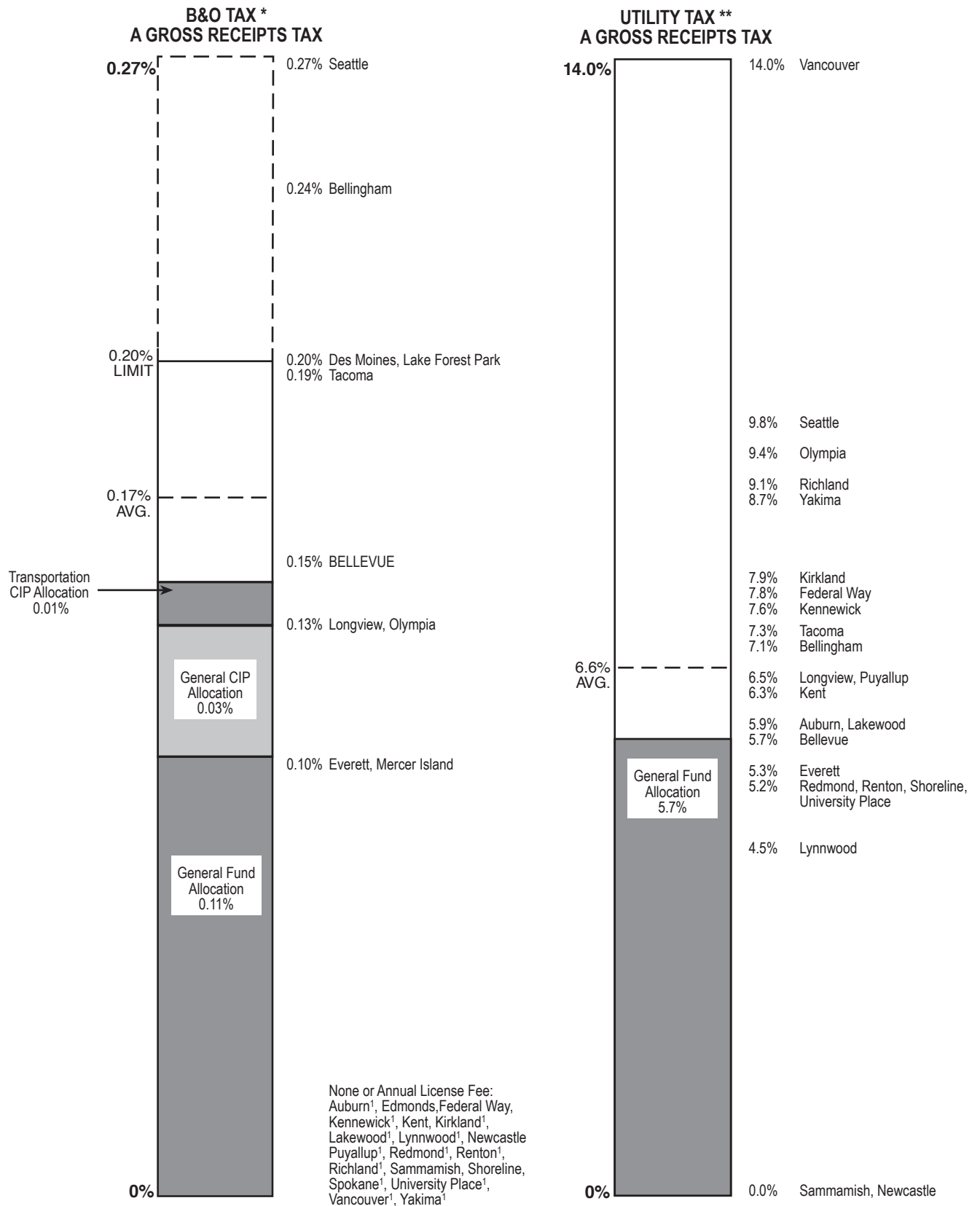


\* A portion of the General Fund allocation supports the Human Services Fund.

\*\* A portion of the CIP allocation supports the Housing, Facilities, and Land Purchase Revolving Funds, and General Fund maintenance and operating costs associated with completed capital projects.

**Figure 5a-3(B)**  
**Comparison of 2010 Urban Tax Rates**  
 Rates in Effect for Property and Local Taxes as of January 2010

Comparisons in Figure 7a-3(B) show that Bellevue's business & occupation (B&O) tax rate is slightly below the average of those cities with a B&O tax (0.15%) and that Bellevue's utility tax rates are well below the average of Washington cities.



\*\* Unweighted average B&O tax on service, retail, wholesale, manufacturing and services activities for those cities which impose a gross receipts business tax.  
 \* Unweighted average of natural gas, electric, telephone, water, sewer, storm drainage, cable, and garbage.  
 \*\* Unweighted average of natural gas, electric, telephone, water, sewer, storm drainage, cable, and garbage.  
 1) Auburn, Kennewick, Kirkland, Lakewood, Lynnwood, Puyallup, Redmond, Renton, Richland, Spokane, University Place, Vancouver, and Yakima: Business license fee based on square footage, number of employees, and/or type of business.

**Resource Summary**

**Figure 5a-4 Property Valuation & Tax Levy Information 1981 through 2011**

This figure displays historical property tax information for comparison purposes. Official property tax records are maintained by the King County Assessor's Office. Property owners are taxed on 100% of the fair market value of their property.

Year	Regular Levy Assessed Valuation (\$ in millions)	% Change from Prior Year	Regular Property Tax Levy (\$000)	% Change from Prior Year	Tax Rate per \$1,000 Assessed Valuation		
					Voted Levy	Regular Levy	Total Property Tax Rate
1981	3,194	78.1	5,635	15.2	0.37	1.76	2.13
1982	3,400	6.4	6,229	10.5	0.77	1.84	2.61
1983	4,460	31.2	7,078	13.6	0.44	1.58	2.02
1984	4,482	0.5	7,748	9.5	0.45	1.73	2.18
1985	4,737	5.7	8,545	10.3	0.22	1.80	2.02
1986	4,882	3.1	9,304	8.9	0.70	1.90	2.60
1987	5,366	9.9	10,230	10.0	0.41	1.90	2.31
1988	5,620	4.7	11,257	10.0	0.21	2.00	2.21
1989	6,455	14.9	13,409	19.1	0.20	2.08	2.28
1990	6,610	2.4	14,556	8.6	0.53	2.20	2.73
1991	9,065	37.1	16,113	10.7	0.31	1.76	2.07
1992	9,238	1.9	17,143	6.4	0.29	1.85	2.14
1993	9,958	7.8	18,414	7.4	0.26	1.85	2.11
1994	10,249	2.9	20,422	10.9	0.20	1.99	2.19
1995	10,701	4.4	19,492	(4.6)	0.35	1.82	2.17
1996	10,876	1.6	19,861	1.9	0.35	1.83	2.18
1997	11,308	4.0	21,026	5.9	0.34	1.86	2.20
1998	12,115	7.1	21,246	1.0	0.32	1.75	2.07
1999	13,652	12.7	21,685	2.1	0.24	1.59	1.83
2000	14,981	9.7	22,497	3.7	0.21	1.50	1.71
2001	17,605	17.5	23,489	4.4	0.14	1.34	1.48
2002	19,705	11.9	24,859	5.8	0.13	1.26	1.39
2003	20,696	5.0	25,214	1.4	0.13	1.22	1.35
2004	21,212	2.5	25,572	1.4	0.13	1.21	1.34
2005	22,214	4.7	25,814	0.9	0.07	1.16	1.23
2006	23,957	7.8	26,264	1.7	0.06	1.10	1.16
2007	26,612	11.1	27,638	5.2	0.05	1.04	1.09
2008	31,396	18.0	28,904	4.6	0.00	0.92	0.92
2009	37,627	19.8	31,201	7.9	0.11	0.83	0.94
2010	34,103	-9.4	32,011	2.6	0.12	0.94	1.06
2011	32,079	-5.9	32,583	1.8	0.13	1.02	1.14

Notes: 2008 Regular Property Tax Levy reflects retirement of 2003 Unlimited Tax General Obligation bonds. 2009+ Regular Property Tax Levy does not include the parks and natural areas voted levy.

Source: 2011 forward is Council Property Tax Ordinance





## Resource Summary

---

This page has been intentionally left blank.



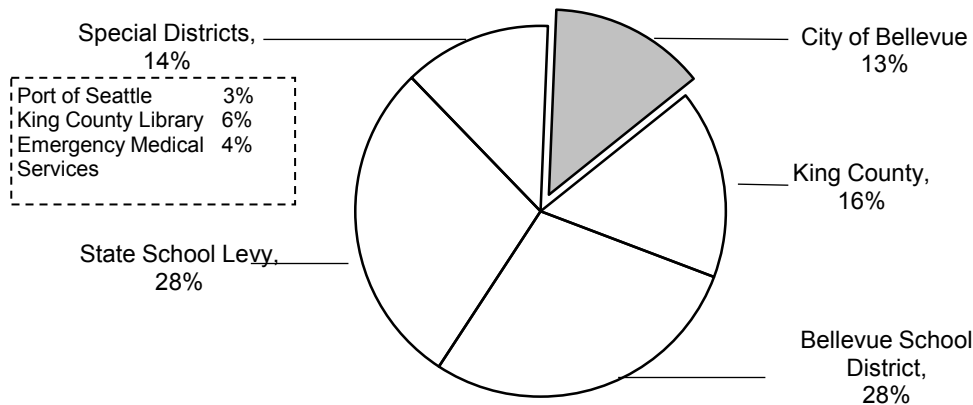
## Resource Summary

**Figure 5a-5 Property Taxes**

**Typical Distribution of Property Tax Dollars**

This figure illustrates the property tax distribution for a typical Bellevue taxpayer in 2010. As shown in the pie chart, Bellevue's property tax levies make up only 13% of a property owner's tax bill. The largest components are the State school levy and the Bellevue School District levy.

Official property tax records are maintained by the King County Assessor's Office.



The following table displays the 2010 property tax bills for hypothetical low-, medium-, and high-assessed value (AV) homes.

	2010 Rate/\$1,000 of AV	Low AV = \$200,000	Medium AV = \$600,000	High AV = \$800,000
Emergency Medical Services	\$0.30	\$60	\$180	\$240
Port of Seattle	0.22	43	129	170
Flood / Ferry Levy	0.11	22	64	84
King County Library	0.49	97	289	385
<b>City of Bellevue</b>	<b>1.06</b>	<b>212</b>	<b>637</b>	<b>850</b>
King County	1.28	257	772	1,029
Bellevue School District	2.22	443	1,330	1,775
State School Levy	2.22	445	1,335	1,780
<b>Total</b>	<b>\$7.89</b>	<b>\$1,579</b>	<b>\$4,736</b>	<b>\$6,314</b>

Note: Columns/chart may not foot due to rounding



## Resource Summary

---

### B. Operating Funds Budget Resources

Figure 5a-6 presents the 2011-2012 resource budget for the City's 23 operating budget funds. This figure highlights that the largest operating budget resource categories are taxes at 31.3%, utility services fees at 26%, and charges for services at 13.2%. Overall, operating budget resources are projected to decrease by \$37.5 million or 4.5%.

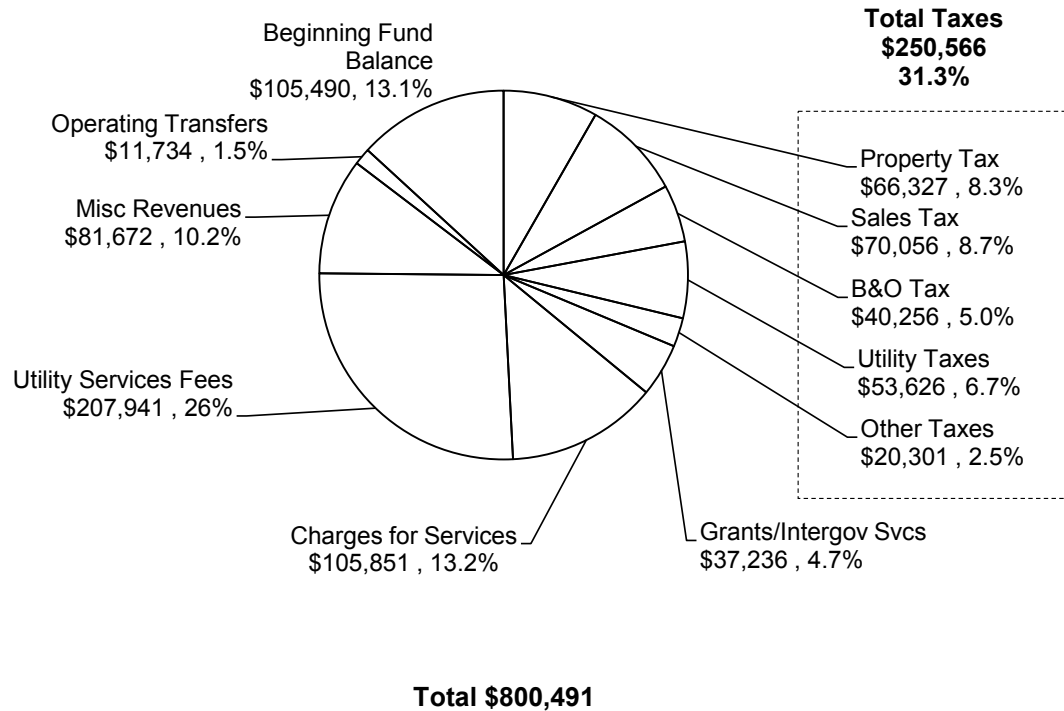
- Tax revenues are projected to decrease by \$17.1 million reflecting the impact of the recession on economically sensitive revenues and the projection for recovery.
- Increased pass-through wholesale sewer costs to customers, along with increased local program and capital costs, resulted in \$15.1 million increase in utility service fees.
- Charges for services are projected to increase somewhat over the biennium, primarily due to increased parks and recreation fees and interfund activities.



## Resource Summary

**Figure 5a-6 2011-2012 Total Operating Budget Resources**

**\$000**



### Comparison to 2009-2010 Budget

	<u>2009-2010</u> <u>Budget</u>	<u>2011-2012</u> <u>Budget</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Taxes				
Sales Tax	\$75,102	\$70,056	(\$5,046)	(6.7%)
Property Tax	66,002	66,327	325	0.5%
Utility Taxes	54,198	53,626	(572)	(1.1%)
Business & Occupation Tax	47,244	40,256	(6,988)	(14.8%)
Other Taxes	25,133	20,301	(4,832)	(19.2%)
<b>Total Taxes</b>	<b>\$267,679</b>	<b>\$250,566</b>	<b>(\$17,113)</b>	<b>(6.4%)</b>
Utility Services Fees	192,883	207,941	15,059	7.8%
Beginning Fund Balance	131,996	105,490	(26,506)	(20.1%)
Charges for Services	100,099	105,851	5,752	5.7%
Miscellaneous	86,199	81,672	(4,527)	(5.3%)
Grants/Intergovernmental Services	39,604	37,236	(2,368)	(6.0%)
Operating Transfers	19,519	11,734	(7,785)	(39.9%)
<b>Total Resources</b>	<b>\$837,979</b>	<b>\$800,491</b>	<b>(\$37,488)</b>	<b>(4.5%)</b>

Note: Columns/chart may not foot due to rounding

## Resource Summary

---

Figure 5a-7 is a summary of the General Fund resource changes from 2009-2010 to 2011-2012. General Fund resources are anticipated to decrease \$18.6 million or 5.4% over 2009-2010. Economically sensitive tax bases were reset in 2010 reflecting the impact of the recent recession. The Forecast incorporates local economists' projections for recovery.

- Business and Occupation (B&O) Tax receipts are anticipated to be \$7.0 million or 14.8% lower than in 2009-2010. This projected decline is based on a resetting of the 2010 base and current projections for economic recovery from the recession. Growth in the B&O tax is assumed a function of employment growth and inflation.
- Sales Tax revenues are anticipated to decrease \$5.0 million or 6.7% primarily due to reduced consumer spending and reduced development activity.
- Utility tax collections are anticipated to be nearly equal to 2009-2010. Tax collections for electric, water, sewer and storm drainage utilities are projected to increase based on recent or proposed utility service rate increases and projected population growth. Natural gas, garbage and telephone taxes are expected to decline based on a decline in services rates and/or service usage.
- Property taxes for 2011-2012 are projected to be essentially unchanged from the 2009-2010 biennium. The Forecast incorporates the projected new construction increase and change to property valuations.
- Charges for Services revenues are anticipated to be \$4.6 million or 15.5% higher reflecting growth in parks and recreation fees and reimbursement for General Fund staff support of development and capital activities.
- Miscellaneous revenues are projected to grow \$1.5 million or 17.3% due to increases in business registration fees, projected court reimbursements and increased property rental fees.
- Intergovernmental Services revenues are anticipated to be \$1.5 million or 4.3% lower reflecting the elimination of dispatch revenues as the City's dispatch activities fully move to NORCOM and reductions in projections of some state shared revenues.
- Beginning Fund Balance is anticipated to be \$1.9 million or 11.4% less than in 2011-2012 primarily due to the recessionary impact on economically sensitive revenues. The General Fund reserve policy sets an annual target of 15% of General Fund revenues as a sustaining reserve level.



## Resource Summary

**Figure 5a-7 Summary of General Fund Resource Changes - By Source**  
\$000

<b>Resources</b>	<b>2009-2010 Budget</b>	<b>2011-2012 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Sales Tax	\$75,102	\$70,056	(\$5,046)	(6.7%)
Property Tax	59,607	59,914	307	0.5%
Business & Occupation Tax	47,244	40,256	(6,988)	(14.8%)
Utility Taxes				
Electric Utility Tax	14,922	16,094	1,172	7.9%
Natural Gas Utility Tax	6,986	4,909	(2,077)	(29.7%)
Garbage Utility Tax	2,111	1,836	(275)	(13.0%)
Telephone Utility Tax	16,653	14,622	(2,031)	(12.2%)
Other Utility Taxes	10,052	12,682	2,630	26.2%
Subtotal Utility Taxes	50,724	50,143	(581)	(1.1%)
Other Taxes	8,944	7,244	(1,700)	(19.0%)
Grants	0	106	106	0.0%
Intergovernmental Services	34,916	33,406	(1,510)	(4.3%)
Charges for Services	29,869	34,495	4,625	15.5%
Miscellaneous	8,502	9,975	1,473	17.3%
Operating Transfers	10,320	2,894	(7,426)	(72.0%)
Beginning Fund Balance	16,413	14,538	(1,875)	(11.4%)
<b>Total General Fund Resources</b>	<b>\$341,642</b>	<b>\$323,027</b>	<b>(\$18,615)</b>	<b>(5.4%)</b>

Note: Columns/graph may not foot due to rounding

## Resource Summary

---

### C. Special Purpose Funds Budget Resources

Figure 5a-8 is a summary of the City's Special Purpose resource changes from 2009-2010 to 2011-2012. Overall, Special Purpose resources are projected to be \$30.5 million less in 2011-2012.

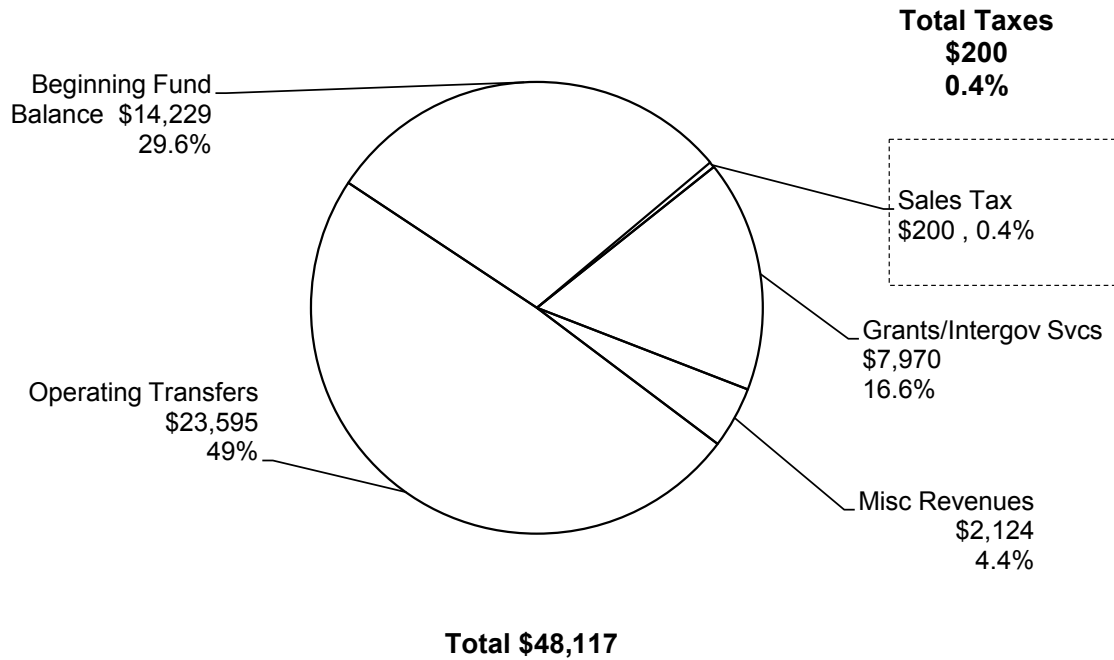
- The \$15.5 million decrease in Charges for Services/Miscellaneous is primarily attributable to the repayment on the 2008 CIP Line of Credit Note principal balance outstanding of \$12.0 million in October 2009.
- Beginning Fund Balance is projected to decrease by \$4.3 million in 2011-2012 which is attributed to a transfer for New City Hall debt service that occurred in the 2009-2010 budget but is not occurring in the 2011-2012 budget.
- Tax revenues will decrease by \$8.7 million due to the reallocation of sales tax receipts to fund payments for the New City Hall project.
- Operating Transfers are essentially unchanged from the 2009-2010 budget.
- Grants/Intergovernmental Services revenues are lower mainly due to timing in budgeting for grant revenues.





## Resource Summary

**Figure 5a-8 2011-2012 Total Special Purpose Budget Resources  
\$000**



### Comparison to 2009-2010 Budget

	<u>2009-2010 Budget</u>	<u>2011-2012 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Beginning Fund Balance	\$18,550	\$14,229	(\$4,322)	(23.3%)
Operating Transfers	23,447	23,595	148	0.6%
Taxes				
Sales Tax	8,858	200	(8,658)	(97.7%)
Property Tax	0	0	0	0.0%
Total Taxes	8,858	200	(8,658)	(97.7%)
Charges for Services/Miscellaneous	17,598	2,124	(15,475)	(87.9%)
Grants/Intergovernmental Services	10,174	7,970	(2,204)	(21.7%)
<b>Total Resources</b>	<u>\$78,627</u>	<u>\$48,117</u>	<u>(\$30,510)</u>	<u>(38.8%)</u>

Note: Columns/graph may not foot due to rounding



## Resource Summary

---

### D. Capital Project Funds Budget Resources

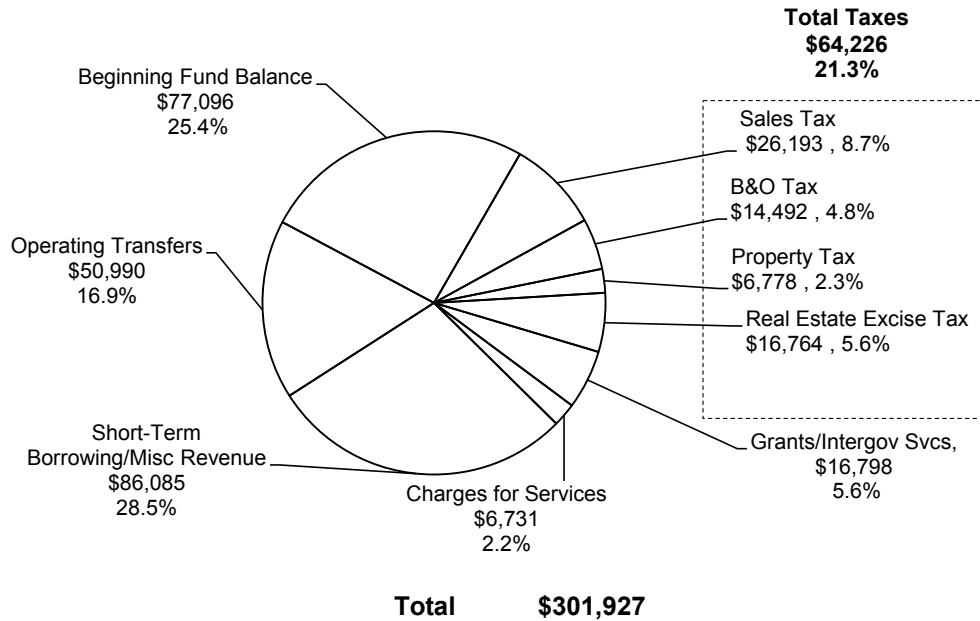
Figure 5a-9 is a summary of the City's Capital Project resource changes from 2009-2010 to 2011-2012. Overall, Capital Project resources are higher due to the following:

- Operating Transfers and Beginning Fund Balance are anticipated to increase by \$23.4 million due to project delays in 2009-2010 and subsequent increase in planned capital expenditures in 2011-2012.
- Short-term Borrowing/Miscellaneous is projected to increase by \$11.9 million due to recognition of additional resources for the Mobility and Infrastructure Initiative.
- Real Estate Excise Tax receipts are anticipated to decrease by \$3.8 million reflecting the impact of the recession on the credit market and development activity, including housing starts.
- Business and Occupation Tax receipts are anticipated to be \$2.5 million less due to the impact of the recession on business activities in general.



## Resource Summary

**Figure 5a-9 2011-2012 Total Capital Project Budget Resources  
\$000**



### Comparison to 2009-2010 Budget

	2009-2010 Budget	2011-2012 Budget	\$ Change	% Change
<b>Taxes</b>				
Sales Tax	\$28,188	\$26,193	(\$1,995)	(7.1%)
Property Tax	6,778	6,778	0	N/A
Real Estate Excise Tax	20,574	16,763	(3,811)	(18.5%)
Business & Occupation Tax	17,008	14,492	(2,516)	(14.8%)
<b>Total Taxes</b>	<b>\$72,548</b>	<b>\$64,226</b>	<b>(\$8,322)</b>	<b>(11.5%)</b>
Operating Transfers	46,605	50,990	4,385	9.4%
Beginning Fund Balance	58,077	77,096	19,019	32.7%
Short-Term Borrowing/Miscellaneous	74,205	86,085	11,880	16.0%
Grants/Intergovernmental Services	17,669	16,798	(871)	(4.9%)
Charges for Services	12,120	6,731	(5,388)	(44.5%)
<b>Total Resources</b>	<b>\$281,224</b>	<b>\$301,927</b>	<b>\$20,704</b>	<b>7.4%</b>

Note: Columns/graph may not foot due to rounding

## Expenditure Summary

---

This chapter presents a high level summary of the key components of the 2011-2012 Budget. More detailed revenue and expenditure information can be found in subsequent chapters of this document.

The Expenditure Summary is organized into the following sections:

### A. Total City Budget

Figure 5b-1 on the following page summarizes the budget from both a total City budget perspective and from the operating budget, special purpose budget, and capital investment program budget perspectives. Further breakdown within each fund category is provided. Figures at the bottom of the table are presented “net of double budgeting” to give a more accurate representation of the size of the total City budget. Double budgeting is the result of transactions between funds that inflate the budget because expenditure and revenue dollars are budgeted twice, once in each fund’s budget.

Figure 5b-2 shows the 2011-2012 total City budget resources by source and expenditures by department with comparisons to the 2009-2010 Budget.

Figure 5b-3 shows the City’s total expenditure budget by category and compares the 2009-2010 and the 2011-2012 biennial budgets, including dollar and percentage change.

Figure 5b-4 shows the 2011-2012 total City’s budget for resources by source and expenditures by category, including dollar and percentage of total.

Figure 5b-5 shows the 2011-2012 total City’s budget per capita for 2009 to 2012.

Figure 5b-6 shows the 2011-2012 total City’s budgeted position trends for 2009 to 2012.

### B. Total Operating Budget

Figure 5b-7 shows the 2011-2012 total City’s Operating budget expenditures by fund and compares to the 2009-2010 biennial budget, including dollar and percentage change.

Figure 5b-8 shows the 2011-2012 total City’s Operating budget for resources by source and expenditures by group, including dollar and percentage of total.

### C. Total Special Purpose Budget

Figure 5b-9 shows the 2011-2012 total City’s Special Purpose budget expenditures by fund and compares to the 2009-2010 biennial budget, including dollar and percentage change.

Figure 5b-10 shows the 2011-2012 total City’s Special Purpose budget for resources by source and expenditures by group, including dollar and percentage of total.



## Expenditure Summary

---

### D. Total Capital investment Budget

Figure 5b-11 shows the 2011-2012 total City's Capital Investment Program budget expenditures by program area and fund and compares to the 2009-2010 biennial budget, including dollar and percentage change.

Figure 5b-12 shows the 2011-2012 total City's Capital Investment Program budget for resources by source and expenditures by program area, including dollar and percentage of total.

### E. Debt Information

Figure 5b-13 displays the City's total debt capacity and debt issued as of January 1, 2011.

Figure 5b-14 lists the City's General Obligation and Revenue Bond debt information.

Figure 5b-15 displays the City's annual debt service requirements for existing non-voted general obligation bonds.



## Executive Summary

---

This page has been intentionally left blank.



## Expenditure Summary

---

### A. Total Operating Budget

As shown in Figure 5b-1, the 2011-2012 budget totals \$1,150.5 million. The budget in total decreased by \$47.3 million or 3.9%.

Most funds decreased in the 2011-2012 biennium as compared to the 2009-2010 as a result of right-sizing the budget to maintain expenditures within projected resources.

The Utility Funds show a budget increase of \$20.7 million as compared to the 2009-2010 budget. This increase is primarily attributable to pass-through rate increases in Metro sewer costs and Cascade Water Alliance costs, and local program and infrastructure cost increases.





## Expenditure Summary

**Figure 5b-1 Budget Summary**

**\$000**

<b>Total City Budget</b>	<b>2009-2010 Budget</b>	<b>2011-2012 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Operating Funds</b>				
General	\$341,642	\$323,027	(\$18,615)	(5.4%)
Utilities	224,049	237,778	13,729	6.1%
Development Services	49,648	37,678	(11,970)	(24.1%)
Parks Enterprise	12,255	12,038	(217)	(1.8%)
Internal Services	87,235	78,899	(8,335)	(9.6%)
Reserve/Other	123,151	111,071	(12,080)	(9.8%)
<b>Total Operating Budget</b>	<u>\$837,979</u>	<u>\$800,491</u>	<u>(\$37,488)</u>	<u>(4.5%)</u>
<b>Special Purpose Funds</b>				
Grants	\$11,259	\$8,087	(\$3,172)	(28.2%)
Debt Service	53,320	25,869	(27,451)	(51.5%)
Trust/Other	14,048	14,161	113	0.8%
<b>Total Special Purpose Budget</b>	<u>\$78,627</u>	<u>\$48,117</u>	<u>(\$30,510)</u>	<u>(38.8%)</u>
<b>Capital Project Funds</b>				
General Capital Investment Program	\$170,389	\$162,587	(\$7,802)	(4.6%)
Utility Capital Investment Program	110,835	139,340	28,506	25.7%
<b>Total Capital Project Fund Budget</b>	<u>\$281,224</u>	<u>\$301,927</u>	<u>\$20,704</u>	<u>7.4%</u>
<b>Total City Budget</b>	<u>\$1,197,829</u>	<u>\$1,150,535</u>	<u>(\$47,294)</u>	<u>(3.9%)</u>

**2011-2012 Net City Budget**

For analytical and comparison purposes, the budget is adjusted to remove internal transactions between City departments or City funds including transfers between funds and charges for services provided by one department to another department within the City. These adjustments are detailed below:

- |   |                    |
|---|--------------------|
| 1. Adjusted for internal transfers (e.g., General CIP contribution from the General Fund) between City funds, the net City budget is:       | <u>\$1,070,781</u> |
| 2. Adjusted for charges for services provided by one department to another (e.g., information technology services), the net City budget is: | <u>\$989,464</u>   |



## Expenditure Summary

**Figure 5b-2 2011-2012 Total City Budget  
Resources by Source and Expenditures by Department  
\$000**

	<b>Operating Funds</b>		<b>Special Purpose Funds</b>	
	<b>2009-2010 Budget</b>	<b>2011-2012 Budget</b>	<b>2009-2010 Budget</b>	<b>2011-2012 Budget</b>
<b><u>BEGINNING FUND BALANCE</u></b>	\$131,996	\$105,490	\$18,550	\$14,229
<b><u>REVENUES BY SOURCE</u></b>				
Property Tax	66,002	66,327	0	0
Sales Tax	75,102	70,056	8,858	200
Business & Occupation Tax	47,244	40,256	0	0
Utility Taxes	54,198	53,626	0	0
Other Taxes	25,133	20,301	0	0
Grants	0	106	8,732	6,258
Intergovernmental Services	39,604	37,130	1,442	1,712
Charges for Services	100,100	105,852	30	30
Utility Services Fees	192,883	207,941	0	0
Miscellaneous Revenues	86,199	81,672	17,568	2,094
Operating Transfers	19,519	11,734	23,447	23,595
<b>Total Revenues</b>	<b>\$705,983</b>	<b>\$695,001</b>	<b>\$60,077</b>	<b>\$33,888</b>
<b><u>TOTAL RESOURCES</u></b>	<b><u>\$837,979</u></b>	<b><u>\$800,491</u></b>	<b><u>\$78,627</u></b>	<b><u>\$48,117</u></b>
<b><u>EXPENDITURES BY DEPARTMENT</u></b>				
City Attorney	\$15,367	\$17,350	\$0	\$0
City Clerk	4,226	4,254	0	0
City Council	812	925	0	0
City Manager	3,842	4,285	0	229
Civic Services	39,874	44,027	1,090	426
Development Services	43,575	40,080	0	0
Finance	30,902	28,143	12,166	1,283
Fire	73,906	79,670	4,074	2,785
Human Resources	41,945	44,438	0	0
Information Technology	33,409	30,081	603	456
Miscellaneous Non-Departmental	21,888	(480)	28,031	18,641
Office of Economic Development	1,287	721	0	0
Parks & Community Services	74,525	73,865	7,563	2,913
Planning & Community Development	7,114	7,535	5,102	7,268
Police	75,047	72,936	840	569
Transportation	44,373	47,917	3,197	1,449
Utilities	202,841	218,378	3,518	1,115
<b>Total Expenditures By Department</b>	<b>\$714,932</b>	<b>\$714,125</b>	<b>\$66,184</b>	<b>\$37,136</b>
<b><u>ENDING FUND BALANCE*</u></b>	<b><u>\$123,047</u></b>	<b><u>\$86,366</u></b>	<b><u>\$12,443</u></b>	<b><u>\$10,981</u></b>
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$837,979</u></b>	<b><u>\$800,491</u></b>	<b><u>\$78,627</u></b>	<b><u>\$48,117</u></b>

\*The Ending Fund Balance is not in agreement with the next biennium Beginning Fund Balance because the budget estimates were developed at different times and actual over/under revenue collections and/or actual over/under expenditures cause them to be different.



## Expenditure Summary

Capital Funds		Total Budgets			
2009-2010 Budget	2011-2012 Budget	2009-2010 Budget	2011-2012 Budget	\$ Change	% Change
\$58,077	\$77,096	\$208,623	\$196,815	(\$11,808)	(5.7%)
6,778	6,778	72,780	73,105	325	0.4%
28,188	26,193	112,147	96,449	(15,699)	(14.0%)
17,008	14,492	64,252	54,748	(9,504)	(14.8%)
0	0	54,198	53,626	(572)	(1.1%)
20,574	16,763	45,707	37,064	(8,643)	(18.9%)
12,188	13,756	20,920	20,120	(800)	(3.8%)
5,481	3,042	46,526	41,884	(4,642)	(10.0%)
2,930	2,500	103,060	108,382	5,322	5.2%
9,189	4,231	202,072	212,173	10,101	5.0%
74,205	86,085	177,973	169,851	(8,122)	(4.6%)
46,605	50,990	89,571	86,319	(3,251)	(3.6%)
<u>\$223,146</u>	<u>\$224,831</u>	<u>\$989,206</u>	<u>\$953,720</u>	<u>(\$35,486)</u>	<u>(3.6%)</u>
<b><u>\$281,224</u></b>	<b><u>\$301,927</u></b>	<b><u>\$1,197,829</u></b>	<b><u>\$1,150,535</u></b>	<b><u>(\$47,294)</u></b>	<b><u>(3.9%)</u></b>
\$0	\$0	\$15,367	\$17,350	\$1,984	12.9%
482	175	4,708	4,429	(279)	(5.9%)
0	0	812	925	113	13.9%
327	4,380	4,168	8,894	4,726	113.4%
1,565	750	42,529	45,204	2,674	6.3%
595	0	44,170	40,080	(4,090)	(9.3%)
724	283	43,792	29,710	(14,083)	(32.2%)
3,470	3,610	81,450	86,065	4,615	5.7%
0	0	41,945	44,438	2,493	5.9%
2,886	0	36,898	30,537	(6,361)	(17.2%)
15,523	26,257	65,442	44,418	(21,024)	(32.1%)
0	330	1,287	1,051	(236)	(18.3%)
55,281	23,887	137,369	100,666	(36,703)	(26.7%)
9,740	6,668	21,956	21,471	(485)	(2.2%)
495	0	76,382	73,504	(2,877)	(3.8%)
79,301	96,247	126,871	145,614	18,743	14.8%
31,351	46,831	237,711	266,324	28,614	12.0%
<u>\$201,740</u>	<u>\$209,417</u>	<u>\$982,856</u>	<u>\$960,678</u>	<u>(\$22,178)</u>	<u>(2.3%)</u>
<u>\$79,483</u>	<u>\$92,510</u>	<u>\$214,974</u>	<u>\$189,857</u>	<u>(\$25,118)</u>	<u>(11.7%)</u>
<b><u>\$281,224</u></b>	<b><u>\$301,927</u></b>	<b><u>\$1,197,829</u></b>	<b><u>\$1,150,535</u></b>	<b><u>(\$47,295)</u></b>	<b><u>(3.9%)</u></b>



## Expenditure Summary

**Figure 5b-3 2011-2012 Total City Budget  
Expenditures by Category  
\$000**

Figure 5b-3 shows the City's total expenditure budget by category and compares the 2009-2010 and the 2011-2012 biennial budgets, including dollar and percentage change.

Personnel budget growth was \$6.2 million, or 2%, primarily as a result of salary increases resulting from inflation and merit increases, as well as increased medical benefit and pension costs.

Overall, maintenance and operations (M&O) costs have declined by 4.9% as a result of right-sizing the budget to maintain expenditures within projected resources.

	2009-2010 Budget	2011-2012 Budget	\$ Change	% Change
<b>Personnel</b>				
Salaries	\$205,241	\$203,245	(\$1,996)	(1.0%)
Medical	54,436	60,223	5,788	10.6%
Pensions	25,851	28,728	2,877	11.1%
Temporary Help	7,652	7,403	(249)	(3.3%)
Other (Medicare, Workers' Comp, etc.)	14,740	14,696	(44)	(0.3%)
Overtime	7,028	6,853	(175)	(2.5%)
<b>Subtotal Personnel</b>	<u>314,948</u>	<u>321,148</u>	<u>6,200</u>	<u>2.0%</u>
<b>M&amp;O</b>				
Outside Services	90,188	99,699	9,511	10.5%
Interfund Service Payments	79,353	81,318	1,965	2.5%
Operating Transfer to Other Funds	74,927	79,754	4,827	6.4%
Supplies	46,807	49,105	2,298	4.9%
Other Services & Charges	33,853	21,539	(12,313)	(36.4%)
Debt Service	51,849	24,320	(27,529)	(53.1%)
Repairs and Maintenance	18,575	15,344	(3,232)	(17.4%)
Utilities	16,187	16,698	511	3.2%
Other Intergovernmental Services & Taxes	37,523	38,879	1,355	3.6%
Jail Costs	2,639	2,650	11	0.4%
Communication Services	2,380	2,229	(151)	(6.3%)
Travel/Training	1,683	1,904	221	13.2%
<b>Subtotal M&amp;O</b>	<u>455,965</u>	<u>433,439</u>	<u>(22,526)</u>	<u>(4.9%)</u>
<b>Capital Outlays</b>	211,943	206,091	(5,852)	(2.8%)
<b>Reserves</b>	<u>214,974</u>	<u>189,857</u>	<u>(25,117)</u>	<u>(11.7%)</u>
<b>Total City Budget</b>	<u><u>\$1,197,830</u></u>	<u><u>\$1,150,535</u></u>	<u><u>(\$47,294)</u></u>	<u><u>(3.9%)</u></u>



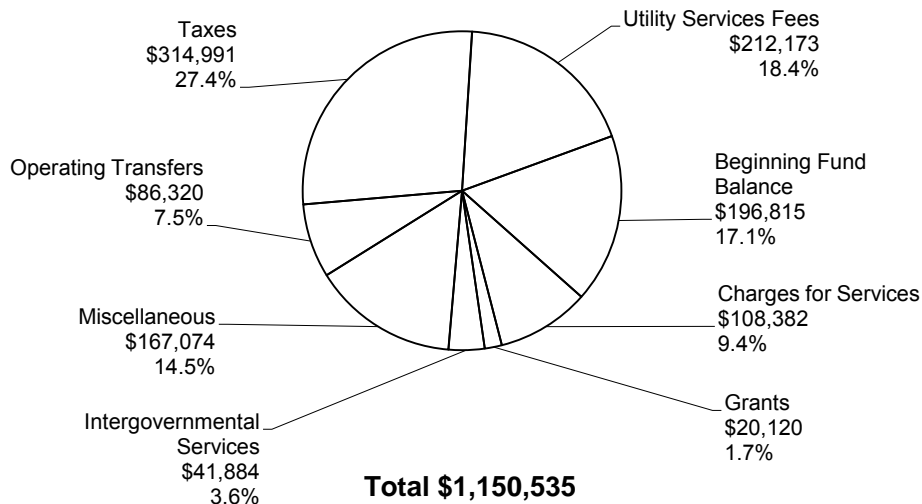
## Expenditure Summary

**Figure 5b-4 2011-2012 Total City Budget  
Resources by Source and Expenditures by Category  
\$000**

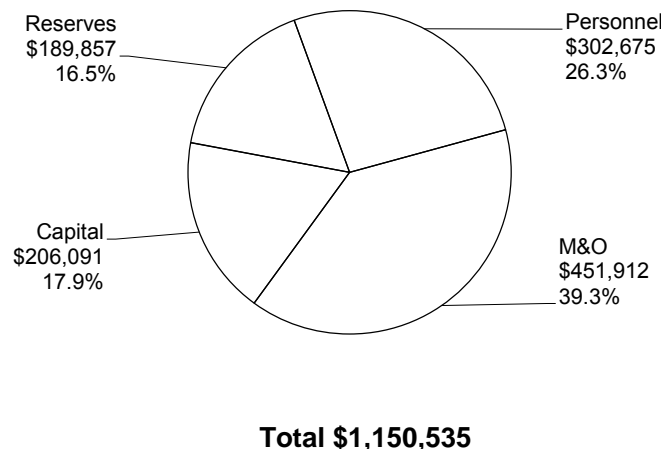
Figure 5b-4 presents the 2011-2012 total City budget resources by source and expenditures by category. As the resources chart indicates, at \$315.0 million or 27.4%, taxes make up the largest piece of the "pie", followed by utility services fees at \$212.2 million, or 18.4% and beginning fund balance at \$196.8 million, or 17.1%.

On the expenditure chart, at \$451.9 million, M&O accounts for 39.3% of the expenditure budget, followed by personnel at \$302.7 million or 26.3%.

### Resources



### Expenditures



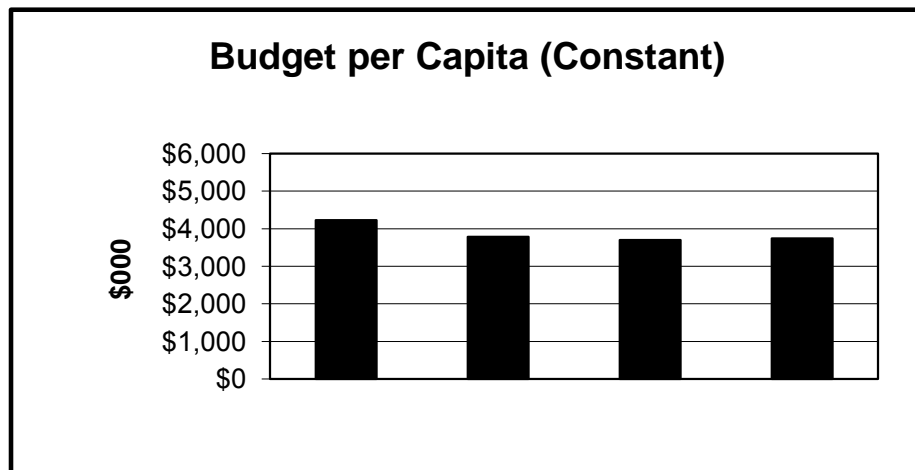
Note: Totals may not foot due to rounding



## Expenditure Summary

**Figure 5b-5 Total Budget Comparison  
Constant Dollar Total Budget Per Capita**

This figure displays a 2009 to 2012 comparison of the total city budget (excluding reserves) per capita on a constant dollar basis and shows the total city budget per capita fluctuating between \$4,225 in 2009 and \$3,745 in 2012.



	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Total City Budget (\$000)	\$512,548	\$470,308	\$470,803	\$489,875
Budget in Constant (\$000)	\$509,491	\$464,714	\$458,781	\$467,548
Population	120,600	122,900	123,926	124,855
Total Budget per Capita	\$4,225	\$3,781	\$3,702	\$3,745

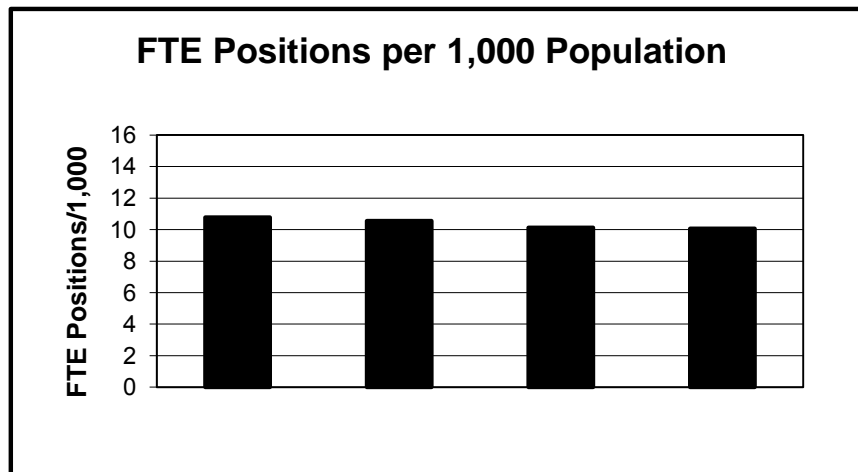


## Expenditure Summary

### Figure 5b-6 Total Budget Position Trends Full-Time Equivalent Positions / 1,000 Population by Year

Figure 5b-6 presents the ratio of total City positions per 1,000 population for the period of 2009 through 2012.

The 2011 decrease in positions reflects reductions from the Budget One budget process; as a result, the annual positions/1,000 ratio decreases.



	2009	2010	2011	2012
Positions	1,299.5	1,296.9	1,255.5	1,255.4
Population	120,600	122,900	123,926	124,855
Positions/1,000	10.8	10.6	10.1	10.1





## Expenditure Summary

---

### **B. Total Operating Budget**

As shown in Figure 5b-7, the 2011-2012 operating budget totals \$800.5 million. The operating budget in total decreased by \$37.5 million or 4.5%.

Most funds decreased in the 2011-2012 biennium as compared to the 2009-2010 as a result of right-sizing the budget to maintain expenditures within projected resources.

The Utility Funds show a budget increase of \$13.7 million as compared to the 2009-2010 budget. This increase is primarily attributable to pass-through rate increases in Metro sewer costs and Cascade Water Alliance costs, and local program and infrastructure cost increases.



## Expenditure Summary

**Figure 5b-7 2011-2012 Total Operating Budget  
Expenditures by Fund  
\$000**

<u>Operating Budget</u>	<u>2009-2010 Budget</u>	<u>2011-2012 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
<b>General Fund</b>	\$341,642	\$323,027	(\$18,615)	(5.4%)
<b>Utilities</b>				
Water Utility Fund	93,993	94,821	828	0.9%
Sewer Utility Fund	88,255	99,560	11,305	12.8%
Storm & Surface Water Utility Fund	38,126	39,849	1,723	4.5%
Solid Waste Fund	3,675	3,547	(128)	(3.5%)
<b>Subtotal Utilities</b>	<u>224,049</u>	<u>237,778</u>	<u>13,729</u>	<u>6.1%</u>
<b>Development Services Fund</b>	49,648	37,678	(11,970)	(24.1%)
<b>Parks Enterprise Fund</b>	12,255	12,038	(217)	(1.8%)
<b>Internal Services</b>				
Equipment Rental Fund	42,335	36,289	(6,047)	(14.3%)
Facilities Services Fund	12,567	13,359	792	6.3%
Information Technology Fund	32,332	29,252	(3,081)	(9.5%)
<b>Subtotal Internal Services</b>	<u>87,235</u>	<u>78,900</u>	<u>(8,335)</u>	<u>(9.6%)</u>
<b>Reserves/Other</b>				
Franchise Fund	4,050	3,505	(545)	(13.5%)
General Self-Insurance Fund	11,370	9,272	(2,098)	(18.5%)
Health Benefits Fund	41,864	42,840	976	2.3%
Hotel/Motel Taxes Fund	20,478	17,257	(3,221)	(15.7%)
Human Services Fund	7,581	7,414	(168)	(2.2%)
Land Purchase Revolving Fund	3,036	3,240	205	6.7%
LEOFF I Medical Reserve Fund	18,237	15,291	(2,946)	(16.2%)
Marina Fund	1,899	1,590	(310)	(16.3%)
Park M&O Reserve Fund	4,213	5,540	1,327	31.5%
Rainy Day Reserve Fund	5,320	0	(5,320)	(100.0%)
Unemployment Compensation Fund	551	592	41	7.4%
Workers' Compensation Fund	4,552	4,530	(22)	(0.5%)
<b>Subtotal Reserves/Other</b>	<u>123,151</u>	<u>111,071</u>	<u>(12,080)</u>	<u>(9.8%)</u>
<b>Total Operating Budget</b>	<u><u>\$837,979</u></u>	<u><u>\$800,491</u></u>	<u><u>(\$37,488)</u></u>	<u><u>(4.5%)</u></u>



## Executive Summary

---

This page has been intentionally left blank.



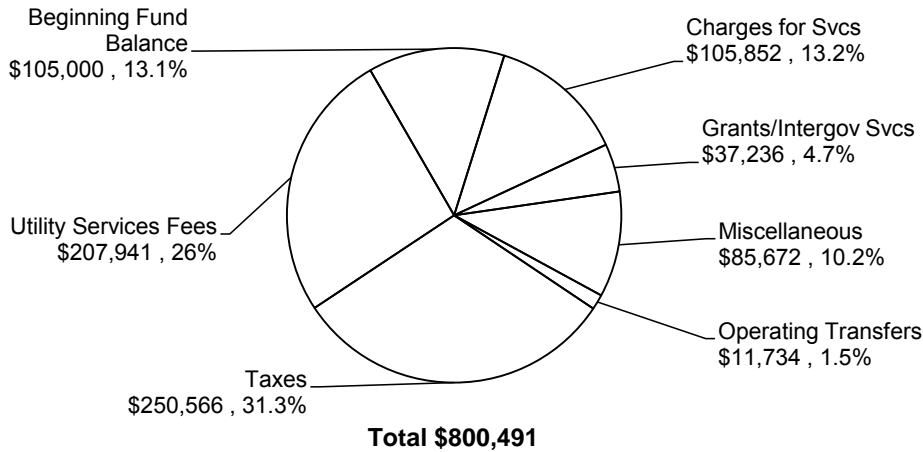
## Expenditure Summary

**Figure 5b-8 2011-2012 Operating Budget  
Resources by Source and Expenditures by Group  
\$000**

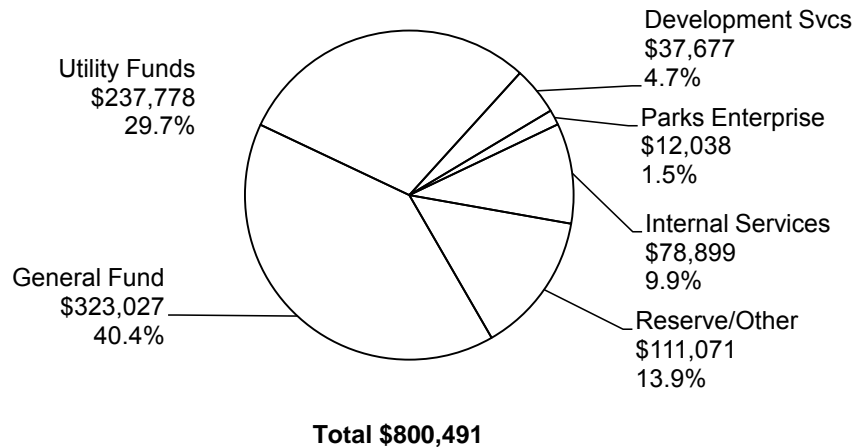
This figure presents the 2011-2012 total operating budget resources by source and expenditures by group. At 31.3% of the "pie", taxes represents the largest resource category followed by utility services fees and charges for services. Together, these three sources represent 70.5% of operating budget resources.

The General Fund is the largest operating budget fund at \$323 million, representing 40.4% of expenditures.

### Resources



### Expenditures



Note: Totals may not foot due to rounding

## Expenditure Summary

---

### C. Total Special Purpose Budget

Figure 5b-9 presents the special purpose budget by fund. As indicated, the 2011-2012 special purpose budget decreases by \$30.5 million from 2009-2010.

I&D Redemption - Regular Levy Fund The \$23.0 million decrease is primarily attributable to the: 1) repayment on the 2008 CIP Line of Credit Note principal balance outstanding of \$12.0 million in October 2009; and; 2) 2010 refunding of the 1998 Marina Project and the 2002 BCCA bonds with an aggregate balance of \$13.2 million.

LID Control Fund The \$1.0 million decrease is mainly due to the retirement of the LID #277 Bonds in 2009. The bond proceeds from this LID were used to pay-off the Bond Anticipation Notes that financed the street improvements located on NE 4<sup>th</sup> Street between 100<sup>th</sup> Avenue NE and 112<sup>th</sup> Avenue NE.

LID Guaranty Fund The \$1.1 million decrease is primarily due to the 2010 one time transfer of surplus funds remaining in the LID Guaranty Fund to the General Fund in accordance with State law.

Utility Revenue Bond Redemption Fund The \$2.2 million decrease is mainly due to the retirement of the 2004 Waterworks Utility Revenue Refunding Bonds in 2010.



## Expenditure Summary

**Figure 5b-9 2011-2012 Special Purpose Budget  
Expenditures by Fund  
\$000**

<b><u>Special Purpose Budget</u></b>	<b><u>2009-2010 Budget</u></b>	<b><u>2011-2012 Budget</u></b>	<b><u>\$ Change</u></b>	<b><u>% Change</u></b>
<b>Grants</b>				
Operating Grants & Donations Fund	\$11,259	\$8,087	(\$3,172)	(28.2%)
<b>Subtotal Grants</b>	<u>11,259</u>	<u>8,087</u>	<u>(3,172)</u>	<u>(28.2%)</u>
<b>Debt Service</b>				
I&D Redemption-Regular Levy Fund **	47,562	24,585	(22,976)	(48.3%)
I&D Redemption-Special Levy Fund **	80	0	(80)	(100.0%)
LID Control Fund **	2,101	1,066	(1,034)	(49.2%)
LID Guaranty Fund **	1,359	217	(1,142)	(84.0%)
Utility Revenue Bond Redemption Fund **	2,219	0	(2,219)	(100.0%)
<b>Subtotal Debt Service</b>	<u>53,320</u>	<u>25,869</u>	<u>(27,451)</u>	<u>(51.5%)</u>
<b>Trust/Other</b>				
Firemen's Pension Fund **	7,703	7,479	(224)	(2.9%)
Housing Fund	6,344	6,682	338	5.3%
<b>Subtotal Trust/Other</b>	<u>14,048</u>	<u>14,161</u>	<u>113</u>	<u>0.8%</u>
<b>Total Special Purpose Budget</b>	<u><u>\$78,627</u></u>	<u><u>\$48,117</u></u>	<u><u>(\$30,510)</u></u>	<u><u>(38.8%)</u></u>

\*\* Funds listed with a double asterisk are not appropriated during this process.



## Executive Summary

---

This page has been intentionally left blank.





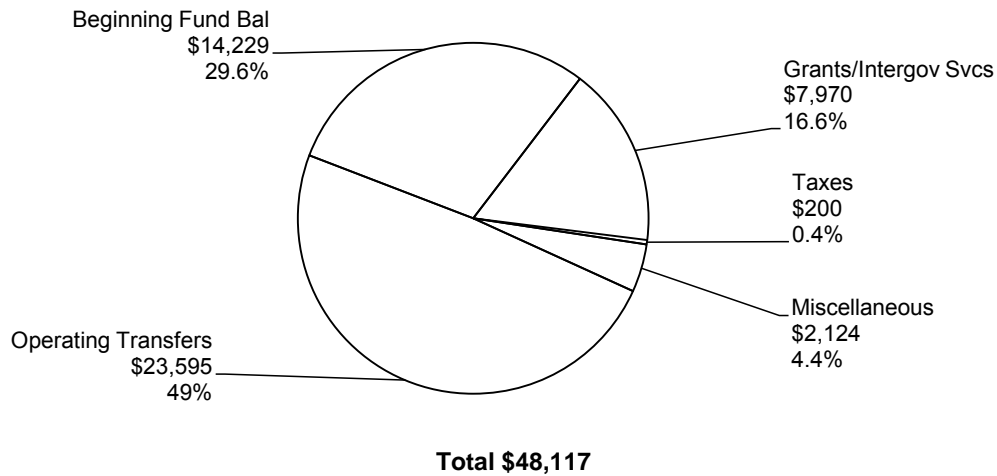
## Expenditure Summary

**Figure 5b-10 2011-2012 Special Purpose Budget  
Resources by Source and Expenditures by Group  
\$000**

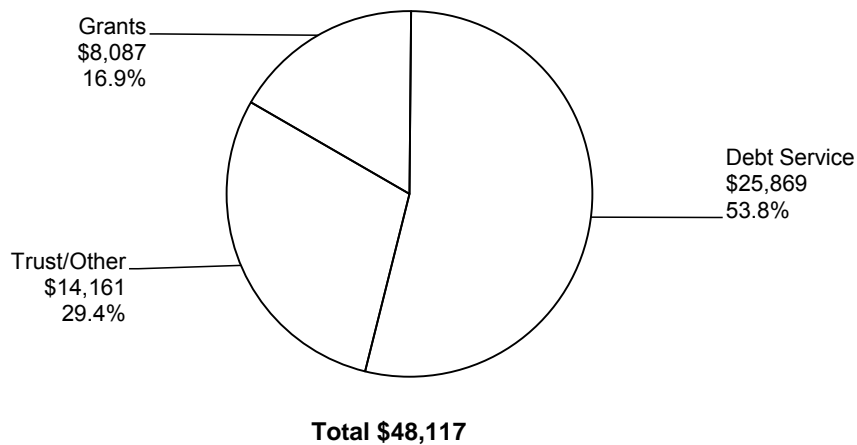
This figure depicts the resource and expenditure budget for the City's special purpose funds (not including the three capital funds). For the purposes of this display, resources have been categorized into five main components with the "pie slices" revealing the comparative size of each component of the budget. As the graph shows, excluding transfers between funds, the largest resource category is the beginning fund balance. This is primarily due to large reserves being held in some of these funds (e.g., Firemen's Pension Fund).

Debt service represents the largest piece of the special purpose fund expenditures pie chart and includes debt service payments for City Hall and Meydenbauer Center. Trust/Other expenditures represents planned expenditures and reserves in the Housing and Firemen's Pension funds.

### Resources



### Expenditures



Note: Totals may not foot due to rounding

## Expenditure Summary

---

### D. Total Capital Investment Budget

Bellevue's Capital Investment Program (CIP) Plan presents a schedule of major public facility improvements for implementation within a seven-year period.

Figure 5b-11 presents the CIP expenditure budget by program area and fund. As displayed, the total CIP budget is expected to increase by \$20.7 million. This is due to an increase in the Utilities' CIP necessary to address aging infrastructure, mandated projects and capacity projects to support anticipated growth. This increase of \$28.5 million is partially offset by a decrease in the General CIP of \$7.8 million. This decrease is a result of lower projected revenues to fund projects due to the current economic conditions.



## Expenditure Summary

**Figure 5b-11 2011-2012 Capital Project Budget  
Expenditures by Program Area and Fund  
\$000**

	<b>2009-2010 Budget</b>	<b>2011-2012 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>General Capital Project Budget</b>				
Transportation	\$78,325	\$96,247	\$17,922	22.9%
Parks	55,431	23,887	(31,544)	(56.9%)
General Government	21,990	32,175	10,185	46.3%
Public Safety	3,470	3,610	140	4.0%
Community and Economic Development	7,680	3,370	(4,310)	(56.1%)
Neighborhood Enhancement Program	2,924	3,098	174	5.9%
Neighborhood Investment Strategy	570	200	(370)	(64.9%)
<b>Subtotal General Capital Project Budget</b>	<b>\$170,389</b>	<b>\$162,587</b>	<b>(\$7,802)</b>	<b>(4.6%)</b>
<b>Utility Capital Project Budget</b>				
Water	\$39,553	\$45,569	\$6,016	15.2%
Sewer	40,529	64,669	24,140	59.6%
Storm Drainage	30,753	29,103	(1,650)	(5.4%)
<b>Subtotal Utility Capital Project Budget</b>	<b>\$110,835</b>	<b>\$139,340</b>	<b>\$28,506</b>	<b>25.7%</b>
<b>Total Capital Project Budget</b>	<b>\$281,224</b>	<b>\$301,927</b>	<b>\$20,703</b>	<b>7.4%</b>



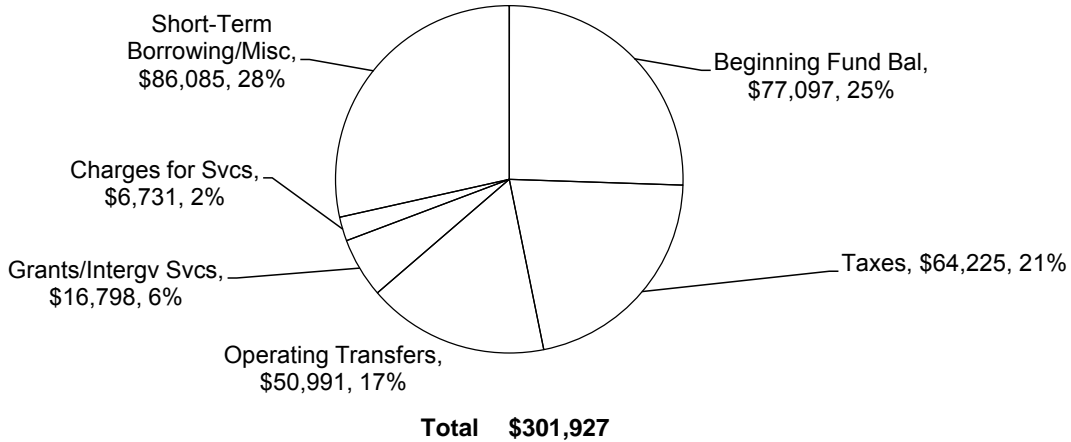
## Expenditure Summary

**Figure 5b-12 2011-2012 Capital Project Budget  
Resources by Source and Expenditures by Program Area  
\$000**

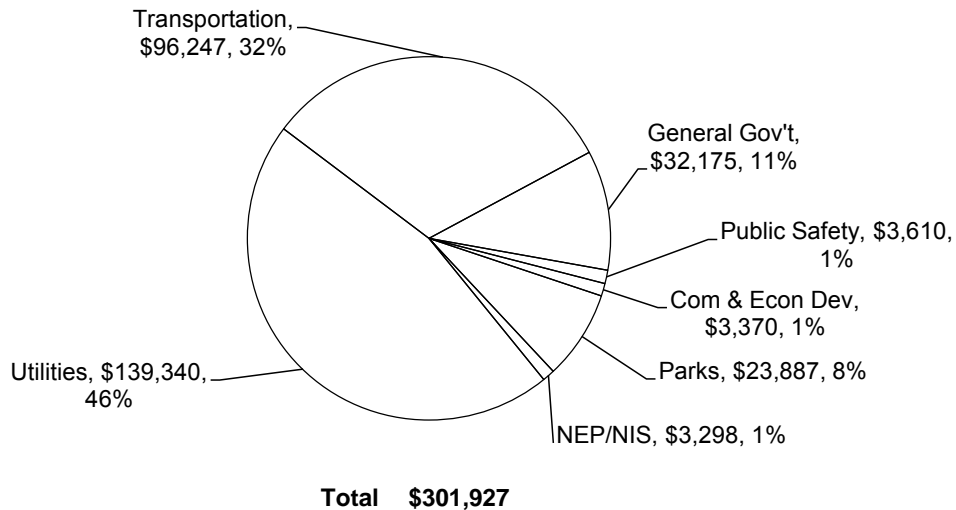
This figure depicts the resource and expenditure budget for the City's two capital project funds. For the purposes of this display, resources have been divided into six main categories revealing the comparative size of each component of the budget. The largest resource categories are: Beginning Fund Balance, which represents the utilities reserve and replacement funds for future funding of capital improvements; Taxes, which is comprised of sales, real estate excise, and business and occupation taxes; and Short-Term Borrowing/Miscellaneous revenue, which primarily represents the maximum amount of short-term borrowing that may be needed to fund all planned expenditures for the biennium.

The expenditure pie has been divided into the CIP program areas and reveals the comparative size of each. Transportation, Parks, and Utilities combine to make up 85% of the expenditure budget reflecting the overall capital funding priorities in the City.

### Resources



### Expenditures



Note: Totals may not foot due to rounding

## Executive Summary

### Estimated Future Maintenance & Operating (M&O) Costs

This section provides a summary of estimated future M&O costs for some of the more significant CIP projects included in the 2011-2017 CIP Plan. For some of the larger projects (e.g., West Lake Sammamish Parkway, 120<sup>th</sup> Avenue NE – Stage 2 &3 and Northup Way Corridor Improvements) design and amenities are still being determined, therefore estimated future M&O costs are currently unavailable. Likewise, the CIP includes ongoing programmatic projects that construct capital improvements that may have impacts to the operating budget. Estimated future M&O costs for these are determined through the design phase of each individual project.

CIP Plan No.	Project Name	Estimated Impact of Capital Investments on Operating Budget
PW-R-149	NE 10 <sup>th</sup> Street Extension	Future maintenance and operation of the proposed ramp will be a WSDOT responsibility.
PW-R-151	145th Place SE/SE 16th St to SE 24th St and SE 22nd St/145th	\$26,700 annually beginning in 2013 for street sweeping, landscape maintenance and lighting.
PW-R-160	NE 4th Street Extension - 116th to 120th Avenue NE	\$21,700 annually beginning in 2014 for street & signal lighting and landscape maintenance.
PW-R-161	120th Avenue NE (Stage 1) - NE 4th to NE 8th	\$15,600 annually beginning in 2013 for street & signal lighting and landscape maintenance.
PW-W/B-56	Pedestrian Access Improvements	\$14,700 annually beginning in 2012 for maintenance of new trail expected to be completed in 2011. Additional operating costs may be required for future improvements completed through this ongoing CIP program.
PW-W/B-71	108th Avenue SE/Bellevue Way to I-90	\$9,700 annually beginning in 2013 for landscape maintenance and street, bikeway, and walkway maintenance.
P-AD-82	Parks & Open Space Acquisition - 2008 Parks Levy	\$7,500 annually beginning in 2013 in estimated maintenance costs that will ensure that these acquisitions are safe and accessible to the community. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-85	Bellevue Botanical Garden Development - 2008 Parks Levy	\$150,000 annually beginning in 2014 for maintenance and operations of the new gardens and facilities. These costs will be funded by the ongoing M&O component of the 2008 levy.



## Executive Summary

### Estimated Future Maintenance & Operating (M&O) Costs

CIP Plan No.	Project Name	Estimated Impact of Capital Investments on Operating Budget
P-AD-86	Surrey Downs Park Development - 2008 Parks Levy	\$150,000 annually beginning in 2016 for maintenance and operations of the developed park. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-87	Downtown Park Development - 2008 Parks Levy	\$150,000 annually beginning in 2015 for maintenance and operations of the developed park. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-88	Neighborhood Park Development - 2008 Parks Levy	\$120,000 annually beginning in 2016 for maintenance costs. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-89	Nature Trail Expansion - 2008 Parks Levy	\$50,000 annually beginning in 2013 for maintenance costs. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-90	New Youth Theatre - 2008 Parks Levy	\$150,000 annually beginning in 2014 for maintenance and operations costs. These costs will be funded by the ongoing M&O component of the 2008 levy.
P-AD-91	Lewis Creek park Picnic Area Development - 2008 Parks Levy	\$50,000 annually beginning in 2013 for maintenance costs. These costs will be funded by the ongoing M&O component of the 2008 levy.
D-74	Lower Newport Stream Channel Modification	\$3,000 annually beginning in 2012 for maintenance costs. These costs will be funded by storm and surface water utility rates.
D-95	Coal Creek Upper Reach Bank and Slope Stabilization	\$4,000 annually beginning in 2015 for maintenance costs. These costs will be funded by storm and surface water utility rates.
D-100	Coal Creek Stream Bed Grade Control	\$4,000 annually beginning in 2015 for maintenance costs. These costs will be funded by storm and surface water utility rates.

**Expenditure Summary**

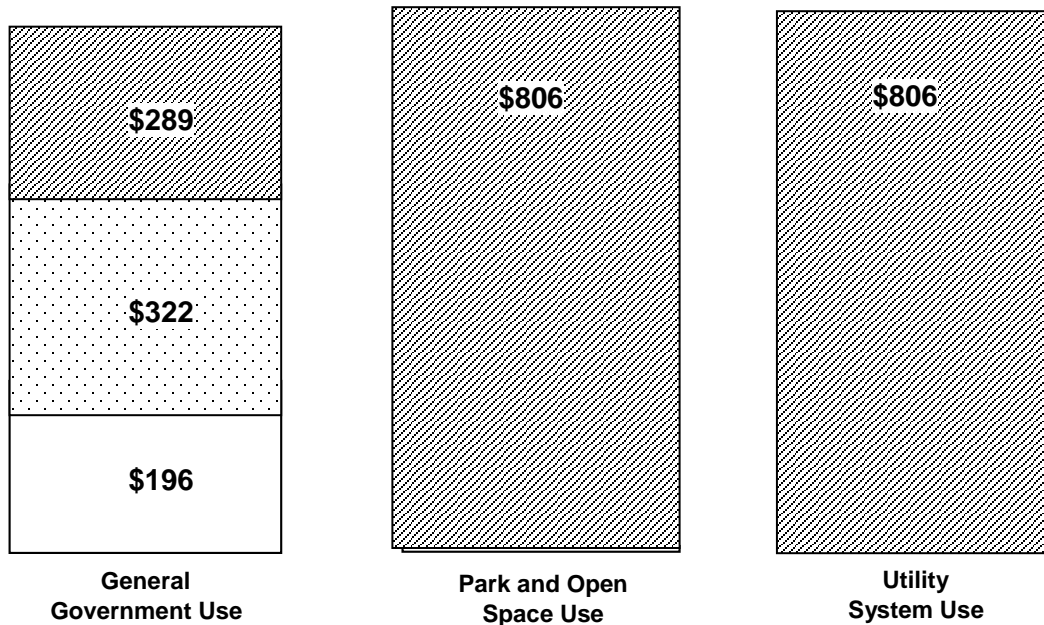
**E. Total Debt Information**




State Law enables the City to issue debt for three general categories of use: General Government, Park and Open Space, and Utility System uses. The debt issued in each category is limited to 2.5% of the City's assessed valuation (for a total limit of 7.5%). In addition, the State Constitution also allows for non-voted or councilmanic debt limited to 1.5% of the City's assessed valuation, to be included within the General Government 2.5% limit. Such councilmanic debt can be funded by property taxes, but does not result in an increase to regular levy property taxes. Publicly-voted bonds (which exclude councilmanic debt) require a 60% majority approval for passage of a bond election and a total voter turnout of at least 40% of the total votes cast in the last general election. Publicly-voted bonds are funded by voted levy property taxes and the approval of these bonds will result in an increase to voted levy property taxes.

Figure 5b-13 exhibits by category the City's total general obligation debt capacity, the amount of debt issued, and the allocation of remaining debt capacity between voted and councilmanic limits. As of January 1, 2011, the City's remaining general government debt capacity was approximately \$611 million, approximately \$322 million in voted capacity and \$289 million in councilmanic capacity. The approximate remaining debt capacity for park and open space use is \$806 million and for utility system use is \$806 million.

**Figure 5b-13**  
**Total Debt Capacity and Debt Issued**  
**as of January 1, 2011**  
**(\$ Millions)**

**Maximum Legal Capacity = \$32,241 x 0.025 = \$806**



-  Unused debt capacity (including lease purchase debt) which may be issued by the City Council without voter approval.
-  Unused debt capacity which must be approved by the voters and will result in increased property taxes.
-  Debt which has been issued.



## Expenditure Summary

---

Figure 5b-14 on the following page presents detailed information on the City's General Obligation and Revenue Bond debt. For each debt issue, this figure lists the amount issued, the issue and maturity dates, interest rate, source of debt payment funding, and the debt service requirements included in the 2011-2012 Budget.



## Expenditure Summary

**Figure 5b-14 General Obligation and Revenue Bond Debt Information**  
\$000

	Original Amount Issued	Issue Date	Final Maturity Date	Interest Rate	Source of Debt Service Funding	2011-2012 Debt Service Requirement	
						Principal	Interest
<b>Non-Voted General Obligation (G.O.) Bonds:</b>							
1995 Limited G.O.	\$5,140	1995	2025	5.15 - 5.80%	Hotel/Motel Taxes	\$616	\$904
2002 Limited G.O. (Unrefunded Portion)	10,450	2002	2011	3.50 - 5.50%	Hotel/Motel Taxes	245	10
2003 Limited G.O. Refunding, Series B	4,635	2003	2014	2.00 - 4.50%	General Taxes	885	143
2004 Limited GO (City Building)	102,710	2004	2043	5.00 - 5.50%	Sales Tax	2,610	10,426
2006 Limited GO (City Building II)	6,060	2006	2026	3.80 - 4.25%	Sales Tax	480	410
2008 Limited GO (Supplemental CIP)	14,230	2008	2027	3.00 - 4.25%	Sales Tax	1,155	915
2008 Limited GO BAN (LOC)	30,000	2008	2013	Variable	General Taxes	-	910
2010 Limited GO Refunding (Marina)	3,280	2010	2018	2.00 - 3.00%	Moorage Fees	605	157
2010 Limited GO Refunding (BCCA)	9,595	2010	2032	2.00 - 4.00%	Hotel/Motel Taxes	375	655
2010 Limited GO (Mobility Infrastructure Initiative)	11,825	2010	2030	2.00 - 5.00%	Sales Tax	835	896
<b>Subtotal Non-Voted G.O. Bonds</b>	<b>\$197,925</b>					<b>\$7,806</b>	<b>\$15,426</b>
<b>Revenue Bonds:</b>							
1991 Bellevue Convention Center Authority, Series B (1)	\$21,120	1991	2019	5.70 - 7.20%	BCCA	\$1,445	\$4,780
1994 Bellevue Convention Center Authority Refunding (1)	13,749	1994	2025	5.60 - 6.60%	BCCA	873	1,977
<b>Subtotal Revenue Bonds</b>	<b>\$34,869</b>					<b>\$2,318</b>	<b>\$6,757</b>
<b>TOTAL GENERAL OBLIGATION AND REVENUE BONDS</b>	<b>\$232,794</b>					<b>\$10,124</b>	<b>\$22,183</b>

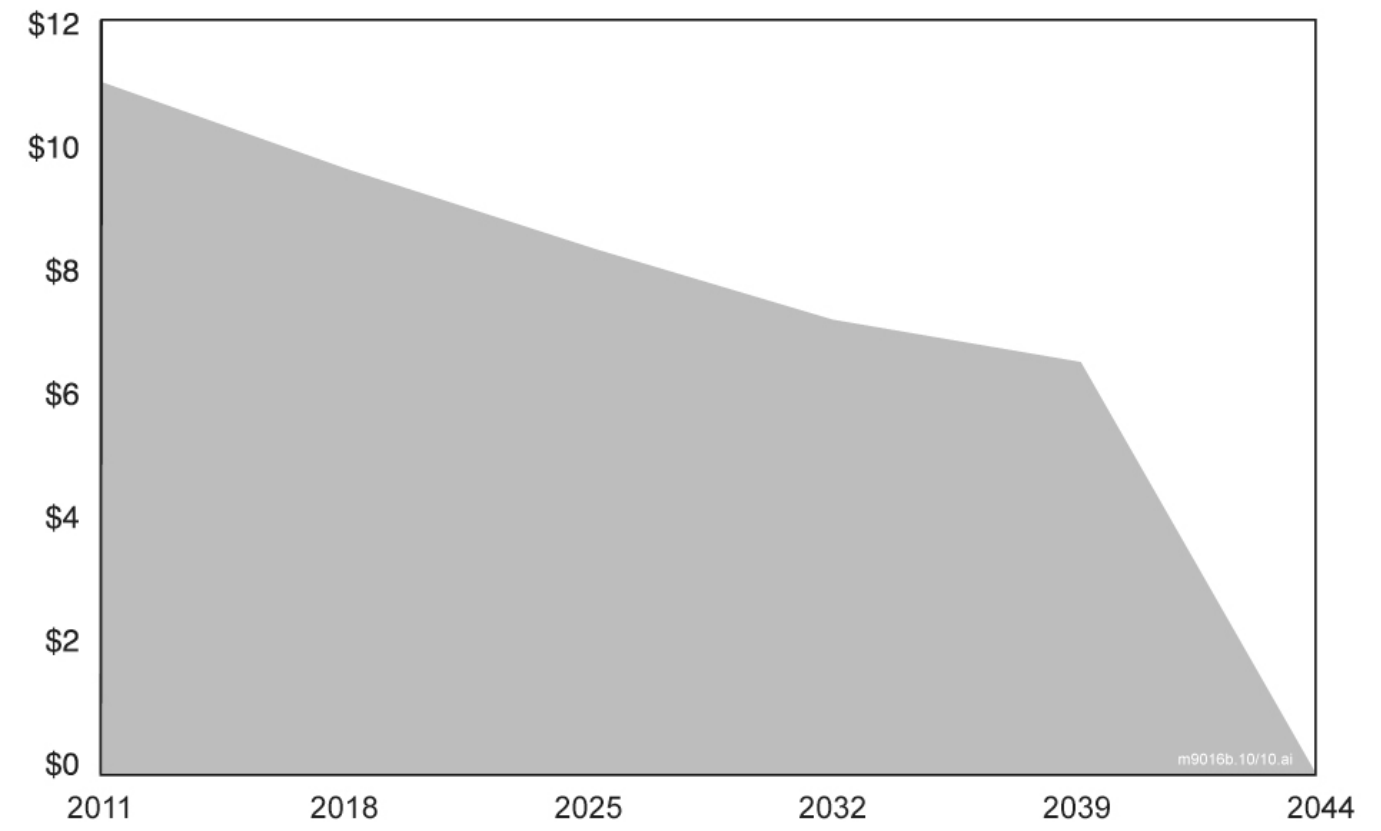
(1) The Bellevue Convention Center Authority (BCCA) is a component unit of the City for financial reporting purposes. The Authority's revenue bonds are secured by Lease Purchase Rental payments from the City paid for with Hotel/Motel Tax revenues and other revenues of the City available without a vote of the City's electors.

## Expenditure Summary

Figure 5b-15 presents the annual debt service requirements for the City’s councilmanic (non-voted) debt through 2044. The 2011 debt service requirements are \$11.4 million for councilmanic debt. If no further debt is issued, the final debt payment for the councilmanic debt occurs in 2043. This graph shows the City’s annual debt service requirements decreasing over time.

**Figure 5b-15**  
**ANNUAL DEBT SERVICE REQUIREMENTS**  
**FOR EXISTING NON-VOTED GENERAL OBLIGATION BONDS**

(\$ Millions)



### CITY BOND RATINGS

On January 1, 2011 the City held the following bond ratings:

<u>Bond Type</u>	<u>Standard and Poor's</u>	<u>Moody's</u>
Unlimited Tax General Obligation	AAA	Aaa
Limited Tax General Obligation	AAA	Aa1
Revenue	N/A	Aa1



## 2011-2016 Financial Forecasts

### Introduction

---

**Note: These forecasts were prepared in September 2010 to assist the City Council with the 2011-2012 budget deliberations.**

The following section presents the General Fund and Enterprise Funds financial forecasts for the 2011-2016 forecast period. Each Fund's proposed expenditure budget has been developed through the Budget One Process, which moved the City from budgeting in the traditional department-focused approach to budgeting around the Outcomes that citizens value. Resource projections have been developed using current economic assumptions. Included in these forecasts are discussions of forecast assumptions, key drivers, and a long-term outlook. Additionally, any watch areas or key issues have been identified.

- General Fund Financial Forecast 2011-2016
- Development Services Financial Forecast 2011-2016
- Parks Enterprise Fund Financial Forecast 2011-2016
- Utility Funds Financial Forecast 2011-2016

## 2011-2016 Financial Forecasts

### General Fund

---

**Note:** These forecasts were prepared in September 2010 to assist the City Council with the 2011-2012 budget deliberations.

---

#### ***Executive Summary***

- *The 2011-2012 General Fund Budget is balanced over the biennium*
  - *The tax base has been “reset” based on the impact of the recession and current projections*
  - *Expenditures have been adjusted to a sustainable level through the Budget One Process*
  - *A budget surplus of \$3.8 million is projected for 2016*
  - *Fund Balance remains below the 15% target throughout the forecast period*
- 

#### **Overview & Forecast Results**

The General Fund forecast reflects a slow recovery from the recession. The economy has begun showing signs of recovery, although bumpy over the first half of 2010. Regional economists are projecting that full recovery will take some time; mid-2013 for retail spending and employment, and 2014 for housing.

The Forecast provides a look into the financial impact of the City’s proposed programs, priorities and policies in relationship to projected economic activity through 2016. It builds upon a “resetting” of the base, including 2010 revenue projections and calculates the future outlook based on anticipated current economic projections. Expenditures have been adjusted to an affordable and sustainable level through the City’s Budget One approach.

The following graph and table represent the current estimates of how General Fund resources and expenditures are expected to perform over the six-year forecast period. As illustrated below, revenues are projected to be equal to or above expenditures through the forecast period. However, the ending fund balance remains below the 15% target contained in the City’s Comprehensive Financial Management Policies throughout the forecast period. In the table, the ending fund balance is lower than the target due to the impact of the recession and decisions to maintain a mix of services and programs.



## 2011-2016 Financial Forecasts

### General Fund

2011-2016 Financial Forecast - Preliminary Budget						
General Fund						
\$000						
	2011 Base Forecast	2012 Base Forecast	2013 Base Forecast	2014 Base Forecast	2015 Base Forecast	2016 Base Forecast
<b>RESOURCES</b>						
Beginning Fund Balance	\$14,538	\$14,334	\$14,560	\$14,834	\$16,229	\$19,333
Taxes	111,223	116,395	122,097	127,941	133,400	138,725
Intergovernmental Revenues	16,593	16,810	17,223	17,641	18,083	18,535
Charges for Services	16,936	17,559	16,521	17,197	17,906	18,644
Licenses and Permits	425	455	469	485	503	521
Miscellaneous	1,916	1,999	2,093	2,194	2,301	2,413
Fines and Forfeits	1,294	934	935	936	937	938
Other Finance Sources	1,513	1,488	1,516	1,573	1,636	1,735
Anticipated Overcollections	1,499	1,556	1,609	1,680	1,748	1,815
<b>Total Revenues</b>	<b>151,398</b>	<b>157,196</b>	<b>162,463</b>	<b>169,648</b>	<b>176,513</b>	<b>183,326</b>
<b>Total Resources</b>	<b>\$165,936</b>	<b>\$171,530</b>	<b>\$177,023</b>	<b>\$184,482</b>	<b>\$192,742</b>	<b>\$202,659</b>
<b>EXPENDITURES</b>						
Personnel	\$93,824	\$97,737	\$101,633	\$105,764	\$109,361	\$113,919
Maintenance & Operations	59,073	60,566	61,931	63,376	64,959	66,535
Anticipated Undexpenditure	(1,294)	(1,333)	(1,375)	(887)	(910)	(933)
<b>Total Expenditures</b>	<b>\$151,602</b>	<b>\$156,970</b>	<b>\$162,189</b>	<b>\$168,253</b>	<b>\$173,410</b>	<b>\$179,521</b>
<b>(Gap)/Surplus</b>	<b>(204)</b>	<b>226</b>	<b>274</b>	<b>1,395</b>	<b>3,104</b>	<b>3,806</b>
<b>2011-2012 Biennial Projected (Gap)/Surplus</b>	<b>\$22</b>	<b>0.01% of General Fund's Biennial Budget</b>				
Ending Fund Balance	\$14,334	\$14,560	\$14,834	\$16,229	\$19,333	\$23,138
Percentage of Target Revenues %	10%	9%	9%	10%	11%	13%

**2011-2016 Prelim General Fund Forecast (\$000)**

Year	Total Revenues	Total Expenditures
2011	151,398	151,602
2012	157,196	156,970
2013	162,463	162,189
2014	169,648	168,253
2015	176,513	173,410
2016	183,326	179,521

Note: Columns may not foot due to rounding.

## 2011-2016 Financial Forecasts

### General Fund

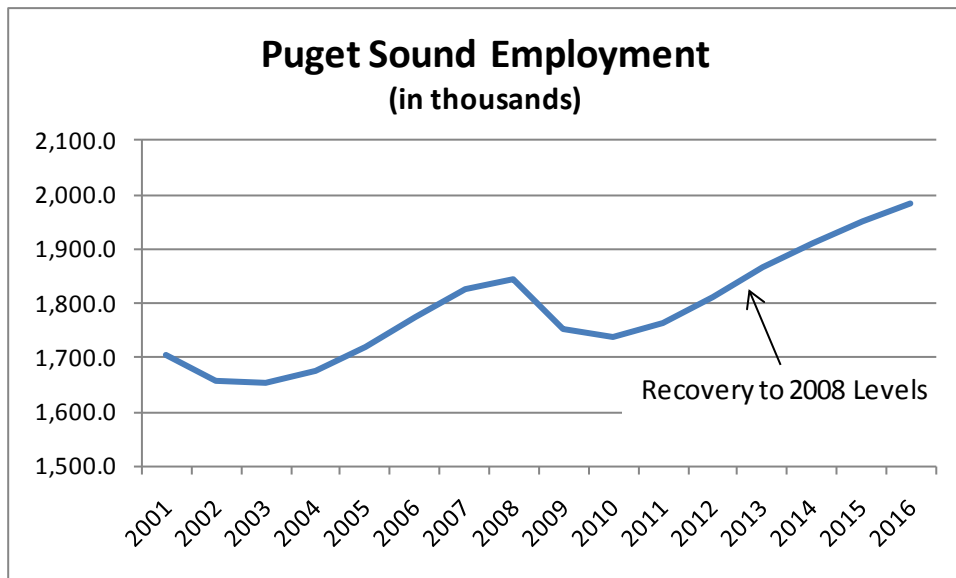
#### Economic Outlook

*Highlights:*

- *Slow recovery over several years*
- *The Leading Index points to continued expansion*
- *Blue Chip economists say no double-dip recession*

The local economic outlook is improving despite slow job growth and high unemployment. The Puget Sound Index of Leading Economic Indicators reports an upward trend, more so than comparable increases in each of the major regional recession recoveries in the past 35 years. This index is formulated to forecast the direction of the economy – and its main message is that the economy will continue to expand. While the potential of a double-dip recession and deflation looms in the news, not one Blue Chip economist is predicting either will occur.

Regional economists at the Puget Sound Economic Forecaster (PSEF) are predicting a “significant turnaround” in jobs during 2011. Job growth is projected to occur in the third and fourth quarter of 2010, although the year will end with a 1% decline overall. Growth in 2011 is expected to be 1.5%, escalating to 2.8% in 2012. Regional job losses during the recession essentially wiped out the employment gains of the past decade. However, the region is projected to add 368,000 jobs over the next decade. The annual rate of employment growth is expected to remain modest through the forecast period. The following graph illustrates how employment in the Puget Sound region is expected to return to pre-recessionary levels by the end of 2013.



The housing market continues to remain weak. While home prices, mortgage rates, and housing inventories are all more favorable than the past several years, credit availability, foreclosures and anxiety about another drop in home values and the economic conditions makes recovery hard to predict. Regional economists expect that the housing market will resume growth by year end, but will not return to normal activity until several years of good employment growth occurs – or around 2014.





## 2011-2016 Financial Forecasts

### General Fund

---

#### Highlights:

- *Tax base will take several years to recover*
- *Modest revenue growth is expected*
- *Growth is based on positive employment and housing outlook*

Retail spending is showing some signs of recovery with retail sales growth turning positive in the second quarter of 2010. Personal income and retail sales are projected to climb to 4.4% in 2011 with even stronger growth predicted for subsequent years. Retail spending is expected to fully recover in 2013.

There are several potential factors that could hamper the projected growth, including deflation and a double-dip recession. The Government is contemplating several options for bolstering the economy, including tax cuts and credits, as well as providing funding for infrastructure projects.

Additionally, the Federal Reserve remains poised to provide further “monetary easing” if the economy shows signs of continued deterioration.

#### Resource Drivers

The recent recession substantially reduced Bellevue’s tax base. Tax collections across all major economically sensitive revenues, including sales, business & occupation (B&O), and some utility taxes have declined since 2008. This reduction in the revenue base impacts Bellevue’s tax collections through the forecast period by “resetting” or lowering the starting point for growth. Despite this, the projection for average resource growth is expected to be higher than average expenditure growth.

Taxes, which average nearly 75% of resources, are projected to grow through the forecast period. This growth is mainly due to anticipated improvements in consumer spending and a strengthening housing market. Revenue growth is projected to grow at about 0.9% in 2011 and 3.8% in 2012 as consumer spending picks up. An average growth of 3.4% annually is projected for the remainder of the forecast period. Key resource drivers are discussed below.

- **Employment Growth.** The creation of jobs, which leads to growth in personal income, increases spending for goods and services creating both sales, business & occupation (B&O) tax, and other miscellaneous revenues. Regionally, employment growth is projected to accelerate, adding around 41,000 jobs (2.3%) a year over the next biennium and recovering 368,000 jobs over the decade. The Forecast assumes employment growth will average 2.3% per year for the forecast period.
- **Recovering Housing Market & Increased Demand for Goods.** The Forecast assumes a slowly recovering housing market. Housing prices and volume of transactions are expected to increase through the forecast period, 4.4% and 7.8% respectively. A strengthening housing market will stimulate consumption and taxable retail sales. Taxable retail sales are expected to increase an average of 5.7% per year for the 2011-2012 biennium and average 6.0% for the remainder of the forecast period.
- **Development Activity.** Development activity is expected to remain slow during the early years of the forecast, but return to a modest pace of growth by 2013 which is consistent with the Development Services Financial Forecast. Tax receipts

## 2011-2016 Financial Forecasts

### General Fund

---

associated with construction projects typically lag development activity by one year or more; the Forecast anticipates a modest growth in tax receipts in 2014. In subsequent years, development activity is anticipated to continue to grow but at a more moderate level than was experienced during the last upturn in development activity. Development activity is important for Bellevue because it drives growth in property, sales, B&O, and real estate excise taxes.

---

#### Expenditure Drivers

##### Highlights:

- *Modest expenditure growth driven by personnel & health benefit costs*
- *Regional communication center partnership expected to reduce long-term costs*

The Forecast includes a downsized budget which was reset to a sustainable and affordable level through the Budget One process. Expenditures are projected to decrease by 1.1% in 2011, and then increase by 3.4% in 2012. The increase is largely driven by cost-of-living increases and rising State pension and health benefit costs. On average, expenditure growth is projected to be 2.7% for the 2013-2016 period, which is lower than the projected average resource growth for the same forecast

period. Key expenditure drivers are discussed below.

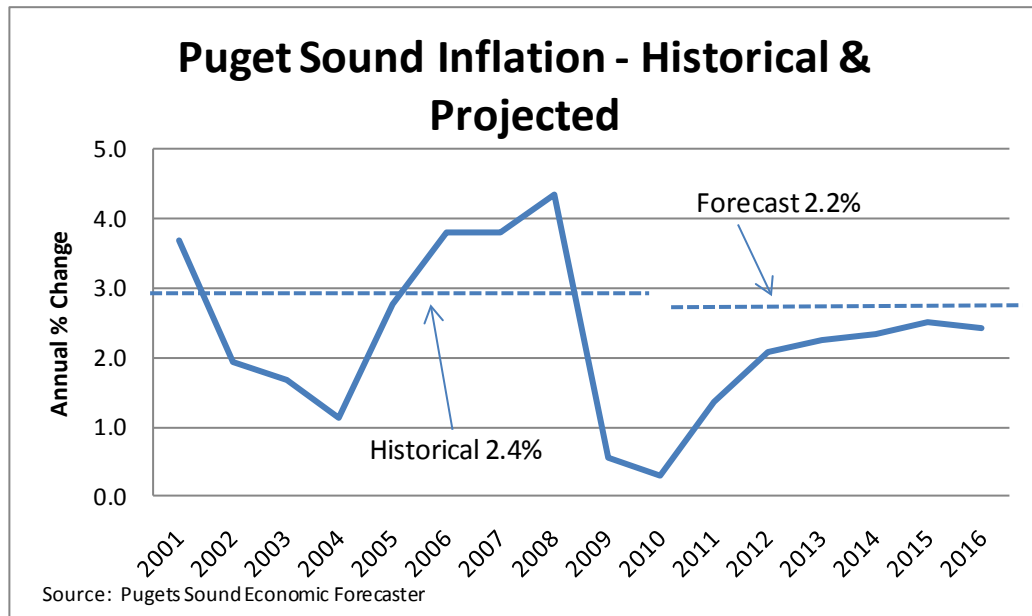
**Salaries.** Salaries are projected to decrease by 2.8% in 2011, and increase by 2.2% in 2012. The decrease in 2011 is due to 0% cost of living increase based on the June 2010 CPI-W (-0.1%) and the reduction of 38.96 LTEs/FTEs. Salaries in 2012 are projected to increase by the rate of inflation or current labor agreements as well as estimated increases in merit pay. Increases for 2013-2016 average 2.5%. Approximately 70% of increased salary expenses are driven by cost of living adjustments and labor settlements which are typically based on the rate of inflation. The remaining 30% (\$0.6 million) are estimated increases in merit pay. The forecast assumes the 2011-2012 proposed level of staffing continues through 2016.

**Health Benefits Contributions.** General Fund health benefit contributions are expected to grow by an average of 8.6% per year through the forecast period. These estimates are based on experience and actuarial estimates. Health benefit costs have stabilized in recent years.

**Other Personnel.** Other personnel costs, which include pensions, specialty pay, and other benefits, are expected to rise by the rate of inflation through the forecast period. The following graph illustrates recent and projected inflation through the forecast period and illustrates that inflation varies substantially over time, but anticipated inflation rates (average 2.2%) are in line with average historical inflation rates (average 2.4%).

## 2011-2016 Financial Forecasts

### General Fund



**Maintenance and Operating (M&O).** M&O costs, which include supplies, fleet, information technology, and utility costs, are anticipated to grow at the rate of inflation.

**NORCOM.** As directed by Council, Bellevue is a partner in the North East King County Regional Public Safety Communications (NORCOM) Agency. NORCOM created a partnership where agencies are owners who make decisions jointly to improve the delivery, cost, service, and interoperability effectiveness of public safety communications services on the Eastside. This partnership is expected to reduce Bellevue's costs by \$1.7 million per year by the end of the forecast.

#### Watch Items

**Initiatives 1100 & 1105: The Privatization of Liquor.** The City collects both liquor profits and excise tax. An explanation of the revenue sources and distribution specifics as provided by the Association for Washington Cities (AWC) is detailed below:

- Liquor board profits are revenues from permits, licenses, and liquor store sales. The state first pays for the activities of the Liquor Control Board, and the remaining profits are divided 50% to the State, 40% to cities, and 10% to counties.
- Liquor excise taxes come from a State tax to consumers and restaurant licensees. The tax rates include a basic rate plus surcharges. Revenues from the excise tax are shared 65% to the State, 28% to cities, and 7% to counties.

While both initiatives close State liquor stores and privatize the sale and distribution of liquor, the measures have different effective dates and different impacts to state and local government revenue.

- Both initiatives eliminate liquor profits (projected to be \$910,000 in 2012).
- I-1105 eliminates the liquor excise tax effective April 1, 2012 (projected to be \$664,000 in 2012).
- I-1100 maintains the liquor excise tax.

## 2011-2016 Financial Forecasts

### General Fund

---

Currently, Washington has 315 State and contract liquor stores, and it is unknown how many private retailers will choose to sell liquor if one or both initiatives pass. Because it is not known how many, or where liquor distributors and retailers will locate, the amount of additional revenues generated from local sales and B&O tax for Bellevue has not yet been determined.

## 2011-2016 Financial Forecasts

### Development Services Fund

---

**Note:** These forecasts were prepared in September 2010 to assist the City Council with the 2011-2012 budget deliberations.

---

#### **Executive Summary:**

- *The Development Services Fund forecast reflects the economic downturn and slowdown in development activity that began in late 2008 following the largest period of development activity in Bellevue's history.*
  - *Just as staffing levels and the use of consulting services were increased during the development boom, reductions in staffing and consulting services were implemented in 2009 and are reflected in the 2011-2016 forecast.*
  - *Beginning in 2011, the forecast reflects a modest increase in development activity. In subsequent years development activity is anticipated to continue to grow but at a more moderate level than was experienced during prior development cycles.*
- 

#### **Background**

The Development Services Fund supports delivery of development review, inspections, land use, and code enforcement services.

Bellevue experienced unprecedented growth from 2006 to 2009. During that time several major projects were completed (e.g., The Bravern, City Center II, Bellevue Towers, Washington Square, Lincoln Square Office Tower, Belletini, Tower 333). In response to the increase in development activity, staffing for review, inspection, and support services, as well as the use of consulting services, were increased. Reductions in staffing levels and consulting services were implemented in 2009 resulting in the current core staffing levels in Development Services.

The construction valuation for issued permits, considered a key barometer of development activity, exceeded estimates in 2006 and 2007, reflecting consecutive record-setting years in Bellevue. From the high point of over \$800 million in 2007, this trend has slowed and now appears to be in alignment with forecasted estimates.

#### **2011-2016 Outlook**

Office vacancy rates in the central business district are a key indicator of the interest in development activity. Vacancy rates have risen to nearly 18% in the last year, in part due to additional space availability coupled with the economic downturn. As such, significant growth in major project activity is not anticipated in the early years of the forecast. Design review applications (an early indicator of development activity) received through 2009 indicates a low level of demand for major projects and a notable drop from recent record setting levels. However, projected job growth in the region and the development of Bel-Red Corridor, will help drive future commercial and residential development in the City.

The impacts of the decline in the mortgage and lending sector had a significant impact on Bellevue beginning in 2008 and continued into 2010. New single-family development is not assumed to reach levels experienced from 2005 to 2007 but is expected to grow through the



## 2011-2016 Financial Forecasts

### Development Services Fund

latter years of the forecast. As interest rates remain low and employment in the region begins to rebound, the demand for single-family additions and remodel projects is expected to remain steady throughout the forecast period.

As a result of the aforementioned variables, this forecast reflects modest growth in revenue collections through 2012, and a demand on reserves during the completion of major projects until the latter years of the forecast period.

<b>Development Services Fund 2011-2016 Financial Forecast (\$ in Thousands)</b>						
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Beginning Reserve</b>	<b>\$9,742</b>	<b>\$6,780</b>	<b>\$4,022</b>	<b>\$2,797</b>	<b>\$2,503</b>	<b>\$3,273</b>
<b>Resources:</b>						
Building Fees	\$5,612	\$6,033	\$6,938	\$7,736	\$8,626	\$9,488
Land Use Fees	\$1,113	\$1,208	\$1,389	\$1,548	\$1,727	\$1,899
Fire, Transp. & Utilities Fees	\$3,168	\$3,326	\$3,825	\$4,265	\$4,756	\$5,231
sub: Development Services Fees	<b>\$9,893</b>	<b>\$10,567</b>	<b>\$12,152</b>	<b>\$13,549</b>	<b>\$15,108</b>	<b>\$16,618</b>
Gen Fund Subsidy	\$3,128	\$3,264	\$3,375	\$3,493	\$3,619	\$3,753
Other Revenue/Interest	\$528	\$555	\$348	\$362	\$379	\$397
<b>Total Resources</b>	<b>\$13,549</b>	<b>\$14,386</b>	<b>\$15,876</b>	<b>\$17,405</b>	<b>\$19,105</b>	<b>\$20,769</b>
<b>Expenditures:</b>						
Building	\$6,404	\$6,660	\$6,886	\$7,127	\$7,384	\$7,657
Land Use	\$2,974	\$3,105	\$2,985	\$3,089	\$3,200	\$3,319
Fire, Transp. & Utilities Development Services	\$2,705	\$2,754	\$2,848	\$2,947	\$3,054	\$3,167
Code Compliance	\$781	\$817	\$845	\$874	\$906	\$939
Administrative/Shared Costs	\$3,274	\$3,421	\$3,537	\$3,661	\$3,793	\$3,933
Technology Initiatives	\$374	\$388				
<b>Total Expenditures</b>	<b>\$16,512</b>	<b>\$17,144</b>	<b>\$17,100</b>	<b>\$17,699</b>	<b>\$18,336</b>	<b>\$19,014</b>
<b>Ending Reserves</b>	<b>\$6,780</b>	<b>\$4,022</b>	<b>\$2,797</b>	<b>\$2,503</b>	<b>\$3,273</b>	<b>\$5,028</b>

Note: Columns may not foot due to rounding.

## 2011-2016 Financial Forecasts

### Development Services Fund

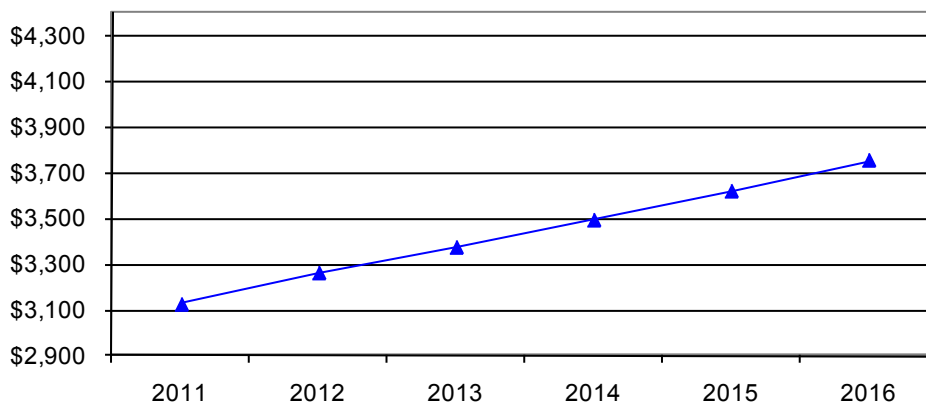
#### Forecast Drivers and Assumptions

1. Renovations of Bellevue schools (e.g. Bellevue High School, Tye Middle School, and Spiritridge Elementary) and the Baker Main project are assumed to be substantially completed in the early years of the forecast.
2. The demand for major project activity is assumed to increase in 2013 as new projects are anticipated to begin the review process.
3. The forecast reflects a reduction of 23.5 positions (including 15.5 FTEs eliminated/vacated and 5 FTEs redeployed) and consulting services in 2009 in response to the economic downturn. This baseline forecast assumes no additional staffing investments or positions. However, consistent with the long-range financial planning effort, changes in resource levels are continually assessed and modified to accommodate the workload.
4. Development fees are reviewed annually and may be adjusted to assure they are set accordingly to meet cost recovery objectives endorsed by Council. This forecast assumes that fees will grow at the historical rate of approximately 3.5% beginning in 2012.

#### General Fund Subsidy

The General Fund contribution to the Development Services Fund accounts for approximately 2% of the General Fund budget. This contribution (subsidy) supports personnel, M&O and capital costs for programs that have been designated as general funded activities. These programs include Code Compliance and a portion of Land Use. Land Use activities supported by the General Fund include public information, policy development, and approximately 50% of discretionary review.

**General Fund Subsidy Forecast 2011-2016**  
(\$ in Thousands)



The General Fund contribution to the Development Services Fund is anticipated to grow at the rate of expenditures over the forecast period, consistent with inflation projections (CPI-W) and growth in personnel costs (e.g., salaries, health benefits, pensions).

## 2011-2016 Financial Forecasts

### Development Services Fund

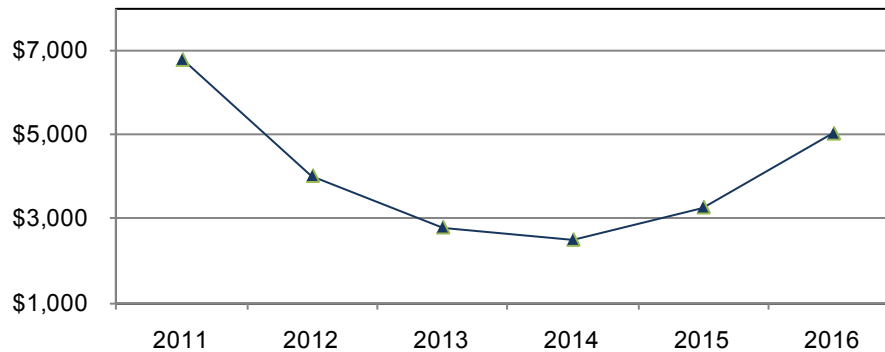
#### Development Services Fund Reserves

The Development Services Fund maintains reserves to assure that core staffing levels are balanced with cyclical needs, thus mitigating the effects of downturns or rapid increases in development activity. Reserves also ensure the Development Services Center, capital equipment, and technology systems are adequately funded when they need replacement or renovation.

Development Services Fund reserves are anticipated to decrease to approximately \$2.5 million through 2014. This reflects the impact of the slow recovery from the recent economic downturn. Reserve levels are then assumed to increase to approximately \$5.0 million from 2014 through 2016 reflecting moderate growth in development activity within the forecast period.

Development activity and reserve levels will be closely monitored over the next biennium. Corrective measures will be taken during the forecast period if market conditions warrant doing so.

**Development Services Reserves Forecast 2011-2016**  
(\$ in Thousands)





## 2011-2016 Financial Forecasts

### Parks Enterprise Fund

---

**Note:** These forecasts were prepared in September 2010 to assist the City Council with the 2011-2012 budget deliberations.

---

#### ***Executive Summary***

- *The Parks Enterprise Fund forecast assumes that revenues can grow at the same pace as expenditures over the forecast period, (approximately 2.5% per year).*
  - *The forecast allows for the elimination of the ongoing General Fund subsidy to the Aquatics Center of approximately \$106,000 per year.*
  - *The Parks Enterprise Fund continues to meet reserve requirements and funds minor capital improvements at the golf course.*
  - *No new programs or service enhancements have been proposed as part of the Budget One process.*
- 

#### **Background**

The Parks Enterprise Fund accounts for the services provided by the Enterprise Program within the Parks & Community Services Department. These services include golf, tennis, aquatics, adult sports, and facility rentals. Enterprise Programs are primarily supported through user fees but attempt to serve all residents regardless of ability to pay through the use of scholarships, sponsorships and fee waivers. The Parks Enterprise Fund has historically received a subsidy payment from the General Fund to ensure that programs are accessible to all Bellevue residents. As part of an overall Parks Department budget strategy to reduce costs to the General Fund, this ongoing subsidy has been eliminated.

#### **Aquatics Subsidy**

- The forecast eliminates the ongoing Parks Enterprise Fund subsidy from the General Fund. Parks Department budget proposals recommend the elimination of the Parks Enterprise Manager position and a Recreation Program Tech/Lifeguard position to achieve this outcome.
- The Bellevue Aquatic Center was the primary driver behind the need for a General Fund subsidy over the past several years. Due to the nature of Aquatic Center programs, the majority of services provided at this facility are not “full cost recovery” services. Most of these services will continue to recover only the direct program costs in an effort to provide affordable and accessible programs to youth and physically challenged participants.
- The Aquatics Center will continue to receive interest earnings from park levy lid lift proceeds from the voter-approved 1988 Park Bond which funded capital improvements at the pool. In addition, approximately \$300,000 of other Parks Enterprise Fund revenues are needed to support the Aquatic Center operation each year. Overall, this level of subsidy is consistent with the financial performance that was anticipated in 1995 when the City took over the pool.



## 2011-2016 Financial Forecasts

### Parks Enterprise Fund

---

#### **Parks Enterprise Fund Reserves**

Parks Enterprise Fund reserves will be managed within the targeted reserve level of 2-months operating expenses, or approximately \$0.9 to \$1.1M over the forecast period. This reserve helps ensure the fund meets cash flow needs during the winter months when golf course revenues are low.

#### **Enterprise Capital Improvements**

The Parks Enterprise program funds the Enterprise Facility Improvements Project (CIP project P-R-2), including capital projects at the Bellevue Golf Course. In addition to regular maintenance projects, the City has begun to evaluate the feasibility of making additional capital improvements to the golf course driving range. This forecast does not include the capital or operating implications of completing significant driving range improvements over the forecast period.

#### **Budget Assumptions and Issues**

Below are some of the major assumptions used in developing the 2011-2016 forecast:

- Parks Enterprise Fund revenues are assumed to increase at the same rate as expenditures from 2011-2016, or approximately 2.5% per year.
- The General Fund subsidy to the Parks Enterprise Fund has been eliminated.
- The forecast eliminates the Parks Enterprise Manager and Lifeguard positions (1.4 FTEs) consistent with department budget proposals.
- Golf course M&O expenses continue to reflect the management contract with Premier Golf Centers approved by Council in October 2006. Since the initial 4-year contract expires at the end of 2010, staff will return to Council later this fall recommending a contract extension with Premier for the ongoing operation of the golf course pro shop.
- Interfund transfers include both the Parks Enterprise CIP transfer (approximately \$340,000 per year) and internal service charges for information technology, capital equipment, and internal management and support.
- No new programs or service enhancements have been proposed as part of the Budget One process.

**2011-2016 Financial Forecasts**

**Parks Enterprise Fund**

**Parks Enterprise Fund  
2011-2016 Financial Forecast  
(In \$000)**

	<b>2011 Forecast</b>	<b>2012 Forecast</b>	<b>2013 Forecast</b>	<b>2014 Forecast</b>	<b>2015 Forecast</b>	<b>2016 Forecast</b>
<b>Resources:</b>						
Beginning Fund Balance	\$816	\$904	\$978	\$1,008	\$1,046	\$1,092
Program Revenues	5,553	5,669	5,813	5,955	6,101	6,251
General Fund Subsidy	0	0	0	0	0	0
<b>Total Resources</b>	<b>\$6,369</b>	<b>\$6,573</b>	<b>\$6,791</b>	<b>\$6,963</b>	<b>\$7,147</b>	<b>\$7,343</b>

	<b>2011 Forecast</b>	<b>2012 Forecast</b>	<b>2013 Forecast</b>	<b>2014 Forecast</b>	<b>2015 Forecast</b>	<b>2016 Forecast</b>
<b>Expenditures:</b>						
Personnel	\$1,555	\$1,637	\$1,678	\$1,720	\$1,763	\$1,807
M&O	2,568	2,577	2,641	2,707	2,775	2,844
Interfund Transfers	1,343	1,381	1,463	1,490	1,517	1,545
<b>Total Expenditures</b>	<b>\$5,465</b>	<b>\$5,595</b>	<b>\$5,783</b>	<b>\$5,917</b>	<b>\$6,055</b>	<b>\$6,196</b>

<b>Reserves:</b>						
Ending Fund Balance	<b>\$904</b>	<b>\$978</b>	<b>\$1,008</b>	<b>\$1,046</b>	<b>\$1,092</b>	<b>\$1,147</b>

Note: Columns may not foot due to rounding.



## 2011-2016 Financial Forecasts

---

This page has been intentionally left blank.

## 2011–2016 Financial Forecasts

### Utility Funds

---

**Note:** These forecasts were prepared in September 2010 to assist the City Council with the 2011-2012 budget deliberations.

---

#### *Executive Summary*

- *On average, utilities rates are significantly lower in 2011-2012 than projected in the 2009-2010 budget, and slightly lower over the entire 6-year forecast period.*
  - *Bellevue Utilities' rates continue to be competitive with rates for other cities in the area.*
  - *Wholesale cost increases continue to be a major rate driver.*
  - *In response to current economic conditions, Utilities was able to achieve an 11.4% net reduction in controllable operating costs for the 2011-2012 proposed budget period.*
- 

#### **Introduction**

The following key financial policies approved by Council in 1995, and updated in subsequent budgets, are incorporated in these financial forecast results:

- Consolidated reserve funding policies which define target and minimum reserve levels for each Utility fund;
- Operating reserve management policies which stipulate the transfer of greater-than-anticipated year-end reserves (ending fund balances) to the CIP Renewal & Replacement (R&R) Account;
- Capital reinvestment policies for future replacement of Utility infrastructure systems which base transfers to the CIP R&R Account on long-term capital investment;
- System expansion and connection policies which stipulate all capital related Capital Recovery Charges (CRC) and Direct Facility Charges will be deposited directly to the CIP Renewal & Replacement (R&R) Account; and
- Rate-planning policies which set rates at a level sufficient to cover current and future expenses and maintain reserves consistent with Utility financial policies and the long-term financial plans, and to pass through wholesale cost increases directly to customers. Inflationary indices are used as a basis for evaluating rate increases but no longer limit the growth in local programs.

#### **Significant Issues**

- **Budget One.** Utilities participated fully in the Budget One process, submitting the majority of its proposals to the Healthy & Sustainable Environment Outcome. The Healthy & Sustainable Environment Outcome identified that Bellevue customers want a healthy natural environment that supports healthy living for current and future generations. Utilities' mission is to provide a safe, high-quality, reliable, and plentiful supply of drinking water; a reliable and safe wastewater disposal system; an environmentally safe surface water system that minimizes damage and safety hazards from storms; a convenient and environmentally sensitive solid waste collection system; and a conservation and education program to engage customers in protecting the environment. Utilities strives to provide customers the best possible value for their money while maintaining high quality customer service.



## 2011–2016 Financial Forecasts

### Utility Funds

- **Cost Containment.** A large part of the Utilities budget reflects expenses that are beyond the department's direct control – wholesale costs for water purchase and wastewater treatment, Cascade Regional Capital Facilities Charges (RCFCs), taxes and franchise fees, and interfund payments represent about 56% of the total budget. However, Utilities analyzes its operating and capital programs on a deliberate, planned basis, and has practiced “zero-based” budgeting and cost containment for many years. The Budget One process offered another opportunity to examine the budget and make changes.

Utilities cost containment efforts for the 2011-2012 budget focused on controlling operating expenses, finding efficiencies, or otherwise reducing costs. Utilities achieved an 11.4% net reduction in controllable operating costs in 2011 (as compared to 2010 adopted budget). Significant savings were achieved by:

- decreasing capital budget to reflect reduced inflation, and one time savings for several projects;
- analyzing and reducing working capital reserves;
- reducing administrative costs, including consolidating and reducing budget for unanticipated consulting /contracting needs, and reducing travel, training, postage, and printing;
- reducing professional and consulting services; and
- reducing overtime.

In 2011-2012, analyses or efficiency efforts are planned for the capital program, asset management, operations and maintenance activities, customer service processes, and technology, in addition to normal cost containment review.

- **Deferral of funding for R&R.** The primary driver for local rate increases is aging infrastructure. Utilities have assets with a replacement value of over \$3.5 billion and about half of this infrastructure is past mid-life. As a temporary measure, in response to the current economic downturn Utilities proposes to reduce the transfer from rates to capital reserves for the renewal and replacement of infrastructure in 2011 and 2012 – a reduction of \$3.1 million.

This reduction will provide a short-term rate reduction during the 2011-2012 biennium, but will create the need for larger rate increases in the future to return to planned contribution levels for funding infrastructure replacements.

If the reduction is permanent, this approach would reduce rates for current ratepayers at the expense of future ratepayers. Accumulating reserves to pay for the proactive replacement of aging systems before they fail allows customers to continue to enjoy reliable, unobtrusive delivery of the most basic and critical of services.

- **King County/METRO Wastewater Treatment Costs.** Sewage treatment charges from King County/METRO will increase by 13.2% (from \$31.90 to \$36.10) per residential equivalent unit in 2011. This increase is primarily driven by higher debt service resulting from increased capital costs (including the Brightwater treatment plant). Since this rate increase is expected to cover cost increases for both 2011-2012, there is no projected rate increase for 2012. Per Council-adopted financial policies, wholesale cost increases are passed through to the customer. The increase in wastewater treatment costs will result in an increase to Bellevue ratepayers of 7.9% in 2011.

## 2011–2016 Financial Forecasts

### Utility Funds

---

- **Cascade Water Alliance Wholesale Water Purchase.** Cascade has taken steps to reduce its overall wholesale rate increase in both 2011 and 2012. Cascade's proposed 2011 operating budget is \$29.5 million, a 1.7% decrease from 2010, and \$29.4 million in 2012, a 0.6% decrease from 2011.

In addition, Cascade analysis found that the water demand volumes being used to calculate Bellevue's demand share were too high. Some water delivered through the Bellevue-Issaquah pipeline to Issaquah and the Sammamish Plateau Water & Sewer District beginning in mid-2006 had been inadvertently attributed to Bellevue and double-counted in the overall Cascade demand share. Recalculating the demand share reduced Bellevue's wholesale rate increase from a projected 11.9% in 2011 to 2.3%. The 2012 rate increase changed from 7.9% to 10.9%; however, the increase is on a lower base due to the 2011 adjustment and therefore the total amount owed to Cascade in 2012 is lower than was projected. These wholesale cost increases will result in retail rate increases to City of Bellevue customers of 1.9% in 2011 and 5.6% in 2012 for wholesale water purchases. In addition, as a result of recalculating Bellevue's demand share from mid-2006, Bellevue will receive a one-time credit of \$253,000, which will be transferred to R&R per Utilities' financial policies guiding use of one-time revenue.

- **National Pollutant Discharge Elimination System (NPDES).** Bellevue is implementing the 2007-2012 NPDES Municipal Stormwater Permit Citywide to protect water quality. Compliance with the federal Permit is a moving target because conditions are phased-in throughout the 5-year permit term. Bellevue is in compliance with current permit conditions. The estimated annual cost to implement the NPDES permit conditions Citywide is \$5.2 million. A new 5-year NPDES Municipal Stormwater Permit for Phase II municipalities is currently scheduled to be issued in January 2012. The new permit is expected to include new requirements that have significant costs such as monitoring, low impact development, and retrofit requirements. A preliminary draft of the new permit is expected to be available for review in the fall of 2010. The State Department of Ecology is also proposing an annual permit fee increase of 4.26% in 2012 (to \$43,493) and 4.22% in 2013 (to \$45,328).
- **Capital Projects.** The capital plan remains focused on addressing aging infrastructure, mandated projects, and capacity projects to support anticipated growth. Significant savings of \$2.7M in 2011-2012 were achieved by reducing projected inflation from the capital budget. Additional savings resulted from the advantageous bid climate, and from reducing the scope of several projects while still achieving program objectives. New revenue to the Stormwater CIP program is from the King Co Flood Control Zone District, and from recent award of a competitive Ecology Grant for stormwater quality. New water and sewer projects were added to support specific Mobility and Infrastructure Initiative projects. The 2011-2012 Budget does not include funding for potential impacts to utilities caused by the East Link project. Funding for the fire hydrant improvement program was deferred at the request of the Safe Community Results Team to achieve a cost savings for the General Fund by lowering the cost of fire protection for 2011-2012.
- **Additional Staff.** The 2011-2012 budget proposes adding 2 full-time employees to provide engineering design and inspection in support of increased capital investments to repair or replace aging systems, and for mandated and growth-related projects.





## 2011–2016 Financial Forecasts

### Utility Funds

#### Sensitivity and Risks

Each item discussed above could potentially affect annual Utility costs and rate requirements over the forecast period. Each projection made in this forecast is based on the best information currently available, but actual costs and revenues in future years may be higher or lower than forecasted amounts, as changes in prevailing economic conditions or other circumstances influence actual Utility financial outcomes.

#### Key Assumptions

##### Overall:

- An investment interest rate of 3.5% is assumed in 2011 through 2016.
- In general, an annual 2.7% growth in miscellaneous revenues is assumed in 2011 through 2016.
- All Direct Facility Charges and Capital Recovery Charges will be deposited directly to the CIP Renewal & Replacement Accounts.
- General salary adjustments are based on 90% of the Consumer Price Index (CPI) and include a salary and benefit under-expenditure rate based on historical spending trends.
- Operating expenses other than personnel and wholesale costs are expected to increase by the CPI starting in 2013.
- The 2011-2012 budget does not include funding for potential impacts to utilities caused by the East Link project.
- Funding for R&R will return to scheduled levels in 2013.

##### Water:

- Cascade Water Alliance (Cascade) 2011 wholesale charges to Bellevue are currently projected to increase by \$0.3 million, or 2.3%. Cascade's wholesale charges to Bellevue are estimated to increase by an additional 10.9% in 2012, and 8% per year for 2013 through 2016. This will result in retail rate increases to City of Bellevue customers of 1.9% in 2011 and 5.6% in 2012 for wholesale water purchases. From 2013 through 2016, an average increase of 4.9% is assumed.
- The local rate increase is projected to be 1.4% in 2011 and 2.3% in 2012. The projected local rate increases for 2013 through 2016 are 8.2%, 4.7%, 4.3%, and 2.0% respectively.

##### Sewer:

- King County-METRO rates for wastewater treatment are projected to be \$36.10 per equivalent residential unit, representing an increase of 13.2%, for 2011 and 2012. METRO rates are projected to increase by 9.0% in 2013 and 8.0% annually from 2014 through 2016. The resulting pass-through rate increases to Bellevue customers are estimated to be 7.9% in 2011, 0.0% in 2012, and an average of 6.3% annually from 2013 through 2016.
- The local rate increase is projected to be 1.0% in 2011 and 1.5% in 2012. The projected local rate increases for 2013 through 2016 are 2.2%, 3.0%, 2.8%, and 0.0% respectively.

##### Storm & Surface Water:

- Storm & Surface Water rates will increase by 3.2% in 2011 and 3.2% 2012. The projected rate increases for 2013 through 2016 are 11.6%, 9.4%, 7.7%, and 7.7% respectively.



## 2011–2016 Financial Forecasts

### Utility Funds

---

#### **Water Utility - Water System Costs and Revenue Requirements**

Over the forecast period, rate revenues are projected to grow from \$33.9 million in 2010 to \$55.0 million in 2016, or by an average annual increase of 8.4%. Rate revenues show a steady increase throughout the forecast, mainly due to the projected increases from Cascade. Of the \$21.1 million increase in annual rate revenues over the interval, \$19.8 million is due to projected rate increases; the remaining \$0.3 million is due to growth in the number of customer accounts and related water volumes.

Based on historical collection experience, annual growth in other Utility revenues is projected at 2.7% in 2011 through 2016, and includes developer fees, rental revenue, and other miscellaneous items. Interest earnings are expected to increase only slightly.

Wholesale water purchases represent 38.7% of total projected Water expenses for the forecast period. Water costs are projected to increase by \$8.5 million or 56.5%. This will result in pass-through rate increases of 1.9% in 2011 and 5.6% in 2012, and an average of 4.9% per year for 2013 through 2016.

Growth in annual City utility and other tax payments over the forecast period are due to impacts of projected customer/volume growth. No changes in existing tax rates or policies are assumed.

Water CIP transfers are projected to equal \$61.4 million over the 6-year period. Of this amount, \$60.6 million is needed to support projects approved in the CIP plan. The remaining \$0.8 million will be deposited to the Water Renewal & Replacement (R&R) Account. Annual amounts deposited to the R&R Account are normally based on replacement needs per the Utility's long-term capital investment plan. However, in response to the current economic downturn, the preliminary forecast funds Utilities' transfer from rates to capital reserves for the renewal and replacement of water infrastructure at a reduced level in 2011 and 2012 – a reduction of \$0.6 million. This reduction will provide a short-term rate reduction of during the 2011-2012 biennium, but will create the need for offsetting rate increases in the next biennium or over a longer period of time if Council chooses to make up the shortfall in funding for infrastructure replacements.

Water personnel costs are projected to increase by 5.9% in 2011 and an average of 3.7% per year over the balance of the forecast period due to higher benefit costs and cost-of-living adjustments projected by the City Budget Office. Other operating expenses include supplies and outside services, which are projected to decrease by 1.3% in 2011 and 1.8% in 2012 due to cost containment efforts, and then increase by an average of 1.3% for the remainder of the forecast period. Interfund payments to other city funds are projected to increase by 10.1% in 2011 due to increases in self-insurance costs, rent, and fleet charges. Due mainly to lower insurance costs, interfund charges are projected to increase by only 0.9% in 2012. The forecast in 2013 and beyond the biennium assumes historical average levels.

Capital asset costs shown in the forecast are based on the Utility's long-term asset replacement plan and can fluctuate from year to year. The Asset Replacement Account (ARA) is used to levelize rate impacts of Utility capital asset spending and all asset purchases are financed from the ARA balance.



## 2011–2016 Financial Forecasts

### Utility Funds

---

Water reserve status shown in this forecast is based on calculated target reserve amounts defined by the Utilities Consolidated Reserve Policy. The long-range objective under the Utilities Reserve Policy is to maintain reserves at or close to target levels with excess reserves above target transferred to the CIP R&R Account. Target operating reserves for working capital have been reduced from the current level of 70 days (19%) of budgeted O&M costs (excluding debt service and capital funding) to 48 days (13%).



## 2011–2016 Financial Forecasts

### Utility Funds

WATER UTILITY FUND							
PRELIMINARY FINANCIAL FORECAST							
2010 THROUGH 2016							
	2010	2011	2012	2013	2014	2015	2016
<b>PROJECTED RATE INCREASES</b>	<b>Amended Budget</b>	<b>Preliminary Budget</b>	<b>Preliminary Budget</b>	<b>Budget Estimate</b>	<b>Budget Estimate</b>	<b>Budget Estimate</b>	<b>Budget Estimate</b>
Pass-Through Cascade Increase	4.8%	1.9%	5.6%	4.4%	4.9%	5.4%	5.0%
Local Program Increase	4.4%	1.4%	2.3%	8.2%	4.7%	4.3%	2.0%
<b>TOTAL RATE INCREASE</b>	<b>9.2%</b>	<b>3.3%</b>	<b>7.9%</b>	<b>12.5%</b>	<b>9.6%</b>	<b>9.7%</b>	<b>7.0%</b>
<b>Projected Annual CPI Increases</b>	<b>2.5%</b>	<b>1.4%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.5%</b>	<b>2.4%</b>
<b>ANNUAL BUDGET BY CATEGORY</b>	<b>2010 Amended Budget</b>	<b>2011 Preliminary Budget (1)</b>	<b>2012 Preliminary Budget</b>	<b>2013 Budget Estimate (2)</b>	<b>2014 Budget Estimate</b>	<b>2015 Budget Estimate</b>	<b>2016 Budget Estimate</b>
<b>Beginning Fund Balances:</b>							
Operating Reserves	\$7,775,962	\$9,061,233	\$7,633,314	\$6,227,139	\$6,036,327	\$6,617,516	\$7,843,377
Asset Replacement Account	2,701,568	2,963,706	2,401,397	2,744,301	3,007,492	3,540,502	3,107,857
<b>Subtotal</b>	<b>\$10,477,530</b>	<b>\$12,024,939</b>	<b>\$10,034,711</b>	<b>\$8,971,440</b>	<b>\$9,043,819</b>	<b>\$10,158,017</b>	<b>\$10,951,234</b>
<b>REVENUES:</b>							
Water Rate Revenues	\$33,859,183	\$35,018,191	\$37,834,050	\$42,624,482	\$46,773,778	\$51,343,075	\$54,964,141
Interest/Other Revenues	4,533,824	4,926,481	5,017,636	5,131,961	5,296,453	5,502,903	5,703,801
<b>Subtotal</b>	<b>\$38,393,007</b>	<b>\$39,944,672</b>	<b>\$42,851,686</b>	<b>\$47,756,443</b>	<b>\$52,070,231</b>	<b>\$56,845,978</b>	<b>\$60,667,942</b>
<b>TOTAL BUDGET (Sources)</b>	<b>\$48,870,537</b>	<b>\$51,969,611</b>	<b>\$52,886,397</b>	<b>\$56,727,884</b>	<b>\$61,114,049</b>	<b>\$67,003,996</b>	<b>\$71,619,176</b>
<b>EXPENSES:</b>							
Cascade Water Purchases	\$14,979,712	\$15,538,832	\$17,231,798	\$18,610,342	\$20,099,169	\$21,707,103	\$23,443,671
City/State Taxes and Franchise Fees	3,489,823	\$5,162,490	\$5,573,783	6,272,528	6,879,576	7,547,453	8,071,301
Transfer to CIP/R&R	7,752,006	\$7,737,086	\$8,594,411	9,568,111	10,514,419	11,867,554	13,124,761
Debt Service	30,975	\$30,680	\$30,385	30,090	29,795	0	0
Personnel	6,073,765	\$6,434,261	\$6,693,279	6,931,861	7,178,954	7,434,865	7,699,906
Interfund Payments to Other City Funds	2,261,182	\$2,492,720	\$2,510,398	2,648,470	2,794,136	2,947,813	3,109,943
Capital Asset Costs	389,639	\$1,248,448	\$344,721	463,918	222,645	1,230,102	566,808
Other Operating Expenses	3,334,047	\$3,290,383	\$3,230,914	3,158,745	3,237,337	3,317,873	3,400,401
<b>Subtotal</b>	<b>\$38,311,149</b>	<b>\$41,934,900</b>	<b>\$44,209,689</b>	<b>\$47,684,065</b>	<b>\$50,956,032</b>	<b>\$56,052,762</b>	<b>\$59,416,790</b>
<b>Ending Fund Balances:</b>							
Operating Reserves	\$7,595,682	\$7,633,314	\$5,932,407	\$6,036,327	\$6,617,516	\$7,843,377	\$8,870,605
Asset Replacement Account	2,963,706	\$2,401,397	\$2,744,301	3,007,492	3,540,502	3,107,857	3,331,782
<b>Subtotal</b>	<b>\$10,559,388</b>	<b>\$10,034,711</b>	<b>\$8,676,708</b>	<b>\$9,043,819</b>	<b>\$10,158,017</b>	<b>\$10,951,234</b>	<b>\$12,202,386</b>
<b>TOTAL BUDGET (Uses)</b>	<b>\$48,870,537</b>	<b>\$51,969,611</b>	<b>\$52,886,397</b>	<b>\$56,727,884</b>	<b>\$61,114,049</b>	<b>\$67,003,996</b>	<b>\$71,619,176</b>
<b>TARGET RESERVE STATUS</b>	<b>2010 Amended Budget</b>	<b>2011 Amended Budget</b>	<b>2012 Amended Budget</b>	<b>2013 Amended Budget</b>	<b>2014 Amended Budget</b>	<b>2015 Amended Budget</b>	<b>2016 Amended Budget</b>
Operating Reserves	\$7,595,682	\$7,633,314	\$5,932,407	\$6,036,327	\$6,617,516	\$7,843,377	\$8,870,605
Target Reserve Level	8,181,537	6,746,491	7,148,186	7,536,617	7,952,248	8,396,556	8,870,605
<b>Reserves Over (Under) Target Level</b>	<b>(\$585,855)</b>	<b>\$886,823</b>	<b>(\$1,215,780)</b>	<b>(\$1,500,290)</b>	<b>(\$1,334,732)</b>	<b>(\$553,179)</b>	<b>\$0</b>
<b>Personnel</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
FTEs	65.6	65.6	65.6	65.6	65.6	65.6	65.6
LTEs	3.0	2.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>68.6</b>	<b>67.6</b>	<b>65.6</b>	<b>65.6</b>	<b>65.6</b>	<b>65.6</b>	<b>65.6</b>
Note: Columns may not foot due to rounding.							
(1) The beginning fund balance in 2011 does not equal the budgeted ending fund balance in 2010 because: - higher than budgeted revenues and/or savings during the last biennium. - 2010 capital expenditures delayed until 2011.							
(2) The beginning fund balance for 2013 does not equal the budgeted ending fund balance in 2012 primarily due to projected underexpenditures and reconciling items for ratemaking purposes.							



## 2011–2016 Financial Forecasts

### Utility Funds

#### Wastewater Utility - Sewer System Costs and Revenue Requirements

Revenue requirements from sewer rates are displayed in the Sewer Utility Fund Financial Forecast. Over the upcoming forecast period, rate revenues are projected to grow from \$40.8 million in 2010 to \$63.1 million in 2016, or by an average annual increase of 7.5%. Of the \$22.3 million increase in annual rate revenues over the interval, approximately \$21.7 million is due to projected rate increases, with the remaining \$0.6 million due to growth in the number of customer accounts and related sewer volumes.

Based on historical collection experience, annual growth in other Utility revenues is projected to be 3.8% for 2011 through 2016. This includes interest earnings, developer fees, rental revenue, and other miscellaneous items.

King County-METRO payments for wholesale sewage treatment costs represent approximately 58% of the total projected Sewer expenses for the 6-year period. The 2011 METRO rate increase assumed in this forecast, as projected by King County, include 13.2% and 0.0% for 2011 and 2012 respectively. For the remainder of the forecast period, projected METRO rate increases are 9.0% for 2013 and 8.0% annually from 2014 to 2016. These rate increases translate into pass-through increases to Bellevue customers of 7.9% in 2011, 0.0% in 2012, and an average of 6.3% annually from 2013 through 2016.

Growth in City/State taxes over the forecast period are due to impacts of projected customer/volume growth and rate increases on annual taxable revenues. No changes in existing tax rates or policies are assumed.

Sewer CIP transfers are projected to equal \$59.3 million over the 6-year period. Of this amount \$38.0 million is needed to support projects approved in the CIP plan. The remaining \$21.3 million will be deposited to the Renewal & Replacement (R&R) Account. Annual amounts deposited to the R&R Account are normally based on replacement needs per the Utility's long-term capital investment plan. However, in response to the current economic downturn, the preliminary forecast funds Utilities' transfer from rates to capital reserves for the renewal and replacement of sewer infrastructure at a reduced level in 2011 and 2012 – a reduction of \$1.1 million. This reduction will provide a short-term rate reduction of during the 2011-2012 biennium, but will create the need for offsetting rate increases in the next biennium or over a longer period of time if Council chooses to make up the shortfall in funding for infrastructure replacements.

Sewer personnel costs are projected to increase by 5.6% in 2011. The projected increase in 2012 is 6.3%, reflecting the addition of 1 FTE position. Subsequently, the personnel cost increase is expected to average 3.6% in 2012 through 2016 due to higher benefit costs and cost-of-living adjustments projected by the City Budget Office. Other operating expenses include supplies and outside services, which are projected to increase by 4.4% in 2011 due to one-time expenses related to the asset management program. Expenses are projected to decrease by 0.9% in 2012 and then increase by an average of 1.3% per year for the remainder of the forecast period. Interfund payments to other city funds are projected to decrease by approximately 1.7% in 2011 due to a reduction in self-insurance payments. Interfund payments to other city funds are projected to increase by approximately 2.4% in 2012, and the forecast period beyond the current biennium assumes interfund payments at historical average levels.

## 2011–2016 Financial Forecasts

### Utility Funds

---

Capital asset costs shown in the forecast are based on the Utility's long-term asset replacement plan and can fluctuate from year to year. The Asset Replacement Account (ARA) is used to levelize rate impacts of Utility capital asset spending and all asset purchases are financed from the ARA balance.

Sewer reserve status shown in this forecast is based on calculations of target reserve amounts defined by the Utilities Consolidated Reserve Policy. The long-range objective under this policy is to maintain reserves at or close to target levels with excess reserves above target transferred to the CIP R&R Account. Reserves in excess of target are drawn down to zero within the forecast period, largely for rate stabilization purposes.



## 2011–2016 Financial Forecasts

## Utility Funds

SEWER UTILITY FUND							
PRELIMINARY FINANCIAL FORECAST							
2010 THROUGH 2016							
	2010	2011	2012	2013	2014	2015	2016
	Amended	Preliminary	Preliminary	Budget	Budget	Budget	Budget
	Budget	Budget	Budget	Estimate	Estimate	Estimate	Estimate
<b>PROJECTED RATE INCREASES</b>							
Pass-Through Metro Increase	0.0%	7.9%	0.0%	7.5%	5.3%	5.2%	8.1%
Local Program Increase	3.5%	1.0%	1.5%	2.2%	3.0%	2.8%	0.0%
<b>TOTAL RATE INCREASE</b>	<b>3.5%</b>	<b>8.9%</b>	<b>1.5%</b>	<b>9.7%</b>	<b>8.3%</b>	<b>8.1%</b>	<b>8.1%</b>
Projected Annual CPI Increases	2.5%	1.4%	2.1%	2.3%	2.3%	2.5%	2.4%
<b>ANNUAL BUDGET BY CATEGORY</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Amended	Preliminary	Preliminary	Budget	Budget	Budget	Budget
	Budget	Budget (1)	Budget	Estimate (2)	Estimate	Estimate	Estimate
<b>Beginning Fund Balances:</b>							
Operating Reserves	\$7,643,446	\$5,021,333	\$6,112,710	\$5,610,526	\$6,315,330	\$5,930,547	\$3,795,753
Asset Replacement Account	1,129,374	1,126,667	806,433	1,285,803	1,649,986	2,163,315	1,508,499
Subtotal	\$8,772,820	\$6,148,000	\$6,919,143	\$6,896,329	\$7,965,316	\$8,093,862	\$5,304,252
<b>REVENUES:</b>							
Sewer Rate Revenues	\$40,842,908	\$44,592,895	\$45,359,053	\$49,831,997	\$54,021,610	\$58,418,871	\$63,164,656
Interest/Other Revenues	1,535,571	1,714,155	1,746,126	1,824,883	1,914,951	1,973,871	1,932,484
Subtotal	\$42,378,479	\$46,307,050	\$47,105,179	\$51,656,880	\$55,936,561	\$60,392,742	\$65,097,140
<b>TOTAL BUDGET (Sources)</b>	<b>\$51,151,299</b>	<b>\$52,455,050</b>	<b>\$54,024,322</b>	<b>\$58,553,209</b>	<b>\$63,901,877</b>	<b>\$68,486,604</b>	<b>\$70,401,392</b>
<b>EXPENSES:</b>							
Metro	\$24,339,218	\$27,429,891	\$27,504,835	\$30,061,542	\$32,545,131	\$35,198,038	\$38,057,704
City/State Taxes and Franchise Fees	2,456,550	2,818,912	2,877,766	3,155,234	3,410,373	3,678,088	3,965,898
Transfer to CIP/R&R	6,482,125	6,316,850	8,388,520	8,447,863	10,687,423	13,558,026	11,885,205
Personnel	4,450,488	4,699,072	4,992,865	5,170,758	5,354,996	5,545,803	5,743,416
Interfund Payments to Other City Funds	1,840,674	1,796,822	1,822,878	1,923,136	2,028,908	2,140,498	2,258,225
Capital Asset Costs	590,904	956,151	164,255	354,866	270,379	1,513,892	120,934
Other Operating Expenses	1,454,167	1,518,209	1,504,016	1,474,494	1,510,806	1,548,007	1,586,118
Subtotal	\$41,614,126	\$45,535,907	\$47,255,135	\$50,587,893	\$55,808,016	\$63,182,352	\$63,617,500
<b>Ending Fund Balances:</b>							
Operating Reserves	\$8,410,506	\$6,112,710	\$5,483,384	\$6,315,330	\$5,930,547	\$3,795,753	\$4,516,812
Asset Replacement Account	1,126,667	806,433	1,285,803	1,649,986	2,163,315	1,508,499	2,267,080
Subtotal	\$9,537,173	\$6,919,143	\$6,769,187	\$7,965,316	\$8,093,862	\$5,304,252	\$6,783,892
<b>TOTAL BUDGET (Uses)</b>	<b>\$51,151,299</b>	<b>\$52,455,050</b>	<b>\$54,024,322</b>	<b>\$58,553,209</b>	<b>\$63,901,877</b>	<b>\$68,486,604</b>	<b>\$70,401,392</b>
<b>TARGET RESERVE STATUS</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Amended	Amended	Amended	Amended	Amended	Amended	Amended
	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Operating Reserves	\$8,410,506	\$6,112,710	\$5,483,384	\$6,315,330	\$5,930,547	\$3,795,753	\$4,516,812
Target Reserve Level	3,097,361	3,404,981	3,441,335	3,701,094	3,955,286	4,226,123	4,516,812
Reserves Over (Under) Target Level	\$5,313,145	\$2,707,729	\$2,042,050	\$2,614,236	\$1,975,260	(\$430,370)	\$0
<b>Personnel</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
FTEs	46.0	46.0	47.0	47.0	47.0	47.0	47.0
LTEs	0.0	1.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>46.0</b>	<b>47.0</b>	<b>47.0</b>	<b>47.0</b>	<b>47.0</b>	<b>47.0</b>	<b>47.0</b>
Note: Columns may not foot due to rounding.							
(1) The beginning fund balance in 2011 does not equal the budgeted ending fund balance in 2010 because:							
· higher than budgeted revenues and/or savings during the last biennium.							
· 2010 capital expenditures delayed until 2011.							
(2) The beginning fund balance for 2013 does not equal the budgeted ending fund balance in 2012 primarily due to projected underexpenditures and reconciling items for ratemaking purposes.							

## 2011–2016 Financial Forecasts

### Utility Funds

---

#### **Storm & Surface Water Utility - Surface Water System Costs and Revenue Requirements**

Revenue requirements from surface water rates are displayed in the Surface Water Utility Fund Financial Forecast. Over the upcoming forecast period, rate revenues are projected to grow from \$15.2 million in 2010 to \$23.2 million in 2016, or by an average annual increase of 7.3%. Of the \$8.0 million increase in annual rate revenues over the interval, approximately \$7.7 million is due to projected rate increases, with the remaining \$0.3 million due to growth in the customer base. The surcharge for the Lakemont regional detention facility, totaling about \$250,000 annually, ends in 2011.

Based on historical collection experience, net of interest revenue, an annual growth in other Utility revenues is projected at 3.5% on average from 2011 through 2016, and includes developer fees and other miscellaneous items.

Growth in City/State taxes over the forecast period is due to impacts of projected customer-base growth and rate increases on annual taxable revenues. No changes in existing tax rates and policies are assumed. Debt service, which has been a major component of Surface Water Utility annual expenses, is projected to be eliminated by 2014.

Surface Water CIP transfers are projected to equal \$56.6 million over the 6-year period. Of this amount \$27.2 million is needed to support projects approved in the annual CIP budget. The remaining \$29.4 million will be deposited to the Renewal & Replacement (R&R) Account. Annual amounts deposited to the R&R Account are normally based on replacement needs per the Utility's long-term capital investment plan. However, in response to the current economic downturn, the preliminary forecast funds Utilities' transfer from rates to capital reserves for the renewal and replacement of storm and surface water infrastructure at a reduced level in 2011 and 2012 – a reduction of \$1.4 million. This reduction will provide a short-term rate reduction of during the 2011-2012 biennium, but will create the need for offsetting rate increases in the next biennium or over a longer period of time if Council chooses to make up the shortfall in funding for infrastructure replacements.

Surface Water personnel costs are projected to increase by 2.1% in 2011, reflecting the addition of 1 FTE position. For the remainder of the forecast period, 2012 through 2016, the average increase is 3.6% due to higher benefit costs and cost-of-living adjustments projected by the City Budget Office. Other operating expenses, which include supplies and outside services, are projected to decrease by 7.7% in 2011 due to cost containment and decrease by an additional 0.3% in 2012, and then increase at about 0.5% for the remainder of the forecast period. Interfund payments to other City funds are projected to increase by approximately 3.2% in 2011, and 2.9% in 2012. The forecast period beyond the current biennium assumes interfund payments at historical average levels.

Capital asset costs shown in the forecast are based on the Utility's long-term asset replacement plan and can fluctuate from year to year. The Asset Replacement Account (ARA) is used to levelize rate impacts of Utility capital asset spending and all asset purchases are financed from the ARA balance.

Surface Water reserve status shown in this forecast is based on calculations of target reserve amounts defined by the Utilities Consolidated Reserve Policy. The long-range objective under this policy is to maintain reserves at or close to target levels with excess reserves above target transferred to the CIP R&R Account for renewal and replacement projects. Reserve levels are projected to be above target levels for most of the forecast period.





## 2011–2016 Financial Forecasts

## Utility Funds

STORM & SURFACE WATER UTILITY FUND							
PRELIMINARY FINANCIAL FORECAST							
2010 THROUGH 2016							
	2010	2011	2012	2013	2014	2015	2016
PROJECTED RATE INCREASES	Amended Budget	Preliminary Budget	Preliminary Budget	Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate
Local Program Increase	8.5%	3.2%	3.2%	11.6%	9.4%	7.7%	7.7%
<b>TOTAL RATE INCREASE</b>	<b>8.5%</b>	<b>3.2%</b>	<b>3.2%</b>	<b>11.6%</b>	<b>9.4%</b>	<b>7.7%</b>	<b>7.7%</b>
Projected Annual CPI Increases	2.5%	14.0%	2.1%	2.3%	2.3%	2.5%	2.4%
<b>ANNUAL BUDGET BY CATEGORY</b>	<b>2010 Amended Budget</b>	<b>2011 Preliminary Budget (1)</b>	<b>2012 Preliminary Budget</b>	<b>2013 Budget Estimate (2)</b>	<b>2014 Budget Estimate</b>	<b>2015 Budget Estimate</b>	<b>2016 Budget Estimate</b>
Beginning Fund Balances:							
Operating Reserves	\$3,401,095	\$2,941,647	\$2,729,305	\$2,373,326	\$2,057,431	\$1,849,991	\$1,607,437
Asset Replacement Account	2,622,587	2,118,713	\$1,961,053	1,549,643	1,780,799	2,076,710	1,823,582
Subtotal	\$6,023,682	\$5,060,360	\$4,690,358	\$3,922,969	\$3,838,230	\$3,926,702	\$3,431,019
<b>REVENUES:</b>							
Storm Rate Revenues	\$15,241,988	\$15,769,280	\$16,309,776	\$18,226,450	\$19,966,164	\$21,537,084	\$23,206,476
Interest/Other Revenues	1,744,624	\$1,150,268	\$1,164,322	1,167,400	1,200,487	1,240,899	1,262,171
Subtotal	\$16,986,612	\$16,919,548	\$17,474,098	\$19,393,849	\$21,166,652	\$22,777,983	\$24,468,647
<b>TOTAL BUDGET (Sources)</b>	<b>\$23,010,294</b>	<b>\$21,979,908</b>	<b>\$22,164,456</b>	<b>\$23,316,818</b>	<b>\$25,004,882</b>	<b>\$26,704,685</b>	<b>\$27,899,666</b>
<b>EXPENSES:</b>							
City/State Taxes and Franchise Fees	\$949,077	\$1,071,033	\$1,106,613	\$1,231,261	\$1,344,631	\$1,447,030	\$1,555,831
Transfer to CIP/R&R	6,434,100	6,779,101	\$7,550,636	8,793,123	9,977,234	11,129,534	12,370,029
Debt Service	92,827	27,787	\$7,291	7,151	0	0	0
Personnel	5,019,689	5,126,075	\$5,305,546	5,494,619	5,690,436	5,893,239	6,103,276
Interfund Payments to Other City Funds	1,668,847	1,754,504	\$1,794,713	1,884,449	1,978,671	2,077,605	2,181,485
Capital Asset Costs	1,005,028	660,691	\$895,149	303,088	277,786	871,192	256,340
Other Operating Expenses	1,978,135	1,870,359	\$1,864,877	1,764,898	1,809,421	1,855,065	1,901,857
Subtotal	\$17,147,703	\$17,289,550	\$18,524,825	\$19,478,588	\$21,078,180	\$23,273,666	\$24,368,818
Ending Fund Balances:							
Operating Reserves	\$3,743,878	\$2,729,305	\$2,089,989	\$2,057,431	\$1,849,991	\$1,607,437	\$1,326,854
Asset Replacement Account	2,118,713	1,961,053	\$1,549,643	1,780,799	2,076,710	1,823,582	2,203,994
Subtotal	\$5,862,591	\$4,690,358	\$3,639,631	\$3,838,230	\$3,926,702	\$3,431,019	\$3,530,848
<b>TOTAL BUDGET (Uses)</b>	<b>\$23,010,294</b>	<b>\$21,979,908</b>	<b>\$22,164,456</b>	<b>\$23,316,818</b>	<b>\$25,004,882</b>	<b>\$26,704,685</b>	<b>\$27,899,666</b>
<b>TARGET RESERVE STATUS</b>	<b>2010 Amended Budget</b>	<b>2011 Amended Budget</b>	<b>2012 Amended Budget</b>	<b>2013 Amended Budget</b>	<b>2014 Amended Budget</b>	<b>2015 Amended Budget</b>	<b>2016 Amended Budget</b>
Operating Reserves	\$3,743,878	\$2,729,305	\$2,089,989	\$2,057,431	\$1,849,991	\$1,607,437	\$1,326,854
Target Reserve Level	1,152,588	1,159,622	1,184,521	1,218,062	1,252,936	1,289,180	1,326,854
Reserves Over (Under) Target Level	\$2,591,290	\$1,569,684	\$905,467	\$839,369	\$597,055	\$318,257	\$0
<b>Personnel</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
FTEs	48.0	49.0	49.0	49.0	49.0	49.0	49.0
LTes	2.0	2.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>50.0</b>	<b>51.0</b>	<b>49.0</b>	<b>49.0</b>	<b>49.0</b>	<b>49.0</b>	<b>49.0</b>
Note: Columns may not foot due to rounding.							
(1) The beginning fund balance in 2011 does not equal the budgeted ending fund balance in 2010 because:							
· higher than budgeted revenues and/or savings during the last biennium.							
· 2010 capital expenditures delayed until 2011.							
(2) The beginning fund balance for 2013 does not equal the budgeted ending fund balance in 2012 primarily due to projected underexpenditures and reconciling items for ratemaking purposes.							



## Budget by Outcome

### Introduction

---

For the 2011-2012 the City of Bellevue addressed an essential question by using the Budgeting for Outcomes approach to budgeting: How can citizens get the most value for the taxes and fees they pay? The Budget One Budget process moved the City from budgeting in the traditional department focused approach to budgeting around the Outcomes that citizens value. The following section provides a summary of the City's Budget by Outcome.

- **Table 1** – Total Budget by Outcome and Department (Excludes CIP, Reserves, and inter-fund transfers for internal services)
- **Table 2** – a) 2011 FTE/LTEs by Department and b) 2011 FTE/LTEs by Outcome

Additional detail is provided for each Outcome in Chapters 7.A through 7.G and includes:

**1. Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

**2. Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

**3. 2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

**4. Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City's Website.

**2011-2012 Budget by Outcome**  
**Table 1 Total Budget by Outcome and Department**



	Safe Community	Improved Mobility	Healthy & Sustainable Environment	Innovative, Vibrant & Caring Community	Quality Neighborhoods	Economic Growth & Competitiveness	Responsive Government	Total	%
City Attorney	\$2,052,579						\$13,111,479	\$15,164,058	2.27%
City Clerk	162,984						3,558,956	3,721,940	0.56%
City Council							681,643	681,643	0.10%
City Manager			\$257,358				3,644,811	3,902,169	0.58%
Civic Services		\$845,505	253,103				38,903,703	40,002,311	5.98%
Community Council							8,000	8,000	0.00%
Development Services	7,448,706	426,543			\$1,426,649	\$6,945,473	6,173,386	22,420,757	3.35%
Finance	7,103,946		119,473			10,100,000	40,699,279	58,022,698	8.68%
Fire	69,147,983			\$11,495		511,812	1,189,844	70,861,134	10.60%
Human Resources				175,000			43,688,448	43,863,448	6.56%
Information Technology	456,000						25,289,220	25,745,220	3.85%
Office of Economic Development						649,684		649,684	0.10%
Parks & Community Services	3,052,654		5,584,407	50,213,880	6,176,251		760,152	65,787,344	9.84%
Planning & Community Development		701,433		3,736,979	1,719,712		3,428,149	9,586,273	1.43%
Police	60,424,204			90,330				60,514,534	9.05%
Transportation	4,593,383	24,850,498	6,766,041	132,656	839,923	1,927,042	2,854,065	41,963,608	6.28%
Utilities	906,721	146,367	201,717,571	1,123,396		775,151	1,085,633	205,754,839	30.77%
Total	\$155,349,160	\$26,970,346	\$214,697,953	\$55,483,736	\$10,162,535	\$20,909,162	\$185,076,768	\$668,649,660	100.00%
	23.23%	4.03%	32.11%	8.30%	1.52%	3.13%	27.68%	100.00%	



## 2011-2012 Budget by Outcome

Table 2a - FTE/LTE Comparison by Department

	2010	2011
<b>City Attorney</b>	23.60	23.60
<i>Change</i>		0.00
<b>City Clerk</b>	16.06	14.75
<i>Change</i>		-1.31
<b>City Council</b>	7.00	7.00
<i>Change</i>		0.00
<b>City Manager</b>	10.50	11.00
<i>Change</i>		0.50
<b>Civic Services</b>	64.83	65.83
<i>Change</i>		1.00
<b>Community Council</b>	0.25	0.00
<i>Change</i>		-0.25
<b>Development Services</b>	106.65	91.76
<i>Change</i>		-14.89
<b>Finance</b>	57.05	50.00
<i>Change</i>		-7.05
<b>Fire</b>	248.60	246.60
<i>Change</i>		-2.00
<b>Human Resources</b>	15.70	14.80
<i>Change</i>		-0.90
<b>Information Technology</b>	56.56	54.81
<i>Change</i>		-1.75
<b>Office of Economic Development</b>	3.00	3.00
<i>Change</i>		0.00
<b>Parks &amp; Community Services</b>	167.07	165.09
<i>Change</i>		-1.98
<b>Planning &amp; Community Development</b>	27.83	25.31
<i>Change</i>		-2.52
<b>Police</b>	226.20	216.60
<i>Change</i>		-9.60
<b>Transportation</b>	122.36	115.49
<i>Change</i>		-6.87
<b>Utilities</b>	164.55	167.57
<i>Change</i>		3.02
<b>Total</b>	<b>1,317.81</b>	<b>1,273.21</b>
<b>Total Change</b>		<b>-44.60</b>

Table 2b - FTE/LTE Comparison by Outcome

	2011
<b>Safe Community</b>	524.25
<b>Improved Mobility</b>	95.97
<b>Healthy &amp; Sustainable Environment</b>	176.62
<b>Innovative, Vibrant &amp; Caring Community</b>	134.04
<b>Quality Neighborhoods</b>	29.93
<b>Economic Growth &amp; Competitiveness</b>	45.11
<b>Responsive Government</b>	267.29
<b>Total</b>	<b>1,273.21</b>



## Budget by Outcome Safe Community

### Introduction

---

The following information is presented for the Safe Community Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



## Budget by Outcome Safe Community

### Purchasing Strategies Summary

---

#### Team Members

**Lead:** Kyle Stannert

**Members:** Rick Berman, Robert Heavey, Tony Mastrandrea, Todd Simonton,  
Cathy VonWald

**Facilitator:** Robin Long

#### Value Statements

As a community, Bellevue values:

- Feeling and being safe where people live, learn, work and play; and
- A community that is prepared for and responds to emergencies.

#### Community Indicators

The Community Indicators for Safe Community are:

1. % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
2. % of residents who agree that Bellevue plans for and is well prepared to respond to emergencies.

#### Key Performance Indicators

- Police patrol response time to critical emergencies (life threatening emergencies from dispatch to arrival)
- Number of Part 1 (violent and property) per 1,000 residents
- % of incidents where total Fire Department emergency response from call to arrival on the scene is 6 minutes or less
- Cardiac arrest survival rate
- Life and property loss due to fire in inspected buildings
- % of fires confined to the room of origin

#### Purchasing Strategies

In our initial discussions about “**feeling safe and being safe where I live, work and play**”, the team viewed this result as being much broader than visible first responders. Likewise, we felt that “**A community that is prepared for and responds to emergencies**” encompasses much more than emergency preparedness planning and structure. We considered what factors and strategies should guide the City’s efforts in accomplishing these results. It became apparent that proposals would need to address the primary factors of **prevention, response, planning and preparation, and community engagement**.

1. **Prevention:** We are seeking proposals that encourage and support prevention and are proactive, not just responsive to safety concerns, and offer long-term sustainable results. Specifically proposals that:
  - Provide a safe environment – well lit; safe design; inspections; visible presence of safety personnel; public works maintenance; fire prevention
  - Promote/influence responsible behavior and safety
  - Prevent “high risk” behavior and non-compliance
  - Encourage youth involvement
  - Create community awareness
2. **Response:** We are seeking proposals that encourage and support innovative approaches to response to accidents, crimes, fires, Emergency Medical Services



**Budget by Outcome**  
**Safe Community**  
**Purchasing Strategies Summary**

---

- (EMS) and public works emergencies, with a customer support focus. Specifically proposals that:
- Support well equipped, trained, caring responders
  - Respond to emergencies
  - Respond to non-emergency situations including operational and chronic
  - Promote coordination and response by appropriate agencies
  - Address prompt recovery/restoration of services
3. **Planning and Preparation:** We are seeking proposals that encourage and support planning and preparation, enabling us to be forward thinking and innovative in our planning and preparation. Specifically proposals that:
- Stage (ready to be deployed) plans, personnel and equipment to deal with natural/man-made events; pandemic response; utility outages; significant community events
  - Leverage State, Federal and outside funding sources
  - Provide strategic planning and problem solving for the future
4. **Community Engagement:** We are seeking proposals that put an emphasis on innovation and customer support that encourage community engagement and partnerships that make our community safer and stronger. Specifically proposals that:
- Make use of partnerships (public and private) that increase the capacity and effectiveness of services to residents
  - Encourage neighborhood and business involvement that promotes safety
  - Utilize local and regional agency resources
  - Encourage volunteerism in the community



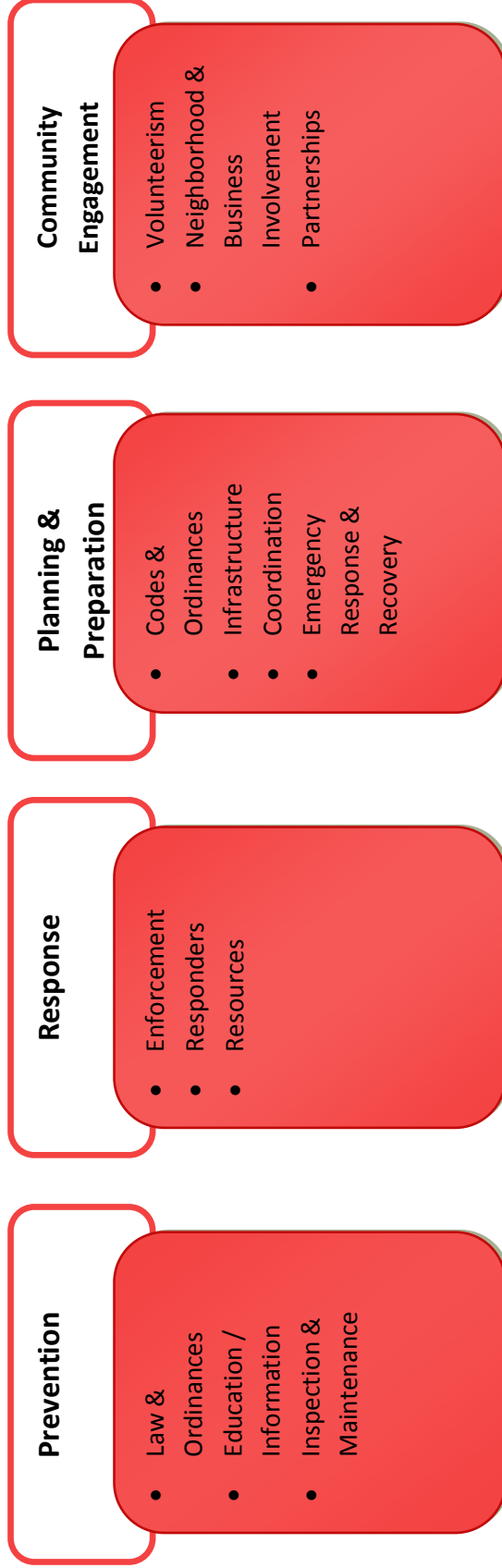
# Safe Community – Cause & Effect Map

As a community, Bellevue values....

- Feeling and being safe where they live, learn, work, and play.
- A community that is prepared for and responds to emergencies.



## Factors:



## Community Indicators:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans for and is well prepared to respond to emergencies.



## Budget By Outcome Safe Community Purchasing Plan Overview

---

This document provides an overview of the Safe Community Purchasing plan. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended proposals. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the proposals fell below the funding line.

1. **Summary of Outcome Purchases.** At the current level of funding the Safe Community outcome is able to purchase the following services in support of the outcomes primary factors. Additional information is provided in the attached Recommended Proposal report and is available in the individual proposals located on the City's Website.
  - a. **Prevention**
    - Fire prevention services, with focusing on fire and life safety code enforcement, cause investigations, proactive policing, and community outreach and education;
    - Overall inspection services for development activity for building construction, rights-of-way, utility work, and protection of property and the natural environment;
    - Activities focusing on public education and influencing human behavior through community policing, outreach programs, probation services, and creating community awareness.
  - b. **Response**
    - Maintains service levels for our First responders – including Police Street Patrol, Fire Suppression, Community Police Stations, and Advance Life Support (ALS);
    - Preserves the overall infrastructure for supporting full rapid response, from incident reporting to response to resolution - entire infrastructure of getting people to the incident through resolution / restoration of services (initial response, courts, probation, etc).
  - c. **Planning and Preparation**
    - Regional coordination and communication to build a preparedness, response and recovery plan for natural and human-caused disasters and events through funding the emergency management function, and multi-agency task forces, such as the Eastside Hazmat Response Team the Eastside Narcotics Task Force, and the Joint Terrorism Task Force;
    - Ensures resources are in place to restore services to drinking water, sewers, drainage and mobility on City streets.
  - d. **Community Engagement**
    - Continue the Police Crime Prevention Program, the Police Volunteer Program, child and youth safety initiative, and the School Resource Officer program, which helps build connections between the City and the business and residential communities;
    - Fosters public-private partnerships to deliver key services to the community, and ensures funding from outside sources.





**Budget By Outcome**  
**Safe Community**  
**Purchasing Plan Overview**

---

**2. Summary of Reductions.** Given the current economic environment the Departments and Results Teams were tasked with identifying and proposing cost reductions within their proposals. Following is a summary of Council-approved cost reductions included in the Safe Community purchasing plan. Additional details on specific cost reduction actions are included in individual proposals.

**a. Cost Reductions with Minimal Service Impact**

- Miscellaneous M&O reductions across proposals.
- Eliminated 2 admin, a records supervisor, a records specialist, and 1 project manager positions through reallocation of work and process improvement.
- Reduction in 13 inspectors and 1 admin due to decreased development activity.
- Centralization the City's public safety facilities management under Civic Services will improve maintenance for the facilities, and improve safety and allows the Fire Department to eliminate a senior management position. Because the position is represented by IAFF, Local 1604, the elimination of this position will require the Department to bargain with the union.

**b. Cost Reductions from Service Level Adjustments**

- Elimination of 2 Fire Prevention Officer positions and outside professional services due to decrease in Development Service activity.
- Reduction of an additional records specialist, resulting in slower response to customer service requests, inputting data and processing paperwork.
- Reduction of Probation/Electronic Home Detention program by 2 full-time positions and conduct an independent evaluation to ensure that programs are "right sized" and to determine final costs.
- Deferring replacement of 3-4 nonstandard fire hydrants annually which will result in an increase in time to connect hoses to hydrants by fire respondents

**c. Cost Reductions from Program/Service Elimination**

- Closing the Transit Center police substation.
- Eliminating the middle school SRO and reducing one high school SRO (Robinswood closing).

**3. Below the Funding Line. N/A**

**4. Capital Projects**

In 2011-2012, projects will focus on the following areas:

- Major renovation and maintenance for public safety facilities, pedestrian and traffic safety related needs.
- Providing initial funding for a Downtown Fire Station

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



## Final Budget by Outcome -- Ranking Safe Community 2011 - 2012 Operating Proposals

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Street Patrol	120.01NA	79.60	17,269,974	1,534,032	18,804,006	General/Grants
2	Fire Suppression, Rescue and BLS	070.01NA	170.10	38,022,776	4,111,719	42,134,495	General
3	Advanced Life Support Services	070.02NN	42.65	10,602,620	1,853,442	12,456,062	General
4	Public Safety Dispatch Services	070.11NN	-	-	8,119,703	8,119,703	General
5	Fire Flow Capacity for City of Bellevue	140.59A1	-	-	3,602,970	3,602,970	General
6	Fire Prevention	070.06NB	9.00	2,041,854	74,511	2,116,365	General
7	Development Services - Inspection Services	110.04NN	40.90	8,757,509	1,208,854	9,966,363	Dev Svcs
8	Emergency Management	070.04PN	3.60	749,893	85,615	835,508	General/Grants
9	Fire Training	070.03NN	4.00	1,036,727	76,520	1,113,247	General
10	Personnel Services Unit	120.17NA	8.00	1,717,103	910,433	2,627,536	General
11	Criminal Prosecution Services	010.03NN	5.00	1,310,502	173,034	1,483,536	General
12	Domestic Violence Prevention and Response	120.12NN	3.50	712,316	191,563	903,879	General
13	Police Department Management and Support	120.22NA	7.00	2,012,461	370,594	2,383,055	General
14	Fire Department Management and Support	070.05NB	9.85	2,417,281	7,796	2,425,077	General
15	Criminal Investigations	120.10NA	25.00	5,741,620	635,663	6,377,283	General
16	Police Property and Evidence	120.20NN	3.00	472,435	40,886	513,321	General
17	Forensic Crime Laboratory	120.15NN	2.00	430,837	184,084	614,921	General
18	Records	120.19A1	22.00	3,717,978	577,738	4,295,716	General
19	Courts and Custody Unit	120.16NA	6.00	1,058,707	2,680,845	3,739,552	General
20	King County District Court	150.03PN	-	-	5,110,582	5,110,582	General
21	Special Enforcement Team (SET)	120.03NN	6.00	1,314,801	107,047	1,421,848	General/Grants
22	Eastside Narcotics Task Force (ENTF)	120.14DN	2.00	464,719	833,040	1,297,759	General/External
23	Narcotics Enforcement	120.14A1	5.00	1,117,842	199,863	1,317,705	General/External
24	Street Lighting Maintenance	130.27A2	2.25	420,827	2,889,355	3,310,182	General
25	Bellevue Probation Services/Electronic Home Device	100.21A2	13.00	2,172,622	175,400	2,348,022	General
26	School Resource Officer Program	120.13NN	5.00	1,109,674	136,828	1,246,502	General/Grants



**Final Budget by Outcome -- Ranking  
Safe Community  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
27	Traffic Enforcement - Accident Investigation	120.08NN	8.00	1,766,883	168,647	1,935,530	General
28	Traffic Enforcement - Motorcycles	120.07A1	15.00	3,324,733	1,311,440	4,636,173	General
29	K-9 Unit	120.02NN	4.00	921,248	73,091	994,339	General
30	Downtown Policing Unit	120.04NN	5.00	1,037,552	73,527	1,111,079	General
31	Beach Lifeguards	100.40A1	-	-	251,604	251,604	General
32	Bellevue Severe Weather Shelter	100.17A1	-	-	95,250	95,250	General
33	Utilities Department Emergency Preparedness	140.28DN	0.90	196,908	21,934	218,842	Utilities
34	Infraction Prosecution Services	010.02NN	0.50	88,009	156,960	244,969	General
35	Urban Area Security Initiative (UASI) Grants	070.08DN	2.40	455,107	1,220,645	1,675,752	Grants
36	Fire Small Grants & Donations	070.10NN	-	-	584,864	584,864	Grants
37	Volunteer Program	120.18NN	1.00	204,788	27,056	231,844	General
38	Animal Services Contract	150.04NN	-	-	165,364	165,364	General
39	Police - Office of Professional Standards	120.21NN	3.00	758,791	100,196	858,987	General
40	Child & Youth Safety Initiative	100.14NN	-	-	161,520	161,520	General
41	Community Police Stations	120.06NN	3.00	635,013	193,101	828,114	General
42	Bicycle Patrol Unit	120.05NN	5.00	1,120,765	116,828	1,237,593	General
43	Word Processing Services	020.03NN	1.00	155,584	7,400	162,984	General
44	Criminal Investigations - Joint Terrorism Task Force (JTTF)	120.11NN	1.00	222,197	-	222,197	General
<b>Recommended Proposals</b>							
			524.25	\$115,560,656	\$40,621,544	\$156,182,200	
45	Probation Case Management System Replacement	100.54NN	-	-	300,000	300,000	General
	<b>Not Funded Proposals</b>		0.00	\$-	\$300,000	\$300,000	
	<b>Totals</b>		524.25	\$115,560,656	\$40,921,544	\$156,482,200	



## Final Proposal List by Outcome - Recommended Proposals Safe Community 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	2011	2012	Total 2011-2012	2013	2014	2015	2016	2017	2013-2017	Total 7 yr Project Cost
070.12PA	PS-16	Renovation of Public Safety Facilities	\$750	\$660	\$1,410	\$686	\$713	\$742	\$772	\$803	\$3,716	\$5,126
130.89NA	PW-M-19	Major Maintenance Program	\$600	\$600	\$1,200	\$600	\$600	\$600	\$600	\$600	\$3,000	\$4,200
070.15NN	PS-16	Renovation of Fire Station 5	\$500	\$500	\$1,000						\$0	\$1,000
070.14NN	PS-61	Downtown Fire Station	\$1,100	\$100	\$1,200	\$100	\$100	\$100	\$100	\$100	\$500	\$1,700
<b>Total Capital Projects</b>			<b>\$2,950</b>	<b>\$1,860</b>	<b>\$4,810</b>	<b>\$1,386</b>	<b>\$1,413</b>	<b>\$1,442</b>	<b>\$1,472</b>	<b>\$1,503</b>	<b>\$7,216</b>	<b>\$12,026</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**010.02NN**  
 (City Attorney)  
**Infraction Prosecution Services**

<b>Budget</b>	<b>\$123,662</b>	<b>\$121,307</b>
<b># FTE/LTE</b>	<b>0.50</b>	<b>0.50</b>

This proposal includes a request for continued funding in the City Attorney’s budget for an existing .5 staff support to provide administrative support for infraction prosecution services. In addition, the proposal seeks an enhancement to the City’s infraction prosecution program in order to decrease the number of infractions dismissed, which has a direct impact on City revenue. Prior to 2010, prosecutors only appeared at infraction hearings involving an accident or where the radar expert was subpoenaed to testify. In early 2010, the City Attorney’s Office implemented a pilot project in which a contract prosecutor attends all other general infraction hearings. The driving force behind this project was the large numbers of infractions that were being dismissed on those calendars where no prosecutor was present, the lack of accountability for traffic violators, and the lost revenue for the City. As a result of this pilot project, currently there is a prosecutor at all infraction hearings. This pilot program is funded out of MND, and the program will end in September 2010 unless additional resources are provided.

It is anticipated that the costs of this program will be recovered by the infraction revenue recouped.

**010.03NN**  
 (City Attorney)  
**Criminal Prosecution Services**

<b>Budget</b>	<b>\$726,559</b>	<b>\$756,977</b>
<b># FTE/LTE</b>	<b>5.00</b>	<b>5.00</b>

A key component to creating and maintaining a Safe Community is to have police officers available to arrest people who commit crimes. However, that is only the first part in a three-part process. The arrest will have no lasting effect unless there are prosecutors who hold the criminals accountable; who file cases in court and prosecute them through to conviction. At that point, a probation department is needed to make sure the defendant obtains necessary treatment and complies with other conditions. If any of the three parts are eliminated, the goal of a Safe Community will not be realized. This is an offer to provide the prosecution services necessary to achieve this goal, beginning with the decision to file charges and continuing through to conviction and any appeals.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals Safe Community

### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>020.03NN</b> (City Clerk)	<b>Word Processing Services</b>  Word Processing Services is an internal service provider. It performs basic transcription and word processing services, document formatting, and creates specialized brochure and flyer layouts for City departments. This centralized function provides specialized technical expertise, timely turnaround, and leverages limited departmental resources to complete large/special projects. 85% of this centralized work program reflects services provided to the Safe Community outcome.	<b>Budget</b> \$79,370  <b># FTE/LTE</b> 1.00	<b>Budget</b> \$83,614  <b># FTE/LTE</b> 1.00
<b>070.01NA</b> (Fire)	<b>Fire Suppression, Rescue and BLS</b>  This proposal provides resources for emergency and non-emergency responses for fire suppression and emergency medical incidents for the City of Bellevue and six surrounding municipalities and one fire district that contract for fire services. Cost savings of approximately \$400,000 are achieved through the Union's agreement to work additional hours in order to maintain current service levels.	<b>Budget</b> \$20,763,553  <b># FTE/LTE</b> 170.10	<b>Budget</b> \$21,370,942  <b># FTE/LTE</b> 170.10
<b>070.02NN</b> (Fire)	<b>Advanced Life Support Services</b>  This proposal funds a comprehensive Advanced Life Support (ALS) program, most often referred to as "paramedic service" to Bellevue residents. The Bellevue Fire Department receives 100% funding from an EMS Levy administered by King County Public Health and is part of a county-wide paramedic service. Bellevue is one of only six agencies in King County delivering "Medic One" physician-level care to the most seriously ill and injured patients in the community.	<b>Budget</b> \$6,141,583  <b># FTE/LTE</b> 42.65	<b>Budget</b> \$6,314,479  <b># FTE/LTE</b> 42.65

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**070.03NN (Fire)** **Fire Training** **Budget \$547,907** **\$565,340**  
**# FTE/LTE 4.00** **4.00**

This proposal provides resources to administer comprehensive ongoing training and education to the 222 uniformed personnel to a level commensurate with their responsibilities for providing fire protection and rescue services. This training is required by Washington State Law, conforms to industry standards, and is essential to keeping both personnel and the citizens of the community safe.

**070.04PN (Fire)** **Emergency Management** **Budget \$407,830** **\$427,678**  
**# FTE/LTE 3.60** **3.60**

This proposal funds the Bellevue Office of Emergency Management which provides for active coordination, communication, and collaboration across city departments and the public and private sector to build a resilient city through the implementation of mitigation, preparedness, response, and recovery programs. Core services include managing the consequences and impacts of natural and human-caused emergencies and disasters to protect, life, property, infrastructure, and the environment.

**070.05NB (Fire)** **Fire Department Management and Support** **Budget \$1,186,950** **\$1,238,127**  
**# FTE/LTE 9.85** **9.85**

This proposal provides resources to support strategic leadership, management, oversight and general support to all divisions within the Fire Department. These services are the backbone needed to ensure delivery of all fire services. This proposal transfers fire facility management to Civic Services as an efficiency measure and eliminates a senior Fire Department management position associated with those duties. In addition, this proposal eliminates a partial FTE (0.44) and two part-time employees and includes voluntary staff furloughs. This additional reduction will reduce the department's ability to maintain current customer service levels and to meet the support needs of the Operations and Fire Prevention divisions.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**070.06NB** (Fire) **Fire Prevention**

	<b>Budget</b>	<b>\$1,033,320</b>	<b>\$1,083,045</b>
	<b># FTE/LTE</b>	<b>9.00</b>	<b>9.00</b>

This proposal provides resources for fire and life safety code enforcement, fire cause investigations and community education vital to protecting the public. This proposal eliminates a full-time administrative position and includes implementation of new and increased fees to in an effort to preserve critical fire prevention/life safety staffing and services. Under this proposal, a new fee would be charged for re-inspection of occupancies that failed to comply with fire code violations found during the initial fire inspection and not corrected by the first follow-up inspection; and annual Operational Permit Fees, that have been \$50 for over fifteen years would increase to \$100.

**070.08DN** (Fire) **Urban Area Security Initiative (UASI) Grants**

	<b>Budget</b>	<b>\$1,428,446</b>	<b>\$247,306</b>
	<b># FTE/LTE</b>	<b>2.40</b>	<b>2.40</b>

This proposal funds the City of Bellevue's participation in the Urban Area Security Initiative (UASI) Program which is a Federal Homeland Security Grant Program intended to address public safety needs of high risk in high density urban areas. Participation in this program has allowed the City to receive an average of \$1 to \$1.5 million dollars a year for prevention, response, planning, and community engagement projects to improve security and readiness.

**070.10NN** (Fire) **Fire Small Grants & Donations**

	<b>Budget</b>	<b>\$332,432</b>	<b>\$252,432</b>
	<b># FTE/LTE</b>	<b>-</b>	<b>-</b>

This proposal provides for the Fire Department to set aside monies in a fund in which small grants acquired and donations received are utilized to purchase needed equipment and training that would not otherwise be obtainable. In order to account for the receipt of these funds, and expenditures made, separate projects are established in the City's Grants Donations Funds for each grant and donation activity.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.





**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

**070.11NN (Fire)** **Public Safety Dispatch Services**  
**Budget \$4,088,360** **\$4,031,343**  
**# FTE/LTE -**

This proposal provides 911 emergency and non-emergency dispatch and communication services for 72,000 Police, Fire and Emergency Medical Service (EMS) incidents per year. The City of Bellevue contracts with the North East King County Regional Public Safety Communications Agency (NORCOM) to provide these services. As a regional provider NORCOM provides economy of scale improves interoperability and is less costly to the City of Bellevue than operating its own dispatch center.

**100.14NN (Parks & Community Services)** **Child & Youth Safety Initiative**  
**Budget \$80,000** **\$81,520**  
**# FTE/LTE -**

The Child and Youth Safety Initiative builds a safe community by providing up to 16,900 school-age youth each year with youth safety-related programs administered by different City departments and various community organizations. The comprehensive program design includes safety programs ranging from prevention to intervention, with a goal of increasing youth safety awareness and education and reducing the incidence of youth victimization in Bellevue. The initiative has two elements – providing a coordinated child and youth safety curriculum and operating Bellevue Youth Court.

**100.17A1 (Parks & Community Services)** **Bellevue Severe Weather Shelter**  
**Budget \$47,200** **\$48,050**  
**# FTE/LTE -**

Severe weather conditions endanger the lives of people in our community. The Severe Weather Shelter (SWS) is intended to be a life-saving overnight shelter during extremely cold conditions. The SWS is expected to provide a warm place to sleep for an average of 18 people or more per night. Operated by a human services contractor with support from city staff, the SWS is expected to cost \$47,200 in 2011 and \$48,050 in 2012.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
100.21A2 (Parks & Community Services)	Bellevue Probation Services/Electronic Home Device	Budget \$1,145,490 # FTE/LTE 13.00	Budget \$1,202,532 # FTE/LTE 13.00
	<p>The Bellevue Probation Division provides supervision of offenders placed on probation by the Judges of King Co. District Court, Bellevue, to aid in the preservation of public order and safety. The electronic home detention (EHD) program is a part of the services provided by the Probation Division, providing a cost-effective alternative to jail, allowing offenders to serve a sentence and/or Pre-trial supervision using electronic monitoring equipment. This program saves the City over \$270,000 per year in jail costs and generates revenue of approximately \$350,000 per year. Programming within the Division is focused on identifying offenders' basic needs that contribute to their criminal behavior and connecting them with internal and external services. Court services provided by the City are part of a larger system of criminal justice services. The operation of each part of this system impacts the outcomes and costs of the other parts; police, dispatch, prosecutor and public defense, probation services, treatment programs, jail and jail alternatives. With a population of approximately 1,000 offenders per year, probation is the largest and most cost effective alternative to incarceration. As part of the Safe Community Results Team recommendation, this modified proposal includes the elimination of two full-time positions and an additional reduction to operating budgets (\$65k per year). The Results Team has also recommended that the Probation Division conduct an independent evaluation to ensure that programs are "right-sized" and then to use the study results to determine the final budget allocation for this proposal.</p>		
100.40A1 (Parks & Community Services)	Beach Lifeguards	Budget \$122,891 # FTE/LTE -	Budget \$128,713 # FTE/LTE -
	<p>This is a request for funding of the Outdoor Aquatics Program. This program is implemented by hourly staff and includes American Red Cross Certified Lifeguard surveillance at six summer beach parks and oversight of all City of Bellevue sponsored Canoe/Kayak trips and the SE 40th Boat Launch. The purpose of this program is to provide water safety education, accident prevention and, if necessary, a first response and activation of our City of Bellevue Emergency Management System (EMS) to aquatic emergencies in and around beach parks during the summer months. Services are provided through Parks &amp; Community Services and coordinated with Fire, Police, Marine Patrol and Natural Resources. In 2009, we recorded 67,419 park visits during lifeguarded hours.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>110.04NN</b> (Development Services)	<b>Development Services - Inspection Services</b>  This proposal provides for cross-departmental inspection services, responsible for inspection of all development related construction activity in order to provide safe buildings, appropriate construction of turnkey public infrastructure, protection of property and the environment while supporting economic development. Inspection services levels are sustained through development cycles by adjusting staffing levels based on demand for services and supporting permit fee revenue. Over 66,000 inspections were performed in 2009 by City of Bellevue inspection staff.	<b>Budget</b> \$4,870,139  <b># FTE/LTE</b> 40.90	<b>Budget</b> \$5,096,224  <b># FTE/LTE</b> 40.90
<b>120.01NA</b> (Police)	<b>Street Patrol</b>  The Patrol Section is the largest workgroup within the Police Department. Patrol officers provide 24/7 response to the majority of calls for service, perform a substantial amount of investigative case follow-up and proactively identify problems and work with the community to solve them.	<b>Budget</b> \$9,240,931  <b># FTE/LTE</b> 79.60	<b>Budget</b> \$9,563,075  <b># FTE/LTE</b> 79.60
<b>120.02NN</b> (Police)	<b>K-9 Unit</b>  The K-9 Unit supports the mission of the Bellevue Police Department of providing a safe community to the citizens of Bellevue. The handler-dog teams use their unique and specialized skills to track and locate fleeing criminals, conduct area searches, and provide back-up and protection for patrol officers. The dog teams are first responders to in-progress calls for service. The dog and handler locate evidence and other articles at crime scenes, track or trail fleeing subjects, search buildings for hiding suspects, and search large outdoor areas for suspects.	<b>Budget</b> \$489,993  <b># FTE/LTE</b> 4.00	<b>Budget</b> \$504,346  <b># FTE/LTE</b> 4.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal #	Proposal Title	2011	2012
Rank			

<b>120.03NN</b>	<b>Special Enforcement Team (SET)</b>	<b>Budget</b>	<b>\$721,393</b>
(Police)		<b># FTE/LTE</b>	<b>6.00</b>

The Special Enforcement Team (SET) supports the mission of the Bellevue Police Department by helping to provide a safe community to the citizens of Bellevue. The team is the department's first response to ongoing crime patterns and problems. The team can provide immediate response in uniform or undercover to those crimes of particular interest/impact to the community. The team's primary focus is motor vehicle related crimes, but it also investigates graffiti crimes, all gang-related crimes, and gathers gang intelligence.

<b>120.04NN</b>	<b>Downtown Policing Unit</b>	<b>Budget</b>	<b>\$563,911</b>
(Police)		<b># FTE/LTE</b>	<b>5.00</b>

The Downtown Policing Unit provides general patrol and community policing services to Bellevue's Central Business District, supporting the Safe Community outcome especially for residents, the business community, and visitors to the downtown core. The unit's primary responsibility is to ensure the timely and efficient delivery of appropriate police patrol services in the downtown Bellevue neighborhood as the downtown residential and business population grows. This proposal already includes the elimination of a corporal position and replacing it with an officer position starting in 2011.

<b>120.05NN</b>	<b>Bicycle Patrol Unit</b>	<b>Budget</b>	<b>\$627,847</b>
(Police)		<b># FTE/LTE</b>	<b>5.00</b>

The Bicycle Patrol Unit supports the mission of the Bellevue Police Department of contributing to the outcome of a Safe Community to the citizens of Bellevue. This proposal is to fund four police bicycle officers and one lieutenant, which together form the Police Bicycle Unit. Bicycle officers are proactive law enforcement officers who focus on street-level and quality-of-life crimes within identified problem areas. They are a vital part of providing a police presence in parks, trails and other areas that are not accessible to vehicles.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

120.06NN	Community Police Stations	Budget \$424,174	Budget \$403,940
(Police)		# FTE/LTE 3.00	# FTE/LTE 3.00
<p>The Community Police Station officers support the mission of the Bellevue Police Department of providing a safe community to the citizens of Bellevue. There are four community stations, and each is staffed with a station officer. These officers engage in a variety of community based policing functions and patrol activities as well as the development and implementation of community oriented policing programs and strategies, including community special events and crime prevention presentations. This proposal includes the closing of the Bellevue Police Transit station on 7/1/2011, and the reduction of one full police FTE on January 1, 2011.</p>			

120.07A1	Traffic Enforcement - Motorcycles	Budget \$2,308,762	Budget \$2,327,411
(Police)		# FTE/LTE 15.00	# FTE/LTE 15.00
<p>The Bellevue Police Department Traffic Motor Unit addresses the Safe Community outcome by reducing collisions and injuries and facilitating a safe and expeditious flow of vehicular/pedestrian traffic by encouraging the public's voluntary compliance with traffic regulations. This is accomplished through a combination of education, engineering, and enforcement. This proposal already includes an efficiency reduction of one senior administrative assistant effective January 1, 2010, with savings of \$85,396 in 2011 and \$90,263 in 2012.</p>			

The proposal requests the continued funding of the Photo Enforcement Pilot Program, whose revenues are guaranteed to match associated expenditures, and new funding (\$90,000) for Electronic Ticketing, which is mostly offset by the efficiency reduction mentioned above.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal #	Proposal Title	2011	2012
Rank			

<b>120.08NN</b> (Police)	<b>Traffic Enforcement - Accident Investigation</b>  The Traffic Accident Investigation (AI) unit supports the mission of the Bellevue Police Department of providing a safe community to the citizens of Bellevue. It facilitates the safe and expeditious flow of vehicular/pedestrian traffic by encouraging the public's voluntary compliance with traffic regulations, which is accomplished through a combination of education, engineering, and enforcement. The AI unit is the primary patrol response unit for vehicle and pedestrian collisions and is the primary enforcement team for traffic laws such as DUI and Negligent Driving.	<b>\$953,640</b> <b>8.00</b>	<b>\$981,890</b> <b>8.00</b>
<b>120.10NA</b> (Police)	<b>Criminal Investigations</b>  The Criminal Investigations Unit provides investigative services to solve cases, arrest offenders, and assist in prosecution, while incorporating prevention, response, planning and preparation, and community engagement factors in the outcome. These activities contribute to the Safe Community outcome for the City of Bellevue by solving crimes and getting criminals off the streets.	<b>\$3,142,637</b> <b>25.00</b>	<b>\$3,234,646</b> <b>25.00</b>
<b>120.11NN</b> (Police)	<b>Criminal Investigations - Joint Terrorism Task Force (JTTF)</b>  The FBI Joint Terrorism Task Force is a group of small individual units of highly trained, locally based, passionately committed investigators, analysts, linguists, SWAT experts, and other specialists from dozens of U.S. law enforcement and intelligence agencies. The Bellevue Police Department has had a dedicated investigator participating in the Seattle JTTF since 2008. This position has a direct impact on the Safe Community Outcome through its direct influence on terrorism and major crimes throughout the Puget Sound region.	<b>\$109,431</b> <b>1.00</b>	<b>\$112,766</b> <b>1.00</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>120.12NN</b> (Police)	<b>Domestic Violence Prevention and Response</b>  This is a joint proposal on Domestic Violence Response and Prevention from the Bellevue City Attorney's Office, the Bellevue Probation Services Unit, and the Bellevue Police Department. Domestic violence has horrific and long-lasting effects if not effectively addressed. All participants in the City's response to domestic violence (police, victim advocates, prosecutors and probation) must play a role in order for a domestic violence program to succeed and prevent the violence from reoccurring. For the City's domestic violence response and prevention efforts to continue being successful, each participant must work with, not in isolation from, the others. Removing one piece from the collaborative effort seriously undermines the efficacy of our domestic violence program and negatively impacts the safety and quality of our community.	<b>Budget</b> <b># FTE/LTE</b>	<b>\$442,941</b> <b>3.50</b>	<b>\$460,938</b> <b>3.50</b>
<b>120.13NN</b> (Police)	<b>School Resource Officer Program</b>  The School Resource Officer Program promotes a safe community in the City of Bellevue by providing a uniformed presence on school campuses, promoting safety, positive role models, and serving as a law enforcement resource to the schools, the school's respective feeder schools, and surrounding neighborhoods. This proposal already includes an efficiency reduction of two SRO FTE's effective January 1, 2011.	<b>Budget</b> <b># FTE/LTE</b>	<b>\$614,245</b> <b>5.00</b>	<b>\$632,257</b> <b>5.00</b>
<b>120.14DN</b> (Police)	<b>Eastside Narcotics Task Force (ENTF)</b>  Drug trafficking is a criminal enterprise that has a nexus to almost all other crimes, including violent crimes, property crimes, fraud, vice, gambling, and money laundering. The best way to effectively combat illegal drug activity in a large, highly populated geographic area is to pool the law enforcement resources of surrounding agencies to engage in the prevention, investigation, interdiction, and prosecution of drug offenders. On the Eastside, the Bellevue Police Department (BPD) is the host agency and a participant in the Eastside Narcotics Task Force (ENTF).	<b>Budget</b> <b># FTE/LTE</b>	<b>\$640,873</b> <b>2.00</b>	<b>\$656,886</b> <b>2.00</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>120.14A1</b>	<b>Narcotics Enforcement</b>	<b>Budget</b>	<b>\$649,353</b>
(Police)		<b># FTE/LTE</b>	<b>5.00</b>
			<b>\$668,352</b>
			<b>5.00</b>

Drug trafficking is a criminal enterprise that has a nexus to almost all other crimes, including violent crimes, property crimes, fraud, vice, gambling, and money laundering. The only way to combat illegal drug activity in a large metropolitan area like Bellevue is to have a dedicated, specialized police narcotics unit. This unit performs a critical function that contributes toward achieving the following important outcomes in our city: Safe Community (primary), Quality Neighborhoods, Healthy and Sustainable Environment, and Innovative, Vibrant and Caring Community. This alternate proposal includes the elimination of one narcotics investigator FTE following the recommendation from the Safe Community Results Team.

<b>120.15NN</b>	<b>Forensic Crime Laboratory</b>	<b>Budget</b>	<b>\$301,310</b>
(Police)		<b># FTE/LTE</b>	<b>2.00</b>
			<b>\$313,611</b>
			<b>2.00</b>

Integral to the investigative process, the Forensic Crime Lab initiates the identification of those responsible for criminal offenses and the clearance of cases more than any other unit in the Police Department, through the identification of latent fingerprints retained from crime scenes and developed on items of evidence processed in the lab. Other trace evidence criteria, such as blood, hair, tool marks, etc. are located and preserved, and marijuana analysis and photographic/video services pertinent to criminal activity and major traffic incidents are also provided. The Forensic Crime Lab's services are an integral component to the City's outcome of a Safe Community.

<b>120.16NA</b>	<b>Courts and Custody Unit</b>	<b>Budget</b>	<b>\$1,906,784</b>
(Police)		<b># FTE/LTE</b>	<b>6.00</b>
			<b>\$1,832,768</b>
			<b>6.00</b>

The Courts and Custody Unit (CCU) is comprised of four police support officers, one commissioned court liaison officer, and one lieutenant. The CCU is responsible for the movement of City of Bellevue inmates, management of the inmate population, and filing of all criminal cases. This proposal is for the continued funding of the Courts and Custody Unit, which contributes to the Safe Community Outcome by ensuring criminals are incarcerated according to the terms of their sentences.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.





**Final Proposal List by Outcome - Recommended Proposals**

**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>120.17NA</b> (Police)	<b>Personnel Services Unit</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$1,295,020</b> <b>8.00</b>	<b>\$1,332,516</b> <b>8.00</b>
-----------------------------	--------------------------------	-----------------------------------	-----------------------------------	-----------------------------------

The function of the Personnel Services Unit (PSU) is to recruit, select, train and equip police officers and professional support staff for the Police Department. PSU also monitors employee health and safety in the form of a peer support program, bloodborne pathogen exposure monitoring program, a light-duty work program for injured employees, and a wellness program. PSU also procures, distributes, and keeps an accurate inventory of police uniforms and equipment which keep both the staff and community safe (e.g. bullet proof vests, weapons, protective gear, TASERS, automated external defibrillators, etc.)

<b>120.18NN</b> (Police)	<b>Volunteer Program</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$113,144</b> <b>1.00</b>	<b>\$118,700</b> <b>1.00</b>
-----------------------------	--------------------------	-----------------------------------	---------------------------------	---------------------------------

This proposal presents a model program for community engagement and volunteerism as well as an innovative, efficient, and cost-effective means to support, deliver and sustain police services. Its goals are to: (1) free up officers and paid staff to focus on primary law enforcement activities; (2) bring in specialized skills to supplement in-house capabilities; and (3) create opportunities for direct citizen involvement in public safety and for positive citizen/officer interactions.

<b>120.19A1</b> (Police)	<b>Records</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$2,100,314</b> <b>22.00</b>	<b>\$2,195,402</b> <b>22.00</b>
-----------------------------	----------------	-----------------------------------	------------------------------------	------------------------------------

The Bellevue Police Records unit supports the mission of the Bellevue Police Department of providing a safe community to the citizens of Bellevue. The Records Unit manages the intake, quality control, storage, and retrieval of information gathered by operations personnel by coordinating a highly qualified civilian staff that is dedicated to providing accurate, timely information and assistance to internal and external partners. This proposal already includes a reduction of one Records Supervisor FTE and one Records Specialist FTE as cost savings. The two FTE's combined have reduced the proposal by \$177,337 in 2011 and \$185,157 in 2012. In addition, as a Round 2 proposal, this proposal reflects the reduction of an additional Records Specialist including the associated cost reduction. See Section 9B for discussion of impacts.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
120.20NN (Police)	<b>Police Property and Evidence</b>  The Bellevue Police Property and Evidence Unit supports the mission of the Bellevue Police Department of providing a safe community to the citizens of Bellevue. The P/E Unit manages the intake, placement, storage, retrieval, and disposition of evidentiary items and personal property gathered by operations personnel by coordinating a highly qualified civilian staff that is dedicated to providing accurate, timely information and assistance to internal and external partners. The Property/Evidence Unit strives to play a significant role in contributing to officer safety, quality investigations, quality prosecutions, individual and team productivity, and community safety and satisfaction.	<b>Budget</b> <b># FTE/LTE</b> \$250,408 3.00	<b>Budget</b> <b># FTE/LTE</b> \$262,913 3.00
120.21NN (Police)	<b>Police - Office of Professional Standards</b>  This proposal funds personnel and functions for the Police Department's Office of Professional Standards and includes staffing for one captain, one lieutenant, one officer, and 1 temporary civilian. The Office of Professional Standards consists of the following core functions: <ul style="list-style-type: none"> <li>• Internal Affairs - Investigation of all complaints associated with officer misconduct</li> <li>• Public Information - Coordination of key police department messaging and information flow during critical incidents</li> <li>• CALEA Accreditation - Maintenance of the Department's international accreditation status and the Department's Policy and Procedure Manual.</li> </ul> The Safe Community Results Team requested three separate proposals for Round Two; one for PIO, one for Internal Affairs and one for CALEA-(accreditation). Since each FTE works in other areas, we have instead illustrated the dependency each objective has on each member of the unit and the cost to achieve each objective. The Captain assists with internal investigations and conducts some of the investigations. He does PIO/marketing work as well. He is responsible for managing the accreditation process and all updates to the policy and procedure manual. The Lieutenant's workload is split 20 % accreditation and 80% to Internal Affairs. The PIO is split 20% accreditation and 80% PIO. Section 3 illustrates the cost breakdown.	<b>Budget</b> <b># FTE/LTE</b> \$423,598 3.00	<b>Budget</b> <b># FTE/LTE</b> \$435,389 3.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>120.22NA</b> (Police)	<b>Police Department Management and Support</b>	<b>Budget</b> \$1,168,754 <b># FTE/LTE</b> 7.00	<b>Budget</b> \$1,214,301 <b># FTE/LTE</b> 7.00
	<p>This proposal provides strategic leadership, management and general support to the Police Department. These resources benefit all functions within the Department and could not logically be assigned to an individual proposal. Positions included in this proposal are: Chief Of Police, two Deputy Chiefs, one fiscal manager, one legal advisor, and two administrative assistants. The administrative group directly affects the Safe Community Outcome through its overall leadership and support of the entire Police Department, and in the region.</p>		
<b>130.27A2</b> (Transportation)	<b>Street Lighting Maintenance</b>	<b>Budget</b> \$1,611,095 <b># FTE/LTE</b> 2.25	<b>Budget</b> \$1,699,087 <b># FTE/LTE</b> 2.25
	<p>This proposal would provide electrical energy and regular maintenance for the city's 3300 street lights, and fund the city's 5100 Puget Sound Energy (PSE) owned and maintained street lights. As an efficiency measure, this proposal would also provide maintenance of 320 parking lot and building security lights for the Parks, Fire, and Civic Services Departments.</p>		
<b>140.28DN</b> (Utilities)	<b>Utilities Department Emergency Preparedness</b>	<b>Budget</b> \$106,758 <b># FTE/LTE</b> 0.90	<b>Budget</b> \$112,084 <b># FTE/LTE</b> 0.90
	<p>Bellevue residents and businesses expect the City to restore basic services as quickly as possible after any major emergency or disaster. Utilities must be prepared to respond to a wide array of potential disasters including earthquakes, paralyzing snowstorms, torrential rainstorms, and more. The Utilities Department undertakes a wide array of activities to maintain the capacity to respond swiftly, efficiently, and effectively to protect lives and public safety, and restore mobility, drinking water availability, sewer flow, and storm water management infrastructure. Activities include regular update of departmental emergency management plans, maintenance of mutual aid agreements, emergency response training and exercises, emergency management team meetings, and coordination with other internal and external partners to enhance emergency preparedness.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>140.59A1</b> (Utilities)	<b>Fire Flow Capacity for City of Bellevue</b>  Bellevue's Water Utility provides the capacity for fire flow to water customers in Bellevue and other jurisdictions within its service area. This proposal provides funds for construction and maintenance of a water system that supplies adequate and reliable fire flow capacity, enabling timely fire suppression by emergency responders. In October 2008, the Washington State Supreme Court ruled that provision of water for fire suppression is a general government (General Fund) responsibility and cannot be paid for through water rates. As a consequence of this ruling, Council removed the cost of fire flow capacity from the water utility rate and shifted the cost to the General Fund. Effective January 1, 2010, Council increased the utility tax on water to raise the general funds needed to pay for Bellevue's cost for fire flow capacity.  This proposal reflects the suspension of W-82, Fire Hydrant Improvements, in 2011 and 2012, which reduces the proposal cost by \$113,485. This would provide a short-term benefit to the General Fund through a reduction in the charge for fire flow capacity. If at some point Council chooses to return funding for this capital project, there would be an increase in the charge to the General Fund for fire flow capacity.	<b>\$1,769,957</b>	<b>\$1,833,013</b>
		<b># FTE/LTE</b> -	<b># FTE/LTE</b> -
<b>150.03PN</b> (Misc Non-Departmental)	<b>King County District Court</b>  This proposal supports the municipal court services provided to the City by King County through the Bellevue District Court (BDC). Services include filing, processing, hearing, and adjudication of criminal cases, civil infractions, and parking infractions for City cases.	<b>\$2,377,015</b>	<b>\$2,733,567</b>
		<b># FTE/LTE</b> -	<b># FTE/LTE</b> -

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Safe Community**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>150.04NN</b> (Misc Non- Departmental)	<b>Animal Services Contract</b>	<b>\$74,625</b>	<b>\$90,739</b>
	<b>Budget</b>	<b>\$74,625</b>	<b>\$90,739</b>
	<b># FTE/LTE</b>	<b>-</b>	<b>-</b>
<p>This proposal provides funding to continue existing animal services, including field control, sheltering and licensing services that are provided by King County under an interlocal agreement. A fundamental purpose of the program is to protect the health and safety of the public by providing protection from dangerous animals, as well as reducing animal nuisances in neighborhoods and parks. The program also provides for humane care and treatment of animals in the community through the shelter, and reduces pet homelessness, overpopulation and diseases.</p>			

**Total Recommended Operating Proposals for Outcome**

<b>Budget</b>	<b>\$77,498,823</b>	<b>\$78,683,377</b>
<b># FTE/LTE</b>	<b>524.25</b>	<b>524.25</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Not Funded Proposals

### Safe Community

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

100.54NN (Parks & Community Services)	Probation Case Management System Replacement	\$170,000	\$130,000
	Budget	\$170,000	\$130,000
	# FTE/LTE	-	-
<p>Currently, Bellevue Probation has an integrated computer system, Intuitive Case Management (ICM), supporting our work activities. In addition, we access the State of Washington Judicial Information System (JIS) for information sharing. ICM, developed by a local vendor in an Access database, and implemented in 2004 as a place holder for a new system, has significant functional and design issues that have limited its effective use. As a result of its ongoing issues, and because of the need for security of critical data, replacement of the ICM system is necessary.</p>			

#### Total Not Funded Operating Proposals for Outcome

Budget	\$170,000	\$130,000
# FTE/LTE	-	-

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Budget by Outcome Improved Mobility

### Introduction

---

The following information is presented for the Improved Mobility Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



## Budget by Outcome Improved Mobility Purchasing Strategies Summary

---

### Team Members

**Leader:** Kate Berens

**Members:** Laurie Leland, Ken Carlson, Lucy Liu, Ranodda DeChambeau, Kevin O'Neill

**Facilitator:** Andrea McMaster

### Value Statements

As a community, Bellevue values:

- A safe transportation system for all users;
- A convenient and reliable transportation system that connects people to the places they want to go;
- A transportation system that provides options, accommodates growth and improves how people live, work, and play.

### Community Indicators

The Community Indicators for Improved Mobility are:

- % of residents who agree that the city is providing a safe transportation system for all users.
- % of residents who say they can travel within the city of Bellevue in a reasonable and predictable amount of time.
- % of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options (such as light rail, bus, bikeways, walkways and streets).

### Key Performance Indicators

- Travel times by car -- Change in peak hour travel time in two corridors (defined).
- Mass Transit Use - Average Weekday Transit Boardings and Alightings (Citywide).
- Connectivity Trails and Walkways --Linear Feet Completed (Sidewalks, On-Street Bike Facilities, Off-Street Bike Facilities, and Trails).
- Total Injury Traffic Accidents - Number of reported injury accidents (vehicle, pedestrian, bicyclist) on city streets.
- Accident rates at intersections -- Crash rate for 10 intersections with the highest number of accidents (collisions per 1,000,000 vehicles entering the intersection).
- Street Maintenance Conditions - Percent of lane miles in "satisfactory" or better condition using City's pavement evaluation system (residential and arterials).

### Purchasing Strategies

When identifying purchasing strategies, the team focused on activities that were within the city's control and/or ability to influence. Several themes surfaced in the development of these strategies:

- Maximize efficiency and value of existing and future infrastructure investments
- Plan for future demands on the system
- Improve system connectivity
- Focus on more than just cars (think "multi-modal")

The specific Improved Mobility purchasing strategies are organized according to factors. Proposals should include a discussion of how the program or project addresses the applicable components within each purchasing strategy, including any evidence of past





## Budget by Outcome Improved Mobility

### Purchasing Strategies Summary

---

performance or success in other jurisdictions. Strategies that may overlap with strategies from other outcomes are italicized. Guidance for proposal writers is included to provide direction about where to address proposals that involve overlap between outcomes. Even if a proposal is directed to a different outcome, the proposal should address how it is compatible with the purchasing strategies for Improved Mobility.

The components listed under each strategy are in order of relative importance, and should be understood to relate directly back to the overarching purchasing strategy. So, for example, it is understood that the first bullet point below “Maintain current investments” is intended as a strategy to ensure that the city is achieving the maximum effectiveness of its existing transportation infrastructure.

#### Existing & Future Infrastructure

- We are seeking proposals that maximize the effectiveness of **existing and future infrastructure**. Specifically proposals that:
  - Maintain current investments in order to optimize their efficiency and value.
  - *Plan to accommodate future demand.* (Note: proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated). (Potential overlap with Innovative, Vibrant and Caring Community; proposals that are mainly aimed at coordinating with future or existing land use planning efforts should be directed to Innovative, Vibrant and Caring Community; proposals mainly aimed at addressing transportation needs for existing or already planned land uses should be directed to Improved Mobility)
  - Maximize the benefits of investments made by regional and state agencies. (King County Metro, Sound Transit, WSDOT, etc.)
  - *Include safe infrastructure design for all users.* (Potential overlap with Safe Community; proposals to improve the safety of transportation infrastructure should be directed to Improved Mobility; proposals related to safety design issues that do not involve modifications to infrastructure should be directed to Safe Community)
  - Leverage partnerships and maximize opportunities with other agencies. (King County Metro, Sound Transit, WSDOT, etc.)
  - Provide multi-modal infrastructure.
  - Provide convenient connections between destinations.

#### Traffic Flow

- We are seeking proposals that improve **traffic flow**. Specifically proposals that:
  - Prevent accidents that impact vehicles, pedestrians, and/or cyclists. (Potential overlap with Safe Community; proposals that involve modifications to infrastructure should be directed to Improved Mobility; proposals that are related to user education or behavior modification to improve safety should be directed to Safe Community)
  - Maximize the efficiency of the system.
  - Increase predictability of travel times.
  - Provide for road maintenance and timely system repair.
  - Effectively clear barriers to traffic flow.
  - Increase road capacity in appropriate locations. (Note: proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated)



## Budget by Outcome Improved Mobility

### Purchasing Strategies Summary

---

- Include preparation for severe event response. (Emergency Management function overlaps with Safe Community; proposals for equipment, emergency, or annual work related to restoring travel capability during severe events should be directed to Improved Mobility)
- Reduce single-occupant vehicle trips and promote the use of alternate modes (i.e. transit, walk, bike, carpool, vanpool).

#### Built Environment

- We are seeking proposals that support and enhance the **built environment**. Specifically proposals that:
  - Promote and support the economic vitality of the city. (Potential overlap with Economic Growth and Competitiveness; proposals that involve capacity or other infrastructure improvement projects should be directed to Improved Mobility, other proposals should be directed to Economic Growth and Competitiveness)
  - Include projects and programs that are designed to fit neighborhood character (“context sensitive”). (Potential overlap with Quality Neighborhoods; proposals that involve capacity or infrastructure improvement projects should be directed to Improved Mobility; proposals to address perceived conflicts between existing facilities and neighborhood character should be directed to Quality Neighborhoods)
  - Plan and locate services near existing transportation facilities and/or where people work, live and play. (Potential overlap with Innovative, Vibrant and Caring Community; proposals that involve changing or updating land uses should be directed to Innovative, Vibrant and Caring Community; proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility)
  - Protect neighborhoods from negative traffic impacts. (Potential overlap with Quality Neighborhoods; proposals that involve direct response to perceived conflict between neighborhoods and traffic impacts should be directed to Improved Mobility)

#### Travel Options

- We are seeking proposals that provide a full range of **travel options**. Specifically proposals that:
  - *Ensure* that the full range of travel choices are integrated in local and regional planning. (Potential overlap with Innovative, Vibrant and Caring Community; proposals that involve changing or updating land uses should be directed to Innovative, Vibrant and Caring Community; proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility)
  - Provide convenient access to all users.
  - Increase local and/or regional connectivity. (Potential overlap with Responsive Government; proposals that are focused on regional coordination with respect to transportation should be directed to Improved Mobility; all other proposals should be directed to Responsive Government)
  - Improve connections between travel modes.
  - Increase potential users’ awareness of the full range of travel choices available.

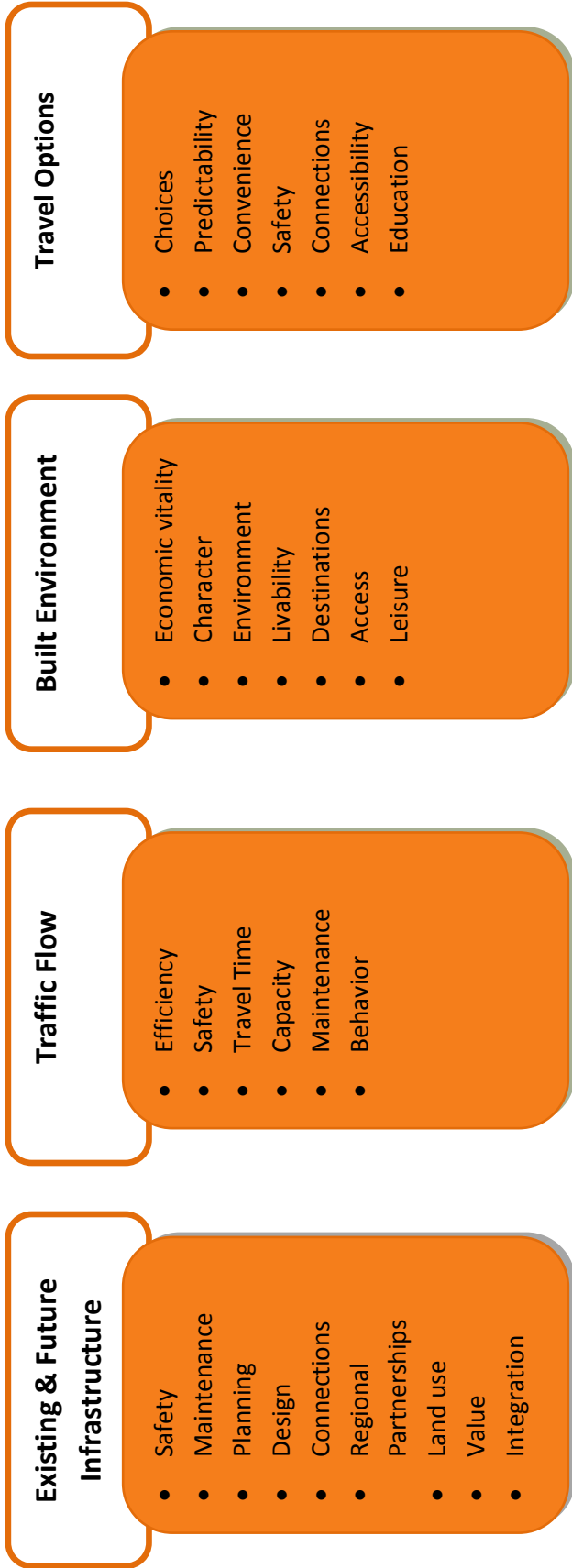
# Improved Mobility – Cause & Effect Map



As a community Bellevue values...

- A safe transportation system for all users.
- A convenient and reliable transportation system that connects people to the places they want to go.
- A transportation system that provides options, accommodates growth, and improves how people live, work, and play.

## Factors:



### Existing & Future Infrastructure

- Safety
- Maintenance
- Planning
- Design
- Connections
- Regional Partnerships
- Land use
- Value
- Integration

### Traffic Flow

- Efficiency
- Safety
- Travel Time
- Capacity
- Maintenance
- Behavior

### Built Environment

- Economic vitality
- Character
- Environment
- Livability
- Destinations
- Access
- Leisure

### Travel Options

- Choices
- Predictability
- Convenience
- Safety
- Connections
- Accessibility
- Education

## Community Indicators:

- % of residents who agree that the City is providing a safe transportation system for all users.
- % of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.
- % of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options (such as light rail, bus, bikeways, walkways and streets).



## Budget By Outcome Improved Mobility Purchasing Plan Overview

---

This document provides an overview of the Improved Mobility Purchasing plan as it is proposed in the City Manager's recommended 2011-2012 Budget. It provides a summary of services that will be purchased as well as cost savings and service level reductions in the recommended plan. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the services cannot be sustained within the city's anticipated resources for the next biennium.

1. **Summary of Outcome Purchases** -- The purchasing plan for Improved Mobility focuses primarily on programs with a more immediate impact on traffic flow and safety. Without these foundational pieces, the transportation system cannot operate effectively. In addition, the plan includes resources for programs that allow the city to plan for and manage traffic flow and overall mobility in the future. Organized by the four primary factors included in the Improved Mobility Request for Results, the recommended purchasing plan focuses on:
  - Existing & Future Infrastructure: The purchasing plan includes a suite of proposals aimed at maintenance of our existing infrastructure. The focus of the maintenance program is to ensure the safety of users of the system, with a secondary focus of maximizing the useful life of our investments. The plan also includes proposals that plan for and prioritize future capital projects, manage those projects, and allow the City to identify and leverage other funding sources for major capital projects.
  - Traffic Flow: The purchasing plan emphasizes maximizing traffic flow, particularly through the use of technology such as computerized signal timing, adaptive signals, and transit signal priority. Resources are included to continue current programs that monitor and seek to impact mode split rates as a way to remove vehicles from travel lanes.
  - Built Environment: The City's transportation planning program, which includes coordination between Planning & Community Development, Development Services and Transportation, is included in the recommended plan to ensure that transportation infrastructure is considered and planned for consistent with the City's plans for growth and development.
  - Travel Options: The recommended purchasing plan includes resources to allow the city to coordinate with and influence other transit providers (Metro, Sound Transit) and WSDOT in order to ensure that regional investments serve the needs of Bellevue.
  
2. **Summary of Reductions** - Given the current economic environment the Departments and Results Teams were tasked with identifying and proposing cost reductions. The following is a summary of Council approved cost reductions included in the Improved Mobility purchasing plan. Additional details on specific cost reduction actions are included in individual proposals.
  - a. **Cost Reductions with Minimal Service Impact: These savings are typically the result of process changes or making permanent cost containment efforts where the impacts has already occurred.**
    - Identified efficiencies by: Using 50% of an existing 1.0 FTE Network System Administrator to support the Intelligent Transportation Systems (ITS); implementation of Job Order Contracting allows for CIP program management efficiencies; and using in-house staff for the design projects within the Overlay Program to reduce outside consultant costs.



**Budget By Outcome**  
**Improved Mobility**  
**Purchasing Plan Overview**

---

- Eliminate vacant positions: Admin Assistant in Transportation Department Management and Administration, Water Quality Supervisor position housed in Utilities but funded by Transportation's operating budget, 0.75 Transportation Engineer, and Program Administrator position in Transportation Facility Planning Prioritization & Capital Programming cut by 30%. Reduce 75% of 1.0 FTE Senior Engineer.

**b. Cost Reductions from Service Level Adjustments**

- Eliminate 0.8 FTE Engineering Technician position in the Traffic Data Program - perform traffic counts only at critical and mandated locations. General studies will be discontinued. Reduce 20% of 1.0 FTE Management Assistant to Director in Transportation Department Management and Administration.
- Reduce professional services budget by \$271K annually across multiple program areas. Will impact City's flexibility to include analysis of transportation needs and impacts in specialized areas (i.e. ability to hire specialized consulting resources for the City Transit Plan update)
- Cut 25% of 1.0 FTE and additional \$50K to reduce service in permanent replacements of sidewalk panels in the Walkway Maintenance and Repair program while enhancing safety inspections. Will lead to an increase in temporary fixes (i.e. asphalt patches) that may be themselves replaced multiple times before a permanent fix is installed; will also increase the backlog of projects that require a temporary and/or a permanent fix.
- Reduce roadside mowing by 25% of 1.0 FTE and additional \$36K in the ROW Vegetation and Hazardous Tree Management program. This reduces road side mowing from twice to once a year in most locations]
- Cut 40% of 1.0 FTE and additional \$24K in Sign Maintenance Installation and Repair program to test a 50% reduction in service for non-critical sign maintenance. Results to be evaluated with the next budget process. [Again, more descriptive impact in proposal description; sign maintenance for critical signs (stop signs, etc. will remain proactive with immediate response to downed signs); proactive inspection of non-critical signs, like speed limit signs, will be cut from a 4-year to an 8-year rotation.]

**c. Cost Reductions from Program/Service Elimination**

- N/A



## Budget By Outcome Improved Mobility Purchasing Plan Overview

---

### 3. Service Demand Changes – Eastlink

As with any budget process the City faces new service demands that need to be weighed for priority against current services and programs. Eastlink has provided such a challenge for Improved Mobility. Two multi-department proposals totaling approximately \$1M per year with 6 new or reassigned FTE's provides for design and support of Eastlink Overall and the Eastlink Tunnel projects.

### 4. Capital Projects

In 2011-2012, projects will focus on the following areas:

- Maintaining the City's investment in existing infrastructure through road, signal, lighting and operations maintenance; continued implementation of the Intelligent Transportation System (ITS); and continued funding for pedestrian access improvements.
- Providing increased capacity and mobility in Bellevue's transportation system through:
  - Capacity projects that support current and planned growth in Downtown and the Bel-Red area, including NE 4<sup>th</sup> Street, 120<sup>th</sup> Avenue NE, etc.
  - Neighborhood projects that improve current and planned traffic flow, including 145<sup>th</sup> Place and 108<sup>th</sup> Avenue SE.
  - Continued funding for neighborhood sidewalks and traffic calming projects
- Planning for future investments through the Downtown Transportation plan update, East Link Analysis & Development, and West Lake Sammamish First Phase.

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.





## Final Budget by Outcome -- Ranking Improved Mobility

### 2011 - 2012 Operating Proposals

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Signal Operations and Engineering	130.24A1	3.50	933,982	37,495	971,477	General
2	Traffic Safety and Engineering	130.30A1	4.90	1,298,816	41,124	1,339,940	General
3	Intelligent Transportation Systems	130.11A1	5.00	1,070,625	108,591	1,179,216	General
4	Transit Enhancement Program	130.32A1	0.65	158,432	1,690	160,122	General
5	Long Range Transportation Planning Core Services	130.13A1	1.20	310,717	125,216	435,933	General
6	Modeling and Analysis Core Functions	130.14A1	2.40	596,625	84,759	681,384	General
7	Trans Facility Planning Prioritization & Capital Programming	130.36A1	1.95	452,182	186,665	638,847	General
8	Regional Projects	130.19A1	1.50	429,889	4,773	434,662	General
9	Traffic Data Program	130.29A1	1.10	218,346	13,067	231,413	General
10	East Link Overall	130.07PA	10.05	2,452,790	47,238	2,500,028	CIP
11	Department Management and Administration	130.04A1	8.06	2,070,758	284,842	2,355,600	General
12	Transportation CIP Delivery Support	130.33A1	18.10	4,433,119	193,333	4,626,452	General
13	Capital Funding Strategy Development & Administration	130.01A1	1.46	374,203	28,165	402,368	General
14	Pavement Management	130.85A1	2.80	629,009	29,741	658,750	General/CIP
15	Traffic Signal Maintenance	130.31A1	7.00	1,462,583	530,682	1,993,265	General
16	Emergency Management & Preparedness Transportation System	130.35A1	1.45	269,958	229,611	499,569	General
17	Walkway Safety, Maintenance and Repair	130.37A2	4.35	742,160	530,309	1,272,469	General
18	Roadway Maintenance and Repair	130.22A2	4.65	807,128	370,041	1,177,169	General/Utilities
19	ROW Vegetation and Hazardous Tree Mgmt Prg	130.38A2	3.00	481,841	227,651	709,492	General
20	Traffic Control Devices Maintenance and Repair	130.28A2	3.50	636,583	485,140	1,121,723	General
21	Sign Maintenance Installation and Repair	130.23A2	3.35	563,079	217,249	780,328	General
22	East Link Tunnel Funding Package & Project Umbrella Agmt	130.39PN	3.25	713,665	2,506	716,171	CIP
23	Transportation Demand Management (TDM)	130.34A2	1.80	400,786	805,207	1,205,993	General, Grants
24	Downtown Transportation Plan Update	130.05A3	0.95	237,546	4,848	242,394	General



**Final Budget by Outcome -- Ranking  
Improved Mobility  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
25	Parking & Employee Transportation Services	045.02NN	-	-	635,582	635,582	General
	Recommended Proposals		95.97	\$21,744,822	\$5,225,524	\$26,970,346	
26	M&O for Newly Completed CIP Projects	130.99NN	-	-	83,978	83,978	General
	Not Funded Proposals		0.00	\$-	\$83,978	\$83,978	
	Totals		95.97	\$21,744,822	\$5,309,502	\$27,054,324	





## Final Proposal List by Outcome - Recommended Proposals Improved Mobility 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	2011	2012	2011-2012 Total	2013	2014	2015	2016	2017	2013-2017	Total 7 yr Project Cost
130.78NA	PW-R-46	Major Safety Improvements - Accident Reduction Program	\$100	\$100	\$200	\$100	\$100	\$100	\$100	\$100	\$500	\$700
130.84NA	PW-W/B-56	Pedestrian Access Improvements	\$855	\$400	\$1,255	\$400	\$400	\$400	\$400	\$400	\$2,000	\$3,255
130.85FA	PW-M-1	Overlaid Program	\$4,646	\$4,841	\$9,487	\$5,069	\$5,280	\$5,491	\$5,711	\$5,939	\$27,490	\$36,977
130.86NA	PW-M-20	Minor Capital - Signals & Lighting	\$200	\$200	\$400	\$200	\$200	\$200	\$200	\$200	\$1,000	\$1,400
130.90NA	PW-M-2	Minor Capital - Traffic Operations	\$200	\$150	\$350	\$150	\$150	\$150	\$150	\$150	\$750	\$1,100
115.06NN	CD-19	Advance the Vision for the Pedestrian Corridor	\$150	\$150	\$150						\$0	\$150
130.55NN	PW-R-155	Traffic Computer System Upgrade	\$435	\$454	\$889						\$0	\$889
130.56NN	PW-R-159	East Link Analysis and Development	\$2,863	\$3,355	\$6,218						\$0	\$6,218
130.58NN	PW-R-141	West Lake Sammamish - SE 34th Street to I-90, First Phase	\$573	\$1,060	\$1,633	\$3,550	\$1,660				\$5,210	\$6,843
130.64NN	PW-R-167	148th Avenue NE Master Plan (Phase 1) - Bel Red Road to SR-520	\$750		\$0	\$250					\$250	\$250
130.65NN	PW-R-153	Early Implementation of the Bel-Red Subarea Plan			\$750						\$0	\$750
130.70NN	PW-I-83	Redmond BROTS Projects	\$60	\$60	\$60	\$220	\$220				\$440	\$500
130.76NN	PW-R-146	Northup Way/Bellevue Way to NE 24th Street	\$500	\$4,500	\$5,000	\$3,000					\$3,000	\$8,000
130.92NN	PW-R-149	NE 10th Street Extension	\$450		\$450						\$0	\$450
130.05A2	PW-R-165	Downtown Transportation Plan Update	\$175	\$175	\$350						\$0	\$350
130.57NN	PW-W/B-76	Neighborhood Sidewalks	\$103	\$103	\$103	\$450	\$500	\$500	\$500	\$400	\$1,450	\$1,553
130.98A1	PW-M-7	Neighborhood Traffic Calming	\$100	\$350	\$450	\$350	\$350	\$350			\$1,050	\$1,500
130.59NN	PW-R-151	145th Place SE/SE 16th to SE 24th St and SE 22nd St/145th Place to 156th Place	\$4,030	\$1,250	\$5,280						\$0	\$5,280
130.66NN	PW-W/B-71	108th Avenue SE - Bellevue Way to I-90	\$1,947	\$500	\$2,447						\$0	\$2,447
130.82NA	PW-R-156	ITS Master Plan Implementation Program	\$38	\$388	\$425	\$400	\$400	\$400	\$400	\$400	\$2,000	\$2,425
130.50NN	PW-R-160	NE 4th Street Extension - 116th to 120th Avenues NE	\$23,900	\$9,158	\$33,058	\$3,600					\$3,600	\$36,658
130.51NN	PW-R-161	120th Avenue NE Improvements (Stage 1) NE 4th to NE 8th St	\$4,180	\$900	\$5,080						\$0	\$5,080
130.52NN	PW-R-163	NE 15th Street Multi-Modal Corridor (Stage 1)/116th Ave to NE 12th St to 124th Ave NE	\$536	\$4,070	\$4,606						\$0	\$4,606
130.53NN	PW-R-164	120th Avenue NE (Stages 2 & 3) - NE 8th to Northup Way	\$1,700	\$12,954	\$14,654	\$6,140					\$6,140	\$20,794
130.54NN	PW-R-166	124th Avenue NE/Proposed NE 15th/16th Street Extension to Northup Way	\$200	\$800	\$1,000	\$800					\$800	\$1,800
130.61NN	PW-R-162	NE 6th Street Extension	\$500	\$80	\$580						\$0	\$580
<b>Total Capital Projects</b>			<b>\$48,938</b>	<b>\$45,938</b>	<b>\$94,875</b>	<b>\$24,679</b>	<b>\$9,260</b>	<b>\$7,591</b>	<b>\$6,961</b>	<b>\$7,189</b>	<b>\$55,680</b>	<b>\$150,555</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>045.02NN</b> (Civic Services)	<b>Parking &amp; Employee Transportation Services</b>  This program manages onsite parking at City Hall & Bellevue Service Center and provides employees at these work sites incentives to commute to work by carpool, vanpool, bus, bike, or walking in an effort to decrease traffic congestion, improve air quality, and reduce fuel consumption as required by Washington State Commute Trip Reduction (CTR) Law. Revenue from parking fees offset the costs of operating the program.	<b>Budget</b> \$314,800  <b># FTE/LTE</b> -	<b>Budget</b> \$320,782  <b># FTE/LTE</b> -
<b>130.01A1</b> (Transportation)	<b>Capital Funding Strategy Development &amp; Administration</b>  This proposal supports management of the Transportation Department's external funding program, including but not limited to grants, impact fees, interagency partnerships, and special assessment structures such as local improvement districts. Historically, for transportation capital projects, local revenue sources have been leveraged to generate an additional 10-15 percent in secured external sources, which includes an annual average of \$2.2 million in state and federal grants. Leveraging local funding to maximize public benefit is a key citywide and Improved Mobility (Existing and Future Infrastructure) purchasing strategy.	<b>Budget</b> \$198,235  <b># FTE/LTE</b> 1.46	<b>Budget</b> \$204,133  <b># FTE/LTE</b> 1.46
<b>130.04A1</b> (Transportation)	<b>Department Management and Administration</b>  This proposal provides strategic leadership within the organization and the region, manages and/or provides oversight over all lines of business, and provides general administrative and financial support to the Transportation department. These resources benefit all functions within the department and could not logically be assigned to an individual proposal.	<b>Budget</b> \$1,186,947  <b># FTE/LTE</b> 8.06	<b>Budget</b> \$1,168,652  <b># FTE/LTE</b> 8.06

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Improved Mobility

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
-----------------	----------------	------	------

**130.05A3** (Transportation) **Downtown Transportation Plan Update**

<b>Budget</b>	<b>\$118,174</b>	<b>Budget</b>	<b>\$124,220</b>
<b># FTE/LTE</b>	<b>0.95</b>	<b># FTE/LTE</b>	<b>0.95</b>

This proposal would expand upon current Downtown transportation planning to identify roadway and transit improvements needed to prevent gridlock and ensure downtown mobility through 2030. The proposal would build on current work to identify specific improvements to roadway operations and transit service to determine how best to link buses to the future light rail system. The latest planning data predicts the Downtown transportation system, including currently programmed roadway and transit improvements, cannot accommodate planned growth over the next 20 years. This scenario assumes budgeting consultant costs directly in the CIP Proposal 130.05A2.

**130.07PA** (Transportation) **East Link Overall**

<b>Budget</b>	<b>\$1,218,665</b>	<b>Budget</b>	<b>\$1,281,364</b>
<b># FTE/LTE</b>	<b>10.05</b>	<b># FTE/LTE</b>	<b>10.05</b>

This proposal will allow for continued City of Bellevue involvement in the East Link light rail project. East Link is a voter approved \$2.5 billion extension of light rail that will connect Bellevue with Overlake, Mercer Island and Seattle. It will support the continued growth and development of downtown Bellevue and the redevelopment of the Wilburton and Bel-Red areas. This project is "owned" by Sound Transit, which will complete environmental review and will advance the project's design during 2011-2012. The City's role is to ensure that the project matches the objectives of south Bellevue, downtown, the Hospital District, Bel-Red, and Overlake neighborhoods, and the city overall. This complex project is a major focus for the City Council and broader community. It is viewed as a transformational project that will shape development in Bellevue for at least the next 50 to 100 years.

**130.11A1** (Transportation) **Intelligent Transportation Systems**

<b>Budget</b>	<b>\$565,056</b>	<b>Budget</b>	<b>\$614,160</b>
<b># FTE/LTE</b>	<b>5.00</b>	<b># FTE/LTE</b>	<b>5.00</b>

This proposal is a rewrite of the original Round 1 proposal, per Results Team direction, and provides maintenance and operation of existing Intelligent Transportation Systems (ITS) programs and devices. It also provides the operating and maintenance resources necessary to replace the existing obsolete traffic computer system, and implement additional ITS projects from the city's ITS Master Plan.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>130.13A1</b> (Transportation)	<p><b>Long Range Transportation Planning Core Services</b></p> <p>Budget <b>\$221,918</b>                      # FTE/LTE <b>1.20</b></p> <p>This proposal (updated version of the Round 1 proposal) is for long-range transportation planning services. Long-range transportation planning is important because it anticipates community mobility needs into the future (20 years or more), and identifies options for ensuring that an adequate level of service is maintained for all travel modes. These core services are responsible for transportation policy development, work on the citywide Comprehensive Plan, subarea plans (such as Downtown, Bel-Red, and the Eastgate/I-90 area), and work on transportation facility plans (such as the Pedestrian and Bicycle Transportation Plan). Long-range transportation planning staff coordinates closely with land-use planners in the Department of Planning &amp; Community Development (PCD) to ensure that land use and transportation are in synch, and with other Transportation Department staff.</p>	<p>Budget <b>\$214,015</b>                      # FTE/LTE <b>1.20</b></p>	<p>Budget <b>\$221,918</b>                      # FTE/LTE <b>1.20</b></p>
<b>130.14A1</b> (Transportation)	<p><b>Modeling and Analysis Core Functions</b></p> <p>This proposal relates to travel demand forecasting and analysis that provides the data and analytical support for city transportation plans and projects. This work integrates landuse and transportation plans to measure and evaluate what impact they will have on traffic patterns and mobility. Having in-house staff to provide travel forecasting input ensures consistency, timeliness, and confidence in city planning and project implementation efforts. The voice of the city in regional decision-making is strengthened by credible data and model forecasts.</p>	<p>Budget <b>\$335,155</b>                      # FTE/LTE <b>2.40</b></p>	<p>Budget <b>\$346,229</b>                      # FTE/LTE <b>2.40</b></p>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Improved Mobility

#### 2011 - 2012 Operating Proposals

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>130.19A1</b>	<b>Regional Projects</b>	<b>Budget</b>	<b>\$222,943</b>
(Transportation)		<b># FTE/LTE</b>	<b>1.50</b>
<p>This proposal provides resources to ensure that Bellevue's regional transportation interests, from a system, project and policy perspective, are realized through proactive work with Council to receive direction and close coordination with key regional agencies consistent with Bellevue's Comprehensive Plan and Regional Mobility Interest Statement. Council's Interest Statement calls for significant new investment in highway, regional bus, HOV and high capacity transit in order to keep pace with growth and enhance the City's economic advantage and quality of life. Activities include:</p> <ul style="list-style-type: none"> <li>• Project development, oversight and technical coordination with regional transportation providers</li> <li>• Ongoing and proactive support to Council to facilitate their engagement and decision-making in numerous transportation regional committees and forums</li> <li>• Developing and sustaining support of regional, state and federal collaborations and partnerships that yield significant policy and funding benefits to Bellevue</li> </ul>			

<b>130.22A2</b>	<b>Roadway Maintenance and Repair</b>	<b>Budget</b>	<b>\$598,292</b>
(Transportation)		<b># FTE/LTE</b>	<b>4.65</b>
<p>This proposal is a reduction of service scenario from the Round 1 proposal. Roadway hazards are caused by tree root intrusion, roadway undermining, installation mistakes, freeze-thaw deterioration, accidental damage, and more. Roadway maintenance and repair is critical to reducing accidents, injuries, property damage, and claims against the City. This program responds to citizen reports of roadway hazards that are repaired as quickly as possible, and potholes are filled within 24 hours. Staff in this proposal are also utilized to restore pavement following some Utility Department infrastructure repairs.</p>			

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>130.23A2</b> (Transportation)	<b>Sign Maintenance Installation and Repair</b>  This proposal is an alternate reduction of service scenario. Damaged, vandalized, missing, or nonreflective traffic signs contribute to accidents, injury, property damage, and claims against the City. Critical signs (such as stop or yield) reported damaged or missing receive response within 1 hour due to the critical safety messages they carry. Street name signs are needed by Fire and Police emergency services so personnel can locate emergency incidents as quickly as possible. This proposal provides for the inspection, maintenance, installation, manufacture and repair of more than 12,000 signs in the City of Bellevue.	<b>Budget</b> <b># FTE/LTE</b> \$382,289 3.35	<b>Budget</b> <b># FTE/LTE</b> \$398,039 3.35
<b>130.24A1</b> (Transportation)	<b>Signal Operations and Engineering</b>  This proposal provides citywide signal timing, traffic computer and Traffic Management Center operations, signal engineering, design and project team support, citizen complaint investigation and response, street lighting engineering and design, signal standards and specifications, Accident Reduction Program, emergency management support, and liability/legal support.	<b>Budget</b> <b># FTE/LTE</b> \$470,826 3.50	<b>Budget</b> <b># FTE/LTE</b> \$500,651 3.50
<b>130.28A2</b> (Transportation)	<b>Traffic Control Devices Maintenance and Repair</b>  This proposal is a reduction of service scenario that provides maintenance and repair services for infrastructure that marks the boundaries of traffic lanes, preventing traffic accidents. Traffic Control Devices (TCDs) include centerlines, fog lines, crosswalks, and turn arrows that notify motorists and pedestrians of regulations and provide warning and guidance needed for the safe, uniform, and efficient movement of vehicular traffic. This work also includes installing, painting and repairing traffic curbs and guardrails. Regular maintenance is performed on the City's traffic control devices to keep them highly visible to motorists and in compliance with Federal standards.	<b>Budget</b> <b># FTE/LTE</b> \$551,895 3.50	<b>Budget</b> <b># FTE/LTE</b> \$569,828 3.50

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Improved Mobility

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>130.29A1</b> (Transportation)	<b>Traffic Data Program</b>  This proposal will provide Traffic Data at a reduced level of service to the Transportation Department, the public, and outside agencies. Traffic volume counts and turning movement counts at signalized intersections will be performed only at critical or mandated locations, and general traffic engineering studies will be eliminated. Vehicle speed studies will be performed as scheduling permits, and traffic data will continue to be provided to WSDOT for the Federal Highway Administration's (FHWA) Highway Performance Monitoring System (HPMS), as mandated.	<b>Budget</b> <b># FTE/LTE</b>	<b>\$112,806</b> <b>1.10</b>	<b>\$118,606</b> <b>1.10</b>
-------------------------------------	---	-----------------------------------	---------------------------------	---------------------------------

<b>130.30A1</b> (Transportation)	<b>Traffic Safety and Engineering</b>  This proposal funds professional Traffic Engineering services for the operation of and improvements to all City transportation systems except those related to traffic signals and street lights. The fundamental objective is to improve the safety of the transportation network through engineering methods, new and innovative technologies, education, and public outreach efforts. These services include addressing concerns from approximately 250 to 300 citizens each year, as well as staff and outside agencies; designing and implementing traffic safety enhancement projects; and providing guidance in traffic operations for other divisions and departments in the City.	<b>Budget</b> <b># FTE/LTE</b>	<b>\$653,440</b> <b>4.90</b>	<b>\$686,499</b> <b>4.90</b>
-------------------------------------	---	-----------------------------------	---------------------------------	---------------------------------

<b>130.31A1</b> (Transportation)	<b>Traffic Signal Maintenance</b>  This proposal would maintain (at a reduced level) the city's 182 traffic signals and associated systems (900+ assets), including standby for after hours response. It also provides departmental, interdepartmental, and regional project review and coordination, as well as One-Call locating services. This proposal is reduced by eliminating one of the two electricians that form the city's traffic signal maintenance crew, and significantly reducing the repair parts budget.	<b>Budget</b> <b># FTE/LTE</b>	<b>\$976,637</b> <b>7.00</b>	<b>\$1,016,627</b> <b>7.00</b>
-------------------------------------	--	-----------------------------------	---------------------------------	-----------------------------------

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>130.32A1</b> (Transportation)	<b>Transit Enhancement Program</b>  This proposal addresses public sentiment expressed in the city's 2008 Budget Survey that found that 92 percent of Bellevue respondents agree that in order to deal with increased traffic congestion, the City should "work with regional agencies to improve local transit service within Bellevue." Local transit (generally considered bus transit) scored the highest across an array of transportation needs. While the City of Bellevue doesn't operate its own bus system, it can, and has, positively influence regional transit agencies to keep Bellevue moving and maximize transit performance based upon sound planning principles and response to ongoing timely analysis. A staff investment focused on advancing Bellevue's priorities for a bus system that better meets local needs will ensure that the City's transit interests are effectively represented before regional committees, transit authorities, and other agencies.	<b>\$78,055</b> <b>0.65</b>	<b>\$82,067</b> <b>0.65</b>
<b>130.33A1</b> (Transportation)	<b>Transportation CIP Delivery Support</b>  This proposal revises the version from Round 1 by eliminating a vacant inspector position. Public surveys have consistently identified Transportation issues as a high priority for Bellevue taxpayers. This proposal funds the core functions needed to deliver Transportation Capital Investment Program (CIP) projects and programs in a cost effective and time efficient manner. These core CIP functions reflect the work needed to take transportation capital projects from proposal to reality: pre-design activities, preliminary and final engineering design, project management, construction management, contract administration, construction inspection, construction materials testing, financial management, and CIP public involvement.	<b>\$2,255,067</b> <b>18.10</b>	<b>\$2,371,385</b> <b>18.10</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Final Proposal List by Outcome - Recommended Proposals

### Improved Mobility

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>130.34A2</b> (Transportation)	<b>Transportation Demand Management (TDM)</b>  This proposal (service reduction alternative) provides resources for Transportation Demand Management (TDM) activities to support provision of commute programs by employers and use of non-drive-alone travel options by employees and residents. The Comprehensive Plan sets targets for the proportion of commute trips to occur by non-drive alone modes and increasing the proportion of trips made by transit, rideshare, bicycle and walk modes aligns with the factors and purchasing strategies of the Improved Mobility outcome and several other Budget One Outcomes. Results of the City's 2008 Budget Survey show strong support for TDM measures as a strategy to address transportation problems (the issue cited most often as a problem the City should address), with 86 percent supporting the statement: "Encourage and Make it More Attractive for People to Choose Transportation Alternatives."	<b>Budget</b> <b>\$831,626</b>  <b># FTE/LTE</b> <b>1.80</b>	<b>Budget</b> <b>\$374,368</b>  <b># FTE/LTE</b> <b>1.80</b>
-------------------------------------	---	--	--

<b>130.35A1</b> (Transportation)	<b>Emergency Management &amp; Preparedness Transportation System</b>  This proposal provides preparation, training, and preparedness for transportation system emergencies such as snow and ice storms, windstorms, and earthquakes. This includes equipment preparation, developing and updating emergency response priority maps, detour route information and signage, and stocking traction sand and de-icer. Also included are regular updates to emergency management plans and procedures, emergency response training and exercises, emergency management team meetings (both departmental and citywide) and other activities contributing to preparedness. Funding for event response is not included in this proposal.	<b>Budget</b> <b>\$247,607</b>  <b># FTE/LTE</b> <b>1.45</b>	<b>Budget</b> <b>\$251,962</b>  <b># FTE/LTE</b> <b>1.45</b>
-------------------------------------	--	--	--

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>130.36A1</b> (Transportation)	<p><b>Trans Facility Planning Prioritization &amp; Capital Programming</b></p> <p>Budget <b>\$313,328</b>                      # FTE/LTE <b>1.95</b></p> <p>This proposal provides resources to ensure that the City Code-required 12-year Transportation Facility Plan (TFP), the transportation sections of the Capital Investment Program (CIP) Plan, and the state statute-required local Transportation Improvement Program (TIP) are updated and administered as necessary. The function directly supports the factors and purchasing strategies in advancement of Improved Mobility and multiple other Budget One Outcomes. The capital facilities project scope/cost development, programmatic environmental analysis, citizen involvement facilitation and citywide, outcome-based project prioritization processes ensure the appropriate mix of capital investment candidates are defined for implementation through the CIP and are competitive in state and federal grant programs.</p>	<p><b>\$325,519</b>  <b>1.95</b></p>	
<b>130.37A2</b> (Transportation)	<p><b>Walkway Safety, Maintenance and Repair</b></p> <p>Budget <b>\$625,563</b>                      # FTE/LTE <b>4.35</b></p> <p>Concrete sidewalks, asphalt paths, and transportation trails develop hazards over time that can lead to serious injuries for pedestrians. Claims are filed by pedestrians who are injured due to falling, then assert that a sidewalk defect is the cause. Hazards develop due to settlement, root heaves, damage, and deterioration. This proposal provides inspection, maintenance, repair, and replacement of walkway surfaces in Bellevue. These services extend the useful life of the City's infrastructure by addressing problems before they become significant and reducing safety hazards and claims. This work is mandated by the Americans with Disabilities Act (ADA) which protects the civil rights of citizens with disabilities to have unobstructed access to public facilities.</p>	<p><b>\$646,906</b>  <b>4.35</b></p>	

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Improved Mobility

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>130.38A2</b> (Transportation)	<b>ROW Vegetation and Hazardous Tree Mgmt Prg</b>  This is an alternate service reduction of Proposal 130.38A1. Native vegetation and trees on City right of way require maintenance to permit safe mobility of vehicle traffic, cyclists and pedestrians. Roadside vegetation grows into the right of way causing walkways, guardrails, signals and road signs to become obstructed; and blocks visibility for motorists to see oncoming traffic at intersections (sight lines), creating a safety hazard. Trees in the right of way that have defective growth patterns, diseases, or that have died must be evaluated and trimmed or removed to prevent them from falling into the right of way or onto adjacent structures. This program also supports the eradication of noxious weeds from City-owned property; which is mandated by RCW 17.10.140 and enforced by King County Noxious Weed Control Board.	<b>\$348,441</b> <b>3.00</b>	<b>\$361,051</b> <b>3.00</b>
<b>130.39PN</b> (Transportation)	<b>East Link Tunnel Funding Package &amp; Project Umbrella Agmt</b>  This proposal will allow the City of Bellevue and Bellevue City Council to develop, execute and monitor a memorandum of agreement (MOA) with Sound Transit that establishes the terms for any City contributions towards the East Link light rail project, as well as the mitigation of negative impacts caused by the project. East Link is a voter approved \$2.5 billion extension of light rail that will connect Bellevue with Overlake, Mercer Island and Seattle. In 2010, the City of Bellevue signed a "term sheet" that formalized the City's intent to contribute up to \$150 million towards the 110th Avenue Northeast tunnel (known as the C9T alternative) in downtown Bellevue. The term sheet called for a formal commitment through a MOA between the City and Sound Transit. This proposal would also incorporate a mitigation agreement into the MOA to cover all mitigation components of the East Link project throughout the City.	<b>\$348,938</b> <b>3.25</b>	<b>\$367,234</b> <b>3.25</b>
<b>130.85A1</b> (Transportation)	<b>Pavement Management</b>  This proposal is to fund for 2.8 FTEs for the operation and management of the Pavement Management program. The program is responsible for ensuring that all city roads are maintained and resurfaced at the most cost effective stage. Also, this program ensures that all city bridges are inspected and maintained as required by the Federal Highway Administration's (FHWA) National Bridge Inspection Standards (NBIS).	<b>\$322,280</b> <b>2.80</b>	<b>\$336,470</b> <b>2.80</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Improved Mobility**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**Total Recommended Operating Proposals for Outcome**

Budget	\$13,460,440	\$13,509,906
# FTE/LTE	95.97	95.97

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Not Funded Proposals**  
**Improved Mobility**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>130.99NN</b> (Transportation)	<b>M&amp;O for Newly Completed CIP Projects</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$26,977</b> <b>-</b>	<b>\$57,001</b> <b>-</b>
	This proposal will fund new Maintenance and Operations costs associated with Capital Investment Program (CIP) projects that will be completed in 2010, 2011, or 2012. Requested resources will fund the maintenance or operation of completed/installed improvements such as trees, planter beds, and irrigation (Parks); new paved surfacing, signs/markings, walls, and fences (Streets), and traffic signals and street lights (Traffic Operations).			

**Total Not Funded Operating Proposals for Outcome**

<b>Budget</b>	<b>\$26,977</b>	<b>\$57,001</b>
<b># FTE/LTE</b>	<b>-</b>	<b>-</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Budget by Outcome Healthy and Sustainable Environment

### Introduction

---

The following information is presented for the Healthy and Sustainable Environment Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the the City’s Website.



## Budget By Outcome Healthy & Sustainable Environment Purchasing Strategies Summary

---

### Team Members

**Lead:** Doug Dossett

**Members:** Cathryn Laird, Jerome Roache, Tandra Schwamberg, Randy Thompson, Bonnie Grant

**Facilitator:** David Baldwin

### Value Statements

As a community, Bellevue values:

- A nature experience in which to live, work and play.
- A healthy natural environment that supports healthy living for current and future generations.
- An environment that supports personal health and well-being.

### Community Indicators

The Community Indicators for Healthy and Sustainable Environment are:

1. % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.
2. % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
3. % of residents who agree that Bellevue's environment supports their personal health and well-being.

### Key Performance Indicators

- Number of unplanned water service interruptions per 1,000 service connections
- Number of public sewer system backups per 1,000 service connections
- Number of violations of state and Federal drinking water standards
- Average Benthic index of Biotic integrity (B-IBI) for sampled streams
- Reduction of greenhouse gases
- % of city tree canopy
- % of tons of waste recycled (single family residences)

### Purchasing Strategies

The Healthy & Sustainable Environment Team identified five primary factors we believe have the most impact on achieving a Healthy & Sustainable Environment.

1. **Water Resources:** Water resources consist of all the water we find around us as we live, work and play. Reliable quality, supply, removal and control of water resources is vital to maintaining personal health and well being, and to assuring the economic viability of our community. Key sub-factors that impact water resources are:
  - Clean Drinking Water
  - Education
  - Reduced Pollutants
  - Reliable Water Supply
  - Water Removal and Control
2. **Clean Living Environment:** Environmental stewardship extends to maintaining a clean and healthy living environment. A cleaner living environment leads to a variety



**Budget By Outcome**  
**Healthy & Sustainable Environment**  
**Purchasing Strategies Summary**

---

of positive aspects, including lower crime, more activity in parks and play for kids, more active and healthy lifestyles, higher property values, and generates more interest in continuing to maintain a clean living environment. Key sub-factors include:

- Clean Streets
- Codes and Compliance
- Education
- Waste Management

3. **Nature Space**: Nature Space is vital not only to the health of the physical environment surrounding us but personal health as well. The ability of Bellevue citizens to view and access nature space helps them to nurture, support and maintain their personal health and well being. Key sub-factors that impact Nature Space include:

- Education
- Lakes, Streams, and Wetlands
- Land in its Natural State
- Landscaping
- Parks and Trails
- Trees

4. **Clean Air**: Clean air is one of the basic elements of a sustainable urban environment. Good air quality is important to personal health and is tied to reducing all types of environmental pollution. Key sub-factors that impact Clean Air include:

- Education
- Efficient Transportation Choices
- Reduced Pollutants
- Tree Canopy

5. **Conservation**: Conservation is the protection of valued natural resources through preservation, restoration, and efficient use (reduce-reuse-recycle). Key sub-factors include:

- Being Green
- Conservation of Natural Resources
- Education
- Protect from Environmental Hazards
- Reduce Greenhouse Gases



# Healthy & Sustainable Environment – Cause & Effect Map



As a community, Bellevue values...

- A nature experience in which to live, work, and play.
- A healthy natural environment that supports healthy living for current and future generations.
- An environment that supports personal health and well-being.

## Factors:

### Water Resources

- Clean Drinking Water
- Education
- Reduced Pollutants
- Reliable Water Supply
- Water Removal and Control

### Clean Living Environment

- Clean Streets
- Codes and Compliance
- Education
- Waste Management

### Nature Space

- Education
- Lakes, Streams, and Wetlands
- Land in its Natural State
- Landscaping
- Parks and Trails
- Trees

### Clean Air

- Education
- Efficient Transportation Choices
- Reduced Pollutants
- Tree Canopy

### Conservation

- Being Green
- Conservation of Natural Resources
- Education
- Protect from Environmental Hazards
- Reduced Greenhouse Gases

## Community Indicators:

- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue's environment supports their personal health and well-being.



## Budget By Outcome Healthy & Sustainable Environment Purchasing Plan Overview

---

This document provides an overview of the Healthy & Sustainable Environment Purchasing plan. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended proposals. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the proposals fell below the funding line.

1. **Summary of Outcome Purchases** – At current funding levels the Healthy and Sustainable Environment outcome is able to purchase the following services in support of the outcome’s primary and secondary factors.
  - a. **Water Resources**
    - Clean and reliable drinking water. Includes purchase of water supply, water main and service line installation, repair, maintenance, monitoring and replacement.
    - Reliable sewer system to avoid environmental pollutants. Includes sewer mains, laterals, and pump station repair, maintenance, installation, monitoring, treatment and disposal.
    - Water removal and control. Includes storm and surface water system repair, installation, maintenance and assessment.
  - b. **Clean Living Environment**
    - Street sweeping to keep our streets clean.
    - Waste management. Includes solid waste, waste prevention and recycling.
  - c. **Nature Space**
    - Parks and Trails. Includes nature parks, rangers, visitor centers, greenways and trails.
    - Trees/Landscaping. Includes nature space, forest management, water conservation and irrigation.
  - d. **Clean Air**
    - Forest management and landscaping contribute to filtering our air.
    - Environmental Stewardship Initiative. Encourages use of alternate modes of transportation that help to reduce pollutants, alternate energy sources and reducing our carbon footprint.
    - Resource Conservation Manager. Works to reduce municipal greenhouse gas emissions.
  - e. **Conservation**
    - Resource Conservation Manager. Implements new and innovative ways of conserving energy in city facilities.
    - Environmental Stewardship Initiative. Provides education on conservation strategies, encourages use of renewable materials, reduced material consumption and reduce organizational resource consumption.
  
2. **Summary of Reductions** - Given the current economic environment the Departments and Results Teams were tasked with identifying and proposing cost reductions within their proposals. Following is a summary of cost reductions included in the Healthy & Sustainable Environment purchasing plan. Additional details on specific cost reduction actions are included in individual proposals which are available on the City’s Website.



**Budget By Outcome**  
**Healthy & Sustainable Environment**  
**Purchasing Plan Overview**

---

**a. Cost Reductions with Minimal Service Impact**

- Operations Cost Containment of \$2M for the Biennium
- Utilities continues to contain costs through a variety of mechanisms including zero-based budgeting, process improvements, outsourcing, prioritizing work, and privatizing programs where feasible.
- Reduce budget by 8% for CIP programs of \$2M due to reduced inflation.
- Reduce Contract Labor for parks maintenance by hiring lower cost internal staff. Savings of \$350K for the Biennium due to prevailing wage rules (\$40 p/hr) for outsourced services.

**b. Cost Reductions from Service Level Adjustments**

- Reduction in temporary help for summer park patrol, park lock-up and visitor center staffing. Reduction in interpretive exhibits, displays and environmental education outreach.
- Reduction in building materials and supplies (fencing, signage, bark, boardwalks and bridge supplies, etc.) resulting in reduced trail maintenance, surfacing and bark mulch applications.
- Reduction in forest enhancement and maintenance services, a reduction in the number of forest enhancement plantings and maintenance levels, reduced frequencies in boundary line inspections and temporary labor.

**c. Cost Reductions from Program/Service Elimination – N/A**

**3. Below the Funding Line**

**a. Community Alliances and Partnerships 100.41NN**

Proposal to both manage an offender work crew program and to partner with non-profit agencies to help maintain or restore nature spaces throughout the parks system.

**4. Capital Projects**

In 2011-2012, projects will focus on the following areas:

- Restoring, enhancing and renovating degraded natural areas within Bellevue's 2600 acre Parks & Open Space system.
- Continue implementation of the 2008 voter-approved Parks & Open Space Levy by:
  - Expanding and providing amenities to the City's trail system for increased recreation opportunities.
- Completing open space acquisition and trail development funded from the 2007 voter-approved King County Levy, part of which is distributed to cities for these purposes.
- Major replacement and rehabilitation of aging water, sewer and storm infrastructure.

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



**Final Budget by Outcome -- Ranking  
Healthy & Sustainable Environment  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Utilities Customer Service / Billing	140.33PA	8.95	1,427,356	656,490	2,083,846	Utilities
2	Utility Taxes and Franchise Fees	140.34NN	-	-	18,610,598	18,610,598	Utilities
3	Debt Service	140.38NN	-	-	96,143	96,143	Utilities
4	Cascade Regional Capital Facility Charges	140.37NN	-	-	1,426,442	1,426,442	Utilities
5	Transportation Drainage Billing	130.06NN	-	-	6,107,127	6,107,127	General
6	Purchase of Water Supply	140.35NN	0.50	145,375	33,026,079	33,171,454	Utilities
7	Sewage Treatment and Disposal	140.36NN	0.50	145,375	54,936,138	55,081,513	Utilities
8	Water Mains & Service Lines Repair Program	140.13NA	7.85	1,298,235	1,178,448	2,476,683	Utilities
9	Sewer Mains, Laterals & Manhole Repair Program	140.18NN	7.00	1,073,196	514,092	1,587,288	Utilities
10	Sewer Pump Station Maintenance, Operations & Repair Program	140.21NN	4.75	830,777	687,882	1,518,659	Utilities
11	Utilities Telemetry and Security Systems	140.25NN	3.95	859,415	168,143	1,027,558	Utilities
12	Storm & Surface Water System Repairs & Installation Program	140.22NN	5.65	984,590	701,695	1,686,285	Utilities
13	Nature Parks, Rangers & Visitor Centers	100.36NN	4.00	744,417	766,247	1,510,664	General/LPRF
14	Greenways & Trails	100.37NN	6.00	1,011,939	433,681	1,445,620	General
15	Nature Space & Forest Management	100.38NN	5.00	1,004,150	340,427	1,344,577	General
16	Sewer Mainline Preventive Maintenance Program	140.20NN	5.40	921,338	479,838	1,401,176	Utilities
17	Water Pump Station, Reservoir & PRV Maintenance Program	140.15NA	4.50	819,199	1,452,661	2,271,860	Utilities
18	Drinking Water Distribution System Preventive Maint. Program	140.14NN	6.25	987,786	400,727	1,388,513	Utilities
19	Storm and Surface Water Preventive Maintenance Program	140.24NA	8.60	1,471,067	1,241,435	2,712,502	Utilities
20	Utility Locates Program	140.44NN	3.50	587,220	107,019	694,239	Utilities
21	Utilities Department Management and Support	140.42NN	4.00	1,136,089	88,345	1,224,434	Utilities
22	Operating Transfer to CIP	140.39A1	-	-	37,966,083	37,966,083	Utilities
23	Capital Project Delivery	140.01NA	21.86	4,732,344	345,743	5,078,087	Utilities



**Final Budget by Outcome -- Ranking  
Healthy & Sustainable Environment  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
24	Water Quality Regulatory Compliance & Monitoring Programs	140.26PN	5.40	969,443	474,366	1,443,809	Utilities
25	Street Cleaning (Sweeping) Program	130.26NN	2.85	459,279	145,440	604,719	General
26	Customer and Field Services Support	140.52NN	7.05	1,268,025	202,146	1,470,171	Utilities
27	Utility Systems Analysis	140.12NN	2.50	490,449	308,592	799,041	Utilities
28	Solid Waste, Waste Prevention & Recycling	140.30PN	3.38	756,185	1,178,255	1,934,440	Utilities/Grants
29	Surface Water Pollution Prevention	140.31DN	3.03	696,201	823,720	1,519,921	Utilities/Grants
30	Water Conservation & Irrigation Program	100.53NN	2.00	346,513	937,033	1,283,546	General
31	Utility Water Meter Reading	140.45DN	6.00	943,584	61,081	1,004,665	Utilities
32	Water Meter Repair & Replacement Program	140.16NN	2.00	339,795	116,450	456,245	Utilities
33	Environmental Stewardship Initiative	040.06NN	0.70	119,473	341,200	460,673	General/Grants
34	Water Conservation	140.32NN	2.00	411,574	357,208	768,782	Utilities/Grants
35	Utility Comprehensive Planning	140.09NN	4.25	1,018,189	158,976	1,177,165	Utilities
36	Sewer Condition Assessment Program	140.19NN	5.45	935,673	383,809	1,319,482	Utilities
37	Utility Asset Management Program	140.11NN	5.64	1,070,959	215,293	1,286,252	Utilities
38	Storm and Surface Water Infrastructure Condition Assessment	140.23NN	0.75	153,968	168,993	322,961	Utilities
39	Asset Replacement	140.47DN	-	-	4,211,415	4,211,415	Utilities
40	Fiscal Management	140.49NN	6.00	1,231,961	241,111	1,473,072	Utilities
41	Utilities Maximo System User Support	140.51NN	1.75	418,275	128,136	546,411	Utilities
43	Water Service Installation & Upgrade Program	140.17NN	1.00	154,107	152,385	306,492	Utilities
44	Private Systems Maintenance Programs	140.27DN	3.40	688,673	105,556	794,229	Utilities
45	Customer Service & Billing User Support	140.46DN	1.75	378,945	265,756	644,701	Utilities
46	Solid Waste Contract Recycling Incentive Program	140.50DN	-	-	1,025,000	1,025,000	Utilities
47	Operating Transfer to R&R	140.48A1	-	-	7,400,521	7,400,521	Utilities
48	Utilities Technology Planning and User Support	140.53NN	0.45	99,831	263,797	363,628	Utilities
49	Resource Conservation Manager Program	045.14NN	1.00	169,261	-	169,261	General/Grants



**Final Budget by Outcome -- Ranking  
Healthy & Sustainable Environment  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
	Recommended Proposals		176.61	\$33,300,231	\$181,397,722	\$214,697,953	
42	Community Alliances & Partnerships	100.41NN	1.00	173,003	319,040	492,043	General
	Not Funded Proposals		1.00	\$173,003	\$319,040	\$492,043	
	Totals		177.61	\$33,473,234	\$181,716,762	\$215,189,996	



## Final Proposal List by Outcome - Recommended Proposals Healthy Sustainable Environments 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	2011	2012	2011-2012 Total	2013	2014	2015	2016	2017	2013-2017	Total 7 yr Project Cost
100.78NA	P-R-11	Forest, Greenways, Trails & Nature Space Improvement Program	\$560	\$550	\$1,100	\$550	\$550	\$550	\$550	\$550	\$2,750	\$3,850
100.61NN	P-AD-89	Nature Trail Expansion - 2008 Parks Levy Project	\$1,000	\$1,000	\$2,000						\$0	\$2,000
100.70NN	P-AD-79	Open Space Acquisition & Trail Development - KC Levy Project	\$312	\$312	\$624	\$312					\$312	\$936
140.02A1	Mult Projects	Replacement of Aging Water Infrastructure	\$6,801	\$7,605	\$14,406	\$8,496	\$9,785	\$10,750	\$11,775	\$12,866	\$53,672	\$68,078
140.03NA	Mult Projects	Replacement of Aging Sewer Infrastructure	\$2,708	\$2,735	\$5,443	\$1,917	\$2,526	\$2,627	\$2,732	\$2,841	\$12,643	\$18,086
140.04NA	Mult Projects	Replacement of Aging Storm Infrastructure	\$2,084	\$3,679	\$5,763	\$3,828	\$1,057	\$1,102	\$1,145	\$1,189	\$8,321	\$14,084
140.05NN	Mult Projects	Utility Capacity for Growth	\$3,177	\$9,555	\$12,732	\$7,722	\$5,809	\$6,041	\$1,980	\$3,046	\$24,598	\$37,330
140.07NN	Mult Projects	WSDOT - Required Utility Relocations	\$45	\$45	\$90	\$467	\$439	\$456	\$474	\$493	\$2,329	\$2,419
140.08NA	Mult Projects	Environmental Preservation	\$2,175	\$2,379	\$4,554	\$2,664	\$3,126	\$3,408	\$3,722	\$4,158	\$17,078	\$21,632
140.54DN	S-62, W-105	Utility Improvements for New NE 15th Multi Modal Corridor		\$530	\$530						\$0	\$530
140.55DN	W-106	Utility Facilities for NE 4th St Extension	\$92	\$190	\$282	\$198					\$198	\$480
140.56DN	S-63	Utility Facilities for 120th Avenue NE Improvements (Stage 2)	\$42	\$43	\$85						\$0	\$85
140.57DN	S-65	Utility Facilities for 120th Avenue NE Improvements (Stage 3)	\$114	\$119	\$233						\$0	\$233
<b>Total Capital Projects</b>			<b>\$19,100</b>	<b>\$28,742</b>	<b>\$47,842</b>	<b>\$26,154</b>	<b>\$23,292</b>	<b>\$24,934</b>	<b>\$22,378</b>	<b>\$25,143</b>	<b>\$121,901</b>	<b>\$169,743</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**040.06NN**  
(City Manager)

<b>Environmental Stewardship Initiative</b>	<b>Budget</b>	<b>\$277,315</b>	<b>\$183,358</b>
	<b># FTE/LTE</b>	<b>0.70</b>	<b>0.60</b>

This proposal supports the continuation of the Environmental Stewardship Initiative (“ESI”), a cross-departmental effort established by the CM to coordinate and leverage all of the City’s environmental actions. The ESI Strategic Plan guides implementation of Natural Assets, Built Environment, Climate and Energy, and Water and Material Lifecycle activities, aligned across departments, to achieve target goals (Attachment A). ESI staff continually scan international trends to match existing and emerging city needs/gaps with opportunities for external funding and partnership. Rationales for continuing ESI are: (1) it results in net monetary savings, (2) we are in a window of unprecedented federal funding opportunity for cities demonstrating a commitment to sustainability and (3) damage to environmental systems can be irreparable - prevention is a more efficient and effective strategy.

**045.14NN**  
(Civic Services)

<b>Resource Conservation Manager Program</b>	<b>Budget</b>	<b>\$82,367</b>	<b>\$86,894</b>
	<b># FTE/LTE</b>	<b>1.00</b>	<b>1.00</b>

The Resource Conservation Manager program is an interdepartmental effort to implement cost-effective projects to reduce energy and fresh water consumption in City facilities. A grant from Puget Sound Energy will partially fund the Resource Conservation Manager (RCM) position through April 2012. The RCM will create a system to measure and report on progress, and lead an interdepartmental Resource Conservation Team to help implement resource conservation throughout the organization. The position will result in the following outcomes:

- Reduce municipal greenhouse gas emissions by over 1,050 metric tons of CO2; and
- Reduce the City’s energy costs by 13%, saving more than \$219,000 from March 2009-December 2012.

This proposal also extends the RCM position through December 2012. In addition to sustaining the internally-focused effort during this period, the program will also help the City’s vendors and contractors adopt more sustainable practices and conserve resources.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.36NN</b>	<b>Nature Parks, Rangers &amp; Visitor Centers</b>	<b>\$742,646</b>	<b>\$768,018</b>
(Parks & Community Services)		<b>4.00</b>	<b>4.00</b>

The program provides funding for the ongoing management, operation, landscape maintenance and staffing for (4) park visitor centers: Mercer Slough Environmental Education Center, Lake Hills Greenbelt Ranger Station, Lewis Creek Visitor Center and the FW Winters House. It also provides for Park Rangers who provide overall facility supervision and coordination, visitor information about COB services, environmental education, interpretive programming, community stewardship activities, partnership and volunteer coordination, community special events, and facility rentals for visitor center sites. The original proposal reflected a 5% budget reduction from the 2010 Parks General Fund budget. In addition, the Well KEPT program will be reduced an additional \$25,000 per year based on the recommendations of the Budget One process, which will reduce summer employment opportunities for Bellevue youth to be involved in park stewardship activities.

<b>100.37NN</b>	<b>Greenways &amp; Trails</b>	<b>\$708,538</b>	<b>\$737,082</b>
(Parks & Community Services)		<b>6.00</b>	<b>6.00</b>

This proposal funds the maintenance of over 80 miles of greenways and trails that provide access to nature spaces including wetlands, forests, streams, and lakes, and connect people with parks, neighborhoods, schools and businesses. This program will ensure a safe trail system for the community, provide access to nature space while preserving fish and wildlife habitat, construct and maintain interpretive signage/kiosks that help enrich the nature experience, provide outdoor recreation for physical and mental health, and improve community mobility. Bellevue's greenways and trail system provides opportunities for environmental stewardship and personal health and well being, that supports the quality of life for today and for future generations.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.38NN</b> (Parks & Community Services)	<b>Nature Space &amp; Forest Management</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$659,785</b> <b>5.00</b>	<b>\$684,792</b> <b>5.00</b>
<p>This proposal funds the maintenance of 1900 acres of park and nature space property for tree and forest canopy, fish and wildlife habitat, soil protection, erosion control, land use buffering, storm water retention, improved air and water quality, greenhouse gas reduction, trails and outdoor recreation, community involvement in environmental stewardship and environmental education for citizens of all ages. Urban nature spaces must be maintained with the same commitment as other vital community resources in order to ensure the preservation of their environmental values and benefits. Tree canopy has significant ecological, social and environmental benefits and is a key element of our community, preserving the quality of life that residents and businesses look for when selecting a community to reside in now and in the future.</p>				

<b>100.53NN</b> (Parks & Community Services)	<b>Water Conservation &amp; Irrigation Program</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$633,949</b> <b>2.00</b>	<b>\$649,597</b> <b>2.00</b>
<p>This program will provide ongoing comprehensive management and maintenance of irrigation water resource usage for 921 acres of City-owned community parks, neighborhood parks, waterfront parks, sports fields, streetscapes and civic facilities. Responsible and efficient use of water must be practiced both for the preservation of urban landscapes and the potential impact on limited regional water resources. Funding of this proposal will provide resources that will allow the City to efficiently utilize water resources that are vital to surrounding natural resource components, such as urban lakes and streams, while at the same time preserving and protecting the City's investment in trees and landscape assets that enhance the quality of life for citizens who live, work, and play in Bellevue.</p>				

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<p><b>130.06NN</b> (Transportation)</p>	<p><b>Transportation Drainage Billing</b></p>	<p><b>Budget</b> \$2,964,625</p> <p><b># FTE/LTE</b> -</p>	<p><b>Budget</b> \$3,142,502</p> <p><b># FTE/LTE</b> -</p>
---	---	--	--

This proposal is for funds for the Transportation Department to pay for storm drainage from Bellevue's roadways to the City's Stormwater Utility. This system manages runoff from impervious surfaces to prevent flooding, and to preserve existing streams and wetlands, keeping them free from pollutants. Transportation owns 117,365,202 sq ft of impervious streets. Transportation is billed for 26.5% of the surface as lightly developed( medians, plantings, etc). The other 73.5% is billed as heavily developed. Heavily developed properties have much greater runoff and are charged at a higher rate. These calculations have been determined to take credit for detention systems into account.

<p><b>130.26NN</b> (Transportation)</p>	<p><b>Street Cleaning (Sweeping) Program</b></p>	<p><b>Budget</b> \$296,405</p> <p><b># FTE/LTE</b> 2.85</p>	<p><b>Budget</b> \$308,314</p> <p><b># FTE/LTE</b> 2.85</p>
---	--	---	---

Gravel, debris, silts, automotive fluids, leaves, and glass in road and bicycle lanes contribute to accidents, injuries, street flooding, and pollutant discharge into the drainage system that flows to Bellevue's streams and lakes. The Street Sweeping Program cleans bicycle lanes, arterial roadways, neighborhood streets, and removes traction sand applied during snow and ice response. Street Sweeping, particularly following snow and ice events, is critical to the health and beauty of natural waterways such as Phantom Lake, Lewis Creek, and Coal Creek. This work is required by the National Pollutant Discharge Elimination System (NPDES) Permit.

<p><b>140.01NA</b> (Utilities)</p>	<p><b>Capital Project Delivery</b></p>	<p><b>Budget</b> \$2,474,182</p> <p><b># FTE/LTE</b> 21.86</p>	<p><b>Budget</b> \$2,603,905</p> <p><b># FTE/LTE</b> 20.86</p>
--	--	--	--

Capital Project Delivery develops and implements cost-effective capital investment projects necessary to accomplish the City's \$161 million 2011-2017 Utility Capital Investment Program (CIP) and is necessary to continue to provide utility services to Bellevue's citizens including providing drinking water, removing sewage, managing surface water runoff, and eliminating impacts on the health of Bellevue's streams, lakes, wetlands, plants, and wildlife.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>140.09NN</b> (Utilities)	<b>Utility Comprehensive Planning</b>  Comprehensive planning looks ahead 20 years to forecast required changes in water, sewer, and stormwater system management and operation. Demands and expectations of utility systems change over time based on population and employment growth, changes to service area boundaries, and changes in regulatory requirements. Utility Comprehensive Planning assures Bellevue will be prepared for those changes.	<b>Budget</b> <b># FTE/LTE</b> \$588,755 4.25	<b>Budget</b> <b># FTE/LTE</b> \$588,410 3.75
<b>140.11NN</b> (Utilities)	<b>Utility Asset Management Program</b>  Asset management means managing infrastructure assets at the lowest practicable life cycle cost while meeting service levels expected by customers and required by state and federal regulations, at an acceptable level of risk. Most of Bellevue's over \$3.5 Billion of utility assets are more than halfway through their useful life. Maintenance, repair costs, and failures are increasing. A comprehensive asset management program(AMP) ensures the resources needed to operate, maintain, repair, renew, and eventually replace utility systems will be available and used cost-effectively.	<b>Budget</b> <b># FTE/LTE</b> \$704,305 5.64	<b>Budget</b> <b># FTE/LTE</b> \$581,947 4.64
<b>140.12NN</b> (Utilities)	<b>Utility Systems Analysis</b>  Analysis of water, sewer, and stormwater systems assures they are operated efficiently, provides capacity information to developers, and identifies potential deficiencies. Computer models of each utility system predict the amount of water available to fight fires, map and predict flooding, and forecast potential sewer overflows. Systems Analysis includes collection of physical and biological information about streams for analysis of fish usage and environmental health.	<b>Budget</b> <b># FTE/LTE</b> \$405,813 2.50	<b>Budget</b> <b># FTE/LTE</b> \$393,228 2.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.13NA</b> (Utilities)	<b>Water Mains &amp; Service Lines Repair Program</b>	<b>Budget</b> \$1,220,925	<b>\$1,255,758</b>
		<b># FTE/LTE</b> 7.85	<b>7.85</b>
	<p>Failures of water system infrastructure can have catastrophic consequences, including flooding from broken mains damaging property, roadways, and the natural environment and water service disruptions to homes and the business community. While Utilities has sound water maintenance and capital improvement programs, main breaks can occur at any time and are increasing as the water infrastructure ages. The water repair program's overriding goals are to fix system breaks quickly, protect drinking water quality, restore water service to customers quickly, and mitigate environmental damage. The City also benefits from speedy and efficient repairs that minimize revenue losses and claims for damages. Service examples include repairs to broken, leaking or malfunctioning water mains and service lines, fire hydrants, and control valves.</p>		

<b>140.14NN</b> (Utilities)	<b>Drinking Water Distribution System Preventive Maint. Program</b>	<b>Budget</b> \$681,383	<b>\$707,130</b>
		<b># FTE/LTE</b> 6.25	<b>6.25</b>
	<p>Lack of adequate water system maintenance impacts staff's ability to quickly repair water main breaks; increases the chance of waterborne disease and problems with drinking water color, smell and taste; and results in fire hydrants and valves that do not work when needed to fight fires or respond to other emergencies. This proposal provides preventive maintenance services to ensure the ongoing safety and operational integrity of the water distribution system. Services include fire hydrant inspection and maintenance, valve inspection and maintenance, and water distribution system flushing (cleaning) programs. These programs extend the useful life of water system assets, are critical for system function and reliability, and maintain safe, high-quality drinking water for residents and businesses.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.15NA</b>	<b>Water Pump Station, Reservoir &amp; PRV Maintenance Program</b>	<b>\$1,120,572</b>	<b>\$1,151,288</b>
(Utilities)		<b># FTE/LTE 4.50</b>	<b>4.50</b>

Bellevue's unique topography (with elevations ranging from sea level to 1,440 feet) requires a complicated system of reservoirs, pump stations, and pressure regulating valves (PRVs) to provide safe water at adequate flow and pressures at different elevations throughout the service area. Adequate preventive maintenance and repair services for these critical water system components are essential to providing safe drinking water to over 40,000 residential and commercial water service connections and adequate fire flow and pressure to over 5,700 fire hydrants in the city. This proposal provides necessary preventive maintenance and repair throughout the public water system. These services extend the useful life of assets, avoid costs associated with catastrophic failures and increase system reliability while maintaining drinking water quality.

<b>140.16NN</b>	<b>Water Meter Repair &amp; Replacement Program</b>	<b>\$246,261</b>	<b>\$209,984</b>
(Utilities)		<b># FTE/LTE 2.00</b>	<b>2.00</b>

Accurate water meters ensure fair and equitable billing for water and sewer services. Under-registering or stopped water meters result in lost revenues which are spread to the rest of the rate base. This proposal provides for regular testing, calibration, and replacement of City-owned water meters at established intervals to ensure meter accuracy for water and sewer revenue collection, equitable billing and rates, early leak detection for the customer, and to promote water conservation. Meter box maintenance activities are included to ensure access for meter reading and to shut off the water service in the event of an emergency.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>140.17NN</b> (Utilities)	<b>Water Service Installation &amp; Upgrade Program</b>	<b>Budget</b> \$151,243	<b>Budget</b> \$155,249
		<b># FTE/LTE</b> 1.00	<b># FTE/LTE</b> 1.00

Installation of water service connections is required for new homes and businesses to obtain occupancy permits without costly delays to the property owner or contractor. Utilities performs water main shutdowns, water main condition assessments, and the pipe work to install water services. Asphalt cuts and excavations needed for installation are completed by private contractors under the right-of-way (ROW) use permit process. This hybrid Utility/contractor approach to water service installations provides timely installation of new services for developers, condition assessment data critical for asset management, minimizes customer service impacts of water shutdowns and assures consistent quality control and sanitation while supporting economic development.

<b>140.18NN</b> (Utilities)	<b>Sewer Mains, Laterals &amp; Manhole Repair Program</b>	<b>Budget</b> \$779,602	<b>Budget</b> \$807,686
		<b># FTE/LTE</b> 7.00	<b># FTE/LTE</b> 7.00

Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewer collection system. Broken or defective sewer mains and connections result in blockages and overflows of sewage that can flood and contaminate customer's homes, businesses or the environment; create public health issues and result in costly liability claims to the City. The City of Bellevue's Sewer section is responsible for operation, maintenance, and repair of 65.1 miles of buried or submerged pipe and 14,337 manholes and cleanouts (maintenance access structures) within its service territory. This proposal provides repair services for the sewer collection system. These repairs correct deficiencies predominately due to aging infrastructure and allow the City to get the most use out of each pipe and manhole over the life of the asset for the least long-term cost.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.19NN</b> (Utilities)	<b>Sewer Condition Assessment Program</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$647,687</b> <b>5.45</b>	<b>\$671,795</b> <b>5.45</b>
	<p>Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewage collection system. The Sewer Condition Assessment Program uses Closed Circuit TV (CCTV) equipment to provide digital images of the inside of sewer pipes and stubs in the right-of-way (ROW) to identify and evaluate pipe defects that need repair and document less severe defects that need regular maintenance. Sewer pipe defects can cause catastrophic failures resulting in blockages, backups and sewer overflows which impact customers, public health, and the environment. In addition, identifying and repairing sewer defects prior to road overlay activities minimizes pavement impacts and lowers restoration costs.</p>			

<b>140.20NN</b> (Utilities)	<b>Sewer Mainline Preventive Maintenance Program</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$688,688</b> <b>5.40</b>	<b>\$712,488</b> <b>5.40</b>
	<p>Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewage collection system. The City's sewer collection system is aging and pipe blockages due to root intrusion, grease, debris, and joint problems have been trending up over the last decade. This proposal provides preventive maintenance cleaning services on the sewer collection system to keep the lines clear. Preventive maintenance services lower service interruptions due to blockages and associated claims due to backups, and minimize overflows which impact the environment and public health. This preventive maintenance program allows us to maximize the life cycle of the sewer system for the least long-term cost.</p>			

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>140.21NN</b> (Utilities)	<b>Sewer Pump Station Maintenance, Operations &amp; Repair Program</b>	<b>\$748,776</b>	<b>\$769,883</b>
	<b>Budget</b>	<b>4.75</b>	<b>4.75</b>
	<b># FTE/LTE</b>		
	<p>Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewage collection system. Sewer pump station failures cause sewer backups and overflows to the environment that can result in beach closures and surface water quality concerns. In addition, sewer backups into homes often require the homeowner to move out or a business to close until cleanup is completed and claims can exceed \$100,000. Bellevue's unique topography with elevations ranging from sea level to 1,440 feet requires a diverse and complicated system of pump stations to provide continual service 24 hours a day/365 days a year. This proposal provides staff, vehicles, tools, equipment and supplies for maintenance, operations, and repair services for sewer pump stations in the sewer collection system. These services ensure the 46 sewer pump stations, many located along Lake Washington and Lake Sammamish, are adequately maintained and operating properly to minimize sewer blockages and overflows which impact customers, public health, and the environment.</p>		

<b>140.22NN</b> (Utilities)	<b>Storm &amp; Surface Water System Repairs &amp; Installation Program</b>	<b>\$830,478</b>	<b>\$855,807</b>
	<b>Budget</b>	<b>5.65</b>	<b>5.65</b>
	<b># FTE/LTE</b>		
	<p>The Storm and Surface Water System Repair and Installation program repairs system components to ensure that the municipal storm drainage system functions as designed in order to protect life, property, and the environment during major storm and flooding events, and to reduce pollution entering streams and lakes. The system includes over 20,000 storm drains and manholes, 365 water quality facilities, nearly 400 miles of underground drainage pipes, and over 15 miles of streams located on City property or within public easements. The overall goal of the program is to perform repairs on drainage facilities when they break and to fix problems on aging infrastructure to maintain the designed function of the system.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.23NN</b>	<b>Storm and Surface Water Infrastructure Condition Assessment</b>	<b>\$159,511</b>	<b>\$163,450</b>
(Utilities)		<b># FTE/LTE</b>	<b>0.75</b>

Under the Storm and Surface Water Infrastructure Condition Assessment Program, Closed Circuit TV (CCTV) equipment is used to provide digital images of the inside of drainage pipes that are evaluated to identify defects that need repair. Undetected defects can cause catastrophic blockages resulting in flooding and damage to roadways and down-slope properties. The overall goal of this program is to locate and repair defects within the drainage pipes before a failure occurs and to assess the system for long-term R&R needs.

<b>140.24NA</b>	<b>Storm and Surface Water Preventive Maintenance Program</b>	<b>\$1,336,984</b>	<b>\$1,375,518</b>
(Utilities)		<b># FTE/LTE</b>	<b>8.60</b>

For the drainage system to function correctly and provide adequate flood control, it must be kept free of excessive debris and sediment. Debris and sediment buildup in vaults and other storage areas reduces storage capacity and can cause blockages of catch basins and pipes during heavy rains leading to flooding, property damage claims, and environmental degradation. Sediment is also a pollutant to fish and other aquatic organisms. Beyond sediment removal, the drainage system contains a variety of water quality facilities that trap oils and other pollutants from roadways and allow for their removal through during maintenance. Because the final discharge for all drainage in Bellevue is the City's streams and lakes, system maintenance is needed to keep them free of the sediment and pollutants generated from roadways and other impervious surfaces. The Maintenance Program services include: inspecting and cleaning the City's drainage system per maintenance standards and schedules specified in the NPDES Permit, responding to pollutant spills and flooding events, investigating drainage issues reported by citizens, and performing a myriad of other operational and maintenance activities necessary for optimal performance of the City's surface water system.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.25NN</b> (Utilities)	<b>Utilities Telemetry and Security Systems</b>	<b>Budget</b> \$510,008 <b># FTE/LTE</b> 3.95	<b>Budget</b> \$517,550 <b># FTE/LTE</b> 3.95
--------------------------------	---	---	---

This proposal provides for maintenance, operation, and repair of utilities telemetry (sensing and measurement of information at remote pump stations/reservoirs and transmission of that information to a central location), SCADA (Supervisory Control & Data Acquisition), and security components of the water, sewer, and surface water systems. Use of telemetry and SCADA equipment enables continuous automated monitoring and control of utility systems and significantly reduces operational staff needs. In addition, security systems continuously monitor water reservoirs and pump stations for signs of intrusion and notify operators of any security breaches 24 hours a day/365 days a year. These systems work to maintain drinking water quality, supply and security, avoid sewer overflows, and effectively manage regional stormwater facilities.

<b>140.26PN</b> (Utilities)	<b>Water Quality Regulatory Compliance &amp; Monitoring Programs</b>	<b>Budget</b> \$717,094 <b># FTE/LTE</b> 5.40	<b>Budget</b> \$726,715 <b># FTE/LTE</b> 4.40
--------------------------------	--	---	---

Water Quality Regulatory Compliance and Monitoring Programs minimize the risk of drinking water supply contamination and resultant human illnesses and/or deaths, and protect surface water quality and the uses of Bellevue's streams, lakes, and wetlands. They are the primary means of managing Citywide compliance with the federal Safe Drinking Water Act, the Clean Water Act, and the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit. These programs also ensure compliance with an array of other state requirements and contractual agreements. They encompass a wide range of activities from field work to Citywide coordination to Council policy support.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>140.27DN</b> (Utilities)	<b>Private Systems Maintenance Programs</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$387,462</b> <b>3.40</b>	<b>\$406,767</b> <b>3.40</b>
--------------------------------	---	-----------------------------------	---------------------------------	---------------------------------

Private Systems Maintenance Programs (PSMP) provide inspection and compliance for private utility systems to minimize the risk of illnesses and/or deaths from drinking water contamination; protect streams, ponds and lakes from pollutants and minimize flooding threats to property; and minimize sewage overflows affecting health, homes, businesses, and the environment. These mandated programs include Cross Connection Control (CCC), Private Drainage Inspection (PDI), and Industrial Waste/Fats, Oils, and Grease Abatement (FOG). PSMP provide regulatory oversight of private systems to ensure protection of public health and the environment and to protect the public infrastructure from premature failure or degradation.

<b>140.30PN</b> (Utilities)	<b>Solid Waste, Waste Prevention &amp; Recycling</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$958,015</b> <b>3.38</b>	<b>\$976,425</b> <b>3.38</b>
--------------------------------	--	-----------------------------------	---------------------------------	---------------------------------

City customers generate approximately 115,000 tons of solid waste annually, 71,000 tons of which is garbage that must be hauled to the landfill. Efficient and effective management of solid waste (garbage, recyclables and organic waste) is critical to the health and appearance of the City, its continued economic viability, and the sustainability of both the local and global environment. This proposal provides for the management of the solid waste collection contract with Allied Waste and the continuation of the City's successful waste prevention and recycling programs.

<b>140.31DN</b> (Utilities)	<b>Surface Water Pollution Prevention</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$986,122</b> <b>3.03</b>	<b>\$533,799</b> <b>3.03</b>
--------------------------------	---	-----------------------------------	---------------------------------	---------------------------------

On an average day, tens of thousands of pounds of toxic chemicals enter Puget Sound's waterways, most of which is carried by storm and surface water that runs off roads, driveways, rooftops, yards, and other developed land. Most people are not aware that water flowing into storm drains is not treated. Under this proposal, staff provides mandated public education and outreach to residents and businesses as required by the National Pollutant Discharge Elimination System (NPDES) Permit, increasing understanding of storm and surface water issues and promoting behaviors that prevent pollution locally and regionally.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>140.32NN</b> (Utilities)	<b>Water Conservation</b>  Conserving water resources to ensure an adequate supply of clean, safe drinking water into the future is critical to human health, the City's continued economic viability, and the sustainability of both the local and global environment. The City leverages resources by collaborating with Cascade Water Alliance and other partners to provide public education, outreach, and technical assistance to encourage the wise use of water and elimination of waste in order meet the City's adopted water conservation goal.	<b>Budget</b> <b># FTE/LTE</b> \$380,693 2.00	<b>Budget</b> <b># FTE/LTE</b> \$388,089 2.00
<b>140.33PA</b> (Utilities)	<b>Utilities Customer Service / Billing</b>  Utilities Customer Service and Billing bills and manages the accounts of 38,000 customers in Bellevue and surrounding communities. Utilities bills for water, wastewater, and storm drainage services, accounting for rate revenue of over \$85 million for Utilities and utility taxes of \$5 million for the General Fund. Utilities rate revenue is needed for the continued provision of essential utilities services for the community.	<b>Budget</b> <b># FTE/LTE</b> \$1,019,430 8.95	<b>Budget</b> <b># FTE/LTE</b> \$1,064,416 8.95
<b>140.34NN</b> (Utilities)	<b>Utility Taxes and Franchise Fees</b>  As a cost of doing business, Bellevue Utilities pays State Utility and Business and Occupation (B&O) taxes and, depending upon the customer's location, either City B&O tax or a franchise fee to the local jurisdiction.	<b>Budget</b> <b># FTE/LTE</b> \$9,052,436 -	<b>Budget</b> <b># FTE/LTE</b> \$9,558,162 -
<b>140.35NN</b> (Utilities)	<b>Purchase of Water Supply</b>  The purchase of wholesale water supply from the Cascade Water Alliance allows Bellevue Utilities to provide water service to over 38,000 customers in the Bellevue Utilities service area, which includes King County (Eastgate area), Clyde Hill, Medina, Yarrow Point, Hunts Point, and Issaquah (South Cove area). In 2009, about 5.2 billion gallons of water were used by customers of Bellevue Utilities.	<b>Budget</b> <b># FTE/LTE</b> \$15,735,828 0.50	<b>Budget</b> <b># FTE/LTE</b> \$17,435,626 0.50

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>140.36NN</b> (Utilities)	<b>Sewage Treatment and Disposal</b>	<b>\$27,501,369</b> <b>0.50</b>	<b>\$27,580,144</b> <b>0.50</b>
	The City of Bellevue provides sewage collection and transmission services for customers within its service area but does not provide treatment. The purchase of wholesale sewage treatment and disposal services from King County Metro allows Bellevue Utilities to provide sewer service to over 35,500 customers in the City of Bellevue and surrounding jurisdictions. In 2009, about 4.0 billion gallons of sewage was sent to King County for treatment and disposal by Bellevue Utilities on behalf of its customers.		
<b>140.37NN</b> (Utilities)	<b>Cascade Regional Capital Facility Charges</b>	<b>\$704,068</b> <b>-</b>	<b>\$722,374</b> <b>-</b>
	The City's wholesale water supplier, Cascade Water Alliance, assesses "Regional Capital Facility Charges" (RCFCs) to allocate costs associated with providing new system capacity to accommodate growth to Cascade members requiring new capacity. To ensure that "growth pays for growth," Bellevue Utilities passes these charges directly through to customers connecting to the water system.		
<b>140.38NN</b> (Utilities)	<b>Debt Service</b>	<b>\$58,467</b> <b>-</b>	<b>\$37,676</b> <b>-</b>
	Utilities debt service represents repayment of principal and interest on outstanding loans. Low-interest Public Work Trust Fund loans have provided funding for capital improvement projects at the lowest possible cost to ratepayers. Payments for principal and interest on these loans continue through 2014.		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.39A1</b> (Utilities)	<b>Operating Transfer to CIP</b>	<b>Budget</b> \$15,331,844 <b># FTE/LTE</b> -	<b>\$22,634,239</b> -
	<p>The vast majority of funding for Utilities' capital projects is provided by rate revenues through monthly transfers from rates to Utility CIP. Funding needs are determined by projecting cash flow requirements for capital programs for the year, while addressing short- and long-term rate impacts. This proposal funds all proposed ongoing and one-time CIP projects for the 2011-2012 biennium except for the suspension of W-82, Fire Hydrant Improvements, in 2011 and 2012, which reduces the proposal cost by \$113,485. This would provide a short-term benefit to the General Fund through a reduction in the charge for fire flow capacity. If at some point Council chooses to return funding for this capital project, there would be an increase in the charge to the General Fund for fire flow capacity.</p>		

<b>140.42NN</b> (Utilities)	<b>Utilities Department Management and Support</b>	<b>Budget</b> \$597,571 <b># FTE/LTE</b> 4.00	<b>\$626,863</b> 4.00
	<p>Utilities is a self-supporting enterprise operating within the City's structure, dedicated to actively supporting public health and safety, the environment, a sustainable economy and neighborhood livability now and into the future. It does so by effectively and efficiently managing an annual budget of nearly \$100 million and 188 FTEs/LTEs (166.5 Utilities, 21.5 Streets Maintenance/Transportation) engaged in five distinct business lines: drinking water, wastewater, storm and surface water systems, street maintenance, and solid waste collection. Utilities provides service 24 hours a day, 365 days a year, to customers at their homes or businesses. Because of the long lives of utility systems, Utilities' planning horizon extends 75 to 100 years. With its diverse portfolio, this large and complex department requires strong leadership, strategic vision, clear guidance, and thoughtful management. Positions included in this proposal are Department Director, Deputy Director, Management Assistant to the Director, and Administrative Assistant. The resources benefit all functions within the department and could not logically be assigned to an individual proposal.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.44NN</b>	<b>Utility Locates Program</b>	<b>Budget</b>	<b>\$347,170</b>	<b>\$347,069</b>
(Utilities)		<b># FTE/LTE</b>	<b>3.50</b>	<b>3.50</b>

The City utility systems include 651 miles of sewer pipeline, 395 miles of storm drain pipeline, 620 miles of water pipeline and over 40,000 water service lines. The Locates Program protects the underground piped utilities from damage by accurately marking utility locations prior to construction excavation. The Locates Program safeguards utility assets, construction personnel, citizens and the environment from damages and service disruptions caused by broken or breached pipelines.

<b>140.45DN</b>	<b>Utility Water Meter Reading</b>	<b>Budget</b>	<b>\$490,075</b>	<b>\$514,590</b>
(Utilities)		<b># FTE/LTE</b>	<b>6.00</b>	<b>6.00</b>

This proposal provides services to read customer meters for all residential and commercial accounts in the water utility service area that includes the City of Bellevue, adjacent communities of Clyde Hill, Hunts Point, Medina, Yarrow Point, and sections of Kirkland, Issaquah, and unincorporated King County. Meter reading is essential to maintaining water and wastewater revenue flow and equity among ratepayers (winter water consumption is used as the consumption basis for wastewater billing). Other services are provided directly to property owners at their home or business, such as help locating leaks and meter turn-offs.

<b>140.46DN</b>	<b>Customer Service &amp; Billing User Support</b>	<b>Budget</b>	<b>\$331,193</b>	<b>\$313,508</b>
(Utilities)		<b># FTE/LTE</b>	<b>1.75</b>	<b>1.75</b>

Utilities Customer Service and Billing uses the Customer Information System (CIS) to bill and manage the accounts of 38,000 customers, accounting for rate revenue of over \$85 million for Utilities. Staff provide business-specific support for the family of systems, services, and interfaces that make up the CIS. This support requires a comprehensive knowledge of Utilities' accounting methodologies, business processes, rate algorithms, and business rules.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>140.47DN</b> (Utilities)	<b>Asset Replacement</b>	<b>Budget</b> \$2,829,290 <b># FTE/LTE</b> -	<b>\$1,382,125</b> -
	<p>This proposal provides funding to replace vehicles and other work equipment that have reached the end of their useful lives. Asset Replacement is Utilities' equivalent of the ERF and IT Replacement purchases and funds equipment for Water, Wastewater, and Stormwater activities. The vehicles and other equipment scheduled to be replaced in 2011-12 are needed to get crews, inspectors, and other staff to construction sites with the equipment and tools needed to perform their jobs. The proposal also carries forward the Customer Information System (CIS) project budget from 2010. This money will be used for planned enhancements to the CIS in 2011-12 and beyond. This proposal is funded from asset replacement reserves created specifically for this purpose so there is no rate impact to customers.</p>		

<b>140.48A1</b> (Utilities)	<b>Operating Transfer to R&amp;R</b>	<b>Budget</b> \$5,501,193 <b># FTE/LTE</b> -	<b>\$1,899,328</b> -
	<p>Bellevue Utilities has infrastructure with a replacement value of about \$3.5 billion. Established by City Council in 1995, Utilities' Renewals and Replacements (R&amp;R) accounts proactively set aside funds to replace the City's utility infrastructure as it ages, thereby avoiding the need for large rate spikes and ensuring that each generation of ratepayers pays its fair share of the burden of replacing these systems.</p> <p>As a temporary measure, in response to the current economic downturn, this proposal funds Utilities' transfer from rates to capital reserves for the renewal and replacement of infrastructure at a reduced level. This reduction will provide a short-term rate reduction during the 2011-12 biennium, but will create the need for larger rate increases in the future to return to planned contribution levels for funding infrastructure replacements.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.49NN</b> (Utilities)	<b>Fiscal Management</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$749,037</b> <b>6.00</b>
--------------------------------	--------------------------	-----------------------------------	---------------------------------

By adhering to the financial policies established by the City Council, taking a long-term approach to financial planning, and practicing vigilant financial management, Bellevue Utilities has earned a Aa1 bond rating and is financially prepared to meet both operational and infrastructure replacement needs. The objective of the Fiscal Management Team is to ensure Utilities can meet its current operational and capital needs, maintain adequate operating reserves, ensure funds are set aside for future capital needs, minimize rate impacts to customers, and act in the best interest of the ratepayers and for the utilities' long-term viability.

<b>140.50DN</b> (Utilities)	<b>Solid Waste Contract Recycling Incentive Program</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$525,000</b> <b>-</b>
--------------------------------	---	-----------------------------------	------------------------------

Allied Waste is contractually obligated to pay a set fee to the City on a monthly basis for each multifamily and commercial customer garbage account. The City reimburses that fee to Allied Waste for each of those accounts that receive recycling services. This pass-through Recycling Incentive Program encourages Allied Waste to ensure that all multifamily and commercial garbage customers are aware of the recycling services available to them as part of their overall garbage rate and persuade those customers to sign-up for recycling services. This proposal is entirely funded by solid waste rates. This proposal does not include any City education or outreach efforts. It covers only the incentive funds pass-through mandated by the contract.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>140.51NN</b> (Utilities)	<b>Utilities Maximo System User Support</b>  Utilities uses the Maximo system to efficiently manage daily operations and maintenance. Utilities water, sewer, stormwater, and streets infrastructure is an important part of a Healthy and Sustainable Environment. Several Utilities work groups are on 24 hour/day, 7 day/week duty and the Maximo system is on-line to support these workers. It plays a pivotal role in supporting business processes including purchasing, tracking work planning and scheduling, making payroll, scheduling tools and equipment, stocking inventory, performing financial reporting, responding to customer requests, preparing regulatory reporting, and dispatching during emergencies. With its extensive data, it is also a wealth of information used to analyze and inform infrastructure planning and operations, budget for asset replacement, support claims, and ensure reimbursement for billable work. This proposal provides staff and professional services to support Utilities' use of this system, realize its capabilities to advance sound business practices, and position Utilities to further improve its asset management program.	<b>\$265,939</b> <b>1.75</b>	<b>\$280,472</b> <b>1.75</b>
<b>140.52NN</b> (Utilities)	<b>Customer and Field Services Support</b>  Any customer call could be notification of a public works emergency. The ability to respond immediately to sewer overflows, water main breaks, flooding storm drains, snow, ice, road hazards, and other emergencies-in addition to delivering regular services on a daily basis depends on skilled staff who provide a live voice for the customer, possess expert knowledge of the business lines and provide effective customer and internal support services to keep field crews well informed, safe, supplied, trained, and working on the right things. This proposal covers centralized field services support for Utilities field staff in the water, wastewater, stormwater, streets, and water quality sections at the Bellevue Service Center (BSC) that facilitates the work of field crews, including front-line customer contact services. This proposal also includes management of utility-owned properties and easements; special projects such as field services continuous process improvement and level-of-service studies; budget administration and monitoring; workload planning/monitoring, and tracking and reporting on over 300 performance measures. In major emergencies, the customer and field services support staff provide 24/7 customer service for the Utilities Command Center housed at the BSC, such as during the major 2008 snow event and December 2006 windstorm.	<b>\$718,273</b> <b>7.05</b>	<b>\$751,898</b> <b>7.05</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>140.53NN</b>	<b>Utilities Technology Planning and User Support</b>	<b>\$169,537</b>	<b>\$194,091</b>
(Utilities)		<b>0.45</b>	<b>0.45</b>
	With multiple business lines, 24 hour/day and 7 day/week responsibilities, mandated reporting requirements, and complex internal accountability requirements, the Utilities Department requires staff to plan for and procure computer equipment and quickly and efficiently address the department's need for end user technology support. This proposal provides all computers and laptops, software, and utility-knowledgeable staff required for daily operations. Staff also provides technology planning and management for the department. The support staff's combined IT experience, comprehensive knowledge of utilities accounting methodologies, and utilities business knowledge are an invaluable resource to manage the department's multiple technology needs.		

**Total Recommended Operating Proposals for Outcome**

<b>Budget</b>	<b>\$104,967,907</b>	<b>\$109,730,046</b>
<b># FTE/LTE</b>	<b>176.61</b>	<b>172.51</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Not Funded Proposals**  
**Healthy & Sustainable Environment**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>100.41NN</b>	<b>Community Alliances &amp; Partnerships</b>	<b>Budget</b>	<b>\$206,826</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b>1.00</b>
	<p>This proposal will provide funding to establish and manage a Blueberry Farm Work Program to assist with maintenance and operations of Bellevue’s existing agricultural lands. The program will provide cost effective labor, alternatives to jail, and rehabilitative services for offenders. In addition, the proposal will provide funding to support non-profit service contracts to assist with environmental stewardship activities throughout the Park system. This program will increase community outreach, citizen involvement and volunteerism for environmental stewardship projects.</p>		

**Total Not Funded Operating Proposals for Outcome**

<b>Budget</b>	<b>\$285,217</b>	<b>\$206,826</b>
<b># FTE/LTE</b>	<b>1.00</b>	<b>1.00</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Budget By Outcome Innovative, Vibrant & Caring Community

### Introduction

---

The following information is presented for the Innovative, Vibrant & Caring Community Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



**Budget By Outcome**  
**Innovative, Vibrant & Caring Community**  
**Purchasing Strategies Summary**

---

**Team Members**

**Leader:** Tim Stever  
**Members:** Elaine Borjeson, Shelley Brittingham, Tony Dempsey, Mike Kattermann, Bruce Kroon  
**Facilitator:** Christina Ericksen

**Value Statements**

As a community, Bellevue values:

- A diverse community where there are opportunities for all generations to live well, work and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive and demonstrates caring for people through actions.
- A “City in a Park.”

**Community Indicators**

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

In the case of Budget One, they are high level indicators of resident opinion 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 pretty much staying the same.

- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a “City in a Park”.

**Key Performance Indicators**

- Percent of resident reporting overall satisfaction with parks and recreation programs as good or better
- Number and \$ value of volunteer participation in park programs
- Number of registered visits to city recreation programs
- Number of Bellevue residents served by Human Services contract agencies

**Purchasing Strategies**

While the team acknowledges it is essential for citizens’ basic needs (food, water and shelter) to be met at an individual level before the rest of the factors become priorities, we have determined all factors deserve equal consideration. Each factor is a necessary component for serving the broader Bellevue population, and for achieving the desired outcome of an innovative, vibrant, and caring community. Therefore, the factors above, and



**Budget By Outcome**  
**Innovative, Vibrant & Caring Community**  
**Purchasing Strategies Summary**

---

the purchasing strategies below, are not listed in any particular order, nor are they prioritized.

- We are seeking proposals that provide affordable access to a range of **Support Services**, specifically proposals that:
  - Increase awareness of, and access to, services provided by the city or other organizations
  - Maintain and enhance existing cultural and recreational facilities and programs
  - Support diverse community programs and facilities for all ages which allow for enhanced or improved access to such programs
  - Allow for healthy interactions within the community and promote community involvement in the provision of services, programs, and facilities
  
- We are seeking proposals that provide **Opportunities for Interaction**, specifically proposals that:
  - Reduce barriers to involvement and interaction
  - Offer a variety of recreational and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors
  - Build social bonds for people to better relate to each other, promoting greater understanding and fostering acceptance between people of different backgrounds and cultures
  
- We are seeking proposals that contribute to the **Built Environment**, specifically proposals that:
  - Address existing characteristics and opportunities for improvement
  - Accommodate future growth and development in terms of demographics, amount, location, design, environmental factors, and infrastructure
  - Allow commerce to thrive while minimizing negative impacts to the community
  - Create a positive, memorable experience for those who live in, or visit, the community
  - Maximize the investment in community facilities by:
    - Supporting programs, events, and facilities that serve diverse populations
    - Providing and maintaining accessible parks and open spaces and attractive street landscapes
    - Providing indoor and outdoor spaces for people to gather, interact, and recreate

*Potential Overlap (Community Facilities): The Quality Neighborhoods, Improved Mobility and Healthy & Sustainable Environment purchasing strategies all address portions of the built environment, including roads, sidewalks, parks and open spaces. Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. Proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility. With regard to proposals for parks and/or open spaces, those intended to provide active recreational opportunities for citizens should be directed to IVCC, whereas those having a goal of preserving the environment, and/or allowing citizens to experience the natural environment, should be directed to Healthy & Sustainable Environment.*





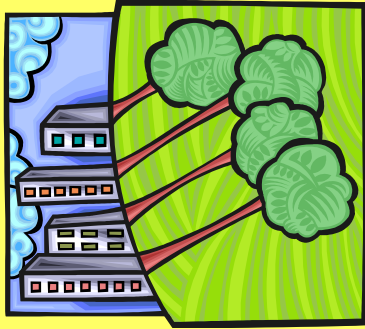
**Budget By Outcome**  
**Innovative, Vibrant & Caring Community**  
**Purchasing Strategies Summary**

---

*Potential Overlap (Planning): Planning efforts which are citywide strategic planning in nature (e.g. Comprehensive Plan Community Vision) should be directed to Responsive Government, whereas subarea plan and general land use planning should come to IVCC. Transportation planning efforts would go to Improved Mobility, unless the transportation planning is part of a larger planning effort (e.g. subarea plans, Bel-Red Redevelopment, etc.). In the latter case, proposals should come to IVCC.*

- We are seeking proposals that **Involve Citizens** specifically proposals that are:
- Designed to engage the demographic diversity of the city's population (i.e. all ages, ethnicities, physical abilities, etc.)
  - Programs that support the creation and/or ongoing activity of organized groups
  - Proactive efforts that inform and involve citizens early in the evaluation process

*Potential Overlap: While Involved Citizens is an important factor in IVCC, and some proposals may ultimately reside here, proposal writers should also refer to Responsive Government. It is anticipated that most proposals designed to enhance information flow and government accessibility (e.g. Service First) would go to Responsive Government, as that is their primary objective, whereas general outreach efforts to neighborhoods might be more appropriate for IVCC or QN, depending on the nature of the proposal.*



# Innovative, Vibrant & Caring Community

## – Cause & Effect Map

As a community, Bellevue values...

- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A “City in a Park”.



### Factors:

#### Support Services

- Accessibility
- Affordability
- Availability
- Information
- Partnerships

#### Opportunities for Interaction

- Events
- Programs
- Public Places
- Private Places

#### Built Environment

- Community Facilities
- Community Design
- Culture
- Housing Options
- Planning

#### Involved Citizens

- Creating Interest
- Open Process
- Broad Outreach
- Organized Groups

### Community Indicators:

- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park."



## Budget By Outcome Innovative, Vibrant & Caring Community Purchasing Plan Overview

---

This document provides an overview of the Innovative, Vibrant & Caring Community (IVCC) Purchasing plan. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended proposals. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the proposals fell below the funding line.

**1. Summary of Outcome Purchases.** At the current level of funding the IVCC outcome is able to purchase the following services in support of the outcome's primary factors:

**a. Support Services**

- Human services programs, affordable housing, and utility rebates will assist those in financial need.
- A broad range of programs and services are made available to the entire population.
- Programs, such as arts, cultural diversity, and sports fields utilize grants and/or partnerships to gain efficiencies and bring programs and services to a broader population.

**b. Opportunities For Interaction**

- Community centers, parks, recreation facilities, and programs provide opportunities for Bellevue citizens to gather, socialize, and recreate.
- The city sponsors (or, in some cases, co-sponsors or otherwise supports) public events.

**c. Built Environment**

- Planning efforts help ensure the city will develop in a way that creates a vibrant built environment.
- Parks, community centers, and other community facilities are maintained to create a pleasing environment for Bellevue citizens and to attract businesses and other development in the city.

**d. Involved Citizens**

- Funding for community centers and programs includes outreach to a variety of populations.
- Citizens participate in volunteer programs through the community centers, landscaping projects, and other opportunities.

**2. Summary of Reductions.** Given the current economic environment the Departments and Results Teams identified and proposed cost reductions within their proposals. Following is a summary of Council approved cost reductions included in the Innovative, Vibrant & Caring Community purchasing plan. Additional details on specific cost reduction actions are included in individual proposals which are available on the City's Website.

**a. Cost Reductions with Minimal Service Impact**

- Eliminate 6 vacant positions, flattening the organization and reallocating work within the department.
- Reduce temporary and seasonal help throughout the department.



**Budget By Outcome**  
**Innovative, Vibrant & Caring Community**  
**Purchasing Plan Overview**

---

- Increase Recreation program fees and contract instructor percentages to City.
- Reduce printing and mailing of brochures and program information.
- Eliminate outside printing costs; reduce travel/training costs, overtime, and city sponsored events.
- Eliminate contract for teen specialist but continue service through shifting responsibilities within the Recreation Division.
- Reduce funds allocated for consultant services.
- Continue to use volunteers to add skilled labor to Mediation program and increase use for Special Olympics.
- Reduce contract labor by hiring 5 FTE positions, with ongoing savings of \$432K per Biennium. (Savings due to contract prevailing wage of \$40 per hour, making in-house crews more cost efficient than contract labor.)
- Increase staff charges to CIP projects and the Land Purchase Revolving Fund. (While this is not a cost reduction, it does reduce the demand on the General Fund.)
- Eliminate Office Assistant position in Parks Administration.

**b. Cost Reductions from Service Level adjustments**

- Reduce operating hours of community centers and programs.
- Eliminate 24 Hour Relay funding. Eliminate Youth Link Board/Council and shift funding to Wraparound Services and Youth Safety proposals.
- Reduce park maintenance expenses to 2009 levels, including reductions in materials (bark, sand, supplies), services (painting, flooring, repairs), and contracted labor.
- Reduce annual contribution by 50% to Housing Trust Fund. (Funding level is adequate to continue all currently planned projects.)
- Reduce Street Trees, Landscaping, and Vegetation Management program by a total of 22%. This requires a fundamental shift in the City's approach to maintenance of landscaping and public safety response to ROW vegetation, and requires the elimination of essential maintenance frequencies, tree pruning, and vegetation control. Staff will prioritize safety related roadside vegetation and hazard tree response.
- In addition to the ongoing 5% decrease in Parks Maintenance funding, the following level of service reductions are also recommended: reduce janitorial contract frequencies at community centers (from seven to five days per week); close restrooms and remove sani-cans at neighborhood parks or lower-demand sites; reduce landscape maintenance at City Hall and BSC; eliminate parking lot sweeping contracts; reduce seasonal help at Waterfront Parks by the equivalent of 1.7 positions.
- Reduce the subsidy of the Northwest Arts Center by \$400K per Biennium. In order to keep facility open, eliminate subsidized programs and change the business model to focus on rental income/private use. Increase Bellevue College TELOS fees to market rates, focus on full cost recovery classes and private rentals, and eliminate partially-benefitted staff as necessary to meet cost recovery goals.



**Budget By Outcome**  
**Innovative, Vibrant & Caring Community**  
**Purchasing Plan Overview**

---

- Reduce the Well KEPT program which provides summer employment opportunities for Bellevue youth to be involved in park stewardship activities.
- c. Cost Reductions from Program/Service Elimination**
- Eliminate the Citywide horticulture program which provides unique and colorful plant materials at a variety of neighborhood entrances, city facilities, gateways, and business districts.
- 3. Below the Funding Line.** The following proposals were recommended for funding by the departments and Results Team but sufficient funding is not available to fund them:
- a. Bellevue Cares Initiative 100.20A1**  
 The Bellevue Cares Initiative supports services that address recession-related impacts on the community and on the city's work force. The original proposal funds the second phase of the initiative, including time-limited support for (1) emergency financial assistance for Bellevue Utilities customers, (2) a culturally competent social service referral program to supplement customer service functions at Mini-City Hall, Service First, Parks Community Centers and Utilities Customer Service, (3) professional mortgage counseling for Bellevue residents, and (4) scholarship assistance for Bellevue resident participation in local arts and recreation programs. This proposal ranked low in the Outcome because of the limited nature of this program when compared with other Social Service funding provided (and fully funded) by the City.
- b. Downtown Livability – 115.05NN**  
 Lack of funding will prevent updating of the design guidelines, zoning incentive system, building form and height provisions, parking standards, and other regulations that are the foundation for development in Downtown Bellevue during construction slow-down.
- 4. Capital Projects**  
 In 2011-2012, projects will focus on the following areas:
- Continuing implementation of the 2008 voter-approved Parks & Open Space Levy by:
    - Acquiring and beginning development of parks and open space areas, including Bellevue Airfield Park, Surrey Downs Park, Lewis Creek Park, and the Bellevue Botanical Garden.
  - Major renovation and refurbishment of Park facilities.
  - Continuing the City's investment in supporting Bellevue's public art program.

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



**Final Budget by Outcome -- Ranking  
Innovative, Vibrant & Caring Community  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Human Services Contracts with Non-Profit Agencies	100.18NA	2.00	410,086	8,770,502	9,180,588	General/Grants
2	Highland Community Center: Disability Program	100.04NN	3.00	619,912	253,427	873,339	General
3	Building Maintenance and Management Program	100.28A1	4.00	786,929	1,114,196	1,901,125	General
4	Property Management: Meydenbauer/Other	100.42NN	1.00	205,687	1,300,151	1,505,838	General/Marina
5	ARCH Administration and Trust Fund Contribution	115.10PN	4.75	990,626	1,100	991,726	General/Housing
6	North Bellevue Community Center/Aging Services	100.02NN	4.00	815,002	251,490	1,066,492	General
7	Crossroads Community Center	100.03NN	4.00	807,478	373,688	1,181,166	General
8	Human Services Planning & Contract Management	100.15NN	3.41	664,501	203,653	868,154	General
9	Bellevue & Crossroads Golf Operations	100.47NA	6.00	1,071,686	3,281,412	4,353,098	Parks Ent
10	Electrical & Mechanical Maintenance/Energy Mgmt Program	100.31NN	3.00	525,484	918,839	1,444,323	General
11	Facilities Scheduling, Adult Leagues, Robinswood House	100.50NN	7.00	1,223,378	455,275	1,678,653	Parks Ent
12	Parks & Community Services Management and Support	100.44NA	12.00	3,041,914	146,334	3,188,248	General
13	PCD Department Management and Support	115.12NN	4.00	1,082,316	159,000	1,241,316	General
14	South Bellevue Community Center	100.01NN	4.56	888,492	883,487	1,771,979	General
15	Utilities Rate Discount Program	140.29NN	0.70	131,616	991,780	1,123,396	Utilities
16	Bellevue Aquatics Center	100.49NA	5.00	967,049	1,130,209	2,097,258	Parks Ent
17	Robinswood Tennis Center	100.48NN	3.00	579,312	277,443	856,755	Parks Ent
18	Community Parks Program	100.24NN	7.00	1,205,676	452,277	1,657,953	General
19	Contracted Janitorial Services Program	100.29A1	2.00	417,237	797,996	1,215,233	General
20	Waterfront Parks Program	100.26A1	7.00	1,300,693	316,383	1,617,076	General
21	City Sport Field Program	100.34NN	2.00	328,462	635,282	963,744	General
22	Planning and Development Initiatives	115.03PA	3.00	812,769	205,340	1,018,109	General
23	Street Trees, Landscaping & Vegetation Management Program	100.39A1	4.00	751,831	935,638	1,687,469	General
24	Bellevue Botanical Garden	100.35NN	4.00	726,519	118,592	845,111	General
25	Kelsey Creek Living Farm & Learning Center	100.08NN	4.56	848,861	482,279	1,331,140	General



**Final Budget by Outcome -- Ranking  
Innovative, Vibrant & Caring Community  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
26	Youth Development	100.13NN	1.00	172,843	264,101	436,944	General
27	Park Planning, Development & Project Management	100.46A1	8.00	1,903,644	113,125	2,016,769	General/CIP
28	Park Custodial Program	100.30A1	3.00	465,884	458,052	923,936	General
29	Community Center Customer Service, Outreach, and Support	100.45NN	5.00	912,249	161,520	1,073,769	General
30	Utility Tax Rebate Program	100.16NN	-	-	276,077	276,077	General
32	Special Events Permitting & Sponsorship	100.10A1	-	-	342,739	342,739	General
33	City Facility Vegetation Management	100.52A1	2.00	386,671	328,820	715,491	General/Utilities
34	Federal Compliance Program Administration	130.09NN	0.50	110,758	1,998	112,756	General
35	Youth Health & Fitness	100.07NN	4.00	774,559	499,220	1,273,779	General
36	Bellevue Youth Theatre	100.11NN	3.00	584,035	282,355	866,390	General
37	Arts Core Program	115.09A1	1.00	213,828	272,000	485,828	General
38	Cultural Diversity Program	100.19NN	1.00	213,828	75,951	289,779	General
39	ADA Facilities and Program Assessments	080.08DN	-	-	175,000	175,000	General
41	Northwest Arts Center	100.09A1	2.56	563,204	271,986	835,190	General
<b>Recommended Proposals</b>							\$55,483,736
31	Downtown Livability	115.05NN	-	109,429	175,000	284,429	General
40	Bellevue Cares Initiative	100.20A1	-	-	140,000	140,000	General/Utilities
<b>Not Funded Proposals</b>							\$424,429
<b>Totals</b>			136.04	\$27,614,448	\$28,293,717	\$55,908,165	





## Final Proposal List by Outcome - Recommended Proposals Innovative, Vibrant Caring Community 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	Total							Total 7 yr Project Cost		
			2011	2012	2011-2012	2013	2014	2015	2016		2017	2013-2017
100.76NA	P-R-2	Enterprise Facility Improvements	\$331	\$344	\$675	\$358	\$372	\$387	\$402	\$418	\$1,937	\$2,612
100.77NA	P-R-11	Parks Renovation and Refurbishment Plan	\$3,000	\$3,120	\$6,120	\$3,320	\$3,490	\$3,690	\$3,910	\$4,140	\$18,550	\$24,670
115.07NN	CD-22	Enhanced Right-of-Way and Urban Boulevards	\$762	\$574	\$1,336	\$587	\$600	\$615	\$615	\$615	\$3,032	\$4,368
115.09DN	CD-11	Public Art Program	\$350	\$350	\$700	\$350	\$350	\$350	\$350	\$350	\$1,750	\$2,450
130.83NA	PW-W/B-49	Pedestrian Facilities Compliance Program	\$100	\$100	\$200	\$100	\$100	\$100	\$100	\$100	\$500	\$700
100.60NN	P-AD-82	Park and Open Space Acquisition - 2008 Parks Levy Project	\$2,000	\$2,000	\$4,000	\$2,000	\$1,000				\$3,000	\$7,000
100.62NN	P-AD-83	Bellevue Airfield Park Development - 2008 Parks Levy Project	\$200	\$500	\$700	\$800					\$800	\$1,500
100.63NN	P-AD-86	Surrey Downs Park Development - 2008 Parks Levy Project	\$200	\$800	\$1,000	\$3,000	\$3,000				\$6,000	\$7,000
100.64NN	P-AD-91	Lewis Creek Park Picnic Area Development - 2008 Parks Levy Project	\$2,000		\$2,000						\$0	\$2,000
100.65NN	P-AD-87	Downtown Park Development - 2008 Parks Levy Project			\$0	\$100	\$500	\$4,400			\$5,000	\$5,000
100.68NN	P-AD-85	Bellevue Botanical Garden Development - 2008 Parks Levy Project	\$2,500	\$2,000	\$4,500	\$1,000					\$1,000	\$5,500
100.69NN	P-AD-90	New Youth Theatre - 2008 Parks Levy Project			\$0	\$4,000	\$1,500				\$5,500	\$5,500
100.72NN	P-AD-27	Park Planning & Design	\$300	\$300	\$600						\$0	\$600
115.03DN	CD-21	Eastgate/I-90 Land Use & Transportation Plan	\$175		\$175						\$0	\$175
<b>Total Capital Projects</b>			<b>\$11,918</b>	<b>\$10,088</b>	<b>\$22,006</b>	<b>\$12,615</b>	<b>\$10,912</b>	<b>\$12,542</b>	<b>\$5,377</b>	<b>\$5,623</b>	<b>\$47,069</b>	<b>\$69,075</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.





**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>080.08DN</b> (Human Resources)	<b>ADA Facilities and Program Assessments</b>  In accordance with the Federal Americans with Disabilities Act (ADA), cities are required to ensure facilities, programs, services, policies, and practices provide access and accommodations to individuals with disabilities. This proposal requests funding for two assessment projects to determine the City's compliance with the ADA and what changes might be necessary to achieve compliance with the federal civil rights statute.	<b>Budget</b> \$110,000  <b># FTE/LTE</b> -	<b>Budget</b> \$65,000  <b># FTE/LTE</b> -
<b>100.01NN</b> (Parks & Community Services)	<b>South Bellevue Community Center</b>  Through partnerships and exceptional customer service, South Bellevue Community Center (SBCC) ensures access and provides affordable opportunities for residents of all ages to participate in recreation, fitness, education, and celebrations for the purpose of building a healthy community. With an overarching emphasis on health and fitness, the center provides opportunities for people to lead healthy lifestyles that connect them to a vibrant and caring community. Of the 275,000 visits recorded at SBCC last year, approximately 129,000 were from programs and services managed by the City. Nearly 75,000 of the visits were in the fitness center (1,400 pass-holders), fitness classes, or drop-in activities; while the remaining 54,000 visits were guests at community events or family celebrations. The Boys & Girls Clubs of Bellevue (BGCB) provided services to 1,840 participants with over 146,000 total visits. SBCC operates in partnership with the BGCB who provide programs for youth and teens. Visits are recorded as individuals participating in programs or services or guests or spectators at events.	<b>Budget</b> \$855,133  <b># FTE/LTE</b> 4.56	<b>Budget</b> \$916,846  <b># FTE/LTE</b> 4.56

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.02NN</b>	<b>North Bellevue Community Center/Aging Services</b>	<b>\$521,530</b>	<b>\$544,962</b>
(Parks & Community Services)		<b># FTE/LTE 4.00</b>	<b>4.00</b>
	<p>This proposal supports the operation of the North Bellevue Community Center (NBCC) and the Aging Services function of the Bellevue Parks &amp; Community Services. The core mission is to be the main point of contact (gathering place) for older adults and their families providing prevention and intervention services, and recreation, socialization, information, and resources in conjunction with an extensive array of community partners. The average daily attendance at NBCC is approximately 350 which equals approximately 100,000 total visits per year. An average of 15 programs and services are offered on average each day (400 per year). Staff are responsible for providing support to two volunteer advisory boards (NBCC Advisory Board and Network on Aging) and the facility is a citywide emergency shelter, and a community gathering place available for private events. (Attachment 4)</p>		

<b>100.03NN</b>	<b>Crossroads Community Center</b>	<b>\$580,109</b>	<b>\$601,057</b>
(Parks & Community Services)		<b># FTE/LTE 4.00</b>	<b>4.00</b>
	<p>Crossroads Community Center, located within Crossroads Community Park, has over 185,000 annual visits. The Center provides the Bellevue community with 70-90 classes and events each quarter including health and wellness classes, cultural and community events, recreational, educational and art classes, along with civic engagement opportunities. The Crossroads Community Center serves a very diverse population, providing an accessible place for youth, teens, individuals and families to socialize, connect with the community, and utilize available social services. The Center provides a safe, secure environment for everyone including youth and teens, and provides direct support for English as a second language populations, low income individuals, and other vulnerable populations with an outreach program focused on serving low to moderate income level families. The Center also provides opportunities for private community rentals, and serves as a city-wide emergency shelter and severe weather shelter facility.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
<b>100.04NN</b>	<b>Highland Community Center: Disability Program</b>		
(Parks & Community Services)			
	<b>Budget</b>	<b>\$427,462</b>	<b>\$445,877</b>
	<b># FTE/LTE</b>	<b>3.00</b>	<b>3.00</b>
	<p>This proposal aligns with the Innovative, Vibrant and Caring Community (IVCC) RFR by operating the Highland Community Center via provision of 110 annual recreation programs and services to 3,400 participants living with developmental and physical disabilities. Acceptance of this proposal provides direct support for individuals living with disabilities to recreate with those of similar skills set or in any Bellevue recreation program or service of their choice.</p>		
<b>100.07NN</b>	<b>Youth Health &amp; Fitness</b>		
(Parks & Community Services)			
	<b>Budget</b>	<b>\$624,425</b>	<b>\$649,354</b>
	<b># FTE/LTE</b>	<b>4.00</b>	<b>4.00</b>
	<p>Youth Health &amp; Fitness programs (Bellevue Skate Parks, Youth Sports &amp; Fitness and the TRACKS Outdoor Initiative (TRACKS stands for Teaching, Recreation, Adventure, Competency, Knowledge &amp; Stewardship) provides opportunities for children, youth and teens to improve their health, reduce their risk of obesity, expand their knowledge of the environment and develop athletic and social skills through participation in indoor and outdoor activities. These introductory non-competitive activities are offered through a full spectrum of camps, clinics, leagues and drop-in activities with service to over 12,000 participants annually.</p>		
<b>100.08NN</b>	<b>Kelsey Creek Living Farm &amp; Learning Center</b>		
(Parks & Community Services)			
	<b>Budget</b>	<b>\$652,742</b>	<b>\$678,398</b>
	<b># FTE/LTE</b>	<b>4.56</b>	<b>4.56</b>
	<p>Kelsey Creek Living Farm &amp; Learning Center (KCLFLC), a Bellevue institution for nearly 40 years, provides the community an opportunity to cross the threshold of urban living into an agricultural experience while maintaining the historic integrity of the farm through living, static and interpretive displays (Attachment 1). The farm is open 365 days and serves 250,000 drop-in visitors, 15,000 visitors at events, 7,790 registered participants in more than 277 programs, and 657 volunteers. KCLFLC contributes to a vibrant and caring community and enhances the quality of life and city brand that keeps Bellevue an economically growing and competitive community.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.09A1</b>	<b>Northwest Arts Center</b>	<b>Budget</b>	<b>\$426,099</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b>2.56</b>

Northwest Arts Center has traditionally provided service to five diverse user groups: (1) Programs serve 8,487 participants infants to seniors with a focus on visual and cultural arts, health and wellness; (2) Community Events serve 6,460 participants utilizing the NWAC and multiple park sites and neighborhoods; (3) The TELOS lifelong learning program serves 690 older adults; (4) Public rental customers; and when necessary (5) Emergency Shelter users. As part of the Budget One process, this proposal has been modified to eliminate the General Fund subsidy of the center. In order to keep the center open and viable, the city will eliminate subsidized programs and change the business model of the center to focus on rental income and private use of the facility. The new business model will focus on full cost recovery for classes and private rentals, and will eliminate partially benefitted staff as necessary to meet the cost recovery goals. Fees for Bellevue College TELOS will be increased to market rate to increase revenue.

<b>100.10A1</b>	<b>Special Events Permitting &amp; Sponsorship</b>	<b>Budget</b>	<b>\$172,420</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b>-</b>

This proposal supports the administration of the Special Events Code (BCC 14.50), including the work of the Special Events Committee, which issues permits for large community events taking place on public property or using public right-of way. In addition, the City's annual production and sponsorship of multiple community special events is included. Providing for safe and well-managed, free or low-cost special events is a way for the responsive City of Bellevue to promote a vibrant community and quality neighborhoods while supporting the city's economic competitiveness and quality of life. Per Council's final budget deliberation, City cash contributions toward special events will be reduced by (\$55,000) for the biennium.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
<b>100.11NN</b> (Parks & Community Services)	<b>Bellevue Youth Theatre</b>	<b>Budget \$424,248</b> <b># FTE/LTE 3.00</b>	<b>\$442,142</b> <b>3.00</b>
	<p>Bellevue Youth Theatre is a recreational theatre program providing young people the opportunity to perform in a community setting while building self esteem and confidence. Participants in this inclusive program reflect the diversity of the community. The program serves 800+ youth annually through 10 mainstage productions and day camps. Performances were attended by 7,000 people in 2009. The program is supported by 250+ volunteers contributing more than 21,600 hours of service. By providing opportunities for interaction and reducing barriers to involvement, BYT contributes to a vibrant and caring community.</p>		
<b>100.13NN</b> (Parks & Community Services)	<b>Youth Development</b>	<b>Budget \$214,935</b> <b># FTE/LTE 1.00</b>	<b>\$222,009</b> <b>1.00</b>
	<p>The Youth Development Program includes Ground Zero Teen Center, GREAT Summer Camp, the Community Leadership Awards and the Youth Involvement Conference. As a group, they provide opportunities for middle and high school youth to participate in recreation, leadership, and prevention activities. Youth Development provides services to 22,000 youth annually and helps keep Bellevue a vibrant and caring community.</p>		
<b>100.15NN</b> (Parks & Community Services)	<b>Human Services Planning &amp; Contract Management</b>	<b>Budget \$424,343</b> <b># FTE/LTE 3.41</b>	<b>\$443,811</b> <b>3.41</b>
	<p>This proposal provides the support necessary for management of human services contracts with non-profit agencies to provide critical support services for Bellevue residents. In addition, it provides staff support for: a) the Human Services Commission; and b) City representation in major regional human services planning and funding collaboration efforts. This proposal also includes the City's payment of liquor excise tax and liquor profits as required by State law to King County's Mental Health Chemical Abuse &amp; Dependency Services Division.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.16NN</b>	<b>Utility Tax Rebate Program</b>	<b>\$136,740</b>	<b>\$139,337</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b># FTE/LTE</b>
		-	-

The Utility Tax Rebate Program offers a year-end rebate of the local taxes residents pay on private utilities (gas, electric, telephone, garbage) and Bellevue's Utilities (water, wastewater and drainage). This program is available for all low-income citizens. To qualify, households must reside within Bellevue city limits and meet income guidelines. This proposal is to fund Utility tax rebates and the labor costs associated with processing the applications for rebates. For 2011 the number of rebates is expected to increase by 6% to 1,325 low-income residents.

<b>100.18NA</b>	<b>Human Services Contracts with Non-Profit Agencies</b>	<b>\$4,528,648</b>	<b>\$4,651,940</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b># FTE/LTE</b>
		2.00	2.00

Residents struggling to meet basic needs for themselves or their families are unlikely to be or feel connected to their community. Funds will be used to respond to the increased and unmet needs documented in the 2009-2010 Human Services Needs Update to ensure that all residents, especially low and moderate-income persons, have affordable access to support services by providing funds to local non-profit agencies who are experts in a broad array of human service programs, e.g. basic needs (food, shelter, etc.), crisis support and intervention, education and training, and prevention programs. There were 109 applications totaling \$4.0 million for General Fund and federal Community Development Block Grant (CDBG) human services contracts submitted to the City on 4/29/10 which exceeds the amount of funds proposed for 2011 contracts by more than \$632,000, or 18%. An additional \$224,000 for the biennium was appropriated based on the Council's final budget deliberations. This amount had not been contemplated by the Results Team.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
Rank			
<b>100.19NN</b>	<b>Cultural Diversity Program</b>	<b>\$149,362</b>	<b>\$140,417</b>
(Parks & Community Services)		<b>1.00</b>	<b>1.00</b>
	The Cultural Diversity Program engages the community to increase understanding of cultural diversity issues, and fosters a welcoming and supportive environment, uniting the city on a social, economic and cultural level. In collaboration with multiple community organizations and agencies, the Cultural Diversity Program serves an estimated 100,000 people per year. The program is designed to assist the City of Bellevue in being responsive to a diverse resident population, assists in fostering the city's economic growth and competitiveness and above all acts to make Bellevue a vibrant and caring community		
<b>100.24NN</b>	<b>Community Parks Program</b>	<b>\$811,125</b>	<b>\$846,828</b>
(Parks & Community Services)		<b>7.00</b>	<b>7.00</b>
	This proposal reflects a 5% reduction from 2010 budget levels. This program will provide for the ongoing comprehensive grounds management of 12 community parks that provide access to 386 acres of park land with amenities such as community centers, interpretative centers, playgrounds, picnic areas, sport fields, sport courts, water features, trails, open space, formal and demonstrative gardens, farms, wildlife and natural areas. Community parks provide the setting for many iconic special events that support Bellevue's rich history and diverse culture. Funding this request will provide resources to ensure that community parks are maintained for public safety, water quality, recreational opportunities and preservation of fish and wildlife habitat. Community parks enhance the City's visual character by perpetuating the "City in a Park" image. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and into the future.		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.26A1</b>	<b>Waterfront Parks Program</b>	<b>\$790,518</b>	<b>\$826,558</b>
(Parks & Community Services)		<b># FTE/LTE 7.00</b>	<b>7.00</b>

This program provides for the comprehensive grounds management of 10 waterfront parks that provide access to 45 acres of park land with amenities such as picnic shelters, playgrounds, open space and trails, including 4,700 feet of shoreline access for swimming, fishing, boating and other water recreational activities. Funding of this request will ensure that waterfront parks are maintained for public safety, water quality, recreational opportunities, and preservation of fish and wildlife habitat. Waterfront parks enhance the City's visual character by perpetuating the "City in a Park" vision. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and into the future. Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts will include the reduction of seasonal help by approximately 3,600 hours (the equivalent of 1.7 FTE.) As a result, seasonal maintenance levels at waterfront parks will be reduced, due to the companion elimination of seasonal lifeguarding services at Enatai, Chism, Clyde, and Chesterfield beach parks.

<b>100.28A1</b>	<b>Building Maintenance and Management Program</b>	<b>\$935,316</b>	<b>\$965,809</b>
(Parks & Community Services)		<b># FTE/LTE 4.00</b>	<b>4.00</b>

The Building Maintenance and Management Program provides for the ongoing maintenance at 97 City-owned park facilities. These public buildings are used by the community for recreation, art, adult education, day care, youth & teen programming, community meetings, valuable community rental space and important emergency shelters. The city has identified community centers as emergency shelters, adverse weather shelters and mass care centers during local and regional emergencies. Continued and ongoing repair and maintenance of city facilities lengthens the life of building structures and increases the availability and accessibility of city buildings for the public. This program exemplifies strong stewardship and multi-dimensional use of existing public resources. Per the Results Team recommendation, this proposal has been reduced by \$10,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts will include the elimination of parking lot sweeping contracts. The reduction will result in increased debris in storm drains, airborne dust, safety concerns for pedestrians, and will reduce the lifespan of asphalt surfaces.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.29A1</b>	<b>Contracted Janitorial Services Program</b>	<b>\$598,007</b>	<b>\$617,226</b>
(Parks & Community Services)		<b># FTE/LTE 2.00</b>	<b>2.00</b>

Funding for the Contracted Janitorial Services Program will allow for the continuation of year-round, custodial service at five community centers, two interpretive centers, twenty five recreational building facilities, and totaling 214,000 square feet of interior space all which operate seven days per week for public services. Program funding will provide for commercial janitorial services and contract administration services for floor and window care, kitchen and restroom furnishings and cleaning and custodial maintenance at city facilities, utilizing contractor expertise and their specialized equipment so the city doesn't have to purchase equipment or store an inventory of parts and materials. Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department's proposal. The impact will be to reduce janitorial service frequencies from 7 to 5 days per week. Community centers and other Parks facilities will not be cleaned daily, paper products will not be replenished, and trash will not be dumped. The overall impact will be unsanitary conditions and reduced useful lives of carpets, wood, and resilient flooring.

<b>100.30A1</b>	<b>Park Custodial Program</b>	<b>\$453,394</b>	<b>\$470,542</b>
(Parks & Community Services)		<b># FTE/LTE 3.00</b>	<b>3.00</b>

The Resource Management, Structural Section, provides regular custodial service at all community, neighborhood and mini-parks, including 25 Bellevue School District sites. Services include trash and recycle pick-up, litter control, cleaning and sanitizing park restrooms and picnic shelters and facilities, and inspecting portable restrooms. The goal of the Park Custodial Program is to provide appropriate custodial maintenance at facilities, and to create a restroom and picnic shelter environment that is clean and sanitary. Funding for this program will allow for the continuation of existing custodial services levels at city restrooms and picnic shelter facilities. Per the Results Team recommendation, this proposal has been reduced by \$25,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts include targeted restroom closures or removal of sani-cans based on seasonal use/lower demand sites.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.31NN</b>	<b>Electrical &amp; Mechanical Maintenance/Energy Mgmt Program</b>	<b>\$710,969</b>	<b>\$733,354</b>
(Parks & Community Services)		<b># FTE/LTE 3.00</b>	<b>3.00</b>

This proposal reflects a 5% reduction from 2010 budget levels. The Electrical & Mechanical Maintenance/Energy Management Program is a key program that provides for safe, energy efficient community buildings and facilities that meet life safety and public safety code requirements. This is a comprehensive program that includes lighting maintenance and repair, electrical service and inspection, indoor fire alarm and sprinkler systems, elevators, emergency power, heating and air condition systems, building security, and sports program lighting for ball fields. Many of the services and inspections are mandated by code or by laws established by the State of Washington. During a regional or local emergency event, Bellevue Community Centers are designated emergency shelters for the public. This proposal seeks ongoing funding that will pay for the maintenance of facility infrastructure systems including electrical and mechanical systems, and energy management.

<b>100.34NN</b>	<b>City Sport Field Program</b>	<b>\$475,149</b>	<b>\$488,595</b>
(Parks & Community Services)		<b># FTE/LTE 2.00</b>	<b>2.00</b>

This proposal reflects a 5% budget reduction from 2010 budget levels. This program will provide for the ongoing comprehensive grounds management of 40 athletic fields found within 14 sport field parks that provide a mix of natural grass, synthetic and all purpose dirt surfaces that support soccer, lacrosse, football, baseball, softball and youth sport camp activities. With this program, the City will continue to provide access to 114 acres of athletic fields that support the growing demand for recreational activity offered through various youth and adult athletic organizations of Bellevue and the greater eastside region. Funding of this request will provide resources to ensure that the City's sport fields are maintained for public safety, aesthetics and optimal recreational opportunities while at the same time enhancing the City's visual character by perpetuating the "City in a Park" image. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and into the future.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
100.35NN (Parks & Community Services)	<p><b>Bellevue Botanical Garden</b></p> <p>This proposal supports the operation of the Bellevue Botanical Garden (BBG) at 95% of the 2010 base budget. Featuring 53 acres of display gardens, trails and natural areas, the Garden is a destination that attracts an estimated 300,000 residents and visitors annually. Demonstration gardens, educational programs, and special events like Garden d'Lights enhance Bellevue's image as a "City in a Park" and are delivered through an innovative public/private partnership model. Broad visitation and citizen participation in Garden events and programming contribute to environmental stewardship, civic pride and engaged citizens.</p>	<p><b>Budget</b> \$412,610</p> <p><b># FTE/LTE</b> 4.00</p>	<p><b>Budget</b> \$432,501</p> <p><b># FTE/LTE</b> 4.00</p>
100.39A1 (Parks & Community Services)	<p><b>Street Trees, Landscaping &amp; Vegetation Management Program</b></p> <p>This proposal includes the City's Street Trees and Landscaping Program that manages over 9,000 trees and 184 acres of landscaping planted and maintained by the City on public ROW improvement projects. These trees and landscapes enhance the aesthetic quality and connectivity of our neighborhoods, provide pedestrian separation and tree canopy in the Downtown, and improve Bellevue's visual character which attracts businesses and fosters the reputation of Bellevue as a "City in a Park". This proposal has been reduced 22% from current funding levels, including a 5% reduction in the department's initial proposal and an additional 17% reduction through the Budget One process. This requires a fundamental shift in the City's approach to maintenance of landscaping and response to ROW vegetation, including the elimination of essential maintenance frequencies, tree pruning and vegetation control. Staff will prioritize safety related roadside vegetation and hazard tree response and respond to the most critical safety related issues first, with aesthetics and arboricultural pruning and maintenance becoming a secondary priority.</p>	<p><b>Budget</b> \$829,373</p> <p><b># FTE/LTE</b> 4.00</p>	<p><b>Budget</b> \$858,096</p> <p><b># FTE/LTE</b> 4.00</p>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>100.42NN</b>	<b>Property Management: Meydenbauer/Other</b>		
(Parks & Community Services)		<b>Budget</b> <b>\$739,237</b>	<b>\$766,601</b>
		<b># FTE/LTE</b> <b>1.00</b>	<b>1.00</b>
	<p>The City has strategically acquired multiple properties along Meydenbauer Bay, with the long-term planning goal of connecting the Lake Washington waterfront to the Downtown Park, as planned in the Draft Meydenbauer Bay Park and Land Use Master Plan (Attachment 1). The Bellevue Marina, Bayvue Village Apartments, and multiple single family residential homes on Meydenbauer Bay have been purchased to allow for future park development. This proposal also includes several miscellaneous properties throughout the City acquired for future park benefits self-supported within the Land Purchase Revolving Fund (Attachment 2). The City provides contract administration services for these properties and receives professional property management assistance from Yates, Woods and MacDonald, Inc., with rental revenues generated from these sites to pay for the on-going maintenance, property management and repayment of the Limited Tax General Obligation bonds issued to acquire the Marina. This proposal is self-supported by rental revenues it generates, and is not a request for additional funds.</p>		
<b>100.44NA</b>	<b>Parks &amp; Community Services Management and Support</b>		
(Parks & Community Services)		<b>Budget</b> <b>\$1,554,162</b>	<b>\$1,634,086</b>
		<b># FTE/LTE</b> <b>12.00</b>	<b>12.00</b>
	<p>This proposal provides strategic leadership, management and administrative support to Bellevue Parks &amp; Community Services. These resources benefit all programs within the department, but could not logically be spread among 70 operating and capital proposals. Functions include Department Leadership, Fiscal Management, Administration and Technology, Public Information, and Board/Commission support. The training budget for the entire department is also included. Operating costs for this proposal represent 3% of the Parks &amp; Community Services budget. This proposal has been further reduced through the Budget One process, including the elimination of one FTE position (Office Assistant) and the reduction of the departmental training budget for all parks employees.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.45NN</b> (Parks & Community Services)	<b>Community Center Customer Service, Outreach, and Support</b>	<b>Budget</b> \$524,089	<b>Budget</b> \$549,680
		<b># FTE/LTE</b> 5.00	<b># FTE/LTE</b> 5.00

This proposal responds to the Innovative, Vibrant, and Caring Community (IVCC) Request for Results (RFR) by providing support for customer service, marketing, outreach, and recreation systems process support for all Parks & Community Services facilities and program areas. These services enable and support the collection of approximately \$1.8M in General Fund revenue and approximately \$2.5M in Parks Enterprise Fund revenues annually. The proposal also includes evaluation of department programs and services for relevance and effectiveness. In 2009, nearly 8,000 individual Bellevue residents relied on these systems and services, and over 33,000 recreation program registrations were completed.

<b>100.46A1</b> (Parks & Community Services)	<b>Park Planning, Development &amp; Project Management</b>	<b>Budget</b> \$984,168	<b>Budget</b> \$1,032,601
		<b># FTE/LTE</b> 8.00	<b># FTE/LTE</b> 8.00

This proposal seeks funds for staffing to implement \$83.3 million in Park CIP proposals over the next seven years, which includes \$58 million in levy-supported acquisition and development projects; \$24.7 million in renovation projects, and \$600,000 in planning, design, and grant support. Per the Results Team recommendation, this alternative increases staff charges to the CIP and the Land Purchase Revolving Fund, which reduces the net cost of this proposal to the General Fund but also decreases the capital funding available for park property acquisition.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.47NA</b>	<b>Bellevue &amp; Crossroads Golf Operations</b>	<b>Budget</b>	<b>\$2,190,194</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b>6.00</b>

The Bellevue Golf Course and the Crossroads Par-3 Golf Course are the only public golf courses in Bellevue. They offer the public a place to play and practice golf, spend time with family and friends, and exercise in an outdoor environment. The Bellevue Golf Course has a restaurant and banquet room, available to golfers and the general public for socializing, dining or for special events. Last year, over 78,000 rounds of golf were played on the two courses. In a recent survey of public golf courses located in the Puget Sound region, the Bellevue Golf Course had the third highest number of rounds, demonstrating that the Bellevue Golf Course is a heavily used and popular facility. In addition to regular play, Bellevue Golf Course hosts girls and boys high school golf teams, the Special Olympics, and First Tee, which is a nonprofit organization that provides golf and life instruction to area youth at low or subsidized costs. The golf course also hosts Women's and Men's Clubs, and several tournaments each year. This facility is self-supported through user fees and generates positive net income of approximately \$300,000 per year.

<b>100.48NN</b>	<b>Robinswood Tennis Center</b>	<b>Budget</b>	<b>\$437,647</b>
(Parks & Community Services)		<b># FTE/LTE</b>	<b>3.00</b>

The Robinswood Tennis Center (RTC) is the only year-round public tennis facility on the greater Eastside, and one of only two year-round public facilities in the Puget Sound region. RTC serves primarily Bellevue residents but it is also a regional asset for the greater tennis community. Currently, 45% of usage of the facility is allocated for public rentals. Programs and activities comprise the remaining 55% of facility usage. The programs offered cover a broad spectrum of opportunities for participation for youth & adult, to special populations which include teens, seniors, and special needs. Some of these programs include: general instruction classes for children and adults, junior tennis teams for youth competition, senior drill and play, adult leagues, special needs tennis, and wheelchair tennis. The Tennis Center also coordinates and hosts local and regional events such as the Cascade Middle School Tennis League, the US Tennis Association (USTA) Youth Multicultural Jamboree, and youth & adult recreational tournaments. This facility is self-supported through user fees.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>100.49NA</b> (Parks & Community Services)	<b>Bellevue Aquatics Center</b>	<b>Budget \$1,031,624</b> <b># FTE/LTE 5.00</b>	<b>\$1,065,634</b> <b>5.00</b>
	<p>This is a proposal for the continued maintenance and operation funding for the Bellevue Aquatic Center. The Bellevue Aquatic Center is the only publicly operated aquatic facility within the City of Bellevue and one of three publicly operated indoor aquatic facilities on the greater eastside. In 2009, there were 154,449 recorded visits to the center which includes a warm water therapy pool, and a 25 yard lap pool with attached diving tank. Activities at the Aquatic Center include swimming lessons, recreation swimming, athletic exercise and training, recreational and physical therapy and rental opportunities for the general public. Combined with other Parks Enterprise activities, this proposal eliminates the General Fund subsidy to the Aquatics Center.</p>		
<b>100.50NN</b> (Parks & Community Services)	<b>Facilities Scheduling, Adult Leagues, Robinswood House</b>	<b>Budget \$825,171</b> <b># FTE/LTE 7.00</b>	<b>\$853,482</b> <b>7.00</b>
	<p>The Facilities Scheduling Office, Adult Sports and Robinswood House, are managed as part of the Enterprise Division, Parks &amp; Community Services Department. The Facility Scheduling office reserves and rents five indoor facilities (Winters House, Lewis Creek Visitor Center, Mercer Slough Environmental Education Center, Lake Hills Clubhouse and the Tyee Community Gym); 24 picnic and park sites throughout the city including the Bellevue Downtown Park, the International Shelter at Crossroads Park, and 8 picnic sites at beach parks. The Facilities Scheduling office is also responsible for scheduling 25 city park athletic fields and 43 school sites, as part of a written agreement with the Bellevue School District. The Adult Sports Program provides competitive and recreational leagues for adults in basketball and volleyball. Twenty six leagues are scheduled throughout the year, with over 180 teams and 1,800 players participating. The Robinswood House is a high end rental facility available for weddings, parties and corporate meetings. The Robinswood House is managed through a contract with Premier Properties. Enterprise Programs are supported through user fees and provide full cost recovery. Revenue generated by scheduling office will support 4 FTE's from Resource Management for maintenance support of rental facilities.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>100.52A1</b>	<b>City Facility Vegetation Management</b>	<b>\$350,862</b>	<b>\$364,629</b>
(Parks & Community Services)		<b># FTE/LTE 2.00</b>	<b>2.00</b>

This program will provide for the ongoing grounds management of 39 City-operated facilities including City Hall and Bellevue Service Center, as well as vegetation management at various City "gateways" such as landscaping areas on Bellevue Way. These assets are a public focal point for city activities which promote a sense of place and create a positive image of the City of Bellevue. This proposal would maintain attractive, safe and clean landscapes at City facilities and gateways that promote the vision of Bellevue as a "City in a Park". While the original proposal included a 5% budget reduction, an additional \$30,000 in service reductions is recommended as part of the Budget One process. Impacts include reduced landscape maintenance at municipal facilities, including Bellevue City Hall, Bellevue Service Center, and other facilities. This will result in loss of plants, reduced aesthetics, and increased weeds in shrub beds.

<b>115.03PA</b>	<b>Planning and Development Initiatives</b>	<b>\$497,986</b>	<b>\$520,123</b>
(Planning & Community Development)		<b># FTE/LTE 3.00</b>	<b>3.00</b>

This proposal is to engage in planning and development initiatives that create and sustain a quality natural and built environment, create economic development opportunities, and guide growth and change in a manner that preserves and enhances the character of our community. These include major planning projects initiated by Council, such as the ongoing Eastgate/I-90 study and the anticipated annexation of the Eastgate area, as well as participation in other multidepartmental projects such as tree preservation and enhancement of city's urban boulevards.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
<b>115.09A1</b>	<b>Arts Core Program</b>	<b>\$238,665</b>	<b>\$247,163</b>
(Planning & Community Development)		<b># FTE/LTE 1.00</b>	<b>1.00</b>
	<p>The Arts Core Program's purpose is to develop and support a strong network of arts and cultural organizations that serve Bellevue residents by providing opportunities to engage in arts of all kinds and at all levels. These cultural activities contribute uniquely to Bellevue's quality of life and establish Bellevue as the arts and cultural center of the Eastside. This proposal will purchase 1) Arts Commission liaison and support services; 2) an update of the City's Arts and Cultural Plan, the Cultural Compass; and 3) public information, and partnerships with regional and national organizations that benefit Bellevue. Reducing the funding of arts organizations by (\$15,000) will decrease the Operating budget.</p>		
<b>115.10PN</b>	<b>ARCH Administration and Trust Fund Contribution</b>	<b>\$482,962</b>	<b>\$508,764</b>
(Planning & Community Development)		<b># FTE/LTE 4.75</b>	<b>4.75</b>
	<p>This proposal includes three components that support Bellevue housing programs:                      --Bellevue's contribution to the ongoing administration of ARCH (A Regional Coalition for Housing), a sub-regional consortium of 15 cities and King County that delivers housing programs across the Eastside. Bellevue conducts most City housing programs through ARCH, and funds the Program manager position as the City's contribution to ARCH administration.                      --Other consortium cities' contributions to ARCH staffing and administration                      --Bellevue's annual contributions to the Housing Trust Fund, which funds preservation and development of affordable housing projects. The Housing Trust Fund is administered by ARCH.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
------------	----------------	------	------

<b>115.12NN</b>	<b>PCD Department Management and Support</b>	<b>\$605,366</b>	<b>\$635,950</b>
(Planning & Community Development)		<b># FTE/LTE 4.00</b>	<b>4.00</b>

This proposal provides strategic leadership, management and general support to the Planning and Community Development Department. These resources benefit all functions within the department and could not logically be assigned to an individual proposal. Positions included in this proposal are: PCD Department Director, Assistant Director, and two administrative assistants. In addition to department-specific functions, the Director and Assistant Director lead and contribute to a variety of strategic initiatives that benefit the city as a whole.

<b>130.09NN</b>	<b>Federal Compliance Program Administration</b>	<b>\$54,953</b>	<b>\$57,803</b>
(Transportation)		<b># FTE/LTE 0.50</b>	<b>0.50</b>

This proposal ensures the Transportation Department is in compliance with federal civil rights laws (including Title II of the Americans with Disabilities Act or ADA and Title VI of the Civil Rights Act), which are mandated for agencies accepting federal funding. The compliance program helps to achieve citywide and multiple Innovative, Vibrant & Caring Community purchasing strategies related to reducing barriers to citizen engagement, participation, and interaction. In 2009 a citywide inventory of public rights of way found nearly \$1 billion in investments were needed to bring sidewalks and curb ramps into compliance with ADA standards; this program prioritizes, links, and monitors implementation efforts to maximize the limited resources available for this purpose and to increase access for the more than 15 percent of Bellevue residents with disabilities. The Title VI effort works to engage people of different races and cultures, socio-economic classes, and language preferences (nearly 10 percent of Bellevue households speak a first language other than English) in the planning and design of transportation projects.

<b>140.29NN</b>	<b>Utilities Rate Discount Program</b>	<b>\$525,561</b>	<b>\$597,835</b>
(Utilities)		<b># FTE/LTE 0.70</b>	<b>0.70</b>

The Utilities Rate Discount Program is a support and safety net for Bellevue's low income senior and disabled citizens. The program provides much-needed utilities rate relief to over 1,100 participants annually. These customers receive either a 40% or 75% discount on their utility bill. In 2011-12, this program will provide a total of \$931,000 in assistance.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**Total Recommended Operating Proposals for Outcome**

Budget	\$27,242,366	\$28,241,370
# FTE/LTE	136.04	136.04

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





**Final Proposal List by Outcome - Not Funded Proposals**  
**Innovative, Vibrant & Caring Community**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>100.20A1</b> (Parks & Community Services)	<b>Bellevue Cares Initiative</b>  The Bellevue Cares Initiative supports services that address recession-related impacts on the community and on the city's work force. This proposal funds the second phase of the initiative, including time-limited support for (1) emergency financial assistance for Bellevue Utilities customers, (2) a culturally competent social service referral program to supplement customer service functions at Mini-City Hall, Service First, Parks Community Centers and Utilities Customer Service, (3) professional mortgage counseling for Bellevue residents, and (4) scholarship assistance for Bellevue resident participation in local arts and recreation programs. Per the Results Team recommendation, funding for this program will be reduced by \$140,000 due to the relatively low ranking within the outcome and the potential overlap with Human Service funding. Funding is now included in the first year of the biennium so the public can benefit from the fiscal support earlier in the budget cycle, with the anticipation that the general economy will improve in 2012 and the demand for financial assistance will be reduced as the economy improves.	Budget # FTE/LTE	\$140,000 -	\$0 -
<b>115.05NN</b> (Planning & Community Development)	<b>Downtown Livability</b>  This proposal provides resources for refining the design guidelines, zoning incentive system, building form and height provisions, parking standards, and other regulations that are the foundation for development in Downtown Bellevue. These elements need to be updated prior to the next development cycle. This work stems from the Downtown Implementation Plan, which concluded that Downtown's competitive edge will increasingly depend on creating and maintaining a viable, livable and memorable environment in our urban center.	Budget # FTE/LTE	\$0 -	\$284,429 1.00
<b>Total Not Funded Operating Proposals for Outcome</b>		Budget # FTE/LTE	\$140,000 -	\$284,429 1.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Budget by Outcome Quality Neighborhoods

### Introduction

---

The following information is presented for the Quality Neighborhoods Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



## Budget By Outcome Quality Neighborhoods Purchasing Strategies Summary

---

### Team Members

**Leader:** Mike Kattermann

**Members:** Elaine Borjeson, Shelley Brittingham, Tony Dempsey, Bruce Kroon, Tim Stever

**Facilitator:** Christina Ericksen

### Value Statements

As a community, Bellevue values:

- neighborhoods that are attractive, well maintained, and safe
- neighborhoods that support families, particularly those with children
- neighborhoods that have convenient access to day-to-day activities

### Community Indicators

The Community Indicators for Quality Neighborhoods are:

- % of residents who agree that Bellevue has attractive neighborhoods that are well maintained, and safe.
- % of residents who feel they live in neighborhoods that support families, especially those with children.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

### Key Performance Indicators

- % of code violations resolved through voluntary compliance
- % of residents with average to strong sense of community
- % of residents who say their neighborhood is a good to excellent place to live
- % of households living within 1/3 mile of a park or trail access point
- % of successful mediations or facilitations conducted and number of households where agreement or consensus is reached

### Purchasing Strategies

While all these purchasing strategies are important, a Sense of Community is the best overall determinant of what constitutes Quality Neighborhoods.

- We are seeking proposals that strengthen the ***Sense of Community***, specifically proposals that:
  - Involve partnerships for community building
  - Increase neighborhood cohesion
  - Build capacity within neighborhoods for greater self-reliance
  - Preserve and enhance neighborhood character
- We are seeking proposals for Neighborhood ***Facilities and Amenities***, specifically proposals that:
  - Develop, maintain and enhance trails, parks, open spaces and facilities
  - Promote active, clean and safe gathering places
  - Promote community's use of public spaces
  - Leverage partnerships with other agencies and entities (e.g. school districts, businesses, other neighborhoods) to provide facilities and amenities.



## Budget By Outcome Quality Neighborhoods Purchasing Strategies Summary

---

This purchasing strategy overlaps with the Innovative, Vibrant and Caring Community (IVCC) purchasing strategy related to “Built Environment.” Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. All other proposals should be directed to IVCC.

- We are seeking proposals that provide services and programs that enhance **Public Health and Safety**, specifically proposals that:
  - Result in clean streets, sidewalks and other public spaces (This purchasing strategy overlaps with Improved Mobility and Healthy and Sustainable Environment. Proposals related to clean streets should be directed to Improved Mobility. Other Proposals related to neighborhood projects should be directed to Quality Neighborhoods)
  - Provide prevention education in the area of public safety, emergency preparedness and public health (This purchasing strategy overlaps with Safe Community; proposals should be directed to the Safe Community Outcome.
  - Result in clean and well-maintained commercial and residential properties
  
- We are seeking proposals that encourage and support neighborhood Mobility, specifically proposals that:
  - Enhance access to goods and services
  - Reduce reliance on automobiles for day-to-day activities
  - Provide safe and convenient connectivity within neighborhoods

Potential overlap with Improved Mobility: proposals that involve capacity or infrastructure improvement projects should be directed to Improved Mobility; proposals to address perceived conflicts between existing facilities and neighborhood character should be directed to Quality Neighborhoods.

- We are seeking proposals that leverage the importance and utilization of **Schools** for the benefit of Bellevue neighborhoods. Because the City of Bellevue is not directly responsible for schools there are no specific purchasing strategies for this factor. However, proposals that address the “sense of community” and “facilities and amenities” factors should include programs or partnerships involving schools when appropriate.



# Quality Neighborhoods – Cause & Effect Map



As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports families, especially those with children.
- Convenient access to day-to-day activities



## Factors:

### Sense of Community

- Upkeep
- Character
- People
- Stability

### Facilities and Amenities

- Partnerships
- Private Investment
- Public Investment
- Long-Range Planning

### Public Health and Safety

- Prevention / Education
- Security
- Maintenance

### Mobility

- Connectivity
- Access to Citywide goods and services

### Schools

- Education
- Identity
- Recreation
- Social interaction
- Facilities

## Community Indicators:

- % of residents who agree that Bellevue has attractive neighborhoods that are well-maintained and safe.
- % of residents who feel they live in neighborhoods that support families, particularly those with children.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.



## Budget By Outcome Quality Neighborhoods Purchasing Plan Overview

---

This document provides an overview of the Quality Neighborhoods Purchasing plan. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended proposals. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the proposals fell below the funding line.

1. **Summary of Outcome Purchases.** At the current level of funding the Quality Neighborhoods outcome is able to purchase the following services in support of the outcome's primary factors:
  - a. **Sense of Community**
    - Programs to build the sense of community through physical improvements, volunteer efforts, leadership development and targeted assistance based on local need.
    - Operates mini-city hall at Crossroads to provide a wide range of information and services to the diverse population of that area.
    - Reduces and addresses disputes among neighbors through conflict coaching, mediation and facilitation services to neighbors, families, and other segments of the community.
  - b. **Facilities and Amenities**
    - Maintains 41 neighborhood parks, playground equipment, skate parks and other facilities and amenities for the continued use and enjoyment of neighborhood residents.
    - Keeps the water features clean and flowing at Crossroads Spray Park, Botanical Garden, and Downtown Park.
    - Programs and maintains 21 BSD-owned athletic fields for use by local residents and sports leagues.
  - c. **Public Health and Safety**
    - Enforces local codes that address nuisances and potential hazard issues in order to preserve livability and desirability of the City's residential and commercial areas.
    - Promotes clean and well-maintained properties through education and neighborhood clean-up programs.
  - d. **Mobility**
    - Preserves programs designed to address cut-through and speeding traffic in residential areas with signage, education, pavement markings and enforcement.
    - Continues to address spillover parking issues through establishment of residential parking zones (RPZ).
  - e. **Schools**
    - Continues collaborative "Wrap-Around Services" program with Bellevue Schools, non-profits and local businesses to meet educational and developmental needs of students, involve local residents in the school and by extension the community, maximize investment in school facilities.
2. **Summary of Reductions.** Given the current economic environment the Departments and Results Teams were tasked with identifying and proposing cost reductions within their proposals. Following is a summary of Council approved cost reductions included in the Quality Neighborhoods purchasing plan. Additional details on specific cost



**Budget By Outcome**  
**Quality Neighborhoods**  
**Purchasing Plan Overview**

---

reduction actions are included in individual proposals which are available on the City's Website.

**a. Cost Reductions with Minimal Service Impact**

- Charge fee for basic mediation training.
- Eliminate contract for Parent/Teen mediation specialist.
- Reduces 0.5 FTE in code compliance through streamlining processes and realigning enforcement priorities.

**b. Cost Reductions from Service Level Adjustments**

- Reduction in material expenditures, non-routine project work beyond regular maintenance and contract/seasonal work for neighborhood park facilities and water features.

**c. Cost Reductions from Program/Service Elimination**

- Neighborhood Shopping Centers/115.03NB - the QN results team did not recommend funding this proposal in favor of funding proposals in other outcomes. Lack of funding results in delayed improvement of neighborhood shopping centers.
- Transportation Department proposed (and the results team accepted) elimination of capital improvements (e.g. speed humps, traffic circles) and related 1.6 FTE portion of traffic calming program.
- Elimination of horticulture program that provides plant materials at a variety of neighborhood entrances, city facilities, gateways and business districts.

**3. Below the Funding Line. N/A**

**4. Capital Projects**

In 2011-2012, projects will focus on the following areas:

- Continuing the Neighborhood Enhancement Program (NEP).
- Continuing implementation of the 2008 voter-approved Parks & Open Space Levy by:
  - Focusing on two neighborhood park planning and development projects, one in the Bridle Trails neighborhood area and the other along Lake Sammamish.

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



**Final Budget by Outcome -- Ranking  
Quality Neighborhoods  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Neighborhood & Community Outreach	115.08PN	5.00	1,035,916	295,500	1,331,416	General
2	Code Compliance	110.07NN	6.60	1,355,000	71,649	1,426,649	General/Dev Svcs
3	Community Schools: Wrap-Around Services	100.12NN	4.00	859,191	535,033	1,394,224	General/Grants
4	Playground, Skate & Sports Court Safety Program	100.32NN	1.00	173,538	702,264	875,802	General
5	Neighborhood Parks Program	100.25NN	2.00	402,317	1,375,383	1,777,700	General
6	Neighborhood Traffic Calming Program	130.15DN	2.77	710,364	129,559	839,923	General
7	Bellevue Neighborhood Mediation Program	115.11NN	1.56	365,796	22,500	388,296	General
8	Bellevue School District Sport Field Program	100.51NN	2.00	321,923	91,139	413,062	General
9	Park Amenities & Outdoor Water Features Maintenance Program	100.33NN	3.00	535,565	1,179,898	1,715,463	General
	<b>Recommended Proposals</b>		<b>27.93</b>	<b>\$5,759,610</b>	<b>\$4,402,925</b>	<b>\$10,162,535</b>	
10	Neighborhood Shopping Centers	115.03NB	0.56	120,357	225,000	345,357	General
	<b>Not Funded Proposals</b>			<b>\$120,357</b>	<b>\$225,000</b>	<b>\$345,357</b>	
	<b>Totals</b>		<b>28.49</b>	<b>\$5,879,967</b>	<b>\$4,627,925</b>	<b>\$10,507,892</b>	



## Final Proposal List by Outcome - Recommended Proposals Quality Neighborhoods 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	Total							Total 7 yr Project Cost				
			2011	2012	2011-2012	2013	2014	2015	2016		2017	2013-2017		
115.08D3	NEP-1	Neighborhood Enhancement Program	\$1,549	\$1,549	\$3,098	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000	\$9,098
115.08D2	NIS-2	Neighborhood Partnerships	\$100	\$100	\$200	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$500	\$700
100.67NN	P-AD-88	Neighborhood Park Development - 2008 Parks Levy Project	\$100	\$400	\$500	\$1,300	\$1,500	\$1,500	\$1,500	\$1,500	\$200	\$4,500	\$5,000	
<b>Total Capital Projects</b>			<b>\$1,749</b>	<b>\$2,049</b>	<b>\$3,798</b>	<b>\$1,400</b>	<b>\$3,100</b>	<b>\$3,100</b>	<b>\$3,100</b>	<b>\$1,800</b>	<b>\$1,600</b>	<b>\$11,000</b>	<b>\$14,798</b>	

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



**Final Proposal List by Outcome - Recommended Proposals**  
**Quality Neighborhoods**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**100.12NN**  
(Parks & Community Services)

**Community Schools: Wrap-Around Services**

<b>Budget</b>	<b>\$683,560</b>	<b>\$710,664</b>
<b># FTE/LTE</b>	<b>4.00</b>	<b>4.00</b>

Community Schools-Wrap-Around Services is a collaborative program that efficiently realigns existing community resources using local schools to deliver services to children, families and neighborhoods. The program develops service partnerships between the City, school district, non-profit organizations, faith based groups, private foundations, local businesses and community associations. In 2009, the program served 1,892 children and families at Lake Hills Elementary and Odle Middle School. Wrap-Around Services builds quality neighborhoods by involving local residents in the life of the neighborhood school.

**100.25NN**  
(Parks & Community Services)

**Neighborhood Parks Program**

<b>Budget</b>	<b>\$876,848</b>	<b>\$900,852</b>
<b># FTE/LTE</b>	<b>2.00</b>	<b>2.00</b>

This program provides for the comprehensive grounds management of 41 neighborhood parks that provide access to 102 acres of park land with amenities such as sport courts, playgrounds, picnic areas, open space, hiking trails and natural areas. This program responds to the vision of Bellevue as a "City in a Park" by providing access to a diverse range of well used public open spaces where people can come together and interact in meaningful ways. The original proposal reflected a 5% reduction from 2010 budget levels. Based on the recommendations of the Budget One process, the Citywide horticulture program will also be eliminated. The horticulture program has historically provided unique and colorful plant materials at a variety of neighborhood entrances, city facilities, gateways, and business districts.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Quality Neighborhoods**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>100.32NN</b>	<b>Playground, Skate &amp; Sports Court Safety Program</b>	<b>\$432,399</b>	<b>\$443,403</b>
(Parks & Community Services)	# FTE/LTE	1.00	1.00
	<p>This proposal reflects a 5% budget reduction from 2010 budget levels. The Playground, Skate &amp; Sports Court Safety Program goal is to provide safe playground equipment, playground surface materials, sports courts and skate parks for children of all ages while maintaining national safety standards. This goal is achieved by providing regular inspections of playgrounds and other assets by certified staff, and by making repairs and replacements of broken equipment for the 45 city playgrounds and 63 sports courts, and 3 skate parks a high priority. Regular maintenance and inspection of play equipment, sports courts and a skate park reduce the city's liability and reduces potential claims by park visitors. Funding for this safety program will allow for the continuation of playground, sports court and skate park inspections, replacement and repair of equipment and playground surface materials. Maintaining playground, skate parks, and sport courts safety by certified staff members is fundamental in maintaining national accreditation.</p>		
<b>100.33NN</b>	<b>Park Amenities &amp; Outdoor Water Features Maintenance Program</b>	<b>\$845,438</b>	<b>\$870,025</b>
(Parks & Community Services)	# FTE/LTE	3.00	3.00
	<p>This proposal reflects a 5% reduction from 2010 budget levels. The Resource Management Division has overall responsibility for maintenance and operations of all outdoor amenities including fencing, drinking fountains, hard surfaces, sports court netting, and backstops, play chip surfacing, park signs, docks and piers and four exterior water features. Examples of water features include the ground cover garden at the Bellevue Botanical Garden, the Crossroads International Park Spray Park, and the water features at the Downtown Park, which including the widest manmade waterfall in Washington State and the spectacular fountain off of NE 4th street. Maintaining the water quality and filtration systems of these four exterior water features is an essential element of the maintenance program to insure water quality/public health. Funding this program will allow for the continuation of critical inspections, repairs and management of these public assets.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Quality Neighborhoods

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>100.51NN</b> (Parks & Community Services)	<b>Bellevue School District Sport Field Program</b>  This proposal reflects a 5% budget reduction from 2010 budget levels. This program will provide for the ongoing grounds management of 21 athletic fields located on Bellevue School District (BSD) properties that provide 32 acres of natural grass and all-purpose dirt surfaces which support soccer, lacrosse, football, baseball, softball, youth sports camps, school and neighborhood activities. With this program, the City will continue its dynamic relationship with the BSD which allows the City to meet the growing need for additional sports field facilities necessary to support recreational activities of various youth and adult athletic organizations, and enhance fields for Bellevue students and families. Funding of this request will provide resources to ensure that BSD sports field facilities are maintained for safety and aesthetics, while at the same time enhancing recreational opportunities for people who live, work and play in Bellevue.	<b>\$201,962</b> <b>2.00</b>	<b>\$211,100</b> <b>2.00</b>
<b>110.07NN</b> (Development Services)	<b>Code Compliance</b>  The Code Compliance program supports quality neighborhoods by reducing or eliminating nuisances, building safety threats, and environmental damage that detract from neighborhood appearance, cleanliness, desirability, and the overall quality of neighborhoods. Code Compliance enforces city and state codes by encouraging voluntary compliance that contributes to the maintenance and enhancement of neighborhoods while working to preserve relationships between members of the community.	<b>\$695,436</b> <b>6.60</b>	<b>\$731,213</b> <b>6.60</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011





**Final Proposal List by Outcome - Recommended Proposals**  
**Quality Neighborhoods**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>115.08PN</b>	<b>Neighborhood &amp; Community Outreach</b>	<b>\$650,577</b>	<b>\$680,839</b>
(Planning & Community Development)		<b># FTE/LTE 5.00</b>	<b>5.00</b>
	<p>Neighborhood Outreach is the source of information, assistance, and problem-solving for neighborhoods. It is a repository of information about neighborhood leaders, issues and concerns, and it is a developer and implementer of public engagement strategies for major city initiatives. In addition, Outreach staff:</p> <ul style="list-style-type: none"> <li>• create partnerships that result in physical improvements to neighborhoods, community building activities, volunteer and leadership development, and preservation of neighborhood identity;</li> <li>• create and maintain communication channels with residents, including diverse communities;</li> <li>• operate a six-days-a-week satellite city hall providing a high level of customer service in multiple languages for the diverse east Bellevue neighborhoods;</li> <li>• serve as outreach consultants, providing advice and assistance to other work groups;</li> <li>• provide staffing and management for neighborhood programs funded by the operating budget ( e.g., Neighbor Link, Great Community Workshops, Neighborhood Liaisons, Mini City Hall, Neighborhood Partnerships, Neighborhood Livability Action Agenda) and the capital projects (Neighborhood Enhancement, Neighborhood Match.)</li> </ul>		
<b>115.11NN</b>	<b>Bellevue Neighborhood Mediation Program</b>	<b>\$189,261</b>	<b>\$199,035</b>
(Planning & Community Development)		<b># FTE/LTE 1.56</b>	<b>1.56</b>
	<p>The Bellevue Neighborhood Mediation Program will continue to provide dispute resolution services to the Bellevue community, including: a) conflict coaching; b) mediation; c) facilitation; d) conflict management training.</p> <p>We handle a wide range of disputes: from disputes between parents and teens about chores to neighborhood disagreements about revitalizing the local shopping center. Our services help parties in conflict see beyond their impasse to the solutions that integrate their diverse interests. Our conflict resolution service promotes Quality Neighborhoods by building capacity for greater self reliance and increasing neighborhood cohesion.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals Quality Neighborhoods 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

130.15DN (Transportation)	<b>Neighborhood Traffic Calming Program</b>  This proposal reduces the staffing and operating expenses that address neighborhood traffic impacts, which are a major concern for Bellevue residents. The City receives over 500 citizen requests each year for solutions to traffic and pedestrian safety issues occurring in their neighborhoods. It provides residents the opportunity to participate in the Neighborhood Traffic Calming Program (NTCP) that includes education measures, pavement markings and signing to address vehicle speeds, accidents and pedestrian safety in their neighborhoods. In addition, this proposal includes an extensive public process for implementing one to two Traffic Calming projects each year, which includes such measures as speed humps, traffic circles and raised crosswalks. It also addresses neighborhood parking concerns by providing staff support to implement parking restrictions such as Residential Permit Parking Zones (RPZ) that addresses spillover parking.	<b>Budget</b> \$410,858	<b>Budget</b> \$429,065
		<b># FTE/LTE</b> 2.77	<b># FTE/LTE</b> 2.77

### Total Recommended Operating Proposals for Outcome

<b>Budget</b>	<b>\$4,986,339</b>	<b>\$5,176,196</b>
<b># FTE/LTE</b>	<b>27.93</b>	<b>27.93</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Not Funded Proposals**  
**Quality Neighborhoods**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>115.03NB</b> (Planning & Community Development)	<b>Neighborhood Shopping Centers</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$171,120</b> <b>0.56</b>	<b>\$174,237</b> <b>0.56</b>
<p>This proposal is to improve the economic vitality of the City's neighborhood shopping centers, several of which have been suffering economically for 10+ years. This proposal will study the problems, including market conditions, land uses, and development forms, and identify solutions. Dedicated staff and outside expertise are required. Creative solutions will be explored in collaboration with property owners, existing and potential new businesses, neighborhood associations, and residents. Implementation will be shared by PCD and OED.</p>				

**Total Not Funded Operating Proposals for Outcome**

<b>Budget</b>	<b>\$171,120</b>	<b>\$174,237</b>
<b># FTE/LTE</b>	<b>0.56</b>	<b>0.56</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Budget By Outcome Economic Growth & Competitiveness

### Introduction

---

The following information is presented for the Economic Growth & Competitiveness Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



## Budget By Outcome Economic Growth & Competitiveness Purchasing Strategies Summary

---

### **Team Members**

**Leader:** Paul Inghram  
**Members:** Pat Harris, Max Jacobs, Jim Jolliffe, and Sara Lane  
**Facilitator:** Robin Long

### **Value Statements**

As a community, Bellevue values:

- A community that grows in ways that add value to our quality of life and enhances the opportunity for economic prosperity.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment and prosperity of the community.

### **Community Indicators**

The Community Indicators for Safe Community are:

1. % of residents who feel that the City is doing a good job of planning for growth in ways that will add value to their quality of life.
2. % of residents who agree that the City is doing a good job helping create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.

### **Key Performance Indicators**

- Employment rate for Bellevue residents
- New business registrations per year
- Downtown office vacancy rates
- Finance, Insurance, Real Estate, and Services (FIRES) job rate
- Comparisons of B&O tax revenues

### **Purchasing Strategies**

The Economic Growth & Competitiveness Outcome recognized that there were 5 Key factors that impacted this Outcome for the City. They identified the following purchasing strategies that would most influence these factors. Additionally, they recognized that most of the purchasing strategies incorporated in other Outcomes have a significant and mutually beneficial impact on this outcome, its factors and purchasing strategies.

1. **People and Partnerships**
  - We are seeking proposals that encourage and support collaboration and partnerships that foster economic growth and competitiveness. Specifically proposals that:
    - Build upon, participate in and leverage local, regional, state, federal or international partnerships and relationships
    - Outreach to, and/or develop partnerships with, businesses, business associations, and/or public, private and/or nonprofit organizations
    - Build upon relationships with energy and telecommunication providers to enhance service reliability and capacity to retain and attract innovative, technology-dependent businesses



**Budget By Outcome**  
**Economic Growth & Competitiveness**  
**Purchasing Strategies Summary**

---

- Maximize collaboration with other appropriate entities to eliminate duplication and increase efficiency
- Create or enhance access to business incubators and/or business capital to support development of new and growth of existing businesses
- Maintain close connections with and access to information about local business trends
- Leverage college, university, research institutes and technical training programs
- Demonstrate the value of existing partnerships, business development programs, and financial support programs

2. Community Policy, Planning & Development

- We are seeking proposals that make the City competitive in retaining and attracting businesses through the City's leadership, planning, and regulation of business and development. Specifically proposals that:
  - Advance specific economic and business development plans and strategies
  - Plan for and implement the continued economic health of downtown, employment centers, and neighborhood business centers consistent with the City's vision
  - Improve the City's development review processes to be more clear, fair, friendly, predictable and timely
  - Promote business-supportive City procedures, policies and programs
  - Leverage the predictability and stability of the City's financial policies
  - Provide market-based tools, incentives, or other creative alternatives to regulation and enforcement
  - Enhance the City's ability to track and forecast economic changes

3. Infrastructure

- We are seeking proposals that promote, create, and maintain economic growth and competitiveness by providing quality infrastructure that includes reliable and efficient services. Specifically proposals that:
  - Enhance access to and circulation within commercial and employment centers as a way to support their continued economic health
  - Support development of advanced electrical and communication networks ("emerging infrastructure") with high reliability and capacity to retain and attract innovative, technology-dependent businesses
  - Develop long-range City financial strategy to support continued investment in infrastructure

4. Quality of Community

- We are seeking proposals that enhance quality of life, make the City's neighborhoods and business community attractive places to live, work, and play, and provide an environment where businesses can grow and successfully recruit employees. Specifically proposals that:
  - Enhance the arts
  - Promote wellness through a diverse range of recreational activities
  - Leverage benefits of the natural environment



## Budget By Outcome

### Economic Growth & Competitiveness

#### Purchasing Strategies Summary

---

- Establish a “sense of place” through creation of attractive streetscapes and shopping areas
- Provide events, tourist attractions and community amenities with occasional and year-round availability
- Promote cultural diversity
- Recognize and support businesses that significantly contribute to the City’s quality of community
- Enhance public safety

#### 5. City Brand

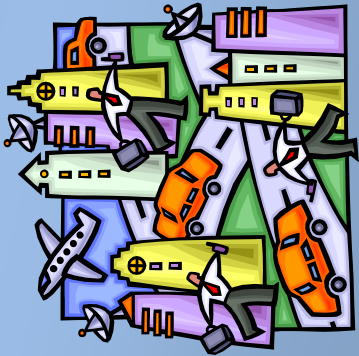
- We are seeking proposals that enhance and promote the City Brand that is inherently "Bellevue." Such proposals will highlight Bellevue’s reputation as a great place in which to launch, grow and sustain a thriving business. Specifically proposals that:
  - Market the City and region’s unique qualities and attributes including:
    - our position as a global gateway to the Northwest
    - being a center of international business
    - business-supportive culture
    - a place for innovation
    - retail offerings
    - the many parks, recreation offerings, and other amenities
    - great schools
    - safe neighborhoods
    - diverse and vibrant culture
  - Earn local, national, and international recognition
  - Advertise Bellevue’s unique retail opportunities and frame Bellevue’s retail as a regional asset
  - Help make the City of Bellevue organization known for its second-to-none customer service
  - Contribute to positive perceptions of Bellevue as a great place for business and development.

# Economic Growth & Competitiveness

## – Cause & Effect Map

As a community, Bellevue values...

- A community that grows in ways that add value to our quality of life and enhance the opportunity for economic prosperity.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment and prosperity of the community.



### Factors:

#### People & Partnerships

- Businesses
- Engaged Citizens
- Associations/ Organizations
- Government Agencies, Public Development Authorities & Other Public-Purpose Entities
- Investors
- Entrepreneurs
- Local & Regional Entities
- Higher Education Institutions & Programs

#### Infrastructure

- Utilities
- Facilities
- Access & Connectivity
- Emerging Infrastructure
- Predictable Investment

#### Community Policy, Planning & Development

- Strategic Economic Planning
- Community Vision & Planning
- Development Process
- Cost of Doing Business
- Business-Supportive Policies
- Financial Policies

#### Quality of Community

- Arts & Culture
- Attractive Business Districts
- Retail Destinations
- Neighborhoods
- K-12 Schools
- Housing Choices
- Recreation
- Natural Environment
- Amenities
- Public Safety
- Civic Engagement
- Cultural Diversity

#### City Brand

- Location
- Reputation
- Culture
- Existing Businesses & Industries

### Community Indicators:

- % of residents who feel that the City is doing a good job of planning for growth in ways that will add value to their quality of life.
- % of residents who agree that the City is doing a good job helping create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.





## Budget By Outcome Economic Growth & Competitiveness Purchasing Plan Overview

---

This document provides an overview of the Economic Growth & Competitiveness Purchasing plan. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended proposals. It also includes programs and services that will not be provided, either because the departments did not recommend continuation or because the proposals fell below the funding line.

1. **Summary of Outcome Purchases.** The EGC Team reviewed a limited set of proposals. The proposals are listed here by the outcome they most directly correspond with (although several proposals comprehensively address multiple outcomes). It is also generally recognized that most everything the city does helps with economic development. Having a safe community and a well-kept infrastructure makes the city economically viable and attractive.
  - **People & Partnerships:** The Office of Economic Development operations proposal directly addresses the city's interest in developing partnerships with organizations, businesses, people and other agencies. It also addresses aspect of the Community Policy, Planning & Development outcome.
  - **Community Policy, Planning & Development:** This outcome category is met by the Development Services - Review Services proposal, while planning and policy proposals are embedded in those reviewed by the IVCC team.
  - **Infrastructure:** The EGC Team addressed the Bellevue Convention Center Authority proposal, which relies on a dedicated revenue source. Transportation infrastructure was addressed by the Improved Mobility team and Utilities was addressed by the Healthy and Sustainable Environment team.
  - **Quality of Community:** Quality of Community was largely addressed by proposals submitted to the IVCC and Quality Neighborhoods teams. The proposal for parking enforcement in Downtown is recommended in this proposal and a proposal to convert free parking downtown to paid parking is not funded but presented for Council consideration.
  - **City Brand:** The team did not receive any proposal that directly addressed this outcome and the team saw development of the city brand, or its image, as a combination of factors including the city's geographic location, the broader community, and those city actions that are encompassed in other proposals.
  
2. **Summary of Reductions.** Given the current economic environment the Departments and Results Teams identified and proposed cost reductions within their proposals. Following is a summary of Council approved cost reductions included in the Economic Growth & Competitiveness purchasing plan. Additional details on specific cost reduction actions are included in individual proposals which are available on the City's Website.
  - a. **Cost Reductions with Minimal Service Impact**
    - Reduced Development Services consulting costs through increased use of internal expertise during period of reduced development.



## Budget By Outcome Economic Growth & Competitiveness

### Purchasing Plan Overview

---

- Reduced M&O budget for OED general operating costs, increasing reliance on MND to cover unanticipated costs like the “Fu Dog” installation.
- Eliminated vacant Senior Construction Project Inspector due to reduced development.

#### **b. Cost Reductions from Service Level Adjustments**

- Reduced OED Management – Eliminated the OED Director position and associated administrative support (\$200K per year)
- Reduced OED M&O expenses—results in the elimination or reduction in OED support funding for memberships (enterprise Seattle, Trade Development Alliance, Bellevue Economic Partnership, Seattle Sports Council, etc.), funding of small business development programs (Bellevue Entrepreneur Center, etc.), funding of international business development (Choose China and Initiative India programs, trade seminars, etc.), funding for consultants for neighborhood retail center redevelopment and other economic studies (Newport Hills, Kelsey Creek, Eastgate, status of auto dealerships, demographic data development, etc.), and funding for work to support other economic development projects and programs, especially those that occur on the spur of the moment. (~\$75K per year)
- Reduced funding for Sister City program by eliminating .5 FTE and merged program into the OED M&O budget—ability to maintain program is further exacerbated with the OED M&O reduction noted above. Not likely to continue staff exchanges or provide adequate support of in-bound and out-bound city delegations. (~\$87K per year)

#### **c. Cost Reductions from Program/Service Elimination – N/A**

- 3. Below the Funding Line.** The following proposals were recommended for funding by the departments and Results Team but sufficient funding is not available to fund them or Council guidance is requested:

##### **a. New Capital Funding for Bel-Red Corridor 055.04A1**

##### **b. Downtown Parking Program (Parking Kiosks) 130.17A3**

#### **4. Capital Projects**

In 2011-2012, projects will focus on the following area:

- Completing the Electrical Reliability Study (ERS) from the prior budget which seeks for ways to improve the reliability of supplying adequate electricity within Bellevue, including future growth and development.

For more information on the City’s capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



**Final Budget by Outcome -- Ranking  
Economic Growth & Competitiveness  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Office of Economic Development Operations	055.01A2	3.00	461,307	188,377	649,684	General
2	Development Services - Review Services	110.03PA	39.25	8,401,429	763,968	9,165,397	Dev Svcs/General
4	Bellevue Convention Ctr Authority (BCCA) Operations	060.11PN	-	-	10,100,000	10,100,000	Hotel/Motel
5	Downtown Parking Enforcement - Existing Program	130.17A2	0.30	76,974	196,923	273,897	General
6	Paperless Permitting Initiative	110.08NN	2.56	520,184	200,000	720,184	Dev Svcs
	Recommended Proposals		45.11	\$9,459,894	\$11,449,268	\$20,909,162	
3	New Capital Funding for Bel-Red Corridor	055.04A1	-	-	200,000	200,000	General
7	Downtown Parking Program (Hybrid)	130.17A3	-	-	1,158,500	1,158,500	General
	Not Funded Proposals		0.00	\$-	\$1,358,500	\$1,358,500	
	Totals		45.11	\$9,459,894	\$12,807,768	\$22,267,662	



**Final Proposal List by Outcome - Recommended Proposals**  
**Economic Growth Competitiveness**  
**2011-2012 Capital Projects (\$000s)**

Proposal #	CIP Plan #	Proposal Title	2011		2012		Total 2011-2012	2013	2014	2015	2016	2017	2013-2017	Total 7 yr Project Cost
			\$250	\$80	\$250	\$80								
055.05NN	G-76	Electrical Reliability Study (ERS)					\$330							
<b>Total Capital Projects</b>			<b>\$250</b>	<b>\$80</b>	<b>\$250</b>	<b>\$330</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$330</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



**Final Proposal List by Outcome - Recommended Proposals**  
**Economic Growth & Competitiveness**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>055.01A2</b> (Office of Economic Development)	<p><b>Office of Economic Development Operations</b></p> <p>The OED Master Proposal encapsulates the entire OED program and all of its elements, exclusive of Sisters Cities. OED will continue to deliver or fund the following services and programs: Sisters Cities support; business survey; business retention and recruitment, business ombudsman, international business development, small business development, marketing and promoting the City as a place to do business, work with a long list of local and regional business and governmental organizations to promote business in Bellevue, provide information to the public, focus efforts on specific industries and outlook, undertake specific property and land development projects, redevelop the seven neighborhood retail centers among other activities, and provide regional leadership on economic issues appropriate to Bellevue's place in the region and location relative to major corporations. The overriding "focus" of OED is to "fill spaces with successful businesses and organizations." All OED programs are oriented to implement the two elements: - filling space in support of developer and property owners, and helping to make local businesses and other organizations successful for long-term growth and sustainability.</p>	<p><b>Budget</b> \$336,416</p> <p><b># FTE/LTE</b> 3.00</p>	<p><b>Budget</b> \$313,268</p> <p><b># FTE/LTE</b> 3.00</p>
<b>060.11PN</b> (Finance)	<p><b>Bellevue Convention Ctr Authority (BCCA) Operations</b></p> <p>This proposal provides 100% of Transient Occupancy Tax (approximately \$10 million in the 2011/2012 biennium) for the continuing support of and partnership with the Bellevue Convention Center Authority (BCCA) to promote tourism. BCCA fulfills its mission by supporting the operations of the Meydenbauer Convention Center. The BCCA and Meydenbauer Center provide an economic engine to the community to create jobs, tax revenues, and commercial activity, and provide a facility for community events and performing arts while maintaining a self-supporting status.</p>	<p><b>Budget</b> \$4,500,000</p> <p><b># FTE/LTE</b> -</p>	<p><b>Budget</b> \$5,600,000</p> <p><b># FTE/LTE</b> -</p>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Economic Growth & Competitiveness**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>110.03PA</b> (Development Services)	<b>Development Services - Review Services</b>	<b>\$4,475,556</b> <b>39.25</b>	<b>\$4,689,841</b> <b>39.25</b>
	<p>This proposal provides for Development Services (DS) review of designs and applications for private and public development projects. We issue 10,000-14,000 permits and approvals per year that contribute to the economic prosperity of the city. The goal of development review is to ensure that buildings are safe, that land uses and project designs are appropriate, that traffic impacts are managed, and that utilities and other infrastructure that are built as part of a development meet the city's standards for quality and achieve the Community Vision.</p>		
<b>110.08NN</b> (Development Services)	<b>Paperless Permitting Initiative</b>	<b>\$353,353</b> <b>2.56</b>	<b>\$366,831</b> <b>2.56</b>
	<p>The Paperless Permitting Initiative (P2I), in partnership with the eCityGov Alliance ePlan project, encompasses the design, implementation, and support of an end to end electronic and paperless permit processing solution accessible to any computer with an internet connection. The P2I leverages existing technologies, with a core focus on re-engineering business processes and implementing supporting technologies that will allow customers to submit plans, pay fees, and receive approvals anytime from anywhere.</p>		
<b>130.17A2</b> (Transportation)	<b>Downtown Parking Enforcement - Existing Program</b>	<b>\$133,963</b> <b>0.30</b>	<b>\$139,934</b> <b>0.30</b>
	<p>This proposal will continue to provide enforcement for on-street parking in the Downtown. Short-term on-street parking in the Downtown creates turnover in parking space, thus increasing the overall parking availability for retail customers and general downtown visitors, a goal of the Downtown Subarea Plan. This proposal includes staff and resources needed to hire a contractor to provide enforcement services and to administer the parking program.</p>		
<b>Total Recommended Operating Proposals for Outcome</b>		<b>\$9,799,288</b> <b>45.11</b>	<b>\$11,109,874</b> <b>45.11</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



**Final Proposal List by Outcome - Not Funded Proposals**  
**Economic Growth & Competitiveness**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>055.04A1</b> (Office of Economic Development)	<b>New Capital Funding for Bel-Red Corridor</b>  This proposal provides resources for dedicated lobbyists and consultants to seek \$800,000,000 or more in Federal funding to complete much of the Bel-Red Corridor capital project implementation very quickly. Lobbyists and consultants would present the Bel-Red plan to EPA, HUD, DOT among others as a model of excellence replicable in other cities for comprehensive planning and redevelopment along a major transportation corridor and incorporating everything green from groundwater to green roofs. Noted agencies are actively seeking ways to integrate their efforts and show more tangible results making this a timely investment.	<b>Budget</b> \$100,000 <b># FTE/LTE</b> -	<b>Budget</b> \$100,000 <b># FTE/LTE</b> -
<b>130.17A3</b> (Transportation)	<b>Downtown Parking Program (Hybrid)</b>  This proposal is to convert the approximately 300 on-street parking stalls in the Downtown to pay parking. This proposal will provide the staff and resources to develop and perform an outreach effort with Downtown merchants and business owners, install an estimated 55 electronic pay station kiosks in the Downtown, and manage the expanded Downtown Parking Program. In addition, this proposal includes funding of an enforcement contract, similar to the existing contract, which includes enforcement of time restrictions for on-street-parking and general duties such as coordination with Bellevue District Court, attending court, researching vehicle registration information, and public contact. Equipment replacement funds (EERF replacement account) for the kiosks are also included in this proposal. Short-term on-street parking in the Downtown creates turnover in parking space, thus increasing the overall parking availability for retail customers and general downtown visitors. These kiosks will provide the means to collect parking fees for on-street parking. Placed strategically along blocks with on-street parking, kiosks provide payment flexibility, accepting coins, credit cards, and debit cards. They utilize wireless communications, provide real-time on-line credit card authorization, and they are solar powered.	<b>Budget</b> \$691,000 <b># FTE/LTE</b> -	<b>Budget</b> \$467,500 <b># FTE/LTE</b> -

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Not Funded Proposals**  
**Economic Growth & Competitiveness**  
**2011 - 2012 Operating Proposals**

Proposal #	Proposal Title	2011	2012
<b>Total Not Funded Operating Proposals for Outcome</b>			
	Budget	\$791,000	\$567,500
	# FTE/LTE	-	-

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Budget by Outcome Responsive Government

### Introduction

---

The following information is presented for the Responsive Government Outcome:

- **Purchasing Strategies Summary**

This document summarizes the key factors that influence the outcome and the strategies that the Results Teams identified that would help the City to best achieve the Outcome. It includes the Citizen Value Statements, Community Indicators, and Key Performance Indicators that will be used to determine how we are doing in meeting the outcome.

- **Purchasing Plan Overview**

This document summarizes the services that the City is recommending purchasing to achieve the outcome within the current financial constraints. It also includes a summary of cost savings, level of service reductions, service demand changes and eliminated or unfunded proposals that are not included in the budget.

- **2011-2012 Budget by Outcome – Ranking**

This version of the ranking sheet includes only those proposals that are recommended and indicates where the proposals would be “unfunded” based on the current forecast and recommended outcome allocations.

- **Proposal List by Outcome**

This document provides a summary of each proposal included in the Ranking sheet. Proposals are categorized as Recommended or Unfunded. Complete copies of all proposals are provided electronically on the City’s Website.



## Budget By Outcome Responsive Government Purchasing Strategies Summary

---

### **Team Members**

**Lead:** Carol Helland

**Members:** Jon Hoffman, Marty Lafave, Eric Miller, Joyce Nichols, Frank Pinney

**Facilitator:** Jan Penney

### **Value Statements**

As a community, Bellevue values:

- A city government that listens to them, keeps them informed, and seeks their involvement;
- A city government that gives them high quality service and excellent value for their money; and
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

### **Community Indicators**

1. % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
2. % of residents who feel City government is giving them high quality service and excellent value for their money.
3. % of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.

### **Key Performance Indicators**

1. % of residents who say they are getting their money's worth for their tax dollar
2. City continues to receive Aaa bond rating
3. Technology Systems Reliability - % of time that city network is up and available for use
4. % of customers who rate the Service First desk as good to excellent
5. % of residents who are satisfied to very satisfied with overall quality of services from Bellevue employees
6. % of residents who are connected to their government by social media
7. % increase in employee engagement construct from the Employee Survey (2 year cycle)

### **Purchasing Strategies**

The Responsive Government (RG) team viewed the primary and secondary factors for this outcome as highly interrelated. The team selected these five factors because they describe the public engagement, strategic oversight, and service delivery that is necessary to achieve results desired by the public, and to continuously adapt and learn in order to improve performance over time and to achieve the expected result of responsiveness.

### **Community Connections:**

- Engage the community in a variety of ways, involving people in decision-making, service prioritization, and gauging their satisfaction with the services provided.
- Promote trust, accountability, and credibility with the community.
- Optimize transparency and openness of the processes and results achieved from government actions.



**Budget By Outcome  
Responsive Government  
Purchasing Strategies Summary**

---

Strategic Leadership:

- Chart a course and develop a vision that provides stable, yet relevant, direction for the future.
- Identify opportunities to partner and collaborate with other governments, organizations and stakeholders to provide services to the community.
- Make strategic decisions and resource allocations for the long term as well as for the short term.
- Align the entire organization to provide the products and services the community needs, wants, and can afford.

Engaged Workforce:

- Facilitate recruitment processes that draw a well qualified and diverse candidate pool.
- Continually enhance the knowledge, skills, and abilities of the workforce to support the provision of quality, professional services.
- Encourage the workforce to be adaptive, innovative and to take appropriate risks in the best interest of the public.
- Identify and implement strategies to reduce skill and service gaps to maintain a solid institutional knowledge base.

Exceptional Services:

- Strive to deliver the services internal and external customers want, when they need or expect the service to be provided.
- Supply staff with the information, tools, and equipment needed to respond to expected and unexpected, planned and unplanned, natural and man-made events or conditions.
- Perform the functions of government in the most productive manner..
- Maximize the seamless provision of services among all agencies that serve the community and at all levels of government.
- Treat customers with respect and courtesy at all times.

Stewards of the Public Trust:

- Manage income, assets, and expenses in a deliberate, well thought out, and fiscally prudent manner.
- Create and maintain an effective process to assess organizational performance and progress.
- Acquire, develop, and maintain well designed public systems and assets that are appropriate to support the operations of a high performing government.
- Manage risk and liability.



# Responsive Government – Cause & Effect Map



## As a community, Bellevue values...

- A city government that listens to them, keeps them informed, and seeks their involvement.
- A city government that gives them high quality service and excellent value for their money.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

## Factors:

### Community Connections

*Engage and Prioritize*

- All-way communication
- Equitable and inclusive processes
- Accessibility
- Transparency

### Strategic Leadership

*Chart a Course*

- Vision
- Strategic planning
- Alignment and deployment
- Partnerships

### Engaged Workforce

*Learn, Adapt, Innovate*

- Recruitment and Retention
- Well trained and equipped
- Empowered
- Succession planning

### Exceptional Service

*Deliver on Commitments*

- Timeliness and predictability
- Appropriately equipped government
- Effectiveness and efficiency
- Professionalism

### Stewards of the Public Trust

*Achieve Results*

- Financial sustainability
- Results, measurement, and accountability
- Well designed and maintained publicly owned systems and assets
- Management of risk and liability

## Community Indicators:

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- % of residents who feel City government is giving them high quality service and excellent value for their money.
- % of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.



## Budget By Outcome Responsive Government Purchasing Plan Overview

---

This document provides an overview of the Responsive Government Purchasing Plan as it is proposed in the City Manager's recommended 2011-2012 Budget. It provides a summary of services that will be purchased as well as cost savings and service level reductions included in the recommended Purchasing Plan. It also includes programs and services that will not be provided, either because the departments did not recommend continuation, or because the results team did not recommend funding. No proposals in the recommended Responsive Government Purchasing Plan are below the funding line.

### **1. Summary of Outcome Purchases. Capitalized items identify specific Proposal Titles as they were submitted to the Responsive Government Team. Refer to individual proposals for additional details.**

#### **a. Community Connections**

- Direct services to the community that provide opportunities for people to interact and engage with the City on issues of importance to them through establishment and support of the City Council, City Management and Planning functions, the City Clerk's Office, East Bellevue Community Council, and Hearing Examiner's Office which all strive to foster communication and transparency in government.
- Engagement services that provide accessible listening posts and collect information regarding community priorities and values such as the Service First, Performance Management, and Demographic and Economic Trends and Forecasting functions.
- Information delivery services like Development Services Information Delivery and Disclosure of Public Records that occur in the permit center, Records Management and Communication functions, Franchise Administration, and Multi-Media Services that provide video content on BTV.
- Support of community members in need through provision of Public Defense Services.

#### **b. Strategic Leadership**

- Services that support realization of the community vision through Comprehensive Planning Core Services and delivery of the community vision through Policy Implementation.
- Services that support strategic management through establishment and support of a leadership team that includes department directors and other key personnel to ensure that service deployment by the organization is aligned with community values and costs are reasonable.
- Services that help ensure regional competitiveness by fostering Intergovernmental Relations and partnerships such as the eCityGov Alliance.

#### **c. Engaged Workforce**

- Programs that facilitate recruitment and retention of a well qualified and diverse workforce that is succession-ready through Human Resources Administration, competitive Health Benefits Operating Funds, and Staffing, Labor Relations and Compensation Services.
- Services that provide general Training and Development, and Help Desk & Training Services specific to information technology and systems.



## Budget By Outcome Responsive Government Purchasing Plan Overview

---

- Programs that encourage the workforce to be adaptive and engaged by fostering a One-City culture of innovation and service.

### d. Exceptional Service

- Programs to ensure that the workforce is appropriately equipped to provide efficient and effective service delivery by offering Finance Central Services, ITD Network Systems and Services, Enterprise Content Management, Procurement services, and Vehicle/Equipment Acquisition.
- Indirect services that enhance the community experience when accessing city programs and facilities and support workforce professionalism through Software Development and GIS Services, Centralized/Outsourced Records Conversion, Technology Business Systems Support, and Facility Tenant Services.

### e. Stewards of the Public Trust

- Programs that manage income, assets, and expenses to foster financial sustainability through sound Financial Planning, Investments Portfolio Management and Accounting Services, Disbursements, Facility Planning and Project Management, Debt Management, and Real Property Services.
- Programs that foster creation and maintenance of organizational performance and accountability measures such as Financial Accountability & Reporting and Development Services Financial Management.
- Programs that ensure facility integrity and business continuity is maintained through Facility Emergency Management & Response, Facility M&O, Facility Preventive and Major Maintenance services, and administration of Facility Reserves.
- Programs that ensure equipment and system integrity and continuity of operations is maintained through Information Technology Security, Electronic Communications Maintenance, IT Equipment Replacement services, Computer Management, Fleet Maintenance and Repair, and Fleet/Communications Inventory/Stores Management.
- Programs that manage risk and liability and foster ethical behavior through provision of Legal Advice, Civil Litigation and Risk Management Services, Citywide Banking and Revenue Receipting, Professional Land Survey Services, and Business Tax and Licensing Administration that covers program costs and ensures revenue collection.

2. **Summary of Reductions.** Given the current economic environment the Departments and Results Teams were tasked with identifying and proposing cost reductions within their proposals. Following is a summary of cost reductions included in the recommended Responsive Government purchasing plan followed by more specific details. Additional details on specific cost reduction actions are included in individual proposals which are available on the City's Website.





## Budget By Outcome Responsive Government Purchasing Plan Overview

---

### a. Cost Reductions with Minimal Service Impact

- Net reduction of 14 positions from Support Departments – through vacancy, process improvement or reallocation of work – net savings of \$2.6M for the Biennium.
- Miscellaneous M&O Reductions across 49 proposals totaling approximately \$4M for the Biennium from reduced consulting budgets, travel & training budgets, process and service delivery improvements and aggressively re-negotiating contracts.
- Accelerated elimination of one records management position prior to the start of the budget year that was recommended for original elimination in September of 2011. Proposal Number 020.04PN.A1
- Accelerated transition plan for IT Network Systems and Services that hires staff in 2010 in order to avoid more costly outsourcing that would be required in 2011 and on into the future. Proposal Number 090.08NA.A1
- Elimination of Electronic Communication Shop contract with outside agencies allowing for elimination of two Electronic Technicians with no attendant service level impacts. Proposal Number 045.17D1
- Expenditure reduction related to Real Property Services program consolidation with no attendant service level reductions. Proposal Number 045.04NN.A1
- Funding for replacement of the 20 year old fuel management system with associated upgrades necessary to meet new fuel efficiency and air quality mandates was moved to the MERF Operating Reserve which is maintained for the purpose of funding equipment replacements such as these. The personnel related management expenditures were moved to Fuel System Management. Proposal Numbers 045.1606 and 045.1607
- Reductions in legal consulting services associated with Franchise Administration and acceleration of video streaming maintenance agreement right-sizes expenditures in this proposal without causing service level impacts. Proposal Number 090.11NN.A1
- Funding for Fleet and Communications Emergency Events was moved to the MERF Operational Reserve which is maintained for the purpose of funding emergency events such as these. Proposal Number 045.1605 was moved to the MERF Operating Reserve.

### b. Cost Reductions from Service Level Adjustments

- Elimination of additional Service First Coordinator for a total reduction of 1.56 FTE, with the potential to increase wait time at the Service First desk and reduce turn-around times for response to citizen requests. Proposal Number 045.01NN.A1
- Elimination of .56 FTE Administrative support within the Hearing Examiner's Office, with the potential to reduce response time during periods of peak activity and potentially delaying timing of Hearing Examiner decisions/recommendations. Proposal Number 020.07NA
- Implementation of reduced service level for custodial, carpet cleaning and window washing intervals at City Hall, Bellevue Services Center, Surrey Downs and Old Fire Station 3. Proposed skip service reduces



## Budget By Outcome Responsive Government Purchasing Plan Overview

---

- short term operating costs, but is not seen as a long term cost containment solution. Proposal Number 045.08PB.A1
- Elimination of one Senior Office Assistant (1 FTE) position in the Human Resources Department with the potential to cause service level delays and backlog in records archiving and retrieval. Proposal Number 080.03NN.A1
  - Elimination of Tuition Reimbursement which benefits personal advancement goals for a small number of individual employees in favor of fully funding the One-City programs which focuses on supporting creation of a high-performing organization, improvement and assessment training (including lean six sigma), and directing and managing change that benefits the organization more broadly. Proposal Numbers 080.07NA.A1 and 150.02NN.
  - Deferral of Facility Preventive and Major Maintenance (generator piping and BSC skylights) for two years. Proposed deferral reduces short term operating costs and is anticipated to align facility investment with future improvement in revenue forecast, but is not seen as a long term cost containment solution. Proposal Number 045.08D1.A1
  - Elimination of one buyer (1 FTE) in Procurement services with the potential to modestly affect procurement lead times and contract routing. However, performance is expected to improve with business process improvements that are scheduled in this service area. Reduction will align service level more closely with demand. Proposal Number 060.17NN.A1
  - Reduction in Tenant Services including space planning, design services and ergonomics for City Hall to better align service with current demand. Proposal Number 045.08D3.A1
  - Reduction in inventory maintained by Fleet, causing potential for delays in servicing vehicles/equipment and returning them to City departments for their operations. Proposal justification (evidence), performance indicators, and potential consequences associated with this reduction were not well articulated or analyzed in the alternative proposal. Proposal Number 045.1613.A1. Business process improvement work has been recommended for the Fleet function before any cuts are restored or program enhancements are funded. Additional details are included in the Results Team's Organization-Wide Level of Service Analysis included in Attachment G to the Responsive Government Results Team Memo in the August 4 Workshop Notebook.

### **c. Cost Reductions from Program/Service Elimination – N/A**

### **3. Below the Funding Line – N/A**





## Budget By Outcome Responsive Government Purchasing Plan Overview

---

### 4. Capital Projects

In 2011-2012, projects will focus on the following areas:

- Implementing and renovating some of the City's major technology systems, such as the Enterprise Content Management (ECM) System, Business Tax and License System (BTLS) and Budget System.
- Provide funding for the design and renovation of a facility that could provide a permanent solution for the Bellevue District Court.

For more information on the City's capital program, refer to the 2011-2017 Capital Investment Program (CIP) Plan document.



**Final Budget by Outcome -- Ranking  
Responsive Government  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Legislative Branch - City Council	030.01NN	7.00	574,693	106,950	681,643	General
2	City Management and Planning	040.04NN	5.00	1,736,925	116,986	1,853,911	General
3	Legal Advice Services	010.08NN	3.50	993,611	24,599	1,018,210	General
4	Service First	045.01A1	7.00	1,331,607	27,660	1,359,267	General
5	Financial Planning	060.19PN	7.00	1,710,630	186,415	1,897,045	General
6	Finance Department Management & Support	060.07PN	5.10	1,561,717	271,941	1,833,658	General
7	Council Legislative and Administrative Support	020.02NN	2.50	558,580	9,636	568,216	General
8	City Clerk Operations	020.01NN	2.00	401,322	46,356	447,678	General
9	Facility Emergency Management & Response	045.10NN	0.50	111,650	39,654	151,304	General, Utilities, Dev Svcs
10	Civil Litigation Services	010.07NN	4.50	1,062,224	18,719	1,080,943	General
11	Intergovernmental Relations/Regional Issues	040.08NN	3.50	858,020	245,017	1,103,037	General
12	CCO Department Management	020.10NN	0.50	183,693	26,936	210,629	General
13	Electronic Communications Maintenance City Equipment	045.17PN	2.00	442,872	197,606	640,478	General, Utilities, Dev Svcs, Parks Ent
14	Financial Accountability & Reporting	060.18NN	4.50	975,050	295,883	1,270,933	General
15	Development Services Information Delivery	110.01PA	12.80	3,025,702	240,185	3,265,887	General, Dev Svcs, Utilities
16	Risk Mgmt Svcs- Insurance, Claims, Safety & Loss Prevention	010.09NA	4.60	1,067,286	7,170,571	8,237,857	General, Dev Svc, Utilities, Parks Ent, GSI, Wkr Comp/Unemp
17	CAO Department Management And Support	010.01NN	4.00	1,119,586	188,883	1,308,469	General
18	Investments Portfolio Management & Accounting Services	060.14NN	0.85	236,549	1,096	237,645	General
19	Debt Management Services	060.20NN	0.40	111,316	27,494,840	27,606,156	General
20	Business Tax and License Administration	060.15A1	8.50	1,651,251	666,774	2,318,025	General
21	Disclosure of Public Records and Information	020.05NN	1.00	199,853	4,893	204,746	General
22	Citywide Banking & Revenue Receipting	060.13NN	3.25	697,586	164,252	861,838	General



**Final Budget by Outcome -- Ranking  
Responsive Government  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
23	Hearing Examiner's Office	020.07NA	1.00	190,940	146,500	337,440	General
24	Development Services Financial Management	110.06NN	5.00	972,640	129,000	1,101,640	General, ITD, Utilities, Dev Svcs, Parks Ent
25	eCityGov Alliance Fees and Services	090.10NN	4.75	1,167,695	410,989	1,578,684	Outside Revenue
26	Communications	040.02A1	3.00	730,926	105,951	836,877	General
27	Records Management Services	020.04A1	4.75	899,417	251,842	1,151,259	General, Dev Svcs
28	Disbursements	060.16NN	8.20	1,537,357	28,783	1,566,140	General
29	Development Services Department Management & Support	110.05NN	3.50	957,630	228,000	1,185,630	General
30	IT Security Program	090.04NN	2.50	760,254	546,577	1,306,831	General, ITD, Utilities, Dev Svcs, Parks Ent
31	Comprehensive Planning Core Services	115.01NN	2.00	473,408	120,240	593,648	General
32	Facilities Maintenance & Operations	045.08A1	6.06	1,195,166	3,610,081	4,805,247	General, Dev Svcs, Utilities
33	Fire Facility Maintenance & Operations	070.07NN	-	-	906,756	906,756	General
34	Human Resources Administration	080.03NN	5.00	1,218,229	134,367	1,352,596	General
35	Software Development Services	090.03NA	6.06	1,647,203	347,401	1,994,604	General, Utilities, Dev Svcs, Parks Ent
36	Policy Implementation, Code Amendments & Consulting Svcs	110.02PA	10.40	2,703,512	175,281	2,878,793	General, Dev Svcs, Utilities
37	Multi-Media Services	090.07NA	3.00	628,376	378,666	1,007,042	General, Utilities, Dev Svcs, Parks Ent
38	Finance Central Services	060.07DN	-	-	2,405,813	2,405,813	General
39	Training and Development	080.07A1	1.00	259,387	107,007	366,394	General
40	ITD Network Systems and Services	090.08A1	7.50	1,909,603	2,540,959	4,450,562	General, Utilities, Dev Svcs, Parks Ent
41	Civic Services Management & Support	045.18NN	2.00	638,648	50,881	689,529	General
42	Department Management & Support	090.05NN	4.50	1,302,270	444,203	1,746,473	General, Utilities, Dev Svcs, Parks Ent
43	Centralized / Outsourced Records Conversion	020.04DN	-	-	24,000	24,000	General



**Final Budget by Outcome -- Ranking  
Responsive Government  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
44	Technology Business System Support	090.09NN	12.00	2,958,840	1,465,548	4,424,388	General, Utilities, Dev Svc, Parks Ent
45	Computer Management	090.01NN	6.00	1,357,680	268,021	1,625,701	General, Utilities, Dev Svc, Parks Ent
46	Facility Preventive & Major Maintenance	045.08A2	5.71	1,197,140	2,344,368	3,541,508	General, Utilities, Dev Svc
47	Professional Land Survey Services	045.06A1	10.00	2,256,722	273,225	2,529,947	General, Utilities, CIP
48	Civic Svcs Support for Public Safety Facilities Renovation	070.12DN	2.00	343,673	599	344,272	General
49	Facilities Reserves	045.15NN	-	-	1,846,304	1,846,304	Facilities
51	Enterprise Content Management Program	020.08PA	2.00	509,248	105,740	614,988	General
52	Procurement	060.17A1	10.00	1,897,555	47,547	1,945,102	General
53	One City	150.02NN	-	-	187,740	187,740	General
54	Electronic Communications Shop – Other Agencies	045.17D1	-	-	10,000	10,000	General
55	Health Benefits Operating Fund	080.01NA	1.80	351,889	39,926,872	40,278,761	General
56	Labor Relations and Compensation	080.04NN	2.00	483,246	118,112	601,358	General
57	Real Property Services	045.04A1	3.56	870,207	1,735,563	2,605,770	Land Purch Revolving, General, Utilities, CIP
58	Geographic Information Systems (GIS) Services	090.06NN	5.00	1,148,150	427,509	1,575,659	General, Utilities, Dev Svc, Parks Ent
59	Staffing Services	080.06NA	3.00	653,244	-	653,244	General
60	Fleet and Communications - Surplus/Disposal	045.1604	0.25	53,457	450	53,907	General, Utilities, Dev Svc, Parks Ent
61	Fleet Maintenance & Repair	045.1601	12.75	2,313,022	1,326,834	3,639,856	General, Utilities, Dev Svc, Parks Ent
62	Vehicle/Equipment Acquisition	045.16PA	1.00	213,011	10,640,998	10,854,009	ERF, Grants
63	Fleet & Communications Management	045.1612	2.50	484,591	37,580	522,171	General, Utilities, Dev Svc, Parks Ent
64	Help Desk & Training Services	090.02NN	3.00	583,332	267,795	851,127	General, Utilities, Dev Svc, Parks Ent
65	Facility Tenant Services	045.08A3	2.53	455,753	194,503	650,256	General, Utilities, Dev Svc



**Final Budget by Outcome -- Ranking  
Responsive Government  
2011 - 2012 Operating Proposals**

Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
66	Civic Engagement Program	040.03NN	1.00	199,639	12,000	211,639	General
68	Public Defense Services	040.01NN	-	-	1,466,000	1,466,000	General
69	Fuel System Management	045.1606	1.00	150,906	1,925,650	2,076,556	General, Utilities, Dev Svcs, Parks Ent
70	Facility Security	045.09NA	1.00	223,291	308,812	532,103	General, Utilities, Dev Svcs
71	Equipment Replacement - ITD	090.12DN	-	-	4,513,637	4,513,637	General, Utilities, Dev Svcs, Parks Ent
72	Performance Management Function	060.21PN	2.00	444,060	135,539	579,599	General
73	Demographic & Economic Trends Analysis & LandUse Forecasting	115.02NN	1.00	172,809	54,920	227,729	General
74	Facility Planning & Project Management	045.11NN	1.03	265,709	30,000	295,709	General, Utilities, Dev Svcs
75	Civic Svcs Support-Relocation of Courts from Surrey Downs	040.10D1	0.44	107,245	-	107,245	CIP
76	Retirement Services	080.05NN	2.00	435,496	-	435,496	General
77	East Bellevue Community Council	050.01NN	-	-	8,000	8,000	General
78	Miscellaneous Non-Departmental (MND)	060.08A1	-	-	3,043,100	3,043,100	General
79	Fleet and Communications Inventory/Stores Management	045.16A1	2.50	413,012	1,235,852	1,648,864	General, Utilities, Dev Svcs, Parks Ent
81	Franchise Administration	090.11A1	-	-	131,490	131,490	General
<b>Recommended Proposals</b>							
			267.29	\$60,347,311	\$124,729,457	\$185,076,768	
	<b>Totals</b>		267.29	\$60,347,311	\$124,729,457	\$185,076,768	



## Final Proposal List by Outcome - Recommended Proposals Responsive Government 2011-2012 Capital Projects (\$000s)

Proposal #	CIP Plan #	Proposal Title	Total							Total 7 yr Project Cost		
			2011	2012	2013	2014	2015	2016	2017		2013-2017	
130.88NN	PW-M-18	Wetland Monitoring	\$18	\$18	\$36							\$90
020.08DN	G-57	Enterprise Content Management (ECM) System Implementation	\$125	\$50	\$175							\$450
040.10PA	G-84	Relocation of Courts from Surrey Downs to Alternative Site	\$1,310	\$3,070	\$4,380							\$4,455
045.12NN	G-85	Facility Emergency Generator Power Switch Gear Replacement	\$375	\$375	\$750							\$750
060.04NN	G-59	JDE System Upgrade			\$0		\$100					\$100
060.15DN	G-59	Business Tax and License System (BTLS) Replacement Project	\$106	\$57	\$163							\$163
060.19DN	G-59	Budget System Replacement	\$120		\$120							\$120
<b>Total Capital Projects</b>			<b>\$2,054</b>	<b>\$3,570</b>	<b>\$5,624</b>		<b>\$318</b>	<b>\$18</b>	<b>\$0</b>	<b>\$0</b>	<b>\$504</b>	<b>\$6,128</b>

Note: Refer to the 2011-2017 Capital Investment Program (CIP) Plan document for description and scope of each project.



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>010.01NN</b> (City Attorney)	<b>CAO Department Management And Support</b>  This proposal provides strategic leadership, management and general support to the City Attorney's Office, as well as direct support for client departments and the City Council. These resources benefit all functions within the CAO and could not logically be assigned to any one of the separate proposals from the City Attorney's Office. Positions included in this proposal are: Department Director, Deputy Director, Office Manager and Senior Administrative Assistant.	<b>Budget</b> <b># FTE/LTE</b> \$639,085 4.00	<b>\$669,384</b> <b>4.00</b>
<b>010.07NN</b> (City Attorney)	<b>Civil Litigation Services</b>  The Civil Litigation Services program provides efficient and effective representation of the City in legal proceedings, either by defending the City or by pursuing actions on behalf of the City to recover and collect funds owed to the City or to protect a City employees or policies. The program routinely works with other departments in providing this representation and in identifying and correcting ongoing potential liability risks. This program most directly supports the Responsive Government outcome by providing exceptional service in a cost efficient manner that is designed to safeguard public assets and reduce legal and financial risks to the City.	<b>Budget</b> <b># FTE/LTE</b> \$526,722 4.50	<b>\$554,221</b> <b>4.50</b>
<b>010.08NN</b> (City Attorney)	<b>Legal Advice Services</b>  The Legal Advice Services program provides high-quality, efficient and effective legal advice to the City Council, 14 city departments, and various boards, commissions and committees. This program supports the Responsive Government outcome by providing easily accessible and effective legal and practical advice in a variety of areas. Use of internal legal advice directly safeguards the public trust by reducing exposure to liability. Internal legal resources also support community connections through advice and support on open public meetings issues, public records processing, and strategic leadership through work on a variety of intergovernmental and internal strategic teams.	<b>Budget</b> <b># FTE/LTE</b> \$496,343 3.50	<b>\$521,867</b> <b>3.50</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
-----------------	----------------	------	------

<p><b>010.09NA</b> (City Attorney)</p>	<p><b>Risk Mgmt Svcs- Insurance, Claims, Safety &amp; Loss Prevention</b></p> <p><b>Budget</b> \$4,134,686  <b># FTE/LTE</b> 4.60</p>	<p><b>\$4,103,171</b> <b>4.60</b></p>
--	---	---

The Risk Management Office protects the City's assets and preserves and enhances the quality of life for City employees and the public by providing effective loss prevention and safety programs that affect all aspects of City services. The Risk Management (RM) Office administers the City's General Self-Insurance, Workers' Compensation (on-the-job injuries), and Unemployment Compensation programs. Further, it provides employee safety training classes, develops safety programs, and ensures compliance with state and federal safety regulations. By providing effective claims management and fostering an active safety/loss prevention program, City revenues and assets are preserved for uses that will support and improve services for the public.

<p><b>020.01NN</b> (City Clerk)</p>	<p><b>City Clerk Operations</b></p> <p><b>Budget</b> \$218,613  <b># FTE/LTE</b> 2.00</p>	<p><b>\$229,065</b> <b>2.00</b></p>
---	---	---

City Clerk's Operations manages central administrative services associated with Bellevue's city governance in compliance with state and local laws. The City Clerk serves as a link between the legislative (City Council) and executive (City Manager) branches of City government, and is responsible for a wide range of documentation services relating to Council's official actions. The Clerk's Office also provides the public a central point of contact for petitioning their government and aids open communication, information sharing, and participation by citizens in their municipal government. For budget preparation, traditional Clerk's functions have been split between the City Council Support (See 020.02.NN, Council Legislative & Technical Support) and Clerk's Operations proposals.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>020.02NN</b> (City Clerk)	<b>Council Legislative and Administrative Support</b>  Council Legislative and Administrative Support provides professional and administrative services to the part-time, seven-member Council to promote performance of their official responsibilities, including setting public policy and enacting legislation. This includes production of the weekly Council meeting packets that inform the Council's decision-making process. Additionally, Council Support staff provide direct customer service to the community, including responding to general questions regarding City services and Council meetings, directing citizens to the correct department for resolution of issues, and making Council meeting materials accessible to the public.	<b>Budget</b> \$276,880 <b># FTE/LTE</b> 2.50	<b>Budget</b> \$291,336 <b># FTE/LTE</b> 2.50
<b>020.04DN</b> (City Clerk)	<b>Centralized / Outsourced Records Conversion</b>  Funds requested in this proposal will enable outsourcing of imaging services for City records, and enhance efforts to reduce costs associated with records conversion. The Records Management Division will manage vendor agreements for records conversion, and ensure compliance with standards established by the Washington State Archives.	<b>Budget</b> \$12,000 <b># FTE/LTE</b> -	<b>Budget</b> \$12,000 <b># FTE/LTE</b> -
<b>020.04A1</b> (City Clerk)	<b>Records Management Services</b>  The Records Management Division of the City Clerk's Office administers the City's records management program; establishes policies for compliant and efficient record keeping; and provides direct access to closed building permit files to staff and external customers. Staff provide guidance and direct support for managing records across their entire lifecycle (creation through disposition) to ensure public information is handled in a compliant and effective manner.	<b>Budget</b> \$562,456 <b># FTE/LTE</b> 4.75	<b>Budget</b> \$588,803 <b># FTE/LTE</b> 4.75

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>020.05NN</b> (City Clerk)	<b>Disclosure of Public Records and Information</b>  The City of Bellevue is committed to functioning as an open, transparent government by adopting policies that mirror the Public Records Act and State Model Rules for Public Disclosure. This proposal is focused on continuing and strengthening that commitment by providing centralized, professional administration of these rules while supporting the organization in making decisions and finding new ways of delivering information to the community when and where they want it.	<b>Budget</b> \$99,752 <b># FTE/LTE</b> 1.00	<b>Budget</b> \$104,994 <b># FTE/LTE</b> 1.00
<b>020.07NA</b> (City Clerk)	<b>Hearing Examiner's Office</b>  The purpose of the Hearing Examiner's Office is to conduct fair and impartial hearings on behalf of the City Council including appeals of administrative decisions, land use cases, civil violations, and other types of matters assigned by Council. Independent Hearing Examiners conduct hearings to apply general policies and regulations adopted by the City Council and to rule on land use applications. Depending on the type of matter, the Hearing Examiner may make a recommendation to the Council for their action or a decision that is appealable either to the Council or Superior Court.	<b>Budget</b> \$166,212 <b># FTE/LTE</b> 1.00	<b>Budget</b> \$171,228 <b># FTE/LTE</b> 1.00
<b>020.08PA</b> (City Clerk)	<b>Enterprise Content Management Program</b>  The ECM Division is responsible for implementing the Enterprise Content Management (ECM) system and ongoing program operations. Enterprise Content Management is a bundle of integrated records/content management applications that provide structure and continuity to the management of the City's information and records, no matter where or in what format they are created and stored. ECM applications also deliver new business process improvement tools, such as automated workflow and collaboration, to improve efficiencies in managing records-based processes to drive more cost efficient government operations.	<b>Budget</b> \$300,848 <b># FTE/LTE</b> 2.00	<b>Budget</b> \$314,140 <b># FTE/LTE</b> 2.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>020.10NN</b> (City Clerk)	<b>CCO Department Management</b>  This proposal provides strategic leadership, management oversight, and general direction to the City Clerk's Office as well as associated support services provided to the organization. Department management assures delivery of the department's work program; that direction of the City Council and City Manager are carried out; and that sound business practices, organizational Core Values, and the Leadership Philosophy are incorporated into all departmental operations. This resource benefits all functions within the department and could not logically be assigned to an individual proposal.	<b>Budget</b> <b># FTE/LTE</b> \$103,024 0.50	<b>Budget</b> <b># FTE/LTE</b> \$107,605 0.50
<b>030.01NN</b> (City Council)	<b>Legislative Branch - City Council</b>  As established by state law, the City Council serves as the legislative branch of Bellevue's city government and is charged with promoting the health, welfare, and safety of the community. In the course of their work, Councilmembers engage citizens on a variety of issues, analyze and enact policies, establish City laws, adopt a fiscally responsible biennial budget, levy taxes, authorize issuance of bonds and other debt financing mechanisms, collaborate and partner with organizations throughout the region, influence the enactment of state legislation, and provide guidance for administering services. The Council is committed to assuring a safe community, providing quality and responsive services, working with citizens and community groups to solve problems, and protecting and enhancing the natural environment.	<b>Budget</b> <b># FTE/LTE</b> \$333,707 7.00	<b>Budget</b> <b># FTE/LTE</b> \$347,936 7.00
<b>040.01NN</b> (City Manager)	<b>Public Defense Services</b>  The 6th Amendment of the United States Constitution guarantees the right to assistance of counsel when a person is unable to afford his/her own. The City of Bellevue's Public Defense Program ensures this occurs by contracting for these services.	<b>Budget</b> <b># FTE/LTE</b> \$733,000 -	<b>Budget</b> <b># FTE/LTE</b> \$733,000 -

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>040.02A1</b> (City Manager)	<b>Communications</b>  To insure the City is transparent and responsive, and strives to keep both external and internal stakeholders informed and engaged, communications staff assigned to the City Manager's Office and Transportation provide an array of communications products and support services to the City Manager, City Council and all other departments.	<b>Budget</b> <b># FTE/LTE</b> \$408,859 3.00	<b>\$428,018</b> <b>3.00</b>
<b>040.03NN</b> (City Manager)	<b>Civic Engagement Program</b>  This program 1) leverages volunteerism to enhance community resources and meet customer demands for civic engagement opportunities and 2) fosters collaboration, partnerships and information sharing among stakeholders in the volunteer community with the goal of creating a city-wide culture of civic engagement. Proposed functions will increase service value to the City, which in 2009 was calculated at nearly three million dollars.	<b>Budget</b> <b># FTE/LTE</b> \$103,218 1.00	<b>\$108,421</b> <b>1.00</b>
<b>040.04NN</b> (City Manager)	<b>City Management and Planning</b>  The City Manager's Office provides core leadership and management services provided by the City Manager's Office (CMO). Operating under a Council/Manager form of government, the role of the CMO is to provide strategic leadership to the City of Bellevue. It is dedicated to implementing policies established by the Council in an effective and cost-efficient manner, and in accordance with the City's Mission, Vision, and Core Values.	<b>Budget</b> <b># FTE/LTE</b> \$905,471 5.00	<b>\$948,440</b> <b>5.00</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>040.08NN</b> (City Manager)	<b>Intergovernmental Relations/Regional Issues</b>  The Intergovernmental Relations (IGR) program staff ensure Bellevue's interests are represented at the state, federal and regional government levels and seek positive results in the form of funding, regulations and service partnerships that are aligned with the City's interests. This proposal ensures the City Council and City organization have the support to analyze and resolve cross jurisdictional issues and maintain an effective voice and leadership role with regard to emerging regional, state and federal issues.	<b>Budget</b> \$539,345 <b># FTE/LTE</b> 3.50	<b>Budget</b> \$563,692 <b># FTE/LTE</b> 3.50
<b>040.10D1</b> (City Manager)	<b>Civic Svcs Support-Relocation of Courts from Surrey Downs</b>  This proposal is dependent on the parent CIP proposal for Relocation of Courts from Surrey Downs to Alternate Site, 040.10PA.  This proposal provides Civic Services the staff support needed to manage the design and renovation of an existing facility for the Courts and Bellevue probation. This project will offer a permanent solution for a long-standing problem for the Bellevue District Court as required in the court interlocal agreement between Bellevue and King County.	<b>Budget</b> \$52,271 <b># FTE/LTE</b> 0.44	<b>Budget</b> \$54,974 <b># FTE/LTE</b> 0.44
<b>045.01A1</b> (Civic Services)	<b>Service First</b>  Service First provides centralized, seamless, one-stop delivery of a wide range of services and information to customers through our public service desk, six public phone lines, our customer assistance web portal, and our City Hall events program which manages City Hall's 11,000sf of public meeting spaces. Central to our service delivery approach is that customers shouldn't have to understand City business or how the City is organized to receive service.	<b>Budget</b> \$661,989 <b># FTE/LTE</b> 7.00	<b>Budget</b> \$697,278 <b># FTE/LTE</b> 7.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**045.04A1** **Real Property Services**  
 (Civic Services)

<b>Budget</b>	<b>\$1,279,641</b>	<b>\$1,326,129</b>
<b># FTE/LTE</b>	<b>3.56</b>	<b>3.56</b>

This proposal describes all services provided by the Real Property team, falling into three categories: (1) Strategic Planning and Asset Management – consisting of interdepartmental advance planning around real estate opportunities; (2) Real Property Support to Departments – consisting of all real estate valuation and acquisition services supporting City projects; and (3) Leasing and Commercial Property Management – consisting of handling all City wireless leases and overseeing commercial property management and leasing activities at the City’s 70-suite Lincoln Center property. Approximately half of the Real Property team’s personnel costs are recovered from the CIP projects on which these services are performed.

**045.06A1** **Professional Land Survey Services**  
 (Civic Services)

<b>Budget</b>	<b>\$1,234,680</b>	<b>\$1,295,267</b>
<b># FTE/LTE</b>	<b>10.00</b>	<b>10.00</b>

Protect and maintain the survey reference monuments essential to accurately locate property boundaries, easements and public rights-of-way as required by state and federal law. Create and manage the survey control information and reference systems necessary for cost effective and timely survey services by city staff and consultants. Provide cost effective and timely professional land survey services required for city operations and projects. This proposal combines Professional Land Survey Services and Survey Monument and Survey Control Network (Proposals 045.06PN and 045.06DN).

**045.08A1** **Facilities Maintenance & Operations**  
 (Civic Services)

<b>Budget</b>	<b>\$2,367,155</b>	<b>\$2,438,092</b>
<b># FTE/LTE</b>	<b>6.06</b>	<b>6.06</b>

This proposal provides for Maintenance and Operation (M&O) services for General Government Facilities, which includes City Hall, Bellevue Service Center (BSC), Surrey Downs (SD) and Old Fire Station 3 (OFS#3). It covers day-to-day operations for building and site maintenance which include utility costs, custodial services, including carpet cleaning and window washing, and minor repairs.

This proposal includes \$100,000 reduction in base budget from 2010 for energy and maintenance efficiencies. It also includes a reduction in custodial service to skip service and reduction of window washing from two times a year to once a year. This results in additional \$127,000 savings in 2011 and \$129,413 in 2012.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>045.08A2</b> (Civic Services)	<b>Facility Preventive &amp; Major Maintenance</b>	<b>Budget</b> \$1,751,403	<b>Budget</b> \$1,790,105
		<b># FTE/LTE</b> 5.71	<b># FTE/LTE</b> 5.71
	<p>This proposal provides funding for preventative and major maintenance (PM) for the General Government Facilities which includes City Hall, Bellevue Service Center (BSC), Surrey Downs, and Old Fire Station 3. PM includes all activities to maintain, repair, or replace infrastructure, equipment or building systems with a proactive and planned methodology. The budgeting and planning for this work is completed in maintenance management software as well as the 10-year Major Maintenance Plan. A sound and effective PM program extends the useful life of equipment and building systems and reduces the occurrence of failures.</p>		

This proposal moves some projects scheduled in the 10-Year Plan out a few years. It does not save money in the long term but does defer \$200,000 for 2011 and 2012 which can be used for other proposals.

<b>045.08A3</b> (Civic Services)	<b>Facility Tenant Services</b>	<b>Budget</b> \$319,009	<b>Budget</b> \$331,247
		<b># FTE/LTE</b> 2.53	<b># FTE/LTE</b> 2.53
	<p>Tenant Services provides space planning &amp; design services and management for approx. 550,000 sf of City facility space. Services include event staging and meeting support, food service, facility space planning and design, furniture management, office relocations and reconfigurations, facility drawing development and management, and minor tenant improvements. Ensuring compliance with the Americans with Disabilities Act and other workplace health and safety requirements is a key component of this work. These services are provided for department occupied spaces and common areas including public lobbies &amp; corridors, training facilities, fitness centers, and meeting rooms at City Hall, BSC, and Surrey Downs.</p> <p>This alternate proposal removes \$135,300 of the budget for department specific services such as office relocations and reconfigurations.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>045.09NA</b> (Civic Services)	<b>Facility Security</b>  The Building Safety & Security Program provides a safe and secure environment for staff and customers, reduces risk, and minimizes loss of property, while educating building occupants of their roles and responsibilities in support of the program. An efficient and effective program is a combination of well-designed and implemented equipment and the right mix of well-trained staff and contracted employees who are able to recognize and respond to security issues when needed.	<b>Budget</b> <b># FTE/LTE</b> \$261,795 1.00	<b>Budget</b> <b># FTE/LTE</b> \$270,308 1.00
<b>045.10NN</b> (Civic Services)	<b>Facility Emergency Management &amp; Response</b>  This proposal contains the costs of Facility Emergency Management and Response for City Hall, Bellevue Service Center (BSC), Surrey Downs (SD), and Old Fire Station #3 (OFS #3) formerly Electronic Communications Shop. It also indirectly supports all Fire Stations and Parks Community Centers in the event of an emergency. The primary responsibility is the continuation of operation of City's Critical Facilities; NORCOM 911 dispatch, Emergency Operations Center in City Hall, Police and Fire Department Facilities, and Emergency Operations Command Centers for various other departments, such as Utilities and Transportation at BSC. The Facility Emergency Management and Response program provides for preparedness, mitigation, response, and recovery of critical facilities for all natural, technological or man-made disasters.	<b>Budget</b> <b># FTE/LTE</b> \$74,300 0.50	<b>Budget</b> <b># FTE/LTE</b> \$77,004 0.50
<b>045.11NN</b> (Civic Services)	<b>Facility Planning &amp; Project Management</b>  Long-range facility planning and management ensures that facilities are planned for and in place to accommodate the vision of the city as reflected in the Comprehensive Plan, which charts a clear direction for future facility planning and development. Project management is provided for feasibility studies and assessments, programming, design, construction of facility upgrades, demolition, renovation, and new construction. The value of the assets directly managed under this proposal totals \$183 million.	<b>Budget</b> <b># FTE/LTE</b> \$144,495 1.03	<b>Budget</b> <b># FTE/LTE</b> \$151,214 1.03

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>045.15NN</b> (Civic Services)	<b>Facilities Reserves</b>	<b>Budget</b> \$877,326	<b>Budget</b> \$968,978
		<b># FTE/LTE</b> -	<b># FTE/LTE</b> -

The Facility fund provides coordinated planning, development, maintenance, and management services required to support City operations in general City facilities. This Fund includes maintenance and operations, capital and reserves for operating general city buildings. Rates charged to user departments are based on the full cost of maintaining and operating these facilities, excluding future replacement. The Fund combines planning, maintenance, and Capital Investment Program (CIP) projects along with operating budgets to provide for full operational cost.

<b>045.16PA</b> (Civic Services)	<b>Vehicle/Equipment Acquisition</b>	<b>Budget</b> \$6,623,369	<b>Budget</b> \$4,230,640
		<b># FTE/LTE</b> 1.00	<b># FTE/LTE</b> 1.00

Acquisition of the city's vehicle and equipment assets represents a significant city investment and is a critical process for ensuring efficient operations for employees who use the assets. The foundational step in optimizing this investment is proper specifications followed by quality control prior to acceptance. When performed well, vehicle "spec'ing" can reduce acquisition and operating costs. Many factors are evaluated during the replacement process; operational needs, budget, mandates, initiatives, accreditation, efficiencies, State and Federal required standards, etc. This knowledge base with a clear concise understanding of the City's diverse fleet of vehicles and equipment requirements gives Fleet Operations the ability to manage assets, achieving the best value for the dollar. This supports the City's departments in accomplishing their missions required by our community and the citizens of Bellevue.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**

**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

**045.1601** **Fleet Maintenance & Repair** **Budget** **\$1,777,648** **\$1,862,208**  
**(Civic Services)** **# FTE/LTE** **12.75** **12.75**

Fleet Operations manages all city vehicles and mechanical equipment to flexibly and efficiently support city-wide operations. Their objective is to safeguard the City's investment in vehicles and equipment through timely and cost-effective asset management, maintenance and repair services. Managing the City's publically funded assets in a responsible, fiscally sustainable manner means keeping them in good sound condition and tells the community what kind of stewards we are of the public trust. Reliable vehicles and equipment in good working order are essential to the community service team to maintain streets, keep utilities in proper working order, ensure public safety employees can execute their duties, and perform countless other activities that ensure public services of all sorts are available to citizens in a timely and professional manner.

**045.1604** **Fleet and Communications - Surplus/Disposal** **Budget** **\$26,242** **\$27,665**  
**(Civic Services)** **# FTE/LTE** **0.25** **0.25**

All City owned surplus vehicles and equipment have a cash value that is recovered to the replacement funds. The Fleet Surplus Program is in the previously owned vehicle and equipment business, remarketing assets to get the greatest return (typically 15 – 20% of the original investment) which follows best business practices.

**045.1606** **Fuel System Management** **Budget** **\$1,002,786** **\$1,073,770**  
**(Civic Services)** **# FTE/LTE** **1.00** **1.00**

Fleet manages the city's fuel acquisition, ensuring adequate supply for vehicles, equipment and emergency generators at several sites throughout the city. Regular monitoring and reconciliation is critical for environmental compliance and fiscal stewardship. Fuel management processes and equipment must be adapted for alternative fuels that are optional and/or required.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>045.1612</b> (Civic Services)	<b>Fleet &amp; Communications Management</b>  This proposal continues to fund the management of the Fleet and Communications infrastructure that supports the delivery of municipal services to the community. This proposal ensures the purchase, asset management, preservation and maintenance of the City's fleet of vehicles not only for public safety services, but for all City vehicles. Additionally, this proposal ensures that electronic communication systems are purchased and are operational at all times to support the City's daily and emergency communication needs.	<b>Budget</b> # FTE/LTE \$253,987 2.50	<b>Budget</b> # FTE/LTE \$268,184 2.50
<b>045.16A1</b> (Civic Services)	<b>Fleet and Communications Inventory/Stores Management</b>  Fleet Inventory Stores Management directly supports Fleet Operations by ensuring parts and materials are readily available to repair vehicles and equipment so they can be restored to full service quickly. Purchasing the best product for the best price in the best available timeframe ensures that City departments, including Fire & Police, have vehicles and equipment so they can continue to operate and provide service to the community. This proposal incorporates a 10% reduction of Fleet & Communications Surplus/Disposal, Fleet & Communications Management, and Inventory/Stores Management (Proposals 045.1604, 045.1612, 045.1613) by reducing parts inventory available for vehicle repair.	<b>Budget</b> # FTE/LTE \$807,034 2.50	<b>Budget</b> # FTE/LTE \$841,830 2.50
<b>045.17PN</b> (Civic Services)	<b>Electronic Communications Maintenance City Equipment</b>  Citizens expect the most responsive, reliable City services possible – many of those services, including Utilities repair crews and Fire and Police first responders, depend on reliable communication equipment to do their jobs. Electronic Communication Services (ECS) maintains and repairs the communication systems and equipment utilized by City staff from all departments. By ensuring this equipment is fully operational and available 24/7, the ECS shop helps Bellevue provide the high level of service citizens expect during normal operations and emergencies.	<b>Budget</b> # FTE/LTE \$315,424 2.00	<b>Budget</b> # FTE/LTE \$325,054 2.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**

**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>045.17D1</b> (Civic Services)	<b>Electronic Communications Shop – Other Agencies</b>  Budget # FTE/LTE	\$5,000 -	\$5,000 -
	The workload for Electronic Communication Services has decreased due to actual work from outside agencies being significantly less than projected. As a result, staffing will be reduced by 2 FTEs.		
<b>045.18NN</b> (Civic Services)	<b>Civic Services Management &amp; Support</b>  Budget # FTE/LTE	\$336,516 2.00	\$353,013 2.00
	Department management provides strategic leadership and management oversight of the department, integrating the organization's Core Values and Leadership Philosophy into management practices. The director leads the management team in developing and ensuring effective delivery of the department's work program and customer service expectations in collaboration with customer departments. Proactive fiscal stewardship is critical due to the magnitude and diversity of funds managed by Civic Services.		
<b>050.01NN</b> (Community Council)	<b>East Bellevue Community Council</b>  Budget # FTE/LTE	\$4,000 -	\$4,000 -
	The East Bellevue Community Council, established in 1969, was continued for an additional four years by its electorate at the November 2009 General Election. The Community Council, empowered under RCW 35.14, is charged with local land use review authority over certain designated land use issues within their jurisdictional boundaries. The statute also provides that they may advise or recommend to the City Council on other local matters that directly or indirectly affect their jurisdiction.		
<b>060.07PN</b> (Finance)	<b>Finance Department Management &amp; Support</b>  Budget # FTE/LTE	\$897,082 5.10	\$936,576 5.10
	The resources in this proposal provide strategic direction and leadership for the City's fiscal policy and management and oversight of the Finance Department, its functions and business systems. Revenues and expenditures are essential to all City functions, therefore fiscal policy and operations impact all City Outcomes and the Bellevue Convention Center Authority.		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>060.07DN</b> (Finance)	<b>Finance Central Services</b>	<b>Budget</b> \$1,213,134 <b># FTE/LTE</b> -	<b>Budget</b> \$1,192,678 <b># FTE/LTE</b> -
	<p>This proposal will provide the City with copy machines, copy center services, mail room services (including postage), and central receiving/distribution of deliveries at City Hall. All are provided under contract for 2011. We anticipate a lower priced contract for 2012. On-going and extensive reviews will be conducted in order to identify the appropriate levels of service and potential for cost savings.</p>		
<b>060.08A1</b> (Finance)	<b>Miscellaneous Non-Departmental (MND)</b>	<b>Budget</b> \$1,512,600 <b># FTE/LTE</b> -	<b>Budget</b> \$1,530,500 <b># FTE/LTE</b> -
	<p>The Miscellaneous Non-Departmental (MND) budget is used to fund items that generally benefit the City as a whole, but do not reside in any direct services or support services program, such as memberships in governmental organizations, regional committees/organizations, election fees, and employee functions. A contingency is also maintained to fund upcoming labor negotiations and unplanned initiatives and needs as approved by the City Manager.</p>		
<b>060.13NN</b> (Finance)	<b>Citywide Banking &amp; Revenue Receipting</b>	<b>Budget</b> \$421,606 <b># FTE/LTE</b> 3.25	<b>Budget</b> \$440,232 <b># FTE/LTE</b> 3.25
	<p>This proposal provides centralized fiscal oversight for the City's revenue collections, and for cash handling and banking transactions totaling \$945 million per year in accordance with State Law, City Policy and Procedures, the Government Finance Officers Association (GFOA), and Treasury Management Association (TMA) recommended "Best Practices". Central monitoring by staff that do not personally handle the receipting function provides a strong internal control mechanism for greater accountability, managing risk, and minimizing liability of fraud.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>060.14NN</b> (Finance)	<b>Investments Portfolio Management &amp; Accounting Services</b>  The proposal provides resources to manage the City's \$220 million investment portfolio by first preserving the principal of investment, while providing adequate cash flow to meet the City's liquidity needs and optimizing investment return. The City's portfolio produces approximately \$7.8 million in interest earnings each year, and internal management of the City's Investment Portfolio provides an additional \$1.2 million revenue to the City each year compared to investing in "passive investments" (examples include, State Local Government Investment Pool, US Agency and Treasury Index).	<b>Budget</b> \$115,825  <b># FTE/LTE</b> 0.85	<b>Budget</b> \$121,820  <b># FTE/LTE</b> 0.85
<b>060.15A1</b> (Finance)	<b>Business Tax and License Administration</b>  This proposal includes the functions of the Tax Division, which is responsible for collection, administration and enforcement of the City's business licenses and taxes. The tax division's work accounts for approximately \$108 million in revenue for the 2011/2012 biennium. There are approximately 33,500 active business license accounts. This offer includes a \$40 increase in the one-time general business license fee to recover additional revenue to offset licensing cost and 2 additional FTE's for Tax Compliance Enforcement activities. The proposed functions will ensure the City's business tax and license revenues are collected and properly accounted for, which enables the City to continue to earn the public's trust.	<b>Budget</b> \$1,148,255  <b># FTE/LTE</b> 8.50	<b>Budget</b> \$1,169,770  <b># FTE/LTE</b> 8.25
<b>060.16NN</b> (Finance)	<b>Disbursements</b>  This proposal covers the management and administration of the City's Payroll, Accounts Payable, and Procurement Card (ProCard) processes. These functions oversee the majority of the City disbursements totaling \$300 million in accordance with applicable laws and sound business practices to provide for accountability, and deliver exceptional service to the community.	<b>Budget</b> \$762,746  <b># FTE/LTE</b> 8.20	<b>Budget</b> \$803,394  <b># FTE/LTE</b> 8.20

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>060.17A1</b> (Finance)	<b>Procurement</b>  This proposal provides resources for centralized oversight, management and support for the procurement of over \$85 million of goods and services for the City of Bellevue annually. These services ensure open and fair competition in the public bidding process, promote positive and effective vendor relations, which are cultivated by informed and fair buying practices and strict adherence to ethical standards in public procurement. This alternate proposal is at a reduced service level from the proposal originally submitted.	<b>Budget</b> \$947,463  <b># FTE/LTE</b> 10.00	<b>Budget</b> \$997,639  <b># FTE/LTE</b> 10.00
<b>060.18NN</b> (Finance)	<b>Financial Accountability &amp; Reporting</b>  This proposal provides fiscal oversight to the City of Bellevue through the preparation and submission of mandatory financial reporting to the State Auditor's Office, the State Department of Revenue, and federal agencies requiring special reporting. It provides for adherence to best practices through preparation of a Comprehensive Annual Financial Report (CAFR) and the use of internal audits. Acceptance of this proposal ensures compliance with State Law and Generally Accepted Accounting Principles and minimizes the City's risks for potential liabilities and misappropriation of assets. This proposal enables the City to provide for accountability, a key element of stewards of the public trust.	<b>Budget</b> \$621,567  <b># FTE/LTE</b> 4.50	<b>Budget</b> \$649,366  <b># FTE/LTE</b> 4.50
<b>060.19PN</b> (Finance)	<b>Financial Planning</b>  This proposal provides resources to plan for and produce a balanced biennial budget representing the City's vision and goals, and providing a plan for matching community needs to City resources. Planning includes long-range planning/modeling, value-added analysis, budgetary control and oversight. Financial planning provides for fiscal sustainability, policy analysis and recommendations, feedback to citizens and stakeholders, and performance measurement and management (see: Performance Management Function 060.02PN) that contribute to strategic leadership, public trust, and stewardship.	<b>Budget</b> \$941,296  <b># FTE/LTE</b> 7.00	<b>Budget</b> \$955,749  <b># FTE/LTE</b> 7.00

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**

**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>060.20NN</b> (Finance)	<b>Debt Management Services</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$13,630,664</b> <b>0.40</b>	<b>\$13,975,492</b> <b>0.40</b>
	<p>This proposal provides resources to support fiscal oversight, administration, and debt service of the City's \$200 million debt portfolio in a prudent and cost-effective manner, including cash flow reserves for LID Guaranty, LID Control, and Interest and Debt Redemption Funds. These services are crucial to maintaining the public trust and financial integrity of the City.</p>			
<b>060.21PN</b> (Finance)	<b>Performance Management Function</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$266,223</b> <b>2.00</b>	<b>\$313,376</b> <b>2.00</b>
	<p>Performance Management is crucial to the implementation of Budgeting for Outcomes (BFO) and continuation of Bellevue's nationally recognized Performance Management Program. Are we making a difference? Are intended results taking place? If we don't measure, how do we know? The City's strong Performance Management Program helps the City answer these and other questions related to organizational performance.</p>			
<b>070.07NN</b> (Fire)	<b>Fire Facility Maintenance &amp; Operations</b>	<b>Budget</b> <b># FTE/LTE</b>	<b>\$447,548</b> <b>-</b>	<b>\$459,208</b> <b>-</b>
	<p>This proposal provides for the routine maintenance and operating costs for Bellevue's nine fire stations and Public Safety Training Center. Fire facilities operate 24 hours a day, seven days a week. Over 200 firefighters are assigned to work out of these Fire facilities. Proactive maintenance of facilities is required to provide a safe working environment for personnel and to ensure that facilities remain operable to allow for the continuous provision of fire suppression and emergency medical services.</p>			

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>070.12DN</b> (Fire)	<b>Civic Svcs Support for Public Safety Facilities Renovation</b>	<b>Budget</b> \$167,354	<b>Budget</b> \$176,918
		<b># FTE/LTE</b> 2.00	<b># FTE/LTE</b> 2.00
	<p>This project will provide Civic Services support for major repairs, renovations, and/or upgrades required at all Fire Stations and the Public Safety Training Center which are not of sufficient magnitude to warrant a separate capital investment project. The Fire Department has 10 facilities to maintain with unique and special requirements necessary to operate efficiently 24 hours a day, seven days a week. This is the only funding provided by the General Fund and General CIP for this activity.</p>		

<b>080.01NA</b> (Human Resources)	<b>Health Benefits Operating Fund</b>	<b>Budget</b> \$19,218,098	<b>Budget</b> \$21,060,663
		<b># FTE/LTE</b> 1.80	<b># FTE/LTE</b> 1.80
	<p>The health benefits fund provides medical, dental, vision, life/accidental death and dismemberment (AD&amp;D) insurance, flexible spending arrangements (health and dependant care), and an employee assistance program for the purpose of attracting and retaining highly qualified employees.</p>		

These programs are a major component in maintaining a strong total compensation program allowing the City to compete for the top candidates in the job market. Effective program administration and oversight are critical in providing competitive plans in a cost-effective manner.

<b>080.03NN</b> (Human Resources)	<b>Human Resources Administration</b>	<b>Budget</b> \$699,011	<b>Budget</b> \$653,585
		<b># FTE/LTE</b> 5.00	<b># FTE/LTE</b> 4.00

This proposal provides strategic and proactive Human Resources support to the City's executive team by designing systems and developing policies for organizational effectiveness and employee satisfaction. This proposal also provides resources to support the gathering, maintaining, and distributing of employment data and documentation necessary for making informed decisions, employee investment choices, and staffing resource allocations for the short and long term. This support is core to the City's ability to manage and maintain a productive, consistent, cost effective, and legal relationship with employees, from time of hire to separation. The goal is to ensure sound management of employee resources and business practices in order for the City to provide the best value in meeting community needs.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>080.04NN</b> (Human Resources)	<b>Labor Relations and Compensation</b>  Provide strategic leadership in negotiating collective bargaining agreements and maintaining a competitive compensation program that will allow the City to retain its employees, compete for top talent and support efforts for employee growth and development.	<b>\$293,936</b> <b>2.00</b>	<b>\$307,422</b> <b>2.00</b>
<b>080.05NN</b> (Human Resources)	<b>Retirement Services</b>  Retirement Benefits is a key component of our compensation package to recruit and retain top talent to the City. We administer four (4) Retirement Programs: Washington Department of Retirement Systems (DRS); Municipal Employees' Benefit Trust Plan (MEBT); 457 Deferred Compensation Plan; and Firemen's Pension Plan. In addition, we also administer the LEOFF 1 Disability Plan. We provide individualized retirement planning sessions and also offer on-going employee educational seminars on a wide variety of financial topics.	<b>\$212,150</b> <b>2.00</b>	<b>\$223,346</b> <b>2.00</b>
<b>080.06NA</b> (Human Resources)	<b>Staffing Services</b>  This proposal provides day-to-day Human Resources support to employees and managers in the areas of employee relations, leave administration, recruitment and selection, investigations, and compliance oversight. This support is core to the City's ability to attract top candidates, retain exceptional employees, address skills and service gaps, and where necessary improve performance and service delivery. The goal is to foster accountability and enhanced professionalism and responsiveness of employees and management, while ensuring compliance with federal, state, and local laws, in order to efficiently and effectively support the Community Vision.	<b>\$318,225</b> <b>3.00</b>	<b>\$335,019</b> <b>3.00</b>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<p><b>080.07A1</b> (Human Resources)</p>	<p><b>Training and Development</b></p>	<p><b>Budget</b> \$179,442</p> <p><b># FTE/LTE</b> 1.00</p>	<p><b>Budget</b> \$186,952</p> <p><b># FTE/LTE</b> 1.00</p>
--	--	---	---

This proposal focuses on the services provided by Human Resources Training & Development. Human Resources provides a variety of quality, competency based training opportunities for City employees. Organizations that invest in their people have lower employee turnover, which is associated with engaged employees and exceptional customer service. This proposal provides training programs that focus on the organization's emphasis on employee engagement, leadership development, managerial effectiveness and customer service. It also includes compliance training addressing American with Disabilities Act, Family Medical Leaves, workplace harassment, and discrimination. As a cost savings measure, this proposal eliminates tuition reimbursement from the HR Training & Development budget.

<p><b>090.01NN</b> (Information Technology)</p>	<p><b>Computer Management</b></p>	<p><b>Budget</b> \$794,211</p> <p><b># FTE/LTE</b> 6.00</p>	<p><b>Budget</b> \$831,490</p> <p><b># FTE/LTE</b> 6.00</p>
---	-----------------------------------	---	---

The Computer Management (CM) proposal focuses on delivering the most effective acquisition, maintenance and management of computer hardware and software assets used by City staff. Since virtually every City employee uses a computer to perform some portion of their job, this program directly impacts productivity across the workforce.

<p><b>090.02NN</b> (Information Technology)</p>	<p><b>Help Desk &amp; Training Services</b></p>	<p><b>Budget</b> \$417,631</p> <p><b># FTE/LTE</b> 3.00</p>	<p><b>Budget</b> \$433,496</p> <p><b># FTE/LTE</b> 3.00</p>
---	---	---	---

Services in this proposal include the Help Desk and the information technology training program. Help Desk staff respond to questions and resolve problems with computer applications and equipment, purchase and install new computers, and assist with upgrades, thereby decreasing staff downtime and increasing productivity. The training program assists City staff in maximizing their productivity and effectiveness with computer applications and tools.

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>090.03NA</b> (Information Technology)	<b>Software Development Services</b>  Software Development Services build and maintain web applications for all City departments who have needs that cannot be effectively filled by existing or purchased applications and for the eCityGov Alliance (Alliance) as noted in the eCityGov Alliance proposal. Over 30 web applications have been developed since 2001, with half the applications being public facing, enabling citizens to get information, transact business and request services at anytime and anywhere.	<b>Budget</b> <b># FTE/LTE</b> \$975,744 6.06	<b>Budget</b> <b># FTE/LTE</b> \$1,018,860 6.06
<b>090.04NN</b> (Information Technology)	<b>IT Security Program</b>  This proposal provides IT security services necessary to protect the City's critical information (e.g., credit card numbers and social security numbers, law enforcement data, etc.) and the IT infrastructure and applications from cybercrime attacks, viruses, and other threats. It also enables the city to meet legal and regulatory requirements related to housing critical data. Keeping this information safe is a fundamental component in protecting the City's reputation and ensuring that we live up to the trust that citizens have placed with us.	<b>Budget</b> <b># FTE/LTE</b> \$643,599 2.50	<b>Budget</b> <b># FTE/LTE</b> \$663,232 2.50
<b>090.05NN</b> (Information Technology)	<b>Department Management &amp; Support</b>  ITD Management and Support provides strategic technology leadership within the organization and region, aligns strategic technology decisions with Council and Departmental business vision, manages and/or provides oversight over the operation of all business lines noted in other Information Technology Department's (ITD) proposals in a manner that ensures the following are met: (a) the direction of the City Council and City Manager; (b) the goals of each Department proposal; and (c) adoption and application of core values and leadership philosophy at all levels of the organization.	<b>Budget</b> <b># FTE/LTE</b> \$854,482 4.50	<b>Budget</b> <b># FTE/LTE</b> \$891,991 4.50

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
<b>090.06NN</b> (Information Technology)	<b>Geographic Information Systems (GIS) Services</b>  Geographic Information Systems (GIS) Services provide geographic analysis, mapping, and data management in support of programs and services city-wide for citizens and staff. GIS products support communication, planning, and key operational and strategic decision making for Council and all City departments.	<b>Budget</b> \$663,475 <b># FTE/LTE</b> 5.00	<b>Budget</b> \$912,184 <b># FTE/LTE</b> 5.00
<b>090.07NA</b> (Information Technology)	<b>Multi-Media Services</b>  This proposal offers professional quality multimedia services to create streaming video, web graphics, video services, print design and publications for the city. Using state-of-the-art equipment, multimedia services produces videos that communicate information to residents, businesses and visitors in Bellevue and across the world. The information is available via the Internet and the city's government access cable channel - Bellevue Television, Channel 21. Multimedia services also produces print publications, presentation, marketing materials, displays, posters and banners for all City departments. At the request of the Results Team, this alternative proposal provides additional cost savings by reducing service levels.	<b>Budget</b> \$493,106 <b># FTE/LTE</b> 3.00	<b>Budget</b> \$513,936 <b># FTE/LTE</b> 3.00
<b>090.08A1</b> (Information Technology)	<b>ITD Network Systems and Services</b>  Network Systems and Services provide and manage the core technology infrastructure for the City, including network, servers, systems and services. The City depends on a high performing and reliable IT infrastructure to conduct operations, provide services and communicate with the public. The infrastructure must operate 24 hours a day, 7 days a week and have the appropriate level of resiliency and protection to withstand disruptions and disasters so the City can provide services when most needed. At the request of the Results Team, this alternative proposal provides additional cost savings by accelerating the sourcing transition plan.	<b>Budget</b> \$2,317,289 <b># FTE/LTE</b> 7.50	<b>Budget</b> \$2,133,273 <b># FTE/LTE</b> 7.50

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>090.09NN</b> (Information Technology)	<b>Technology Business System Support</b>  The Technology Business Systems (TBS) Support provides technical services (purchase, implementation, and oning technical support) to departments for their applications used in delivering service to the citizens and/or their customers. Without these services, departments cannot fully realize the benefit of their business application investments.	<b>Budget</b> \$2,161,237 <b># FTE/LTE</b> 12.00	<b>Budget</b> \$2,263,151 <b># FTE/LTE</b> 12.00
<b>090.10NN</b> (Information Technology)	<b>eCityGov Alliance Fees and Services</b>  Bellevue is a founding partner in the eCityGov Alliance (Alliance), an inter-local agency with a mission of providing Web-based services to constituents. There are two parts to this proposal. First, as a partner, we pay fees to the Alliance on behalf of the City and in return we own 29% of the Alliance intellectual property and assets and receive use of all Alliance services. Second, under the Alliance inter-local agreement, Bellevue is the IT and fiscal host for the Alliance. The Alliance pays for all support services provided by Bellevue.	<b>Budget</b> \$771,903 <b># FTE/LTE</b> 4.75	<b>Budget</b> \$806,781 <b># FTE/LTE</b> 4.75
<b>090.11A1</b> (Information Technology)	<b>Franchise Administration</b>  This proposal funds the City's cable franchise administration function, which includes resolution of citizen/subscriber issues, analysis of cable infrastructure effectiveness, satisfaction survey of citizens, bi-annual audits of franchise fees paid and annual rate analysis of basic cable through the use of professional services. The City's video streaming service, which allows the City to video stream live, replay all council meetings and other video products, is also included. This alternative, offered by the Department, reduces the overall cost of the proposal by \$40K. This is a combination of a one-time cost reduction and a reduction in service level.	<b>Budget</b> \$61,800 <b># FTE/LTE</b> -	<b>Budget</b> \$69,690 <b># FTE/LTE</b> -

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011



## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
--------------------	----------------	------	------

<b>090.12DN</b> (Information Technology)	<b>Equipment Replacement - ITD</b>	<b>Budget</b> \$2,414,463 <b># FTE/LTE</b> -	<b>Budget</b> \$2,099,174 <b># FTE/LTE</b> -
	<p>This proposal covers the purchasing of technology assets, including computers, network equipment, servers, software, and audio visual equipment which have reached the end of its useful life. This equipment's original purchase was approved in other budgets and the replacement funding source is the Equipment Replacement Reserve in ITD. Replacing this equipment in a just-in-time manner reduces staff downtime and helps ensure that services across the city are available to the City's customers and partners.</p>		
<b>110.01PA</b> (Development Services)	<b>Development Services Information Delivery</b>	<b>Budget</b> \$1,592,842 <b># FTE/LTE</b> 12.80	<b>Budget</b> \$1,673,045 <b># FTE/LTE</b> 12.80
	<p>The Development Services (DS) Information Delivery function will support the Responsive Government outcome by providing broad access to development services information regarding properties, public and private development projects, development and construction codes and standards, inspection and enforcement procedures, public records, permit processes, timelines, and fees. Service delivery is provided consistent with customer-driven service expectations that focus on quality, customer experience, timeliness, and predictability.</p>		
<b>110.02PA</b> (Development Services)	<b>Policy Implementation, Code Amendments &amp; Consulting Svcs</b>	<b>Budget</b> \$1,404,309 <b># FTE/LTE</b> 10.40	<b>Budget</b> \$1,474,484 <b># FTE/LTE</b> 10.40
	<p>The Policy Development function of Development Services (DS) would support the Responsive Government outcome because it implements adopted City plans (e.g., Bel-Red Corridor Planning Study) and federal and state mandates (e.g., Federal Clean Water Act NPDES program) by processing amendments to codes, standards, and procedures; and it aligns locally and regionally significant projects (e.g., Regional Jail) with organizational objectives by providing development related consulting advice. Delivering on policy development commitments made to the community based on their priorities is essential to maintaining public trust.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011



**Final Proposal List by Outcome - Recommended Proposals**  
**Responsive Government**  
**2011 - 2012 Operating Proposals**

Proposal # Rank	Proposal Title	2011	2012
<b>110.05NN</b> (Development Services)	<b>Development Services Department Management &amp; Support</b>  Budget # FTE/LTE	\$580,100 3.50	\$605,530 3.50
	<p>This proposal provides strategic leadership, management and general support to the Development Services Department (DSD) and the development services line of business spanning four departments. These resources benefit all functions within the department and could not logically be assigned to an individual proposal. Positions included in this proposal are the Department Director, Assistant Director of Business Services, Training and Employee Development Coordinator, and Senior Administrative Assistant.</p>		
<b>110.06NN</b> (Development Services)	<b>Development Services Financial Management</b>  Budget # FTE/LTE	\$537,629 5.00	\$564,011 5.00
	<p>The Development Services Department (DSD) Financial Management team has fiscal responsibility for two departments: DSD and the Department of Planning and Community Development (PCD) and the financial oversight of the Development Services line of business. Fiscal management responsibilities include, forecasting, budget and accounting, fee development, and customer billing.</p>		
<b>115.01NN</b> (Planning & Community Development)	<b>Comprehensive Planning Core Services</b>  Budget # FTE/LTE	\$290,429 2.00	\$303,219 2.00
	<p>This proposal provides the City's foundational comprehensive planning functions in responding to the public, supporting the Planning Commission, carrying out local policy direction established by City Council, and complying with the requirements of the state Growth Management Act. The functions of this proposal develop and advance the over-arching policy framework that guides the City's growth and development toward realization of the Community Vision.</p>		

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
 4/29/2011





## Final Proposal List by Outcome - Recommended Proposals

### Responsive Government

#### 2011 - 2012 Operating Proposals

Proposal # Rank	Proposal Title	2011	2012
115.02NN (Planning & Community Development)	<p><b>Demographic &amp; Economic Trends Analysis &amp; LandUse Forecasting</b></p> <p>This proposal provides for the central City clearinghouse for collecting, analyzing, and disseminating demographic and economic trends &amp; land use forecasts for all city departments as well as external organizations. Analyzing and understanding the future implications of key City demographic, economic, and land use characteristics is a critical foundational component for City decisions; and also supports private investment decisions in Bellevue.</p>	<p><b>Budget</b> \$111,362</p> <p><b># FTE/LTE</b> 1.00</p>	<p><b>Budget</b> \$116,367</p> <p><b># FTE/LTE</b> 1.00</p>
150.02NN (Misc Non-Departmental)	<p><b>One City</b></p> <p>This proposal supports the continuing work of the One City Initiative. Established in 2007, with the goal of supporting the creation of a high-performance organization, One City has evolved to become the defining framework for directing and managing change in the City.</p>	<p><b>Budget</b> \$88,870</p> <p><b># FTE/LTE</b> -</p>	<p><b>Budget</b> \$98,870</p> <p><b># FTE/LTE</b> -</p>
<b>Total Recommended Operating Proposals for Outcome</b>		<p><b>Budget</b> \$91,924,997</p> <p><b># FTE/LTE</b> 267.29</p>	<p><b>Budget</b> \$93,151,771</p> <p><b># FTE/LTE</b> 266.04</p>

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.  
4/29/2011

## Department Information

### Introduction

---

The development of the City of Bellevue's 2011-2012 Budget focused on achieving the Outcomes that matter most to Bellevue's constituents – our 7 priority outcomes – rather than focusing on Department Budgets. This section is intended to provide information about the Department budgets that resulted from the budget process, providing a link back to Outcomes via each Department's proposal list. The following information is provided for each Department:

#### **A. 2011-2012 Budget Expenditure by Category**

This section provides a graphical and tabular summary of each Department's annual non-CIP budget expenditures by category (Personnel, Interfund, M&O, and Capital) and reserves for the biennium.

#### **B. Staffing Summary**

This section provides the FTE and LTE totals for each department for 2009-2012.

#### **C. Budget Summary by Fund with Reserves**

This section provides a comparison of total expenditure budget by fund for 2009 and 2010 Actuals and 2011 and 2012 Budgets.

#### **D. Organization Chart**

The Department's 2011-2012 proposed organizational chart provides the reader with information about the departmental structure that will be used to deliver proposals submitted by the department and recommended for funding.

#### **E. Accomplishments and Challenges**

This section provides an overview of each department's objectives, services and accomplishments for 2009-2010 and major challenges for the 2011-2012 biennium.

#### **F. 2011-2012 Proposal List by Department/Outcome**

This report includes all proposals submitted by the department by Outcome for Operating and CIP. This report is intended to serve as a resource to access information about a department's proposals that have been funded within each outcome and for the budget total presented in this section. Details for each proposal (\$'s, Staffing, and Proposal Summary) are found under the appropriate outcome section. While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

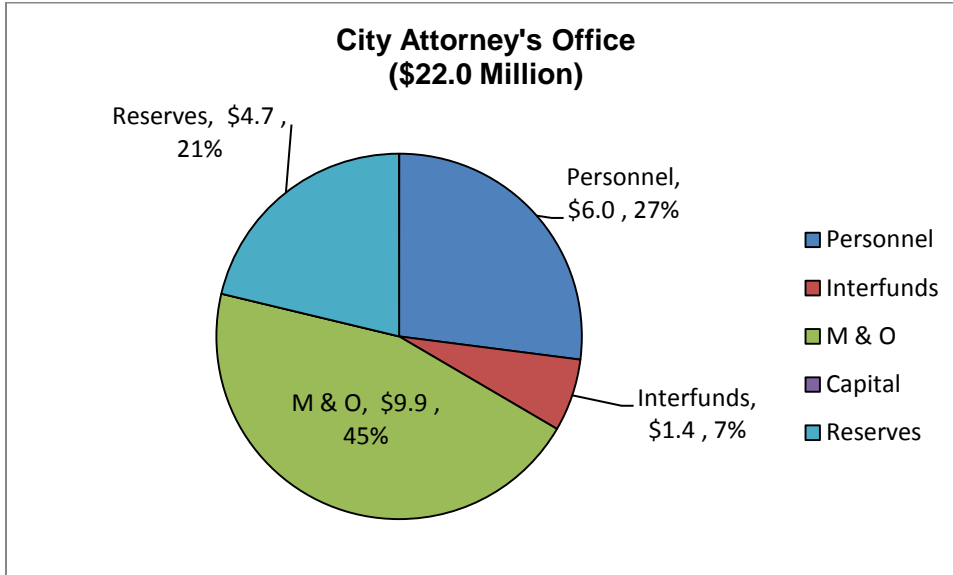
#### **G. Performance Measures by Department/Outcome**

This report includes the Key Departmental Indicators (KDI's) that Departments will monitor to measure their performance in delivering their proposals and manage their approach to delivering the services that support the Outcome. These measures are a subset of measures identified for each proposal and will serve as discussion points in the City's performance management conversations.

## Department Information City Attorney's Office

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the City Attorney's Office.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$2,901,271	\$3,053,676	\$5,954,947
Interfund	694,450	715,689	1,410,139
M & O	5,024,812	4,960,299	9,985,111
Capital	-	-	-
<b>Expenditure Total</b>	<b>8,620,533</b>	<b>8,729,664</b>	<b>17,350,197</b>
<b>Reserves</b>	<b>5,480,822</b>	<b>4,679,279</b>	<b>4,679,279</b>
<b>Total Budget</b>	<b>\$14,101,355</b>	<b>\$13,408,943</b>	<b>\$22,029,476</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

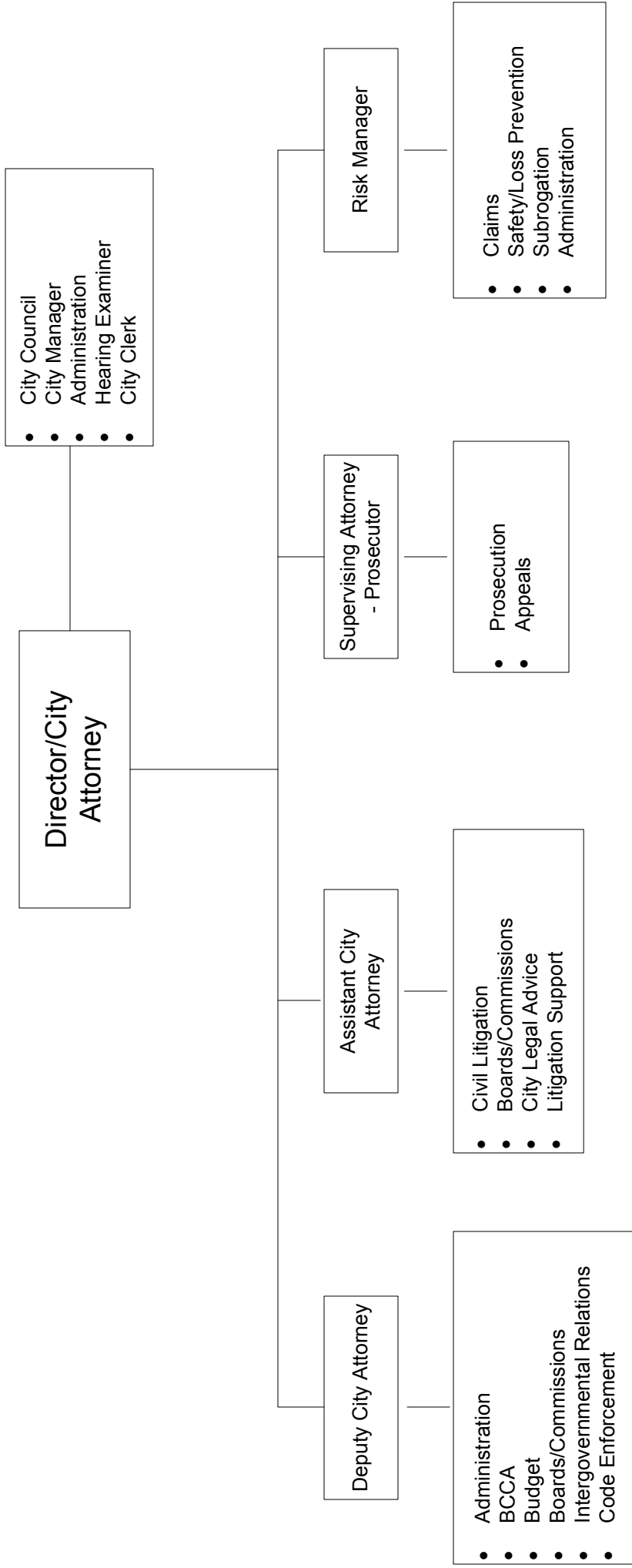
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	23.60	23.60	23.60	23.60
LTE	-	-	-	-

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$3,245,904	\$3,339,539	\$3,752,355	\$3,883,121
Worker's Compensation Fund	3,015,941	3,510,729	3,225,000	3,140,000
Unemployment Compensation Fund	394,084	679,137	410,000	386,000
General Self-Insurance Fund	8,898,984	8,196,619	6,714,000	5,999,822
<b>Total Budget</b>	<b>15,554,913</b>	<b>15,726,024</b>	<b>14,101,355</b>	<b>13,408,943</b>

D. Organization Chart



## Department Information

### City Attorney's Office

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The mission of the City Attorney's Office is to protect lives and property and to preserve and enhance the quality of life of the public by delivering effective and high quality advice, litigation, prosecution, and risk management services that further the City's policies and programs.

##### Services and Accomplishments

The City Attorney's Office consists of the following divisions: Legal Advice, Civil Litigation, Prosecution, and Risk Management. The goals of this department are to: 1) provide high-quality, cost-effective legal advice and services to the City Council, boards and commissions and City departments; 2) protect the interests of the City and its residents by defending the City against damage claims and legal proceedings challenging City actions, and by initiating legal proceedings on behalf of the City when necessary to protect the City's interests; 3) seek justice and enhance public safety through effective enforcement of laws; and 4) safeguard City property, assets, and employees from loss or damage.

The following are the major 2009 - 2010 accomplishments of the City Attorney's Office:

- Significant enforcement of illegal tree cuttings in the City
- Favorable resolution of 5-year-long employment discrimination case
- Favorable resolution of several land use appeals
- Favorable resolutions in federal lawsuits
- Successfully opposed a defense challenge to suppress the Breath Alcohol Concentration (BCA) admissibility
- Successfully ran an infraction hearing pilot program where prosecutors attended all contested hearings resulting in the program being adopted as a regular program in 2011-2012 budget.
- Provided legal training locally, state-wide and nationally, including presentations to state prosecutor and municipal attorney organizations, and courtroom training for new officers.
- Successfully resolved contentious bodily injury damage claims, and began to transition litigated workers' compensation claims from outside counsel to Civil Litigation Division, reducing claims expenses and creating in-house expertise.
- Spearheaded a collaborative effort with Civic Services, Utilities, Transportation, and Parks to develop an employer commercial driver license training program for the City to meet a 2009 legislative requirement.
- Extensive work was completed with various departments and City's broker in addressing and negotiating insurance issues in a number of high profile contracts.
- Conducted RFP for insurance brokerage services and obtained a 13% reduction in fees over expiring contract while retaining one of the industry's leading brokers.
- Review and analysis of the City's loss control and claims management led to a biennium of lower liability claims activity and losses, resulting in a reduction in the City's required liability reserves as determined by the actuary.
- Consistent workers' compensation claims administration by staff and City's third party administrator achieved high marks for the City. An actuarial benchmark of the City's loss history compared with other self-insured Washington State cities concluded Bellevue has 54% lower claims costs than our peers.
- In conjunction with Information Technology Department improved Risk Management's information database for both stability and support; subsequently eliminating the expense of an external contractor.



## Department Information

### City Attorney's Office

---

- Assisted Parks and Human Services Department in obtaining national accreditation in 2010; which indirectly indicates the City's Risk Management Program continues to meet best practices standards.
- Worked with city-wide training staff to select a new system and vendor to replace the City's Employee Training System.

#### Major Challenges for the Biennium

- Significant workload associated with supporting the City in major transportation projects
- Increased workload associated with litigation, client support, council initiatives, etc.
- Public education regarding illegal tree cutting
- Prepare for possible changes in court rules that would reflect new standards for number of cases per public defender and/or a change that would require prosecutors be present at all arraignment hearings.
- Launch new prosecution case management system
- Hiring and training a new domestic violence prosecutor
- With the continued economic downturn issues are expected in recovering from third parties for the City's property and vehicle losses impacting both workload and revenue.
- Expansion of presumed occupational diseases for firefighters and efforts to extend presumptive diseases to police officers through potential legislation places increased challenges on financing the City's self-insured worker's compensation program.
- Launch new Employee Training System and transfer current data onto the new system



**F. Proposal List by Department / Outcome**  
**City Attorney**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
11	Criminal Prosecution Services	010.03NN
34	Infraction Prosecution Services	010.02NN
<b>Responsive Government</b>		
3	Legal Advice Services	010.08NN
10	Civil Litigation Services	010.07NN
16	Risk Mgmt Svcs- Insurance, Claims, Safety & Loss Prevention	010.09NA
17	CAO Department Management And Support	010.01NN
<b>Reserves</b>		
	General Self-Insurance Fund Reserves	010.04NN
	Unemployment Compensation Fund Reserves	010.05NN
	Workers Compensation Fund Reserves	010.06NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

G. 2011-2012 Performance Measures by Department / Outcome

City Attorney



Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
5	Litigation cost per hour as a % of outside counsel cost per hour	Efficiency	50%	60%	55%	55%
6	Maintain high resolution % of lawsuits/legal proceedings in City's favor	Effectiveness	New	New	80%	80%
7	Legal advice cost per hour as a % of outside counsel cost per hour	Efficiency	37%	55%	60%	60%
8	Customer service satisfaction of good or better	Effectiveness	90%	95%	95%	95%
9	% of Risk losses recovered	Effectiveness	88%	68%	70%	70%
10	% of self-insurance claims adjusted within timeliness standard	Effectiveness	99%	95%	97%	97%
11	% of liability claims filed that proceeded to litigation	Effectiveness	8%	7%	7%	7%
<b>Outcome: Safe Community</b>						
1	Cost per criminal case	Efficiency	\$433	\$460	\$460	\$460
2	Avg time to file or decline a criminal case in days	Effectiveness	3.7	9	6	6
3	% of domestic violence cases where prosecution results in a conviction, entry into diversion-type program, or a plea-bargain dismissal	Effectiveness	New	New	70%	70%
4	% of contested hearings with outcome favorable to the City	Effectiveness	New	New	60%	60%

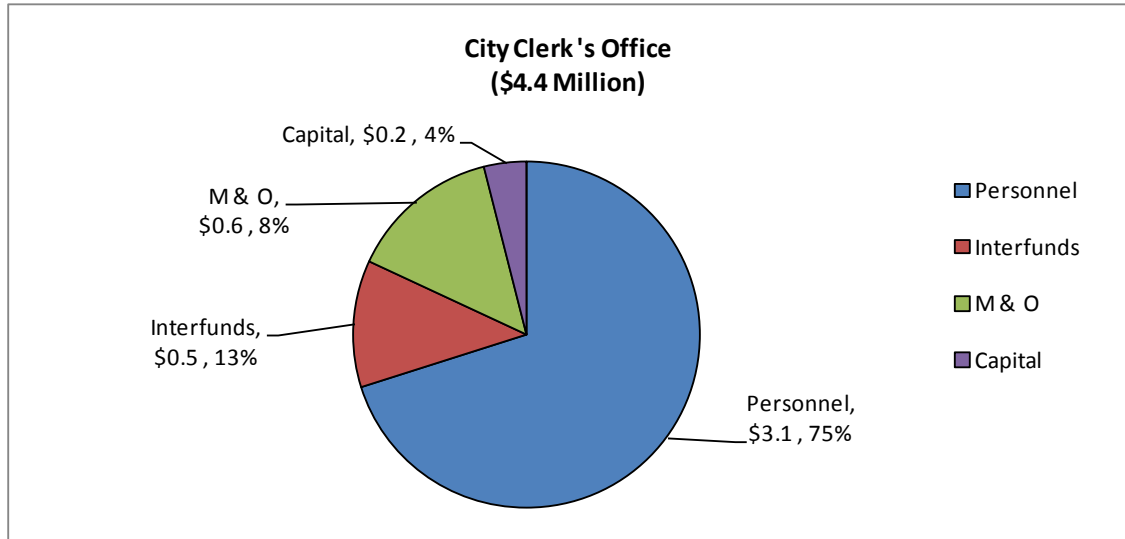




## Department Information City Clerk's Office

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the City Clerk's Office.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$1,508,867	\$1,589,770	\$3,098,637
Interfund	260,975	263,268	524,243
M & O	310,288	313,015	623,303
Capital	125,000	50,000	175,000
<b>Expenditure Total</b>	<b>2,205,130</b>	<b>2,216,053</b>	<b>4,421,183</b>
<b>Reserves</b>	-	-	-
<b>Total Budget</b>	<b>\$2,205,130</b>	<b>\$2,216,053</b>	<b>\$4,421,183</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

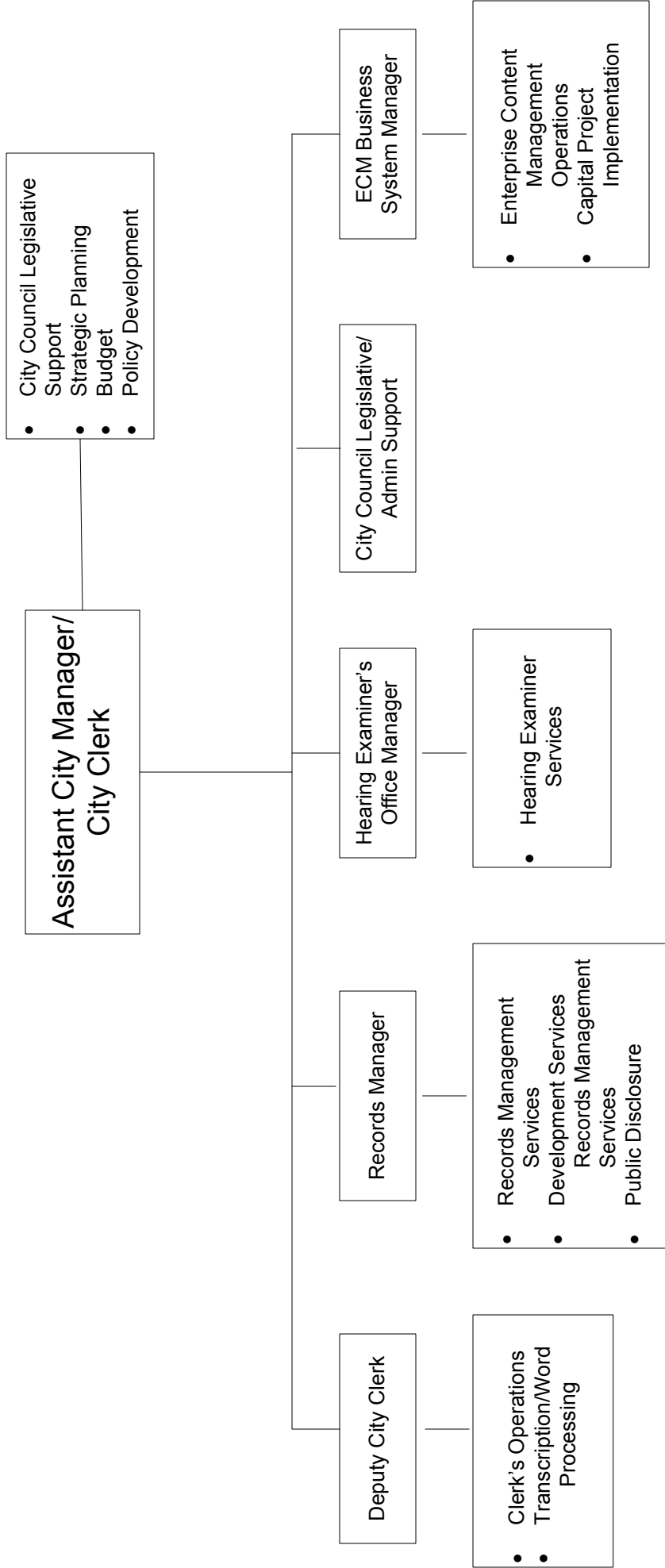
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	15.06	15.31	14.75	14.75
LTE	1.00	1.00	0.00	0.00

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$2,064,921	\$2,046,836	\$2,080,130	\$2,166,053
Op. Gn'ts/Donations/Sp Res Fund	6,078	-	-	-
General CIP Fund	232,337	166,305	125,000	50,000
<b>Total Budget</b>	<b>\$2,303,336</b>	<b>\$2,213,141</b>	<b>\$2,205,130</b>	<b>\$2,216,053</b>

D. Organization Chart





## Department Information

### City Clerk's Office

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The mission of the City Clerk's Office is to support the City Council and City Manager in public policy setting and the legislative process; facilitate communication, information sharing and organization-wide information/records management; and to facilitate participation by citizens in their municipal government.

##### Services and Accomplishments

The City Clerk's Office provides legislative and administrative support for Councilmembers and Council proceedings as well as supporting the work of the City Manager's Office and City administration. The Office also maintains the official public records of the City, manages the centralized records management program, administers the central electronic repository for City records, manages the public hearing process for land use and administrative decisions, and provides centralized word processing/transcription services.

Hallmarks of the Clerk's profession are accuracy and timeliness. In 2009 94% of Council summary minutes were approved as presented, exceeding the target of 90%. The Clerk's Office processed over 2,100 documents, with 100% of Council's legislative actions published within 3 days of adoption. By state law, Council legislation becomes effective 5 days after publication. Timely publication assures the earliest possible effective date.

Over the past several years, the City Clerk's Office has implemented tools to improve public access to information on issues coming before the City Council, their meetings and their decision making. The Office has recently moved to a hosted web solution for the City Code that provides significantly enhanced public viewing and printing options, better search capabilities and an overall enhanced user experience. The posting of full Council agendas and meeting packets on the City's website along with live video-streaming of Council meetings serve open public government. Citizens and staff are able to play back all or portions of Council meetings on demand. In 2009 the public accessed the Council's Agenda Packet webpage over 35,000 times and almost 8,500 viewed Council meeting videos. This transparent view of City government reinforces public trust and facilitates representative governance.

The Records Management Division is committed to providing high-quality, timely, and responsive service to both external and internal customers. Staff serves external customers through a commitment to open, transparent government in conformance with City Public Records Act Rules that mirror the Public Records Act and State Model Rules for Public Disclosure. During the course of the 2009-10 biennium, the City's Public Records program was recognized as having completed all 30 best practices identified in the 2008 Washington State Performance Audit on Public Disclosure. This effort included participating in the launch of the City's Customer Relationship Management (CRM) system, which was adapted to meet the needs of public disclosure. The CRM system's online portal allows the public to submit and track their public records requests online. During the two year period, the median number of days to complete requests was improved 63%, and the City was able to decrease the number of attorney hours required to review "exception" public disclosure requests by 60%. This improved performance was a result of dedicating trained paraprofessional staffing to this function. Customers have recognized the quality service received from Public Records Staff, with 90% of citizens responding they were 'satisfied' to 'very satisfied' with the service they were provided in a customer survey conducted at the end of 2010.

Service to internal customers includes centralized management of offsite records, secured destruction of confidential documents, access to records supporting City activities/processes, training and general records management consultation. A major focus during 2009 – 2010 was revision of the City's Records Retention Schedule. By focusing on the functional use of City records and mapping those functions back to State requirements, staff were able to streamline the schedule's structure, reducing the number of series (individual policies) from 730+ to less than 75. Implementing the revised schedule is a foundational element for implementing the automated retention management component of the ECM system in 2011, and will enable consistent and controlled organization, management and disposition of records in all formats.



## Department Information

### City Clerk's Office

The ECM Business Systems Division continued to advance management of the City's growing volumes and complexity of electronic records. Staff worked to add new types of content to the system; implementing the Digital Asset Management module to manage video, audio, large-scale engineering drawings, and photographs; as well as increasing the total number of documents stored in the system. The system now houses 709,523 documents (2,856,957 pages of content) and 12,962 digital media files (and growing). Staff continued their work to integrate the ECM with other City applications including the Finance/HR system and the Utilities Department's sewer inspection program to facilitate sharing of data and documentation. Future phases planned for 2011 - 2012 include: automating the Council Agenda Packet and Accounts Payable processes; implementing the Universal Records Management component (automated retention management); building a web portal to allow direct public access to content stored in the ECM repository; and additional integrations with other City systems.

The Hearing Examiner's Office processed 235 cases in 2009, including 7 land use applications, 50 civil violations, 178 sign code violations and 2 appeals on administrative land use decisions. Of the 39 decisions issued by Examiners only one was appealed to the City Council (KDC Helistop). In 2009 the Hearing Examiner submitted two land use recommendations (Saint Andrews Rezone and T-Mobile CUP) to the City Council, who concurred with both recommendations.

The City's five contract Hearing Examiners on average processed 47 matters, with no cases appealed to Superior Court in 2009, and collectively achieved 95% timeliness for issuance of decisions/recommendations. The Examiners strive to achieve the goal of 100% timeliness, which can be difficult on more complex cases.

#### 2011–2012 Work Initiatives

- Investigate new technologies/tools to further government accessibility and public involvement.
- Continue to expand the amount of public information available online/through the public-facing web portal. (Electronic access was recognized as a preferred and valid method for responding to public records requests through State legislation adopted in 2010.)
- Continue to manage centralized public records/public disclosure requests in alignment with State regulations and City policy
- Provide professional consultation to staff on records-related issues. Work with departments to provide the necessary capabilities to manage all types of information through its lifecycle (creation to disposition).
- Launch and coordinate centralized / outsourced records conversion services for City departments to efficiently convert paper records to electronic format for shared access/storage in the City's ECM system.
- Analyze trends and statistics related to Public Disclosure to propose and support possible revisions to the Public Records Act to ensure public access to information is efficient, cost effective, and equitable.
- Implement the Universal Records Management (automated records retention management) component of the ECM system to apply updated retention policies to electronically stored records.
- Work with Information Technology and other departments to develop and implement strategies to further integrate core City systems with the ECM System.
- Implement automated workflows utilizing ECM tools for processing Account Payable transactions and preparation, assembly, and publication of the weekly City Council meeting packets, two of the City's most resource-intensive enterprise-wide business processes. Lay the groundwork for automating the contract routing process in 2012.
- Expand availability of online training tools and in-person trainings on policies, procedures, and new ECM tools that support records management activities.
- Scan and index historical Hearing Examiner files into the ECM system to provide enhanced public and staff access to historical Hearing Examiner decisions, case files and the history of affected sites within Bellevue.



## Department Information

### City Clerk's Office

---

#### **Major Challenges for the Biennium**

Key drivers for the City Clerk's Office work program continue to include enhancing accessibility to public information, customer service, improving the efficiency/effectiveness of our processes, and compliance with best management practices. As the public becomes more sophisticated in the ways of electronic communications, so too does our need to embrace new technologies to address their expectations.

Public and private sector agencies have been challenged to properly manage records in the face of the rapid expansion of the sources and volumes of records created in the course of doing business. The City has been viewed as a leader among Washington State government agencies in seeking innovative solutions to these challenges and focusing on program compliance. Through dedicating resources to electronic content management, implementing an email archiving solution, and our commitment to educating employees about their responsibility to manage records, the City is in a position where compliance with existing and emerging requirements is possible. As the State continues to develop new requirements, interpretations and standards for managing records in an electronic format, the City's program will continue to partner with the Washington State Archives and other agencies to seek solutions that are focused on enhanced access, positive user experiences, reliability, and proper management of the public's records and information. The frequency and scope of public records requests is projected to increase on an annual basis, but staff is committed to maintaining the program's documented high standards. Staff will continue to seek training and to identify best practices to lead this significant improvement of service to internal and external customers.

The Hearing Examiner's Office has historically been staffed by an Office Manager and an Administrative Assistant. Recent elimination of the .56FTE Administrative Assistant position presents a significant challenge in maintaining the expected level of service. As Bellevue continues to build out, the issues before the Hearing Examiners have become more complex, many requiring multiple hearings to address legal issues and to accommodate the numbers of persons testifying. There is no significant downward trend in case management.



**F. Proposal List by Department / Outcome  
City Clerk**

**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
43	Word Processing Services	020.03NN
<b>Responsive Government</b>		
7	Council Legislative and Administrative Support	020.02NN
8	City Clerk Operations	020.01NN
12	CCO Department Management	020.10NN
21	Disclosure of Public Records and Information	020.05NN
23	Hearing Examiner's Office	020.07NA
27	Records Management Services	020.04A1
43	Centralized / Outsourced Records Conversion	020.04DN
51	Enterprise Content Management Program	020.08PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**City Clerk**  
**2011-2017 CIP Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
<b>Discrete Projects</b>		
	Enterprise Content Management System (ECM) Implementation	020.08DN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

## G. 2011-2012 Performance Measures by Department / Outcome

### City Clerk



Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	% Council minutes approved as presented	Effectiveness	94%	90%	90%	90%
2	% Legislation published within 3 days of Council adoption	Effectiveness	100%	100%	100%	100%
3	# of City documents processed	Workload	2,118	1,600	1,600	1,600
4	% of citizen issues/concerns responded to within 10 business days	Effectiveness	68%	70%	75%	75%
5	% weekly online viewings of Council meeting agendas per household	Effectiveness	1.6%	1.8%	2%	2.2%
6	# of public disclosure requests	Workload	301	300	300	315
7	% of customers who were satisfied to very satisfied with their experience with the Public Disclosure process	Effectiveness	New	75%	85%	85%
8	% of public disclosure requests closed within 10 business days	Effectiveness	51%	50%	50%	50%
9	% of Hearing Examiner decisions/recommendations issued within 10 days	Effectiveness	95%	100%	100%	100%
10	% of Hearing Examiner decisions appealed	Effectiveness	2.5%	< 5%	< 5%	< 5%
11	% of non-exempt ECM content available to the public	Effectiveness	0%	0%	25%	50%
12	% of ECM content growth	Effectiveness	23%	20%	20%	20%

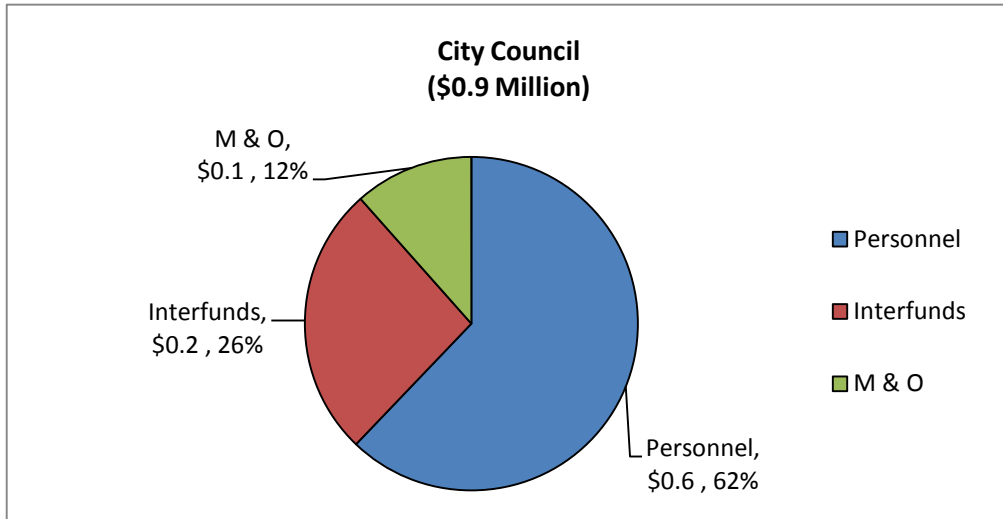




## Department Information City Council

The following tables display 2011-2012 budget expenditures by category, staffing summary and expenditure/budget summary for City Council.

### A. 2011-2012 Budget Expenditures by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$280,532	\$294,161	\$574,693
Interfund	119,526	123,485	243,011
M & O	53,175	53,775	106,950
Capital	-	-	-
<b>Expenditure Total</b>	<b>453,233</b>	<b>471,421</b>	<b>924,654</b>
<b>Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget</b>	<b>\$453,233</b>	<b>\$471,421</b>	<b>\$924,654</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	7.00	7.00	7.00	7.00
LTE	-	-	-	-

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$408,472	\$399,976	\$453,233	\$471,421
<b>Total Budget</b>	<b>\$408,472</b>	<b>\$399,976</b>	<b>\$453,233</b>	<b>\$471,421</b>



**Department Information  
City Council**

**D. Organization Chart – N/A**

## Department Information

### City Council

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The City Council has established the following goals and underlying principles that guide their work:

- Protect the livability and vitality of all the City's neighborhoods;
- Maintain a vital downtown;
- Work together with citizens and community groups to solve problems;
- Provide quality and responsive City services and infrastructure;
- Ensure public safety;
- Respond to the needs of youth and families;
- Improve transportation systems;
- Maintain an attractive and clean City;
- Protect and enhance our natural environment;
- Manage the City's finances prudently; and
- Provide regional leadership and cooperation.

##### Services and Accomplishments

The City Council continues to devote significant energy to improving the quality of life for Bellevue residents and businesses. Government's effectiveness is gauged in good part by its citizens' satisfaction with government services and operations. In 2009, 97% of citizens rated Bellevue as a good to excellent place to live. 75% rated Bellevue as being close to meeting their expectations for an ideal quality of life. And, 86% of all Bellevue residents feel that they are getting value for their tax dollar. The Council has invested a significant portion of their work efforts on local, regional, state, and federal transportation issues. Of the 51 regional committees and organizations in which Councilmembers participated in 2009 and 2010, several specifically focused on improving the regional transportation system, seen as a major element in providing congestion relief identified by many as the City's highest priority. Council members participated in leadership positions on the Sound Transit Board, Puget Sound Regional Council Transportation Policy Board, Eastside Transportation Partnership, and WSDOT SR 520 Executive Committee.

Similarly, the Council has continued to focus on neighborhood preservation and standards, including completing additional work on neighborhood character as part of the Neighborhood Livability initiative, evaluated opportunities to improve neighborhood vitality, and promoted opportunities for citizen and neighborhood involvement. Work included completing 19 neighborhood improvement projects and 38 community service projects, completion of the 6-part Great Community Workshop series, and the ground breaking for Lake Hills Shopping Center. Bellevue citizens responded with an 89% ranking of citizen satisfaction with Bellevue's neighborhood livability.

Another Council focus has been on broadening the City's economic base to prepare for economic recovery and provide a stronger foundation in future for swings in the economic cycle. This investment has proved effective in attracting new or expanded businesses to Bellevue, including Microsoft, Cbeyond, and Bungee Games, as well as stimulating small business development programs. The City worked to promote trade with India (*Initiative India*), China (*Choose China*), and other international opportunities. In 2009, the City implemented a Local Revitalization Financing Area to recapture \$500,000 in property and sales taxes annually for 25 years (a total of \$12.5 million) to support the NE 4<sup>th</sup> Street extension project.

City Council maintained an active role on regional issues as indicated by their participation on 51 regional committees and organizations addressing regional decision making in 2009 and 2010, assuring Bellevue's continued influence and regional equity for Bellevue citizens. Areas of influence include regional transportation, human services, transit strategies, water supply, a reliable power grid,



## Department Information

### City Council

the environment, public records, education and other significant issues. Under Council direction, City staff tracked over 500 state legislative issues each year and provided input to legislators to protect the City's interests. Staff developed interest statements related to regional economic investment strategies, Vision 20-20 growth alternatives, the 10 Year Plan to End Homelessness, King County's Mental Illness and Drug Dependency Action Plan, King County's park levies, the King County Interlocal jail agreement and animal care and control services. Council participated in the regional conversation related to Sound Transit's Eastlink project, King County's Transit Task Force, I-405 express toll lane review, I-90 two-way transit operations, SR 520 tolling, regional water supply, solid waste management and the creation of King County's flood control zone and conservation district.

Key regional activities included:

- Continued work on the Sound Transit Eastlink Supplemental Draft Environmental Impact Statement
- Ongoing coordination with WSDOT concerning I-405, SR 520 and I-90 projects
- King County Metro Transit Service provision
- Cascade Water Alliance Water rights and water supply planning
- Regional Flood Control project allocation
- King County County-wide Planning Policy review and development.

Other significant accomplishments directed by the City Council included:

#### Capital Project Milestones

- Completed NE 10<sup>th</sup> Street Bridge over I-405, in partnership with WSDOT.
- Worked with WSDOT to complete the I-405 South Bellevue Widening Project to add new freeway lanes and provide congestion relief south of Downtown.
- Readied WSDOT I-405/NE 8<sup>th</sup> Street to SR 520 Braided Ramp interchange improvement project for construction in 2010.
- Completed 3 neighborhood sidewalk projects funded by the Supplemental CIP, including 128<sup>th</sup> Avenue, SE 26<sup>th</sup> Street, and Somerset, and additional projects in the Newport Hills, Factoria, and West Bellevue neighborhoods through the CIP's sidewalk program.
- Invested \$9.8 million in 2009 and \$10.2 million in 2010 for renewal/replacement of existing water, wastewater, and storm water facilities to maintain utility service levels at lowest cost.
- Resurfaced 28.5 lane miles of City streets and replaced 80 sidewalk curb ramps as part of the 2009 Overlay Program.
- Completed Wilburton Hill Community Park and Newport Hills Park conversion to synthetic soccer fields as part of the voter-approved Parks levy.
- Initiated architectural, engineering and site design services for the Bellevue Botanical Garden Visitor Center and Bellevue Youth Theater at Crossroads projects, also partly funded through the Parks levy.
- Acquired the Tyler property (4.79 acres) in the Lake Hills neighborhood in 2009 and initiated acquisition of the Paschinskiy property (2.01 acres) funded in part through Parks levy proceeds.

#### Neighborhoods and Community Program Successes

- Continued neighborhood livability outreach and analysis of infill and teardown development in single-family neighborhoods and adopted related Land Use Code amendments.
- Introduced the Neighbor Link program, involving Bellevue neighborhoods in 38 public service projects.
- Continued Neighborhood Fitness projects, including clean-ups in two older neighborhoods.
- Introduced the web-based Home and Neighborhood Maintenance Guide.



## Department Information

### City Council

---

- Enhanced staffing and services at Mini-City Hall as part of the *Bellevue Cares* recession response initiative.
- Completed three neighborhood traffic calming projects and installed flashing school zone lights at two elementary schools.

#### Other Major Program Successes:

- Engaged in a successful new budget process, known as *Budget One*, based on principles of collaboration, shared leadership, efficient/effective business processes, customer-driven services, and measurable outcomes and performance metrics.
- Six departments/functional areas retained national/international accreditation in 2009/2010.
- City Hall received TOBY “The Outstanding Building of the Year” regional award from the Building Owners and Managers Association as well as the 2010 Energy Star Award (90% rating).
- Received the International City and County Management Association’s (ICMA) *Certificate of Excellence in Performance Management*, the Association of Government Accountants *Gold Award* for performance reporting, and the Government Finance Officers Association’s *Certificate of Achievement for Excellence in Financial Reporting* and *Distinguished Budget Presentation* awards.
- Received the *100 Best Communities for Youth Award* from America’s Promise for the 5<sup>th</sup> consecutive year and *Tree City* designation by the National Arbor Day Foundation for the 20<sup>th</sup> consecutive year.
- Secured three awards for the Bel-Red Subarea Plan, including a Vision 2040 award from the Puget Sound Regional Council; a Governor’s Smart Communities Award; and a planning award from the Washington State Chapter of the American Planning Association.
- *Received Platinum Award for Utilities Excellence* from the Association of Metropolitan Water Agencies.

#### **2011–2012 Work Initiatives**

- Neighborhood livability
- Community outreach
- Human infrastructure
- Public safety
- Parks and open space
- Environmental stewardship
- Transportation
- Economic vitality
- Technology
- Cultural infrastructure
- Regional leadership and collaborations
- Promote City’s legislative agenda at the federal, state, and local levels.

#### **Major Challenges for the Biennium**

The Council anticipates the following challenges for the biennium:

- Responding to additional service needs generated by the economy, community growth and diversification.
- City fiscal health and flexibility in an economic downturn.
- Scope and range of facilities necessary to retain a high quality of life.



## Department Information

### City Council

---

- Land use and environmental stewardship.
- Economic vitality.
- Continuing collaboration with other Eastside cities and regional agencies on high-profile regional issues.
- Continuing to support legislative actions that are in the best interests of cities and oppose legislative actions that are detrimental to cities.



**F. Proposal List by Department / Outcome**  
**City Council**

**2011-2012 Operating Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
1	Legislative Branch - City Council	030.01NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

G. 2011-2012 Performance Measures by Department / Outcome

City Council



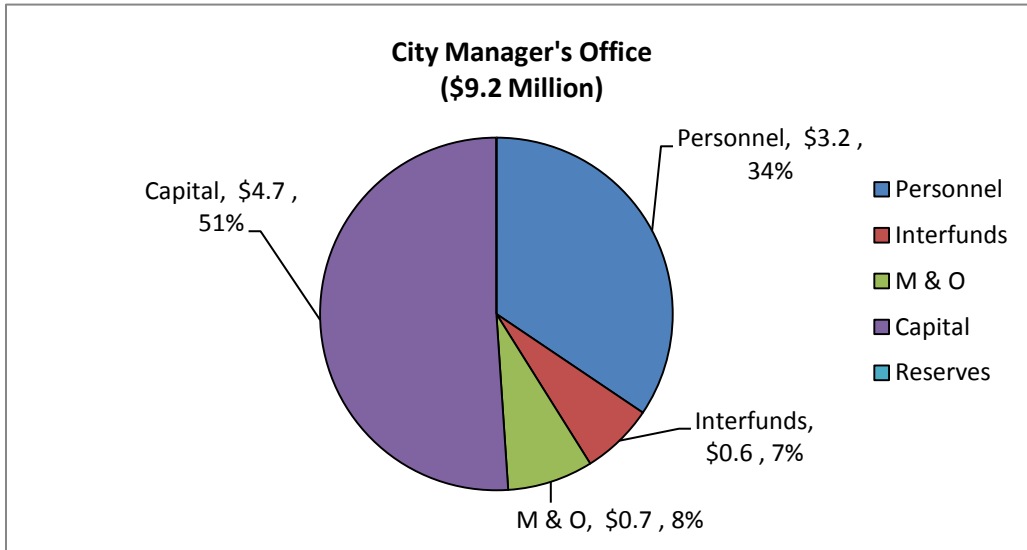
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	% of residents rating the City of Bellevue as a "good" to "excellent" place to live	Effectiveness	97%	95%	95%	95%
2	% of residents rating their neighborhoods as "good" to "excellent" places to live	Effectiveness	89%	90%	90%	90%
3	% of citizens rating Bellevue as being close to very close to meeting their expectations for an ideal quality of life	Effectiveness	75%	80%	80%	80%
4	% of residents that say Bellevue is headed in the right direction	Effectiveness	88%	85%	85%	85%
5	% of residents that feel they are getting value for their tax dollars	Effectiveness	86%	80%	80%	80%



## Department Information City Manager's Office

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the City Manager's Office.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget
Personnel	\$1,548,303	\$1,628,554	\$3,176,857
Interfund	298,707	313,005	611,712
M & O	393,454	331,858	725,312
Capital	1,560,000	3,150,000	4,710,000
<b>Expenditure Total</b>	<b>\$ 3,800,464</b>	<b>\$ 5,423,417</b>	<b>\$ 9,223,881</b>
<b>Reserves</b>	-	-	-
<b>Total Budget</b>	<b>\$ 3,800,464</b>	<b>\$ 5,423,417</b>	<b>\$ 9,223,881</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

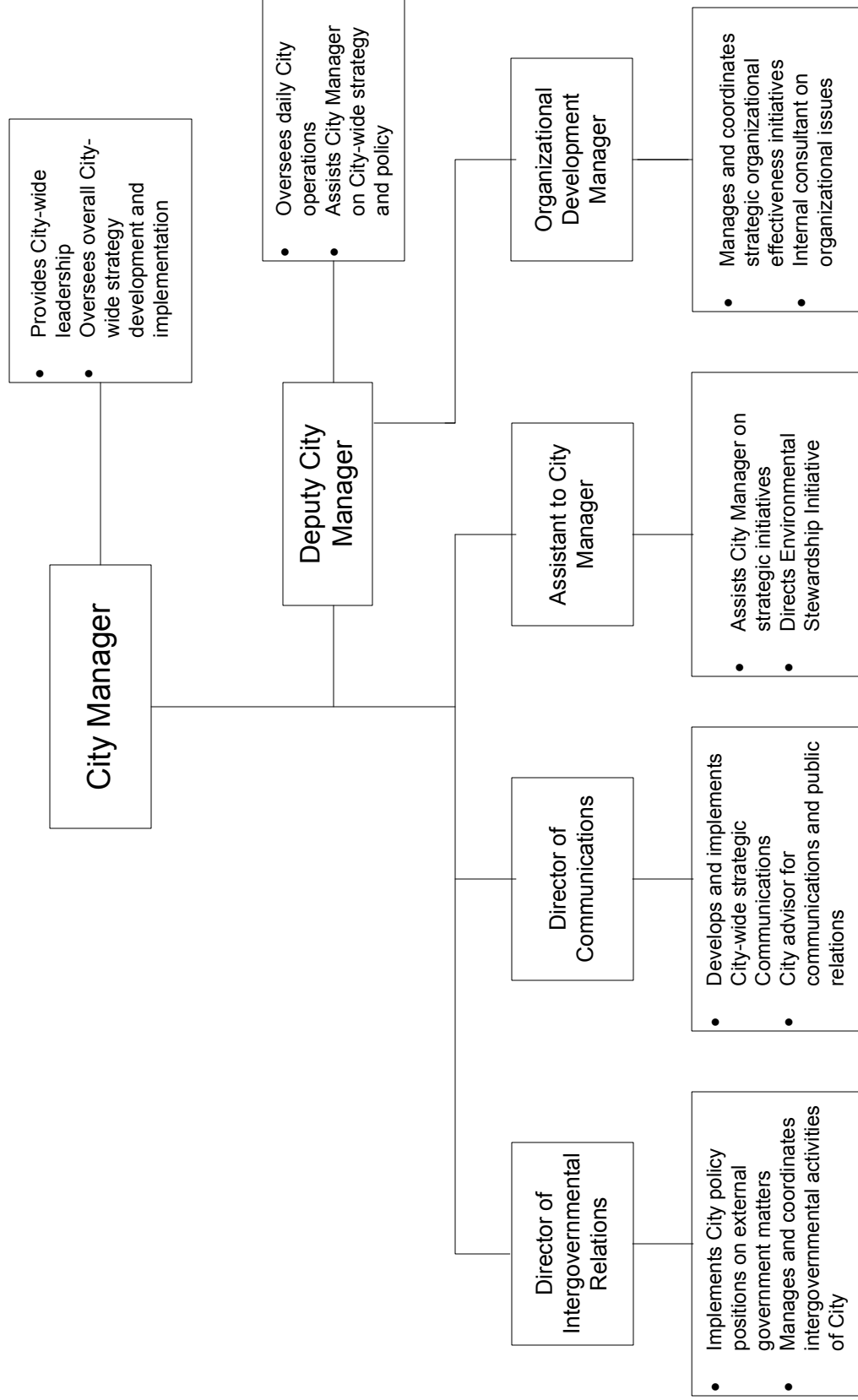
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	9.50	9.50	10.00	10.00
LTE	1.00	1.70	1.00	1.00

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$1,777,191	\$1,931,035	\$2,083,271	\$2,201,352
Op Gnts/Donations/Sp Res Fund	0	116,998	157,193	72,065
General CIP Fund	3,752	1,211	1,560,000	3,150,000
<b>Total Budget</b>	<b>\$1,780,943</b>	<b>\$2,049,244</b>	<b>\$3,800,464</b>	<b>\$5,423,417</b>

D. Organization Chart





## Department Information

### City Manager's Office

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The mission of the City Manager's Office is to provide for organizational leadership in the implementation of Council vision, goals, policies, and direction.

##### Services and Accomplishments

The City Manager's Office consists of the following program areas:

- Overall City Management and Planning;
- Intergovernmental Relations and Coordination;
- Communications Office.

The goals of the City Manager's Office are to:

- Provide leadership to the organization based on the City's Core Values: Exceptional Public Service, Stewardship, Commitment to Employees, Integrity, and Innovation;
- Provide leadership on the City's Environmental Stewardship Initiative;
- Ensure that the goals and objectives of City departments fulfill City Council directives, and that the City's work is carried out through effective management of human, financial, and material resources;
- Provide leadership and coordinate the City's role in local, regional, state, and federal intergovernmental issues, while promoting effective partnerships with Bellevue's businesses and residential communities;
- Provide leadership and coordinate communications with citizens and the news media on citywide issues, and maximize the effectiveness of city-owned media (such as Bellevue Television - BTV, the City web site, It's Your City - the City's newsletter, etc.) for enhancing understanding of City issues and programs by residents, businesses, and City staff;
- Coordinate internal communications within the organization;
- Provide leadership on the One City initiative.

The City Manager's Office accomplished the following items during the 2009-2010 biennium:

- Achieved high satisfaction ratings in 2009:
- The majority (97%) of residents surveyed in 2007 describe Bellevue as a good or excellent place to live.
- Eighty-nine (89%) of 2009 respondents consider their neighborhood to be an excellent or good place to live.
- Almost nine in ten respondents (88%) feel that the City, as a whole, is generally headed in the right direction - slightly higher than in all previous surveys (80% in 2008 and 2007; 77% in 2006; 86% in 2005; 78% in 2004, 2002, and 2001; and 79% in 2003).
- Seven in ten (75%) respondents indicate they are satisfied with the job the City is doing in planning for the future
- When thinking about Bellevue services and facilities, eighty-six percent (86%) indicate they feel they get their money's worth for their tax dollar
- Bellevue's departments continue to operate at the highest level of professionalism: All operating departments have received accreditation from their respective accrediting organizations.
- The City continued its participation in the E-gov Alliance, dedicating staff resources to improve customer-centric cross-boundary online portals.
- Initiated new budget process ("Budget One") resulting in greater efficiency and employee engagement.



## Department Information

### City Manager's Office

---

- Continued to provide leadership on organization's "One City" initiative.
- Initiated first EV charge stations at City Hall.
- Bellevue voted one of the 100 Best Communities for Young People.
- The City received Best Workplace Recycling Award.
- Adopted Meydenbauer Bay Master Plan.

#### Intergovernmental Relations and Coordination Achievements:

- Participated in and supported the work of the Council to engage in regional policy-making to promote the interests of the City for transit, regional growth and transportation policy, regional transportation projects, utilities, solid waste, flood control, jail, human services and other areas.
- Actively participated in regional collaborations to improve service delivery and efficiency for animal control, regional dispatch and jail services.
- Supported the Council in communicating and achieving study of alignment preferences at Sound Transit.
- Continued implementation of actions to achieve Bellevue's long-term water supply vision and needs through Cascade Water Alliance.
- Achieved specific state legislative goals as articulated in the City's Legislative Agenda and advanced City interests for the Bel-Red Corridor at the Federal level.

#### Communications

- Continued to make improvements to the city's website in coordination with the Information Technology Department.
- Improvements included the addition of foreign-language sites to serve the city's growing ethnic populations.
- Initiated citywide improvements for internal communications, including an enhanced Intranet site.
- Enhanced media relations activities. Enhancements included weekly roundup of key Council decisions and additional editorial board outreach initiatives.
- Continued production of award-winning monthly television show highlighting city accomplishments, and continued to improve editorial integrity of It's Your City community newsletter.
- Provided planning and editorial support for special events, including city's Innovations conference and AllCOB meeting.
- Bellevue Television (BTV) received eight awards from the National Association of Telecommunication Officers and Administrators in 2008. For the second year, "It's Your City" won first place awards.

#### Major Challenges for the Biennium

The City Manager's Office anticipates challenges in a variety of citywide areas including:

- Responding to additional service needs generated by community growth and diversification;
- City fiscal health and flexibility;
- Scope and range of facilities during economic downturn necessary to retain a high quality of life;
- Land use and environmental stewardship;
- Economic vitality;
- Aging infrastructure;



## Department Information

### City Manager's Office

---

- Responding to potential devolution of services or cost increase for services from other regional agencies;
- Continuing collaboration with other Eastside cities and regional agencies on high-profile regional issues;
- Continuing need to support legislative actions that are supportive of cities and oppose legislative actions that are detrimental to cities.



**F. Proposal List by Department / Outcome**  
**City Manager**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Healthy &amp; Sustainable Environment</b>		
33	Environmental Stewardship Initiative	040.06NN
<b>Responsive Government</b>		
2	City Management and Planning	040.04NN
11	Intergovernmental Relations/Regional Issues	040.08NN
26	Communications	040.02A1
66	Civic Engagement Program	040.03NN
68	Public Defense Services	040.01NN
75	Civic Svcs Support-Relocation of Courts from Surrey Downs	040.10D1

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**City Manager**  
**2011-2017 CIP Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
<b>Discrete Projects</b>		
	Relocation of Courts from Surrey Downs to Alternate Site	040.10PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

G. 2011-2012 Performance Measures by Department / Outcome

City Manager



Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	% of people who say they are getting their tax dollars worth	Effectiveness	86%	89%	89%	89%
2	% of residents that say Bellevue is headed in the right direction	Effectiveness	88%	85%	85%	85%
3	% of citizens rating City as a good or excellent place	Effectiveness	97%	95%	95%	95%
4	Number of FTEs managed	Workload	1,360	1,310	1,245	1,245
5	% of residents and businesses who feel the City is doing a good job of looking ahead and seeking innovative solutions to regional, state and local challenges	Effectiveness	New	80%	80%	80%
6	% of success in achieving items/interests in IGR agendas	Effectiveness	New	50%	50%	50%
7	% of residents who agree/strongly agree that city does a good job keeping them informed	Effectiveness	New	91%	90%	90%
8	% change for internal communications score (from biennial employee survey)	Effectiveness	New	7%	New	5%
9	# of citizens accessing city information on Facebook and Twitter	Effectiveness	600	900	2,000	2,500
10	# of volunteer hours	Workload	127,000	135,000	135,000	135,000
11	# of city volunteer programs offered	Workload	55	50	50	50
12	# of cross community partnerships or sponsorships with external stakeholders	Workload	5	15	25	25



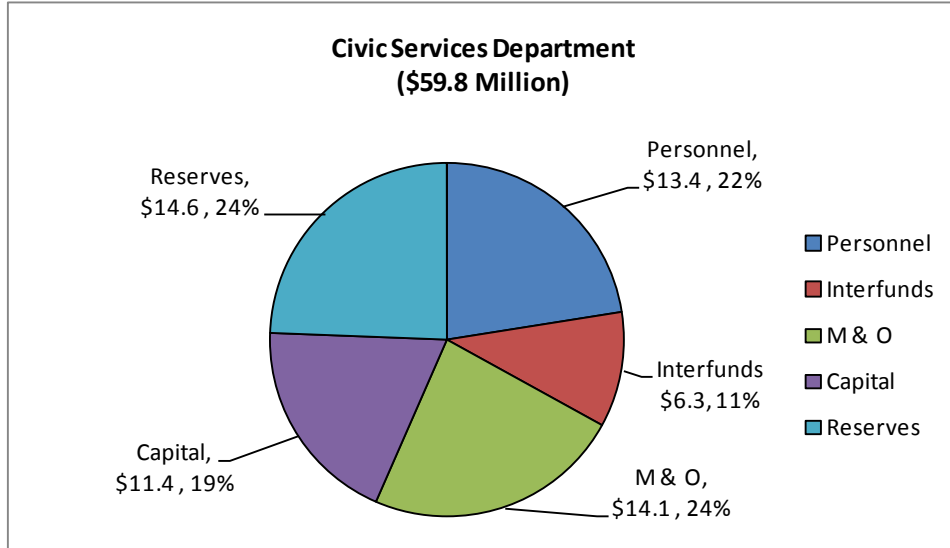


## Department Information

### Civic Services

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Civic Services Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$6,551,683	\$6,895,183	\$13,446,866
Interfund	3,147,603	3,149,913	6,297,516
M & O	6,946,841	7,126,802	14,073,643
Capital	6,891,903	4,493,595	11,385,498
<b>Expenditure Total</b>	<b>23,538,030</b>	<b>21,665,493</b>	<b>45,203,523</b>
<b>Reserves</b>	<b>16,114,852</b>	<b>14,588,205</b>	<b>14,588,205</b>
<b>Total Budget</b>	<b>\$39,652,882</b>	<b>\$36,253,698</b>	<b>\$59,791,728</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

#### B. Staffing Summary

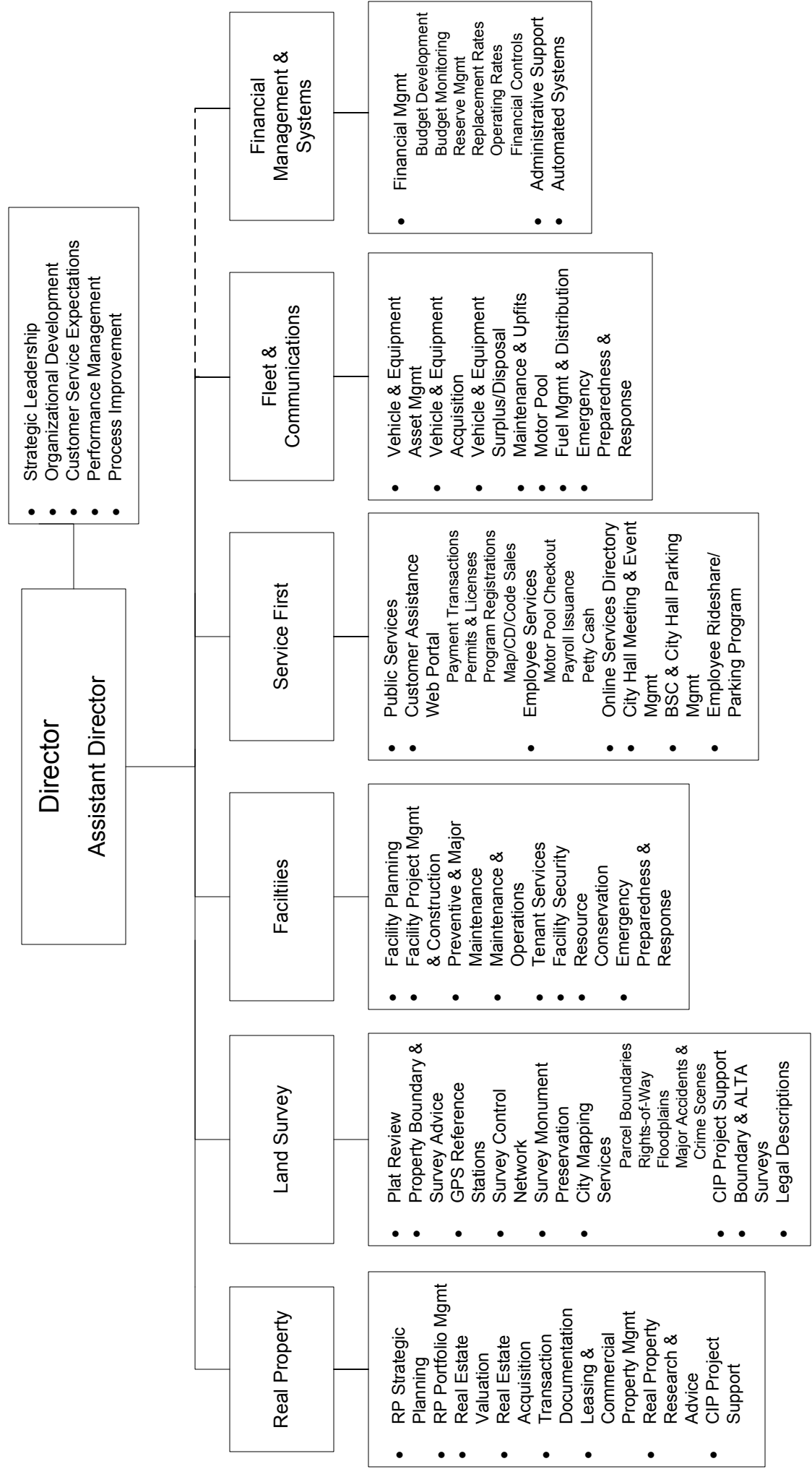
	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	64.83	64.83	62.83	62.83
LTE	5.00	4.00	3.00	3.00

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$3,501,560	\$3,640,185	\$3,548,090	\$3,710,092
Land Purchase Revolving Fund	-	-	842,080	867,342
Facilities Services Fund	7,459,930	7,676,394	6,982,307	7,253,841
Op Gnts/Donations/Sp Res Fund	275,032	317,213	265,907	160,535
General CIP Fund	643,154	523,842	375,000	375,000
Equipment Rental Fund	34,431,277	32,827,197	27,639,498	23,886,888
<b>Total Budget</b>	<b>\$46,310,953</b>	<b>\$44,984,831</b>	<b>\$39,652,882</b>	<b>\$36,253,698</b>

## Department Information Civic Services

### D. Organization Chart





## Department Information

### Civic Services

#### E. Accomplishments and Challenges

##### Department Objective

The mission of the Civic Services department is to create a safe and inviting environment for civic engagement and government operations and to manage the City's facilities, property, and equipment assets in an integrated, cost-effective and environmentally responsible manner.

##### Services and Accomplishments

1. Operate City Hall as a community gathering place that supports the City's economic vitality.
  - Processed 7,841 reservations for City Hall public meeting rooms, including 503 requiring space reconfigurations for special events.
  - Provided event coordination services for 309 special events held at City Hall. Major events include Yao 40<sup>th</sup> Anniversary, BDA *Live at Lunch* concerts, Extreme Weather Expo, Neighborhood Link Picnic & Concert.
2. Streamline access to public services and encourage consistent service across the organization.
  - Continued to enhance internet and intranet sites to improve customer access to information and services.
  - Implemented credit card pay-by-phone bill payment option for Service First desk customers.
  - Collaborated with King County Elections to provide accessible voting center at City Hall.
  - Developed plan with WSDOT to bring "Good To Go" 520 tolling pass sales to City Hall.
3. Flexibly and efficiently support public and departmental needs.
  - Collaborated with U.S. Census Bureau to provide space at City Hall for training 2010 census volunteers.
  - In support of One City initiative, implemented high performing organizational strategies department-wide including structured employee and customer feedback, alignment of performance measures with business goals, enhanced employee engagement and empowerment, and process improvement.
  - Conducted integrated internal customer survey to gather feedback on department's service delivery.
  - Ensured departmental readiness for emergency events by updating procedures, training staff (all staff now meet NIMS requirements) and participating in emergency exercises such as Soundshake 2010.
  - Supported ITD in providing data center collocation services for Seattle and Kirkland and Overlake Hospital to facilitate regional disaster recovery efforts and infrastructure sharing.
  - Supported Transportation Department's Capital Investment Program with property negotiations for projects such as 145<sup>th</sup> Place SE, 120<sup>th</sup> Avenue NE and NE 4<sup>th</sup> Street Extension.
  - Analyzed value impacts of Sound Transit's East Link Project on city properties.
  - Assessed several sites for court relocation and developed cost estimate for CIP.
  - Supported evaluation of regional jail sites, including City-owned Lincoln Center.
  - Supported transition from City's 911 Communications Center to NORCOM, including lease with tenant improvements for use of 7<sup>th</sup> Floor City Hall and agreement to provide communications maintenance services.
  - Facilitated relocation of EPSCA staff from 7<sup>th</sup> Floor of City Hall to Redmond.



## Department Information

### Civic Services

- Moved the Electronic Communications Shop and some of Parks Resource Management to the Bellevue Service Center, more fully utilizing this facility and achieving collocation benefits for operations.
  - Redeployed parking stalls at BSC to improve capacity and efficiency.
4. Provide clean, safe, attractive, and functional municipal facilities while protecting the City's capital investments through ongoing maintenance and systematic renovation.
    - Installed an Uninterruptible Power Supply (UPS) battery monitoring system at City Hall, allowing the replacement of batteries before they fail.
    - Completed security projects at City Hall to address gaps and improve overall safety for employees and the public.
    - City Hall received 2010 TOBY "The Outstanding Building of the Year" regional award from BOMA (Building Owners and Managers Association).
  5. Safeguard the City's investment in equipment through timely and cost-effective asset management, maintenance, and repair services.
    - Developed standard for City generators and purchased 4 multi-voltage portable generators to be used to support public facilities in an emergency event; funded by Community Trade & Economic Development grant.
    - Developed new standard and acquired four new fire pumpers in collaboration with Fire Department.
    - Implemented cash flow methodology to manage fleet and communication capital reserves more cost-effectively.
    - Fleet Shop certified by Automotive Service Excellence as Blue Seal (their top rating); all mechanics now ASE certified including several as Emergency Vehicle Technician, required by vendors to work on fire apparatus.
  6. Manage the City's property assets and land survey systems to ensure legal and policy compliance.
    - Supported purchase of Safeway/Mid-Mountain site to satisfy several City objectives in the Bel-Red Plan.
    - Completed sale of jail property to Children's Hospital.
    - Completed control survey of the Bel-Red area to support future East Link and CIP property acquisitions, design and construction activities.
    - Completed Right-of-Way survey and re-monumentation of Killarney Way and the Plat of Killarney.
    - Amended Survey staff review policies & procedures for Development Services Land Use Applications.
    - Updated City's standard wireless facility lease agreement.
    - Managed Lincoln Center property management contract and leasing operations.
  7. Utilize technology to facilitate service delivery and efficient operations.
    - Implemented Customer Relationship Management (CRM) web portal to allow customers to submit requests for service and information seamlessly.
    - Completed upgrade of maintenance management software (Maximo) via interdepartmental team. All department staff are trained and using the system.
    - Designed and implemented new LIS Parcel editing application to ensure timely availability of accurate parcel data for city employee use.
    - Purchased new fleet/fuel data system to support fuel conservation (2011) and fleet rightsizing (2012).



## Department Information

### Civic Services

8. Operate and manage the City's assets in an environmentally responsible manner.
  - City Hall received Energy Star in 2009 and 2010; placed 4<sup>th</sup> in BOMA Better Bricks Energy Efficiency Program.
  - Expanded City Hall recycling program in collaboration with Utilities staff, including food waste recycling with compostable containers and utensils in Deli, and one-stop recycling center at loading dock.
  - Implemented Resource Conservation Manager Program in cooperation with Puget Sound Energy.
    - Implemented utility tracking system to comprehensively manage City utility usage and costs.
    - Drafted Resource Conservation Plan for City operations and facilities.
    - 2010 savings at City facilities exceeded \$125,000 with grant receipts of \$28,000.
  - Implemented energy conservation projects, including HVAC and lighting upgrades ( some with PSE rebates)
  - Progressively converting City's fleet to hybrid vehicles; acquired 62 hybrids, including two medium duty hybrid trucks; utilizing grant funds from Puget Sound Air Agency's Clean Cities Coalition.
  - Met State commute trip reduction goals for reducing drive along trips and vehicle miles travelled by employees working at City Hall (62% of employees ride transit or use non-SOV commute mode).

#### Major Challenges for the Biennium

- Staff reductions in the Service First Division present several major challenges in managing customer and City staff expectations regarding their services, operating standards, and the availability of staff. For example, many phone calls to the public service desk will now go to voicemail, likely frustrating citizens accustomed to reaching an accountable "live body" at City Hall. And, enforcement activities in the City Hall visitor parking garage will cease, resulting in more unauthorized parking and fewer spaces available for City Hall customers and meeting attendees. Reductions in staff and training funds limit their ability to hold staff meetings and attend training. The "emotional" labor these frontline staff provide adds to their stress and having no opportunity to get away from the demands of the front desk to do team building, transition planning, and a variety of other things will take its toll on morale. Consequently, over time their ability to deliver on the responsive government outcome's key performance indicator "*% of customers who rate staff at the Service First desk as a knowledgeable resource*" will be compromised.
- Sound Transit's East Link project will significantly impact Facilities Services, Land Survey and Real Property workload while staffing levels were only minimally increased. Facilities Services must plan for and ensure mitigation of impacts to City Hall. Surveyors will be required to collaborate with Sound Transit surveyors and engineers to verify that project plans and property acquisition activities are consistent with City standards and expectations. Real Property staff must analyze/negotiate any acquisitions for the City related to this project.
- Facilities Services will be challenged to meet the customer expectations for cleanliness, indoor air quality and overall satisfaction while implementing cuts and reduced service levels in custodial, recycling, window washing and other tenant services. Several major maintenance projects have been deferred to future years which may over time increase maintenance costs and workload, equipment downtime and emergency repairs.
- Facilities Services has expanded their maintenance responsibilities to include the Fire Department's nine stations and training center, and Utilities' Eastgate Yard. While having facilities "experts" manage these sites will achieve better outcomes, the transition will pose challenges as new relationships and processes are established. Deployment of



## Department Information

### Civic Services

---

- additional staffing that was authorized will follow careful assessment of actual needs and workload relative to current staff capacity and expertise.
- Maximizing performance of Lincoln Center which is owned by the City (while minimizing additional investment in the property) will continue to be challenging, especially in the current economic climate.
  - The Responsive Government Results Team recommended that a “holistic business improvement evaluation of the fleet operations” should be “undertaken to determine if stated proposal objectives can be satisfied with existing resources through efficiencies in the current program and improved effectiveness.” Fleet will aggressively pursue process improvements, performance measurement, interdepartmental collaboration and culture changes to maximize efficiencies and effectiveness, and to validate whether additional resources are needed in the next budget cycle to meet program objectives and customer needs. This additional workload will be challenging, especially when added to current workload with a very tight operating budget.
  - The City’s fuel budget was reduced by 19%. This reduction is achievable through proactive conversion to hybrid and alternative fuel vehicles and implementation of idle reduction technology and improved driver education. However, factors outside the City’s control could impact our success, such as higher than projected fuel costs and market availability or cost of “green” vehicles. Fuel costs are continuing to rise even in a depressed economy and manufacturers may choose not to provide discounted “green” vehicles for government purchase.



## F. Proposal List by Department / Outcome

### Civic Services

#### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Improved Mobility</b>		
25	Parking & Employee Transportation Services	045.02NN
<b>Healthy &amp; Sustainable Environment</b>		
49	Resource Conservation Manager Program	045.14NN
<b>Responsive Government</b>		
4	Service First	045.01A1
9	Facility Emergency Management & Response	045.10NN
13	Electronic Communications Maintenance City Equipment	045.17PN
32	Facilities Maintenance & Operations	045.08A1
41	Civic Services Management & Support	045.18NN
46	Facility Preventive & Major Maintenance	045.08A2
47	Professional Land Survey Services	045.06A1
49	Facilities Reserves	045.15NN
54	Electronic Communications Shop – Other Agencies	045.17D1
57	Real Property Services	045.04A1
60	Fleet and Communications - Surplus/Disposal	045.1604
61	Fleet Maintenance & Repair	045.1601
62	Vehicle/Equipment Acquisition	045.16PA
63	Fleet & Communications Management	045.1612
65	Facility Tenant Services	045.08A3
69	Fuel System Management	045.1606
70	Facility Security	045.09NA
74	Facility Planning & Project Management	045.11NN
79	Fleet and Communications Inventory/Stores Management	045.16A1
<b>Reserves</b>		
	MERF Operational Reserves	045.1610
	MERF Asset Replacement Reserves	045.1611
	EERF Operational Reserves	045.17D2
	EERF Asset Replacement Reserves	045.17D3

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**F. Proposal List by Department / Outcome**  
**Civic Services**  
**2011-2017 CIP Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
<b>Discrete Projects</b>		
	Facility Emergency Generator Power Switch Gear Replacement	045.12NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011





## G. 2011-2012 Performance Measures by Department / Outcome

### Civic Services

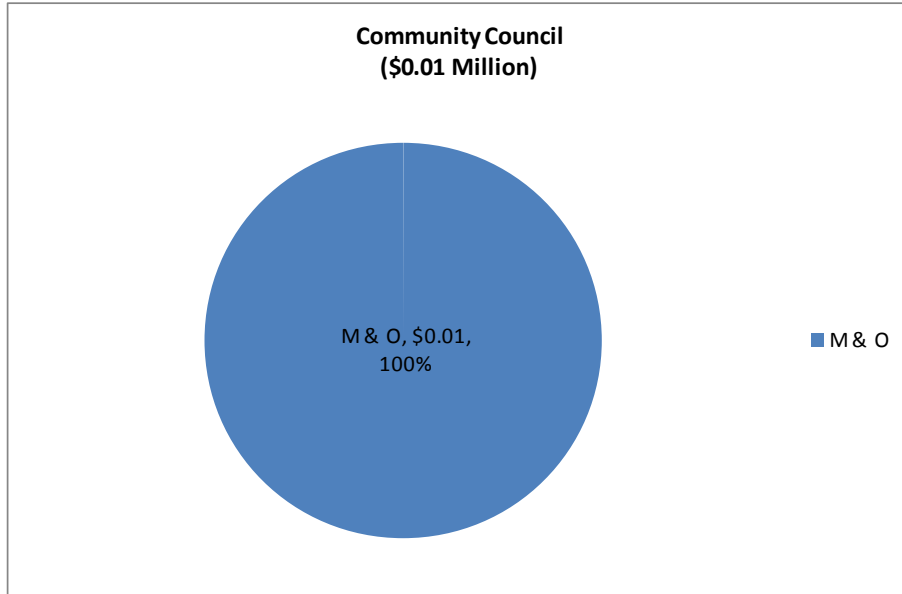
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	Satisfaction with the public service desk's ability to streamline access to services and information	Efficiency	99%	85%	85%	85%
2	% of customers who rate staff at the public service desk as a knowledgeable resource	Effectiveness	99%	85%	85%	85%
3	% of property owners who feel they were treated fairly and professionally by Real Property staff	Effectiveness	New	New	90%	90%
4	% of City within 1/4 mile of a Horizontal Survey Control Network monument	Effectiveness	93%	94%	95%	96%
5	City's insurance carrier ranks Bellevue City Hall in the top 5% among their clients in terms of managing exposure to risk	Effectiveness	98%	95%	95%	95%
6	Facilities maintenance cost per square foot	Efficiency	\$4.81	\$4.91	\$4.80	\$4.75
7	Energy Star rating of City Hall	Effectiveness	91	85	85	85
8	% of time Fleet equipment is available for customer use	Effectiveness	New	New	90%	92%
9	% of Fleet repairs that are unscheduled (reactive versus preventive)	Effectiveness	New	New	45%	43%
10	Maintenance cost per mile for fire engine pumpers	Efficiency	7.9	6.5	6.2	6
11	# of gallons of fuel (diesel and unleaded) consumed	Efficiency	344,701	340,500	330,000	320,000
12	% of time radio equipment available for customer use	Effectiveness	New	New	95%	95%



## Department Information Community Council

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Community Council.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	-	-	\$0.00
Interfund	-	-	\$0.00
M & O	\$4,000	\$4,000	\$8,000
Capital	-	-	-
<b>Expenditure Total</b>	<b>4,000</b>	<b>4,000</b>	<b>8,000</b>
<b>Reserves</b>			-
<b>Total Budget</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$8,000</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	0.25	-	-	-
LTE	-	-	-	-

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$26,420	\$25,349	\$4,000	\$4,000
<b>Total Budget</b>	<b>\$26,420</b>	<b>\$25,349</b>	<b>\$4,000</b>	<b>\$4,000</b>



**Department Information  
Community Council**

**D. Organization Chart – N/A**

## Department Information

### Community Council

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The East Bellevue Community Council, established in 1969, was continued for an additional four years by its electorate at the November 2009 General Election. The Community Council, empowered under RCW 35.14, is charged with local land use review authority over certain designated land use issues within their jurisdictional boundaries. The statute also provides that they may advise or recommend to the City Council on other local matters that directly or indirectly affect their jurisdiction.

##### Services and Accomplishments

As provided by their enabling statute (RCW 35.14) the Community Council must be renewed every four years. In 2009 the East Bellevue Community Council was continued by their electorate with an 82% approval.

The Community Council devotes time and resources to studying impacts of proposed land use changes within the Community Municipal Corporation to help guide their decision making and to accomplish the best possible land use solution for their neighborhoods and businesses. This grassroots government represents their electorate by providing input to the City Council, the various boards and commissions charged with land use and regulatory matters, and by working with the City in seeking solutions to East Bellevue neighborhood concerns. In 2009 the Community Council achieved 100% concurrence with City adopted land use actions.

In support of open government and transparency, the Community Council's agendas and legislation are posted to the Community Council's webpage for ease of access to their information. In 2009 the Community Council published in 3 of the City's Its Your City publications to report to their constituency their most recent deliberative actions and highlight upcoming community issues.

Per the Open Meetings Act, actions taken by this Council occur at open meetings and are recorded and posted to their web pages. The Community Council provides a forum for public participation on issues related to land use, conservation, improvements, or development occurring within its Municipal Corporation. They conduct hearings and invite the community to participate and express their views in person, by written communication or email. In 2009 the Community Council held 16 land use related public hearings.

##### 2011–2012 Work Initiatives

The East Bellevue Community Council work initiatives include continued review of land-use-related issues within their jurisdictional boundaries and early involvement in proposed land use matters.

##### Major Challenges for the Biennium

The Community Council will continue to address challenges related to redevelopment within their jurisdictional boundaries as well as issues impacting neighborhood livability.



**F. Proposal List by Department / Outcome**  
**Community Council**  
**2011-2012 Operating Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
77	East Bellevue Community Council	050.01NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



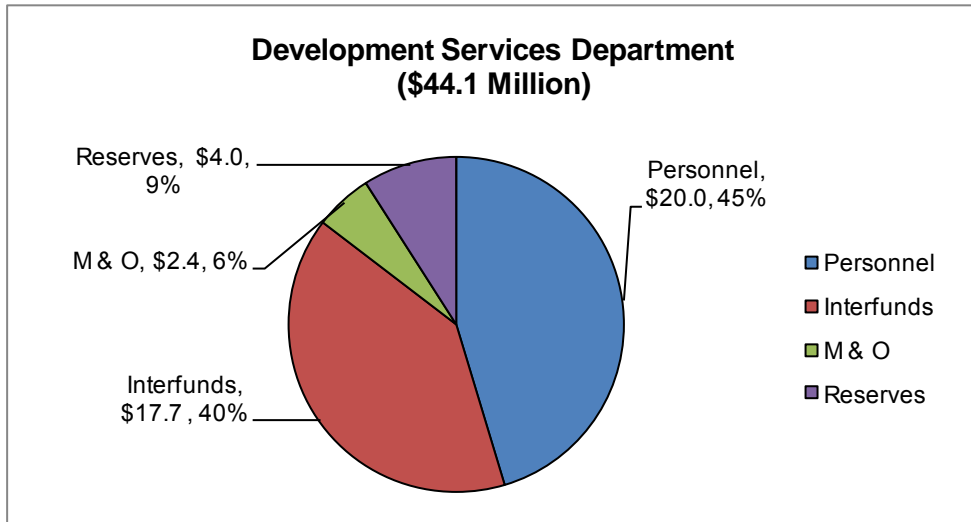
**G. 2011-2012 Performance Measures by Department / Outcome  
Community Council**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	% of Council's average meeting attendance record	Effectiveness	95%	90%	90%	90%
2	% of Land use matters taken up and approved	Effectiveness	100%	100%	100%	100%
3	# of land use hearings	Workload	16	10	10	10
4	Agenda items analyzed and scheduled on calendar	Workload	60	50	50	50
5	# of regular and special meetings	Workload	14	12	12	12

## Department Information Development Services

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Development Services Department.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$9,744,505	\$10,232,303	\$19,976,808
Interfund	8,699,121	8,959,756	17,658,877
M & O	1,211,363	1,232,586	2,443,949
Capital	-	-	-
<b>Expenditure Total</b>	<b>19,654,989</b>	<b>20,424,645</b>	<b>40,079,634</b>
<b>Reserves</b>	<b>6,764,360</b>	<b>3,990,202</b>	<b>3,990,202</b>
<b>Total Budget</b>	<b>\$26,419,349</b>	<b>\$24,414,847</b>	<b>\$44,069,836</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

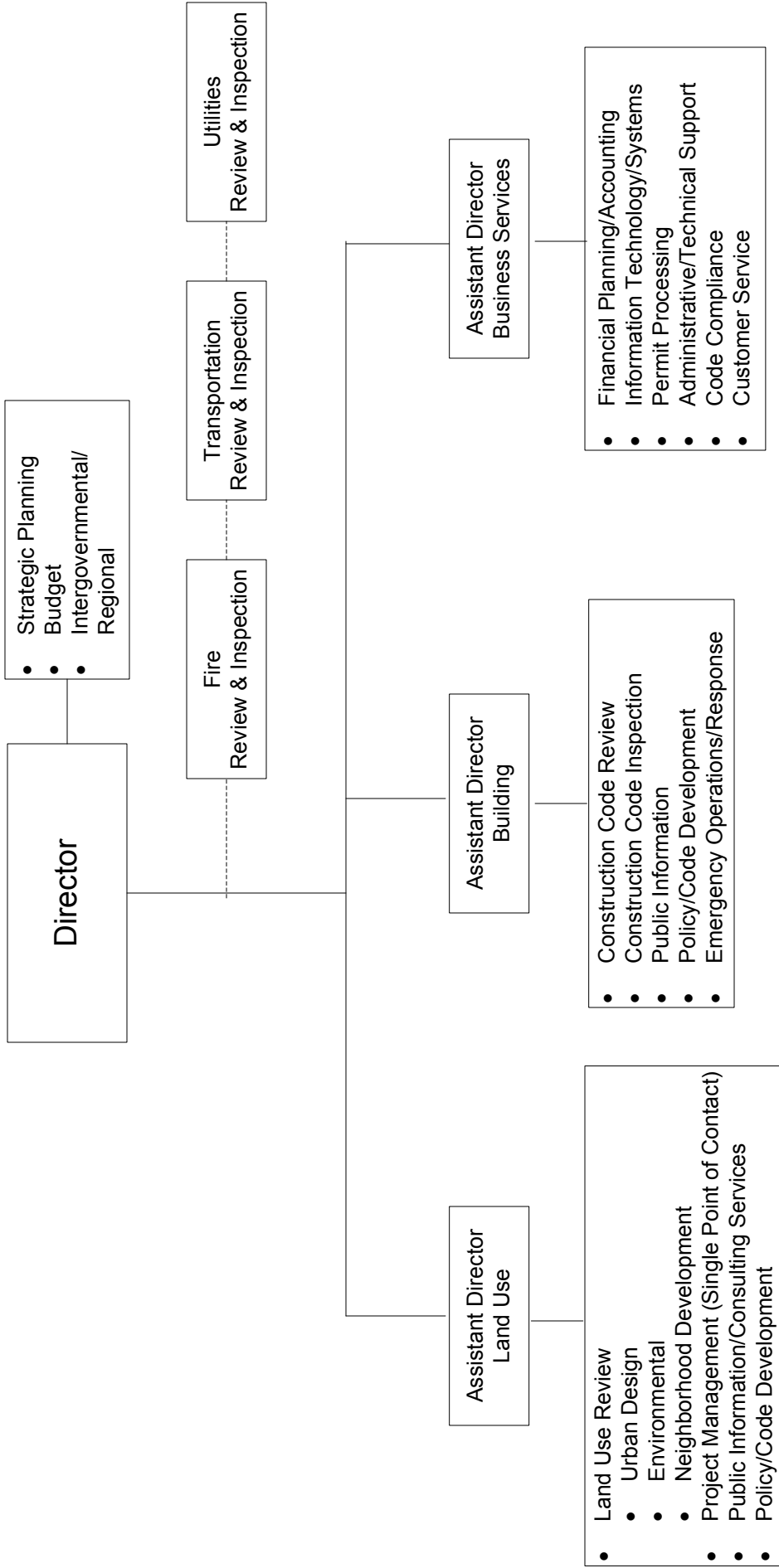
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	100.85	100.85	89.20	89.20
LTE	5.80	4.56	2.56	2.56

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$3,361,438	\$3,352,443	\$3,127,847	\$3,264,314
Development Services Fund	27,183,433	23,401,009	23,291,502	21,150,533
General CIP Fund	347,602	39,307	-	-
<b>Total Budget</b>	<b>\$30,892,472</b>	<b>\$26,792,759</b>	<b>\$26,419,349</b>	<b>\$24,414,847</b>

D. Organization Chart





## Department Information

### Development Services

---

#### E. Accomplishments and Challenges

##### Department Objective

The Development Services mission is to facilitate appropriate and timely development; deliver a process that is predictable, efficient, and understandable to the people who use it; act as a single organization – “One-City” – in the delivery of development services; and to protect the quality of the public and private infrastructure, the safety and integrity of the built environment, and the livability of the city.

##### Services and Accomplishments

The Development Services Department consists of the following divisions: Building, Land Use, and Business Services/Code Compliance. Together with review and inspection staff from the Transportation, Fire, and Utilities departments, the Development Services line of business is managed by the Director of the Development Services Department. Bellevue Development Services acts as a single organization in providing permit review, inspection, and code compliance services that help create and sustain a quality natural and built environment that is consistent with the Comprehensive Plan.

##### Accomplishments:

- Adoption of Bel-Red Corridor Plan, including Bel-Red subarea plan and related Land Use Code amendments, zoning and Traffic Standards Code changes.
- Created a Green Building Team to advance the goals of the Environmental Stewardship Initiative by helping to promote sustainable building through targeted education, public information, and collaboration with King County and neighboring cities.
- Initiated tree preservation code amendment analysis and review with the Planning Commission to protect neighborhood character.
- Completed discretionary review and issued permits and/or SEPA determinations meeting the negotiated timeline commitments for major projects including:
  - Lake Hills Shopping Center Redevelopment (incl. building permits)
  - Vida Condominiums – 11 story condominium over ground floor retail
  - 8<sup>th</sup> Street Properties Office Building – 32 story over ground floor retail
  - St. Louise Parish School Master Plan – master plan for church and private school
  - Bellevue Children’s Academy – establishment of private school (incl. building permits)
  - Ardmore Elementary School reconstruction (incl. building permits)
  - Wilburton Gateway – 28 townhomes in four buildings
  - Children’s Hospital Ambulatory Health Care Center – located in Medical Institution District
  - Baker Main Apartments – 73 units over ground floor retail
  - Overlake Medical Office Building – 7 stories located in Medical Institution District
  - Spiritridge Elementary School reconstruction (incl. building permits)
  - Bellevue High School Conditional Use Permit
  - Tyee Middle School reconstruction (incl. building permits)
  - Bellevue Park Hotel Design Review - 9 story 110 room hotel over ground floor retail
  - Andrews Glen Affordable Apartments – 41 housing units
  - Eastside Torah Center including synagogue and education center
  - Bellwood Aegis Assisted Living
  - Newport Vista Apartment
  - Overlake 7-story Medical Office Building
  - Tulum Downs Apartments
- Completed inspections and authorized occupancy of the following major projects:
  - Ashwood II Apartment Towers
  - Bellevue Place Hyatt Expansion
  - Bellevue Presbyterian Education Center
  - Bravern Office Tower 2 and Retail Podium
  - Eastgate Elementary School reconstruction
  - Hanover – two 20 story residential towers with ground level commercial



## Department Information

### Development Services

---

- One Main Street Condominiums
- 305 Bellevue Way Townhomes
- Avalon @ NE 10<sup>th</sup> Street
- Children's Hospital Ambulatory Surgical Center
- Enclave at Fox Glen (Blds B, F, H, J, N, & P)
- Lake Hills Shopping Center garage and Bld A
- The Bravern residential towers
- Two Newport Office Building
- Ardmore Elementary
- Collaboration with PSE to site a new electrical substation in the Ardmore area that protects neighborhoods and increases electrical service reliability consistent with newly adopted utility siting regulations.
- Continued the Planning Commission consideration of state mandated Shoreline Master Program Update regulations with science panel presentations.
- Provided critical areas, building, and fire code training sessions for homeowners and professional to help create a smooth permitting path and build better customers.
- Amended the BCC to ensure consistency between the Environmental Procedures Code and the City's Critical Areas Regulations.
- Amended the Land Use Code to legalize auto retail sales uses along SE 36<sup>th</sup> Street in Eastgate for Courter Enterprises.
- Amended the Land Use Code to allow higher office densities north of Factoria Mall for SRO Factoria.
- Amended the Land Use and Sign codes to establish regulations, standards and design guidelines for the new Bel-Red Subarea.
- Adopted legislative zoning and amendments to the Land Use and Bellevue City Codes to ensure consistency with the Bel-Red Overlay regulations.
- Amended the Environmental Procedures Code to be consistent with the Catalyst Project requirements of the Bel-Red Overlay of the Land Use Code.
- Adopted shopping cart containment regulations, and enforcement provisions that established violation and penalties associated with abandoned shopping carts.
- Amended the Land Use Code relating to Phase II neighborhood livability action agenda.
- Adopted property maintenance standards for vacant residences and abandoned construction sites.
- Adopted reduced school impact fees schedule for areas of Bellevue that fall within the Issaquah School District.
- Initiated Land Use Code amendments to ensure consistency with Downtown policies and to support siting of Tateuchi Center on the identified entertainment street.
- Initiated Land Use Code amendments to remove overly restrictive height barriers on small nonconforming lots and allow additional flexibility consistent with neighborhood livability.
- Issued 11,000 development services permits with a total valuation of \$273.5 million in 2009 and 11,500 permits totaling \$209.2 million in 2010.
- Conducted 66,000 inspections in 2009 and 51,000 in 2010 throughout Development Services.
- Implemented the ability to schedule inspection services on-line using MyBuildingPermit.com in partnership with the eCityGov Alliance.
- Initiated work on the Paperless Permitting Initiative in conjunction with the eCityGov Alliance to transform the way Development Services performs work by enabling "end-to-end" electronic application processing.
- Responded to the downturn in development activity with appropriate adjustments to staffing levels and use of consultants, and participated in the implementation of the recession response plan.



## Department Information

### Development Services

---

#### **Major Challenges for the Biennium**

Development/Economic Outlook – The City experienced unprecedented growth as measured by applications, square footage built, and valuation issued from 2006 through 2008. Just as staffing levels and the use of consulting services were increased during this time, corresponding reductions were implemented in 2009 resulting in current core staffing levels. The uncertainty of the national economy its anticipated slow recovery has created notable change in the property development environment. Development activity will be closely monitored to ensure that funding, resources, and system performance remain in balance.

East Link – To ensure the East Link project meets city codes and standards, and appropriately addresses city interests, Development Services must reach agreement on a permitting strategy with all departments and agencies with a role in delivering the project. That agreement must establish design standards, a consolidated permit process, clarity on oversight responsibilities for design review and construction, and establish fees adequate to support city services.

Codes and Standards – Development Services is leading the Shoreline Master Program update to adopt Bellevue appropriate regulations that comply with the state legislative mandate regarding shoreline protection. This project includes development of policies, codes, standards, and public information materials to ensure balanced implementation of state shoreline requirements for residential, commercial, recreational boating, and park property development.

ePlan/Paperless Permitting Initiative – Development Services will continue to use technology efficiently and effectively to allow our customers easy access to information and services. Staff will be challenged over the next biennium, in conjunction with the eCityGov Alliance's ePlan project, to deliver the City's Paperless Permitting Initiative. This initiative reflects the next generation of electronic permitting where clients will have access to "end-to-end" electronic application processing through the MyBuildingPermit.com portal.



**F. Proposal List by Department / Outcome**  
**Development Services**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
7	Development Services - Inspection Services	110.04NN
<b>Quality Neighborhoods</b>		
2	Code Compliance	110.07NN
<b>Economic Growth &amp; Competitiveness</b>		
2	Development Services - Review Services	110.03PA
6	Paperless Permitting Initiative	110.08NN
<b>Responsive Government</b>		
15	Development Services Information Delivery	110.01PA
24	Development Services Financial Management	110.06NN
29	Development Services Department Management & Support	110.05NN
36	Policy Implementation, Code Amendments & Consulting Svcs	110.02PA
<b>Reserves</b>		
	Development Services Reserves	110.09NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**G. 2011-2012 Performance Measures by Department / Outcome**  
**Development Services**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Economic Growth &amp; Competitiveness</b>						
1	% of customers rating inspection/review services as very good or good	Effectiveness	89%	80%	80%	80%
7	% of total applications applied for online	Effectiveness	33%	30%	30%	35%
8	% of customers stating staff at the DS Center treated them in a helpful, courteous & knowledgeable manner	Effectiveness	97%	95%	95%	95%
9	% of customers stating they were given enough info to submit a complete application for review	Effectiveness	92%	90%	90%	90%
10	% of customers that feel review/inspection process compares well with other cities	Effectiveness	84%	80%	80%	80%
<b>Outcome: Quality Neighborhoods</b>						
5	% of cases successfully upheld by the Hearing Examiner	Effectiveness	100%	95%	95%	95%
6	% of violations resolved through voluntary compliance methods	Effectiveness	99%	95%	95%	95%
<b>Outcome: Responsive Government</b>						
1	% of customers rating inspection/review services as very good or good	Effectiveness	89%	80%	80%	80%
3	% of residential projects meeting timeline for issuance	Efficiency	44%	80%	80%	80%
4	% of commercial projects meeting timeline for issuance	Efficiency	54%	80%	80%	80%
8	% of customers stating staff at the DS Center treated them in a helpful, courteous & knowledgeable manner	Effectiveness	97%	95%	95%	95%
9	% of customers stating they were given enough info to submit a complete application for review	Effectiveness	92%	90%	90%	90%
10	% of customers that feel review/inspection process compares well with other cities	Effectiveness	84%	80%	80%	80%
12	% of mandated code amendments & consistency related zoning changes completed within the same year that the annual Comprehensive Plan policy amendment is adopted by Council	Efficiency	New	New	95%	95%



**G. 2011-2012 Performance Measures by Department / Outcome  
Development Services**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Safe Community</b>						
1	% of customers rating inspection/review services as very good or good	Effectiveness	89%	80%	80%	80%
2	% of final inspections obtained on all construction requiring permits	Effectiveness	74%	80%	80%	80%
10	% of customers that feel review/inspection process compares well with other cities	Effectiveness	84%	80%	80%	80%
11	% of inspections performed on the day requested by contractor	Efficiency	New	New	95%	95%

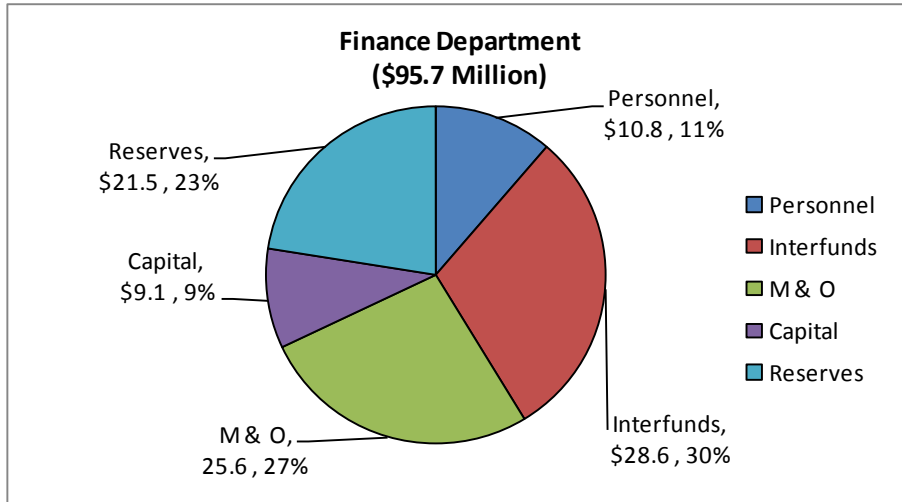


## Department Information

### Finance

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Finance Department (including Miscellaneous Non-Departmental).

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$5,293,952	\$5,565,570	\$10,859,522
Interfund	13,387,664	15,192,644	28,580,308
M & O	12,395,777	13,217,069	25,612,846
Capital	4,608,986	4,465,760	9,074,746
<b>Expenditure Total</b>	<b>35,686,379</b>	<b>38,441,043</b>	<b>74,127,422</b>
<b>Reserves</b>	<b>21,028,122</b>	<b>21,541,274</b>	<b>21,541,274</b>
<b>Total Budget</b>	<b>\$56,714,501</b>	<b>\$59,982,317</b>	<b>\$95,668,696</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

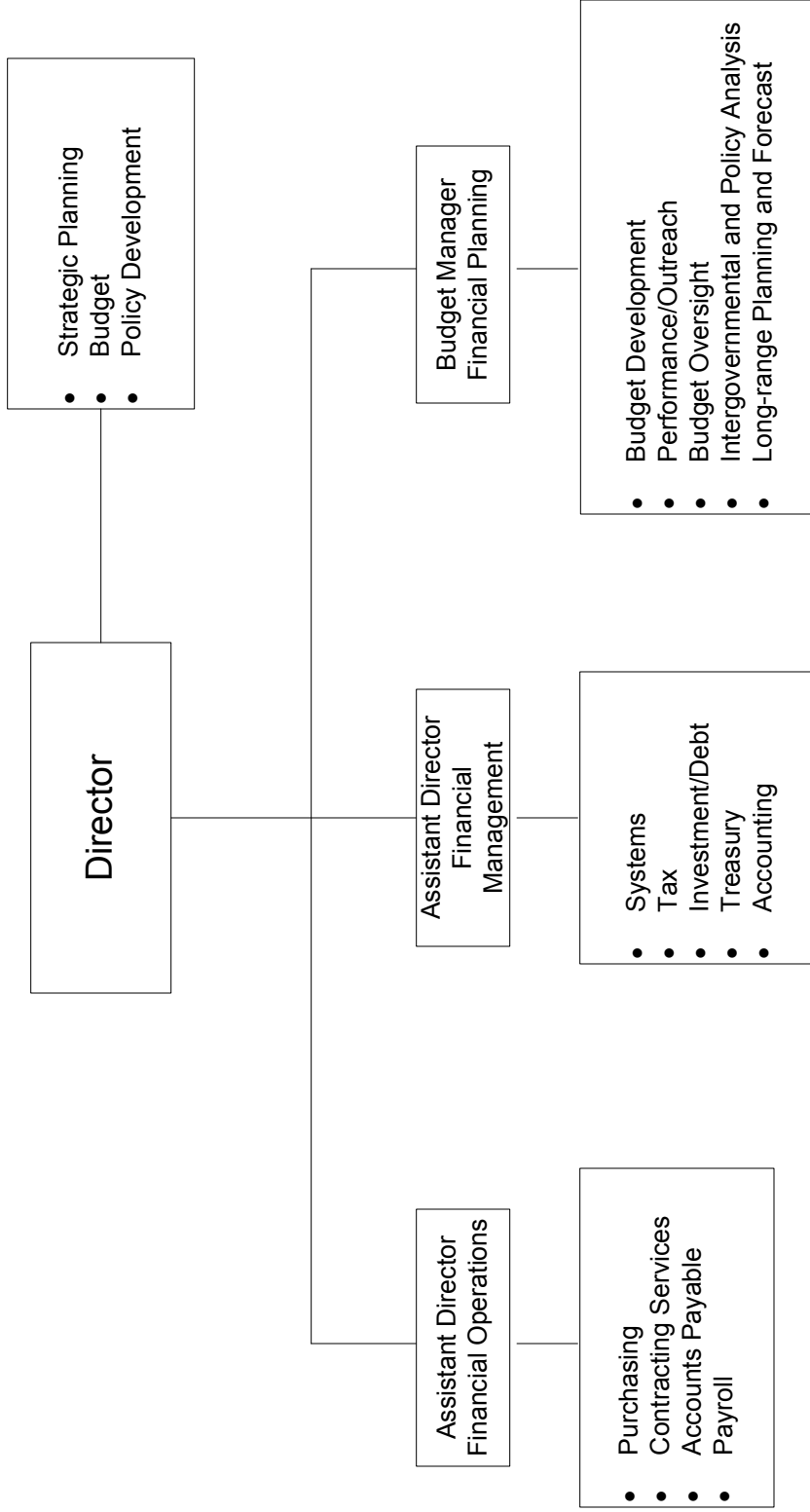
#### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	55.45	55.45	49.40	49.30
LTE	1.60	1.60	0.60	0.60

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$25,098,445	\$28,341,135	\$21,482,301	\$22,260,299
Rainy Day Reserves	\$5,319,669	-	-	-
Hotel/Motel Tax Fund	8,745,587	9,512,376	10,078,504	11,363,594
Op Grants/Donations	2,879,700	2,094,356	825,000	825,000
Land Purchase Revolving Fund	-	-	273,298	547,501
I&D Redm Reg Levy	19,630,791	18,899,497	11,043,559	11,457,539
CIP Funds	18,389,931	2,125,673	13,011,839	13,528,384
<b>Total Budget</b>	<b>\$80,064,123</b>	<b>\$60,973,037</b>	<b>\$56,714,501</b>	<b>\$59,982,317</b>

D. Organization Chart





Finance

---

**E. Accomplishments and Challenges**

**Department Objective**

Maintain the public trust through sound financial management and the efficient and effective use of Bellevue's financial resources.

**Department Wide Goals**

- Ensure the long-term financial stability and health of Bellevue
- Protect the City's financial integrity and credibility
- Strengthen the department for continued excellence

**Services and Accomplishments**

The City of Bellevue's Finance Department consists of the following teams: Purchasing, Payroll, Accounts Payable, Contracting Services, Tax, Treasury, Accounting, Business Systems and Budget. The Finance Department provides financial services for all City operations. It assists departments in purchasing supplies, paying vendors, managing the contract process, and developing budgets. It provides payroll services for all City employees, is responsible for cash management, collects business and other taxes, and performs city accounting functions. The Finance Department also produces official reports for City Council and the general public, including operating and capital budgets, and the Comprehensive Annual Financial Report.

The following are the major 2009-2010 accomplishments:

Goal: Ensure the long-term financial stability and health of Bellevue

- Designed and implemented a new zero based budget process, Budget One, to address the significant economic downturn and "reset" the City's budget. The process incorporated Council direction, Citizen feedback to identify Community Priorities (Outcomes) and utilized cross-departmental teams to fund those programs and services that best achieve the City's priorities within the available resources.
- Negotiated new contracts for lockbox and mailing services for the Tax Office resulting in significant cost avoidance and increased service.
- Attained total business tax audit, delinquency and detection recoveries of \$4.9 million for the biennium.
- Received the Government Financial Officers Award for Distinguished Budgetary Presentation.
- Exceeded the City's Investment Portfolio earnings by \$3.2 million (.9%) for the biennium over the upper limit of the City's established benchmark range, in an uncertain investment climate while preserving the principle and providing adequate liquidity.
- Enhanced interface with Maximo for purchasing to eliminate redundant data entry.
- Implemented on-call contracts for commonly used services to reduce administrative efforts and achieve cost savings.

Goal: Protect the City's financial integrity and credibility

- Received an unqualified audit opinion from the State Auditor's Office for 2007.
- Maintained Aaa credit rating.
- Completed four internal audit reviews.
- Enhanced the Cash Handling training and review program, providing training and surprise cash counts at all facilities and 14 reviews.
- Implemented positive pay and e-payable to improve payment security and reduce opportunity for fraud.
- Implemented Job Order Contracting to streamline public works procurement process.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the City's Annual Financial Report (CAFR).
- Certificate of Excellence in Performance Management from the International City and County Management Association (ICMA) for the City's leadership in using and reporting performance data.



## Department Information

### Finance

- Certificate of Excellence in Performance Management from the International City and County Management Association (ICMA) for the City's leadership in using and reporting performance data.
- Excellence in Internal Controls and Accurate Financial Reporting from the Washington State Auditor for 7 consecutive years of no audit findings.
- Received Gold Award from the Association of Government Accountants for Outstanding Efforts in Producing a High Quality 2009 Annual Performance Report.

Goal: Strengthen the department for continued excellence

- Upgraded the City Financial system and implemented system and process improvements including: Self Service and Reporting Enhancements, automated account maintenance, and streamlined process for Utility bill payments.
- Completed integration of JDE to Purchasing for attachment lookup.
- Engaged all staff in the identification and evaluation of potential cost savings and development of departmental budget proposals.
- Implemented Departmental communication enhancement efforts including increased use of casual networking opportunities and department wide messaging.

#### Major Challenges for the Biennium

Meeting the continuing demands for services with a reduced workforce. The Finance Department eliminated 7.75 positions resulting in some lay-offs during this budget process. Reductions were made both due to reduced workloads as a result of the economic downturn, recognition of the need to reduce service levels in the current economic environment and in anticipation of process improvements expected to create capacity. The Department needs to recognize and respond to the impact these losses have on the remaining staff while continuing to meet service demands.

Administrative support of the department. As part of the budget reductions, the Department gave up the single central administrative staff member. This requires staff to absorb this work and/or determine what can be left undone.

Further streamlining processes to create capacity to address reduced workforce. Several workgroups anticipated process improvements that have yet to be implemented. Those workgroups need to continue current operations while working to implement the improved processes.

Monitoring financial status and adapting to changes in the "reset" environment. With this budget the City "reset" it's Budget to provide for significant reduction in growth expectations. The forecast is based on regional and national economic forecasts, but will need to be closely monitored and adjusted should the forecast be too aggressive. This challenge is further complicated by the expense reset that has Departments operating with smaller budgets and less room for cost containment actions.

Monitoring progress on budget proposals. Finance, like other departments, needs to demonstrate to results teams their progress in executing proposals submitted during the budget and how their actions help the City to achieve the priority Outcomes. Strengthening the ability to measure and improve this connection will be a challenge.



**F. Proposal List by Department / Outcome  
Finance  
2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
20	King County District Court	150.03PN
38	Animal Services Contract	150.04NN
<b>Economic Growth &amp; Competitiveness</b>		
4	Bellevue Convention Ctr Authority (BCCA) Operations	060.11PN
<b>Responsive Government</b>		
5	Financial Planning	060.19PN
6	Finance Department Management & Support	060.07PN
14	Financial Accountability & Reporting	060.18NN
18	Investments Portfolio Management & Accounting Services	060.14NN
19	Debt Management Services	060.20NN
20	Business Tax and License Administration	060.15A1
22	Citywide Banking & Revenue Receipting	060.13NN
28	Disbursements	060.16NN
38	Finance Central Services	060.07DN
52	Procurement	060.17A1
53	One City	150.02NN
72	Performance Management Function	060.21PN
78	Miscellaneous Non-Departmental (MND)	060.08A1
<b>Reserves</b>		
	LEOFF 1 & Firemen's Pension Funds	060.06NN
	General Fund Reserves	060.09NN
	BCCA Reserves	060.11DN
	Undesignated Grant Appropriation	060.12NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**F. Proposal List by Department / Outcome**  
**Finance**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Responsive Government</b>		
<b>Discrete Projects</b>		
	JDE System Upgrade	060.04NN
	Business Tax and License System Replacement Project	060.15DN
	Budget System Upgrade	060.19DN
<b>Reserves</b>		
<b>Debt Service Projects</b>		
	Supplemental CIP Debt Funding – G-69	060.01NN
	Metro Site Acquisition 2003 Refunding – Debt Service	060.02NN
	City Hall Debt Service	060.03NN
	CIP Cash Flow Interest	060.05NN
	M&I LTGO Bond Debt Service	060.23NN
	Council Contingency	060.24NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**F. Proposal List by Department / Outcome**  
**Finance**  
**2011-2017 CIP Proposals - Not Funded**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Responsive Government</b>		
<b>Discrete Projects</b>		
	Performance Management System	060.21D1

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

G. 2011-2012 Performance Measures by Department / Outcome

Finance



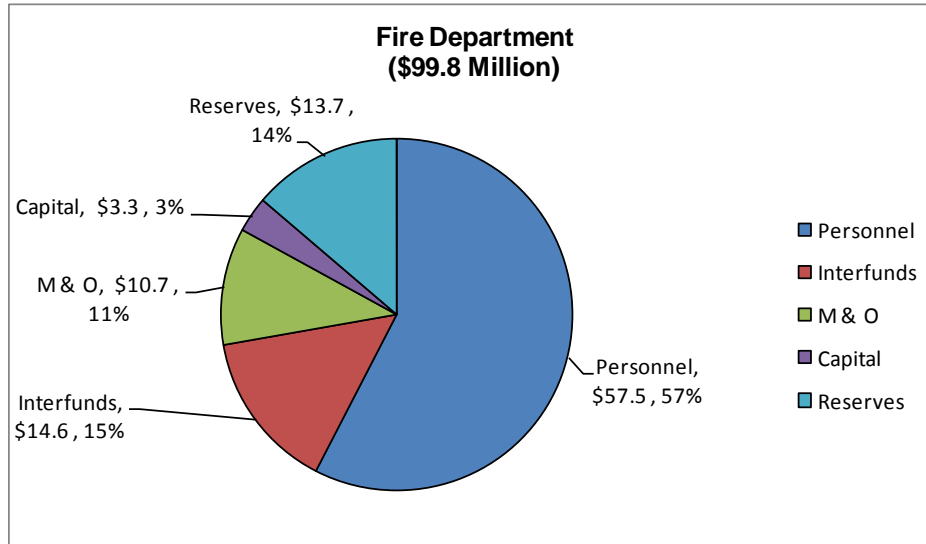
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	Maintain Aaa bond rating	Effectiveness	Y	Y	Y	Y
2	% of applicants who feel informed of City solicitation opportunities	Effectiveness	42%	50%	55%	55%
3	% of City staff who are very satisfied/satisfied with the Finance services	Effectiveness	81%	85%	89%	89%
4	% of GFOA Distinguished Budget Award criteria judged to be proficient or better (biennial)	Effectiveness	89%	N/A	100%	N/A
5	Return on investment for Tax Audit Program	Effectiveness	6:1	3:1	3:1	3:1
6	Receive an unqualified audit opinion	Effectiveness	Y	Y	Y	Y
7	Receive the Certificate of Excellence in Financial Reporting from GFOA and a proficiency rating in all areas	Effectiveness	Y	Y	Y	Y
8	% of error free checks issued	Effectiveness	100%	100%	100%	100%
9	% return on City investment exceeds standards	Efficiency	97%	15%	15%	15%
10	Cost of AP & Payroll disbursements	Efficiency	\$15.14/7.07	\$16.00/\$4.87	\$16.40/\$4.87	\$16.72/\$4.87

## Department Information

### Fire

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget for the Fire Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$28,281,956	\$29,190,676	\$57,472,632
Interfund	7,191,990	7,411,531	14,603,521
M & O	5,628,496	5,094,224	10,722,720
Capital	2,182,646	1,083,681	3,266,327
<b>Expenditure Total</b>	<b>43,285,088</b>	<b>42,780,112</b>	<b>86,065,200</b>
<b>Reserves</b>	<b>14,246,201</b>	<b>13,721,803</b>	<b>13,721,803</b>
<b>Total Budget</b>	<b>\$57,531,289</b>	<b>\$56,501,915</b>	<b>\$99,787,003</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

#### B. Staffing Summary

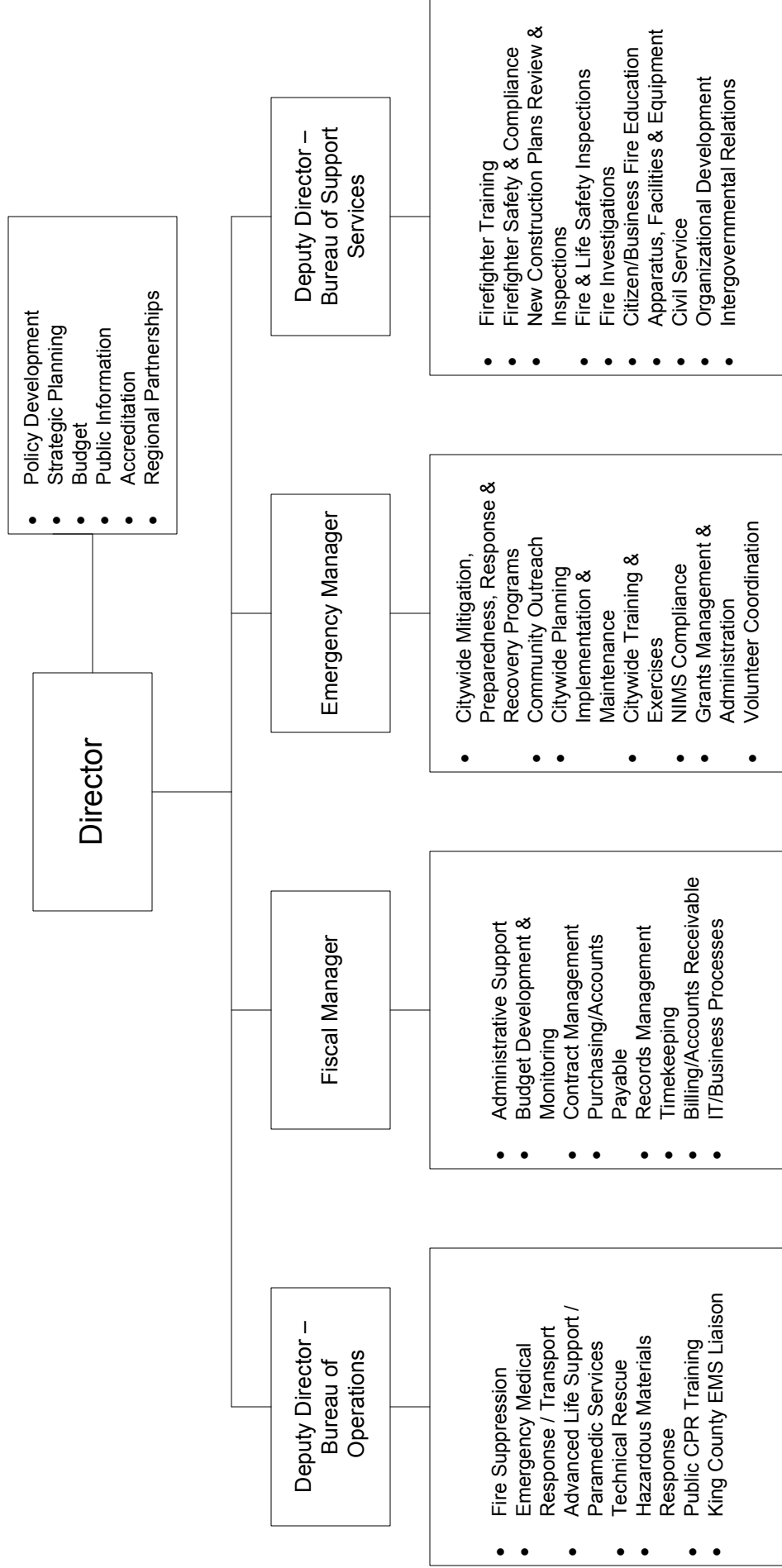
	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	248.60	248.60	245.6	245.6
LTE	2.00	2.00	1.00	1.00

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$34,849,603	\$37,574,422	\$38,431,418	\$39,665,058
LEOFF I Medical Reserve	\$8,473,147	\$7,960,264	\$8,343,369	\$7,996,076
Op Gnts/Donations/Sp Res Fund	\$561,595	\$1,393,060	\$1,308,464	\$598,030
General CIP Fund	\$623,481	\$601,168	\$2,350,000	\$1,260,000
Firemen's Pension Fund	\$7,003,886	\$6,955,408	\$7,098,038	\$6,982,751
<b>Total Budget</b>	<b>\$51,511,712</b>	<b>\$54,484,322</b>	<b>\$57,531,289</b>	<b>\$56,501,915</b>

Note: The LEOFF I Medical Reserve Fund and Firemen's Pension Fund were established to pay for benefits of retired employees. The expenses incurred in these funds are not associated with current employees.

## D. Organization Chart





## Department Information

### Fire

---

#### E. Accomplishments and Challenges

##### Department Objective

The Bellevue Fire Department exists to assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or uncontrolled events that affect the community and environment.

##### Services and Accomplishments

The Department consists of the following major programs: Fire Suppression and Rescue, Emergency Medical Services, Fire Prevention, and Office of Emergency Management. The Fire Department responds within the City of Bellevue and contract communities to all types of emergencies including, fires, emergency medical, technical rescue, hazardous materials, and other. The department's Fire Prevention, Public Education, and Emergency Management efforts help to maximize the value, efficiency and effectiveness of all fire department and community resources. In 2009 & 2010, the department accomplished the following work initiatives:

- Fire Department supported King County Emergency Medical Services in facilitating the placement and use of automatic external defibrillators (AED's) in police units.
- Enhanced Citizen CPR program by offering Automatic External Defibrillator (AED) and Health Care Provider training for residents and business community.
- Worked with Civic Services and Puget Sound Energy to complete a relighting project at Fire Station 1 to become more energy efficient. Additional energy efficiency projects are scheduled for other stations in 2011.
- Adoption of the 2009 International Fire and Building Codes.
- Implemented a full-time Ladder Company at Fire Station 1.
- The Office of Emergency Management was awarded 1<sup>st</sup> place award for the "Prepare for an Emergency" video by the International Association of Emergency Management.
- Participated with federal, state, and local Emergency Management public and private sector partners in the completion of the Interagency Biological Restoration Demonstration Project producing a Restoration Plan in the event of a bioterrorism attack.
- Presented DUI Prevention programs to Seniors and Juniors at local high schools.
- Completed update of the City Emergency Operations Plan.
- Applied for and received \$1.6 million in Federal, State, local & private grants for a wide range of equipment purchases, planning and training activities.
- Renewed contract with Ambulance company to provide Basic Life Support non-emergency transports.
- Completed 100% of the routine fire & life safety inspections, approximately 8,400 inspections annually and executed evacuation drills in 44 high-rise buildings as required by the International Fire Code.
- Created video tapes on safe fire prevention practices in several languages to expand outreach efforts to the non-English speaking residents of the City.
- Department implemented a Smoke Detector Program funded through Assistance for Firefighters Grant monies. The goal was to improve community safety by targeting at risk areas of the City. Smoke Detectors were installed in 295 households and a follow-up survey of residents has been conducted to evaluate effectiveness and possible program enhancements in the area of public education.



## Department Information

### Fire

---

#### Major Challenges for the Biennium

- Labor Relations, negotiate new labor agreements with three bargaining units.
- Transitioning fire facility management to Civic Services.
- Succession Planning: approximately 23% of the workforce has 25+ years of service.
- NORCOM – Development and implementation of Fire Records Management System (New World).
- Fire Protection Service Contracts (Beaux Arts, Clyde Hill, Hunts Point, Medina, Yarrow Point, City of Newcastle, and King County Fire District #14) – Contracts expire in December, 2011.
- Update Fire Department Strategic Plan and Standards of Response Coverage documents – Accreditation.
- Transition to citywide supported MAXIMO electronic system for managing maintenance of fire facilities; apparatus maintenance/inventory; equipment inventory; station equipment and supplies; and accounting of grant equipment and supplies.
- Continued development of the Puget Sound Regional Catastrophic Preparedness Grant Plans including Regional Coordination, Transportation Recovery, Resource Management, Shelter and Evacuation, Volunteer and Donations Management, Structural Collapse, Victim Identification, and Patient Tracking.



## F. Proposal List by Department / Outcome

### Fire

#### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
2	Fire Suppression, Rescue and BLS	070.01NA
3	Advanced Life Support Services	070.02NN
4	Public Safety Dispatch Services	070.11NN
6	Fire Prevention	070.06NB
8	Emergency Management	070.04PN
9	Fire Training	070.03NN
14	Fire Department Management and Support	070.05NB
35	Urban Area Security Initiative (UASI) Grants	070.08DN
36	Fire Small Grants & Donations	070.10NN
<b>Responsive Government</b>		
33	Fire Facility Maintenance & Operations	070.07NN
48	Civic Svcs Support for Public Safety Facilities Renovation	070.12DN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



## F. Proposal List by Department / Outcome

### Fire

#### 2011-2017 CIP Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
<b>Discrete Projects</b>		
	Downtown Fire Station	070.14NN
	Renovation of Fire Station Five	070.15NN
<b>Ongoing Programs</b>		
	Renovation of Public Safety Facilities	070.12PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



## G. 2011-2012 Performance Measures by Department / Outcome

### Fire

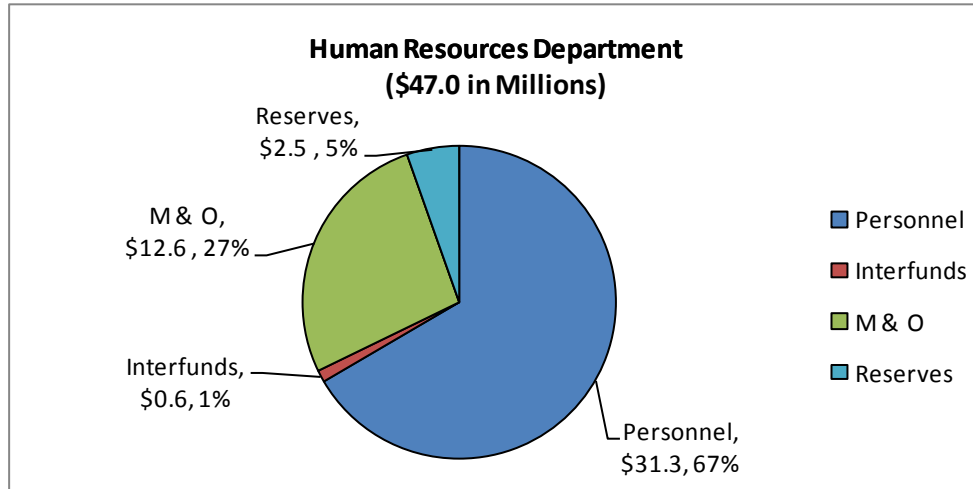
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Safe Community</b>						
1	% of incidents where total response time is less than 6 minutes	Effectiveness	70.5%	90%	90%	90%
2	% of fire confined to room of origin	Effectiveness	88.2%	85%	85%	85%
3	Cardiac arrest survival rate (Utstein Criteria)	Effectiveness	55.8%	45%	45%	45%
4	% of residents who feel Bellevue is a safe community in which to live, learn, work, and play	Effectiveness	New	TBD	TBD	TBD
5	% of residents who agree that Bellevue plans for and is well prepared to respond to emergencies	Effectiveness	New	TBD	TBD	TBD
6	Total dollars loss from fire	Effectiveness	\$4,864,000	\$3,000,000	\$3,000,000	\$3,000,000
7	Dollar loss from fire in inspected buildings	Effectiveness	\$3,154,000	\$1,000,000	\$1,000,000	\$1,000,000
8	Average City paramedic response time (urban)	Effectiveness	6:45 minutes	7:30 minutes	7:30 minutes	7:30 minutes
9	Maintain International Accreditation	Effectiveness	Accredited until 2013	Accredited	Accredited	Accredited
10	Maintain a Class 2 WA State Insurance Rating	Effectiveness	Class II	Class II	Class II	Class II
11	% of City employees trained in compliance with NIMS	Effectiveness	100%	100%	100%	100%
12	% of citizens report having a disaster safety plan and supplies for 3 days	Effectiveness	New	60%	60%	60%
13	% of businesses report having an emergency plan and employees participate in training	Effectiveness	New	25%	25%	25%
14	% of City departments meeting established criteria for continuity of government planning	Effectiveness	100%	100%	100%	100%
15	# of Fire/Suppression/EMS incidents	Workload	17,169	17,000	17,000	17,000
16	Individuals reached through community events and public outreach programs	Workload	2,900	3,500	3,500	3,500
17	Individuals receiving CPR Training	Workload	516	600	600	600
18	# of annual individual training hours	Workload	26,170	32,000	32,000	32,000
19	Complete 100% of fire and life safety inspections	Efficiency	100%	100%	100%	100%
20	Conduct 100% of required high-rise evacuation drills	Efficiency	100%	100%	100%	100%
21	100% of violations cleared on re-inspection	Efficiency	86.1%	100%	100%	100%

## Department Information

### Human Resources

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Human Resources Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel - HR	\$1,524,714	\$1,524,888	\$3,049,602
Personnel - Hlth Ben**	13,487,275	14,732,617	28,219,892
Interfund	283,229	291,945	575,174
M & O	6,018,873	6,574,482	12,593,355
Capital	-	-	-
<b>Expenditure Total</b>	<b>21,314,091</b>	<b>23,123,932</b>	<b>44,438,023</b>
<b>Reserves</b>	<b>2,685,148</b>	<b>2,537,151</b>	<b>2,537,151</b>
<b>Total Budget</b>	<b>\$23,999,239</b>	<b>\$25,661,083</b>	<b>\$46,975,174</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

\*\*Includes citywide medical claims payments

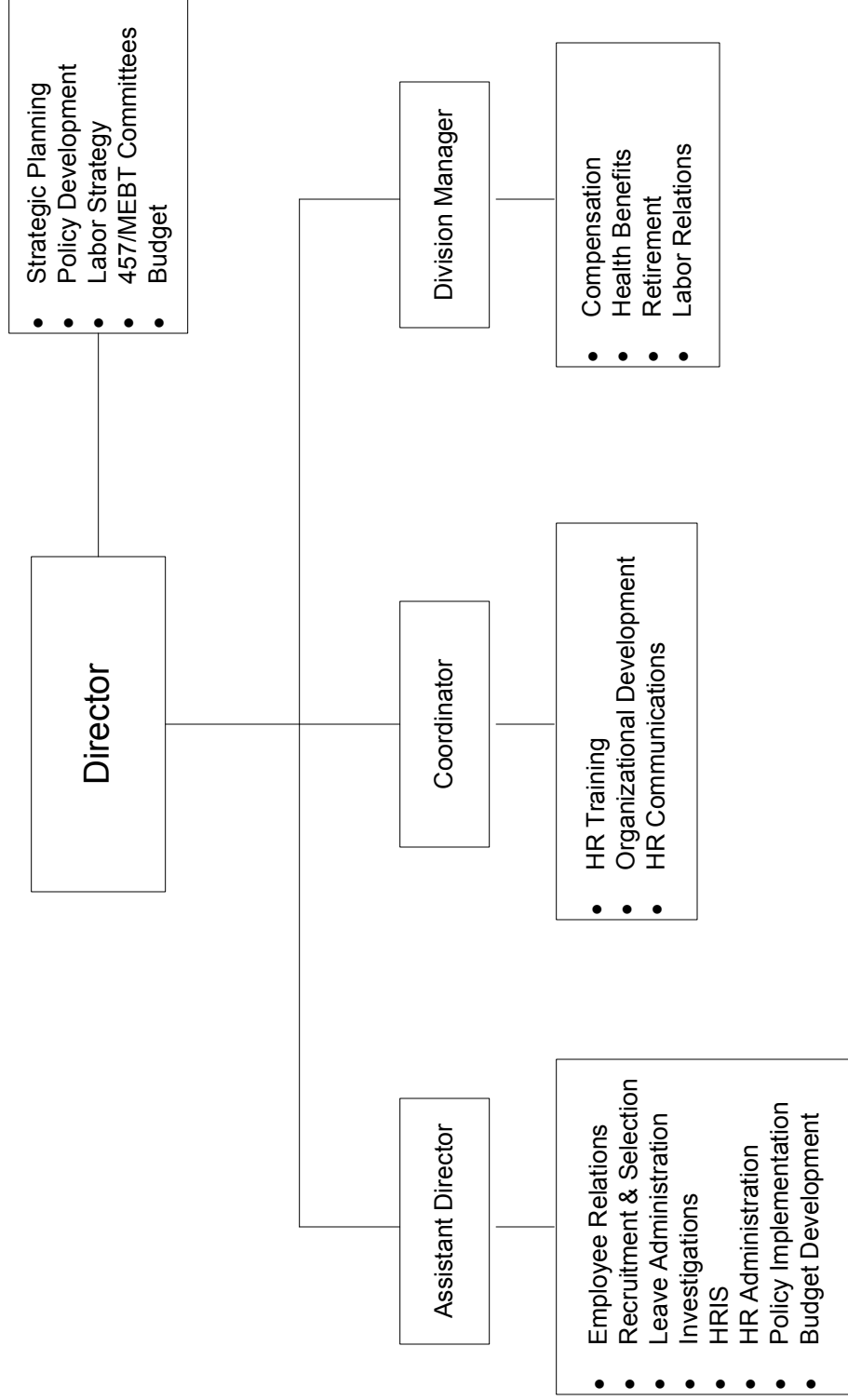
#### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	14.70	14.70	14.00	13.00
LTE	1.00	1.00	0.80	0.80

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$2,294,173	\$2,246,544	\$2,083,993	\$2,051,269
Health Benefits Fund	18,179,603	17,548,199	21,915,246	23,609,814
<b>Total Budget</b>	<b>\$20,473,776</b>	<b>\$19,794,743</b>	<b>\$23,999,239</b>	<b>\$25,661,083</b>

D. Organization Chart





## Department Information

### Human Resources

#### E. Accomplishments and Challenges

##### Department Objective

Human Resources is committed to providing outstanding customer service and stewardship of resources in order to attract, select, and retain a high performance, diverse workforce.

##### Services and Accomplishments

Human Resources (HR) provides services in Compensation, Employee Relations, Health Benefits, HR Administration, HR Technology, Labor Relations, Recruitment & Selection, Retirement, and Training & Organizational Development. HR roles include specialists and generalists, consultants, trainers, policy drafters and interpreters, service providers, administrators, facilitators and mediators, investigators, and historians in all service areas.

In 2009, the City began to experience the effects of the economic downturn. Recruitments were put on hold and eventually there was a hiring freeze that lasted throughout 2010. There was a greater than 50% decrease in recruitments from the previous biennium and a significant increase in vacancies. Of those positions that were approved to be filled, hiring managers received individualized assistance to help screen and select qualified, diverse candidates.

In the second half of 2010, due to Budget One, efforts shifted from recruiting to providing individual transition or career counseling sessions to over 30 employees affected by layoffs, downward job movements, or redeployment. HR worked with managers on the logistics of their staffing changes and referred managers and employees to the online resource library toolkit to help answer their transition questions. Employee Relations staff provided guidance and professional expertise on how to address morale and other employee issues, while maintaining a productive, consistent, cost effective, and legal relationship with their employees.

In 2009, the base salary compensation structure for unrepresented classifications was adjusted by the cost of living to maintain a competitive market position at that time. By the middle of 2009, the economic downturn began to affect the City and for 2010, there was no change in compensation structure due to a zero cost of living adjustment. Health Benefits staff developed and successfully implemented a comprehensive cost containment package for the City's self-insured medical plan that will result in potentially \$380,000 savings beginning in 2011. Approximately half of the City's employees are represented by one of nine unions. One tentative agreement and four labor agreements were in negotiations in 2009, and four labor agreements were settled in 2010 and one tentative agreement was reached in December 2011; all five unions agreed to the Premiera medical plan design changes beginning in 2011. Additional provisions were implemented in retirement plans allowing employees more flexibility with in-service withdrawals, loans and online services.

Created, posted and distributed "Separation From Service" Publication and planning checklists for utilization with customized benefit reviews for employees leaving the City. This was used extensively in 2009 for the Police Dispatch employees who were laid off from the City and redeployed with NORCOM. It was also used by the employees affected by the 2010 layoffs.

Several training programs reached the end of their life cycle by the end of 2009. Human Resources training worked extensively with the One City core team to refine training programs in order to meet One City objectives. The result was the addition of three new programs in 2010 to the existing training plan: Franklin Covey's 7 Habits of Highly Effective Employees, Great Leaders, Great Teams in the Public Sector, and Project Management in the Municipal Environment.





## Department Information

### Human Resources

---

#### **Major Challenges for the Biennium**

As a result of Budget One, it is anticipated the changes to departments' workload planning and customer focus will likely continue to cause concern, confusion, or anxiety for employees. This is because it may be difficult for them to give up the way they have done business for years or because they feel the new level of customer service may be inadequate. However, less budget means less resources and if employees do not reset their thinking, they will burnout quickly and morale will plummet. Human Resources staff will work with One City staff and the Leadership Team to provide technical HR support to managers as they address these issues with their employees. It will become increasingly important for management to find ways to recognize and retain staff, because as the job market rebounds, the City does not want to lose talented employees to competitors. This includes ensuring our wage structure remains competitive with the labor market, since the City did not have cost of living adjustments in 2010 and 2011.

Health Care Reform changes will be carefully monitored to determine the impact to the City's health care benefits, and changes will be implemented as required by law. Health care cost containment continues to be an ongoing top priority. The challenge will be in continuing to make needed cost containment changes and negotiating those changes with the unions, while maintaining market competitiveness.

The external labor market is expected to remain robust through 2011, which will result in extremely large pools of candidates. Recruitment efforts will need to shift to target qualified candidates through specific advertising and more exact job descriptions to reduce large, ineffective pools in order to ensure the best matched and diverse candidates are identified.

The challenge for training & OD is delivering organizational learning solutions with a limited budget. Full management support is crucial for organizational success in the One City principles and concepts that have been adopted by the Leadership Team. Innovative solutions need to be developed for these principles to be more fully integrated into all levels of the organization. Without the understanding of how One City is at the core of the budgeting for outcomes process and continuous improvement, staff will continue to be confused as to what One City is and why it is important for them to adopt new practices.



**F. Proposal List by Department / Outcome**  
**Human Resources**

**2011-2012 Operating Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Innovative, Vibrant &amp; Caring Community</b>		
39	ADA Facilities and Program Assessments	080.08DN
<b>Responsive Government</b>		
34	Human Resources Administration	080.03NN
39	Training and Development	080.07A1
55	Health Benefits Operating Fund	080.01NA
56	Labor Relations and Compensation	080.04NN
59	Staffing Services	080.06NA
76	Retirement Services	080.05NN
<b>Reserves</b>		
	Health Benefits Reserves	080.02NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



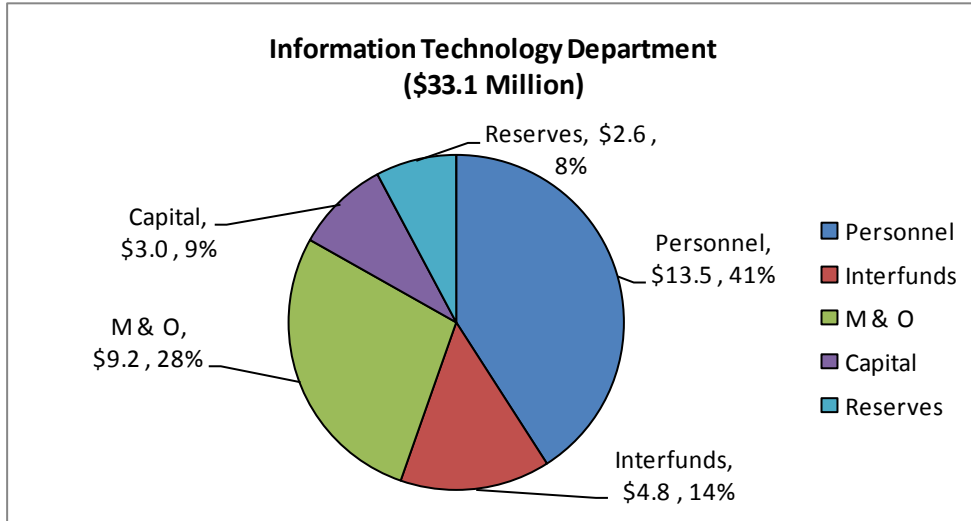
**G. 2011-2012 Performance Measures by Department / Outcome**  
**Human Resources**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	Staff successfully redeployed internally following reorganization or layoff	Effectiveness	0	75	75	75
2	Citywide employee turnover	Effectiveness	7.8%	6%	6%	6%
3	Internal customer satisfaction with overall HR services provided	Effectiveness	New	New	95%	95%
4	Labor contracts successfully negotiated	Effectiveness	0	4	6	3
5	Savings to the City for internal services versus outsourcing recruitment	Efficiency	New	25%	25%	25%
6	Employees leaving employment during their first year with the City	Effectiveness	14	10	5	5
7	Average weeks to fill vacancies posted externally	Efficiency	10	8-12	8-12	8-12
8	Internal customer satisfaction with the recruitment and selection process provided	Effectiveness	New	New	95%	95%
9	Average hours of internal learning per employee	Efficiency	New	New	60	60
10	% satisfied with internal training experience	Effectiveness	New	New	95%	95%

## Department Information Information Technology

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Information Technology Department.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$6,616,010	\$6,930,415	\$13,546,425
Interfund	2,334,114	2,457,775	4,791,889
M & O	5,024,224	4,183,244	9,207,468
Capital	1,439,103	1,552,218	2,991,321
<b>Expenditure Total</b>	<b>15,413,451</b>	<b>15,123,652</b>	<b>30,537,103</b>
<b>Reserves</b>	<b>3,004,855</b>	<b>2,577,011</b>	<b>2,577,011</b>
<b>Total Budget</b>	<b>\$18,418,306</b>	<b>\$17,700,663</b>	<b>\$33,114,114</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

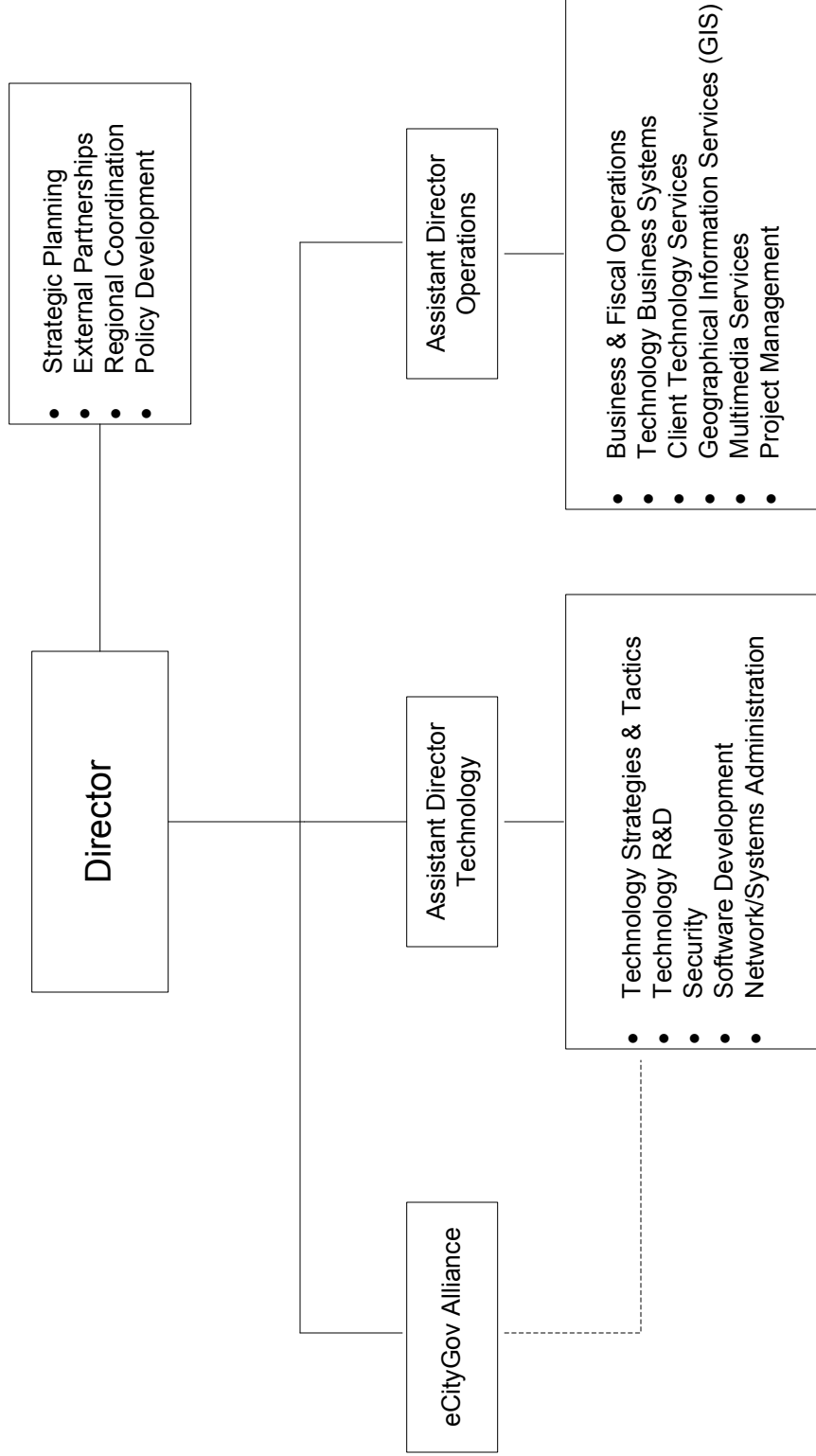
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	55.56	55.56	53.06	53.06
LTE	4.00	3.75	1.75	1.50

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Land Purchase Revolving	\$134,284	\$115,211	-	-
Franchise Fund	2,121,684	1,779,319	1,680,000	1,726,400
Operating Grants/Donations	-	38,497	456,000	-
General CIP Fund	1,562,956	645,132	-	-
Information Technology Fund	18,609,166	20,335,017	16,282,306	15,974,263
<b>Total Budget</b>	<b>\$22,428,090</b>	<b>\$22,913,176</b>	<b>\$18,418,306</b>	<b>\$17,700,663</b>

D. Organization Chart



## Department Information

### Information Technology

---

#### E. Accomplishments and Challenges

##### Department Objective

The mission of the Information Technology Department (ITD), in support of using technology to enhance community participation and provide exceptional public service, is to *Inspire, Innovate, and Deliver*. This is accomplished through the following service objectives: bring City services to customers' doorsteps, make information easily and broadly available, promote active community involvement and participation, facilitate affordable high-speed connectivity solutions throughout the community, play a leadership role in utilizing technology to enable regional service delivery, strengthen operational efficiencies, and leverage investments to improve the quality of service.

##### Services and Accomplishments

ITD consists of the following teams: Network Services, Desktop Computing, Help Desk, Application Development, Business Application Systems, GIS, Multi-Media, Graphics and Business Operations. These teams provide an extensive set of services including: the operation of the technology infrastructure; procurement and support for all computing equipment; application purchase and/or development (and related maintenance and support); management of geographic information (and related products); and the production of highly effective and innovative video, audio, print, and graphic programs and presentation materials.

The following are the major 2009-2010 accomplishments:

- Leveraged new technologies when evaluating equipment and software replacement to simplify the computing environment, save staff time through more affective management, and reduce costs to the enterprise.
- Evaluated, adjusted, and/or negotiated a broad array of equipment useful life and costs to achieve over \$2 Million in savings by 2016.
- Regional partnerships expanded fiber connectivity for key community anchor institutions and enhanced disaster preparedness measures for little to no local cost.
- Partnered with other regional governments to purchase aerial imagery at a reduced cost.
- Completed a number of GIS projects designed to benefit the public, including the Right-of-Way Permit Mapping system for interactive management of right-of-way permits, Property Acquisition maps, and the Parks & Open Space System Plan.
- Eliminated multiple systems by implementing a Single Enterprise Approach for Maintenance and Asset Management Software.
- Implemented the ADA Transition Analysis of Barriers system for interactive management of sidewalk defects.
- Received numerous awards for BTV television content, including "It's Your City" and "Boating Safety," both receiving 1st Place in programming categories at the National Association of Telecommunications Officers and Advisors (NATOA) Government Programming Awards.
- Expanded the Regional Fiber Consortium to include Bellevue College, the cities of Kirkland, Renton and Seattle, the Renton and Lake Washington School Districts, the University of Washington, and Seattle Public Utilities as part of the "ring Lake Washington" fiber expansion.
- Invested in new equipment designed to keep our public-facing applications resilient.
- Leveraged a federal grant (UASI) to provide disaster resiliency by installing additional fiber optics between BSC and City Hall.
- Implemented an interactive voice and payment system for Utilities customers.

##### Major Challenges for the Biennium

- Economic uncertainty.
- Rapid rate of change in technology and associated industries.
- Supporting the Organization through changes resulting from Budget One.
- Curtailed resources at a time when Departments are looking for increased support.



**F. Proposal List by Department / Outcome**  
**Information Technology**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Responsive Government</b>		
25	eCityGov Alliance Fees and Services	090.10NN
30	IT Security Program	090.04NN
35	Software Development Services	090.03NA
37	Multi-Media Services	090.07NA
40	ITD Network Systems and Services	090.08A1
42	Department Management & Support	090.05NN
44	Technology Business System Support	090.09NN
45	Computer Management	090.01NN
58	Geographic Information Systems (GIS) Services	090.06NN
64	Help Desk & Training Services	090.02NN
71	Equipment Replacement - ITD	090.12DN
81	Franchise Administration	090.11A1
<b>Reserves</b>		
	Equipment Replacement Reserves - ITD	090.12PN
	Operating Reserves - ITD	090.13NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## G. 2011-2012 Performance Measures by Department / Outcome Information Technology

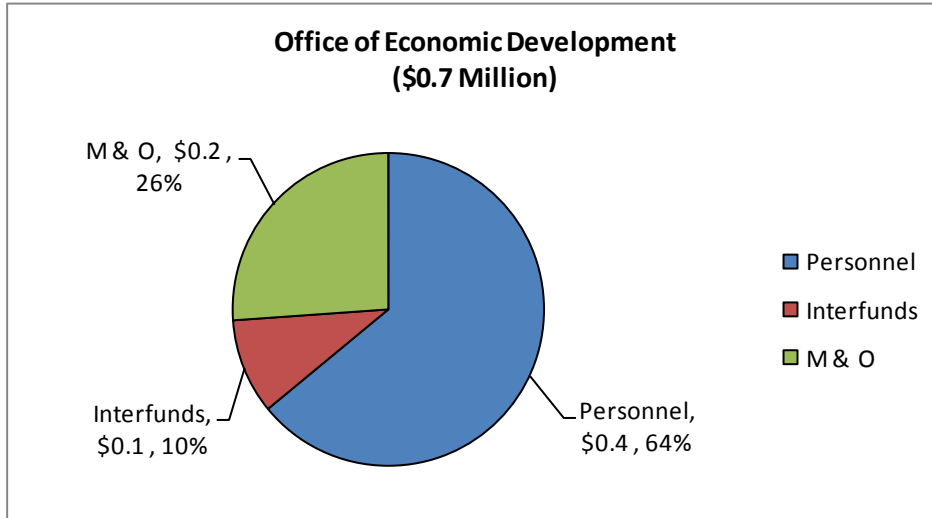
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Responsive Government</b>						
1	Network Uptime--technology reliability	Efficiency	99.864%	99.980%	99.980%	99.980%
2	ITD overall satisfaction %	Effectiveness	94%	85%	90%	90%
3	# of website visitors per year	Effectiveness	1,299,200	1,295,397	1,297,299	1,297,299
4	% of online transaction count compared to total transaction count	Effectiveness	12.44%	14%	14%	14%
5	IT spending as a % of total enterprise expenditures	Efficiency	3.37%	<= 5.00%	<= 5.00%	<= 5.00%
6	IT spending per enterprise employee	Efficiency	\$6,731	New	<= \$9,000	<= \$9,000
7	# of enterprise staff supported	Workload	1,663	No Target	No Target	No Target
8	1st call resolution %	Effectiveness	New	55%	55%	55%
9	% of Mean Time to Repair (MTTR) targets met	Efficiency	New	80%	80%	80%
10	% of Service Request targets met	Efficiency	New	95%	95%	95%



## Department Information Office of Economic Development

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Office of Economic Development.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$242,143	\$219,164	\$461,307
Interfund	34,503	36,671	71,174
M & O	94,273	94,104	188,377
Capital	-	-	-
<b>Expenditure Total</b>	<b>370,919</b>	<b>349,939</b>	<b>720,858</b>
<b>Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget</b>	<b>\$370,919</b>	<b>\$349,939</b>	<b>\$720,858</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

### B. Staffing Summary

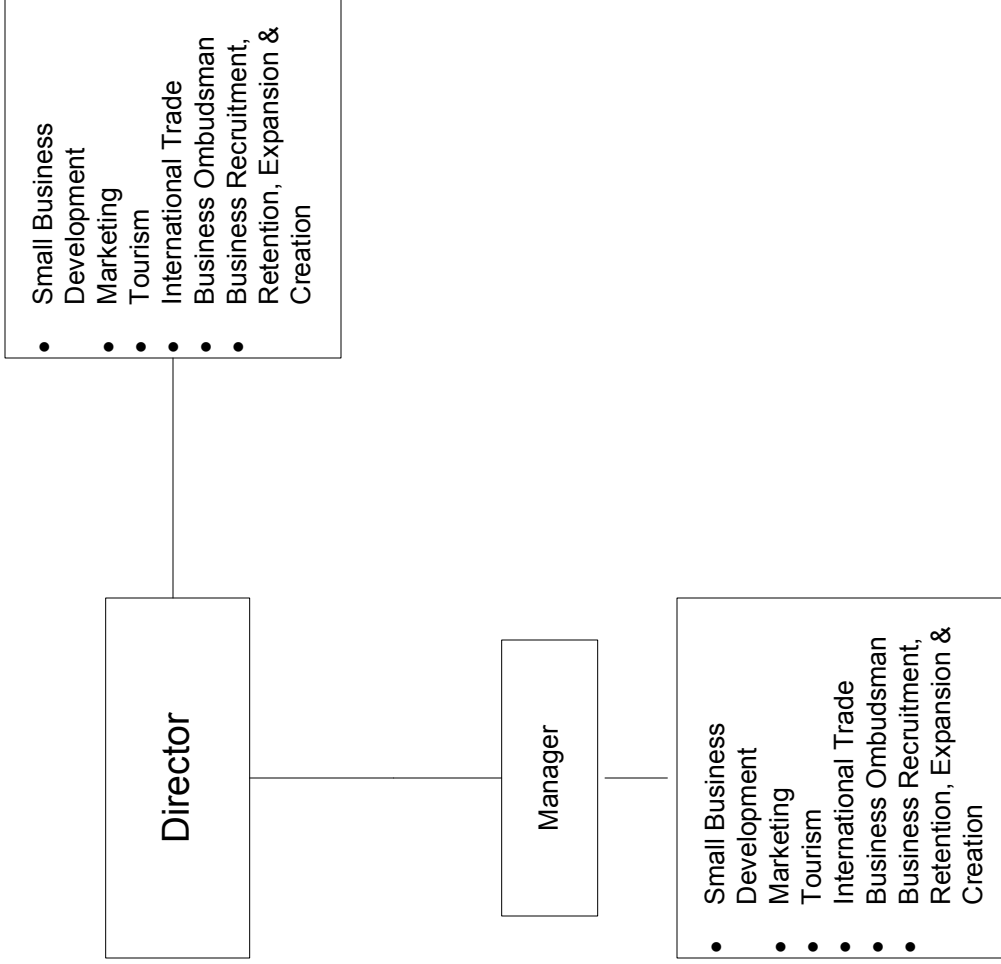
	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	3.50	3.50	3.00	3.00
LTE	0.50	-	-	-

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$635,893	\$678,540	\$370,919	\$349,939
General CIP Fund	-	-	-	-
<b>Total Budget</b>	<b>\$635,893</b>	<b>\$678,540</b>	<b>\$370,919</b>	<b>\$349,939</b>

**Department Information  
 Office of Economic Development**

**D. Organization Chart**



## Department Information

### Office of Economic Development

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The Office of Economic Development seeks to enhance and further develop a strong, stable and sustaining Bellevue economy through targeted economic development strategies. The focus is to fill space with successful businesses and organizations. The primary outcomes are to increase private wealth, to increase public revenues and to improve the quality of life in Bellevue and make it a great place to live, work, play and do business.

The Office of Economic Development also manages the Sister Cities program as of mid 2008. The Sister Cities program promotes international communication and understanding between Bellevue and its four sister cities, as well as other international visitors, and facilitates international trade and economic development as opportunities arise. Bellevue's four Sister Cities are: Yao, Japan (1969), Hualien, Taiwan (1984), Leipaja, Latvia (1992), Kladno, and Czech Republic (1993).

##### Services and Accomplishments

During 2009-2010, the Office of Economic Development (selective list):

- Handled over 300 business inquiries per year;
- Improved the liaison with Bellevue business organizations;
- Improved the liaison with regional economic organizations;
- Increased city sponsorships;
- Addressed the redevelopment of small neighborhood centers;
- Increased its involvement in international trade programs;
- Recruited and retained Bellevue businesses
- Outreach to 50 businesses;
- For business training and outreach, held more than 100 events with 8,000 participants;
- Formulated new business service programs; and
- Coordinated assistance from state and federal agencies for business recruitment.

The International Relations Program (Sister Cities) provides the following services:

- Coordinates logistics for incoming and outgoing Sister Cities' delegations;
- Facilitates City's participation with Sister Cities International and relationship with the Bellevue Sister Cities Association (BSCA); and
- Evaluates potential new Sister Cities, as requested.

During 2009-2010, the Sister Cities program:

- Led delegations to and hosted delegations from the four cities;
- Continued participation in the Sister Cities International state charter membership goals and activities;
- Continued support of the student exchange program and Bellevue Sister Cities Association (BSCA); and
- Continued the staff exchange program in support of City's cultural diversity, innovative initiatives and commitment to employees.

##### Major Challenges for the Biennium

The Office of Economic Development does not anticipate any major challenges for the biennium except that the degradation of several of the neighborhood retail centers may become a growing problem. However, given the 50% reduction in professional staff and a greater than 50% reduction in operating funds, OED expects its programs to be greatly reduced in effectiveness and production.

The Sister City (SC) program was transferred from the City Manager's Office to the OED in the third quarter of 2008. The SC budget was eliminated for 2011-2012. The SC program costs will need to be absorbed in the OED budget. A continuing challenge is the need to bolster the Bellevue Sister City Association and community support.



**F. Proposal List by Department / Outcome**  
**Office of Economic Development**  
**2011-2012 Operating Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Economic Growth &amp; Competitiveness</b>		
1	Office of Economic Development Operations	055.01A2

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**F. Proposal List by Department / Outcome**  
**Office of Economic Development**  
**2011-2012 Operating Proposals - Not Funded**

Rank	Proposal Title	Proposal #
<b>Economic Growth &amp; Competitiveness</b>		
3	New Capital Funding for Bel-Red Corridor	055.04A1

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Office of Economic Development**  
**2011-2017 CIP Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
-------------	-----------------------	-------------------

**Economic Growth & Competitiveness**

Electric Reliability Study (ERS)

055.05NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



## G. 2011-2012 Performance Measures by Department / Outcome Office of Economic Development

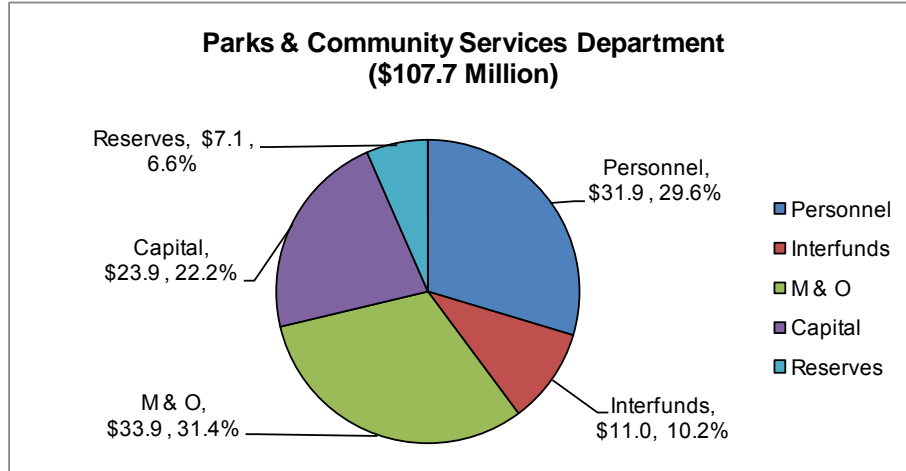
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Economic Growth &amp; Competitiveness</b>						
1	# of covered jobs	Effectiveness	121,144	120,000	120,000	130,000
2	Total jobs in Bellevue	Effectiveness	133,915	138,000	138,000	140,000
3	Finance, Insurance, Real Estate, and Services (FIRES) - covered jobs	Effectiveness	12,072	13,900	13,900	14,000
4	FIRES share of covered jobs %	Effectiveness	10%	11.7%	11.7%	11.7%
5	Services - covered jobs	Effectiveness	68,796	62,800	62,800	63,000
6	Services share of covered jobs %	Effectiveness	56.8%	52.9%	52.9%	53%
7	High tech - covered jobs	Effectiveness	23,147	18,300	18,300	18,500
8	High tech share of covered jobs %	Effectiveness	19.1%	16.6%	16.6%	16.7%
9	Active taxpayer businesses	Effectiveness	32,593	30,000	30,000	30,000
10	New business registrations per year	Effectiveness	3,861	5,500	5,500	5,800
11	B&O tax revenues	Effectiveness	\$25,199,162	\$25,698,000	\$26,000,000	\$27,000,000
12	B&O tax revenues - annual rate of change %	Effectiveness	-12.2%	2.0%	1.2%	3.8%
13	Sales tax revenues	Effectiveness	\$42,765,806	\$43,600,000	\$46,300,000	\$50,217,000
14	Sales tax revenues - annual rate of change %	Effectiveness	-15.2%	2.0%	6.2%	8.5%
15	Lodging tax revenues	Effectiveness	\$5,331,936	\$6,632,000	\$5,979,000	\$7,078,000
16	Lodging tax revenues - annual rate of change %	Effectiveness	-20.7%	24.4%	-9.8%	18.4%
17	Commercial assessed value	Effectiveness	\$14,000,000,000	\$14,000,000,000	\$15,000,000,000	\$15,000,000,000
18	Reduction to office vacancy rate %	Effectiveness	15.5%	0.0%	7.1%	0.0%
19	Economic impact of City budget -- total City budget	Effectiveness	\$294,581,283	\$199,852,580	\$363,444,759	\$372,403,973
20	Economic impact of City budget -- economic impact	Effectiveness	\$589,162,566	\$399,705,160	\$726,889,518	\$744,807,946
21	Retention and recruitment contacts	Effectiveness	90	100	100	100
22	Employment Rate for Bellevue Residents	Effectiveness	93.3%	>95%	>95%	>95%
23	Property Tax Revenues - annual rate of change %	Effectiveness	6.4%	3.6%	1.6%	2.3%

## Department Information

### Parks & Community Services

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Parks & Community Services Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$15,555,861	\$16,379,716	\$31,935,577
Interfund	5,404,678	5,550,253	10,954,931
M & O	16,981,380	16,906,736	33,888,116
Capital	12,528,000	11,359,000	23,887,000
<b>Expenditure Total</b>	<b>50,469,919</b>	<b>50,195,705</b>	<b>100,665,624</b>
<b>Reserves</b>	<b>6,422,180</b>	<b>7,072,641</b>	<b>7,072,641</b>
<b>Total Budget</b>	<b>\$56,892,099</b>	<b>\$57,268,346</b>	<b>\$107,738,265</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

#### B. Staffing Summary

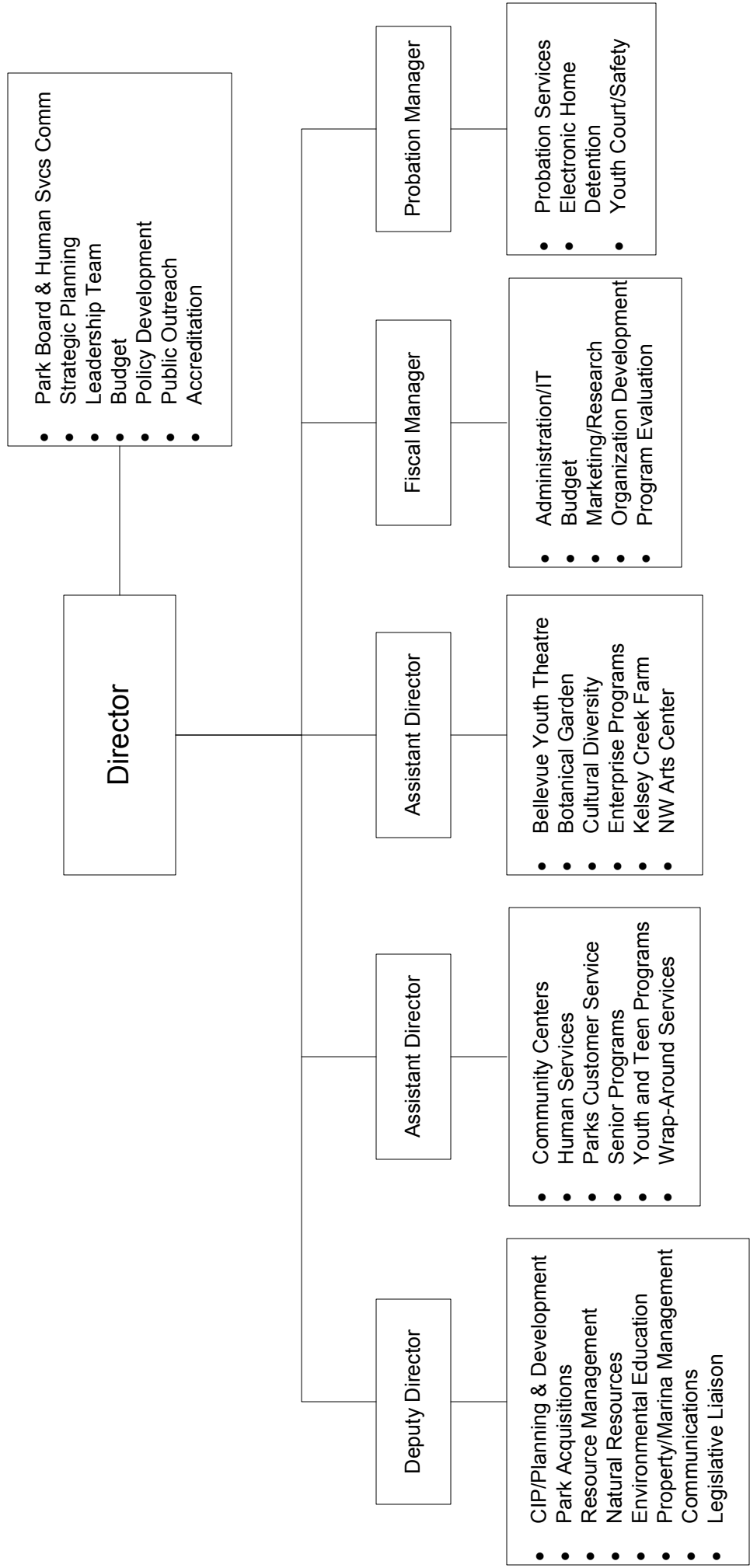
	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	166.06	166.06	164.09	164.09
LTE	2.56	2.00	1.00	1.00

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$26,773,823	\$26,110,005	\$26,186,156	\$27,209,911
Human Services Fund	4,000,574	4,220,314	3,899,912	3,853,820
Park M&O Reserve Fund	3,420,480	4,008,638	4,770,000	5,508,872
Land Purchase Revolving Fund	1,238,830	867,606	471,776	488,753
Parks Enterprise Fund	6,008,954	6,572,311	6,368,847	6,572,397
Op Gnts/Donations/Sp Res Fund	1,014,200	1,139,387	1,255,807	897,542
Int & Debt Redem-Regular Fund	410,777	3,661,297	388,076	372,076
Int & Debt Redem-Special Fund	80,000	77,833	-	-
General CIP Fund	5,719,439	11,275,929	12,528,000	11,359,000
Marina Fund	1,062,769	986,254	1,023,525	1,005,975
<b>Total Budget</b>	<b>\$49,729,844</b>	<b>\$58,919,573</b>	<b>\$56,892,099</b>	<b>\$57,268,346</b>



**D. Organization Chart**



## Department Information

### Parks & Community Services

---

#### E. Accomplishments and Challenges

##### Department Objective

A healthy community through an integrated system of exceptional parks, open space, recreation, cultural and human services.

##### Goals:

- Plan, acquire, design, and develop a coordinated park system which satisfies the community's open space and recreation needs, and anticipates future park demands as the community grows and matures;
- Provide clean, safe, attractive and functional parks, open space, and recreation facilities while protecting the City's capital investments through ongoing maintenance and systematic renovation;
- Help reduce crime and antisocial behavior by providing/supporting prevention and intervention services such as domestic violence and sexual assault counseling, child abuse prevention, probation services, and youth safety programs;
- Work with the City's diverse population and community organizations to assist people in need of critical emergency services related to food, clothing, and shelter; transitional services related to housing, employment, and counseling; long-term assistance with care for low-income children; and services for the elderly and people with disabilities;
- Through partnerships and collaborations, provide Bellevue citizens with opportunities for recreation, socialization, skill development and education in order to enhance physical and mental health.

##### Services and Accomplishments

##### Capital Investment Program Plan Implementation

Capital project accomplishments include the conversion of soccer fields at Wilburton Hill Community Park and Newport Hills Park to synthetic turf, construction of trail improvements in the Coal Creek Natural Area, and completion of the Bellevue Airfield Park master plan (pending SEPA). In addition, construction plans were completed for the Ravine Garden and Wetland-Sun Terrace Garden at the Bellevue Botanical Garden, Lewis Creek picnic area improvements, and Bellevue Youth Theater. Energy efficiency lighting improvements were completed at Newport Hills and Highland Park sportsfields, Robinswood Tennis Center, and South Bellevue Community Center gymnasium, and were funded by grants from Federal stimulus funds and Puget Sound Energy. The Master Builders Association completed construction of Wetlab 2 at the Mercer Slough Environmental Education Center as a donation to the community.

##### Key Property Acquisitions

The Department acquired the Tyler property (4.8 acres) in the Newport Hills neighborhood, the Chapel LLC property (6.5 acres) within Richards Valley adjacent to the Woodridge neighborhood, the McIntosh parcels (3.1 acres) adjacent to the Coal Creek Natural Area, and the undeveloped Forest Glen East Tracts F and G (1.1 acres) in south Bellevue.

##### Major Planning Processes Completed

Staff completed and Council adopted the Meydenbauer Bay Park and Land Use Plan, the update to the Bellevue Parks and Open Space Plan, and the Human Services Needs Update.

##### Major Grant Receipt

\$350,000 from US Department of Health & Human Services/Administration for Children and Families for Wrap Around Services program expansion, \$341,000 in additional funding from the State Recreation and Conservation Office toward the acquisition of the Kim and Henrichs properties on



## Department Information

### Parks & Community Services

---

Meydenbauer Bay, \$192,000 in federal stimulus funds through the Community Development Block Grant for the Home Repair program and roof replacements at two non-profit organizations, \$119,000 from the Institute of Museum and Library Services (through the Bellevue Botanical Garden Society) to upgrade the online garden database, \$310,000 in federal stimulus funds from the Department of Energy for recreational field lighting upgrades, \$25,000 from Puget Sound Energy for lighting efficiency projects, King County 4Culture grants supporting “experience the arts” programs, Bellevue Youth Theater and community special events.

#### Accreditation/Awards

The Department received re-accreditation by the Commission for Accreditation of Park and Recreation Agencies, the America’s Promise award as one of the “100 Best Communities for Youth” for the 4<sup>th</sup> consecutive year, and designation as a “Tree City” for the 20<sup>th</sup> consecutive year by the National Arbor Day Foundation. The Mercer Slough Environmental Education Center received LEED (Leadership in Energy and Environmental Design) Gold certification by the US Green Building Council, as well as awards from King County, the state of Washington, and the American Institute of Architects.

#### Maintaining High Citizen Satisfaction

The Department balanced the need for providing high quality programs and maintaining the safety and function of park assets, while continuing to deliver high levels of citizen satisfaction with the overall quality (92%), appearance (95%), and usage (92%) of the parks system.

#### **Major Challenges for the Biennium**

##### Advancing the Parks and Open Space System Plan

The voter-approved 2008 Parks & Natural Areas Levy provided \$40.5 million of capital funding over twenty years for the acquisition and development of parks and open space across Bellevue. In order to progress on the community needs identified in the Parks and Open Space System Plan, we also need to continue to develop new financial tools and strategies, actively pursue regional partnerships or special parks taxing districts, and create new property acquisition mechanisms.

##### Human Services Funding

Instability in regional human services funding continues, with agencies such as King County and the Washington State Legislature eliminating historic funding for human services. Requests made to the Human Services Commission for 2011-2012 funding were focused on emergency services to prevent homelessness, financial assistance and food provision, employment support services, and access to services. These issues and funding challenges are not unique to Bellevue, and we will continue to work with the Human Services Commission and our regional partners, such as the Eastside Human Services Forum and Eastside Homelessness Advisory Committee, to identify long-term funding mechanisms to meet the human services needs of the community.

##### Responding to Needs of Changing Community

As recommended in the departmental strategic plan, we will continue to evaluate whether our programs and services remain relevant to the needs of a changing community and achieve their desired outcomes. As a result of this ongoing review, we will modify our program mix and shift resources as needed to ensure that our services remain relevant and effective.

##### Maintaining High Performance Standards

The department will continue to evaluate the effectiveness and efficiency of our various service delivery models, including the mix of FTEs, temporary help, contract labor, and volunteers. Especially in this difficult economy, the department needs the ongoing flexibility to address new or growing



## Department Information

### Parks & Community Services

---

workloads to ensure that the City is getting the best combination of efficiency, effectiveness, customer service, and performance.

Developing major program plans as approved in the 2011-2012 Budget

A major workload item includes the completion of four major program plans over the next biennium: Probation and Electronic Home Detention, Youth Link and Youth Governance Model, Cultural Diversity Plan, and Aquatics Feasibility.



**F. Proposal List by Department / Outcome**  
**Parks & Community Services**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
25	Bellevue Probation Services/Electronic Home Device	100.21A2
31	Beach Lifeguards	100.40A1
32	Bellevue Severe Weather Shelter	100.17A1
40	Child & Youth Safety Initiative	100.14NN
<b>Healthy &amp; Sustainable Environment</b>		
13	Nature Parks, Rangers & Visitor Centers	100.36NN
14	Greenways & Trails	100.37NN
15	Nature Space & Forest Management	100.38NN
30	Water Conservation & Irrigation Program	100.53NN
<b>Innovative, Vibrant &amp; Caring Community</b>		
1	Human Services Contracts with Non-Profit Agencies	100.18NA
2	Highland Community Center: Disability Program	100.04NN
3	Building Maintenance and Management Program	100.28A1
4	Property Management: Meydenbauer/Other	100.42NN
6	North Bellevue Community Center/Aging Services	100.02NN
7	Crossroads Community Center	100.03NN
8	Human Services Planning & Contract Management	100.15NN
9	Bellevue & Crossroads Golf Operations	100.47NA
10	Electrical & Mechanical Maintenance/Energy Mgmt Program	100.31NN
11	Facilities Scheduling, Adult Leagues, Robinswood House	100.50NN
12	Parks & Community Services Management and Support	100.44NA
14	South Bellevue Community Center	100.01NN
16	Bellevue Aquatics Center	100.49NA
17	Robinswood Tennis Center	100.48NN
18	Community Parks Program	100.24NN
19	Contracted Janitorial Services Program	100.29A1
20	Waterfront Parks Program	100.26A1
21	City Sport Field Program	100.34NN
23	Street Trees, Landscaping & Vegetation Management Program	100.39A1
24	Bellevue Botanical Garden	100.35NN
25	Kelsey Creek Living Farm & Learning Center	100.08NN
26	Youth Development	100.13NN
27	Park Planning, Development & Project Management	100.46A1



**F. Proposal List by Department / Outcome**  
**Parks & Community Services**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
28	Park Custodial Program	100.30A1
29	Community Center Customer Service, Outreach, and Support	100.45NN
30	Utility Tax Rebate Program	100.16NN
32	Special Events Permitting & Sponsorship	100.10A1
33	City Facility Vegetation Management	100.52A1
35	Youth Health & Fitness	100.07NN
36	Bellevue Youth Theatre	100.11NN
38	Cultural Diversity Program	100.19NN
41	Northwest Arts Center	100.09A1
<b>Quality Neighborhoods</b>		
3	Community Schools: Wrap-Around Services	100.12NN
4	Playground, Skate & Sports Court Safety Program	100.32NN
5	Neighborhood Parks Program	100.25NN
8	Bellevue School District Sport Field Program	100.51NN
9	Park Amenities & Outdoor Water Features Maintenance Program	100.33NN
<b>Reserves</b>		
	Parks M&O Levy Endowment	100.90NN
	Marina Debt Reserve	100.92NN
	Parks Enterprise Fund Reserve	100.93NN
	Human Services Fund Reserve	100.94NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Parks & Community Services**  
**2011-2012 Operating Proposals - Not Funded**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Safe Community</b>		
45	Probation Case Management System Replacement	100.54NN
<b>Healthy &amp; Sustainable Environment</b>		
42	Community Alliances & Partnerships	100.41NN
<b>Innovative, Vibrant &amp; Caring Community</b>		
40	Bellevue Cares Initiative	100.20A1

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Parks & Community Services**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Healthy &amp; Sustainable Environment</b>		
<b>Discrete Projects</b>		
	Nature Trail Expansion – 2008 Parks Levy Project	100.61NN
	Open Space Acquisition & Trail Development –KC Levy Project	100.70NN
<b>Ongoing Programs</b>		
	Forest, Greenways, Trails & Nature Space Improvement Program	100.78NA
<b>Innovative, Vibrant &amp; Caring Community</b>		
<b>Discrete Projects</b>		
	Park & Open Space Acquisition – 2008 Parks Levy Project	100.60NN
	Bellevue Airfield Park Development – 2008 Parks Levy Project	100.62NN
	Surrey Downs Park Development – 2008 Parks Levy Project	100.63NN
	Lewis Creek Park Picnic Area Dev – 2008 Parks Levy Project	100.64NN
	Downtown Park Development – 2008 Parks Levy Project	100.65NN
	Bellevue Botanical Garden Dev. – 2008 Parks Levy Project	100.68NN
	New Youth Theatre – 2008 Parks Levy Project	100.69NN
	Park Planning & Design	100.72NN
<b>Ongoing Programs</b>		
	Enterprise Facility Improvements	100.76NA
	Parks Renovation & Refurbishment Plan	100.77NA
<b>Quality Neighborhoods</b>		
<b>Discrete Projects</b>		
	Neighborhood Park Development – 2008 Parks Levy Project	100.67NN
<b>Reserves</b>		
<b>Debt Service Projects</b>		
	LID Assessments: Park Properties	100.79NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



**G. 2011-2012 Performance Measures by Department / Outcome**  
**Parks & Community Services**



Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Healthy &amp; Sustainable Environment</b>						
10	% of natural areas in healthy and sustainable condition (class conditions 1 and 2)	Effectiveness	New	New	77%	77%
<b>Outcome: Innovative, Vibrant &amp; Caring Community</b>						
1	% of citizens reporting overall satisfaction with parks and recreation as good or better	Effectiveness	92%	85%	85%	85%
2	% of households that have visited a Bellevue park or park facility in the last year	Effectiveness	92%	85%	85%	85%
3	% of households participating in recreation programs in past year	Effectiveness	35%	25%	25%	25%
4	# of registrants for City recreation programs	Effectiveness	New	New	30,000	30,000
5	% of recreation program participants rating programs good or above	Effectiveness	New	90%	90%	90%
6	% of Enterprise Services cost recovery	Effectiveness	103%	100%	100%	100%
8	% of citizens rating the appearance of Bellevue parks and parks facilities as good or excellent	Effectiveness	95%	85%	90%	90%
9	% of citizens rating the safety of Bellevue parks and parks facilities as good or excellent	Effectiveness	92%	75%	85%	85%
11	Acres of park property managed per 1,000 population	Effectiveness	23	N/A	23	23
12	# of Bellevue residents served by Human Services contract agencies	Effectiveness	New	New	21,500	21,500
13	% of contract goals met by Human Services contract agencies	Effectiveness	93%	85%	85%	85%
<b>Outcome: Quality Neighborhoods</b>						
7	% of households living within 1/3 mile of park or trail access point	Effectiveness	New	New	75%	75%
<b>Outcome: Safe Community</b>						



**G. 2011-2012 Performance Measures by Department / Outcome**

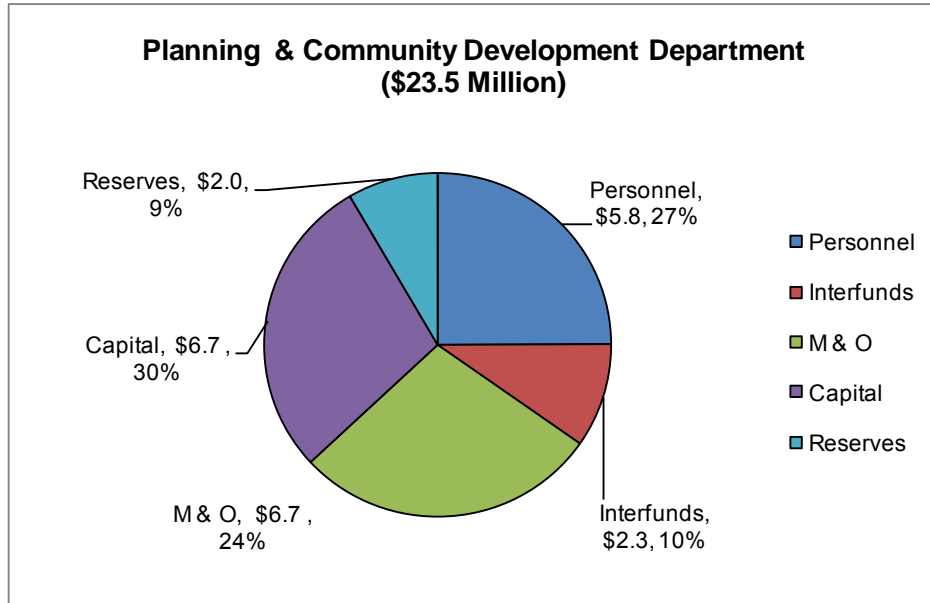
**Parks & Community Services**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
14	Jail cost savings from Electronic Home Detention program	Effectiveness	\$252,000	\$270,000	\$270,000	\$270,000
15	% of probation defendant cases closed in compliance	Effectiveness	66%	65%	65%	65%

## Department Information Planning & Community Development

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Planning & Community Development Department.

### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$2,849,429	\$2,999,472	\$5,848,901
Interfunds	1,137,595	1,147,286	2,284,881
M & O	3,327,125	3,342,501	6,669,626
Capital	3,441,775	3,225,775	6,667,550
<b>Expenditure Total</b>	<b>10,755,924</b>	<b>10,715,034</b>	<b>21,470,958</b>
<b>Reserves</b>	<b>3,450,693</b>	<b>1,986,053</b>	<b>1,986,053</b>
<b>Total Budget</b>	<b>\$14,206,617</b>	<b>\$12,701,087</b>	<b>\$23,457,011</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

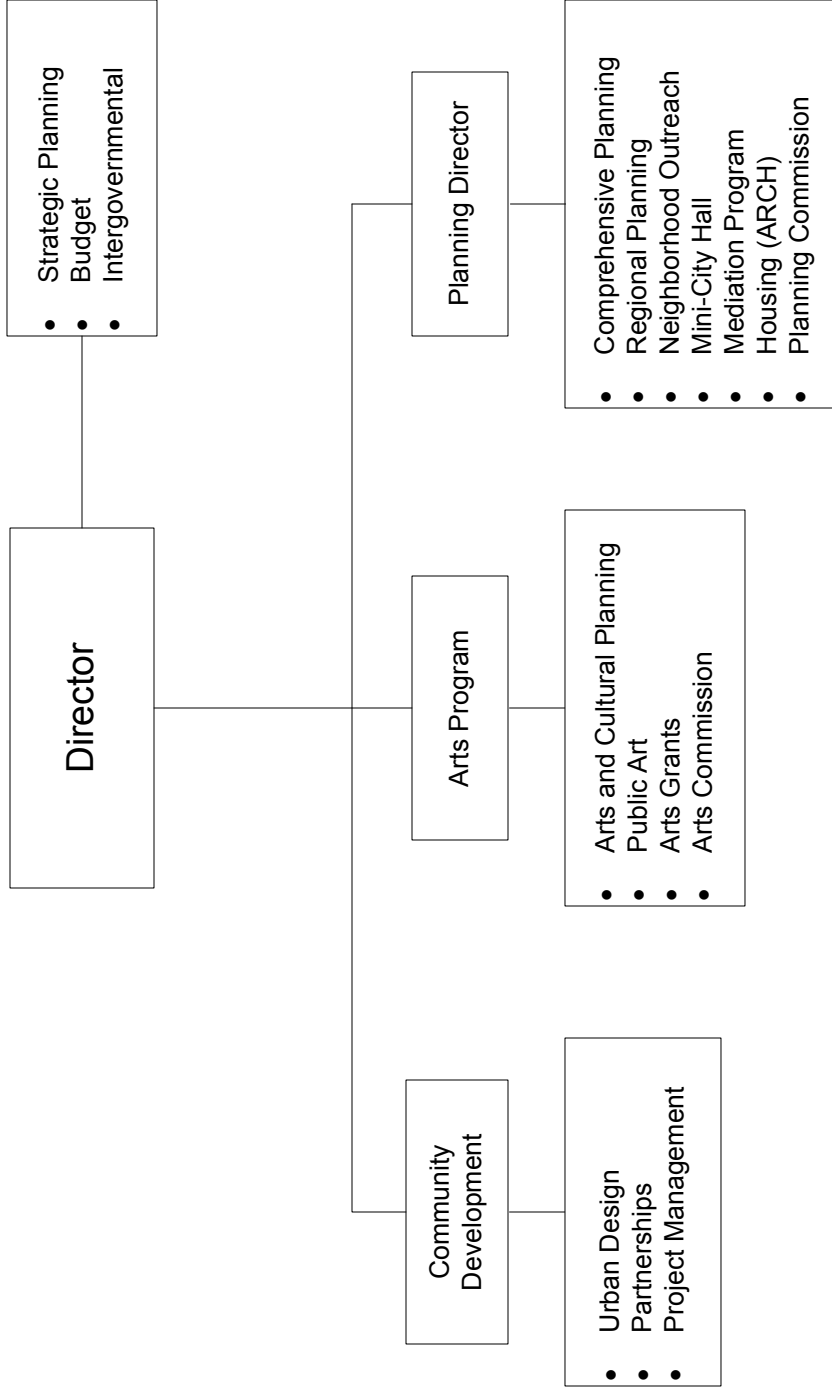
### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	26.23	26.23	25.31	25.31
LTE	1.00	1.00	-	-

### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$3,374,504	\$3,320,420	\$3,689,188	\$3,845,858
Housing Fund	5,838,616	5,482,383	5,766,836	4,331,500
Int & Debt Redemption-Reg Fund	1,327,895	1,637,663	1,308,818	1,297,954
Op Gnts/Donations Sp Res Fund	23,594	29,265	-	-
General CIP Fund	4,891,880	2,024,589	3,441,775	3,225,775
<b>Total Budget</b>	<b>\$15,456,488</b>	<b>\$12,494,319</b>	<b>\$14,206,617</b>	<b>\$12,701,087</b>

**D. Organization Chart**





## Department Information

### Planning and Community Development

---

#### E. Accomplishments and Challenges

##### Program Outcome Statement

The mission of the Planning and Community Development Department (PCD) is to help create and sustain a quality natural and built environment and to guide growth and change in a manner which preserves and enhances the character of the community. PCD staff work with residents, businesses, elected leaders, and other departments to achieve Bellevue's potential as an outstanding city in which to live and work.

PCD accomplishes this mission through four program areas: Comprehensive Planning, Community Development, Neighborhood and Community Outreach, and Housing. Mission-critical functions of the department are increasing satisfaction with neighborhood quality and planning for the City's future, providing timely and cost effective customer service, and accomplishing an array of policy objectives established by Council.

##### Services and Accomplishments

Accomplishments:

- Worked in collaboration with the Transportation Dept. on East Link light rail alternatives analysis, including development of design reports, review of East Link environmental documents and preliminary engineering, and public outreach to community groups.
- Completed Planning Commission recommendation and Council adoption of the Bel-Red Subarea Plan and new Land Use Code provisions (joint project with Transportation, Parks, Development Services, and Utilities).
- Launched the Eastgate/I-90 Land Use and Transportation Project, and began staffing the Community Advisory Committee (with the Transportation Dept.).
- Initiated work with Transportation Department on station area planning for the 130th Ave. Light Rail Station
- Working with the Parks and Community Services Department, completed development of the Meydenbauer Park and Land Use Plan, including Parks Board recommendation and Council adoption in December 2010.
- Engaged the Newport Hills neighborhood and owners in developing a revitalization strategy for the Newport Hills neighborhood shopping center (with Office of Economic Development)
- Developed new 3D Model for Downtown Bellevue and Wilburton area to be used for land use and transportation planning.
- Worked with the University of Washington's Runstad School on development of the Decision Commons planning tool (using Bel-Red as a test case)
- Completed conceptual design of Bellevue Botanical Garden Greenway, the first installment in the Enhanced Rights of Way and Urban Boulevards Initiative.
- Developed a city-wide gateway sign design standard and installed prototype for public comment
- Worked with Transportation to complete the draft Downtown Great Streets Design Guidelines
- Continued work with Transportation on the design and planning for Bel-Red and Wilburton transportation infrastructure, including the design of NE 15th Street, 120th Avenue, NE 4th Street, and NE 6th Street.
- Worked with Transportation to install mid-block crossing pedestrian amenities at three locations in the Downtown.
- Completed Planning Commission recommendation and Council adoption of annual Comprehensive Plan Amendments supporting implementation of the Mobility and Infrastructure Initiative in the Bel-Red Subarea.
- Provided city clearinghouse for demographic and economic data; fulfilled data requests for internal and external customers.



## Department Information

### Planning and Community Development

---

- Played key role in the 2010 US Census effort in Bellevue; served as chair of the citywide Complete Count Committee.
- Organized Bellwether 2010- Art Walk Bellevue, the 10th biennial sculpture exhibition for the city seen by over 200,000 Bellevue residents, workers and visitors over a 3 month period.
- Installed four permanent art works along the Art Walk route as part of four wayfinding kiosks
- Conducted first official arts events for the Bel-Red Subarea – “Uncovering the West Tributary”
- Engaged Bridle Trails and Newport Hills/Lake Heights communities in guiding development of public art for their neighborhoods.
- With a special funding allocation from City Council, enabled the Bellevue Philharmonic Orchestra to recover from organizational crisis.
- Engaged 45 neighborhoods in public service projects (food and clothing drives, fund raising events, etc.) through the Neighbor Link program.
- Hosted more than 250 residents at the first annual Neighbor Link event recognizing community service and more than 350 attendees at the second annual event.
- Worked with residents to research and address Enatai tree preservation concerns
- Completed NEP three-year cycle, working with Wilburton, West Lake Hills, Northwest Bellevue, Bridle Trails, Woodridge, Somerset, Factoria and Newport neighborhoods
- Completed 35 neighborhood improvements through the Neighborhood Match Program
- Continued serving Bellevue’s limited-English speaking residents, multifamily residents and other diverse populations at Mini City Hall six days/week, in nine languages, and continued to address the influx of human services requests from families impacted by recession
- Continued to maintain Neighborhood Outreach web pages and five foreign language web sections
- Continued to maintain regular contact with neighborhoods via newsletters, list serves, personal contacts and regular media
- Concluded the Great Community Workshop series, providing neighborhood leaders with new organizational skills.
- Hosted two open house sessions to advise residents interested in doing neighborhood projects, and published a Guide to Neighborhood Projects on the web
- Completed comprehensive Neighborhood Fitness clean-up projects in four older neighborhoods
- Launched Cultural Conversations, a regular Crossroads-based discussion forum bringing together women from diverse cultures to build connections and cultural understanding
- Completed Phase Two of the Neighborhood Character project, with adoption of regulations to address the negative impacts of neighborhood redevelopment and infill.
- Completed the Newport Hills and Lake Heights Neighborhood Identity project.
- Worked as co-lead (with Parks & Community Services) on Bellevue Cares, identifying and implementing steps to reduce recession impacts on employees and community members.
- Conducted multiple mediation, facilitation, conciliation and parent-teen mediation training events.
- Provided 65 mediations and conciliations and assisted 305 clients with conflict coaching and 183 clients with information and referral services.
- Facilitated resolution of community/school district issues, including work with school district budget advisory committee, and assistance in resolving the Bellevue High School site plan dispute
- Maintained and enhanced multiple partnerships at Mini City Hall (Eastside Refugee and Immigrant Coalition, Chinese Information and Service Center, King County Public Health Department, Worksource, Microsoft, Child Care Resources, and others)
- Increased use of community volunteers and cross trained city staff to handle larger customer load at Mini City Hall.



## Department Information

### Planning and Community Development

---

- Developed community sponsors to reduce the cost of special events (esp. Neighbor Link and sculpture exhibition)
- Provided staff support for regional Growth Management Policy Board and Growth Management Planning Council.
- Worked with regional jurisdictions on amendments to the Countywide Planning Policies related to regional transit service as part of an ongoing update of all the policies, including Council ratification
- Acted as key local jurisdiction reviewer of state Department of Commerce updates to the Growth Management Act sections of the state Administrative Code.
- Received three awards for the Bel-Red Subarea Plan update (jointly managed by PCD and Transportation): Vision 2040 award from the Puget Sound Regional Council; Governor's Smart Communities Award; and a joint planning award (physical plans category) from the Washington State Chapter of the American Planning Association and Planning Association of Washington.

#### **Major Challenges for the Biennium**

##### Light Rail Transit Integration

The East Link project is planned to connect Bellevue with our region's expanding light rail system, and has been rightly called a "transformative" development for Bellevue. PCD is part of a cross-departmental team working to ensure that the project best serves Bellevue's desired community outcomes, while minimizing negative impacts. The system should be designed in such a way that it is consistent with the City's long-term vision and previous work on Light Rail Best Practices. The East Link stations should ensure good access for Bellevue residents, while providing good opportunities for land use and transportation integration. And the City has the challenge of ensuring that Bellevue residents and stakeholders have meaningful opportunities for public engagement.

##### Lingering Effects of the Economic Downturn

The Great Recession has had lingering impacts on the City of Bellevue and the region. Redevelopment has slowed dramatically, and there will be lasting challenges with the changed financial environment over the next several years. Meanwhile, vacancies put pressure on the continued vibrancy and resilience of key commercial areas in Bellevue. The economic downturn has also challenged the City's overall revenue picture. Decreased taxes, impact fees and redevelopment has reduced the City's ability to address major infrastructure initiatives necessary to implement the City's plans.

##### Decline of Some Older Commercial Areas

Changing market conditions have impacted some commercial areas in the City originally developed under older economic models. For example, the Wilburton commercial area has seen a major shift in the last few years as auto dealers have moved away from Auto Row. This raises questions about the appropriate future vision for Wilburton, as well as what areas elsewhere in the City will continue to be appropriate for auto sales and servicing. Similarly, some neighborhood shopping centers have continued to decline as they've struggled with the competition from larger centers and changing consumer patterns.

##### Maintaining the Health and Character of Older Residential Neighborhoods

Various older neighborhoods have faced very different types of challenges in recent years. Some have seen declining private investment, with sporadic issues of property maintenance and lack of renovation activity. Other older neighborhoods have seen so much reinvestment and redevelopment that they have struggled to hold onto elements of neighborhood character that are deeply cherished. The common theme is that as neighborhoods age they face various types of challenges that require continued attention and care.



## Department Information

### Planning and Community Development

---

#### Innovation

The scope and nature of planning practice continues to evolve, and the City needs to stay abreast. PCD is working with others in the City to determine how best to infuse sustainability, environmental stewardship, and climate change principles into an expanded range of public and private projects. Other areas of innovation include the linkage between planning and public health, the importance of “place-making” for neighborhood character, and the use of an integrated design process for public infrastructure projects to maximize a range of benefits while most efficiently using tax dollars.

#### Evolving Public Engagement Methods

PCD is exploring the evolving methods of citizen interaction to determine how to reach constituencies that have new expectations for social engagement. Some of the creative and potentially cost-effective new methods include the use of social media in planning efforts (blogs, facebook, twitter, web 2.0), interactive public meetings that use keypads for expressing preferences, use of personal phones and other digital devices for outreach and information gathering, and the inclusion of other disciplines in planning efforts (such as the use of the City’s mediation program to assist with sensitive projects).

#### Arts & Culture

The Arts Program provides funding and staff support for a range of arts and cultural collaborations. This is a challenging time for arts and culture as charitable giving and budgets have declined. A challenge for the program includes how to help keep the range of arts organizations that serve the City alive during this economic downturn. An update of the City’s Cultural Compass strategic plan is moving forward to ensure that arts and culture investments are strategically focused on broader community outcomes.

#### Annexation

The Eastgate, Tamara Hills, Horizon View and Hilltop neighborhoods are the last remaining unincorporated areas in the city’s Potential Annexation Area. Annexation of these remaining areas is anticipated to occur during this biennium. This will require Bellevue to integrate these newly annexed areas into the City’s planning and infrastructure investments, recognizing that they have been developed over decades, under a different set of standards and expectations.

#### Integrated Design

In an increasingly complex urban environment, and with heavily constrained budget resources, the City is challenged to do more with each capital project, to find ways to achieve multiple project benefits. This is the emerging practice of Integrated Design. For example, a roadway project may include natural drainage features which also function as community open space and enhance neighborhood character. This presents new planning and design challenges that hold tremendous opportunity for advancing the community vision.





**F. Proposal List by Department / Outcome**  
**Planning & Community Development**  
**2011-2012 Operating Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Innovative, Vibrant &amp; Caring Community</b>		
5	ARCH Administration and Trust Fund Contribution	115.10PN
13	PCD Department Management and Support	115.12NN
22	Planning and Development Initiatives	115.03PA
37	Arts Core Program	115.09A1
<b>Quality Neighborhoods</b>		
1	Neighborhood & Community Outreach	115.08PN
7	Bellevue Neighborhood Mediation Program	115.11NN
<b>Responsive Government</b>		
31	Comprehensive Planning Core Services	115.01NN
73	Demographic & Economic Trends Analysis & LandUse Forecasting	115.02NN
<b>Reserves</b>		
	Housing Trust Fund Reserve	115.10DN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Planning & Community Development**  
**2011-2012 Operating Proposals - Not Funded**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
<b>Innovative, Vibrant &amp; Caring Community</b>		
31	Downtown Livability	115.05NN
<b>Quality Neighborhoods</b>		
10	Neighborhood Shopping Centers	115.03NB

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Planning & Community Development**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Improved Mobility</b>		
<b>Discrete Projects</b>		
	Advance the Vision for the Pedestrian Corridor	115.06NN
<b>Innovative, Vibrant &amp; Caring Community</b>		
<b>Discrete Projects</b>		
	Eastgate/I-90 Land Use & Transportation Project	115.03DN
<b>Ongoing Programs</b>		
	Enhanced Right-of-way and Urban Boulevards	115.07NN
	Public Art Program	115.09DN
<b>Quality Neighborhoods</b>		
<b>Ongoing Programs</b>		
	Neighborhood Partnerships	115.08D2
	Neighborhood Enhancement Program	115.08D3

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011

**G. 2011-2012 Performance Measures by Department / Outcome**  
**Planning & Community Development**



Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Improved Mobility</b>						
2	% believing that neighborhood quality is top City priority	Effectiveness	New	New	65%	65%
3	% satisfaction with City response to neighborhood issues and concerns	Effectiveness	New	New	65%	65%
4	% of citizen satisfaction with the job City is doing in planning for the future	Effectiveness	75%	65%	65%	65%
5	% of participants feeling that they have the opportunity to be actively engaged in planning for the City's future	Effectiveness	New	New	75%	75%
10	# of projects involving partnerships or joint funding	Effectiveness	New	15	15	15
11	% feeling that Bellevue is becoming a more interesting and entertaining place for families and individuals to spend time	Effectiveness	New	New	65%	65%
<b>Outcome: Innovative, Vibrant &amp; Caring Community</b>						
1	% rating their neighborhood good or excellent	Effectiveness	89%	94%	92%	92%
2	% believing that neighborhood quality is top City priority	Effectiveness	New	New	65%	65%
3	% satisfaction with City response to neighborhood issues and concerns	Effectiveness	New	New	65%	65%
4	% of citizen satisfaction with the job City is doing in planning for the future	Effectiveness	75%	65%	65%	65%
5	% of participants feeling that they have the opportunity to be actively engaged in planning for the City's future	Effectiveness	New	New	75%	75%
6	Annual % of PAA annexed	Effectiveness	0%	99%	97%	100%
7	Total affordable units created or preserved	Workload	14	176	176	176
8	Leverage use of Housing Fund dollars by at least 1:5	Efficiency	1:98	1:05	1:5	1:5
9	# of art organizations assisted	Effectiveness	35	25	25	25
10	# of projects involving partnerships or joint funding	Effectiveness	New	15	15	15
11	% feeling that Bellevue is becoming a more interesting and entertaining place for families and individuals to spend time	Effectiveness	New	New	65%	65%



**G. 2011-2012 Performance Measures by Department / Outcome  
Planning & Community Development**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Quality Neighborhoods</b>						
1	% rating their neighborhood good or excellent	Effectiveness	89%	94%	92%	92%
2	% believing that neighborhood quality is top City priority	Effectiveness	New	New	65%	65%
3	% satisfaction with City response to neighborhood issues and concerns	Effectiveness	New	New	65%	65%
4	% of citizen satisfaction with the job City is doing in planning for the future	Effectiveness	75%	65%	65%	65%
5	% of participants feeling that they have the opportunity to be actively engaged in planning for the City's future	Effectiveness	New	New	75%	75%
10	# of projects involving partnerships or joint funding	Effectiveness	New	15	15	15
11	% feeling that Bellevue is becoming a more interesting and entertaining place for families and individuals to spend time	Effectiveness	New	New	65%	65%
12	% of mediation participants indicating that situation was improved (via exit interviews)	Effectiveness	New	New	80%	80%
<b>Outcome: Reserves</b>						
4	% of citizen satisfaction with the job City is doing in planning for the future	Effectiveness	75%	65%	65%	65%
7	Total affordable units created or preserved	Workload	14	176	176	176
8	Leverage use of Housing Fund dollars by at least 1:5	Efficiency	1:98	1:05	1:5	1:5
10	# of projects involving partnerships or joint funding	Effectiveness	New	15	15	15
<b>Outcome: Responsive Government</b>						
1	% rating their neighborhood good or excellent	Effectiveness	89%	94%	92%	92%
2	% believing that neighborhood quality is top City priority	Effectiveness	New	New	65%	65%
3	% satisfaction with City response to neighborhood issues and concerns	Effectiveness	New	New	65%	65%
4	% of citizen satisfaction with the job City is doing in planning for the future	Effectiveness	75%	65%	65%	65%



**G. 2011-2012 Performance Measures by Department / Outcome**  
**Planning & Community Development**

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
5	% of participants feeling that they have the opportunity to be actively engaged in planning for the City's future	Effectiveness	New	New	75%	75%
10	# of projects involving partnerships or joint funding	Effectiveness	New	15	15	15
11	% feeling that Bellevue is becoming a more interesting and entertaining place for families and individuals to spend time	Effectiveness	New	New	65%	65%

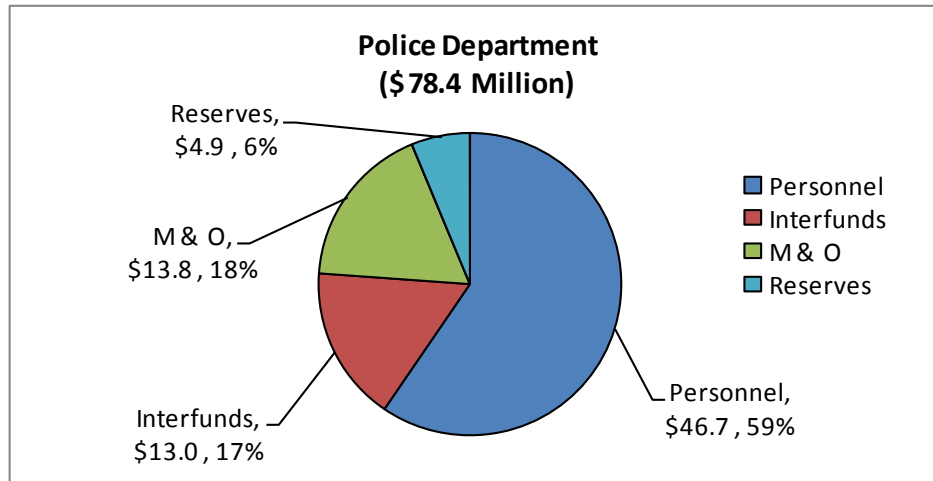


## Department Information

### Police Department

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Police Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$22,930,219	\$23,748,238	\$46,678,457
Interfund	6,438,708	6,590,553	13,029,261
M & O	6,961,938	6,834,768	13,796,706
Capital	-	-	-
<b>Expenditure Total</b>	<b>36,330,865</b>	<b>37,173,559</b>	<b>73,504,424</b>
<b>Reserves</b>	<b>5,691,311</b>	<b>4,912,700</b>	<b>4,912,700</b>
<b>Total Budget</b>	<b>\$42,022,176</b>	<b>\$42,086,259</b>	<b>\$78,417,124</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

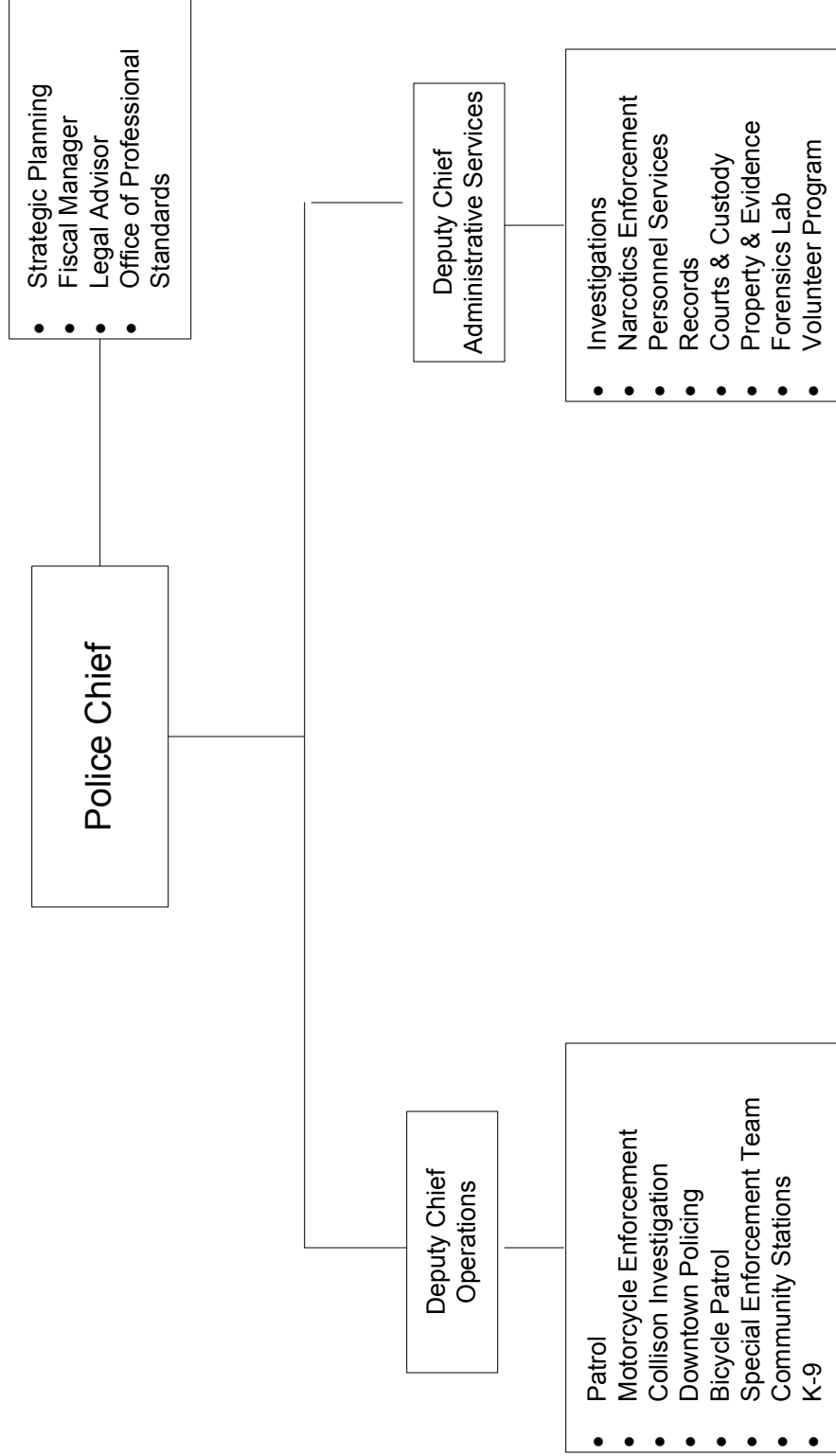
#### B. Staffing Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	224.20	223.60	216.60	216.60
LTE	4.60	1.00	-	-

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$36,995,117	\$35,217,284	\$35,201,078	\$36,151,369
LEOFF I Medical Reserve	769,646	798,680	6,495,825	5,691,311
Op Gnts/Donations/Sp Res Fund	2,073,489	1,377,591	325,273	243,579
General CIP Fund	335,953	89,667	-	-
<b>Total Budget</b>	<b>\$40,174,205</b>	<b>\$37,483,222</b>	<b>\$42,022,176</b>	<b>\$42,086,259</b>

D. Organization Chart





## Department Information

### Police

---

#### E. Accomplishments and Challenges

##### Department Objective

The Bellevue Police Department's Mission Statement is "***Providing a safe environment through community involvement and innovation.***" The Department strives to achieve this mission by adherence to its Guiding Principles:

##### Respect

We begin by treating others as we would like to be treated. We are fair and considerate in what we do.

##### Integrity

We are honest, ethical, steadfast and always strive to do the right thing. We lead by example.

##### Accountability

On all levels we take responsibility for our actions and decisions.

##### Service

We are active and committed to providing exceptional service to our communities through teamwork, innovation, and education.

##### Services and Accomplishments

The Bellevue Police Department consists of two major divisions that serve the community: Police Operations, consisting of the Patrol and Traffic Enforcement/Collision Investigation functions, and Police Administrative Services, comprised of Investigations and Support. Each in different ways helps to assure a safe environment in not only the City of Bellevue but in surrounding communities as well.

Following are the major 2009-2010 accomplishments for the Department:

- Reaccredited by the Commission for Accreditation of Law Enforcement Agencies
- Continued reduction in Part One crime rates
- Implementation of Automatic Electronic Defibrillator (AED) program with two successful saves
- Disrupted an Organized Crime "skimming" operation involving hundreds of thousands of dollars stolen through ATM machines. Six suspects arrested; nineteen more identified and under investigation
- Received and utilized over \$373K in federal, state, and local grants
- 96% of Bellevue residents feel safe/moderately safe
- Law enforcement partnerships/participation with US Secret Service, Marshals Service, Seattle PD, King County Sheriffs, Washington State Patrol, and other federal, state, and local agencies
- Hosted a statewide conference primarily focused on improving Muslim relations, with participation by Scotland Yard
- Established a strong relationship with the new Bellevue Police Foundation
- Provided traffic control and security at numerous Bellevue Special Events, such as the Arts Festival, Fourth of July Celebration, Garden d'Lights, Strawberry Festival
- Provided security for President's visit to Seattle and First Lady visit to Bellevue
- Special Enforcement Team awarded the "2010 Vehicle Theft Award of Merit" by the International Association of Chiefs of Police
- Converted to paperless crime reporting system in 2010, and working on implementing citizen on-line crime reporting for incidents that do not require an immediate response.
- Continued regular meetings with the Police Chief and the Diversity Focus Group



## Department Information

### Police

---

#### **Major Challenges for the Biennium**

- Shortage of quality applicants for police officer vacancies
- Implementation of new technologies such as SECTOR (automated infraction notice generation) and Field Reporting system
- Security for unplanned visits by national and international dignitaries and politicians
- Increased daytime population in Bellevue means increased traffic enforcement issues
- Constant readiness for terrorist activities in Bellevue and the region



## F. Proposal List by Department / Outcome

### Police

#### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
1	Street Patrol	120.01NA
10	Personnel Services Unit	120.17NA
12	Domestic Violence Prevention and Response	120.12NN
13	Police Department Management and Support	120.22NA
15	Criminal Investigations	120.10NA
16	Police Property and Evidence	120.20NN
17	Forensic Crime Laboratory	120.15NN
18	Records	120.19A1
19	Courts and Custody Unit	120.16NA
21	Special Enforcement Team (SET)	120.03NN
22	Eastside Narcotics Task Force (ENTF)	120.14DN
23	Narcotics Enforcement	120.14A1
26	School Resource Officer Program	120.13NN
27	Traffic Enforcement - Accident Investigation	120.08NN
28	Traffic Enforcement - Motorcycles	120.07A1
29	K-9 Unit	120.02NN
30	Downtown Policing Unit	120.04NN
37	Volunteer Program	120.18NN
39	Police - Office of Professional Standards	120.21NN
41	Community Police Stations	120.06NN
42	Bicycle Patrol Unit	120.05NN
44	Criminal Investigations - Joint Terrorism Task Force (JTTF)	120.11NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

G. 2011-2012 Performance Measures by Department / Outcome



Police

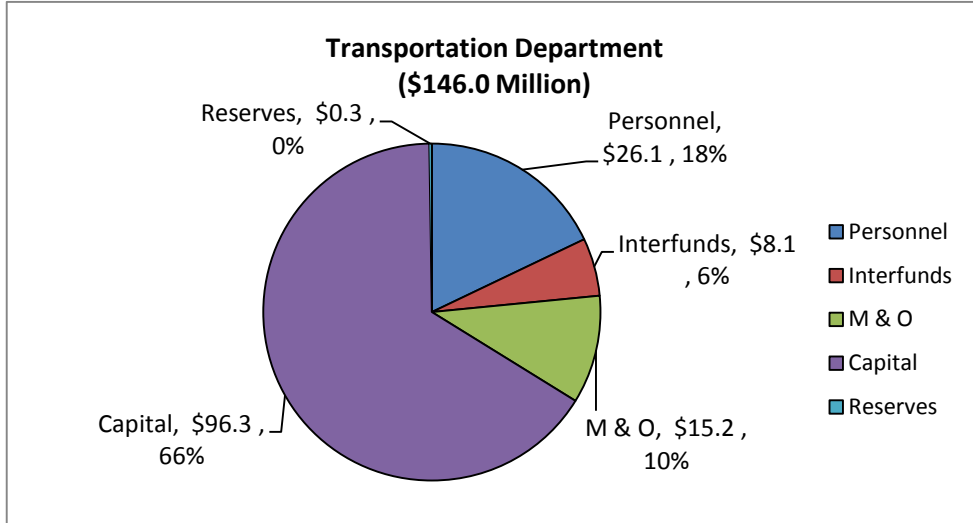
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Safe Community</b>						
1	Priority 1 call response times - from dispatch to on-scene (minutes, seconds)	Efficiency	3:37	3:30	3:30	3:30
2	Part One UCR crimes per 1,000 citizens	Effectiveness	34.2	33.0	33.0	33.0
3	Part Two UCR crimes per 1,000 citizens	Effectiveness	26.4	26.0	26.0	26.0
4	% of citizens who feel safe/moderately safe walking alone in their Bellevue	Effectiveness	96%	90%	90%	90%
5	Injury collisions, including fatalities, as a % of total collisions Citywide	Effectiveness	20%	16%	20%	20%
6	% reduction on infractions at photo-enforced locations	Effectiveness	New	-20%	-17%	-15%
7	% of Part One (UCR) crimes cleared	Effectiveness	22%	23%	24%	25%
8	Average # of hours of training per officer per year	Effectiveness	165	141	135	135
9	# of Automated Fingerprint Identification System (AFIS) matches	Effectiveness	81	51	80	80
10	% reduction of motor vehicle thefts from previous year	Effectiveness	-34.7%	-20%	-10%	-10%
11	% reduction of juvenile harassment incidents in Bellevue high schools	Effectiveness	New	-5%	-5%	-5%

## Department Information

### Transportation

The following tables display 2011-2012 budget expenditure by category, staffing summary and expenditure/budget summary for the Transportation Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget
Personnel	\$12,731,633	\$13,389,377	\$26,121,010
Interfund	3,988,791	4,123,026	8,111,817
M & O	7,704,793	7,429,007	15,133,800
Capital	49,698,500	46,548,500	96,247,000
<b>Expenditure Total</b>	<b>74,123,717</b>	<b>71,489,910</b>	<b>145,613,627</b>
<b>Reserves</b>	<b>349,343</b>	<b>340,727</b>	<b>340,727</b>
<b>Total Budget</b>	<b>\$74,473,060</b>	<b>\$71,830,637</b>	<b>\$145,954,354</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

#### B. Staffing Summary

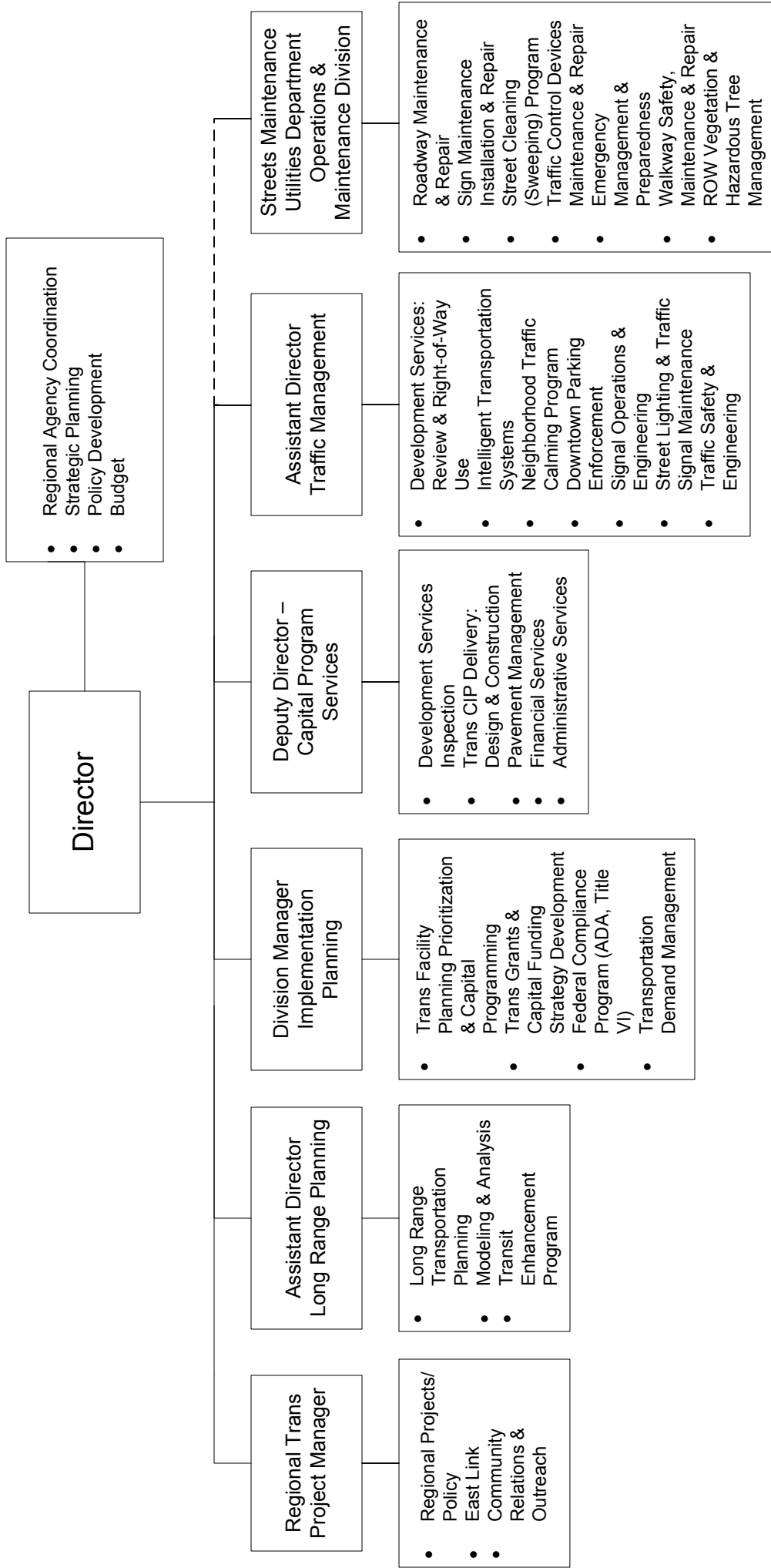
	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	122.36	120.36	115.49	115.49
LTE	6.12	3.00	-	-

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Fund	\$21,743,870	\$21,663,933	\$23,389,888	\$24,405,969
Land Purchase Revolving Fund	256,209	12,580	11,354	11,571
Franchise Fund	48,189	49,704	48,000	50,600
Op Gnts/Donations/Sp Res Fund	120,963	166,792	486,728	20,000
LID Control Fund	1,604,864	1,399,115	628,590	576,997
LID Guaranty Fund	877,126	764,577	210,000	217,000
CIP Funds	18,401,066	18,777,687	49,698,500	46,548,500
<b>Total Budget</b>	<b>\$43,052,287</b>	<b>\$42,834,388</b>	<b>\$74,473,060</b>	<b>\$71,830,637</b>

## Department Information Transportation

### D. Organization Chart



## Department Information

### Transportation

---

#### E. Accomplishments and Challenges

##### Department Objective

To provide a safe and efficient transportation system that supports livable neighborhoods and a vital economy in partnership with the community.

##### Goals

The Transportation Department, guided by the City's Values, will work in a collaborative partnership with our community, regional partners and City Departments to:

- Provide a network of high quality, forward-looking, cost effective, integrated transportation choices;
- Develop innovative solutions that protect, preserve and enhance the natural and developed environment;
- Implement appropriate technologies and solutions that improve and enhance the movement of people and goods;
- Inform and actively involve our customers of transportation services, programs and projects;
- Ensure that services of the Transportation Department are an integral part of the City's overall emergency preparedness plan;
- Provide employees the tools, education, and professional development opportunities to excel and become leaders in their field; and
- Evaluate new ways of doing business, measure performance over time and continually improve to be the most effective Transportation Department in the state.

##### Services and Accomplishments

The Transportation Department consists of four major functional areas: Planning, Capital Projects, Traffic Management and Streets Maintenance. The Planning area forecasts future transportation conditions, identifies facility & service needs and coordinates with regional transportation providers to ensure that Bellevue's interests are served. The Capital Projects area designs and constructs transportation system projects and provides developer and franchise utility inspection services. The Traffic Management division operates and maintains the City's traffic signals & street lighting system and provides neighborhood education and project implementation services, development review and right of way use permitting support, and general engineering and downtown parking monitoring services. The Streets Maintenance division maintains roadways, walkways, bikeways, trails, traffic devices, pavement markings, signs, and roadside vegetation.

##### Accomplishments:

- In conjunction with PCD, Transportation staff worked with several Commissions and City Council to adopt a completely updated Bel-Red Subarea Plan. The Plan and Land Use Code amendments were adopted by Council in early 2009. Implementation has begun on several aspects of the plan, including design on some of the major infrastructure projects. The Plan update won several awards in 2010: A Vision 2040 award from the Puget Sound Regional Council; a Governor's Smart Communities Award; and a planning award (in the physical plans category) from the Washington Chapter of the American Planning Association.
- Implemented the City's Commute Trip Reduction Plan by engaging 57 large worksites citywide to implement required Commute Trip Reduction programs (accomplished through funding partnership with WSDOT and implementation contract with King County); achieved overall reduction in drive-alone commute rate at these worksites of 3.7%.
- Engaged 22 small employers in Downtown to improve their employee commute programs (accomplished through funding partnership with King County and implementation contract with Bellevue Downtown Association), benefitting nearly 300 employees.
- Developed the Connect Bellevue plan, the first comprehensive TDM Plan that is citywide in scope, to identify the potential role and impact of TDM activities for the next ten years and guide implementation



## Department Information

### Transportation

- Completed an analysis of the City's existing Transportation Management Program requirements for large buildings and developed recommendations for revisions to City code requirements.
- Completed a major revamp of the City's TDM website, 'ChooseYourWayBellevue.org', to enhance aesthetics, functionality and content.
- Submitted 26 grant and other funding applications requesting nearly \$127 million to supplement the Transportation Capital Investment Program budget, including several joint efforts with the Economic Development, Utilities, Planning and Community Development, and Parks departments. Nine applications were funded for a total of \$16.6 million (rounded) and six others requesting more than \$24 million are still pending with announcements expected in 2011. Funded projects include NE 4th Street Extension, 120th Avenue NE Stages 1 and 2, 124th Avenue SE Trail Connection in Factoria, bicycle wayfinding on key corridors, school zone safety efforts, Intelligent Transportation System implementation, and station area planning.
- In partnership with the IT Department, developed an interactive viewer of accessibility barriers identified in the 2008 citywide inventory process. The viewer will be an important tool in the prioritization, implementation, and monitoring of compliance efforts associated with the Americans with Disabilities Act (ADA).
- Achieved the City's 2009-2010 traffic improvement goals to protect neighborhoods and improve mobility by spending design funds for 27 projects and programs, and spending construction funds for 24 projects and programs in that timeframe.
- Contributing to the city's Environmental Stewardship Initiative, project designs are maximizing the use of Natural Drainage Practices techniques resulting in some projects not requiring any stormwater detention facilities.
- Implemented the first phase of the SCATS traffic adaptive signal system at 31 intersections in the Downtown and Factoria as the replacement to the city's traffic computer system.
- Prepared intersections along the Bellevue-Redmond Rapid Ride route for transit signal priority (TSP) by placing them on a new signal system and installing new signal cabinets. Implementation of Rapid Ride is planned for September 2011.
- Worked with seven neighborhoods, developing and/or constructing traffic calming projects to address citizen concerns with vehicle speeds, non-local traffic and pedestrian safety. In addition, reviewed 32 individual requests for specific locations and received over 900 calls, letters and e-mails from citizens regarding neighborhood traffic concerns.
- Installed flashing school zone lights at Eastgate Elementary through a Washington State grant. As part of the grant, completed a traffic safety project with the Eastgate Elementary students preparing tiles depicting safety messages. The tiles are displayed permanently on the newly constructed fence on 152nd Avenue SE adjacent to the school.
- Continued to streamline permitting processes utilizing the new City as Applicant review procedure to facilitate timely permit delivery to internal city clients for CIP projects.
- Completed an 18 month self assessment process through the American Public Works Association culminating in the Transportation Department being fully accredited.
- Worked extensively with the Transportation Commission and City Council to update the Pedestrian and Bicycle Transportation Plan. The Plan was adopted by City Council in early 2009. Following plan adoption staff prepared a detailed report outlining the process and describing all of the updated projects. Staff is also preparing annual progress reports tracking implementation of the plan.
- Two plans developed in 2007 guided Transportation Demand Management (TDM) work efforts: an updated Commute Trip Reduction plan and new Downtown Growth and Transportation Efficiency Center plan called "Connect Downtown".
- A downtown employer campaign has resulted in new FlexPass contracts providing more than 800 transit passes, and a new "Commuter Connection" trip planning and bike storage facility opened in September 2008 at the Bellevue Transit Center.
- The department revamped the City's TDM brand and website to 'Choose Your Way Bellevue' to better resonate with today's commuters and residents.





## Department Information

### Transportation

- Developed a successful "speed and reliability" partnership with King County Metro Transit and the City of Redmond that will improve RapidRide travel times and schedule reliability, and will provide the cities additional transit resources for use on the RapidRide corridor or other priority corridors.
- Downtown Bellevue Circulator: Completed analysis of implementation options (routes and frequency) for the Circulator and developed a successful financial partnership agreement with King County Metro Transit for the service. This agreement was amended in 2010, and at this point circulator service will likely begin in 2013.
- The Department enhanced compliance with federal non-discrimination mandates by implementing an approved Title VI Plan and completing a comprehensive inventory of accessibility barriers within the city's public rights of way that incorporated into an update of Transportation's Americans with Disabilities Act Transition Plan in 2009. The inventory was a pilot project using innovative technology, an ultra-light inertial profiler (ULIP) mounted on a Segway, developed by the Federal Highway Administration. Participation in the pilot saved the city at least \$500,000 in physical survey/inventory costs.
- Began, with PCD, the Eastgate/I-90 Land Use and Transportation Project (launched by City Council in early 2010). This project will look comprehensively at land use and transportation in the Eastgate/I-90 commercial area, and develop a long-term (2030) vision for this area. A Citizens Advisory Committee has been appointed by City Council, and they are expected to complete their work by late 2011.
- Governor's Commute Smart Community Champion Award, for working with community partners and businesses to reduce commute trips to Downtown.
- Installed ten LED streetlights on SE 7th Place in the Wilburton neighborhood, funded through the Neighborhood Enhancement and Traffic Safety Technologies programs.

#### East Link Accomplishments:

- Staff worked in partnership with Sound Transit and other involved agencies to evaluate light rail alignment, station alternatives, and preliminary environmental impact findings.
- Supported the City Council as it reconsidered and changed its alignment preferences and met jointly with the Sound Transit Board of Directors. Council formally revised and clarified its preferences in March and July 2010.
- Developed a downtown tunnel funding term sheet that was adopted by the City and Sound Transit in order to enable continued consideration of the C9T alternative (110th Ave Tunnel).
- Continued work towards a Tunnel Funding Memorandum of Agreement by analyzing potential revenues, in-kind City contributions, permitting strategies, mitigation strategies, and other options. Supported the City Manager's "CEO group" of external stakeholders that were charged with evaluating financial mechanisms to advance the tunnel.
- Worked closely with Sound Transit and the community to develop new alignment and station alternatives:
  - Downtown Bellevue Light Rail Alternatives Concept Design Report (2/2010)
  - 112th Avenue Light Rail Options Concept Design Report (6/2010)
  - Evaluation of Hospital Station Alternatives (6/2010)
- Developed microsimulation models (VISSIM) to analyze potential downtown Bellevue traffic operations with two at-grade light rail alternatives and one grade-separated alternative. Coordinated efforts closely with Sound Transit.
- Analyzed anticipated future downtown and Wilburton area development and how well it would be served by the light rail alternatives.
- Participated in numerous public light-rail outreach events, including open houses, public hearings, stakeholder briefings, neighborhood association briefings, discussions with land owners and businesses, and other efforts.
- Completed special studies and peer reviews:
  - Peer Review of the B7 Alternative (David Evans and Associates)
  - South Bellevue Station Alternative Location Analysis (KPF)



## Department Information

### Transportation

- Analysis of Potential Impacts from Sound Transit on Mercer Slough (OTAK)
- Acoustical Peer Review Concept Design Report – Noise Analysis 112th Avenue Light Rail Options (The Greenbusch Group)
- Sound and Vibration Peer Review SDEIS Proposed East Link Project (The Greenbusch Group)
- East Link Independent Review of Concepts, Risks, and Estimated Costs for Light Rail Alternatives in the City of Bellevue (Aadland Evans)
- Review of Geotechnical Documents: Sound Transit East Link - Alignment C9T (Hart Crowser)
- City Hall/C9T Construction Impact Analysis (Magnusson Klemencic Associates and GLY Construction)
- Initiated the Council-directed B7-Revised study by developing and reviewing a detailed scope of work with the City Council, hiring a consultant team, and initiating expedited work.
- Reviewed and commented on interim plan submittals (15% design) for the East Link project, which was a significant multidepartment effort.
- Reviewed and commented on the East Link Supplemental Draft Environmental Impact Statement (SDEIS), which was a significant multidepartment effort.
- Briefed the City Council and supported its deliberations regarding the East Link SDEIS.
- Reviewed and commented on preliminary engineering submittals (30% design) for the East link project, which was a significant multidepartment effort.
- Initiated station area planning for the 130th Ave. NE station in the Bel-Red area.
- Coordinated NE 15th/16th Ave NE roadway design alternatives with light rail designs in the Bel-Red area and developer objectives (Spring District).
- Briefed Council at more than 20 Council meetings and numerous small group briefings in 2010. Responded to Councilmember inquiries regarding project costs, noise, environmental issues, community concerns, engineering, and other topics.

#### Major Challenges for the Biennium

During 2010 the City embarked on a new, budgeting-by-outcomes process called Budget One. This process resulted in departments needing to write proposals for all proposed work programs—existing and new. This budget process required an intense examination of both what services and programs we deliver and how we deliver them. Based on the newly adopted budget and the City's continued financial challenges (based on the overall economy), the major challenges for Transportation in the new biennium are:

- Delivering our work program (based on the adopted budget) with more constrained resources (many programs and services have been reduced).
- East Link—resolving issues around the light rail alignment, and beginning work on next phases of the project (engineering review, regulatory and permitting issues, station area planning, etc.).
- Delivering capital projects in a more fiscally-constrained environment; this requires re-thinking project priorities and ways to implement.
- Continuing to ensuring that transportation infrastructure supports economic growth, now and in the future, while recognizing fiscal constraints.
- Implementing new major initiatives, such as full implementation of the Intelligent Transportation System (ITS) and updating the Downtown Transportation Plan.



## F. Proposal List by Department / Outcome Transportation

### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
24	Street Lighting Maintenance	130.27A2
<b>Improved Mobility</b>		
1	Signal Operations and Engineering	130.24A1
2	Traffic Safety and Engineering	130.30A1
3	Intelligent Transportation Systems	130.11A1
4	Transit Enhancement Program	130.32A1
5	Long Range Transportation Planning Core Services	130.13A1
6	Modeling and Analysis Core Functions	130.14A1
7	Trans Facility Planning Prioritization & Capital Programming	130.36A1
8	Regional Projects	130.19A1
9	Traffic Data Program	130.29A1
10	East Link Overall	130.07PA
11	Department Management and Administration	130.04A1
12	Transportation CIP Delivery Support	130.33A1
13	Capital Funding Strategy Development & Administration	130.01A1
14	Pavement Management	130.85A1
15	Traffic Signal Maintenance	130.31A1
16	Emergency Management & Preparedness Transportation System	130.35A1
17	Walkway Safety, Maintenance and Repair	130.37A2
18	Roadway Maintenance and Repair	130.22A2
19	ROW Vegetation and Hazardous Tree Mgmt Prg	130.38A2
20	Traffic Control Devices Maintenance and Repair	130.28A2
21	Sign Maintenance Installation and Repair	130.23A2
22	East Link Tunnel Funding Package & Project Umbrella Agmt	130.39PN
23	Transportation Demand Management (TDM)	130.34A2
24	Downtown Transportation Plan Update	130.05A3
<b>Healthy &amp; Sustainable Environment</b>		
5	Transportation Drainage Billing	130.06NN
25	Street Cleaning (Sweeping) Program	130.26NN
<b>Innovative, Vibrant &amp; Caring Community</b>		
34	Federal Compliance Program Administration	130.09NN
<b>Quality Neighborhoods</b>		



**F. Proposal List by Department / Outcome**  
**Transportation**

**2011-2012 Operating Proposals - Recommended**

<b>Rank</b>	<b>Proposal Title</b>	<b>Proposal #</b>
6	Neighborhood Traffic Calming Program	130.15DN
<b>Economic Growth &amp; Competitiveness</b>		
5	Downtown Parking Enforcement - Existing Program	130.17A2

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Transportation**

**2011-2012 Operating Proposals - Not Funded**

Rank	Proposal Title	Proposal #
<b>Improved Mobility</b>		
26	M&O for Newly Completed CIP Projects	130.99NN
<b>Economic Growth &amp; Competitiveness</b>		
7	Downtown Parking Program (Hybrid)	130.17A3

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Transportation**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
<b>Ongoing Programs</b>		
	M-19 Major Maintenance Program	130.89NA
<b>Improved Mobility</b>		
	M-7 Neighborhood Traffic Calming	130.98A1
<b>Discrete Projects</b>		
	Downtown Transportation Plan Update	130.05A2
	NE 4th Street Extension -116th to 120th Ave NE	130.50NN
	120th Avenue NE (Stages 1) NE 4th to NE 8th	130.51NN
	NE 15th St. Multi-Modal Corridor (Stages 1)/116th to 124th	130.52NN
	120th Avenue NE (Stages 2 & 3)-NE 8th to Northup Way	130.53NN
	124th Ave NE - Proposed NE 15th - 16th St Ext to Northup Way	130.54NN
	Traffic Computer System Upgrade	130.55NN
	R-159 East Link Analysis and Development	130.56NN
	WB-76 Neighborhood Sidewalks	130.57NN
	R-141 West Lake Sammamish Parkway Improvements	130.58NN
	R-151 145th Pl SE - SE 16th St to SE 24th St/SE22nd - 145th	130.59NN
	NE 6th Street Extension	130.61NN
	148th Avenue NE Master Plan (Phase 1) – Bel-Red Rd to SR 520	130.64NN
	R-153 Early Implementation of the Bel-Red Sub-Area Plan	130.65NN
	WB-71 108th Avenue SE - Bellevue Way to I-90	130.66NN
	Redmond BROTS Projects (PW-I-83)	130.70NN
	R-146 Northup Way/Bellevue Way to NE 24th Street	130.76NN
	R-149 NE 10th Extension	130.92NN
<b>Ongoing Programs</b>		
	Major Safety Improvements - Accident Reduction Program	130.78NA
	ITS Master Plan Implementation Program	130.82NA
	W/B-56 Pedestrian Access Improvements	130.84NA
	M-1 Overlay Program	130.85PA



**F. Proposal List by Department / Outcome**  
**Transportation**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
	Minor Capital – Signals and Lighting	130.86NA
	M-2 Minor Capital – Traffic Operations	130.90NA
<b>Innovative, Vibrant &amp; Caring Community</b>		
<b>Ongoing Programs</b>		
	W/B-49 Pedestrian Facilities Compliance Program	130.83NA
<b>Responsive Government</b>		
<b>Ongoing Programs</b>		
	M-15 Wetland Monitoring	130.88NN
<b>Reserves</b>		
<b>Debt Service Projects</b>		
	R-82 Public Works Trust Fund Loan - Principal	130.79PN
	R-83 Public Works Trust Fund Loan - Interest	130.79DN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

5/2/2011



**F. Proposal List by Department / Outcome**  
**Transportation**  
**2011-2017 CIP Proposals - Not Funded**

Rank	Proposal Title	Proposal #
<b>Improved Mobility</b>		
<b>Discrete Projects</b>		
	124th Avenue NE at 520	130.60NN
	WB-77 Downtown Mid-Block Crossings	130.62NN
	R-150 NE 2nd St - Bel Way to 112th Avenue NE	130.67NN
	108th - 112th Ave NE - South of SR 520 to NE 12th St	130.68NN
	Lakemont Blvd Ph 1 Cougar Mtn Way to Lewis Creek Park	130.71NN
	Bel-Red Road - NE 20th Place Pl Signal and Road Extension	130.72NN
	108th Avenue NE - NE 12th St to Main St	130.73NN
	SE 16th St/148th Avenue SE to 156th Avenues SE	130.75NN

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.





## G. 2011-2012 Performance Measures by Department / Outcome

### Transportation

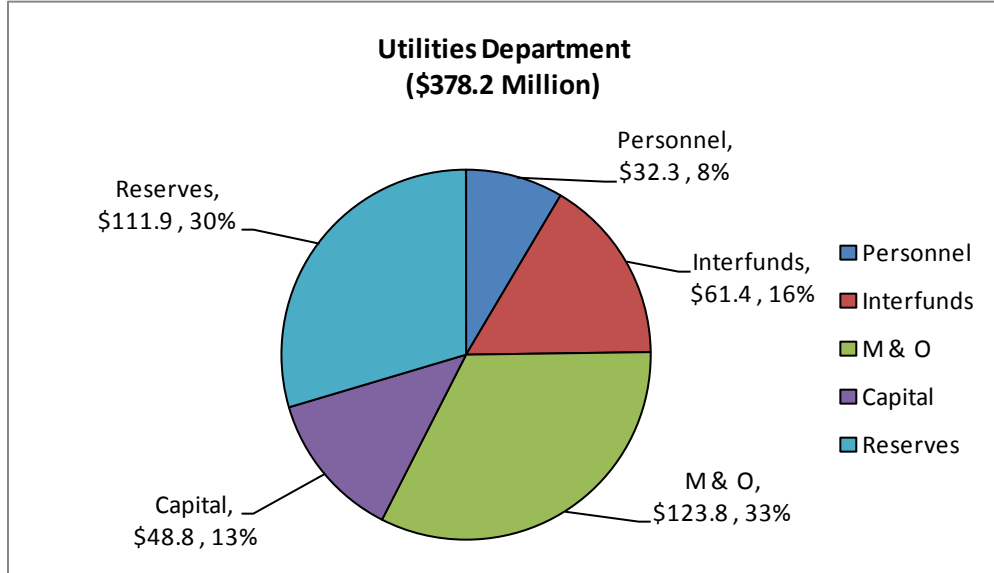
Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Healthy &amp; Sustainable Environment</b>						
9	Customer satisfaction rating for clean streets	Effectiveness	90.3%	90%	90%	90%
<b>Outcome: Improved Mobility</b>						
1	Mass Transit Use - Average weekday transit boardings and alightings (Citywide)	Efficiency	39,100	41,055	43,108	45,263
2	Connectivity for Trails and Walkways - Linear feet completed (sidewalks, on-street bike facilities, off-street bike facilities and trails)	Effectiveness	14,738	15,475	5,250	12,450
3	Total Injury Traffic Accidents - # of reported injury accidents (vehicle, pedestrian, bicyclist) on City streets	Effectiveness	342	350	350	350
4	Intersection Accidents - Average crash rate for 10 intersections with the highest number of accidents (collisions per 1,000,000 vehicles entering the intersection)	Effectiveness	N/A Not Collected	2	2	2
5	Street Maintenance Conditions - % of arterial lane miles in "satisfactory" or better condition using the City's pavement evaluation system	Effectiveness	84%	85%	85%	85%
6	Street Maintenance Conditions - % of residential lane miles in "satisfactory" or better condition using the City's pavement evaluation system	Effectiveness	96%	85%	85%	85%
7	% of potholes filled within 24 hours of notice	Effectiveness	97.3%	100%	97%	97%
8	% of critical sign emergency calls responded to within 1 hour	Effectiveness	93.5%	100%	97%	97%

## Department Information

### Utilities Department

The following tables display 2011-2012 budget expenditure by category summary, staffing summary and expenditure/budget summary for the Utilities Department.

#### A. 2011-2012 Budget Expenditure by Category



	2011	2012	2011-2012 Biennial Budget*
Personnel	\$15,774,673	\$16,512,843	\$32,287,516
Interfund	27,454,426	33,968,805	61,423,231
M & O	61,049,690	62,781,614	123,831,304
Capital	20,497,458	28,284,529	48,781,987
<b>Expenditure Total</b>	<b>124,776,247</b>	<b>141,547,791</b>	<b>266,324,038</b>
<b>Reserves</b>	<b>109,977,249</b>	<b>111,909,806</b>	<b>111,909,806</b>
<b>Total Budget</b>	<b>\$234,753,496</b>	<b>\$253,457,597</b>	<b>\$378,233,844</b>

\*2011-2012 Biennial Budget calculation includes only the second year (i.e., 2012) reserves to avoid double-counting of the expenditure authority authorized by the City Council.

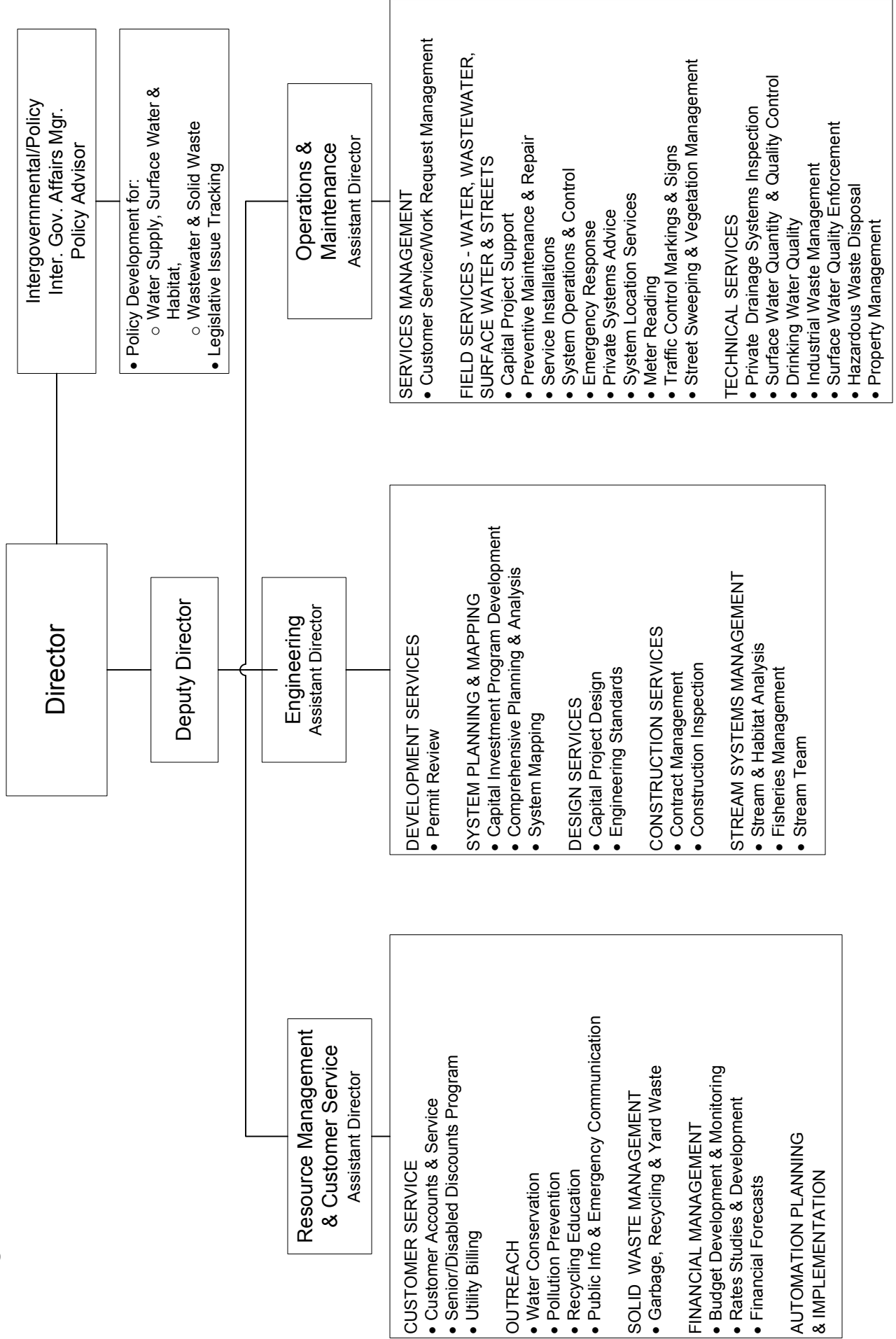
#### B. FTE Summary

	Authorized		Budgeted	
	2009	2010	2011	2012
FTE	161.56	161.56	162.57	163.57
LTE	8.00	7.00	5.00	-

#### C. Budget Summary by Fund with Reserves

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Solid Waste Fund	\$2,270,248	\$2,265,467	\$2,132,034	\$1,973,134
Op Gnts/Donations/Sp Res Fund	631,441	947,306	794,123	321,250
Storm & Surface Water Utility	22,284,198	23,606,766	22,375,110	22,164,456
Water Utility Fund	50,825,114	49,900,840	51,969,612	52,871,262
Sewer Utility Fund	49,006,461	52,236,666	52,455,049	54,024,323
Utility CIP	87,934,662	102,415,950	105,027,568	122,103,172
Util Revenue Bond Redm	3,565,637	2,475,539	-	-
<b>Total Budget</b>	<b>\$216,517,761</b>	<b>\$233,848,534</b>	<b>\$234,753,496</b>	<b>\$253,457,597</b>

## D. Organization Chart



---

## E. Accomplishments and Challenges

### Department Objective

Provide reliable and high quality water, wastewater, stormwater, solid waste and streets maintenance services.

#### Goals:

- Provide high-quality customer service;
- Provide a reliable supply of safe, high-quality drinking water that meets all the community's current and future water needs;
- Provide a reliable wastewater disposal system that ensures public health and safety and protects the environment;
- Provide a surface water system that controls damage from storms, protects surface water quality, supports fish and wildlife habitat, and protects the environment;
- Provide a convenient and unobtrusive solid waste collection system that contributes to a healthy and pleasing cityscape in an environmentally sensitive way;
- Manage streets maintenance activities to provide clean and safe streets, walkways and bikeways, and respond to winter snow and ice conditions or other emergencies; and
- Instill values and promote actions by individuals, businesses, and other stakeholders supportive of the community's vision of the water, wastewater, surface water, and solid waste utilities.

### Services and Accomplishments

The Utilities Department provides water distribution, wastewater collection, storm and surface water management, solid waste management, streets maintenance, and utilities education and outreach services. Major 2009-2010 accomplishments:

#### Awards

- Platinum Award for Utilities Excellence from the Association of Metropolitan Water Agencies
- Washington State Recycling Association's Recycler of the Year award for Carbon Yeti Program
- "Best Workplace for Recycling" honor by King County for the third year in a row

#### Strategic

- Refined and aligned Utilities performance measures with One City and Budget One objectives.
- Continued implementation of actions to achieve Bellevue's long-term water supply vision and needs through Cascade Water Alliance
- Worked with King County Flood Control Zone District Board and Advisory Committee to maintain the 1-cent of the 10-cent levy allocated back to jurisdictions for local flood control projects

#### Capital Investments

- Invested a projected \$10.2M in utility infrastructure improvements

#### Mobility & Infrastructure Initiative

- East Link: identified and analyzed potential required utility relocations, depending on selected route



## Department Information

### Utilities

---

- Bel-Red Corridor: initiated hydraulics and hydrology study of West Tributary and Goff Creeks; initiated pre-design of water quality enhancements to the West Tributary Regional Detention Pond to bring the project to grant-application-ready status.

#### National Pollution Discharge Elimination System (NPDES)

- Amended three city codes and revised two sets of standards to meet Permit requirements
- Developed and implemented new mandated Illicit Discharge Detection and Elimination and Outfall Reconnaissance Inventory programs
- Completed development of region's first comprehensive manual on general maintenance practices for Natural Drainage Systems
- Implemented NPDES reporting and modifications as required by mandate

#### Operations and Maintenance

- Outsourced small water service installations through the right-of-way permit process
- Combined utilities locates for water, wastewater, and surface water
- Implemented wastewater repair crew with new staff approved in the 2009-2010 budget

#### Emergency Management

- Purchased temporary water piping system (grant funded). Established 3 emergency drinking water wells; secured water rights and received state approval for use as emergency potable water supplies

#### Utilities Systems and Technology

- Maximo upgrade to provide shared work management for all utilities and support asset management
- Made process improvements for 3rd party bill payments to decrease float time, and process improvements in billing/payment of City utility accounts
- Conducted business process review of Customer Information System and implemented improvements to collection process

#### Conservation and Outreach

- Reached 12,000 students with a variety of conservation messages; provided waste prevention and recycling technical assistance to 500 businesses; provided stormwater pollution prevention education and technical assistance to 175 businesses
- Marked 80% of the City's public storm drains(grant-funded; NPDES permit compliance)
- Diverted 3,500 tons of food waste to compost through the Commercial Food Waste Recycling Program

### **Major Challenges for the Biennium**

#### Strategic

- Update Utilities Strategic Plan to align with City's strategic vision, Budget One objectives, and One City.
- Continue work to achieve Bellevue's long-term water supply vision with Cascade Water Alliance.

## Department Information

### Utilities

---

#### Capital

- Implement the Capital Investment Program (water, sewer, and stormwater) to replace or renew aging infrastructure; perform mandated projects to accommodate improvements to I-405 and SR-520; add water and sewer capacity for growth; and support environmental preservation

#### Asset Management

- Forecast renewal and replacement needs for the sewer lines in Lakes Washington and Sammamish
- Re-examine long- and short-term non-pipeline asset renewal and replacement needs

#### National Pollution Discharge Elimination System (NPDES)

- Coordinate citywide implementation of stormwater programs to meet NPDES Phase II permit conditions; make adaptive programmatic changes for next NPDES permit requirements (2012)

#### Operations and Maintenance

- Perform process improvements analyses, including catch basin cleaning, ROW vegetation management, sidewalk inspection/repair, combined dig and repair crews, combined operations

#### Utilities Systems and Technology

- Upgrade the customer information and billing system to support payment card industry compliance.
- Continue integration of asset management and GIS systems with Maximo

#### Conservation and Outreach

- Expand Watershed Outreach Campaign to two more of our 26 watersheds; Kelsey Creek was completed in 2010. Goal is to increase awareness and change behaviors that negatively impact water quality
- Complete marking public catch basins and expand to mark private catch basins that drain to streams and lakes (grant-funded; NPDES requirement)



## F. Proposal List by Department / Outcome

### Utilities

#### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
<b>Safe Community</b>		
5	Fire Flow Capacity for City of Bellevue	140.59A1
33	Utilities Department Emergency Preparedness	140.28DN
<b>Healthy &amp; Sustainable Environment</b>		
1	Utilities Customer Service / Billing	140.33PA
2	Utility Taxes and Franchise Fees	140.34NN
3	Debt Service	140.38NN
4	Cascade Regional Capital Facility Charges	140.37NN
6	Purchase of Water Supply	140.35NN
7	Sewage Treatment and Disposal	140.36NN
8	Water Mains & Service Lines Repair Program	140.13NA
9	Sewer Mains, Laterals & Manhole Repair Program	140.18NN
10	Sewer Pump Station Maintenance, Operations & Repair Program	140.21NN
11	Utilities Telemetry and Security Systems	140.25NN
12	Storm & Surface Water System Repairs & Installation Program	140.22NN
16	Sewer Mainline Preventive Maintenance Program	140.20NN
17	Water Pump Station, Reservoir & PRV Maintenance Program	140.15NA
18	Drinking Water Distribution System Preventive Maint. Program	140.14NN
19	Storm and Surface Water Preventive Maintenance Program	140.24NA
20	Utility Locates Program	140.44NN
21	Utilities Department Management and Support	140.42NN
22	Operating Transfer to CIP	140.39A1
23	Capital Project Delivery	140.01NA
24	Water Quality Regulatory Compliance & Monitoring Programs	140.26PN
26	Customer and Field Services Support	140.52NN
27	Utility Systems Analysis	140.12NN
28	Solid Waste, Waste Prevention & Recycling	140.30PN
29	Surface Water Pollution Prevention	140.31DN
31	Utility Water Meter Reading	140.45DN
32	Water Meter Repair & Replacement Program	140.16NN
34	Water Conservation	140.32NN
35	Utility Comprehensive Planning	140.09NN



## F. Proposal List by Department / Outcome

### Utilities

#### 2011-2012 Operating Proposals - Recommended

Rank	Proposal Title	Proposal #
36	Sewer Condition Assessment Program	140.19NN
37	Utility Asset Management Program	140.11NN
38	Storm and Surface Water Infrastructure Condition Assessment	140.23NN
39	Asset Replacement	140.47DN
40	Fiscal Management	140.49NN
41	Utilities Maximo System User Support	140.51NN
43	Water Service Installation & Upgrade Program	140.17NN
44	Private Systems Maintenance Programs	140.27DN
45	Customer Service & Billing User Support	140.46DN
46	Solid Waste Contract Recycling Incentive Program	140.50DN
47	Operating Transfer to R&R	140.48A1
48	Utilities Technology Planning and User Support	140.53NN
<b>Innovative, Vibrant &amp; Caring Community</b>		
15	Utilities Rate Discount Program	140.29NN
<b>Reserves</b>		
	Operating Reserves	140.40PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.





**F. Proposal List by Department / Outcome**  
**Utilities**  
**2011-2017 CIP Proposals - Recommended**

Rank	Proposal Title	Proposal #
<b>Healthy &amp; Sustainable Environment</b>		
<b>Utilities CIP Projects</b>		
	Replacement of Aging Water Infrastructure	140.02A1
	Replacement of Aging Sewer Infrastructure	140.03NA
	Replacement of Aging Storm Infrastructure	140.04NA
	Utility Capacity for Growth	140.05NN
	WSDOT-Required Utility Relocations	140.07NN
	Environmental Preservation	140.08NA
	Utility Improvements for New NE 15th Multi Modal Corridor	140.54DN
	Utility Facilities for NE 4th St Extension	140.55DN
	Utility Facilities for 120th Ave NE Improvements (Segment 2)	140.56DN
	Utility Facilities for 120th Ave NE Improvement (Segment 3)	140.57DN
<b>Reserves</b>		
<b>Utilities CIP Projects</b>		
	Capital Reserves	140.41PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



## G. 2011-2012 Performance Measures by Department / Outcome

### Utilities

Measure #	Performance Measure	Metric Type	2009 Actual	2010 Target	2011 Target	2012 Target
<b>Outcome: Healthy &amp; Sustainable Environment</b>						
1	Utilities services customer satisfaction survey	Effectiveness	89%	85%	85%	85%
2	Maintain Utilities' bond rating at Aa1 or better	Effectiveness	Aa1	Aa1	Aa1	Aa1
3	Rate comparisons with other local jurisdictions - less than or equal to midpoint of the rates of other jurisdictions	Effectiveness	Yes	Yes	Yes	Yes
4	Target ending fund balance in R&R account	Effectiveness	\$66.9M	\$77.2M	\$90.3M	\$96.5M
5	% of CIP completed on schedule	Effectiveness	104%	100%	100%	100%
6	% of CIP expended versus budgeted	Effectiveness	82%	>= 80%	>= 80%	>= 80%
7	% of proposed development projects with adequate utility system capacity	Effectiveness	N/A	N/A	100%	100%
8	% of single family homes with at least 1,000 gpm available fire flow	Effectiveness	95.6%	96.6%	96.9%	97.3%
9	National Flood Insurance Program Community Rating System (CRS) classification of 5 or better on a scale of 1 to 10	Effectiveness	5	<=5	<=5	<=5
10	Compliance with NPDES permit conditions	Effectiveness	100%	100%	100%	100%
11	# of unplanned water service interruptions per 1,000 service connections	Effectiveness	2.6	<=3	<=3	<=3
12	# of public wastewater system overflows per 1,000 service connections	Effectiveness	1.04	<=0.75	<=0.75	<=0.75
13	Annual # of violations of state and federal drinking water regulations	Effectiveness	0	0	0	0
14	# of water system failures resulting in a paid claim	Effectiveness	7	<= 5	<= 5	<=5
15	# of wastewater system failures resulting in a paid claim	Effectiveness	8	<= 5	<= 5	<= 5
16	# of stormwater system failures resulting in a paid claim	Effectiveness	2	<=2	<= 2	<= 2
17	Solid Waste contract customer satisfaction rating	Effectiveness	84%	80%	80%	80%
18	Meet State recycling goal of 50% of generated solid waste	Effectiveness	40%	50%	50%	50%
19	% of progress toward 6-year (2008-2013) water conservation goal of 355,000 gpd savings	Effectiveness	98%	50%	66.67%	83.33%

## Comprehensive Financial Management Policies

### Overview

---

#### **Purpose**

The Comprehensive Financial Management Policies assembles all of the City's financial policies in one document. They are the tools used to ensure that the City is financially able to meet its immediate and long-term service objectives. The individual policies contained herein serve as guidelines for both the financial planning and internal financial management of the City.

The City of Bellevue is accountable to its citizens for the use of public dollars. Municipal resources must be wisely used to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. These policies safeguard the fiscal stability required to achieve the City's goals and objectives.

#### **Objectives**

In order to achieve its purpose, the Comprehensive Financial Management Policies has the following objectives for the City's fiscal performance.

- A. To guide City Council and management policy decisions that have significant fiscal impact.
- B. To set forth operating principles that minimize the cost of government and financial risk.
- C. To employ balanced and fair revenue policies that provide adequate funding for desired programs.
- D. To maintain appropriate financial capacity for present and future needs.
- E. To promote sound financial management by providing accurate and timely information on the City's financial condition.
- F. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
- G. To ensure the legal use of financial resources through an effective system of internal controls.
- H. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

#### **Significant Changes**

The development of the biennial budget provides the opportunity to review the City's Comprehensive Financial Management Policies and make necessary adjustments due to new or revised City ordinances and policies, State laws, or recommendations made by national accreditation and/or approval authorities. The Comprehensive Financial Management Policies were reviewed by Finance and other department staff and include changes highlighted in the table below.



## Comprehensive Financial Management Policies

### Overview

#### 2011-2012 Policy Changes

Page/Section	Title	Change Summary
Page 9-9 Section II, H	Maintenance of Existing Services vs. Additional or Enhanced Service Needs	Removed reference to "Inflation adjustments will be provided for all operating budgets". In the Budget One process, inflation adjustments <u>are not</u> automatically provided, with the exception of personnel salary and benefits cost items.
Page 9-9 Section II, L	Program Budget Presentation Format  New Title: Outcome Based Budget Presentation Format	This section has been changed to reflect the City's new Budgeting for Outcomes presentation format based on Outcome areas that reflect the values of our community and important community-wide priorities recognized by the Council.
Page 9-11 Section V	Budget Development Process	Provides the major provisions for a biennial budget process in accordance with Section 35A.34 of the Revised Code of Washington. Also provides a brief summary of the City's Budgeting for Outcomes process.
Page 9-19 Section XI, C	Types of Projects Included in the CIP Plan	Provides further guidance and specific examples on the types of costs that are eligible to include in the CIP. Also provides the definition for "Technology Systems".
Page 9-20 Section XI, H	Non-Utility CIP Maintenance & Operating (M&O) Costs	Provides guidance on the funding source for CIP M&O, i.e., Sales Tax, and provides for annual adjustments to the amount using the Consumer Price Index for All Urban Consumers. Sets the initial allocation of Sales Tax at 75% General Fund and 25% CIP.

## Comprehensive Financial Management Policies

### Outline

---

#### Outline

- I. Financial Planning Policies
  - A. General Fund
  - B. Utility Funds
  - C. Parks Enterprise Fund
  - D. Development Services Fund
  - E. Resource/Expenditure Estimating
- II. General Budget Policies
  - A. Resources Greater than Budget Estimates
  - B. Budget Preparation
  - C. Public Hearings
  - D. Overhead and Full Cost Allocation
  - E. Examination of Existing Base Budget
  - F. Services to Keep Pace with Needs of Community
  - G. Maintenance of Quality Service Programs
  - H. Maintenance of Existing Services vs. Additional or Enhanced Service Needs
  - I. Budget Monitoring
  - J. Performance Budgeting
  - K. Interfund Charges Based on Full Cost
  - L. Outcome Based Budget Presentation Format
  - M. Distinguished Budget Presentation
- III. Utility & Other Fund Budget Policies
  - A. Utilities Department Financial Policies (*Figure 9-1*)
  - B. Building Permit Revenues and Expenditures
  - C. Parks Enterprise Revenues and Expenditures
- IV. State-Mandated Budget Requirements (*Figure 9-2*)
  - A. Key Requirements
  - B. Fund Types
- V. Budget Development Process
- VI. Budget Adjustment & Amendment Processes
  - A. Adjustment
  - B. Amendment
- VII. Agenda Memorandum Review
- VIII. Revenue Policies
  - A. Mix of Revenues
  - B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact
  - C. Property Tax Revenues for Park Maintenance
  - D. Charges for Services
  - E. Backup Convention Center Financing (*Figures 9-3 and 9-4*)



## Comprehensive Financial Management Policies

### Outline

- 
- IX. Operating Policies
    - A. Expenditures Should be Within Current Resource Projections
    - B. Unrestricted Revenues Should Remain Unrestricted
    - C. Continual Improvement of Service Delivery
    - D. Cash Management
    - E. Cash Reserves
    - F. Fund Balances
    - G. Fixed Asset Inventories
    - H. Allocation of Overhead Costs
    - I. Utility Debt Coverage Ratio Target
  - X. Fund Description & Reserve Policies
    - A. Fund Descriptions
    - B. Reserve Policies
  - XI. Capital Investment Program Plan Policies
    - A. Relationship of Long-Range Plans to the CIP Plan
    - B. Establishing CIP Priorities
    - C. Types of Projects Included in the CIP Plan
    - D. Scoping and Costing Based on Predesign Study
    - E. Required Project Features and Financial Responsibility
    - F. Predictability of Project Timing, Cost, and Scope
    - G. Local Improvement Districts (LID)
    - H. Non-Utility CIP Maintenance and Operating (M&O) Costs
    - I. Preserve Existing Capital Infrastructure Before Building New Facilities
    - J. New Facilities Should be of High Quality, Low Maintenance, Least Cost
    - K. Public Input for Capital Projects
    - L. Basis for Project Appropriations
    - M. Balanced CIP Plan
    - N. Use of Debt in the CIP
    - O. Finance Director's Authority to Borrow
    - P. CIP Plan Update and Amendment
    - Q. Formalization of Monetary Agreements
    - R. Projected Grant Revenues
    - S. Projected Revenues from Future Land Sales
    - T. Land Sale Remnants
    - U. Applicable Project Charges
  - XII. Intergovernmental Revenues
    - A. Grants Should Not Fund Ongoing Services
    - B. Grant Agreements Reviewed for Compliance with Regulations
    - C. Budgeting for Grant Expenditures
    - D. Protecting the City's Interests
    - E. Intergovernmental Agreements



## Comprehensive Financial Management Policies

### Outline

---

- XIII. Accounting, Auditing, & Financial Reporting Policies
  - A. Accounting Records and Reporting
  - B. Auditing
  - C. Excellence in Financial Reporting
  - D. Simplified Fund Structure
- XIV. Investment Policy (*Figure 9-5*)
- XV. Debt Management Policy (*Figure 9-6*)
- XVI. Budget Ordinances (*Figure 9-7*)
  - Ordinance 5971, Human Services Funding, 12/6/10
  - Ordinance 5972, Modify Fire Code Permit Fee and Establishing Fire and Life Safety Re-Inspections Fee, 12/6/10
  - Ordinance 5973, Water Rates and Charges, 12/6/10
  - Ordinance 5974, Sewer Rates and Charges, 12/6/10
  - Ordinance 5975, Storm and Surface Water Rates and Charges, 12/6/10
  - Ordinance 5977, 2011 Property Taxes, 12/6/10
  - Ordinance 5978, 2011-2012 Budget and 2011-2017 CIP Budget Adoption, 12/6/10



## Comprehensive Financial Management Policies

---

This page has been intentionally left blank.



## Comprehensive Financial Management Policies

### Policies and Processes

---

#### I. Financial Planning Policies

The City shall develop and maintain a six-year Financial Forecast that estimates resource and expenditure behavior for the two bienniums beyond the current budget period. This Forecast will provide the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the Forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand and anticipate changes in both regional and national economic trends in order to engage in strategic financial and management planning.

##### A. General Fund:

1. The Finance Department will prepare and maintain a Financial Forecast for General Fund operations based on current service levels and current funding sources. This forecast will include the upcoming biennium as well as the two bienniums beyond the current period (a total of six forecast years). This future-oriented look will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels. The forecast also allows staff and City Council to test various "what-if" scenarios and examine the fiscal impact on future bienniums.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate, and widely disseminated to users throughout the City.
3. Departments will forecast and monitor their respective revenues and expenditures with assistance from the Finance Department. The Finance Department will assist departments in developing appropriate systems for such monitoring and will retain overall fiscal oversight responsibility for the General Fund.
4. The Financial Forecast is updated at least two times each year. Any unexpected changes in economic conditions or other circumstances may prompt more frequent updates. Any significant changes are reported to the Leadership Team, City Manager, and Council.

##### B. Utility Funds:

1. Financial forecasting will be done for the three Utility Funds in a manner similar to the General Fund. The purpose of these forecasts will be to allow the City Council and citizens to evaluate the longer-term financial needs of these programs.
2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
3. The forecasts must identify how they will impact rate structures.



## Comprehensive Financial Management Policies

### Policies and Processes

---

- C. Parks Enterprise Fund:
  1. Financial forecasting will be done for the Parks Enterprise Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
  2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- D. Development Services Fund:
  1. Financial forecasting will be done for the Development Services Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
  2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- E. Resource/Expenditure Estimating: The financial planning and subsequent budgeting for all funds will be based on the following principles:
  1. Resource and expenditure estimates should be prepared on a realistic basis with a target of  $\pm 2\%$  variance from the estimate for resources and  $\pm 1\%$  variance for expenditures.
  2. Expenditure estimates should anticipate contingencies that are reasonably predictable.

## II. General Budget Policies

- A. Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any internal service fund shall be refunded to the contributing funds unless circumstances warrant retaining such monies for future expenditure in the current fund.
- B. Budget Preparation: Department directors have primary responsibility for formulating budget proposals in line with City Council, Leadership Team, and City Manager priority direction, and for implementing them once they are approved.  
  
The Finance Department is responsible for coordinating the overall preparation and administration of the City's biennial budget and Capital Investment Program Plan. This function is fulfilled in compliance with applicable State of Washington statutes governing local government budgeting practices.  
  
The Finance Department assists department staff in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions.
- C. Public Hearings: The City Council will hold three public hearings on the budget. The first two will be held sufficiently early in the budget process to allow citizens to influence budget decisions and to allow the Council to indicate special priorities before City staff develops a preliminary budget recommendation. The third and final public hearing will be held shortly after the preliminary budget's initial presentation to the Council and before the Council's final budget deliberations. The final public

## Comprehensive Financial Management Policies

### Policies and Processes

---

- hearing will be held prior to the time the Council fixes the annual property tax levy. If deemed necessary, additional public hearings may be conducted.
- D. Overhead and Full Cost Allocation: Department budgets should be prepared in a manner to reflect the full cost of providing services.
  - E. Examination of Existing Base Budget: During each biennial budget development process, the existing base budget will be thoroughly examined to assure removal or reduction of any services that could be eliminated or reduced in cost.
  - F. Services to Keep Pace With Needs of Community: The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.
  - G. Maintenance of Quality Service Programs: Quality service programs will be offered by the City of Bellevue. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.
  - H. Maintenance of Existing Services vs. Additional or Enhanced Service Needs: Significant annual resource allocations needed to maintain existing service quality will compete directly with investment proposals during the budget evaluation process.
  - I. Budget Monitoring: The Finance Department will maintain a system for monitoring the City's budget performance. This system will provide the City Council with quarterly presentations to Council regarding fund level resource collections and department level expenditures. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Washington budgetary statutes. Budget amendments requiring City Council approval will occur through a process coordinated by the Finance Department. Significant financial issues that need to be addressed between regular monitoring reports will be provided to Council as warranted.
  - J. Performance Budgeting: Performance measures will be utilized and reported in department budgets. The City will prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs.
  - K. Interfund Charges Based on Full Cost: Interfund charges will be based on recovery of the full costs associated with providing those services. Internal Service Agreements shall be established between vendor and client departments reflecting full cost recovery unless special circumstances exist. Any disputes will be brought to the City Manager or Deputy City Manager for resolution after thorough evaluation by the Finance Department.
  - L. Outcome Based Budget Presentation Format: The focus of the City's biennial budget presentation is directed at displaying the City's services plan in Outcome areas to reflect the values of our community and important community-wide priorities recognized by the Council.
  - M. Distinguished Budget Presentation: The City will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each biennial budget. The Budget will be presented in a way that clearly communicates the budget to members of the public.



## Comprehensive Financial Management Policies

### Policies and Processes

#### III. Utility & Other Fund Budget Policies

- A. Utilities Department Financial Policies: The Utilities Department Financial Policies, including Solid Waste Reserves policies, were last updated in the 2007-2008 Budget. These policies have been included as Figure 9-1.
- B. Building Permit Revenues and Expenditures: Revenues derived from building permit fees shall be designated for the exclusive support of the development activities in the Development Services Fund. This fund will provide permit processing and compliance inspection services. Building permit fees shall include an overhead rate component to recover its share of general overhead costs, as well as department overhead from those departments directly involved in permit processing activities.
- C. Parks Enterprise Revenues and Expenditures: Revenues derived from golf and certain culture and recreation fees shall be designated for the exclusive support of activities in the Parks Enterprise Fund. This fund will maintain and operate the golf course, tennis center, and Robinswood House, administer adult athletic programs, pay approved maintenance services and overhead charges to the General Fund, and fund golf course improvements in the Capital Investment Program Fund. The Parks Enterprise Fund may also charge the General Fund for a portion of their programs that are offered with a "fee subsidy". This charge is designed to allow youth and special populations access to programs at less than full cost, to encourage participation.

#### IV. State-Mandated Budget Requirements

Washington State law (RCW 35A.34) specifies requirements that must be followed in budgeting each of the City's funds. The following summarizes the key areas covered in Washington State law:

- A. Key Requirements:
  - 3. The timing, process, and responsibility for each step.
  - 4. A standard account classification system prescribed by the State Auditor.
  - 5. Preparation and filing of a preliminary budget by the chief administrative officer.
  - 6. A "budget message" from the chief administrative officer explaining the content, financial policies, and major proposed changes.
  - 7. A public hearing on the proposed preliminary budget conducted before adoption of a final budget, which shall be held on or before the first Monday in December.
  - 8. Procedures for handling special situations such as mid-biennium emergencies.
  - 9. Limitations on the expenditure of City funds and procedures for amending the budget.
  - 10. Quarterly or more frequent reporting to the City's legislative authority on the revenue and expenditure status of each fund.
  - 11. Budgeting of nonoperating/special purpose funds on a different basis from operating budget funds.

## Comprehensive Financial Management Policies

### Policies and Processes

- B. Fund Types: The City budgets all funds in accordance with the Optional Municipal Code, Section 35A.34 of the Revised Code of Washington, which is attached as Figure 9-2. In accordance with State law, the City prepares its biennial budget on an estimated cash receipts and disbursements basis and by a process that conforms to the stated timing requirements. The only exceptions are the following special purpose funds: special assessment (e.g., Local Improvement District (LID) Bond Fund) and custodial agency funds (e.g., Firemen’s Pension Fund), where the City acts in a custodial capacity as the bookkeeper for monies belonging to others. The City maintains three primary types of funds: operating, capital project and other special purpose funds.
1. Operating funds finance the continuous, traditional service delivery functions of a municipality in Washington State. Expenditure authority (appropriations) for each of these funds lapses at the end of each biennium, and a new budget must be adopted by the City Council.
  2. Capital project funds include the General and Utility Capital Investment Program Funds which provide for the City’s seven-year capital funding. Capital project fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270).
  3. Special purpose funds are distinguished from operating/budgetary funds by their limited objectives and/or finite life spans. Special purpose fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270). Examples of special purpose funds are the Operating Grants, Donations and Special Reserves Fund, and the Housing Funds.

As required by State law, the 2011-2012 Budget reflects balanced expenditure and revenue estimates for each of the City’s funds. Although revenue estimates are made only at the fund level, expenditure budgets are prepared at the department and division level for the purpose of administrative control.

#### V. Budget Development Process

The Finance Department is responsible for coordinating the overall preparation of the City’s budgets. To accomplish this, staff issues budget instructions, conducts budget preparation training sessions, and communicates regularly with department staff. Their guidance provides the overall "rules of the game" within which the more detailed budget instructions and coordinating efforts are developed.

The following are the major provisions for a biennial budget in accordance with Section 35A.34 of the Revised Code of Washington.

Major Steps in Budget Preparation	State Law Time Limitations
1. Request by clerk to all department heads and those in charge of municipal offices to prepare detailed estimates of revenues and expenditures for the next biennium.	By second Monday in September.
2. Estimates are to be filed with the clerk.	By fourth Monday in September.
3. Estimates are presented to the city manager (CM)	On or before the first business



## Comprehensive Financial Management Policies

### Policies and Processes

for modifications, revisions or additions. Clerk must submit to CM proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	day in the third month prior to beginning of the fiscal year.
4. CM provides the legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current year. CM also provides the legislative body with the proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	No later than the first Monday in October.
5. The legislative body must hold a public hearing on revenue sources for the coming budget, including consideration of possible increases in property tax revenues. (Chapter 251, Laws of 1995, codified as RCW 84.55.120)	Before legislative body votes on property tax levy.
6. CM prepares preliminary budget and budget message and files with the legislative body and city clerk.	At least 60 days before the ensuing fiscal year.
7. Clerk publishes notice that preliminary budget has been filed and publishes notice of public hearing on final budget once a week for two consecutive weeks.	No later than the first two weeks in November.
8. Setting property tax levies	November 30
9. The legislative body, or a committee thereof, must schedule hearings on the budget or parts of the budget and may require the presence of department heads.	Prior to the final hearing.
10. Copies of proposed (preliminary) budget made available to the public.	No later than six weeks before January 1.
11. Final hearing on proposed budget.	On or before first Monday of December, and may be continued from day-to-day but no later than the 25 <sup>th</sup> day prior to next fiscal biennium.
12. Adoption of Budget.	Following the public hearing and prior to beginning of the ensuing fiscal biennium.
13. Copies of final budget transmitted to the State Auditor's Office.	After adoption.

The following are key procedural steps in the City's budget development process. Note that the process and dates indicated below match the 2011-2012 process, and may be changed for future processes.



## Comprehensive Financial Management Policies

### Policies and Processes

---

1. Early in the year Council held a budget retreat to provide an overview of the 2011-2012 Budget and 2011-2017, discuss financial policy and identify Council priorities.
2. In February, Council finalized the Outcome areas for the upcoming budget.
3. In March, the official "budget call" required by State law was made to all department directors or fund managers by the Budget Office as designees of the City Manager and Finance Director. Budget development instructions and other materials were provided to the departments at that time.
4. Early in the year, an operating and CIP budget survey was conducted. The survey reached a statistically valid sample of Bellevue residents and queried residents on a variety of City services, including how important and satisfied residents were with these services.
5. Revenue and expenditure estimates were developed and updated by the Finance Department throughout the budget process. "Early Outlook" Financial Forecasts were prepared and presented to the Council in April.
6. The initial public hearing was held in May and a second public hearing was held in July to provide the public with ample opportunity to comment on recommended programs and/or ideas for new programs.
7. In May, the Request for Results (RFR) were sent to departments. Departments prepared proposals in response to the RFRs and submitted to Results Teams (RTs).
8. From late May to June, RTs reviewed, ranked and provided feedback to departments regarding their proposals. A second round of proposals, incorporating edits were submitted and ranked in July.
9. From July to August, the Leadership Team reviewed the RTs recommendations and provided feedback.
10. In September, RTs presented their recommendations by Outcome to the Council.
11. In late September, the City Manager made final budget decisions and directed preparation of the preliminary budget.
12. During October, preliminary budget documents were prepared, printed, and filed with the City Clerk. This proposed budget was presented to the Council in late October, and copies were made available to the public immediately after the presentation.
13. Between late October and early December, the Council met in a series of budget sessions to review and discuss the proposed budget.
14. In November, results from the operating and CIP budget survey were presented to Council.
15. The third and final public hearing was held in November during the time the Council discussed the preliminary budget. Citizens were able to comment on recommended programs and/or ideas for new programs at these public hearings.
16. In early December, the Council adopted the budget by ordinance and established the budget appropriation for the next biennium.



## Comprehensive Financial Management Policies

### Policies and Processes

---

17. The final budget was published and distributed during the first half of the following year. Copies are made available to the public and are available on the City's website.
18. Quarterly monitoring reports are prepared by the Finance Department to report on actual performance compared to budget estimates and to identify any remedial actions that may be needed.
19. As required by State law, a mid-biennium update will occur during the year following adoption of the biennial budget. This update is required by state law and allows for budget modifications and technical adjustments.
20. The budget development process described above is supplemented by information generated by the City's Financial Forecast. The forecast is a financial tool that provides the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions.
21. The budget process is also supplemented by information on service delivery performance and benchmarking with discussions and publication of a Comparative Cities Performance Report and an Annual Performance Report.

#### VI. Budget Adjustment & Amendment Processes

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line". Amendment of the budget involves an addition to or reduction of existing appropriations.

- A. **Adjustment:** Under the first method, departmental expenditures and requirements are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments will not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits. These changes are then reviewed with the affected department and/or fund managers. When an adjustment is needed, Finance staff will look first to savings within the department; and then transfers between departments. No City Council action is needed as State law allows budget adjustments to be done administratively.
- B. **Amendment:** Amending the City's budget occurs whenever the requested changes from department and/or fund managers will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

#### VII. Agenda Memorandum Review

The Finance Department will review all agenda items submitted for City Council action. The objective of these reviews will be to ensure compliance with the budget and disclosure of all fiscal issues to the Council. This information will be presented in the fiscal impact section of each agenda memorandum.



## Comprehensive Financial Management Policies

### Policies and Processes

---

#### VIII. Revenue Policies

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

- A. **Mix of Revenues:** The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability.
  - 1. Property taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn.
  - 2. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
  - 3. The City will strive to keep a total revenue mix that encourages growth, and keeps Bellevue economically competitive and a City of choice for people to live and do business.
- B. **Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact:** The following factors will be considered when the City's taxes are increased, decreased, extended, or changed in any way.
  - 1. Stability of the tax source over its expected life.
  - 2. Suitability for a pledge against future debt, if that is part of the City Council's long-range intent for the revenue source.
  - 3. Spread the tax burden throughout the City's tax base by utilizing a broad array of the tax sources available, and by investigating mitigation of inequities and hardships where appropriate (e.g., property tax exemptions and deferrals, and utility tax rebates for low-income elderly people). State and local legislative remedies for detrimental tax impacts should be sought where appropriate.
  - 4. Apply the tax impact information for both residential and business taxpayers against a future vision of what the tax policy decision is intended to foster.
- C. **Property Tax Revenues for Park Maintenance:** Revenues derived from the Property Tax Lid Lift for Park Maintenance, which Bellevue voters approved in November 2008, shall be deposited in the General Fund to pay all costs necessary to fund the maintenance and operating costs of specific park facilities.
- D. **Charges for Services:** As much as is reasonably possible, City services that provide private benefit should be supported by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit. Charges for services that benefit specific users should recover full costs, including all direct costs, capital costs, department overhead, and Citywide overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for such services. A subsidy of a portion of the costs for such services may be considered when consistent with legal requirements to meet other City interests and objectives, such as remaining competitive within the region.
- E. **Backup Convention Center Financing:** In accordance with Ordinance No. 4094 (passed on 12/4/89) and Ordinance No. 4229 (passed on 3/4/91), 0.01% of the City's total gross receipts business and occupation taxing authority of 0.2%, is reserved as a backup financing mechanism for the Convention Center should additional financing



## Comprehensive Financial Management Policies

### Policies and Processes

beyond that contemplated in the adopted Convention Center Financing Plan become necessary. In addition, any additional increase in the City's B&O tax (measured by gross receipts) shall first require an analysis of the status of the Convention Center Financing Plan. This information must be included in any fiscal impact notes on agenda materials presented to the City Council for the purpose of increasing the B&O tax rate described above. Ordinance Nos. 4094 and 4229 are attached as Figures 9-3 and 9-4.

#### IX. Operating Policies

The City should accommodate both one-time and ongoing expenditures within current resources, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness.

- A. **Expenditures Should be Within Current Resource Projections:** Ongoing expenditures should be equal to or less than ongoing revenues. Each City fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time resources and non-recurring ending fund balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund ongoing programs.
- B. **Unrestricted Resources Should Remain Unrestricted:** Unless otherwise stated explicitly by the City Council, unrestricted resources will not be earmarked for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available resources to meet changing service requirements.
- C. **Continual Improvement of Service Delivery:** The City will seek to optimize the efficiency and effectiveness of its services through Business Process Improvement (BPI) efforts, performance budgeting and measuring, and by assessing its services with comparable cities to reduce costs and improve service quality.
- D. **Cash Management:** The Finance Department will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by City departments will be deposited with Finance within 24 hours of receipt.
- E. **Cash Reserves:** The City will maintain adequate cash reserves in order to reduce the potential need for borrowing or service reductions during periods of economic downturn, natural catastrophe, or for other, one-time extraordinary expenditures. Annually, the City will target 15% of General Fund revenues as a General Fund ending balance, commonly known as a reserve.
- F. **Fund Balances:** Accruals and non-cash enhancements to revenues will not be made as a means to influence fund balances at year-end or during budget discussions.
- G. **Fixed Asset Inventories:** Accurate inventories of all physical assets (including roads infrastructure), their condition, life spans, and cost will be maintained to ensure proper stewardship of public property. The Finance Director will establish policies and appropriate procedures to manage fixed assets, including establishing the threshold dollar amount for which fixed asset records are maintained and how often physical inventories will be taken.
- H. **Allocation of Overhead Costs:** Overhead costs will be allocated to determine the full cost of providing services. Overhead costs will be allocated according to consistent

## Comprehensive Financial Management Policies

### Policies and Processes

---

methodology developed in consultation between the Finance Department and other operating departments.

- I. Utility Debt Coverage Ratio Target: The City Council adopted the following debt service coverage policy for the bonds issued by the City's Waterworks Utility on March 7, 1994 by Resolution No. 5759:

"The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro forma projections which will be disseminated to the bond rating agencies and to the financial community generally."

#### X. Fund Description & Reserve Policies

Fund descriptions and reserve policies have been developed in a standard format for all City funds and are included in the 2011-2012 Budget Detail volume.

- A. Fund Descriptions include the following:

1. Fund Type
2. Fund Description
3. Year Created
4. Major Revenue Sources
5. Major Expenditures
6. Fund Custodian
7. Reserve Policy
8. Other Notes

- B. Reserve Policies include the following:

1. Budgeting for Reserves: The City will maintain and justify budgeted reserves.
2. Expenditure of Budgeted Reserves: Reserves included in the operating budget shall not be expended without the express written approval of the Finance Director.
3. Annually the City will target 15% of General Fund revenues as a General Fund ending balance. This balance is to protect the City's essential service programs during periods of economic downturn, which may temporarily reduce actual resources or cut the growth rate of City resources below that necessary to maintain pre-existing service levels. Additionally, the ending fund balance, commonly known as a reserve, can be used in the event of a natural catastrophe, counter cyclical basic revenue growth (Property, Sales, and B & O taxes combined) below 5 percent for the biennium, or because of unfunded federal or state mandates.
4. The target of 15% of annual General Fund revenues as a General Fund reserve shall be sufficient to maintain the City's exceptional bond rating for both its unlimited and limited general obligation tax bonds.



## Comprehensive Financial Management Policies

### Policies and Processes

---

#### XI. Capital Investment Program Plan Policies

A number of important policy considerations are the basis for the Capital Investment Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

- A. Relationship of Long-Range Plans to the CIP Plan: Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Investment Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. Examples of these supporting documents are: Transportation Facility Plans (Central Business District (CBD), Bellevue-Redmond Overlake Transportation Study (BROTS), East Bellevue Transportation Study (EBTS), Newcastle), the Parks and Open Space Plan, the Municipal Facilities Plan, the Fire Master Plan, the CBD Implementation Plan and the Comprehensive Plans of the Water, Sewer, and Storm & Surface Water Utilities. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above. These exceptions include activities such as the Neighborhood Enhancement Program (NEP) and the Community Development Program.
- B. Establishing CIP Priorities: The City uses the following basic CIP project prioritization and selection process.
1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with City Council priorities and input from citizens and associated City boards and commissions (if applicable). The criteria established for this CIP are displayed in the 2011-2017 CIP Plan document in the tab titled "CIP Project Prioritization Criteria".
  2. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects for each new seven-year Plan.
  3. The Budget Finance Department, CIP Review Panel and City Manager evaluate the various CIP projects and select those with the highest priority.
  4. Within the available funding, the highest priority projects are then selected and funded in the CIP.
  5. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (M&O) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future M&O costs related to the implementation of completed projects.
  6. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
  7. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.

## Comprehensive Financial Management Policies

### Policies and Processes

---

- C. Types of Projects Included in the CIP Plan: The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment. For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:
1. Exceeds a cost of \$100,000
  2. Involves:
    - a. Totally new physical construction,
    - b. Development of a major technology system (technology system is defined as "an integrated set of hardware, software and processes working cohesively to perform a business function")
    - c. Reconstruction designed to gradually and systematically replace an existing facility or system on a piecemeal basis,
    - d. Replacement of a major component of an existing facility or technology system, or
    - e. Acquisition of land or structures; and
  3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100% grant-funded project or 100% Local Improvement District funded project.

Eligible costs include:

    - a. Studies/plans that determine the feasibility and/or support the preliminary design of future CIP projects,
    - b. Pre-design, design, development, right-of-way, construction, inspection, and/or testing, and
    - c. Staff and consultants to deliver the capital project.
- D. Scoping and Costing Based on Predesign Study: It has proven difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally, an estimated amount, sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.
- E. Required Project Features and Financial Responsibility: If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.
- F. Predictability of Project Timing, Cost, and Scope: The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees,





## Comprehensive Financial Management Policies

### Policies and Processes

developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.

- G. **Local Improvement Districts (LID):** This policy limits the use of LIDs to specific instances. Examples of when future LIDs may be formed are as follows: 1) where old agreements exist committing property owners to LID participation on future projects; 2) when current development activity or very recently past development activity has exempted these projects from the assessment of Transportation Impact Fees; 3) when a group of property owners wish to accelerate development of a certain improvement; 4) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 5) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request within 45 days and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution shall not exceed 50% of all project eligible costs.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100% LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

- H. **Non-Utility CIP Maintenance and Operating (M&O) Costs:** Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's sales tax revenue, split between 75% General Fund and 25% CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment.
- I. **Preserve Existing Capital Infrastructure Before Building New Facilities:** It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility

## Comprehensive Financial Management Policies

### Policies and Processes

---

- enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.
- J. **New Facilities Should Be of High Quality, Low Maintenance, Least Cost:** This policy has guided the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.
- K. **Public Input for Capital Projects:** The City makes a serious commitment to public involvement. All of the City's long-range plans have been developed through an extensive citizen involvement program. Citizen involvement occurs at the long-range plan development stage, during CIP review and adoption, during master planning processes, during design and construction of specific projects, and through public processes associated with City boards and commissions. Public hearings are held during the CIP Plan development process to allow the public to comment on the recommended projects. The projects themselves call for an extensive public outreach effort, allowing those most closely effected to influence the design of the projects. While public input is essential to the successful implementation of the CIP Plan, staff and Council must also remain conscious of the overall effect upon costs when responding to requests of project neighbors.
- L. **Basis for Project Appropriations:** During the City Council's biennial CIP Plan review, the City Council will appropriate the estimated project costs for the biennium for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.
- M. **Balanced CIP Plan:** The CIP Plan is a balanced seven-year plan. This means that for the entire seven-year period, revenues will be equal to project expenditures in the Plan. It is anticipated that the plan will have more expenditures than revenues in single years of the Plan, but this imbalance will be corrected through the use of interim financing as needed. However, over the life of the seven-year plan, all planned interim debt will be repaid and all Plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current seven-year Plan, must have specific City Council approval.
- N. **Use of Debt in the CIP:** The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt has been minimized, allowing the City to put money into actual projects that benefit Bellevue residents and businesses rather than into interest payments to financial institutions. To that end, this policy limits debt to short-term obligations, primarily for cash flow purposes. Debt incurred will be paid back before the end of the current CIP. Finance staff monitor CIP cash flow regularly and utilize fund balances to minimize the amount of borrowing required. Projected financing costs are included within a project in the General Government program area. There are exceptions to this policy for extraordinary circumstances, where Councilmanic or voted long-term debt have been issued to achieve major City goals that otherwise could not have been achieved, or would have been delayed an unacceptable amount of time.



## Comprehensive Financial Management Policies

### Policies and Processes

---

- O. Finance Director's Authority to Borrow: The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the current CIP Plan.
- P. CIP Plan Update and Amendment: The CIP Plan will be updated at least biennially as a part of the City's biennial budget process. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. The City Council has delegated authority to the City Manager to administratively approve CIP Plan adjustments, except for changes in project scope or changes that total more than 10% of a project's adopted CIP Plan budget (unless a 10% adjustment is less than \$10,000), or regardless of the percentage, budget changes totaling more than \$100,000. The Council has further authorized the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished without causing cash flow problems and with the understanding that any controversial issues would be brought before the City Council. All project additions or deletions must be approved by the City Council.
- Q. Formalization of Monetary Agreements: All agreements between the City and outside jurisdictions shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments. Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.
- R. Projected Grant Revenues: At the Finance Director's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing M&O costs, and replacement costs associated with the acquisition.
- S. Projected Revenues from Future Land Sales: The City recognizes that City-owned land is an asset that can be sold to finance CIP projects. With this in mind, the City shall cautiously allow land sale proceeds to be used as a funding source by program areas that have oversight responsibility for the land. The land shall be valued based on an appraisal performed either by the Transportation Department or an outside appraisal company. A conservative value shall be used to provide a cushion for economic shifts. The timing of the proceeds shall be estimated based on the length of time the property is likely to be on the market. However, if the land does not sell in a timely manner or its value turns out to be overestimated, then the program area must either reallocate revenue sources from other projects within its area, find an agreeable replacement funding source, or cease work on the project, if possible.
- T. Land Sale Remnants: The City is frequently left with property remnants following the completion of a project that required rights-of-way (ROW) acquisition. These remnants represent an asset to the program area that purchased them. If the project selling the land remnants is still active, the revenue from the sale shall be receipted as land sale proceeds in the project, therefore serving to partially offset the ROW acquisition costs. If the project is already completed at the time of the remnant sale, the land sale proceeds can either be used by the selling program area to help fund



## Comprehensive Financial Management Policies

### Policies and Processes

---

another of that program area's projects, or they can be deposited in the Land Purchase Revolving Fund for future use by the purchasing program area.

- U. Applicable Project Charges: CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

#### **XII. Intergovernmental Revenues**

Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by the county, state, or federal government. The City should take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues, and grants while aggressively opposing mandates that distort local service priorities.

- A. Grants Should Not Fund Ongoing Services: The City will refrain from using grants to meet ongoing service delivery needs. In the City's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- B. Grant Agreements Reviewed for Compliance with Regulations: All grant agreements will be reviewed by the appropriate City staff, including Finance, City Attorney's Office, and sponsoring department, to ensure compliance with state, federal, and City regulations.
- C. Budgeting for Grant Expenditures: At the City Manager's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- D. Protecting the City's Interests: The City will aggressively oppose state or federal actions that mandate expenditures that the City Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
- E. Intergovernmental Agreements: The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. All intergovernmental agreements and contracts for service delivery will be brought forward to the City Council for approval.

#### **XIII. Accounting, Auditing & Financial Reporting Policies**

The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall City goals and objectives are met.

- A. Accounting Records and Reporting: The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with the state's budget laws and regulations. The City will report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP) applicable to governments.



## Comprehensive Financial Management Policies

### Policies and Processes

---

- B. Auditing: The State Auditor will annually perform the City's financial and compliance audit. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR). Results of the annual audit shall be provided to the Council in a timely manner.
- C. Excellence in Financial Reporting: As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.
- D. Simplified Fund Structure: The City will minimize the number of funds. The funds will be categorized in accordance with generally accepted accounting principles (GAAP) for reporting purposes, although some funds may be functional classifications but may also be referred to by City of Bellevue fund types.

#### **XIV. Investment Policy**

The City shall maintain a current investment policy. A copy is attached as Figure 9-5.

As an additional independent confirmation of the integrity of the City's Investment Policy, the City's policy has been certified by the Municipal Treasurers' Association of the United States and Canada.

#### **XV. Debt Management Policy**

The City shall maintain a current debt policy. A copy is attached as Figure 9-6.

#### **XVI. Budget Ordinances**

Budget Ordinances are attached as Figure 9-7.

- Ordinance 5971, Human Services Funding, 12/6/10
- Ordinance 5972, Modify Fire Code Permit Fee and Establishing Fire and Life Safety Re-Inspections Fee, 12/6/10
- Ordinance 5973, Water Rates and Charges, 12/6/10
- Ordinance 5974, Sewer Rates and Charges, 12/6/10
- Ordinance 5975, Storm and Surface Water Rates and Charges, 12/6/10
- Ordinance 5977, 2011 Property Taxes, 12/6/10
- Ordinance 5978, 2011-2012 Budget and 2011-2017 CIP Budget Adoption, 12/6/10

# Waterworks Utility

## Financial Policies

December, 2010

**Comprehensive Financial Management Policies  
Figure 9-1. Utilities Department Financial Policies**

**TABLE OF CONTENTS**

**INTRODUCTION** .....G-3

**I. GENERAL POLICIES**.....G-3

    A. *Fiscal Stewardship* .....G-3

    B. *Self-sufficient Funding*.....G-4

    C. *Comprehensive Planning Policies*.....G-4

**II. CAPITAL INVESTMENT PROGRAM POLICIES**.....G-7

    A. *General Scope*.....G-7

    B. *Funding Levels* .....G-10

    C. *Use of Debt*.....G-11

    D. *Capital Facilities Renewal & Replacement (R&R) Account*.....G-14

**III. SYSTEM EXPANSION AND CONNECTION POLICIES**.....G-15

    A. *Responsibilities* .....G-15

    B. *Cost Recovery*.....G-15

    C. *Use of Revenues*.....G-16

    D. *Affordable Housing Consideration*.....G-16

**IV. RATE POLICIES**.....G-17

    A. *Rate Levels*.....G-17

    B. *Debt Coverage Requirements*.....G-18

    C. *Frequency of Rate Increases* .....G-18

    D. *Rate Structure - Sewer* .....G-18

    E. *Rate Structure - Storm & Surface Water*.....G-19

    F. *Rate Structures - Water* .....G-19

    G. *Rate Equity*.....G-20

    H. *Rate Uniformity*.....G-21

    I. *Rate Assistance*.....G-21

**V. OPERATING RESERVE POLICIES**.....G-22

    A. *Operating Reserve Levels*.....G-22

    B. *Management of Operating Reserves*.....G-24

    C. *Asset Replacement Reserves*.....G-25

## INTRODUCTION

The Waterworks Utility is the financial consolidation of the Sewer, Storm & Surface Water and Water Utilities of the City of Bellevue for debt rating and coverage purposes as established in Ordinance No.'s 2169, 2845, 3158 and 4568. It pledges the strengths and revenues of the three separate Utilities for the common financial good while keeping each Utility financially separate for budgeting, rate-setting, revenues, expenditures, debt and accounting.

These "Financial Policies" apply uniformly to the Sewer, Storm & Surface Water and Water Utilities with few, unique exceptions which are identified separately. This update reflects changes consistent with current long-range financial planning, particularly with regard to renewal and replacement funding, the use of debt and rate policies. They supersede the Financial Policies, which were adopted under Resolution No. 5967 in 1995.

These policies do not stand-alone. They must be taken in context with the other major City and Utilities documents and processes. For instance, each Utility has its own Comprehensive Plan, which documents its unique objectives, planning, operations and capital needs. These Comprehensive Plans have historically had a 20-year planning horizon. Future Comprehensive Plans will need to evaluate long term renewal and replacement of aging facilities, much of which were constructed in the 1950's and 1960's during periods of high growth rates and are approaching the end of their useful life. Life cycle costs should be considered in planning the future capital facilities and infrastructure needs.

The City has a seven-year City-wide Capital Investment Program (CIP) Plan which is updated with each biennial budget cycle. All major City capital projects are included. Generally, they are described as over \$25,000; involving new physical construction, reconstruction or replacement; and involving City funding. The CIP identifies the level and source of funding for each project. The CIP includes specific sections for each Utility which identify near-term capital projects consistent with each current Utility Comprehensive Plan and several projects of general scope including renewal and rehabilitation, capital upgrades, response to growth and other system needs.

## I. GENERAL POLICIES

### *A. Fiscal Stewardship*

**The Waterworks Utility funds and resources shall be managed in a professional manner in accordance with applicable laws, standards, City financial practices and these Financial Policies.**

Discussion:

It is incumbent on Utility management to provide professional fiscal management of utility funds and resources. This requires thorough knowledge of and conformance with the City financial management processes and systems as well as applicable laws and standards. It also requires on-going monitoring of revenues and expenses in order to make decisions and report to City officials, as needed, regarding the status of Utilities financing. Independent financial review, analysis and recommendations should be undertaken as needed.

## Comprehensive Financial Management Policies

### Figure 9-1. Utilities Department Financial Policies

#### **B. Self-sufficient Funding**

**Each Utility shall remain a self-supporting enterprise fund.**

Discussion:

The revenues to each Utility primarily come from customer charges dependent on established rates. State law requires that utility funds be used only for utility purposes. Since each Utility has somewhat differing service areas, it is essential for ratepayer equity that they be kept financially separate and accountable. The City's General Fund can legally contribute to the Utility funds but does not. The City budgeting process includes a balanced and controlled biennial Utility budget. This requires careful preparation of expense and revenue projections that will be reviewed by City management, the Environmental Services Commission, the general public and the City Council prior to approval of any change in Utility rates.

#### **C. Comprehensive Planning Policies**

**Comprehensive Plans for the Water and Sewer Utilities shall be completed or updated every six years, using a 20-year planning horizon or greater and considering life cycle costs to identify funding needs. Comprehensive Storm & Surface Water System Plans and individual Storm & Surface Water Basin Plans will be completed and updated as required using similar criteria for planning infrastructure needs.**

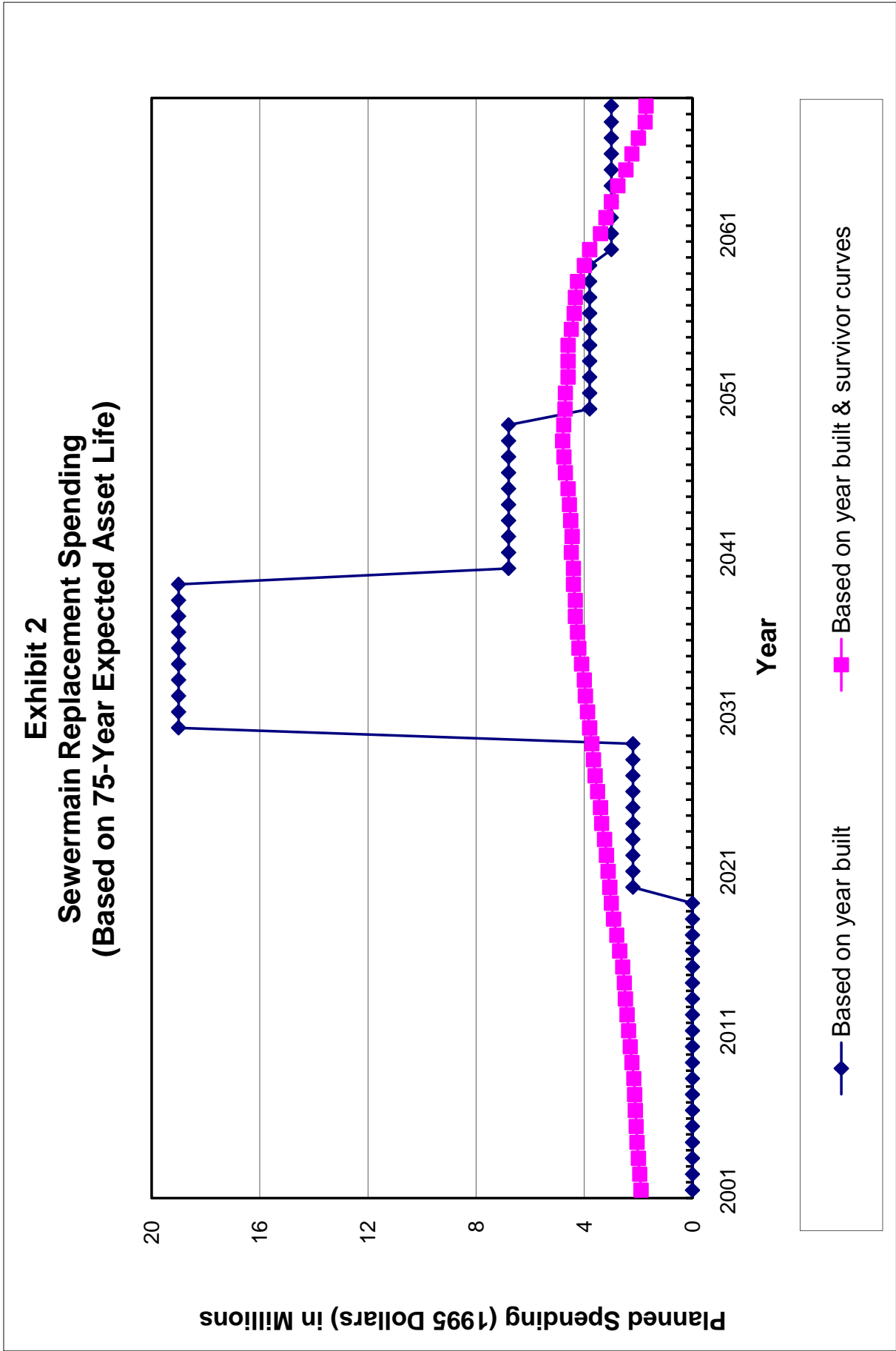
Substantial portions of the City utility systems were constructed in the 1950's and 1960's. These systems are approaching the end of their useful life as illustrated on the following Exhibit 1 - Watermain Replacement Spending and Exhibit 2 - Sewermain Replacement Spending. The storm & surface water infrastructure is of similar age but has not been graphed. It most likely has a relatively shorter expected life span. The object is to determine and follow a survivor curve replacement schedule rather than the replacement schedule based on age alone. Assumptions for survivor curves and useful lives are revisited periodically. These were assessed in 2004 and updated for the most recent engineering and financial findings. Significant changes include the adjustment of replacement costs to current price levels, categorization of pipe assets based on expected useful lives, and replacement of major non-pipe Utility assets such as pump stations and reservoirs. The Exhibits illustrate an example survival replacement curve based on preliminary estimates only. As real needs are determined, they will replace the estimated curves. Renewal and/or replacement will require substantial reinvestment in the future and have major rate impacts if large portions of the systems have to be replaced in relatively short periods of time. The actual useful life of underground utilities is difficult to determine and the best available data is needed to be able to plan for the orderly and timely renewal and/or replacement. For this purpose, the comprehensive plans need to have at least 20 year planning horizons and must address the aging of the Utility systems.

Long term comprehensive planning for the Utility systems is required in order to assure that the future financial needs are anticipated and equitable funding plans can be developed. In order to keep funding plans current, comprehensive plans need to be updated approximately every six years (as required by State law for water and sewer comprehensive plans). These Financial Policies will then be reviewed and updated as needed.

**Exhibit 1**  
**Watermain Replacement Spending**  
**(Based on 75-Year Expected Asset Life)**



Comprehensive Financial Management Policies  
Figure 9-1. Utilities Department Financial Policies





## II. CAPITAL INVESTMENT PROGRAM POLICIES

### A. *General Scope*

**The Utilities Capital Investment Program (CIP) will provide sufficient funds from a variety of sources for implementation of both short- and long-term capital projects identified in each Comprehensive Plan and the City-wide Capital Investment Program as approved by the City Council.**

**Financial planning for long-term capital investment shall be based on principles that result in smooth rate transitions, maintain high credit ratings, provide for financial flexibility and achieve inter-generational equity.**

Discussion:

These near-term capital projects are usually identified in each Comprehensive Plan which also provides the criteria and prioritization for determining which projects will be constructed. Several projects of general scope are also included to allow for on-going projects that are less specifically identified due to their more inclusive nature.

In addition to these near-term projects, funding should be provided for long-term capital reinvestment in the system to help minimize large rate impacts as the systems near the end of their useful life and have to be renewed or replaced. Ordinance No. 4783 established a Capital Facilities Renewal & Replacement (R&R) Account for each Utility to provide a funding source for this purpose. Other policies describe how this Account is to be funded and expended.

A reinvestment policy by itself, without some form of planned and needed expenditure, could lead to excessive or unneeded expenditures, or conversely unnecessary accumulations of cash reserves. The reinvestment policy needs to tie the planned expenditures over time with a solid, long-term financial plan that is consistent with these policies.

The actual needs for the renewal/replacement expenditures should relate to the on-going need to minimize system maintenance and operating costs consistent with providing safe and reliable service, the age and condition of the system components, and any regulatory or technical obsolescence. In essence, plant should be replaced when it is needed and before it fails. As such, the goal setting measure of how much is an appropriate annual or periodic reinvestment in renewals and replacement of existing assets should be compatible with the age and condition of the infrastructure and its particular circumstances.

WP0459C-ORD  
06/27/95

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4783

AN ORDINANCE creating utility capital replacement accounts for the Water, Sewer and Storm and Surface Water Utilities within the Utility Capital Investment Fund for the purpose of accumulating funding for long term replacement of utility facilities.

WHEREAS, the Utilities 1995 Cost Containment Study prepared by Financial Consulting Solutions Group, Inc. (FCSG) recommends that current utility rates recover from the ratepayers amounts which at a minimum are equal to the depreciated value of the original cost of utility facilities and at a maximum are amounts equal to the replacement value of utility infrastructure; and

WHEREAS, FCSG recommends that utility funds not needed for current expenditure be placed in a replacement account to be used in the future in combination with current revenues and/or debt financing to replace capital facilities nearing the end of their useful life; and

WHEREAS, implementation of FCSG's recommendations would promote intergenerational rate equity and provide more stable rates to customers over the long term; and

WHEREAS, the Council desires to make an initial, 1995 deposit of \$600,000 in savings from the Water Fund into the new capital replacement account for the Water Utility; now, therefore,

**THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES  
ORDAIN AS FOLLOWS:**

Section 1. The purpose of this ordinance is to establish capital facilities replacement accounts within the Utility Capital Investment Fund in order to assure a future funding source for replacement of utility facilities nearing the end of their useful life. The City Council will determine each year, as part of the adoption of the utilities operating budgets, how much, if any, utility revenue during the upcoming year shall be designated for transfer to a replacement account. The City Council may also authorize the receipt of other funds directly into these capital facility replacement accounts. Once deposited the funds will accumulate with interest. The decision regarding when and how to utilize such accumulated funds for the replacement of utility facilities will be made as part of the Utility Comprehensive Plans and Utility Capital Investment Program approval process.

---

ORIGINAL

WP0459C-ORD  
06/27/95

Section 2. The following new accounts are established in the Utility Capital Investment Fund:

- Capital Facilities Replacement Account - Sewer
- Capital Facilities Replacement Account - Water
- Capital Facilities Replacement Account - Storm and Surface Water

Section 3. There is hereby authorized the 1995 transfer from the Water Utility Operating Fund to the Capital Facilities Replacement Account - Water the amount of \$600,000.

Section 4. This ordinance shall take effect and be in force five days after its passage and legal publication.

PASSED by the City Council this 24<sup>th</sup> day of July, 1995, and signed in authentication of its passage this 24<sup>th</sup> day of July, 1995.

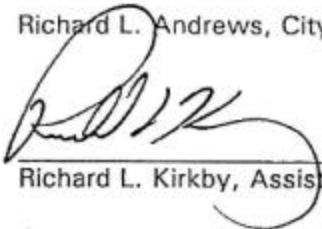
(SEAL)



Donald S. Davidson, DDS, Mayor

Approved as to form:

Richard L. Andrews, City Attorney



Richard L. Kirkby, Assistant City Attorney

Attest:

  
Myrna L. Basich, City Clerk

Published July 28, 1995

**Comprehensive Financial Management Policies**  
**Figure 9-1. Utilities Department Financial Policies**

**B. Funding Levels**

**Funding for capital investments shall be sustained at a level sufficient to meet the projected 20 year (or longer) capital program costs.**

**Funding from rate revenues shall fund current construction and engineering costs, contributions to the Capital Facilities Renewal and Replacement (R&R) Account, and debt service, if any.**

**Inter-generational equity will be assured by making contributions to and withdrawals from the R&R Account in a manner which produces smooth rate transitions over a 20 year (or longer) planning period.**

**On an annual basis, funding should not fall below the current depreciation of assets expressed in terms of historical costs less any debt principal payments.**

Discussion:

These policies are based on the experience gained by developing a long-term Capital Replacement Funding Plan. In absence of such a plan, the range of capital investment funding should fall between the following minimum and maximum levels:

The minimum annual rate funding level would be based on the current depreciation of assets expressed in terms of historical costs, less any debt principal payments.

The maximum annual rate funding level would be based on the current depreciation of assets expressed in terms of today's replacement costs, less any debt principal payments.

The minimum level based on historical cost depreciation approximates the depletion of asset value. Some of the cost may already be in the rates in the form of debt service. Depreciation less debt principal repayment provides a minimum estimate of the cost of assets used. Any funding level below this amount defers costs to future rate payers and erodes the Utility's equity position, which puts the Utility's financial strength and viability at risk.

The maximum level based on replacement cost depreciation represents full compensation to the utility, in terms of today's value, for the depletion of assets. The replacement cost depreciation, again less debt principal repayment, provides a ceiling to an equitable definition of "cost of service".

The purpose of long-term capital reinvestment planning is to establish a target funding level which is based on need and to assure that funds will be available for projected capital costs in an equitable manner. The best projection of the needed capital reinvestment is based on a "survival curve" approach, approximating the timing and cost of replacing the entire system. This defines the projected financial needs and allows determination of equitable rate levels, funding levels for current capital construction and engineering, contributions to and withdrawals from the R&R Account, and the use of debt, if any. It also provides a means to project depreciation on both historical cost and replacement cost basis which are used to calculate minimum and maximum funding levels, debt to fixed asset ratios, and debt coverage levels, if debt is used. These later measures can be used to assure that the financial plan meets conventional standards.

**C. Use of Debt**

**The Utilities should fund capital investment from rates and other revenue sources and should not plan to use debt except to provide rate stability in the event of significantly changed circumstances, such as disasters or external mandates.**

**Resolution No. 5759 states that the City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00". Please note that the Moody's Investor Services rating should be Aa2 (not Aa as stated in Resolution No. 5759).**

Discussion:

The Utilities are in a strong financial position and have been funding the Utility Capital Investment Program from current revenues for a number of years. The current 20 year and 75 year capital funding plans conclude that the entire long-term renewal and replacement program can be funded without the use of debt if rates are planned and implemented uniformly over a sufficient period. Customers will pay less over the long-term if debt is avoided, unless it becomes truly necessary due to unforeseen circumstances such as a disaster or due to changes in external mandates. Having long-term rate stability also assures inter-generational equity without the use of debt because the rate pattern is similar to that achieved by debt service.

Use of low interest rate debt such as the Public Works Trust Fund loans, by offering repayment terms below market rates, investment earnings or even inflation, should be viewed as a form of grant funding. When available or approved, such sources should be preferred over other forms of rate or debt funding, including use of available resources. Since such reserves would generate more interest earnings than the cost of the loan, the City's customers would be assured to benefit from incurring such debt.

Comprehensive Financial Management Policies  
Figure 9-1. Utilities Department Financial Policies

WP0254C-RES  
03/03/94

CITY OF BELLEVUE, WASHINGTON

RESOLUTION NO. 5759

A RESOLUTION relating to financial policy for the Waterworks Utility and adopting a debt service coverage policy for the Waterworks Utility

WHEREAS, the City of Bellevue is consistently recognized for its prudent financial management; and

WHEREAS, the City of Bellevue's Water and Sewer Bonds are currently rated Aa by Moody's Investor Services and AA- by Standard & Poor's Corporation, which are considered to be excellent ratings; and

WHEREAS, these excellent ratings result in lower interest costs on the City's Water and Sewer bonds, which, in turn, may result in lower water, sewer and storm drainage costs; and

WHEREAS, it is important to the rating agencies and to the financial community that the City articulate its financial goals for its Waterworks Utility; and

WHEREAS, a desirable debt service coverage ratio, the ratio of revenues available for debt service to the annual debt service requirement, positively affects the Utility's bond ratings; and

WHEREAS, the City Council deems it in the City's best interest to establish a debt service coverage policy target for the purpose of protecting its current bond rating and to allow for the development of financial projections,  
NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES  
RESOLVE AS FOLLOWS:

Section 1. The City Council hereby adopts the following debt service coverage policy for the bonds issued by the City's Waterworks Utility.

The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro

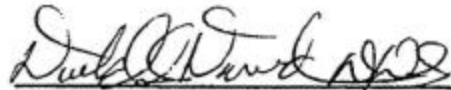
Comprehensive Financial Management Policies  
Figure 9-1. Utilities Department Financial Policies

WP0254C-RES  
03/03/94

forma projections which will be disseminated to the bond rating agencies and to the financial community generally.


PASSED by the City Council this 7th day of March,  
1994, and signed in authentication of its passage this 8th day of  
March, 1994.

(SEAL)



Donald S. Davidson, DDS, Mayor

Attest:

  
Myrna L. Basich, City Clerk

**Comprehensive Financial Management Policies**  
**Figure 9-1. Utilities Department Financial Policies**

**D. Capital Facilities Renewal & Replacement (R&R) Account**

**1. Sources of Funds**

Revenues to the R&R Account may include planned and one-time transfers from the operating funds, transfers from the CIP Funds above current capital needs, unplanned revenues from other sources, Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account.

**2. Use of Funds**

Funds from the R&R Account shall be used for system renewal and replacement as identified in the CIP. Because these funds are invested, they may be loaned for other purposes provided repayment is made consistent with the need for these funds and at appropriate interest rates. Under favorable conditions, these funds may be loaned to call or decrease outstanding debt.

**3. Accumulation of Funds**

The R&R Account will accumulate high levels of funds in advance of major expenses. These funds will provide rate stability over the long-term when used for this purpose and *should not be used for rate relief.*

Discussion:

Revenues from Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account are deposited directly into the R&R Account. Other transfers are dependent on the long-term financial forecast, current revenues and expenses, and CIP cash flows. The long-term financial forecast projects a certain funding level for the transfers to the CIP and the R&R Accounts. Rates should be established consistent with this long-term financial plan and will generate the funds for such transfers. Setting rates at lower levels may result in current rate payers contributing less than their fair share for long-term equity.

R&R Account funds must only be used for the purpose intended; that is, the long-term renewal and replacement of the utility systems. They may be used for other purposes if it is treated as a loan, which is repaid with appropriate interest in time for actual R&R needs for those funds.

These accounts are each projected to accumulate tens of millions of dollars in order to meet the anticipated costs for the actual projects at the time of construction. It is the intent of these policies that these reserve funds will not be used for other purposes or to provide rate relief because that would defeat the long-term equity and could lead to the need for the use of debt to fund the actual needs when they occur.



### III. SYSTEM EXPANSION AND CONNECTION POLICIES

#### A. *Responsibilities*

**Those seeking or who are required to have Utility service are responsible for extending and/or upgrading the existing Utility systems prior to connecting.**

Discussion:

It is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property. The extensions or upgrades must be constructed to City standards and requirements. This is typically accomplished through a Developer Extension Agreement with the City wherein requirements are documented, standards are established, plans are reviewed and construction is inspected and approved. Service will not be provided until these requirements are met.

The philosophical underpinning of this policy is that “growth pays for growth”. Historically, developers constructed much of the City’s utility infrastructure. If the infrastructure eventually would benefit more than the initial developer, the Utility signed a Latecomer Agreement to reimburse the original financier from charges to those connecting and receiving benefit at a later point in time. When the cost to extend and/or upgrade the system to accommodate development or redevelopment is beyond the means of a single developer, the Utility has employed a variety of methods to assist in the construction of the necessary infrastructure. Local Improvement Districts (LID’s) historically have been used to provide financing for infrastructure for new development, with the debt paid over time by the property owners. Most of the older Utilities infrastructure was financed by this method.

The Utility has in some cases up-fronted the infrastructure construction for new development or redevelopment from rate revenues which are later reimbursed with interest, in whole or in part, by subsequent development through direct facility connection charges (see Cost Recovery Policy). Examples are the water and sewer infrastructure for Cougar Mountain housing development and Central Business District (CBD) redevelopment. Another example is the use of the Utility’s debt capacity to provide for development infrastructure whereby the City sells bonds at lower interest rates than can private development, constructs the infrastructure, and collects a rate surcharge from the benefited area to pay off the bonds. Examples of this type of financing include the Lakemont development drainage infrastructure and the Meydenbauer Drainage Pipeline in the CBD.

#### B. *Cost Recovery*

**The Utility shall establish fees and charges to recover Utility costs related to: (1) development services, and (2) capital facilities that provide services to the property.**

**The Utility may enter into Latecomer Agreements with developers for recovery of their costs for capital improvements, which benefit other properties in accordance with State law. The Utility will add an administrative charge for this service.**

Discussion:

In general, Utility costs related to development services are recovered through a variety of fees and charges. There are fixed rates for some routine services based on historical costs and inflation. There are fixed plus direct cost charges and applicable overhead for developer extension projects to cover the lengthy but variable level of development review and inspection

## Comprehensive Financial Management Policies

### Figure 9-1. Utilities Department Financial Policies

typically required to implement these projects. These rates are reviewed periodically to ensure that the cost recovery is appropriate.

When the means of providing the infrastructure to serve a new development or redevelopment are beyond the means of a single developer, the Utility may elect to assist the developer by using: LID's, Latecomer Agreements, special debt (to be paid by special rate surcharges), up-fronting the costs from Utility rate revenues (to be reimbursed by future developers with interest through direct facility connection charges), or other lawful means. It is the intent of this policy to fully recover these costs, including interest, so as to reimburse the general rate payer.

Latecomer charges allow cost recovery for developers and private parties, for facilities constructed at their own expense and transferred to the Utility for general operation. Properties subsequently connecting to those systems will pay a connection charge that will be forwarded to the original individual or developer or the current owner depending on the terms of the Latecomer Agreement. The Utility collects an overhead fee on this charge for processing the agreements and repayments.

#### C. *Use of Revenues*

**All capital-related revenues such as Capital Recovery Charges and Direct Facility Connection Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.**

Discussion:

Capital Recovery Charges are collected from all newly developed properties in the form of monthly rate surcharges over a ten year period to reimburse the Utility for historical costs that have been incurred by the general rate base to provide the necessary facilities throughout the service area. These Capital Recovery Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Direct Facility Connection Charges are collected for capital improvements funded by the City as described above in Section 2 under Cost Recovery. The total cost of the improvement is allocated to the area of benefit and distributed on an equitable basis such as per residential equivalent unit. Interest is collected in accordance with State law.

#### D. *Affordable Housing Consideration*

**The Utility shall base connection charges on the number of units allowed under the basic zoning. Only incremental cost increases will be charged to affordable housing units.**

Discussion:

The City has adopted bonus density incentives for developers to build units specifically for affordable housing. Under historical practices these additional units would have been charged the same connection fee as all other units, resulting in a lower cost per unit for all units. While this is fair, it does not create any incentive to develop affordable housing. By charging only the incremental increased facility cost to the affordable housing units, all developers who include an affordable housing component will experience no increase in cost because of the affordable bonus density units. The cost per unit for affordable units is thereby reduced. The cost per unit for all other units, based on underlying land use zoning, remains unchanged.

#### IV. RATE POLICIES

##### A. *Rate Levels*

**Rates shall be set at a level sufficient to cover current and future expenses and maintain reserves consistent with these policies and long-term financial forecasts.**

**Changes in rate levels should be gradual and uniform to the extent that costs (including CIP and R&R transfers) can be forecast.**

**Cost increases or decreases for wholesale services shall be passed directly through to Bellevue customers.**

**Local and/or national inflation indices such as the Consumer Price Index (CPI) shall be used as a basis for evaluating rate increases.**

**At the end of the budget cycle, fund balances that are greater than anticipated and other one-time revenues should be transferred to the R&R account until it is shown that projected R&R account funds will be adequate to meet long-term needs, and only then used for rate relief.**

Discussion:

A variety of factors including rate stability, revenue stability, the encouragement of practices consistent with Utility objectives and these Waterworks Utility Financial Policies are considered in developing Utility rates. The general goal is to set rates as low as possible to accomplish the ongoing operations, maintenance, repair, long-term renewal and replacement, capital improvements, debt obligations, reserves and the general business of the Utility.

Long-range financial forecast models have been developed for each of the Utilities, which include estimated operating, capital and renewal/replacement costs for a 75 year period in order to plan for funding long-term costs. Operating costs are assumed to remain at the same level of service and don't include impacts of potential changes due to internal, regional or federal requirements. Capital costs, including renewal/replacement, are projected based on existing CIP costs and approximated survival curves for the infrastructure. The models are used to project rate levels that will support the long-term costs and to spread rate increases uniformly over the period. This is consistent with the above policy that changes in rate levels should be gradual and uniform. Uniform rate increases help ensure that each generation of customers bears their fair share of costs for the long-term use and renewal/replacement of the systems.

The biennial budget process provides an opportunity to add to or cut current service levels and programs. The final budget, with the total authorized expenses including transfers to the CIP Fund and the R&R Account, establishes the amount of revenue required to balance the expenses. A balanced budget is required. The budgeted customer service revenue determines the level of new rates. For example, if the current rates do not provide sufficient revenues to meet the projected expenses, the costs have to be reduced or the rates are increased to make up the shortfall.

For purposes of these policies, wholesale costs are defined as costs to the Utilities from other regional agencies such as the Seattle Public Utilities and/or the Cascade Water Alliance (CWA), and King County Department of Natural Resources for sewer treatment and any agreed upon Storm & Surface Water programs. Costs which are directly based on the Utilities' revenues or budgets such as taxes, franchise fees and reserve levels that increase proportionally to the wholesale increases are included within the definition of wholesale costs.

## Comprehensive Financial Management Policies

### Figure 9-1. Utilities Department Financial Policies

#### B. *Debt Coverage Requirements*

**Utility rates shall be maintained at a level necessary to meet minimum debt coverage levels established in the bond covenants and to comply with Resolution No. 5759 which establishes a target coverage ratio of 2.00.**

Discussion:

Existing revenue bond covenants legally require the City's combined Waterworks Utility, which includes the Water, Sewer and Storm & Surface Water Utilities, to maintain a minimum debt coverage ratio of 1.25 on a combined basis. In 1994, Council also adopted Resolution No. 5759 that established a policy, which mandates the Utilities to maintain a target combined debt coverage ratio of approximately 2.00, to further protect the City's historically favorable Utility revenue bond ratings. Water and Sewer Utility resources are counted in the official coverage calculation though Storm & Surface Water is responsible for the major portion of current outstanding Utility debt. Requiring Storm & Surface Water to separately maintain the minimum 1.25 legal debt coverage level and to move toward the 2.00 level will help ensure that necessary coverage requirements are met, and that customers of the other Utilities will not be unfairly burdened with the cost of meeting this obligation. It also ensures that sufficient coverage is available to the Water and Sewer Utilities if they need to incur debt.

#### C. *Frequency of Rate Increases*

**Utility rates shall be evaluated annually and adjusted as necessary to meet budgeted expenses including wholesale cost increases and to achieve financial policy objectives.**

Discussion:

In 1996, the City changed to a biennial budget process and adopted a two-year Utilities budget including separate rates for 1997 and 1998. This practice will continue on a biennial basis. However, Utility rates will be evaluated on an annual basis and adjusted as necessary to ensure that they are effectively managed to achieve current and future financial policy objectives. Annual rate reviews will include preparation of forecasts covering a twenty-year period for Utility revenues, expenditures, reserve balances and analysis of the impact of various budgetary elements (i.e. CIP transfers, R&R Account transfers, debt service costs, debt coverage levels, operating expenses, and reserves) on both current and future rate requirements.

#### D. *Rate Structure - Sewer*

**The Sewer Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide for equity between customers based on use of the system and services provided.**

Discussion:

In 1993, a Sewer Rate Study was performed that resulted in Council approval of a two-step, volume-based rate structure for single-family customers based on winter average metered water volumes instead of the traditional flat rate structure. Flat rate structures were seen as inequitable to low-volume customers who paid the same amount as high volume customers. Rates are based on the level of service used, rather than the availability of service.

The revenue requirements are based on the "average" single-family winter average volume calculated annually from the billing database. The charge for an individual customer is based on their winter average and then charged at that level each bill for the entire year to avoid charging for irrigation use. The customer's winter average is based upon the prior year's three winter bills because the current year's bills include winter months, which would result in the average constantly changing. Customers without prior winter averages to use for a basis are charged at the "average" volume until they establish a "winter-average" or sufficient evidence that their use is significantly different than the "average".

**E. Rate Structure - Storm & Surface Water**

**The Storm & Surface Water Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide adjustments for actions taken under approved City standards to reduce related service impacts.**

Discussion:

In the existing Storm & Surface Water rate structure, customer classes are defined by categories of development intensity, i.e., *undeveloped*, *lightly developed*, *moderately developed*, *heavily developed* and *very heavily developed*. Based on theoretical run-off coefficients for each of these categories, higher rates are charged for increasing degrees of development to reflect higher run-off resulting from that development. Under this structure, billings for both residential and non-residential customers are determined by total property area and rates assigned to applicable categories of development intensity. Customers providing on-site detention to mitigate the quantity of run-off from their property receive a credit equal to a reduction of one rate level from their actual development intensity. Property classified as "wetlands" is exempt from Storm & Surface Water service charges.

Large properties, over 35,000 square feet, with significantly different levels of intensity of development may be subdivided for rate purposes in accordance with Ordinance No. 4947. In addition, properties with no more than 35,000 square feet of developed area in the light and moderate intensity categories may, at the option of the owner, defer charges for that portion of the property in excess of 66,000 square feet. The property owner may apply for a credit against the Storm & Surface Water charge when they can demonstrate that the hydrologic response of the property is further mitigated through natural conditions, on-site facilities, or actions of the property owner that reduce the City's costs in providing Storm & Surface Water quantity or quality services.

Future design of a water quality rate component will also use cost-of-service principles to assign defined water quality costs to customer classes, according to their proportionate contribution to Utility service demand. It is anticipated that these rate structure revisions will also provide financial incentives to customers taking approved actions to mitigate related water quality impacts.

**F. Rate Structures - Water**

**The water rate structure will be based on a financial analysis considering cost-of service and other policy objectives, and shall support water conservation and wise use of water resources.**

Discussion:

The water rate structure consists of fixed monthly charges based on the size of the customer's water meter and volume charges, which vary according to customer class and the actual amount

## Comprehensive Financial Management Policies

### Figure 9-1. Utilities Department Financial Policies

of water that the customer uses. There are three different meter rate classifications: domestic, irrigation and fire standby. The different charges are based on a cost-of-service study.

State law and the wholesale water supply contract require the Utility to encourage water conservation and wise use of water resources. Seattle first established a seasonal water volume rate structure for this purpose in 1989 with higher rates in the summer than in the winter. In 1990, based on a water rate study and the desire to provide a conservation-pricing signal to our customers, the City adopted an increasing block rate structure for local volume rates. The rate structure was revised in 1991 to pass through an increase in wholesale water costs, which also included a higher seasonal water rate for summer periods. The block water rate structure was revised again in 1997, to incorporate new cost-of-service results from a 1996 water rate study.

An increasing block rate structure, charges higher unit rates for successively higher water volumes used by the customer. The current rate structure has four rate steps for single-family and three rate steps for multi-family customers, based on metered water volumes. All irrigation-metered water is charged at a separate, higher rate. Because non-residential classes do not fit well in an increasing block rate approach due to wide variations in their size and typical water use requirements, seasonal rates, with and without irrigation, were established for these customers. This rate structure will be thoroughly reviewed, as more historical information is available on the effect of the increasing block and seasonal rate structure.

In 1997, an additional category of fire protection charges was added for structures and facilities that benefit from the City water system but are not otherwise being charged for water service. For example, a number of homes are on private wells but are near a City-provided fire hydrant and enjoy the additional benefit of fire protection yet didn't pay for the benefit on a water bill. The charge is based on an equivalent meter size that would normally serve the facility. It also applies to facilities that have terminated water service but still stand and require fire protection, such as homes or buildings that are not occupied.

#### **G. Rate Equity**

**The rate structure shall fairly allocate costs between the different customer classes. Funding of the long-term Capital Investment Program also provides for rates that fairly spread costs over current and future customers.**

Discussion:

As required under State law, Utility rates will provide equity in the rates charged to different customer classes. In general, rates by customer class are designed to reflect the contribution by a customer group to system-wide service demand, as determined by cost-of-service analysis. The RCW also authorizes utility rates to be designed to accomplish "any other matters, which present a reasonable difference as a ground for distinction". For example, increasing water rates for irrigation and higher levels of use is allowed to encourage the wise use and conservation of a valuable resource. Formal rate studies are periodically conducted to assure ongoing rate equity between customer classes and guide any future rate modifications necessary to support changing Utility program or policy objectives.

Contributions from current rates to the R&R Account also provide equity between generations of rate payers by assuring that each user pays their fair share of capital improvements, including renewal and replacement, over the long-term. (See sections B and D under the Capital Investment Program Policies).

## H. *Rate Uniformity*

**Rates shall be uniform for all utility customers of the same class and level of service throughout the service area. However, special rates or surcharges may be established for specific areas, which require extraordinary capital investments and/or maintenance costs. Revenues from such special rates or surcharges and expenses from capital investments and/or extraordinary maintenance shall be accounted for in a manner to assure that they are used for the intended purposes.**

Discussion:

The City Water and Sewer Utilities originally formed by assuming ownership of three separate operating water districts and two sewer districts. In the assumption agreements, each included a provision that requires the Utility to uniformly charge all customers of the same class throughout the entire service area. The basic rates are set for all customers, inside and outside of the City, except for local utility taxes in Bellevue, and franchise fees in Clyde Hill, Hunts Point, Medina, and Yarrow Point. Unlike the Water and Sewer Utilities, the Storm & Surface Water Utility only serves areas within the City limits.

Under state law, Utilities are required to charge uniform rates to all customers in a given customer class, regardless of property location within the service area. The only exception permitted is for certain low-income customers (see below).

However, when conditions in particular service areas require extraordinary capital improvement or maintenance costs to be incurred, special rates or surcharges may be adopted to recover those costs directly from properties contributing to the specific service demand, instead of assigning that cost burden to the general Utility rate base. This will only apply for costs above and beyond normal operations, maintenance and capital improvements. For example, rate surcharges are being used to recover debt service costs for capital facilities in Lakemont and the CBD. An additional rate surcharge for Lakemont properties is being collected for extraordinary maintenance costs of the storm water treatment facility.

## I. *Rate Assistance*

**Rate assistance programs shall be provided for specific low-income customers as permitted by State law.**

Discussion:

Continual increases in all utility rates have had a significant impact on low-income customers. The City has adopted a rate discount or rebate program for disabled customers and senior citizens over 62 years old and with income below certain levels as permitted under State law and defined in Ordinance No. 4458. It has two levels, one discounting Utility rates by 40 percent and the other level by 75 percent, based on the customer's income level. Customers that indirectly pay for Utility charges through their rent can obtain a rebate for the prior year's Utility charges on the same criteria. The City also rebates 100 percent of the Utility Tax for these customers. The cost of this program is absorbed in the overall Utility expenses and is recovered through the rate base. The General Fund provides for the Utility tax relief.

There are other low-income customers who are less than 62 years old and currently receive no Utility rate relief. However, the City has instituted a separate rebate of Utility taxes for qualified low-income citizens.

**Comprehensive Financial Management Policies**  
**Figure 9-1. Utilities Department Financial Policies**

**V. OPERATING RESERVE POLICIES**

**A. *Operating Reserve Levels***

**The Utilities' biennial budget and rate recommendations shall provide funding for working capital, operating contingency, and plant emergency reserve components on a consolidated basis in accordance with the attached Summary of Recommended Consolidated Reserve Levels table and as subsequently updated.**

Discussion:

Utility resources not spent for operations remain in the fund and are referred to as reserves. At the end of each year, these funds are carried forward to the next year's budget and become a revenue source for funding future programs and operations. Under the terms of this policy, the Utility budget is targeted to include a balance of funds for the specific purposes stated above. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies. Setting aside these budget resources in the reserve balance will help to ensure continued financial rate stability in future Utility operations and protect Utility customers from service disruptions that might otherwise result from unforeseen economic or emergency events.

The working capital reserve is maintained to accommodate normal cyclical fluctuations within the two month billing cycle and during the budget year. These are higher for Water than for Sewer and Storm & Surface Water due to more variable revenues and expenditures. They are described in terms of a number of days of working capital as a percentage of a full-year's budget.

The operating contingency reserve protects against adverse financial performance or budget performance due to variations in revenues or expenses. Again, the Water Utility is most susceptible to year-to-year variations in water demand. They are described in terms of percentages of budgeted wholesale costs and operations and maintenance (O&M) costs.

The plant emergency contingency reserve provides protection against a system failure at some reasonable level. The Storm & Surface Water Utility requires the largest reserve due to the risk of major flood damage to Utility facilities. Water and Sewer Utilities protect against the cost of a major main break or failure. These do not protect against the loss of facilities that are covered by the City's Self-Insurance to which the Utilities pay annual premiums nor are they sufficient to respond to a major disaster, such as a major earthquake.

The reserves of the three utilities have historically been treated separately. This protects against cross-subsidy, thereby retaining rate equity for each utility, each of which has different customers. However, it results in higher reserve targets, with more funds retained than otherwise may be needed. Sharing risks among utilities can reduce reserves. This does not require that reserves actually be consolidated into a single fund, but simply that individual reserve targets reflect the strength provided by the availability of cross-utility support. Under the "consolidated" scenario, cash shortfalls in one reserve could be funded through inter-utility loans, to be repaid from future rates. The likelihood that a serious shortfall would occur in more than one fund at the same time is slight and the benefits of lower overall reserve levels will benefit rate payers. Also, the rate policies and the debt coverage policy will ensure that there will be a strong financial response to any significant shortfall. The risk is considered a prudent financial policy.



City of Bellevue  
**Summary of Recommended Consolidated Reserve Levels**

Type of Reserve	Water		Wastewater		Storm Drainage	
	Basis	Level	Basis	Level	Basis	Level
Working Capital – Reserves against revenue and expense fluctuations within the 2 month billing cycle and during the budget year.	48 days of budgeted O&M costs (excludes debt service, capital funding).	\$4,203,100	30 days of Metro costs and 20 days of City O&M costs (excludes debt service, capital funding).	\$2,591,900	29 days of budgeted O&M costs (excludes debt service, capital funding).	\$843,800
Operating Contingency – Reserves against annual budget shortfalls due to poor financial performance.	7.5% of water purchase costs and 11% of other water O&M costs.	\$2,991,500	2% of Metro costs and 5% of other wastewater O&M costs.	\$1,026,400	2.5% of O&M costs.	\$265,500
Plant Emergency Contingency – Reserves against failure of a major facility or piece of equipment.	Cost for repair of water main break.	\$100,000	Cost of repair for wastewater main break.	\$100,000	\$500,000 based on potential net cost of flood damage.	\$500,000
Less: Allowance for duplicating or offsetting reserves	None.	\$0	Working Capital and Operating Contingency include offsetting reserves equal to 2% of all O&M.	\$(702,600)	None.	\$0
Less: Allowance for consolidating reserves	2.5% of City O&M for interfund charges between utilities.	\$(330,000)	1% City O&M for interfund charges between utilities.	\$(78,000)	1% of City O&M for interfund charges between utilities.	\$(82,000)
	Share of reduced plant emergency reserve.	\$(15,000)	Share of reduced plant emergency reserve.	\$(15,000)	Share of reduced plant emergency reserve.	\$(70,000)
	Lesser of min. working capital or plant emergency reserves.	\$(85,000)	Lesser of min. working capital or plant emergency reserves.	\$(85,000)	Lesser of min. working capital or plant emergency reserves.	\$(220,000)
<b>Total</b>		<b>\$6,864,600</b>		<b>\$2,837,700</b>		<b>\$1,237,300</b>

Note: Reserve levels based on amended 2010 utility budgets.

## Comprehensive Financial Management Policies

### Figure 9-1. Utilities Department Financial Policies

For this purpose, O&M costs are the entire annual operating budget of the Utility less the annual debt service, Capital Investment Program transfers and R&R Account transfers. Independent reserve levels are the levels that would be required by an individual Utility Fund (Water, Sewer and Storm & Surface Water) at any point in time to cover financial obligations if any one of the three reserve components were called for; i.e., working capital, operating contingency or plant emergency. At any single time, the full independent reserve levels should be available for the individual stated purpose, again because it is unlikely that all three components would be called for at once. For example, the Water Utility needs \$100,000 available for an emergency repair but it is not likely that the Sewer Utility will need \$100,000 and the Storm & Surface Water Utility will need \$500,000 all at the same point in time.

The consolidated basis is for budget and rate setting purposes only, to reduce the total revenue requirement by considering the reserve risk shared between the three utilities. The dual reserve levels should be considered as circumstances evolve.

In 2004, the Financial Consulting Solution Group (FCSG) performed an analysis of recommended changes to the Water Utility's working capital and operating contingency reserves to reflect the new wholesale water contract with CWA and to update reserve levels for current conditions. Under the new contract, billing practices for wholesale costs have changed as follows:

1. CWA payment occurs before the associated revenues are collected, resulting in a greater lag between wholesale expense and when revenues are collected.
2. CWA payments are distributed over the whole year based on predetermined percentages and not based on actual consumption during the year. Due to seasonal revenue variation, there is an accumulative deficit in revenues prior to the peak revenue period.

In addition, the total costs to Bellevue are now largely fixed for the year due to the "take or pay" nature of the contract between CWA and Seattle Public Utilities. This shifts the risk during a poor water sales year to the City since there will not be a corresponding reduction in water purchase costs when water sales are down.

Changes in both billing practices as well as the fixed nature of the wholesale costs will result in an increase in required reserves for working capital and operating contingency for the Water Fund.

As part of their 2004 analysis, FCSG recommended increasing working capital operating reserve requirements for the Water fund from 48 days of budgeted O&M costs (excluding debt service and capital funding) to 70 days. The change was primarily related to an expected increase in seasonal revenue variation resulting from Cascade's fixed monthly billing percentages. However, our experience has been that since implementing the change in 2005 there has been essentially no increase in seasonal revenue variation. As a result, beginning in 2011, working capital operating reserve requirements for the Water fund will be reduced from 70 days of budgeted O&M costs (excluding debt service and capital funding) to the original level of 48 days.

#### **B. Management of Operating Reserves**

**Related to the recommended target reserve levels, a working range of reserves is established with minimum and target levels. Management of reserves will be based on the level of reserves with respect to these thresholds, as follows:**

**Above target - Reserve levels will be reduced back to the target level by transferring excess funds to the R&R Accounts in a manner consistent with the long-range financial plan.**

**Between Minimum and Target - Rate increases would be imposed sufficient to ensure that: 1) reserves would not fall below the minimum in an adverse year; and 2) reserves would recover 50% of the shortfall from target levels in a normal year. Depending on the specific circumstances, either of these may be the constraint, which defines the rate increase needed.**

**Below Minimum - Rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return at least to the minimum at the end of the following year. To meet this "worst case" standard, a year of normal performance would be likely to recover reserve levels rapidly toward target levels.**

**Negative Balance - Reserves would be borrowed from another utility to meet working capital needs. Similar to the "below minimum" scenario, rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return from the negative balance to at least the minimum target at the end of the following year, which would allow for loan repayment within that time frame.**

Discussion:

"Adverse financial performance" or "worst case" are defined by the 95% confidence interval based on historical patterns. The worst case year is currently defined as a year with sales volumes 15% below the sales volume for a normal year. This was determined by using statistical measurements of sales volumes for 18 years with a 95% confidence interval. That is, in any given year there is only a 5% chance that the worst case year would be more than 15% below the normal year. Another way to say the same thing is that in 19 out of 20 years the worst case year would not be more than 15% below the normal year.

Maintaining the 95% confidence interval, as more and more data becomes available, a worst case year could change upward or downward from the 15% variation from a normal year.

The recommended reserve policies are premised on the vital expectation that reserves are to be used and reserve-levels will fluctuate. Although budget and rate planning are expected to use the target reserve number, reserve levels planned to remain static are by definition unnecessary. It is therefore important to plan for managing the reserves within a working range between the minimum and target levels as stated in the above policies. There may be situations in short-range financial planning where reserves are maintained above target levels to overcome peaks in actual expenses.

In the event of an inter-utility loan, the balance for the borrowing utility would essentially be any cash balance less the amount owed. The lending utility would count the note as a part of its reserves, so that it does not unnecessarily increase rates to replenish reserves that are loaned.

In this management approach, there is still a risk that a major plant emergency could exceed the amount reserved. Such a major shortfall would require rate action to assure a certain level of replenishment in one year. To avoid rate spikes due to this type of action, they should be considered on a case-by-case basis. This will provide the flexibility to use debt or capital reserves in lieu of operating reserves to cover the cost and allow a moderated approach to replenishing reserves out of rates.

### **C. Asset Replacement Reserves**

**Utility funds will maintain separate Asset Replacement Accounts to provide a source of funding for future replacement of operating equipment and systems.**

**Comprehensive Financial Management Policies**  
**Figure 9-1. Utilities Department Financial Policies**

**Anticipated replacement costs by year for the upcoming 20-year period, for all Utility asset and equipment items, will be developed as a part of each biennial budget preparation process. Budgeted contribution to the Asset Replacement Account will be based on the annual amount needed to maintain a positive cash flow balance in the Asset Replacement Account over the 20-year forecast period. At a minimum, the ending Asset Replacement Account balance in each Utility will equal, on average, the next year's projected replacement costs for that fund.**

**The Utilities Department will observe adopted Equipment Rental Fund (ERF) and Information Services budget policies and procedures in formulating recommendations regarding specific equipment items to be replaced.**

Discussion:

Providing reserves for equipment and information technology systems replacement allows monies to be set aside over the service life of these items to pay for their eventual replacement and alleviate one-time rate impacts that these purchases might otherwise require. Annual revenues set aside for this purpose will be based on aggregate Utility asset replacement cash flow needs over the long-term forecast period, instead of individual asset replacement amounts. This strategy will allow Utilities to minimize the progressive build-up of excess Asset Replacement Account balances that would result from creating and funding separate reserve accounts for individual Utility asset and equipment items.

## SOLID WASTE RESERVES POLICY

### RESERVE LEVELS

Consistent with other Utility funds, this policy recommends that some resources be budgeted as reserves to provide funding for working capital and emergencies. Setting aside reserves will help to ensure continued financial rate stability in future Solid Waste operations, and protect customers from service disruptions that might otherwise result from unforeseen economic or emergency events. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies.

The Solid Waste fund performs three main functions: management and administration of the contract for the collection/disposal of residential and commercial garbage and recycling; customer outreach and education; and management of waste reduction and recycling grant-funded projects.

The fund's two sources of income are fees and grant monies, as described below:

1. Management fees are paid to the fund per the garbage collection contract and provide base funding for all solid waste personnel, supplies and activities. Additional management fees are received for the commercial recycling program and are primarily used to compensate the contractor for that program.
2. The Solid Waste fund receives grant funding from several agencies for waste reduction and recycling projects. Grant agencies reimburse the fund for project expenses annually or semi-annually.

Reserve components are as follows:

1. **Working Capital.** Working capital reserves are necessary to accommodate normal cyclical fluctuations within the Solid Waste fund. There are two elements for this reserve component; one element supports Solid Waste Management and the other supports the grant-funded programs.

The solid waste collection/disposal and recycling programs have fairly predictable revenues and expenditures. Because of this, 45 days of budgeted O&M expenses are adequate for this portion of the reserve.

The grant-funded programs are pre-funded by the Solid Waste fund and reimbursement requests are made semi-annually or annually, depending on the grant agency agreement. While most grant agencies pay reimbursement requests within 45 days of receipt, the existing reimbursement billing schedule can result in carrying project expenses for up to a year before funds are received. For this reason, reserves equal to 100% of historical average grant budgets are included to support cash-flow.

2. **Emergencies.** A reserve component is necessary to fund emergencies such as windstorms. While the majority of funding may be provided by FEMA, a reserve is required to support some part of the City's portion of FEMA-covered emergencies, or additional clean-up/collection events due to weather-related emergencies. A reserve policy allocation is recommended to meet funding or cash flow needs. The basis for this component is the cost of a supplemental windstorm debris pick-up by a contractor. This reserve level amount is adjusted by the annual CPI.

No reserve components are necessary for capital expenditures, operating contingency, debt service, liability or asset replacement since the majority of the operations are contracted and are not the City's responsibility. Reserves will be updated at each biennial budget development period.

**Comprehensive Financial Management Policies**  
**Figure 9-1. Utilities Department Financial Policies**

<u>Target Solid Waste Reserves</u>			
<u>Type of Reserve</u>	<u>Basis</u>	<u>2011 Level</u>	<u>2012 Level</u>
<b>WORKING CAPITAL</b> – Reserves against revenue and expense fluctuations			
- Solid Waste collection/disposal and recycling programs	45 days of budgeted O&M	\$136,917	\$143,261
- Grant funded programs	100% of historical average of grant budget	\$211,726	\$211,727
<b>EMERGENCIES</b>	\$75,000 (2010 dollars) adjusted for annual CPI	\$75,000	\$75,000
<b>TOTAL</b>		<u>\$423,643</u>	<u>\$429,988</u>

**MANAGEMENT OF THE RESERVE:**

The policy is premised on the expectation that reserves are to be used and reserve levels will fluctuate. It is therefore important to plan for managing the reserves within a working range. There may be situations in short-range financial planning where reserves are maintained above or below target levels.

The target reserve level will be established during the budget development process. If the reserve balance, including grant receivables, is projected to be less than the next year's reserve requirement, a deficit is created. This deficit would be recouped via a rate increase or through an adjustment to expenses. If the deficit is significant, a rate increase may be phased in over a two-year period to alleviate a spike in rates.

Surplus funds are those funds over and above the target reserve level. As part of the biennial budget review, Council would direct the use of excess reserves.

## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

#### Chapter 35A.34 RCW; Biennial Budgets

##### Sections:

- 35A.34.010 Legislative intent
- 35A.34.020 Application of chapter
- 35A.34.030 Definitions
- 35A.34.040 Biennial budget authorized -- Limitations
- 35A.34.050 Budget estimates -- Submittal
- 35A.34.060 Budget estimates -- Classification and segregation
- 35A.34.070 Proposed preliminary budget
- 35A.34.080 Preliminary budget
- 35A.34.090 Budget message -- Hearings
- 35A.34.100 Budget -- Notice of hearing
- 35A.34.110 Budget -- Hearing
- 35A.34.120 Budget -- Adoption
- 35A.34.130 Budget -- Mid-biennial review and modification
- 35A.34.140 Emergency expenditures -- Nondebtable emergencies
- 35A.34.150 Emergency expenditures -- Other emergencies -- Hearing
- 35A.34.160 Emergency expenditures --Warrants -- Payment
- 35A.34.170 Registered warrants -- Payment
- 35A.34.180 Adjustment of wages, hours and conditions of employment
- 35A.34.190 Forms -- Accounting -- Supervision by state
- 35A.34.200 Funds -- Limitations on expenditures -- Transfers and adjustments
- 35A.34.205 Administration, oversight, or supervision of utility -- Reimbursement from utility budget authorized
- 35A.34.210 Liabilities incurred in excess of budget
- 35A.34.220 Funds received from sales of bonds and warrants -- Expenditures
- 35A.34.230 Revenue estimates -- Amount to be raised by ad valorem taxes
- 35A.34.240 Funds -- Quarterly report of status
- 35A.34.250 Contingency fund -- Creation
- 35A.34.260 Contingency fund -- Withdrawals
- 35A.34.270 Unexpended appropriations
- 35A.34.280 Violations and penalties

##### **35A.34.010 Legislative intent**

See RCW 35.34.010.

##### **35A.34.020 Application of chapter**

This chapter applies to all code cities which have by ordinance adopted this chapter authorizing the adoption of a fiscal biennium budget. [1985 c 175 § 34.]

##### **35A.34.030 Definitions**

Unless the context clearly indicates otherwise, the definitions in this section apply throughout this chapter.

1. "Clerk" includes the officer performing the functions of a finance or budget director, comptroller, auditor, or by whatever title the officer may be known in any code city.
2. "Department" includes each office, division, service, system, or institution of the city for which no other statutory or charter provision is made for budgeting and accounting procedures or controls.



## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

3. "Legislative body" includes the council, commission, or any other group of officials serving as the legislative body of a code city.
4. "Chief administrative officer" includes the mayor of cities having a mayor-council plan of government, the commissioners in cities having a commission plan of government, the manager, or any other city official designated by the charter or ordinances of such city under the plan of government governing the same, or the budget or finance officer designated by the mayor, manager, or commissioners, to perform the functions, or portions thereof, contemplated by this chapter.
5. "Fiscal biennium" means the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year.
6. "Fund" and "funds" where clearly used to indicate the plural of "fund" means the budgeting or accounting entity authorized to provide a sum of money for specified activities or purposes.
7. "Funds" where not used to indicate the plural of "fund" means money in hand or available for expenditure or payment of a debt or obligation.
8. Except as otherwise defined in this chapter, municipal accounting terms used in this chapter have the meaning prescribed by the state auditor pursuant to RCW 43.09.200. [1985 c 175 § 35.]

#### **35A.34.040 Biennial budget authorized – Limitations**

All code cities are authorized to establish by ordinance a two-year fiscal biennium budget. The ordinance shall be enacted at least six months prior to commencement of the fiscal biennium and this chapter applies to all code cities which utilize a fiscal biennium budget. Code cities which establish a fiscal biennium budget are authorized to repeal such ordinance and provide for reversion to a fiscal year budget. The ordinance may only be repealed effective as of the conclusion of a fiscal biennium. However, the city shall comply with chapter 35A.33 RCW in developing and adopting the budget for the first fiscal year following repeal of the ordinance. [1985 c 175 § 36.]

#### **35A.34.050 Budget estimates – Submittal**

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]



## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

#### **35A.34.050 Budget estimates – Classification and segregation**

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

#### **35A.34.060 Budget estimates — Classification and segregation**

All estimates of receipts and expenditures for the ensuing fiscal biennium shall be fully detailed in the biennial budget and shall be classified and segregated according to a standard classification of accounts to be adopted and prescribed by the state auditor after consultation with the Washington finance officers association, the association of Washington cities, and the association of Washington city managers. [1995 c 301 § 56; 1985 c 175 § 38.]

#### **35A.34.070 Proposed preliminary budget**

On or before the first business day in the third month prior to the beginning of the biennium of a city or at such other time as the city may provide by ordinance or charter, the clerk or other person designated by the charter, by ordinances, or by the chief administrative officer of the city shall submit to the chief administrative officer a proposed preliminary budget which shall set forth the complete financial program of the city for the ensuing fiscal biennium, showing the expenditure program requested by each department and the sources of revenue by which each such program is proposed to be financed.

The revenue section shall set forth in comparative and tabular form for each fund the actual receipts for the last completed fiscal biennium, the estimated receipts for the current fiscal biennium, and the estimated receipts for the ensuing fiscal biennium, which shall include the amount to be raised from ad valorem taxes and unencumbered fund balances estimated to be available at the close of the current fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' revenues to reflect actual and estimated receipts as if it had previously utilized a biennial budgetary process.

The expenditure section shall set forth in comparative and tabular form for each fund and every department operating within each fund the actual expenditures for the last completed fiscal biennium, the appropriations for the current fiscal biennium, and the estimated expenditures for the ensuing fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' expenditures to reflect actual and estimated levels as if it had previously utilized a biennial budgetary process. The expenditure section shall further set forth separately the salary or salary range for each office, position, or job classification together with the title or position designation thereof. However, salaries may be set out in total amounts under each department if a



## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

detailed schedule of such salaries and positions be attached and made a part of the budget document. [1985 c 175 § 39.]

#### **35A.34.080 Preliminary budget**

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or additions to the reports of the department heads deemed advisable by such chief administrative officer. At least sixty days before the beginning of the city's next fiscal biennium the chief administrative officer shall file it with the clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefore and have them available for distribution not later than six weeks before the beginning of the city's next fiscal biennium. [1985 c 175 § 40.]

#### **35A.34.090 Budget message — Hearings**

1. In every city, a budget message prepared by or under the direction of the city's chief administrative officer shall be submitted as a part of the preliminary budget to the city's legislative body at least sixty days before the beginning of the city's next fiscal biennium and shall contain the following:
  - a. An explanation of the budget document;
  - b. An outline of the recommended financial policies and programs of the city for the ensuing fiscal biennium;
  - c. A statement of the relation of the recommended appropriation to such policies and programs;
  - d. A statement of the reason for salient changes from the previous biennium in appropriation and revenue items; and
  - e. An explanation for any recommended major changes in financial policy.
2. Prior to the final hearing on the budget, the legislative body or a committee thereof shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs. [1985 c 175 § 41.]

#### **35A.34.100 Budget — Notice of hearing**

Immediately following the filing of the preliminary budget with the clerk, the clerk shall publish a notice once a week for two consecutive weeks stating that the preliminary budget for the ensuing fiscal biennium has been filed with the clerk, that a copy thereof will be made available to any taxpayer who will call at the clerk's office therefor, that the legislative body of the city will meet on or before the first Monday of the month next preceding the beginning of the ensuing fiscal biennium for the purpose of fixing the final budget, designating the date, time, and place of the legislative budget meeting, and that any taxpayer may appear thereat and be heard for or against any part of the budget. The publication of the notice shall be made in the official newspaper of the city if there is one, otherwise in a newspaper of general circulation in the city. If there is no newspaper of general circulation in the city, then notice may be made by posting in three public places fixed by ordinance as the official places for posting the city's official notices. [1985 c 175 § 42.]

#### **35A.34.110 Budget — Hearing**

## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

The legislative body shall meet on the day fixed by RCW 35A.34.100 for the purpose of fixing the final budget of the city at the time and place designated in the notice thereof. Any taxpayer may appear and be heard for or against any part of the budget. The hearing may be continued from day to day but not later than the twenty-fifth day prior to commencement of the city's fiscal biennium. [1985 c 175 § 43.]

#### **35A.34.120 Budget — Adoption**

Following conclusion of the hearing, and prior to the beginning of the fiscal biennium, the legislative body shall make such adjustments and changes as it deems necessary or proper and, after determining the allowance in each item, department, classification, and fund, shall by ordinance adopt the budget in its final form and content. Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal biennium. Such ordinances may adopt the final budget by reference. However, the ordinance adopting the budget shall set forth in summary form the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

A complete copy of the final budget as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 57; 1985 c 175 § 44.]

#### **35A.34.130 Budget — Mid-biennial review and modification**

The legislative authority of a city having adopted the provisions of this chapter shall provide by ordinance for a mid-biennial review and modification of the biennial budget. The ordinance shall provide that such review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium. The chief administrative officer shall prepare the proposed budget modification and shall provide for publication of notice of hearings consistent with publication of notices for adoption of other city ordinances. City ordinances providing for a mid-biennium review and modification shall establish procedures for distribution of the proposed modification to members of the city legislative authority, procedures for making copies available to the public, and shall provide for public hearings on the proposed budget modification. The budget modification shall be by ordinance approved in the same manner as are other ordinances of the city.

A complete copy of the budget modification as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 58; 1985 c 175 § 45.]

#### **35A.34.140 Emergency expenditures — Nondebtable emergencies**

Upon the happening of any emergency caused by violence of nature, casualty, riot, insurrection, war, or other unanticipated occurrence requiring the immediate preservation of order or public health, or for the property which has been damaged or destroyed by accident, or for public relief from calamity, or in settlement of approved claims for personal injuries or property damages, or to meet mandatory expenditures required by law enacted since the last budget was adopted, or to cover expenses incident to preparing for or establishing a new form of government authorized or assumed after adoption of the current budget, including any expenses incident to selection of additional or new officials required thereby, or incident to employee recruitment at any time, the city legislative body, upon the adoption of an ordinance, by the vote of one more than the majority of all members of the legislative body, stating the facts constituting the emergency and the estimated amount required to meet it, may make the expenditures therefor without notice or hearing. [1985 c 175 § 46.]



## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

#### **35A.34.150 Emergency expenditures — Other emergencies — Hearing**

If a public emergency which could not reasonably have been foreseen at the time of filing the preliminary budget requires the expenditure of money not provided for in the budget, and if it is not one of the emergencies specifically enumerated in RCW 35A.34.140, the city legislative body before allowing any expenditure therefore shall adopt an ordinance stating the facts constituting the emergency and the estimated amount required to meet it and declaring that an emergency exists.

The ordinance shall not be voted on until five days have elapsed after its introduction, and for passage shall require the vote of one more than the majority of all members of the legislative body of the city.

Any taxpayer may appear at the meeting at which the emergency ordinance is to be voted on and be heard for or against the adoption thereof. [1985 c 175 § 47.]

#### **35A.34.160 Emergency expenditures — Warrants — Payment**

All expenditures for emergency purposes as provided in this chapter shall be paid by warrants from any available money in the fund properly chargeable with such expenditures. If, at any time, there is insufficient money on hand in a fund with which to pay such warrants as presented, the warrants shall be registered, bear interest, and be called in the same manner as other registered warrants as prescribed in RCW 35A.21.110. [1985 c 175 § 48.]

#### **35A.34.170 Registered warrants — Payment**

In adopting the final budget for any fiscal biennium, the legislative body shall appropriate from estimated revenue sources available, a sufficient amount to pay the principal and interest on all outstanding registered warrants issued since the adoption of the last preceding budget except those issued and identified as revenue warrants and except those for which an appropriation previously has been made. However, no portion of the revenues which are restricted in use by law may be appropriated for the redemption of warrants issued against a utility or other special purpose fund of a self-supporting nature. In addition, all or any portion of the city's outstanding registered warrants may be funded into bonds in any manner authorized by law. [1985 c 175 § 49.]

#### **35A.34.180 Adjustment of wages, hours and conditions of employment**

Notwithstanding the appropriations for any salary or salary range of any employee or employees adopted in a final budget, the legislative body of any city may, by ordinance, change the wages, hours, and conditions of employment of any or all of its appointive employees if sufficient funds are available for appropriation to such purposes. [1985 c 175 § 50.]

#### **35A.34.190 Forms — Accounting — Supervision by state**

The state auditor is empowered to make and install the forms and classifications required by this chapter to define what expenditures are chargeable to each budget class and to establish the accounting and cost systems necessary to secure accurate budget information. [1995 c 301 § 59; 1985 c 175 § 51.]

#### **35A.34.200 Funds — Limitations on expenditures — Transfers and adjustments**

1. The expenditures as classified and itemized in the final budget shall constitute the city's appropriations for the ensuing fiscal biennium. Unless otherwise ordered by a court of

## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

competent jurisdiction, and subject to further limitations imposed by ordinance of the city, the expenditure of city funds or the incurring of current liabilities on behalf of the city shall be limited to the following:

- a. The total amount appropriated for each fund in the budget for the current fiscal biennium, without regard to the individual items contained therein, except that this limitation does not apply to wage adjustments authorized by RCW 35A.34.180;
  - b. The unexpended appropriation balances of a preceding budget which may be carried forward from prior fiscal periods pursuant to RCW 35A.34.270;
  - c. Funds received from the sale of bonds or warrants which have been duly authorized according to law;
  - d. Funds received in excess of estimated revenues during the current fiscal biennium, when authorized by an ordinance amending the original budget; and
  - e. Expenditures authorized by budget modification as provided by RCW 35A.34.130 and those required for emergencies, as authorized by RCW 35A.34.140 and 35A.34.150.
2. Transfers between individual appropriations within any one fund may be made during the current fiscal biennium by order of the city's chief administrative officer subject to such regulations, if any, as may be imposed by the city legislative body. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as authorized in this section, may be made within the same fund regardless of the various offices, departments, or divisions of the city which may be affected.
  3. The city legislative body, upon a finding that it is to the best interests of the city to decrease, revoke, or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke, or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division, or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance. [1985 c 175 § 52.]

#### **35A.34.205 Administration, oversight, or supervision of utility — Reimbursement from utility budget authorized**

Whenever any code city apportions a percentage of the city manager's, administrator's, or supervisor's time, or the time of other management or general government staff, for administration, oversight, or supervision of a utility operated by the city, or to provide services to the utility, the utility budget may identify such services and budget for reimbursement of the city's current expense fund for the value of such services. [1991 c 152 § 4.]

#### **35A.34.210 Liabilities incurred in excess of budget**

Liabilities incurred by any officer or employee of the city in excess of any budget appropriations shall not be a liability of the city. The clerk shall issue no warrant and the city legislative body or other authorized person shall approve no claim for an expenditure in excess of the total amount appropriated for any individual fund, except upon an order of a court of competent jurisdiction or for emergencies as provided in this chapter. [1985 c 175 § 53.]





## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

#### **35A.34.220 Funds received from sales of bonds and warrants — Expenditures**

Moneys received from the sale of bonds or warrants shall be used for no other purpose than that for which they were issued and no expenditure shall be made for that purpose until the bonds have been duly authorized. If any unexpended fund balance remains from the proceeds realized from the bonds or warrants after the accomplishment of the purpose for which they were issued, it shall be used for the redemption of such bond or warrant indebtedness. Where a budget contains an expenditure program to be financed from a bond issue to be authorized thereafter, no such expenditure shall be made or incurred until after the bonds have been duly authorized. [1985 c 175 § 54.]

#### **35A.34.230 Revenue estimates — Amount to be raised by ad valorem taxes**

At a time fixed by the city's ordinance or city charter, not later than the first Monday in October of the second year of each fiscal biennium, the chief administrative officer shall provide the city's legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current biennium, together with estimates submitted by the clerk under RCW 35A.34.070. The city's legislative body and the city's administrative officer or the officer's designated representative shall consider the city's total anticipated financial requirements for the ensuing fiscal biennium, and the legislative body shall determine and fix by ordinance the amount to be raised the first year of the biennium by ad valorem taxes. The legislative body shall review such information as is provided by the chief administrative officer and shall adopt an ordinance establishing the amount to be raised by ad valorem taxes during the second year of the biennium. Upon adoption of the ordinance fixing the amount of ad valorem taxes to be levied, the clerk shall certify the same to the county legislative authority as required by RCW 84.52.020. [1985 c 175 § 55.]

#### **35A.34.240 Funds — Quarterly report of status**

At such intervals as may be required by city charter or city ordinance, however, being not less than quarterly, the clerk shall submit to the city's legislative body and chief administrative officer a report showing the expenditures and liabilities against each separate budget appropriation incurred during the preceding reporting period and like information for the whole of the current fiscal biennium to the first day of the current reporting period together with the unexpended balance of each appropriation. The report shall also show the receipts from all sources. [1985 c 175 § 56.]

#### **35A.34.250 Contingency fund — Creation**

Every city may create and maintain a contingency fund to provide moneys with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget, or from which to provide moneys for those emergencies described in RCW 35A.34.140 and 35A.34.150. Such fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law, or also may be supported by a transfer from other unexpended or decreased funds made available by ordinance as set forth in RCW 35A.34.200. However, the total amount accumulated in such fund at any time shall not exceed the equivalent of thirty-seven and one-half cents per thousand dollars of assessed valuation of property within the city at such time. Any moneys in the emergency fund at the end of the fiscal biennium shall not lapse except upon reappropriation by the council to another fund in the adoption of a subsequent budget. [1985 c 175 § 57.]

## Comprehensive Financial Management Policies

### Figure 9-2. Chapter 35A.34 RCW; Biennial Budgets

---

#### **35A.34.260 Contingency fund — Withdrawals**

No money shall be withdrawn from the contingency fund except by transfer to the appropriate operating fund authorized by a resolution or ordinance of the legislative body of the city, adopted by a majority vote of the entire legislative body, clearly stating the facts constituting the reason for the withdrawal or the emergency as the case may be, specifying the fund to which the withdrawn money shall be transferred. [1985 c 175 § 58.]

#### **35A.34.270 Unexpended appropriations**

All appropriations in any current operating fund shall lapse at the end of each fiscal biennium. However, this shall not prevent payments in the following biennium upon uncompleted programs or improvements in progress or on orders subsequently filled or claims subsequently billed for the purchase of material, equipment, and supplies or for personal or contractual services not completed or furnished by the end of the fiscal biennium, all of which have been properly budgeted and contracted for prior to the close of such fiscal biennium, but furnished or completed in due course thereafter.

All appropriations in a special fund authorized by ordinance or by state law to be used only for the purpose or purposes therein specified, including any cumulative reserve funds lawfully established in specific or general terms for any municipal purpose or purposes, or a contingency fund as authorized by RCW 35A.34.250, shall not lapse, but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

The accounts for budgetary control for each fiscal biennium shall be kept open for twenty days after the close of such fiscal biennium for the purpose of paying and recording claims for indebtedness incurred during such fiscal biennium; any claim presented after the twentieth day following the close of the fiscal biennium shall be paid from appropriations lawfully provided for the ensuing period, including those made available by provisions of this section, and shall be recorded in the accounts for the ensuing fiscal biennium. [1985 c 175 § 59.]

#### **35A.34.280 Violations and penalties**

Upon the conviction of any city official, department head, or other city employee of knowingly failing, or refusing, without just cause, to perform any duty imposed upon such officer or employee by this chapter, or city charter or city ordinance, in connection with the giving of notice, the preparing and filing of estimates of revenues or expenditures or other information required for preparing a budget report in the time and manner required, or of knowingly making expenditures in excess of budget appropriations, the official or employee shall be guilty of a misdemeanor and shall be fined not more than five hundred dollars for each separate violation. [1985 c 175 § 60.]



## Comprehensive Financial Management Policies

---

This page has been intentionally left blank.



Comprehensive Financial Management Policies  
Figure 9-3. Backup Convention Center Financing

ORIGINAL 9-63

1247C  
02/15/91

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4229

AN ORDINANCE regarding the Convention Center Back Up Financing Plan; adding a business and occupation tax to the recommended financing mechanisms under the Plan; stating the intention of the City Council to provide the Convention Center first priority call on certain unused city business and occupation tax capacity; and directing the City Manager to issue an administrative order regarding staff reporting requirements on all agenda materials relating to matters involving use of city business and occupation tax authority.

WHEREAS, on December 4, 1989, the City Council adopted Ordinance No. 4094 approving a Convention Center Back Up Financing Plan, and stating the intent of the City Council to reserve a portion of the City's business and occupation tax capacity for convention center purposes; and

WHEREAS, the City Council Civic Center Committee has recommended to the full City Council that Ordinance No. 4094 be amended to provide:

A) That additional protection be provided to the City's General Fund by providing that the Convention Center has first priority on the City's unused business and occupation tax capacity under RCW 35.21.710 over and above that reservation of capacity provided for under Ordinance No. 4094; and

B) That the Back Up Financing Plan be supplemented with a provision designating as a recommended financing mechanism a business tax on businesses within a geographic area benefiting from the Convention Center Project; and

WHEREAS, the Council also desires that in connection with any future proposals that involve the use of City business and occupation tax authority measured by gross receipts, the staff will so report to the Council on such proposed use in the appropriate agenda materials; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The Convention Center Back Up Financing Plan, as adopted by Ordinance No. 4094 and given Clerk's receiving No. 14955, is hereby supplemented with the following financing mechanism:

Levy a business and occupation tax (other than a tax upon business activities consisting of the making of retail sales of tangible personal property measured by gross receipts or gross income from such

Comprehensive Financial Management Policies  
Figure 9-3. Backup Convention Center Financing

ORIGINAL

1247C  
02/15/91

sales) on business located within a geographical area which benefits from the Convention Center.

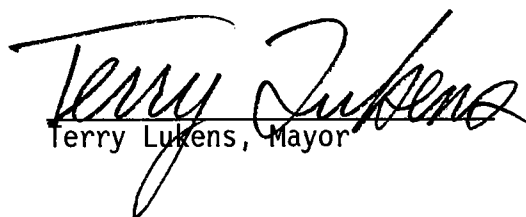
Section 2. Section 2 of Ordinance No. 4094 is hereby amended to read as follows:

The City Council hereby states its intent to reserve a rate of .0001 from the City's unlevied capacity under RCW 35.21.710 for business and occupation taxes upon business activities measured by gross receipts or gross income from sales of tangible personal property; and further states its intent that the Convention Center has first priority call on any additional, unlevied business and occupation tax capacity under RCW 35.21.710.

Section 3. The City Manager is hereby directed to issue an administrative order regarding any proposed use of the City's business and occupation tax capacity, and providing that whenever an item is included on the Council agenda which would include the use of any City business and occupation tax capacity, the agenda materials prepared by staff shall include a section indicating that such use is proposed and describing the nature and extent of such use. Further, the agenda materials shall address the financial status of the Meydenbauer Center.

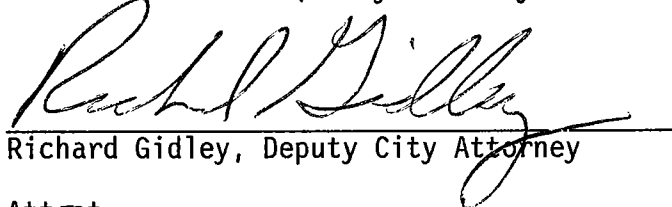
PASSED by the City Council this 4<sup>th</sup> day of March, 1991, and signed in authentication of its passage this 4<sup>th</sup> day of March, 1991.

(SEAL)

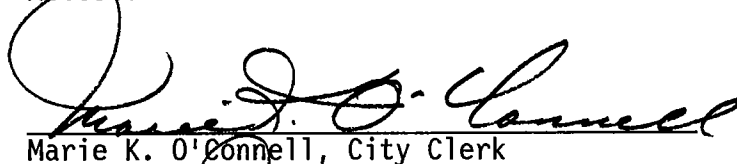
  
Terry Lukens, Mayor

Approved as to form:

Richard L. Andrews, City Attorney

  
Richard L. Andrews, City Attorney

Attest:

  
Marie K. O'Connell, City Clerk

Published March 8, 1991

0212C  
11/29/89

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4094

AN ORDINANCE approving a Convention Center Backup Financing Plan and stating the intent of the City Council to reserve a portion of the City's Business & Occupation Tax capacity for Convention Center purposes.

WHEREAS, on March 20, 1989, the City Council adopted Resolution No. 5114 regarding the Bellevue Convention Center Project; and

WHEREAS, consistent with that resolution, staff has prepared additional information on the financing of the Project; and

WHEREAS, a Backup Financing Task Force was formed by the City Manager to prepare recommendations on establishing backup financing mechanism(s) to stand between the Convention Center debt and expense requirements and the City's General Fund; and

WHEREAS, the final recommendations of the Backup Financing Task Force, dated September 8, 1989, were reviewed and approved by the Convention Center Citizens Committee; and

WHEREAS, the Council Civic Center Committee approved forwarding those recommendations to the full City Council for incorporation into the Convention Center finance plan as an unprioritized array of sixteen fallback options to stand between the Convention Center project expenses and the City's General Fund; and

WHEREAS, the final Task Force report recommended that the City reserve .0001 of the City's Business and Occupation Tax capacity as a backup finance tool for the Bellevue Convention Center Project; and

WHEREAS, under RCW 35.21.710, the taxing authority granted the City for taxes upon business activities measured by gross receipts or gross income from sales cannot exceed a rate of .002, except upon an approval by majority vote of the qualified voters of the City; and

WHEREAS, the current Business and Occupation Tax in the City on activities measured by gross receipts or gross income from sales is .001496, leaving an unlevied capacity of .000504; and

WHEREAS, the City Council desires to reserve from its unlevied capacity a rate of .0001 for Convention Center purposes; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The Convention Center Backup Financial Plan, a copy of which has been given Clerk's Receiving No. 14956 is hereby adopted.

Comprehensive Financial Management Policies  
Figure 9-4. Backup Convention Center Financing

ORIGINAL

0212C  
11/29/89

Section 2. The City Council hereby states its intent to reserve a rate of .0001 from the City's unlevied capacity under RCW 35.21.710 for business and occupation taxes upon business activities measured by gross receipts or gross income from sales of tangible personal property.

Section 3. This ordinance shall take effect and be in force five days after its passage and legal publication.

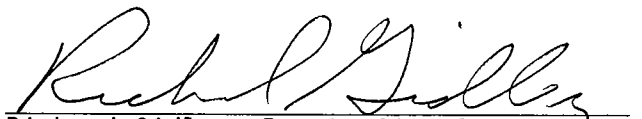
PASSED by the City Council this 4<sup>th</sup> day of December, 1989, and signed in authentication of its passage this 4<sup>th</sup> day of December, 1989.

(SEAL)

  
Nan Campbell, Mayor

Approved as to form:

Richard L. Andrews, City Attorney

  
Richard L. Andrews, City Attorney

Attest:

  
Marie K. O'Connell, City Clerk

Published December 9, 1989

## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

---

Revised: December, 2010

#### Objectives

This policy sets forth criteria for the operation of the investment portfolio. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect Bellevue's (hereafter referred to as the City) principal sums and enable the City to generate a market rate of return from its investment activities while assuring adequate liquidity to meet its cash flow needs. All investment activity will be in compliance with RCW [35A.40.050](#) "Fiscal - Investment of Funds" and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

#### Scope

This policy guides the investment of all available City funds except it does not include assets held in escrow in order to defease refunded debt, nor does it include retirement funds managed by others such as the state, the Municipal Employees Benefit Trust, and deferred compensation plan providers.

#### Responsibility

Authority to manage the investment program is derived from Bellevue City Code Section 3.37.060. This section gives the Finance Director authority to determine the amount of money available in each fund administered by the City for investment purposes, and the authority to invest such moneys in all forms of investments that are authorized by law. This section also authorizes the Director to designate a subordinate employee(s) to assist in the performance of these duties.

The Finance Director will provide a letter(s) of authorization to individuals or firms on the approved broker/dealer list specifically designating City staff who have the authority to commit the City to investment transactions.

The Finance Director or his/her designee will establish written investment procedures including a glossary of investment terms for the operation of the investment program, consistent with this investment policy.

#### Types of Investment and Diversification

The City may invest in any of the securities identified as eligible investments as defined by RCW 35A.40.050 "Fiscal - Investment of Funds". For purposes of this policy, the major eligible investment categories have been further restricted as follows:

1. United States Treasury Debt Obligations
  - Maximum % of Portfolio 100%
  - Maximum Remaining Maturity 5 years
  - Securities will be held by the City's third party custodian in the City's name.



## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

- 
2. United States Agency Securities backed by the full faith and credit of the United States Government for the payment of principal and interest
    - Maximum % of Portfolio 100%
    - Maximum Remaining Maturity 5 years
    - Maximum % of Portfolio Per Issuer 25%
    - Defined by RCW 43.84.080 to include certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States.
    - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
    - Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
    - Securities will be held by the City's third party custodian in the City's name.
  
  3. United States Agency Coupon Securities (Mortgage-backed Securities Included)
    - Maximum % of Portfolio 100%
    - Maximum Remaining Maturity 5 years
    - Maximum % of Portfolio Per Issuer 25%
    - Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporation whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
    - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
    - Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
    - Securities will be held by the City's third party custodian in the City's name.
  
  4. United States Agency Discount Notes
    - Maximum % of Portfolio 100%
    - Maximum Remaining Maturity 1 year
    - Maximum % of Portfolio Per Issuer 25%
    - Defined by RCW [43.84.080](#) to include obligations of any United States government-sponsored corporations whose obligations are eligible as collateral

## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

for advances to member banks as determined by the Board of Governors of the Federal Reserve System.

- Securities will be held by the City’s third party custodian in the City’s name.
5. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs
- Required Investment Rating AAA/Aaa long-term and A-1/ P-1 short-term
  - Maximum % of Portfolio 100%
  - Maximum Remaining Maturity expiration Not to exceed the lesser of the date of FDIC’s guarantee or 5 years
  - Maximum % of Portfolio Per Issuer 5%
  - To be eligible for purchase, the obligations must: 1) be guaranteed by the FDIC, and 2) carry the full faith credit of the United States Government.
  - The note obligations must be issued by corporations organized and operating in the United States.
  - Securities will be held by the City’s third party custodian in the City’s name.
6. Repurchase Agreements secured by United States Government and United States Agency Debt Obligations
- Maximum % of Portfolio 50%
  - Maximum % of Portfolio With any Primary Dealers or Financial Institutions 10%
  - Maximum Remaining Maturity 60 days
  - Maximum Remaining Maturity of Underlying Collateral 5 years
  - Collateral Pricing Daily
  - All US Government Agency collaterals should stay within the 25% per issuer limit.
  - Collateral equal to 102% of the repurchase agreement must be delivered to the City’s third party custodian if less than 30 days. If the repurchase agreement is between 30-60 days, collateral equal to 105% of the repurchase agreement must be delivered to the custodian.
  - Securities will be purchased from primary dealers or financial institutions that are members of the Washington Public Depository under a written Master Repurchase Agreement.
  - Only US Treasury, US Government Agency, and US Government Sponsored Corporation securities may be accepted as collateral.
  - Collateral securities will be held by the City’s third party custodian, or through a tri-party arrangement in the City’s name.



## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

- 
7. Certificates of Deposit, and other Interest Bearing Bank Deposits with financial institutions recognized by the State of Washington Public Deposit Protection Commission (PDPC) as qualified to hold public deposits.
    - Maximum % of Portfolio 50%
    - Maximum Remaining Maturity 1 year
    - Maximum % of Portfolio Per Issuer 10%
  
  8. Bankers Acceptances purchased on the secondary market
    - Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) of the accepting bank's short-term obligations by any two nationally recognized statistical rating organizations
    - Maximum % of the Portfolio 15%
    - Maximum Remaining Maturity 6 months
    - Maximum % of Portfolio Per Issuer 5%
    - Securities will be held by the City's third party custodian in the City's name.
  
  9. Commercial Paper Issued by United States Corporations in compliance with the provisions adopted by the State Investment Board RCW [43.84.080](#) (7).
    - Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) by any two nationally recognized statistical rating organizations
    - Maximum % of Portfolio 15%
    - Maximum Remaining Maturity 90 days
    - Maximum Percent of Portfolio Per Issuer 5%
    - Securities will be held by the City's third party custodian in the City's name.
  
  10. State of Washington Local Governmental Investment Pool
    - Maximum % of Portfolio 100%
    - A copy of the pool's investment policy must be obtained and reviewed.

The portfolio and issuer limits listed above shall be complied with at the time of a security purchase. However, no sale of securities shall be required to meet revised limits due to a decrease in the total size of the portfolio.

#### Weighted Average Duration and Liquidity

The total portfolio (including short-term money market and cash accounts) will be managed such that the weighted average modified duration does not exceed 2.5 years.



## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

---

The portfolio should be laddered with staggered maturities to assure that: 1) adequate resources are available to meet cash flow requirements without forced liquidation of investments, and 2) price volatility and reinvestment risks are minimized.

#### **Prudence**

“Investments shall be made with the same judgement and care which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering probable safety of their principal as well as probable income to be derived.”

The standard of prudence to be used by employees authorized to commit the City to investment transactions shall be the "prudent person" standard. Employees meeting the prudent person standard shall be relieved of personal responsibility for an individual security's subsequent performance, provided appropriate action is taken to control adverse developments.

#### **Performance**

The portfolio shall be managed to obtain a market rate of return through budgetary and economic cycles, keeping in mind the primary objectives of protecting the City's capital and assuring adequate liquidity to meet cash flow needs.

For purposes of this policy, the market rate of return objective will be the 12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index for the period of time being evaluated. The goal is for the portfolio to generally perform above the Index.

#### **Ethics and Conflicts of Interest**

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. These employees shall disclose to the City Manager and Finance Director any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to performance of the City's portfolio, particularly with regard to the time of purchases and sales. Employees shall subordinate their personal investment transactions to those of the City.

#### **Authorized Financial Dealers/Institutions and Financial Review**

The Finance Director will approve financial institutions to be eligible to conduct investment business with the City. A current list of approved brokerage firms will be maintained by the Finance Director or his/her designee. This list may include primary dealers (government securities reporting to the Market Reports Division of the Federal Reserve Bank of New York), regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capitalization), and national banks.

To become authorized to provide investment services to the City, each institution must provide an annual letter to the City from the individual providing the service certifying that he or she has read the City's investment policy and assures that all transactions with the City will fall within the policy boundaries. This letter shall also certify that the firm and



## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

broker assigned to this account have the required credentials and licenses with the NASD, SEC or appropriate agencies and that they must immediately notify the City if at any time the firm or broker is not in compliance with SEC rule 15C3-1, the firm's capital position falls short of the Capital Adequacy or uniform Net Cap Rule standard, or a material control weakness is identified by the firm's independent auditor. In addition, each institution must also provide the City with a copy of their annual audited financial report or Consolidated Report of Condition (call report).

In the case of certificates of deposit, those financial institutions recognized by the PDPC (Public Deposit Protection Commission) are qualified to hold public deposits.

An annual review of the audited financial report or call report of the selected qualified financial institutions will be conducted by Finance staff.

#### Broker Allocation

Investment transactions will be based upon the financial institution or brokerage firm that offers the best price to the City on each particular transaction. The City will make its best effort to obtain three bids for purchase or sale of government agency securities other than new issues. If circumstances dictate fewer than three bids due to the volatility of the market place, lack of bids, etc., the Finance Director, Assistant

Finance Director or the Treasury Manager has the authority to waive this rule. Generally not all brokers will have the same inventory of agency securities available to sell, but should be able to offer comparable alternatives. Treasury security transactions will be accomplished at or within the bid or asked price spread indicated on the live Bloomberg screens or similar reliable real time investment information service. Issues not actively traded on such services will be subject to the three bid requirement. Bankers Acceptances and Certificates of Deposit (other than a compensating balance CD) also require the acquisition of at least three bids, and acceptance of the most attractive rate from among comparable alternatives. Where two or more institutions or brokers have offered the same low bid, allocation will go to the lowest bidder that has provided the best service to the City.

#### Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery versus payment (DVP) basis. Securities will be held by a third party custodian designated by the Finance Director or his designee as evidenced by confirmations in the City's name.

#### Investment Committee

An Investment Committee will be established by the City Manager, and will include at least three members from the business community knowledgeable in the area of institutional investment management. This Committee will periodically meet to review the investment program and make recommendations to the Finance Director with regard to proposed changes to the investment policy.

## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

---

#### **Internal Control**

Investment procedures will be defined, documented, and implemented by the Finance Director or his/her designee to assure adequate internal control of the investment process.

The Finance Director or his/her designee will establish a process of periodic independent review by an external auditor or competent staff not assigned to the investment function.

The Washington State Auditor's Office will customarily conduct independent annual reviews of the investment function.

#### **Reporting**

Investment reports will be prepared and provided at least quarterly to meet the needs of the users including sufficient detail to provide an accurate and meaningful representation of the portfolio, showing its performance in relation to established benchmarks and its compliance with the investment policy.

#### **Policy Adoption**

The Investment Policy is adopted by the City Council as part of the biennial budget. The Finance Director has authority to approve changes to this Investment Policy.



## Comprehensive Financial Management Policies

### Figure 9-5. Investment Policy

#### Summary of Changes to the City's Investment Policy

1. Actual reference and link to the RCW and the City Code added.
2. Added United States Agency Securities backed by the full faith and credit of the US Government (e.g., Government National Mortgage Association "Ginnie Mae" Small Business Association "SBA") as a separate eligible investment category. These securities were not specifically identified as eligible investments in the prior version of the Policy.
3. Introduced investments in agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate to the Policy. Provided additional diversification and enhance total return.
6. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs added to the Policy. These high quality investment instruments provide higher return while holding credit ratings comparable with Treasuries.
7. The Maximum percentage of Bankers Acceptances (BAs) purchased on the secondary market was reduced from 50% to 15% percent; and maximum percent per issuer was reduced from 10% to 5%. These changes were made mainly to minimize the risk exposure to BAs as a result of recent financial institute failures.
8. The maximum period/remaining maturity allowed investing in US Treasury debt obligations were reduced from 5.5 years to 5 years. This change was made primarily to make investments in Treasuries consistent with Agency securities.
9. The portfolio's performance measure was changed from "a band between the average yield of the ninety-day Treasury bill and the 2-year Treasury note" to "12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index"

#### Reasons for this change include:

- Due to the change in the final maturity of agencies from 2-5 years in the last 3 years.
- To raise the bar by increasing the standard from the band (90 – 2 years) to the upper range of 2-year Treasury.
- Moving average is a better measure than a snapshot at end of a period reducing volatility and closely mirrors actual portfolio activities In line with GFOA's best practice and other governments in Washington – consistent with duration.

## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

---

Revised: December, 2010

#### Background

The City of Bellevue (City) maintains conservative financial policies to assure strong financial health both in the short- and long-term. The City is an infrequent issuer of debt with debt primarily used as a tool to finance large capital investments such as property acquisitions.

Maintaining the City's bond rating is an important objective of the City's financial policies. To this end, the City is constantly working to improve its financial policies, budgets, forecasts, and financial health.

#### Purpose

This policy sets forth the criteria for issuance and repayment of debt. The primary objective of the Debt Policy is to establish criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for capital improvements that cannot be funded on a pay-as-you-go basis. The City will not issue long-term debt to finance current operations.

All debt issued will be in compliance with this policy, Bellevue City Code (BCC) Chapter 2.30 - Registration Procedure for Bonds and Obligations, Chapter 35A.40 Revised Code of Washington (RCW) - Fiscal Provisions Applicable to Code Cities and Chapter 43.80 RCW - Fiscal Agencies along with all other City, State, and Federal laws, rules, and regulations.

#### Scope

This Policy provides general guidance for the issuance and management of all City debt. In addition, it includes the management of all debt absorbed by the City through utility assumptions or the like. It does not include the debt issued by the Bellevue Convention Center Authority.

#### Responsibility

Authority to issue and manage debt is derived from BCC 2.37.030. This section gives the Finance Director authority to act in the capacity of City Treasurer, which includes the duties of debt management.

This section also authorizes the Finance Director to appoint a subordinate employee from the Department to assist in the performance of the duties of City Treasurer. The Finance Director has appointed the Investment and Debt Manager to act as the Debt Manager to assist in the duties of debt issuance, interest payments, principal repayments and other debt-related activities.

The Finance Director is responsible for assuring that the activities related to the issuance and payment of bonds or other obligations not jeopardize the bond rating.



## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

#### Budgeting and Capital Planning

The City shall develop and maintain a capital planning process such as the biennial Capital Investment Program Plan for consideration and adoption by the City Council as part of the City's budget process. The Finance Department is responsible for coordinating and analyzing the debt requirements. This will include timing of debt, calculation of outstanding debt, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.

Prior to issuance of debt, the City will prepare revenue projections, such as the biennial budget or the Financial Forecast, to ensure that there is adequate revenue to make principal and interest payments.

#### Types of Long-Term Debt

The following is a description of the types of long-term debt the City may issue:

##### 1. General Obligation

This debt is backed by the full faith and credit of the City. The State RCW limits this debt to 2.5% of the assessed valuation of the City for each of three purposes:

##### a. General Purposes

Debt issued in this category can be used for any purpose allowed by law.

##### Non-Voted

The City Council may authorize the issuance of general obligation debt up to 1.5% of the City's assessed value without a vote of the public as long as there is an available source of funding to pay the debt service. This funding source can be the diversion of an existing revenue source or a new revenue coming from the enactment of a new tax or other revenue source. The debt can take the form of bonds, bond anticipation notes, lease-purchase agreements, conditional sales contracts, certificates of participation, or other forms of installment debt.

##### Voted

The City Council may place any general obligation debt issue before the electorate. According to State law, if a debt issue is placed before the City's electorate, it must receive a 60% or greater yes vote and have a turnout of at least 40% of those voting at the previous general election. Voted issues are limited to capital purposes only.

##### b. Open Space and Parks

Debt issued in this category must be used for park and open space and/or recreation facilities. All debt in this category must be approved by the voters.

##### c. Utilities

Debt issued in this category must be used for utility infrastructure. All debt in this category must be approved by the voters.

##### 2. Revenue Debt

Revenue bonds are generally payable from a designated source of revenue generated by the project which was financed. No taxing power or general fund

## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City’s statutory debt limitation nor is voter approval required.

#### 3. Local Improvement District (LID) Debt

LID bonds are payable solely from assessments of property owners within the local improvement district. Similar to revenue debt, no taxing power or general fund pledge is provided as security, and LID bonds are not subject to statutory debt limitations.

The debt is backed by the value of the property within the district and a LID Guaranty Fund. The LID Guaranty Fund is required by State law.

### Short-Term Debt and Interim Financing

The City may utilize short-term borrowing in anticipation of long-term bond issuance or to fund cash flow needs in anticipation of tax or other revenue sources. Short-term borrowing excludes the City’s warrant redemption process.

In accordance with BCC 3.37.070, the Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding six months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund.

### Limitation of Indebtedness

In addition to the limitations required by the RCW, the City’s indebtedness is further limited by this policy to assure strong financial health. The limitations are applied to the assessed value of the City to arrive at a dollar value of indebtedness. For example, the 2006 assessed valuation used to determine the 2007 property tax levy was \$26.6 billion, and the statutory limitation for general obligation debt is 2.5%. Therefore, the City’s statutory debt limitation is \$665.3 million. The following matrix shows the general limitation by type of debt. These limitations may be modified by the City Council up to the statutory limitation at the Council’s discretion.

Type of Debt	Statutory Limitations	Policy Limitations	2010 Bellevue Actual
General Obligation:	2.5%	1.75%	0.61%
Non-Voted	1.5%	1.0%	0.61%
Voted	1.0%	0.75%	0.00%
Open Space and Parks	2.5%	1.75%	0.00%
Utilities	2.5%	1.75%	0.00%
Revenue	no limit	no limit *	NA
Local Improvement District	no limit	no-limit *	NA

\* Revenue and LID debt is not limited because no taxing power or general fund pledge is provided as security.





## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

#### Structure and Term of Debt

##### 1. Debt Repayment

The City shall pay all interest and repay all debt in accordance with the terms of the bond ordinance. The maturity of bonds issued should be the same or less than the expected life of the project for which the bonds were issued. To the extent possible, the City will seek level or declining debt repayment schedules.

##### 2. Variable-Rate Securities

When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. However, the City will avoid over use of variable-rate debt due to the potential volatility of such instruments.

#### Professional Services

The City's Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City's debt program.

##### 1. Bond Counsel

All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.

##### 2. Financial Advisor

A Financial Advisor(s) will be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.

##### 3. Underwriters

An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

##### 4. Fiscal Agent

A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. In accordance with Chapter 43.80 RCW, the City will use the Fiscal Agent that is appointed by the State.

#### Method of Sale

The City will generally issue its debt through a competitive process but may use a negotiated process under the following conditions.

- The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.



## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

---

- The nature of the debt is unique and requires particular skills from the underwriter(s) involved.
- The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.

#### Credit Ratings

The City will maintain good communication with bond rating agencies about its financial condition. This effort will include providing periodic updates on the City's general financial condition, coordinating meetings, and presentations in conjunction with a new issuance. The City will continually strive to maintain its bond rating by improving financial policies, budgets, forecasts and the financial health of the City.

Credit enhancements may be used to improve or establish a credit rating on a City debt obligation. Credit enhancements should only be used if cost effective.

#### Refunding Debt

A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will require a present value savings of three percent of the principal amount of the refunding debt being issued.

#### Arbitrage Rebate Monitoring and Reporting

The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage. Arbitrage is the interest earned on the investment of the bond proceeds above the interest paid on the debt. If arbitrage occurs, the City will pay the amount of the arbitrage to the Federal Government as required by Internal Revenue Service Regulation 1.148-11. The City will maintain a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirement of the IRS regulation. For each bond issue not used within the established time frame, the recordkeeping shall include tracking investment earnings on bond proceeds, calculating rebate payments, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.

#### Covenant Compliance

The City will comply with all covenants stated in the bond ordinance, contract, etc.

#### Ongoing Disclosure

The Debt Manager shall be responsible for providing annual disclosure information to established national information repositories and for maintaining compliance with disclosure statements as required by state and national regulatory bodies. Securities & Exchange Commission disclosure shall occur by the date designated in the bond ordinance, which is currently July 31 of each year. Disclosure shall take the form of the Comprehensive Annual Financial Report (CAFR) unless information is required by a particular bond issue that is not reasonably contained within the CAFR.



## Comprehensive Financial Management Policies

### Figure 9-6. Debt Policy

---

#### Changes to the Debt Policy

1. Under the “Short-Term Debt and Interim Financing” Section, the maximum period that the Finance Director can authorize interfund loan without going to Council was increased from three to six months. This change reflects the amendment of City Code 3.37.070 by Council under Ordinance N0. 5783 in December, 2007.
2. Actual 2010 Bellevue debt limit as of 12/31/2010 reported.

Comprehensive Financial Management Policies  
Figure 9-7 Budget Ordinances

1188-ORD  
12/03/10

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5971

AN ORDINANCE adopting the Human Services Commission's 2011-2012 Human Services funding recommendations and authorizing the City Manager to enter into contracts with local human services agencies in accordance with the recommendations.

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:


Section 1. The City Council adopts the 2011-2012 Human Services funding recommendations as developed by the City of Bellevue Human Services Commission, to act as guidelines for the allocation of 2011 and 2012 General Fund money, as such funding becomes available.

Section 2. The City Manager or his designee is hereby authorized to enter into contracts with local human services agencies to carry out the services described in the recommendation in the amount of funding specified for each agency.

Section 3. This ordinance shall take effect and be in force five (5) days after passage and legal publication.


Passed by the City Council this 6th day of December, 2010 and signed in authentication of its passage this 6th day of December, 2010.

(SEAL)

  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Monica Buck, Assistant City Attorney

1188-ORD  
12/03/10

ORIGINAL

Attest:

Myrna L. Basich  
Myrna L. Basich, City Clerk

Published December 9, 2010

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5972

AN ORDINANCE repealing Section 23.11.105.1.1.1 of the Bellevue City Code; amending Section 23.11.113 of the Bellevue City Code to modify fire code operational permit fees and establish a fee for fire and life safety re-inspections; and establishing an effective date.

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The following revisions to the Bellevue City Code Chapter 23.11 shall become applicable on January 1, 2011.

Section 2. Section 23.11.105.1.1.1 of the Bellevue City Code is hereby deleted in its entirety.

Section 3. Section 23.11.113 of the Bellevue City Code is hereby amended to read as follows:

**23.11.113 International Fire Code Section 113 amended – Fees.**

Section 113 of the International Fire Code as adopted by this chapter is amended to read as follows:

**113.1 Fees.** A permit shall not be issued until the fees have been paid, nor shall an amendment to a permit be released until the additional fee, if any, has been paid.

**113.2 Schedule of permit fees.** A fee for each permit shall be paid as required, in accordance with Table 113.6.

**113.3 Work commencing before permit issuance.** Any person who commences any work, activity or operation regulated by this code before obtaining the necessary permits shall be subject to an additional fee established by the applicable governing authority, which shall be in addition to the required permit fees.

**113.4 Related fees.** The payment of the fee for the construction, alteration, removal or demolition of work done in connection to or concurrently with the work or activity authorized by a permit shall not relieve the applicant or holder of the permit from the payment of other fees that are prescribed by law.

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

**113.5 Refunds.** The applicable governing authority is authorized to establish a refund policy.

**Table 113.6**

**Operational permit fees.** A fee of one hundred (\$100.00) shall be charged annually for each type of operational permit (as defined in International Fire Code Section 105.6)

**Exceptions:**

1. Any hazardous material with multiple classifications shall be charged only once.
2. No fees shall be charged for candles in a place of assembly or parade floats.
3. Fees shall be waived for government agencies and non-profit organizations.
4. A fee of one hundred dollars (\$100.00) shall be charged for pyrotechnical effects permits.

**Construction permit fees.** The fee for each permit shall be as set forth in the fee ordinance, as now or hereafter amended.

**Re-inspection fee.** A re-inspection fee may be assessed when all of the following criteria have been met:

- Code violations have been identified by the fire code official
- A written notice has been issued to the responsible party, identifying the code violations and a time period to make corrections.
- The code violations have not been corrected within the specified period.


The fee shall be \$124.00/hour with a one hour minimum.

Section 4. This ordinance shall take effect and be in force five (5) days after passage by the City Council and legal publication.

ORIGINAL  
Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances

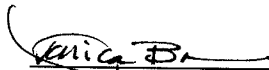
Passed by the City Council this 6<sup>th</sup> day of December, 2010  
and signed in authentication of its passage this 6<sup>th</sup> day of December,  
2010.

(SEAL)

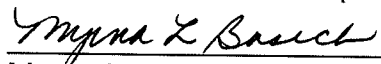
  
\_\_\_\_\_  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Monica Buck, Assistant City Attorney

Attest:

  
\_\_\_\_\_  
Myrna L. Basich, City Clerk

Published December 9, 2010

**Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances**

1198-ORD  
12/02/10

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5973

AN ORDINANCE establishing revised charges for water service, water consumption, and water standby capacity; repealing Ordinance No. 5920; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Water Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal; and

WHEREAS, it is in the public interest to provide for the following schedule of revised charges for water service, water consumption and water standby capacity for the Water Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Charges Established. The charges set forth herein for water service, water consumption, and water standby capacity are hereby established and shall be collected from each user of water services provided by the Water Utility of the City of Bellevue.

Section 2. Meter Service Charges.

A. Meter Service Charges – General. The meter service charges per bimonthly billing period for each user of water service shall be as follows:

<u>Domestic Meter Size</u>	<u>Bimonthly Service Charge Per Meter in Operation</u>	
	<u>2011</u>	<u>2012</u>
5/8" or 3/4"	\$27.44	\$29.61
1"	\$48.56	\$52.40
1½"	\$82.15	\$88.65
2"	\$126.26	\$136.25
3"	\$275.86	\$297.68
4"	\$406.41	\$438.56
6"	\$760.72	\$820.90
8"	\$1,183.44	\$1,277.06
10"	\$1,662.16	\$1,793.66



**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1198-ORD  
 12/02/10

B. Residential Combo Meters - Oversized domestic meters required in designated residential structures to provide fire sprinkler capability.

<u>Combo Meter Size</u>	<u>Bimonthly Service Charge Per Meter in Operation</u>	
	<u>2011</u>	<u>2012</u>
1"	\$29.44	\$31.77
1½"	\$32.39	\$34.95
2"	\$45.36	\$48.95

C. Irrigation meters - City-owned meters that are used for measuring water used strictly for outside irrigation.

<u>Irrigation Meter Size</u>	<u>Bimonthly Service Charge Per Meter in Operation</u>	
	<u>2011</u>	<u>2012</u>
5/8" or ¾"	\$27.44	\$29.61
1"	\$48.56	\$52.40
1½"	\$82.15	\$88.65
2"	\$126.26	\$136.25
3"	\$275.86	\$297.68
4"	\$406.41	\$438.56
6"	\$760.72	\$820.90
8"	\$1,183.44	\$1,277.06
10"	\$1,662.16	\$1,793.66

Section 3. Water Consumption Charges. The water consumption charges per bimonthly billing period for each user of water service shall be as follows:

A. Single Family Residential

<u>Cubic Feet Consumed</u>	<u>Charge Per Hundred Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
0 to 2,000	\$2.74	\$2.96
2,001 to 3,000	\$3.78	\$4.08
3,001 to 10,000	\$4.85	\$5.23
Over 10,000	\$7.22	\$7.79

**Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances**

1198-ORD  
12/02/10

**B. Multifamily Residential Structure or Facility**

<u>Cubic Feet Consumed</u>	<u>Charge Per Hundred Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
0 to 1,100	\$3.29	\$3.55
1,101 to 1,500	\$3.68	\$3.97
Over 1,500	\$4.34	\$4.68

For purposes of these charges, a "multifamily residential structure or facility" shall mean any residential structure or facility containing two or more dwelling units, including, but not limited to, duplexes, triplexes, apartment buildings, condominiums, and parcels containing two or more separate dwelling units served through a single meter, but shall not include hotels, motels or trailer parks. Mixed use structures that include both multi-family dwelling units and commercial non-residential units and that are served by one water meter shall be billed as multi-family.

**C. Non-Residential**

Where both irrigation and non-irrigation consumption is measured through the same meter, the water consumption charges shall be as follows:

<u>Consumption</u>	<u>Charge Per Hundred Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
All non-summer consumption	\$2.79	\$3.01
All summer consumption	\$3.91	\$4.22
Where summer consumption is defined in Subsection 3 below.		

1. Where all irrigation consumption is measured through an irrigation meter, the water consumption charges for domestic water shall be as follows:

<u>Consumption</u>	<u>Charge Per Hundred Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
All non-summer consumption	\$2.79	\$3.01
All summer consumption (Summer consumption is defined in Subsection 3 below.)	\$3.52	\$3.80

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1198-ORD  
 12/02/10

2. For purposes of these charges, summer consumption shall mean that volume recorded on two normal bimonthly meter readings during the months of July through October or readings during this period for other billing purposes, such as, but not limited to, customer changes.

D. Irrigation Water Consumption.

For volumes measured by irrigation meters or other meter arrangements that can be used for measuring water used strictly for outside irrigation.

<u>Cubic Feet Consumed</u>	<u>Charge Per Hundred</u>	
	<u>Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
All irrigation consumption	\$5.45	\$5.88

Section 4. Service Charges for Water Standby Capacity for Private Fire Protection. The service charges for water standby capacity for private fire protection per bimonthly billing period shall be as follows:

<u>Line Size</u>	<u>Bimonthly Service Charge</u>	
	<u>2011</u>	<u>2012</u>
5/8" or 3/4"	\$15.02	\$16.21
1"	\$17.45	\$18.83
1½"	\$19.94	\$21.52
2"	\$26.75	\$28.87
3"	\$76.84	\$82.92
4"	\$95.39	\$102.94
6"	\$138.71	\$149.68
8"	\$188.16	\$203.05
10"	\$231.47	\$249.78

Section 5. User Charges – Outside. The charges for each water service user outside the city or town limits of Bellevue, Clyde Hill, Hunts Point, Medina and Yarrow Point shall be the sum of the domestic meter service charge in Section 2 plus the appropriate water consumption charge or charges in Section 3 plus the water standby capacity charges in Section 4.

Section 6. User Charges – Inside. The charges for each user inside the city or town limits of Bellevue, Clyde Hill, Hunts Point, Medina and Yarrow Point shall be the sum of the meter service charge in Section 2 plus the appropriate water service charge or charges in Section 3 plus the water standby capacity charges in Section 4, all multiplied by the percentage indicated below for that city or town:

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1198-ORD  
 12/02/10

<u>City or Town</u>	<u>Percentage</u>
Bellevue	112.2708%
Clyde Hill	110.4686%
Hunts Point	107.3470%
Medina	103.2619%
Yarrow Point	105.5573%

provided that the percentages set forth above may be administratively adjusted by the Utility Department Director to reflect any increase or decrease in any franchise fee required to be paid to such city or town by the Utility.

Section 7. Severability. If any section of this ordinance or any portion of any section of this ordinance, or its application to any person or circumstances is held invalid, the remainder of the ordinance or the application of the provision to other persons and circumstances shall not be affected.

Section 8. Repeal. Ordinance No. 5920 is repealed effective January 1, 2011 provided, however, that any charges made for water service under Ordinance No. 5920 are not invalidated by the repeal of that ordinance.

Section 9. Effective Date. Sections 1-8 of this ordinance shall take effect on January 1, 2011, shall apply to service provided on and after that date and shall supersede all existing schedules of charges as of that date. The specific water service charges for 2011 shall take effect on January 1, 2011 and shall remain in effect through and including December 31, 2011. The specific water charges for 2012, as hereinbefore indicated, shall take effect on January 1, 2012 and shall remain in effect until amended by the City Council.


Section 10. This ordinance shall take effect and be in force five (5) days after passage and legal publication.

Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances

1198-ORD  
12/02/10

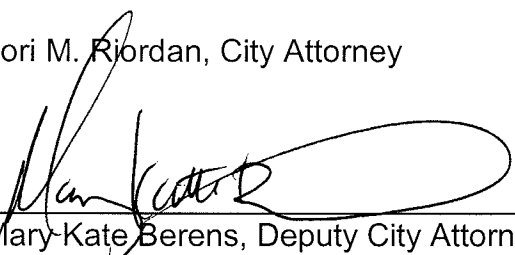
Passed by the City Council this 6th day of December, 2010  
and signed in authentication of its passage this 6th day of December,  
2010.

(SEAL)

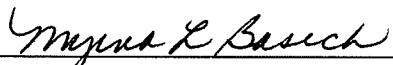
  
\_\_\_\_\_  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Mary-Kate Berens, Deputy City Attorney

Attest:

  
\_\_\_\_\_  
Myrna L. Basich, City Clerk

Published December 9, 2010

Comprehensive Financial Management Policies  
Figure 9-7 Budget Ordinances

1199-ORD  
12/02/10

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5974

AN ORDINANCE establishing revised sewerage service charges; repealing Ordinance No. 5848; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Sewer Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal; and

WHEREAS, it is in the public interest to establish the following amended schedule of rates and charges for the sewerage service area for the Sewer Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Charges Established. There are hereby established and shall be collected from each user in the sewerage service area for the Sewer Utility of the City of Bellevue sewerage service charges as hereinafter provided.

Section 2. Single Family Residential Structures.

A. The service charge for single-family residential units shall be \$72.20 per bimonthly billing period in 2011 and \$72.20 per bimonthly billing period in 2012, plus a volume charge based on the bimonthly winter-average water consumption for the structure, as follows:

<u>Winter-Average Cubic Feet Consumed</u>	<u>Charge Per Hundred Cubic Feet of Water</u>	
	<u>2011</u>	<u>2012</u>
0 to 5,000	\$2.71	\$2.82
Over 5,000	\$3.50	\$3.65

B. For purposes of these charges, winter-average consumption is the average bimonthly water volume recorded on three normal meter readings during the period of December 15 through June 15 of the preceding year. Winter-average consumption for each residence will be recomputed before the start of each year and that volume will be used to compute the bimonthly sewer volume charge for the residence for the entire calendar year.

C. For those residences that are not Bellevue water customers, actual meter reading data necessary to compute the residence's winter-average water consumption will be obtained from the customer's water district, whenever possible.

1199-ORD  
12/02/10

Where that data is unavailable and for new structures where water consumption data necessary to compute actual winter-average consumption has not been recorded, bimonthly sewer volume charges for the residence will be based on Bellevue's system-wide winter-average residential consumption of 1,500 cubic feet for a two-month period.

Section 3. Multifamily Residential Structures or Facilities.

The service charge for each multifamily residential structure or facility shall be \$74.41 for 2011, and \$74.44 for 2012 per bimonthly billing period for each dwelling unit, plus \$6.05 for 2011 and \$6.14 for 2012 per 100 cubic feet of water consumed by such structure or facility in excess of 1,100 cubic feet per dwelling unit during each bimonthly billing period.

For the purposes of this Section 3, "multifamily residential structure or facility" shall mean any residential structure or facility containing two or more dwelling units, including but not limited to duplexes, triplexes, apartment buildings, condominiums, and parcels containing two or more separate dwelling units, but shall not include hotels, motels or trailer parks. Mixed-use structures that include both multi-family dwelling units and commercial non-residential units and that are served by one water meter shall be billed as multi-family.

Section 4. Non-residential Structures or Facilities.

A. The service charge for non-residential structures or facilities shall be based on water consumption by each structure or facility and shall be computed as follows:

\$112.74 for 2011, and \$114.43 for 2012 per 100 cubic feet of water consumption per bimonthly billing period.

Provided, there shall be a minimum charge of \$7.25 for 2011 and \$7.36 for 2012 per bimonthly billing period.

For purposes of this Section 4, "non-residential structure or facilities" shall mean any structure or facility not governed by Section 2 or Section 3 of this ordinance and shall include, but not be limited to, any commercial, industrial, business, trade, school or municipal structure or facility.

Section 5. King County/METRO Charges. In addition to these rates and charges for sewerage service established in this ordinance, or otherwise established by the City, the following King County/METRO charges are imposed to ensure compliance with Section 204 of Public Law 92-500 (22 U.S.C. 1251) CFR Part 35, Subpart E:

A. A "surcharge" in an amount to be determined as provided in King County/METRO Resolution Nos. 2315 and 2557 (now incorporated into Title 28 of the King County Code, Chapter 28.84.060), as now constituted or hereafter amended, said charge to be added to the customer's regular bill.

1199-ORD  
12/02/10

B. An "Industrial Cost Recovery (ICR)" charge in an amount to be determined as provided in King County/METRO Resolution Nos. 2556 and 3374 (now incorporated into Title 28 of the King County Code, Chapter 28.84.060), as now constituted or hereafter amended, said charge to be billed separately to qualifying industrial customers on an annual basis.

C. An administrative charge of \$15.50 shall be added to each customer bill that contains a King County/METRO "surcharge" or "ICR charge."

D. The City of Bellevue, in cooperation with King County/METRO, shall maintain such records as are necessary to document that its sewerage charges comply with the above-cited federal laws and regulations and King County/METRO regulations.

Section 6. User Charges - Outside. The charges for each user outside the city or town limits of Bellevue, Clyde Hill, Hunts Point, Medina and Yarrow Point shall be the sum of any applicable charges under Sections 2, 3, 4 and 5 of this ordinance.

Section 7. User Charges - Inside. The charges for each user inside the city or town limits of Bellevue, Clyde Hill, Hunts Point, Medina and Yarrow Point shall be the sum of any applicable charges under Sections 2, 3, 4 and 5 multiplied by the percentage indicated below for that city or town:

Bellevue	105.4856%
Clyde Hill	110.3273%
Hunts Point	107.2506%
Medina	103.2207%
Yarrow Point	105.4856%

provided that the percentages set forth above may be administratively adjusted by the Utility Department Director to reflect any increase or decrease in any franchise fee required to be paid to such city or town by the Utility.

Section 8. The Utilities Department Director shall have authority under this ordinance to adopt procedures necessary for the efficient and equitable administration of the sewer rate structure.

Section 9. Severability. If any section of this ordinance, or any portion of any section of this ordinance, or its application to any person or circumstance, is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances, shall not be affected.

Section 10. Repeal. Ordinance No. 5848 is repealed as of January 1, 2011; provided, however, that any charges made for sewerage service under Ordinance No. 5848 are not invalidated by the repeal of that ordinance.

Section 11. Effective Date. Sections 1-9 of this ordinance shall take effect on January 1, 2011, shall apply to service provided on and after that date and shall



Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances

1199-ORD  
12/02/10


ORIGINAL

supersede all existing schedules of charges as of that date. The specific sewerage service charges for 2011, as hereinbefore indicated, shall take effect on January 1, 2011 and shall remain in effect through and including December 31, 2011. The specific sewage service charges for 2012, as hereinbefore indicated, shall take effect on January 1, 2012, and shall remain in effect until amended by the City Council.

Section 11. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

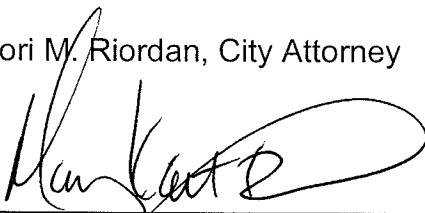
Passed by the City Council this 6th day of December, 2010 and signed in authentication of its passage this 6th day of December, 2010.

(SEAL)


  
\_\_\_\_\_  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Mary Kate Berens, Deputy City Attorney

Attest:

  
\_\_\_\_\_  
Myrna L. Basich, City Clerk

Published December 9, 2010

**Comprehensive Financial Management Policies**  
**Figure 9-7 Budget Ordinances**

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5975

AN ORDINANCE establishing revised storm and surface water drainage rates and charges for the Storm & Surface Water Utility of the City of Bellevue; repealing Ordinance No. 5849; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Storm & Surface Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal, and

WHEREAS, it is in the public interest to establish the following amended schedule of rates and charges for the Storm and Surface Water Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Definitions. The following words when used herein shall have the meanings indicated, unless the context clearly indicates otherwise:

- a. Hydrologic Response - The manner and means by which storm water collects upon real property and is conveyed from real property, and which is a function dependent upon a number of interacting factors, including, but not limited to, topography, vegetation, surficial geologic conditions, antecedent soil moisture conditions and ground water conditions. The principle measures of the hydrological system may be stated in terms of total runoff volume, as a percentage of total precipitation which runs off, or in terms of the peak rate of flow generated in the event of a storm of given duration and intensity, or statistical interval of return (frequency).
- b. Total Flow - The accumulative volume of water discharged from a property, basin, or water shed. The total flow is quantified in measures such as cubic feet or gallons of water.
- c. Peak Flow - The highest momentary rate of water flow, measured or estimated in cubic feet of water per second or gallons of water per minute. It is differentiated from total flow volume by the introduction of a unit of time measure during which the maximum rate of flow is measured, calculated, or estimated.
- d. Contributors of Drainage Waters - Shall include all real properties within the City from which flows storm or surface waters, or waters supplied by Municipal or private sources which exit the property as surface flows

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1200-ORD  
12/02/10

and/or enter the storm and surface water utility system of the City of Bellevue.

- e. Beneficiaries of Drainage Service - Shall include all real properties within the City of Bellevue which benefit by the provision, maintenance, operation and improvement of the storm and surface water control system by the City of Bellevue, regardless of how that system may be constituted. Such benefits may include, but are not limited to, the provision of adequate systems of collection, conveyance, detention, treatment and release of storm water, the reduction of hazard to property and life resulting from storm water runoff, improvement in the general health and welfare through the reduction of undesirable storm water conditions, improvements in the water quality in the storm and surface water system and its receiving waters, and the limitation of potentially harmful land uses and land alteration activities which might otherwise negatively impact the storm and surface water system.
- f. Impervious Surfaces - Those hard surfaced areas which either prevent or retard the entry of water into the soil mantle, as it entered under natural conditions pre-existent to development, and/or cause water to run off the surface in greater quantities or at an increased rate of flow from that present under natural conditions pre-existent to development. Common impervious surfaces include, but are not limited to, rooftops, concrete or asphalt sidewalks and paving, walkways, patio areas, driveways, parking lots or storage areas and gravel, oiled, macadam or other surfaces which similarly impact the natural infiltration or runoff patterns which existed prior to development.

Section 2. Classification of Property. All real property in the City of Bellevue shall be classified by the Storm and Surface Water Utility according to the square footage of area of the property and the intensity of the development set forth below:

- a. Wetlands - Real property or a portion of real property that has been designated as "wetlands" pursuant to City of Bellevue Land Use Code (LUC) Ch. 20.25H. Such property shall continue to be charged under its existing classification until it has been specifically designated as "wetlands" pursuant to LUC Ch. 20.25H, now or as hereafter amended.
- b. Undeveloped - Real property which is undeveloped and unaltered by buildings, roads, or impervious surfaces which significantly change the hydrology of the property from its natural state.
- c. Light Development - Developed real property which has impervious surfaces of less than 20% of the total square footage area of the property.
- d. Moderate Development - Developed real property which has impervious surfaces of less than 40% of the total square footage area of the property.

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1200-ORD  
12/02/10

- e. Heavy Development - Developed real property which has impervious surfaces between 40% and 70% of the total square footage area of the property.
- f. Very Heavy Development - Developed real property which has impervious surfaces of more than 70% of the total square footage area of the property.

Section 3. Reclassification and Combined Classification. The Storm and Surface Water Utility may reclassify an individual parcel of property to the next lower classification of intensity than would be indicated by its percentage of impervious surfaces based on hydrological data to be submitted by the property owner or his agent to the Utility, which demonstrates a hydrological response substantially similar to that of a parcel of property of such lower classification of intensity.

The City Council finds that, in the case of some parcels of property of more than 35,000 square feet in size, in addition to the conditions set forth in paragraph 1 of this section, there may be intensities of development on portions of such parcels of property which differ significantly from other portions of such property in terms of hydrologic response. To provide for consideration of the variation in intensity of development which may be present on such parcels of property, the Storm and Surface Water Utility may classify portions of such parcels of property in any of the classifications defined in Section 2 on the basis of hydrological response. Provided, however, that at least 35,000 square feet shall be classified in the most intense classification appropriate to a portion of the parcel of property.

The City Council further finds that the total area subject to the "combined" calculation for large lots may, at the option of the property owner, be capped at 66,000 square feet (excluding wetlands) for properties with no more than 35,000 square feet of developed area in the "light" or "moderate" intensity categories. The charges for the remaining undeveloped land may be deferred, at the option of the property owner, to the date of development of the property or to the date of closing on the sale of the property, whichever is earlier, and collected by the Utility, with interest accruing from the initial date of deferral at the prevailing interest rate for City bonded indebtedness. The Utilities Department Director is authorized to develop and adopt procedures for the implementation of the capping option and deferred charges, including recording of a notice of such deferred charges on the title of such property.

The City Council further finds that those properties that qualify under this section may have a lesser impact on storm water quantity. Where the owner demonstrates that the hydrological response of the property is further mitigated through natural conditions, on-site facilities or actions of the property owner that reduce the City's costs in providing surface water quantity or quality services, the property owner may apply for a credit against the surface water charge otherwise

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

1200-ORD  
12/02/10

applying to the property. The Utilities Department Director is authorized to develop and adopt procedures for the implementation of the provision of such credits.

Section 4. Charges Established. There is hereby levied upon all real property within the City of Bellevue which contributes drainage water to or which benefits from the function of the Storm and Surface Water Utility of the City of Bellevue, and there shall be collected from the owners thereof, bimonthly service charges based on the square footage of the properties and on the appropriate intensity of development classification(s) of such properties, such that for each 2,000 square feet of area or increments thereof, the property shall be charged a bimonthly amount for 2011, and 2012 as follows:

<u>Year</u>	<u>Wetland</u>	<u>Undeveloped</u>	<u>Light Development</u>	<u>Moderate Development</u>	<u>Heavy Development</u>	<u>Very Heavy Development</u>
2011	\$0.00	\$0.66	\$4.75	\$5.93	\$8.88	\$11.83
2012	\$0.00	\$0.68	\$4.90	\$6.12	\$9.17	\$12.21

and each account shall be charged an additional bimonthly customer charge in the amount of \$3.94 per billing in 2011 and \$4.07 per billing in 2012.

Section 5. User Charges. The charges for each user inside the city limits of Bellevue shall be the sum of the charges in Section 1, all multiplied by 105.3476%.

Section 6. Severability. If any section of this ordinance, or any portion of any section of this ordinance, or its application to any person or circumstance, is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances, shall not be affected.

Section 7. Repeal. Ordinance No. 5849 is repealed as of January 1, 2011; provided, however, that any charges made under Ordinance No. 5849 are not invalidated by the repeal of those ordinances.

Section 8. Effective Date. The revised bimonthly service charges and bimonthly customer charges established in Section 4 of this ordinance and the user charges established in Section 5 of this ordinance shall take effect on January 1, 2011, shall apply to service provided on and after that date, and shall supersede all existing schedules of charges as of that date. The specific charges for 2011, as hereinbefore indicated, shall take effect on January 1, 2011 and shall remain in effect through and including December 31, 2011. The specific charges for 2012, as hereinbefore indicated, shall take effect on January 1, 2012 and remain in effect until amended by the City Council.


Section 9. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances

ORIGINAL

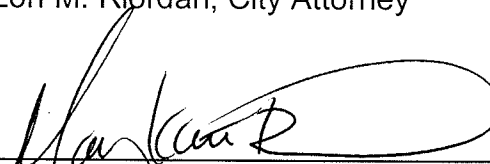
Passed by the City Council this 6th day of December, 2010  
and signed in authentication of its passage this 6th day of December,  
2010.

(SEAL)

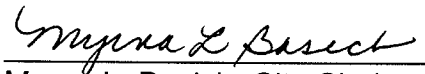
  
\_\_\_\_\_  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Mary Kate Berens, Deputy City Attorney

Attest:

  
\_\_\_\_\_  
Myrna L. Basich, City Clerk

Published December 9, 2010

Comprehensive Financial Management Policies  
Figure 9-7 Budget Ordinances

1197-ORD  
12/02/10

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 5977

AN ORDINANCE establishing the amount of property taxes to be levied for the year 2011, the first year of the City of Bellevue's 2011-2012 fiscal biennium.

WHEREAS, RCW 35A.34.230 requires the City Council to consider the City's total anticipated financial requirements for the ensuing fiscal year and to determine and establish by ordinance the amount to be raised by ad valorem property taxes for 2011, and to certify the same to the Clerk of the King County Council; and

WHEREAS, the City Council held a final public hearing on November 15, 2010 to consider the 2011-2012 biennial budget, including revenue sources; and

WHEREAS, the estimated assessed valuation of all taxable property within the City as determined by the King County Assessor is \$32,078,743,330;

WHEREAS, the Bellevue voters approved a \$4,049,000 parks and natural areas property tax levy lid lift in the November 4, 2008 general election; now therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. There is hereby levied, and established to be raised by regular ad valorem property taxes for 2011 the amount of \$32,582,683. This property tax levy represents no increase (0%) other than that from new construction, annexations and refund amounts.

2011 Regular Levy	\$32,582,683
Less 2010 Regular Property Tax Levy	(\$32,010,684)
Less New Construction Levy	(425,549)
Less Annexation Levy	-
Less Refund Levy	<u>(146,450)</u>
Property Tax Increase	-
% Increase	0.0%

The total change in 2011 for property taxes levied hereunder, including the increase resulting from the addition of new construction and improvements to property, any increase in the value of state-assessed property, allowed adjustments for annexations and refunds, is \$571,999 or a 1.8% increase over the 2010 property tax levy, as shown on the following page.

**Comprehensive Financial Management Policies**  
**Figure 9-7. Budget Ordinances**

2010 Regular Property Tax Levy	\$32,010,684
Plus New Construction Levy	425,549
Plus Annexation Levy	-
Plus Refund Levy	146,450
Plus Banked Capacity	-
<hr/>	
2011 Regular Levy	\$32,582,683
Change from 2010	\$571,999
% Change	1.8%

The 2011 regular property tax levy reflects the final state-assessed value certified by the King County Assessor's Office.

Section 2. There is hereby levied a voted property tax of \$4,049,000 as passed by the voters in the November 4, 2008 general election for the Parks and Natural Areas measure. This measure includes a capital component of \$3,389,000 annually for 20 years and a maintenance and operating component of \$660,000 annually with no time limitation.

Section 3. The City Clerk is directed to transmit a certified copy of this ordinance to the Office of the Auditor of the State of Washington, Division of Municipal Corporations. The Clerk is further directed to transmit a certified copy of this ordinance to the Council Administrator – Clerk of the King County Council and to the King County Assessor on or before December 7, 2010.

Section 4. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.



1197-ORD  
12/02/10

Figure 9-7 Budget Ordinances

ORIGINAL

Passed by the City Council this 6th day of December, 2010  
and signed in authentication of its passage this 6th day of December,  
2010.

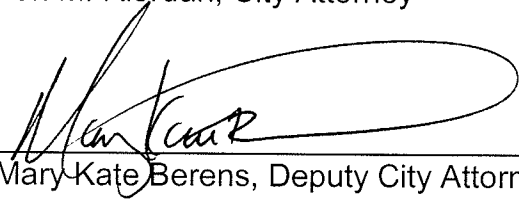
(SEAL)




Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
Mary-Kate Berens, Deputy City Attorney

Attest:

  
Myrna L. Basich, City Clerk

Published December 9, 2010

**Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances**

CITY OF BELLEVUE, WASHINGTON

ORIGINAL

ORDINANCE NO. 5978

AN ORDINANCE adopting the City of Bellevue's 2011-2012 Budget and 2011-2017 Capital Investment Program Plan; setting forth the estimated revenues and appropriations; establishing job classifications and pay ranges; and establishing an effective date.

WHEREAS, a preliminary biennium budget for 2011-2012 was prepared and filed with the City Clerk as required by law; and

WHEREAS, public hearings were held by the City Council on the preliminary biennium budget and the preliminary 2011-2017 Capital Investment Program Plan, at which time comments for or against any part of the preliminary biennium budget and the preliminary 2011-2017 Capital Investment Program Plan were heard; and

WHEREAS, on May 17, July 19, and November 15, 2010, the City Council held a public hearing upon notice as prescribed by law, and met for the purpose of fixing the final budget of the City for the 2011-2012 fiscal biennium and the 2011-2017 Capital Investment Program Plan; and

WHEREAS, the City Council has made adjustments and changes as it deemed necessary or proper and desires to adopt the 2011-2012 Budget and the 2011-2017 Capital Investment Program Plan; and to appropriate monies to each of the City's funds in order to fund expenditures authorized in the 2011-2012 Budget and the 2011-2017 Capital Investment Program Plan; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Estimated Revenues and Appropriation.

(a). The 2011-2012 Estimated Revenues and Appropriation for each Operating Fund is as follows:

<u>Operating Funds</u>	<u>2011-2012 Budget</u>
General Fund	\$323,027,392
Development Services Fund	37,677,675
Equipment Rental Fund	36,288,860
Facilities Services Fund	13,358,822
Franchise Fund	3,505,000
General Self-Insurance Fund	9,272,000
Health Benefits Fund	42,839,912
Hotel/Motel Tax Fund	17,256,594

**Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances**

Human Services Fund	7,413,923
Information Technology Fund	29,251,714
Land Purchase Revolving Fund	3,240,377
LEOFF I Medical Reserve Fund	15,291,375
Marina Fund	1,589,500
Park M&O Reserve Fund	5,540,000
Parks Enterprise Fund	12,037,845
Sewer Utility Fund	99,560,229
Solid Waste Fund	3,547,269
Storm & Surface Water Utility Fund	39,849,208
Unemployment Compensation Fund	592,000
Water Utility Fund	94,821,298
Worker's Compensation Fund	<u>4,530,000</u>
Total Operating Budget	\$800,490,993

(b). The 2011-2012 Estimated Revenues and Appropriation for each Special Purpose Fund is as follows:

<u>Special Purpose Funds</u>	<u>2011-2012 Budget</u>
Firemen's Pension	\$7,478,915
Housing Fund	6,682,336
Interest & Debt Redemption – Regular Fund	24,583,858
LID Control Fund	1,066,244
LID Guaranty Fund	217,000
Operating Grants & Donations Fund	<u>8,087,064</u>
Total Special Purpose Budget	\$48,115,417

(c). The 2011-2012 Estimated Revenues and Appropriation for each Capital Projects Fund is as follows:

<u>Capital Projects Funds</u>	<u>2011-2012 Budget</u>
General Capital Investment Program Fund	\$162,586,773
Utility Capital Investment Program Fund	<u>139,340,467</u>
Total Capital Projects Funds	\$301,927,240

The appropriations authorized in subsection (c) above shall be for the purpose of funding those projects set forth in the 2011-2017 Capital Investment Program Plan of the City of Bellevue, Washington, a copy of which has been given Clerk's Receiving No. \_\_\_\_\_.

Section 2. The job classifications and pay ranges for employees of the City, as set forth in the 2011 City of Bellevue Pay Plans, hereby adopted as part of the biennium budget

Comprehensive Financial Management Policies  
Figure 9-7. Budget Ordinances

1204-ORD  
12/06/10

Section 3. All employees who are members of a bargaining unit shall receive such pay and benefits as are provided for in the appropriate collective bargaining agreement.


Section 4. The provisions of Sections 1-3 of this ordinance shall take effect on January 1, 2011.

Section 5. The City Clerk is directed to transmit a certified copy of this ordinance to the Office of the Auditor of the State of Washington, Division of Municipal Corporations and to the Association of Washington Cities.

Section 6. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

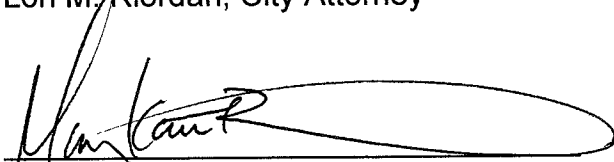
Passed by the City Council this 6<sup>th</sup> day of December, 2010 and signed in authentication of its passage this 6<sup>th</sup> day of December, 2010.

(SEAL)

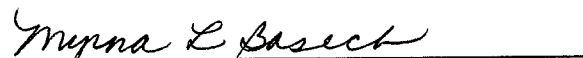
  
\_\_\_\_\_  
Don Davidson, DDS  
Mayor

Approved as to form:

Lori M. Riordan, City Attorney

  
\_\_\_\_\_  
Mary Kate Berens, Deputy City Attorney

Attest:

  
\_\_\_\_\_  
Myrna L. Basich, City Clerk

Published December 9, 2010