

## CITY COUNCIL STUDY SESSION ITEM

### SUBJECT

2011-2012 Mid-Biennium Budget Discussion and Follow-up.

### STAFF CONTACT

Jan Hawn, Finance Director	452-6846
Toni Rezab, Budget Manager	452-7863
Mike Eisner, Fire Chief	452-6895

### POLICY CONSIDERATION

For cities that prepare a biennial budget, State law (RCW 35A.34.130) requires that a mid-biennial review be completed and adopted by Council by December 31.

On December 5, the Council addressed two policy issues by adopting Ordinance No. 6027 setting property tax rates with no increase for 2011, Resolution No. 8336 preserving the property tax banked capacity, and Ordinance No. 6028 addressing an increase in Development Services Fees for 2012.

The remaining proposed Mid-Biennium Budget update for Council action includes one minor change to the 2011-2012 Budget adopted on December 6, 2010:

- Additional appropriation to the Operating Grants, Donations and Special Reserves Fund and the Franchise Fund (no changes to other City funds are recommended).

It also includes the following policy items for discussion and direction:

- The implementation of a user fee for Basic Life Support (BLS) transports; and
- Consideration of other expenditure reductions, including employee concessions.

### DIRECTION NEEDED FROM COUNCIL

Action  
 Discussion  
 Information

Action by ordinance on the umbrella ordinance addressing the Mid-Biennium Update must be taken prior to December 31, 2011. **Should Council choose to do so, consideration of whether to implement BLS Transport Fees or consideration of the additional expenditure reductions may be deferred to a later date.**

### BACKGROUND/ANALYSIS

#### Mid-Biennium Budget Update

State law requires that a mid-biennium budget review be completed between August 31 and the end of the first year of the biennium, and that a public hearing be held on the mid-biennium

review. Council action on the City’s 2012 property tax levy is also required by State law in conjunction with the Budget update. At the November 21, November 28, and December 5 Council meetings, staff presented the 2011-2012 mid-biennium update and provided responses to several Council issues.

**General Fund Update**

As discussed previously, as a result of the continued slow economic recovery, the City is faced with the need to implement additional ongoing or permanent reductions in expenditures and/or increases to revenues totaling approximately \$6.5 million within the General Fund. These reductions and increases represent an ongoing effort by the City to “reset” the City’s budget and bring expenditures into alignment with the most recent revenue projections.

At the December 5 Council Study Session, Council appeared to focus on two outstanding issues:

- Implementation of a Basic Life Support Transport Fee (or other revenue options) and
- The status of the other expenditure reductions including employee concessions.

These items are discussed more fully below. As a reminder, staff recommended the following to address the ongoing gap in the General Fund:

<b><i>General Fund Actions to Bring Expenditures in Line with Revenues</i></b>	
Category	Ongoing
Management Actions**	\$4,624,700
Internal Service Fund Rate Refunds	805,265
Increased Revenue Collections	49,240
BLS User Fee (Requires Council Action)	1,059,700
<b>Total General Fund Actions</b>	<b>\$6,538,905</b>

\*\*Management continues to pursue \$1.6 million in additional expenditure options to bring expenditures in line with revenues.

For Council’s reference, the December 5<sup>th</sup> Study Session Materials have been reprinted in tonight’s packet as Attachment A.

BLS Revenue and/or Utility Tax Option

New revenue is being proposed for Council consideration to offset some of the costs of BLS transport. This new fee is estimated to bring in \$1.0 million annually in revenue to support Fire Suppression and Basic Life Support Services. At the December 5 Study Session, Council discussed several revenue options in addition to the BLS Transport User Fee. A summary of the options raised and the current status of each is provided below.

Revenue Option	Amount Raised	Current Status
Basic Life Support Transport User Fee (\$600 +\$14.00/mile)	\$1.0 million	Ordinance is included on tonight's Regular Session agenda for Council consideration (Option A). Revenue estimates have been reduced slightly to reflect changes in the financial assistance policy. Changes are discussed below.
Basic Life Support Transport User Fee (\$554 +\$12.84/mile)	\$950,000	Ordinance is included on tonight's Regular Session agenda for Council consideration (Option B). Revenue estimates have been reduced slightly to reflect changes in the financial assistance policy. Changes are discussed below.
Utility Tax Increase (0.4%)	\$1.1 million	Ordinance is included as a separate item on tonight's Regular Session agenda for Council consideration. See Attachment C for comparative rate information across jurisdictions. In order to capture the change in Bellevue's utility tax rates, there are 4 ordinance amendments for Council consideration. The first adjusts the utility tax rates and the other three amendments, one for each utility, adjusts user service charges. No action is required for a change to the tax on Solid Waste. Allied would pay the increased tax in 2012 and adjust rates to account for the tax change in 2013.
Property Tax Increase (3.3%)	\$1.1 million	Council adopted a property tax ordinance that established no rate increase at the December 5 meeting in order to meet King County deadlines. No additional action is presented for Council consideration.
B&O Tax Increase (0.01%)	\$1.1 million	Based on Council discussion on December 5, staff has not prepared materials for Council consideration. If Council should choose to adjust the B&O tax rate, staff can prepare a draft ordinance for your consideration in January. B&O tax increases can be implemented at any time.

### **Basic Life Support Transport Fees Follow up from December 5 meeting**

In addition to providing two BLS Transport User Fee options, Council asked staff to review the draft BLS Transport Financial Assistance Policy for patients in need. Based on feedback received from citizens and the Council, staff has revised the proposed financial assistance policy to provide greater assistance to those in need. Staff is proposing that the sliding scale for assistance be increased such that individuals earning up to 200% of Federal Poverty Guidelines would be eligible for 100% financial assistance. Under the revised policy, patients earning up to 400% would be eligible for some financial assistance. While it is difficult to estimate the effect of the revised financial assistance policy, our projections assume that net revenue will be reduced between \$50,000 and \$70,000 annually by increasing the assistance available. A revised draft of the BLS Transport Financial Assistance Policy is attached including the 2011 Federal Poverty Guidelines (see Attachment B).

### \$1.6 million in Items Still Under Discussion

Management continues to pursue employee concessions and/or additional reductions. An update will be available at the December 12 meeting. As presented on December 5 (see Attachment A for the full packet information), Council asked that staff identify the additional reductions if employee concessions are not successful. That list can be found on page 1F-1 of Attachment A.

### **Other Funds**

The mid-biennium update also includes some general “housekeeping” budget amendments to the Operating Grants, Donations and Special Reserves (\$1.0 million) and Franchise (\$0.2 million) Funds. The table below summarizes the proposed budget updates to the 2011-2012 Mid-Biennium Budget.

<b>Total All City Funds Budget and Amendments</b>			
Fund	Amended <sup>1</sup> 2011-2012 Budget	Mid-Biennium Update Amendments	2011-2012 Proposed Budget
Operating Grants, Donations, and Special Reserves Fund	\$9,847,573	\$1,000,000	\$10,847,573
Franchise Fund	3,505,000	200,000	3,705,000
<b>Subtotal</b>	<b>\$13,352,573</b>	<b>\$1,200,000</b>	<b>\$14,552,573</b>
Funds with no Proposed Changes	\$1,141,051,678	\$0	\$1,141,051,678
<b>Total All Funds</b>	<b>\$1,154,404,251</b>	<b>\$1,200,000</b>	<b>\$1,155,604,251</b>

<sup>1</sup> Includes appropriation adjustments approved through November 14, 2011.

### **ALTERNATIVES**

1. Approve proposed approach for the Mid-Biennium Budget amendment including implementation of new BLS transport fee and/or Utility Tax increase.
2. Approve proposed approach for the Mid-Biennium Budget amendment without implementation of new BLS transport fee and/or Utility Tax increase.
3. Provide alternative direction to staff.

### **ATTACHMENTS**

- A. Full Study Session Packet from December 5
- B. Basic Life Support Financial Assistance Policy DRAFT
- C. Utility Rate Comparison with Other Jurisdictions

\*REPRINTED FROM:  
Item No. SS 2(a)  
December 5, 2011

### CITY COUNCIL STUDY SESSION ITEM

#### SUBJECT

2011-2012 Mid-Biennium Budget Discussion and Follow-up.

#### STAFF CONTACT

Jan Hawn, Finance Director	452-6846
Toni Rezab, Budget Manager	452-7863
Mike Eisner, Fire Chief	452-6895
Mike Brennan, Development Services Director	452-4113

#### POLICY CONSIDERATION

For cities that prepare a biennial budget, State law (RCW 35A.34.130) requires that a mid-biennial review be completed and adopted by Council between August 31 and the end of the first year of the biennium, and that a public hearing be held on the mid-biennium review. This ordinance adopts the State-required mid-biennium review for the City's 2011-2012 Budget. The 2011-2012 Mid-Biennium Budget Update was reviewed with the Council at the November 21 and November 28 Study Sessions and the required public hearing was held on November 28.

The proposed Mid-Biennium Budget update includes minor changes to the 2011-2012 Budget adopted on December 6, 2010 and the following policy items for discussion and direction:

- Additional appropriation to the Operating Grants, Donations and Special Reserves Fund and the Franchise Fund (no changes to other City funds are recommended).
- The implementation of a user fee for Basic Life Support (BLS) transports.
- Updates to Development Services (DSD) fees charged for permit review and inspection services.
- No property or other tax increases or any changes to the Water, Sewer, and Storm and Surface Water Utility service rates.

This budget update is consistent with the City's Comprehensive Financial Management Policies and Councils' direction to continue to deliver high quality, efficient municipal services within available resources.

#### DIRECTION NEEDED FROM COUNCIL

Action  
 Discussion  
 Information

The adoption of the property tax levy ordinance must occur on December 5 to meet the King County Assessor's Office deadlines. The mid-biennium budget ordinance which only includes additional appropriations to the Operating Grants, Donations and Special Reserves Fund and the Franchise Fund must be adopted prior to 12/31/11. **If Council chooses, all other actions**

**including BLS Transport Fees and DSD Fees may be deferred until a later date.** Staff recommended that appropriations for the other funds remain unchanged.

## **BACKGROUND/ANALYSIS**

### Mid-Biennium Budget Update

State law requires that a mid-biennium budget review be completed between August 31 and the end of the first year of the biennium, and that a public hearing be held on the mid-biennium review. Council action on the City's 2012 property tax levy is also required by State law in conjunction with the Budget update. The timetable for the Mid-Biennium Budget update is as follows:

<b>Description</b>	<b>Date</b>
1) 2011-2012 Mid-Biennium Budget Overview	November 21
2) 2011-2012 Mid-Biennium Budget Follow-Up	November 28
3) Mid-Biennium Public Hearing	November 28
4) Mid-Biennium Budget Follow-Up	December 5
5) Council Actions:	December 5 and/or December 12
a. 2012 Property Tax Levy Ordinance (must adopt December 5)	
b. 2012 Property Tax Banked Capacity Resolution (recommended adopt December 5)	
c. Basic Life Support Fees Ordinance (can adopt at any time)	
d. DSD Fees Ordinance (can adopt at any time)	
e. 2011-2012 Budget Mid-Biennium Budget Ordinance (must adopt by December 31)	

Should Council determine that additional discussion time is required to consider the management actions, BLS transport fee and DSD fees, additional meeting time may be scheduled.

At the November 21 and November 28 Council meetings, staff presented the 2011-2012 mid-biennium update and provided responses to several Council issues.

### **General Fund Update**

As discussed on November 21 and 28, as a result of the continued slow economic recovery, the City is faced with the need to implement additional ongoing or permanent reductions in expenditures and/or increases to revenues totaling approximately \$6.5 million within the General Fund. These reductions and increases represent an ongoing effort by the City to "reset" the City's budget and bring expenditures into alignment with the most recent revenue projections.

At the November 28 Study Session, staff heard a variety of additional questions concerning management actions undertaken to balance the General Fund and the Basic Life Support (BLS) Transport Fee. The following attachments include responses to those questions. Attachment B provides details of management actions undertaken correlated with the 2011-2012 Budget One process and RT rankings. Attachment D describes potential impacts to front line services. At the November 28 meeting, Council discussion appeared to focus around the following outstanding questions:

- elimination of a Police captain's position,
- implementation of the proposed BLS transport fee (or other revenue options discussed later in the agenda memo), and

- items identified as “still being pursued”, and
- impacts from state and legislative budget discussions.

The following table provides summary information about these remaining outstanding items.

	\$ Impact	Council Question	Staff Response/Information as of 12/5
Elimination of the Police Captain	(\$143,225)	With the recent increase in activity in Bellevue, will this reduction of a Police captain impact solving of crimes and impact the public?	This staffing reduction was proposed with the goal of avoiding deeper cutbacks to officer positions. The Captain’s position does not directly provide front line services. Although every position in the department is important, at the time of management’s decision this reduction was proposed as an option towards solving the budget deficit and addressing the span of control initiative. The impact to the police department will include some elimination of regional involvement, distributing work to other sections and a larger number of direct reports for the Investigations Major.
Implementation of Basic Life Support Transport User Fee	\$1,100,000	Will this impact people calling 911? Will this impact the passage of the EMS levy? Why are we doing this?	Attachment G addresses these questions.
Items Still being Pursued	(\$1,600,000)	What are these?	Other options including employee concessions. See Attachment F “Additional City Manager Identified Items” for other options.
State & Legislative Impacts	TBD	What are the impacts of the state budget cuts?	The State Legislature began a 30 day special session on Monday, November 28 to address an estimated \$2 billion budget gap. Staff will monitor and provide Council with updates on the deliberations. Additional budget reductions may be required to offset any resulting impacts.

**Options to bring expenditures in line with revenues**

Council has a variety of options to solve the budget shortfall and may choose a strategy that combines one or more of the following options:

- Further expenditure reductions
- Different revenue increases
- Use of fund balance (one-time solution only)

Staff has arrayed for Council a series of options to consider and they are briefly described below. Each of these options is explored in more depth in the Attachments to this memo.

#### Items Council Added Back Funding as part of the 2011-2012 Budget adoption

Council requested that staff provide the list of items for which Council added back funding as part of the 2011-2012 Budget adoption. Information for each item is included in Attachment A to this memo.

#### Additional City Manager Identified Items

Council asked that staff identify the next \$1 million in additional possible expenditure reduction options that were previously considered.

When the Leadership Team initially performed a review of the Budget One Results Teams' recommendations, they noted that simply "moving up the line" on the Results Teams' rankings could potentially involve the elimination of whole programs. Since mid-biennium budget processes are not designed to completely reprioritize the City's services, and because many program reductions did not appear palatable, the Leadership Team sought to find and implement efficiencies and savings elsewhere and/or proposed smaller reductions to programs rather than wholesale elimination of services. They identified additional reductions for consideration that were not included in the City Manager's recommendation to Council. These recommendations remain available for consideration. It should be noted, however, that Council does have the discretion of considering these alternatives or revisiting the earlier rankings of the Results Teams which are included as Attachment C to the memo. Reminder that the amounts included in Attachment C represent total cost for each program or service; it does not reflect any revenue that may be generated by that program or service. Additional City Manager identified items are provided in Attachment F to this memo.

#### Revenue Options

There some revenue options mentioned by Council at the November 28 meeting, they include:

- Basic Life Support Transport User Fee (\$600 + \$14/mile fee);
- Basic Life Support Transport User Fee – L&I Rate (\$554 + \$12.84/mile fee);
- Property Tax (3% increase); and
- Utility Tax (0.4% increase)

Attachment E to the memo is a table that provides a summary of each of the above options. To provide a more thorough range of options and since additional capacity exists, staff has included the potential amount to be raised by increasing the business & occupation (B&O) tax for Council consideration.

#### Use of Fund Balance (One-Time Solution Only)

The use of fund balance represents a one-time solution that allows time to develop a more sustainable approach to balancing the budget. The use of one-time funds cannot be relied on in future years.

## Development Services Fund

### Proposed Fee Adjustments for Development Services Fund

Development Services hourly rates have not been adjusted since the 2009 fee ordinance update. As a result, the hourly rates charged for permit review and inspection services have fallen out of alignment with established cost recovery objectives. Adjustments are proposed to the consolidated fee ordinance for all development services functions including building, land use, fire, transportation, and utilities. In 2012, the combined actions of fee adjustments and additional cost reductions are needed to reduce reliance on Development Services Fund reserves and maintain a sustainable financial position. Development Services Fee adjustment is being presented under a separate agenda memo.

### Other Funds

The mid-biennium update also includes some general “housekeeping” budget amendments to the Operating Grants, Donations and Special Reserves (\$1.0 million) and Franchise (\$0.2 million) Funds. The table below summarizes the proposed budget updates to the 2011-2012 Mid-Biennium Budget.

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<sup>1</sup> Includes appropriation adjustments approved through November 14, 2011.

### ALTERNATIVES

1. Approve proposed approach for the Mid-Biennium Budget adjustment including implementation of new BLS transport fee and adjustments to DSD fees.
2. Approve proposed approach for the Mid-Biennium Budget adjustment without implementation of new BLS transport fee and/or adjustments to DSD fees.
3. Schedule additional time for budget discussions prior to budget adoption. Note: Property tax levy ordinance must be adopted on December 5 to meet the King County Assessor’s deadline and is scheduled for action on tonight’s Regular Session agenda.
4. Provide alternative direction to staff.

### ATTACHMENTS

- A. Items Council Added Back in 2011-2012 Budget
- B. Management Actions and BLS Transport User Fees Correlated to the 2011-2012 Budget Process
- C. Final Budget by Outcome Budget One Ranking

- D. Management Actions – Potential Impact to Front Line Services
- E. Revenue Options
- F. Additional City Manager Identified Items
- G. Basic Life Support Transport Fee Follow-Up
- G-1. EMS Levy Map

**ATTACHMENT A  
Mid-Biennium Update  
December 5, 2011**

**Items Council Added Back in 2011-2012 Budget**

Council requested that staff provide the list of items for which Council added back funding as part of the 2011-2012 Budget adoption. The following table documents these Council-directed changes:

Expenditures	2012 Amount	Comments
<b>Items Council Added Back in 2011-2012 Budget</b>		
• BDA Special Events	\$55,000	Funding for <i>The Magic Season</i> , Bellevue Jazz Festival and <i>Live at Lunch</i>
• Downtown Transportation Plan	124,220	Expand upon current planning efforts to identify roadway and transit improvements needed to prevent gridlock and ensure downtown mobility through 2030.
• Transportation Demand Management (TDM) Program	30,000	Restore funding to support and monitor commute programs through the Transportation Management Program
• Street Lighting	193,143	Restore funding to keep street lights turned on for city-owned arterial streets.
• Arts Program	40,000	Continue to develop and support arts and cultural organizations
• 24-hour Aid Car Unit	153,803	Maintain 24-hour aid car staffing
• Two Police Officers	204,506	Retain two Police officers
• Human Services	112,000	Human Services special request for Recession Impact Funding
<b>Subtotal Council Added Back in 2011-2012 Budget</b>	<b>\$912,672</b>	

**ATTACHMENT B  
Mid-Biennium Update  
December 5, 2011**

**Management Actions and BLS Transport User Fees Correlated with the 2011-2012 Budget Process**

The following list of reductions or increases is the result of an exhaustive analysis prepared within the framework of Budget One and within the operations of each department. The Leadership Team and the City Manager's Office of the City worked extensively throughout the summer and fall to identify cuts that followed a series of guiding principles.

The General Fund actions listed below include BLS Transport Fees, which is a Council policy decision. The list is categorized by items that potentially impact frontline services and Efficiency, Savings, Revenue, and Span of Control items that do not necessarily impact service delivery. Further sorting is by Outcome, showing the 2012 Reduction or Revenue by Outcome, and department. The Proposal Number and Result Team (RT) Ranking columns can be cross-referenced to the Final Budget by Outcome Budget One Ranking sheets showing in Attachment C. Links to the individual proposals can still be found online at [www.bellevuewa.gov/budgets.htm](http://www.bellevuewa.gov/budgets.htm). Reductions under the "Potential Impact to Frontline Services" category generally represent a small reduction as opposed to a wholesale elimination of a specific proposal in an effort to minimize impacts. Additional information is located on Attachment D.

Title	FTE Reduction	Ongoing Reduction/R evenue	Proposal Number	RT Ranking
<b>Potential Impact To Frontline Services</b>				
<b>Innovative, Vibrant &amp; Caring Community (\$28.2M)</b>				
<b>Parks</b>				
Reduction of Temporary Help	0.0	\$90,000	Multiple	-
<b>Planning &amp; Community Development</b>				
Reduce Support for Community Arts' Programs	0.0	\$27,500	115.09A1	37 of 41
<b>Quality Neighborhoods (\$5.2M)</b>				
<b>Parks</b>				
Transfer After School Program to Bellevue School District	0.0	\$210,000	100.12NN	3 of 10
<b>Safe Community (\$78.7M)</b>				
<b>Fire</b>				
Eliminate Fire Prevention Officer Position (Vacant)	1.0	\$101,000	070.06NB	6 of 45
Eliminate Administrative Lieutenant Position	1.0	\$138,000	070.05NB	14 of 45
<b>Police</b>				
Detective Position	1.0	\$114,057	120.08NN	27 of 45
Captain Position	1.0	\$143,325	120.10NA	15 of 45

**ATTACHMENT B  
Mid-Biennium Update  
December 5, 2011**

Title	FTE Reduction	Ongoing Reduction/R evenue	Proposal Number	RT Ranking
<b>Efficiency, Savings, Revenue, and Span of Control</b>				
<b>Economic Growth &amp; Competitiveness (\$11.1M)</b>				
<b>Transportation</b>				
Reduce Transportation Development Services Reviewer (Lay-off Notice Given)	1.0	\$136,477	110.03PA	2 of 7
<b>Healthy &amp; Sustainable Environment (\$109.7M)</b>				
<b>Utilities</b>				
Transfer Street Sweeping to Storm Drainage (Impact to rates will be evaluated during 2013-2014 Budget development)	0.0	\$148,202	130.26NN	25 of 49
<b>Improved Mobility (\$13.5M)</b>				
<b>Transportation</b>				
Technology Enhancements and other Efficiencies made to Street Maintenance Function (FTE impact has been adjusted since 11/28)	1.0	\$80,000	130.22A2	18 of 26
Reduce Transportation Organizational Development Assistant (no layoff)	0.6	\$71,658	130.04A1	11 of 26
Reduce ESI Implementation Partial Position (Vacant)	0.3	\$29,916	130.04A1	11 of 26
Reduce ITS Network Admin Partial Position (Vacant)	0.5	\$50,946	130.11A1	3 of 26
Reduction in PM workload; Ensure Appropriate Charging of Capital Project Manager (CIP)	0.0	\$10,000	Various	-
Reduce BSC Financial Support/Administration	0.0	\$50,000	130.22A2	18 of 26
Reduce Transportation Engineering Manager Position (Span of Control: Vacant)	1.0	\$150,000	130.85A1 110.04NN	14 of 26 7 of 45
<b>Innovative, Vibrant &amp; Caring Community (\$28.2M)</b>				
<b>Parks</b>				
Reduce Administrative Assistant (no layoff)	2.0	\$150,000	Multiple	-
<b>Planning &amp; Community Development</b>				
Reduction of Administration Assistant (Voluntary Separation)	1.0	\$89,000	115.12NN	13 of 41

**ATTACHMENT B  
Mid-Biennium Update  
December 5, 2011**

Title	FTE Reduction	Ongoing Reduction/R evenue	Proposal Number	RT Ranking
<b>Responsive Government (\$93.2M)</b>				
<b>City Clerk</b>				
Reduction in Hearing Examiner Services Based on Current Caseloads	0.0	\$10,000	020.07NA	23 of 80
Salary Savings due to Consolidation of Records and ECM Divisions (Span of Control)	0.0	\$55,876	020.04A1 020.08PA	27 of 80 51 of 80
Reduction of M&O; including Consulting/Outside Services	0.0	\$3,500	Various	-
Reduce Scanning Contract to Reflect Workload	0.0	\$6,000	020.04DN	43 of 80
Reduction of Consulting Services	0.0	\$10,000	020.08PA	51 of 80
Reduction of M&O	0.0	\$29,200	090.09NN	44 of 80
<b>City Manager</b>				
Reduce Volunteer Program	0.2	\$20,484	040.03NN	66 of 80
Transfer Staff Back to Utilities Department (No Employee Impact)	0.0	\$60,000	040.08NN	11 of 80
<b>Civic Services</b>				
Reduced Work Schedule for Ridesharing Parking Program Already in Place (No Employee Impact)	0.4	\$33,000	045.01A1	4 of 80
Reduce Fleet Maintenance by 4% (Effort Under Way)	0.0	\$62,400	045.1601	61 of 80
Reduce Fleet Replacement by 4% (Effort Under Way)	0.0	\$79,950	045.1611	*
Eliminate Fitness Center Towel Service	0.0	\$7,454	045.08A3	65 of 80
Reduction of M&O	0.0	\$29,200	045.08A1	32 of 80
Reduction of M&O	0.0	\$43,800	045.08A1	32 of 80
Reduce Field Survey Staff due to decline in workload (Lay-off)	1.0	\$96,000	045.06A1	47 of 80
Ensure Appropriate Charging of Capital Project Manager (CIP)	0.0	\$51,100	045.11NN	74 of 80
<b>Development Services</b>				
Reduction of Consulting Services	0.0	\$20,000	110.05NN	29 of 80
Reduction of Consulting Services	0.0	\$20,000	110.06NN	24 of 80
General Fund Component of Accounting Associate (Vacant)	1.0	\$12,700	110.06NN	24 of 80

**ATTACHMENT B  
Mid-Biennium Update  
December 5, 2011**

<b>Title</b>	<b>FTE Reduction</b>	<b>Ongoing Reduction/R evenue</b>	<b>Proposal Number</b>	<b>RT Ranking</b>
<b>Finance</b>				
Reorganization of Purchasing and Contracting (Voluntary Retirement)	1.0	\$90,000	060.17A1	52 of 80
Reduction of Consulting Services	0.0	\$30,000	060.19PN	5 of 80
Reduction in Accounts Payable Workload (Lay- off)	1.0	\$60,000	060.16NN	28 of 80
Span of Control- Reduce Sr. Management Position (Voluntary Retirement)	1.0	\$154,560	060.07PN	6 of 80
Increase Pro Card Revenue	0.0	\$20,000	060.16NN	28 of 80
<b>Human Resources</b>				
Salary Savings	0.0	\$32,151	080.03NN	34 of 80
<b>Information Technology</b>				
Reduction of Cost of PCs and MDCs	0.0	\$19,855	090.12DN	71 of 80
Efficiencies from Software Change	0.0	\$13,397	090.01NN	45 of 80
Reduction of Maintenance from Renegotiated Licensing Costs	0.0	\$10,950	090.03NA	35 of 80
Reduce Back-up Tape Inventory Due to Changes in Archival Retention	0.0	\$10,950	090.08A1	40 of 80
Reduction of M&O	0.0	\$25,550	090.04NN	30 of 80
Reduce CIO Executive Board Subscription	0.0	\$29,200	090.05NN	42 of 80
Remove Software Development Temporary Help	0.0	\$23,360	090.03NA	35 of 80
Reduction of M&O	0.0	\$7,300	090.04NN	30 of 80
Reduction of M&O	0.0	\$36,500	090.01NN	45 of 80
Reduction of In-Class Training (Will Provide Online Training)	0.0	\$18,250	090.02NN	64 of 80
Reduction in eCity Gov Alliance fees	0.0	\$43,800	090.10NN	25 of 80
Eliminate Satisfaction Survey for Cable Franchise	0.0	\$5,475	090.11A1	80 of 80
Reduction of M&O	0.0	\$11,158	090.11A1	80 of 80
Reduce Funding for Major Application Reserve	0.0	\$36,500	090.12DN	71 of 80
Salary Savings	0.0	\$9,951	090.08A1	40 of 80
Eliminate Business Systems Support Project Manager (Vacant)	1.0	\$80,963	090.09NN	44 of 80
<b>Planning &amp; Community Development</b>				
Reduction of M&O	0.0	\$19,000	115.01NN	31 of 80

**ATTACHMENT B  
Mid-Biennium Update  
December 5, 2011**

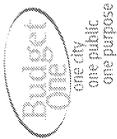
Title	FTE Reduction	Ongoing Reduction/R evenue	Proposal Number	RT Ranking
<b>Safe Community (\$78.7M)</b>				
<b>Fire</b>				
Administration Add for BLS Transports (Temp Help or Overtime)	0.0	(\$44,850)	-	-
BLS Transport Fees	0.0	\$1,059,700	-	-
<b>Police</b>				
Jail Contract Savings	0.0	\$185,000	120.16NA	19 of 45
Reduction of M&O; Training	0.0	\$30,000	Various	-
Increase Revenue to Reflect False Alarm Occurrences	0.0	\$29,240	120.10NA	15 of 45
<b>Multiple Outcomes</b>				
<b>Multiple Departments</b>				
Management Actions Still Being Pursued	0.0	\$1,600,000	-	-
Span of Control - Managerial Reductions Over Time	0.0	\$450,200	-	-
<b>TOTAL</b>	<b>18.0</b>	<b>\$6,538,905</b>		

\* Reserve team did not rank reserve proposals

The following table was provided to Council on November 28th. While the category groupings are different than the items listed above, the tables refer to the same management actions and new revenues and total to the same General Fund action amount.

<b><i>General Fund Actions to Bring Expenditures in Line with Revenues</i></b>	
Category	Ongoing
Management Actions**	\$4,624,700
Internal Service Fund Rate Refunds	805,265
Increased Revenue Collections	49,240
BLS User Fee (Requires Council Action)	1,059,700
<b>Total General Fund Actions</b>	<b>\$6,538,905</b>

\*\*Management continues to pursue additional options to bring expenditures in line with revenues of approximately \$1.6 million.

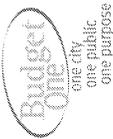


**Final Budget by Outcome -- Ranking  
Economic Growth & Competitiveness  
2011 - 2012 Operating Proposals**

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	

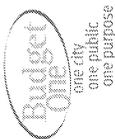
**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**



**Final Budget by Outcome -- Ranking  
Healthy & Sustainable Environment  
2011 - 2012 Operating Proposals**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

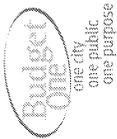
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Utilities Customer Service / Billing	140.33PA	8.95	1,427,356	656,490	2,083,846	Utilities
2	Utility Taxes and Franchise Fees	140.34NN	-	-	18,610,598	18,610,598	Utilities
3	Debt Service	140.38NN	-	-	96,143	96,143	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**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

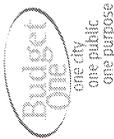
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
24	Water Quality Regulatory Compliance & Monitoring Programs	140.26PN	5.40	969,443	474,366	1,443,809	Utilities
25	Street Cleaning (Sweeping) Program	130.26NN	2.85	459,279	145,440	604,719	General
26	Customer and 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	Recommended Proposals	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
42	Community Alliances & Partnerships	Not Funded Proposals	100.41NN	1.00	173,003	319,040	492,043	General
				1.00	\$173,003	\$319,040	\$492,043	
			Totals	177.61	\$33,473,234	\$181,716,762	\$215,189,996	

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

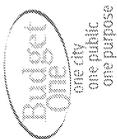


## Final Budget by Outcome -- Ranking

### Improved Mobility

#### 2011 - 2012 Operating Proposals

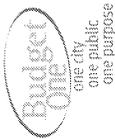
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Signal Operations and Engineering	130.24A1	3.50	933,982	37,495	971,477	General
2	Traffic Safety and Engineering	130.30A1	4.90	1,298,816	41,124	1,339,940	General
3	Intelligent Transportation Systems	130.11A1	5.00	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**

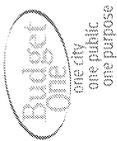
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
25	Parking & Employee Transportation Services Recommended Proposals	045.02NN	-	\$21,744,822	\$5,225,524	\$26,970,346	General
26	M&O for Newly Completed CIP Projects Not Funded Proposals	130.99NN	-	-	\$83,978	\$83,978	General
		Totals	95.97	\$21,744,822	\$5,309,502	\$27,054,324	

**ATTACHMENT C**  
**Final Budget by Outcome**  
**Budget One Ranking**



**Final Budget by Outcome -- Ranking  
Innovative, Vibrant & Caring Community  
2011 - 2012 Operating Proposals**

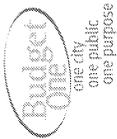
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Human Services Contracts with Non-Profit Agencies	100.18NA	2.00	410,086	8,770,502	9,180,588	General/Grants
2	Highland Community Center: Disability Program	100.04NN	3.00	619,912	253,427	873,339	General
3	Building 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**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

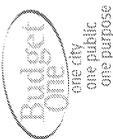
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
26	Youth Development	100.13NN	1.00	172,843	264,101	436,944	General
27	Park Planning, Development & Project Management	100.46A1	8.00	1,903,644	113,125	2,016,769	General/CIP
28	Park Custodial Program	100.30A1	3.00	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>		<b>136.04</b>	<b>\$27,505,019</b>	<b>\$27,978,717</b>	<b>\$55,483,736</b>	
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>		<b>0.00</b>	<b>\$109,429</b>	<b>\$315,000</b>	<b>\$424,429</b>	
	<b>Totals</b>		<b>136.04</b>	<b>\$27,614,448</b>	<b>\$28,293,717</b>	<b>\$55,908,165</b>	



**Final Budget by Outcome -- Ranking  
Quality Neighborhoods  
2011 - 2012 Operating Proposals**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

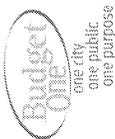
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Neighborhood & Community Outreach	115.08PN	5.00	1,035,916	295,500	1,331,416	General
2	Code Compliance	110.07NN	6.60	1,355,000	71,649	1,426,649	General/Dev Svcs
3	Community Schools: Wrap-Around Services	100.12NN	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>		27.93	\$5,759,610	\$4,402,925	\$10,162,535	
10	Neighborhood Shopping Centers	115.03NB	0.56	120,357	225,000	345,357	General
	<b>Not Funded Proposals</b>		0.56	\$120,357	\$225,000	\$345,357	
	<b>Totals</b>		28.49	\$5,879,967	\$4,627,925	\$10,507,892	



**Final Budget by Outcome -- Ranking  
Responsive Government  
2011 - 2012 Operating Proposals**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

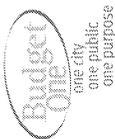
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
1	Legislative Branch - City Council	030.01NN	7.00	574,693	106,950	681,643	General
2	City Management and Planning	040.04NN	5.00	1,736,925	116,986	1,853,911	General
3	Legal Advice Services	010.08NN	3.50	993,611	24,599	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**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

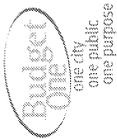
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
23	Hearing Examiner's Office	020.07NA	1.00	190,940	146,500	337,440	General
24	Development Services Financial Management	110.06NN	5.00	972,640	129,000	1,101,640	General, ITD, Utilities, Dev Svcs, Parks Ent
25	eCityGov 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**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

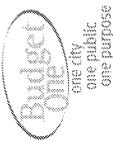
Rank	Proposal Title	Proposal #	FTEs	Personnel	Other	Total Cost 2011-2012	Funding Source(s)
44	Technology Business System Support	090.09NN	12.00	2,958,840	1,465,548	4,424,388	General, Utilities, Dev Svc, Parks Ent
45	Computer Management	090.01NN	6.00	1,357,680	268,021	1,625,701	General, Utilities, Dev 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**

**ATTACHMENT C  
Final Budget by Outcome  
Budget One Ranking**

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 Svc, Parks Ent
70	Facility Security	045.09NA	1.00	223,291	308,812	532,103	General, Utilities, Dev Svc
71	Equipment Replacement - ITD	090.12DN	-	-	4,513,637	4,513,637	General, Utilities, Dev Svc, 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 Svc
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 (MIND)	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 Svc, Parks Ent
81	Franchise Administration	090.11A1	-	-	131,490	131,490	General
<b>Recommended Proposals</b>							
			Totals	267.29	\$60,347,311	\$124,729,457	\$185,076,768

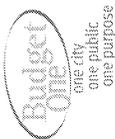


## Final Budget by Outcome -- Ranking

### 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>							
45	Probation Case Management System Replacement	100.54NN	-	-	300,000	300,000	General
<b>Not Funded Proposals</b>							
	Totals		524.25	\$115,560,656	\$40,921,544	\$156,482,200	

**ATTACHMENT D**  
**Mid-Biennium Update**  
**December 5, 2011**

**Management Actions – Potential Impact to Front Line Services**

The following table describes the staff's assessment of the potential impacts associated with the proposed management actions that are anticipated to potentially impact front line services. All impacts to the public are not yet known; they will not be fully measurable until the services can be measured through feedback from the public and evaluation by staff.

Item	Funding	Impact noted from the November 28 <sup>th</sup> meeting
<b>Innovative, Vibrant &amp; Caring Communities</b>		
Reduction of Temporary Help (Parks)	\$90,000	Parks is carefully managing for efficiencies in a complex labor system of up to 600 seasonal staff. No significant or broad public impacts are anticipated. This savings includes pay increase limits for returning staff, maximizing opportunities for wage control given the high turn-over of the temporary labor force, and other efficiencies, balanced against the need to compete for critical skills like lifeguards.
Planning & Community Development: Reduce Support for Community Arts Programs	\$27,500	This represents a reduction in the special projects funding that had been provided for one-time special events and other small operations, and savings from the disbanding of one core arts group, the Bellevue Philharmonic. Most funding for the core arts groups' annual grant program is preserved.
<b>Quality Neighborhoods</b>		
Transfer After School Program to Bellevue School District (Parks)	\$210,000	Parks outsourced after school programs at the beginning of 2011 and had planned to transfer those contracts to the Bellevue School District (BSD) in 2012. The revenue shortfall accelerated those plans, which were developed collaboratively with nonprofit providers and BSD. Services will continue without City funds through the 2011/12 school year at Highland, Odle, Stevenson, and Lake Hills. No services are currently being provided at Tillicum.
<b>Safe Community</b>		
Eliminate Fire Prevention Office Position (Fire) (Vacant)	\$101,000	Fire Prevention Officers conduct annual building and new construction inspections (non-emergency services). The workload has decreased due to less new development.
Eliminate Administrative Lieutenant Position (Fire)	138,000	The Department is restructuring three lieutenant positions to redistribute the work and eliminate one position. This would lessen the Fire Department's ability to provide training and reduce some capacity.

**ATTACHMENT D**  
**Mid-Biennium Update**  
**December 5, 2011**

<b>Item</b>	<b>Funding</b>	<b>Impact noted from the November 28<sup>th</sup> meeting</b>
Detective Position (Police)	114,057	The accident investigator's file-able hit-and-run cases will be absorbed by the six remaining accident officers.
Captain Position (Police)	143,325	This staffing reduction was proposed with the goal of avoiding deeper cutbacks to officer positions. The Captain's position does not directly provide front line services. Although every position in the department is important, at the time of management's decision this reduction was proposed as an option towards solving the budget deficit and addressing the span of control initiative. The impact to the police department will include some elimination of regional involvement, distributing work to other sections and a larger number of direct reports for the Investigations Major.

**ATTACHMENT E  
Mid-Biennium Update  
December 5, 2011**

**Revenue Options**

The table below provides a summary of additional revenue options mentioned by Council at the November 28 meeting. To provide a more thorough range of options and since additional capacity exists, staff has included the potential amount to be raised by increasing the business & occupation (B&O) tax for Council consideration.

<b>Revenues</b>	<b>Annual Amount</b>	<b>Who Directly Pays</b>	<b>Average Impact</b>	<b>Council Timing for Action/Adoption</b>
Basic Life Support Transport User Fee (\$600 +\$14/mile fee)	\$1,100,000	User of service	N/A	Council may act at any time. There is no legal constraint.
Basic Life Support Transport User Fee – L&I Rate (\$554 + \$12.84/mile fee )	\$1,050,000	User of service	N/A	Council may act at any time. There is no legal constraint.
Property Tax (3% increase)	\$1,100,000	Property owners in Bellevue	\$17.36/annually for \$546,000 averaged home value AV	Must adopt ordinance by 12/5/11 in order to meet King County deadline and assess property taxes in 2012.
Utility Tax (0.4% increase)	\$1,100,000	User of service	\$13.66 annually for typical/ average residential home	Council may act at any time. There is no legal constraint, although 60 days' notice is required for implementation by electric and natural gas companies.

**ATTACHMENT E  
Mid-Biennium Update  
December 5, 2011**

<b>Revenues</b>	<b>Annual Amount</b>	<b>Who Directly Pays</b>	<b>Average Impact</b>	<b>Council Timing for Action/Adoption</b>
B&O Tax  (0.01% increase)	\$1,100,000  (General Fund portion only. An additional \$500K would accrue to the CIP)	Businesses	Businesses with taxable gross receipts (TGR) of \$145,000 annually or less are exempt from B&O tax.  <ul style="list-style-type: none"> <li>• Small Business (\$330,000 TGR) - ~\$450;</li> <li>• Medium Business (\$40 million TGR) - ~\$60,000;</li> <li>• Large Business (\$25 million TGR) - ~\$374,000.</li> </ul>	Council may act at any time. There is no legal constraint.

**ATTACHMENT F  
Mid-Biennium Update  
December 5, 2011**

**Additional City Manager-Identified Items**

Council asked that staff identify the next \$1 million in additional possible expenditure reduction options that were previously considered. When the Leadership Team initially performed a review of the Budget One Results Teams' recommendations, they noted that simply "moving up the line" on the Results Teams' rankings could potentially involve the elimination of whole programs. Since mid-biennium budget processes are not designed to completely reprioritize the City's services, and because many program reductions did not appear palatable, the Leadership Team sought to find and implement efficiencies and savings elsewhere and/or proposed smaller reductions to programs rather than wholesale elimination of services. They identified additional reductions for consideration that were not included in the City Manager's recommendation to Council. These recommendations remain available for consideration.

<b>Expenditures</b>	<b>RT Ranking Proposal Number, and Outcome</b>	<b>2012 Amount</b>	<b>Comments</b>
<b>Additional City Manager Identified Items</b>			
<ul style="list-style-type: none"> <li>• Eliminate Environmental Stewardship Initiative (ESI) staffing (CMO) (0.7 FTE)</li> </ul>	33 of 49  040.06NN  HSE	\$57,000	Reduction in ESI efforts and community wide sustainability program.
<ul style="list-style-type: none"> <li>• Neighborhood Outreach Services (PCD)</li> </ul>	1 of 9  115.08PN  IVCC	95,000	Staff will no longer have resources to provide "hands-on" communications/outreach role relating to major City initiatives (EastLink, annexation)
<ul style="list-style-type: none"> <li>• Contract with vendor to operate Electronic Home Detention (EHD) program. Assumes 1.0 FTE reduction (Parks)</li> </ul>	25 of 44  100.21A2  SC	100,000	Will require an RFP process to move to a contract vendor for EHD and potential amendment of City Code (B.C.C. 1.20). If moving to contract vendor for EHD is implemented, the probation division will be reduced to 11.0 FTE with a net cost of \$865,000.

**ATTACHMENT F  
Mid-Biennium Update  
December 5, 2011**

<b>Expenditures</b>	<b>RT Ranking Proposal Number, and Outcome</b>	<b>2012 Amount</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>Reduce Human Resources Recruitment Services by 1.0 FTE</li> </ul>	59 of 80 080.06NA RG	112,000	The loss of City's dedicated recruiter will negatively impact our ability to recruit and compete for talent, especially for specialized positions unique to the services that the City provides. Hiring cycles will be longer and additional costs may occur if selected recruitments need to be outsourced.
<ul style="list-style-type: none"> <li>Eliminate Joint Terrorism Task Force position (Police)</li> </ul>	15 of 44 120.10NA SC	113,000	Department will lose the close relationship with the FBI and other law enforcement agencies involved in the task force regarding terrorist threats.
<ul style="list-style-type: none"> <li>Eliminate 1.0 FTE (Sr. Land Use Planner) in Development Services (DSD)</li> </ul>	2 of 6 110.03PA EGC	125,000	Policy development work plan (e.g., land use code changes) would be reprioritized and create a backlog of lower priority amendments.
<ul style="list-style-type: none"> <li>Reduce TDM Program 1.0 FTE (Transportation)</li> </ul>	23 of 25 130.34A2 IM	274,000	Discontinuation of downtown employer/employee outreach and trip reduction programs impacts approx. 900 smaller employers, 42,500 employees, and 10,000 residents. Cuts may also impact BDA/Trans Manage staff under contract with the City to deliver trip reduction/outreach services.

**ATTACHMENT F  
Mid-Biennium Update  
December 5, 2011**

<b>Expenditures</b>	<b>RT Ranking Proposal Number, and Outcome</b>	<b>2012 Amount</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>Disband Bicycle Patrol of 4 officers (Police)</li> </ul>	42 of 44 120.05NN SC	498,000	Reduced community policing efforts may include: a reduction in response times; a reduction in proactive arrests and an increase in street-level crime. Less patrol in parks, trails and areas where it is difficult for first responders to patrol by foot.
<ul style="list-style-type: none"> <li>Reduce 24/7 daily emergency staffing by 2 positions (8 Firefighters) (Fire)</li> </ul>	2 of 44 070.01NA SC	588,000	This reduction would: <ul style="list-style-type: none"> <li>Decrease daily firefighter staffing from 49 to 47;</li> <li>Eliminate one fire company, reducing the number of companies available to respond to emergencies from 13 to 12;</li> <li>Could result in a modest increase in response times;</li> <li>Could result in a modest increase in the need for mutual aid from neighboring fire departments; and,</li> <li>Will nullify the concession day MOU with the Union.</li> </ul>

## Attachment G

### Basic Life Support Transport User Fee Follow-up to November 28, 2011 Council Study Session

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#### **Introduction**

At the November 28, 2011 Council Study Session, the Fire Department provided additional information regarding a proposal to implement a new user fee for Basic Life Support (BLS) transports. The revenue generated by the new fee is an important component in addressing the budget shortfall for 2012. Below are the answers to the questions the Council raised regarding the new fee.

#### ***Will this revenue be dedicated to providing BLS transport service?***

The City can dedicate Basic Life Support (BLS) transport revenues to offset the cost of providing BLS transport services. Currently the net cost of providing BLS transport services is approximately \$6.6 million per year. This cost greatly exceeds the \$1.1 million in revenue anticipated to be generated from the new BLS transport fee.

#### ***What would the impact be on the recovery rate and revenue if the fee was lowered to the Washington State Labor & Industry (L&I) rate of \$554 per transport plus \$12.84 per mile?***

Based on an average transport of 4 miles, using the L&I rate would lower the average fee by \$51, or 7.7% from \$656 to \$605. Medicare and Medicaid patients are expected to represent approximately 30% and 15% of all BLS transports. For these patients, the maximum amount the City is eligible to receive would not change, as the L&I rate is still above the amount that Medicare and Medicaid will reimburse. Overall, the lower fees are estimated to reduce net revenue collections by approximately \$50,000, or 5%. The percentage of reduction is slightly smaller than the reduction to the overall fee due to Medicare and Medicaid reimbursements.

#### ***How did different areas of the county vote on the last King County EMS Levy? Did having a fee for BLS transport affect voting patterns?***

In 2007, 83% of King County voters voted "Yes" for the 2008-2013 King County Medic One Levy. Bellevue voters also approved the levy by the same margin, 83%. In 2007, the only Fire Department that was directly charging BLS patients for transport was the City of Bothell. 82% of Bothell voters approved the levy.

While Bothell Fire was the only department directly charging for BLS transport services prior to the last levy vote, residents in Seattle and other south county communities were not routinely transported by fire department aid units and were paying transport fees to private ambulance services. In the jurisdictions where private ambulances provide the BLS transports, the 2008-2013 Levy was also approved by a wide margin.

Attached is a map showing the King County Medic One Levy Approval for November 2007 by voting precinct.

***Transport criteria - how do we decide who we transport by aid car and who is transported by private ambulance***

BLS transports are an optional service, one provided by some but not all fire departments. The Bellevue Fire Department's policy is to transport BLS patients using Fire Department Aid Units when units are available. This is consistent across all neighborhoods, including our fire service contract communities.

Currently, approximately 70% of all BLS patients are transported by Bellevue aid units, with the balance being transported by private ambulance. Reasons to use a private ambulance include:

- The patient requests a transport to an out-of-area hospital. The Department must balance lengthy transports with being available in the community for the next emergency. The aid unit crew has the responsibility to consider the patient's condition and time of day when deciding to transport a patient out of the Bellevue area.
- When Bellevue Fire Department aid units are already busy treating and transporting other patients. During peak activity levels, the Department does not have enough BLS transport apparatus and must rely on private ambulance to supplement transports. Also, during multiple-patient scenarios, such as a multi-vehicle accident with multiple patients, we rely on the additional transport support provided by our contracted ambulance service.

Staff believe that charging a fee will not incentivize Fire Department transports because determinations about whether to transport BLS patients is made on the basis of unit availability. We believe that is the highest quality service we can provide residents and taxpayers.

Currently the use of private ambulance providers creates inequity in the system because individuals transported by private ambulance are charged a fee while those transported by Department aid units are not.

***How do private insurance companies feel about the city waiving co-pays and deductibles for residents?***

Approximately 90% of patients transported by the Bellevue Fire Department have some form of medical insurance, and they have already paid premiums to cover the cost of emergency medical transport to a hospital. When implementing a new BLS transport fee, many local jurisdictions have chosen to waive the co-payments and deductibles for their residents.

Medicare patients make up approximately 30% of Bellevue's BLS Transports. To be eligible for Medicare reimbursements, health care providers must follow strict billing guidelines. The US Office of the Inspector General (OIG) has jurisdiction to provide advisory opinions regarding the practices, and those who receive the benefits, of Medicare. In OIG Advisory Opinion #01-11, the OIG concluded that it was acceptable

for municipal entities to waive the co-payments and deductibles for ambulance transport fees for residents in consideration for the general taxes paid by those residents to support the service.

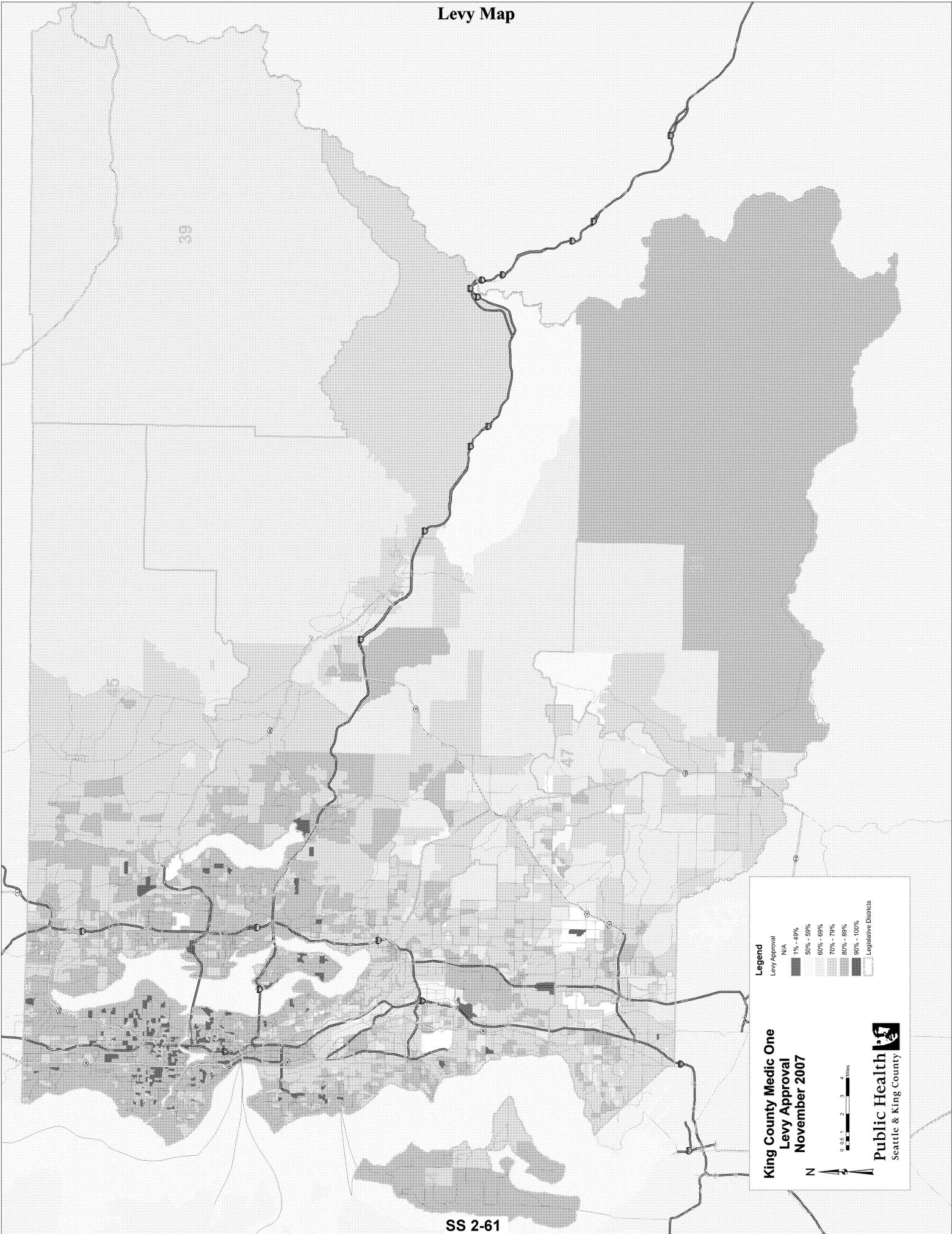
Fire staff have contacted the Washington State Office of the Insurance Commissioner (OIC) regarding the practice of waiving insurance co-payments and deductibles for residents. According to the OIC there is no state law forbidding this practice. Private insurers typically reimburse providers 80% the “usual and customary” cost of providing a service. After receiving reimbursement from the private insurer, absent any further agreement with the private insurance company, the provider then has the option of billing the patient for co-payments and deductibles. After the insurance company had made its determination with regard to reimbursement, any balance owed is between the provider of the service and the patient.

## **ATTACHMENTS**

King County Medic One Levy Approval map for November 2007

ATTACHMENT G-1

Levy Map



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**City of Bellevue BLS Transport Financial Assistance Policy**

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The following criteria for provision of financial assistance to emergency medical services (EMS) transport users are consistent with the requirements of WAC 246-453-001 through 246-453-060 for hospital charity care. However, this policy is not intended to adopt any provisions stated therein except to the extent required to provide a financial assistance policy that meets the criteria established by law to qualify for reimbursement from third parties. If a conflict exists between the provisions of this policy and the law, the law will govern to the extent necessary to remain eligible for such reimbursement. If no such conflict exists, this policy will govern.

**Policy:**

It is the City of Bellevue (the City) and Fire Department policy that the ability to pay is never a condition of or impediment to emergency medical service or transportation. All aspects of pre-hospital service will be provided to all patients without discrimination toward those with no or inadequate means to pay.

The most recent Federal Poverty Guidelines (updated annually in February) shall be used to evaluate eligibility for financial assistance. The City, following guidelines described below, shall extend financial assistance to qualifying individuals.

Financial Assistance applications are available upon request through the EMS billing service responsible for obtaining approval signatures for write-offs from the City at the time each application is processed. The billing service will report financial assistance account activity, and the amount of EMS financial aid to the City on a regular basis.

**Definitions:**

*"Financial Assistance"* is reducing or canceling a debt owed to the City for EMS transportation

*"Responsible Party"* is the individual responsible for the payment of any EMS transport user fees not covered by third-party sponsorship.

*"Third-Party Coverage" and "Third-Party Sponsorship"* means an obligation on the part of an insurance company or governmental program which contracts with medical service providers and patients to pay for the care of covered patients and services.

*"Guarantor"* is a person or entity that agrees to be responsible for another's debt or performance under a contract

**Responsibilities:**

The billing service provides financial assistance applications to patients upon request, collects completed applications and supporting documentation, and forwards applications to the Fire Department for review when received.

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The City reviews documentation requesting financial assistance against established guidelines and makes a determination of qualification. The Fire Chief or his designee will review the application and make a recommendation to the Fiscal Manager and/or EMS Program Manager who signs the section of the application indicating either approval or denial of financial assistance. The application is returned to the billing service after review. A copy of the financial assistance determination is kept on file for future reference.

The billing service will provide a summary of financial assistance account activity no less than monthly.

**Guidelines:**

The following criteria will be used in making fair, equitable, and consistent decisions regarding eligibility for financial assistance.

1. Ability to pay is never a condition of emergency medical service or transportation.
2. Financial assistance is secondary to all other financial resources available to the patient including insurance, government programs, or other third-party sponsorship.
3. Full debt forgiveness will be provided to a responsible party with a gross family income at or below 200% of current, published Federal Poverty Income Guidelines.
4. Financial assistance will be provided according to Federal Poverty Income Guidelines and the sliding scale below:

Persons in Family	2011 Poverty Guidelines			
	100%	200%	300%	400%
1	\$10,890	\$21,780	\$32,670	\$43,560
2	14,710	29,420	44,130	58,840
3	18,530	37,060	55,590	74,120
4	22,350	44,700	67,050	89,400
5	26,170	52,340	78,510	104,680
6	29,990	59,980	89,970	119,960
7	33,810	67,620	101,430	135,240
8	37,630	75,260	112,890	150,520
For each additional person, add	3,820	7,640	11,460	15,280

Financial Assistance Provided	200% or below	201% - 300%	301% to 400%	>400%
		100%	50%	25%

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5. Requests for financial assistance may be initiated by sources such as; a physician, community or religious groups, social services, hospital personnel, the patient, guarantor, or family member. The City will use the application process through the billing service to determine initial interest in an qualification for financial assistance. The City's decision to provide financial assistance has no bearing on the responsible party's financial obligations to other healthcare providers.
  - a. Applications for financial assistance are available from the billing service upon request.
  - b. The City shall base its decision on the suitability of financial assistance and the amount of debt forgiveness upon data submitted by the responsible party or other parties as defined above.
  - c. Documents submitted that demonstrate a grant of financial assistance from the receiving medical facility, for medical care on the date of transport, shall be deemed evidence of qualification of financial assistance. Upon presentation of such documentation and an application through the billing service, the City will grant proportionally equivalent financial assistance.
  - d. Any one of the following documents shall be considered sufficient evidence upon which to base the determination of financial assistance eligibility (income information may be annualized as appropriate):
    - i. A "W-2" withholding statement for the most recent tax year
    - ii. Current Pay Stubs
    - iii. An income tax form from the most recent tax year
    - iv. Forms approving or denying eligibility from Medicaid and/or state-funded medical assistance programs
    - v. Forms approving or denying unemployment compensation or written statements from employers or welfare agencies
  - e. All documentation shall be forwarded from the billing service to the Fire Department for review and City approval. The Fire Chief or his designee will review the documentation and make a recommendation to the Fiscal Manager and/or EMS Program Manager who signs the section of the application indicating either approval or denial of financial assistance. The application is returned to the billing service after review. A copy of the financial assistance determination is kept on file by both the Fire Department and the billing service for future reference.
  - f. A letter notifying the applicant of the City's financial assistance determination will be sent by the billing service on behalf of the Fire Department to all applicants.
6. Financial assistance may be provided to a responsible party with gross family annual income greater than 400% of Federal Poverty Income Guidelines if circumstances such as; extraordinary non-discretionary expenses, future earning capacity, and the ability to make payments over an extended period of time warrant such consideration.
7. Reasonable payment arrangements, consistent with the responsible party's ability to make payments, will be extended for amounts not eligible for debt forgiveness. Monthly payments, without interest, may be arranged.

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**City of Bellevue BLS Transport Financial Assistance Policy**

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8. Financial assistance determinations made by the City may be appealed to the City Manager
9. The City realizes that certain persons may have no financial means to pay for their BLS transport user fee, and also lack the social network/family necessary to help them complete the paperwork required to apply for financial assistance. In these cases, the City may approve financial assistance even if no formal application has been submitted. The billing service will notify the Fire Department when such situations occur, and the Fire Department will evaluate the financial need on a case-by-case basis.

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**Individual Written Notice of Financial Assistance**

It is the policy of the City of Bellevue Fire Department that no person will be denied emergency medical care because of an inability to pay for such services.

The City of Bellevue Fire Department will provide needed emergency service without charge or at a reduced cost without discrimination to those persons with documented inadequate or no means to pay for care.

To be eligible to receive needed ambulance transport services without charge or at a reduced cost, you or your family's gross annual income must be at or below levels established by national poverty guidelines for this area.

You may also qualify for financial assistance from the City of Bellevue Fire Department if you have been granted financial assistance by the medical facility to which you were transported.

If you think you may be eligible for Financial Assistance under this policy, please complete and sign the application below, attach the required income documentation, or provide a grant of "hospital charity" and submit the completed application packet to:

City of Bellevue Fire Department  
C/O Billing Service TBD

You will be notified of the determination made in your request for financial assistance and any reduction in your charges once the Fire Department has reviewed your application.

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<b>Patient's Name:</b>				
Contact Phone:				
Date of Service:				
Hospital transported to:				
<b>Responsible Party:</b>				
Name: (if different from patient)				
Relationship:				
Current Employer:				
Employed From:				
Previous Employer:				
Spouse Employer:				
Employer From:				
Previous Employer:				
<b>Income:</b>	Family Member 1	Family Member 2	Family Member 3	Family Member 4
Name:				
Relationship:				
Wages:				
Self Employment:				
Public Assistance:				
Social Security:				
Unemployment:				
Worker's Comp:				
Child Support:				
Pension/Retirement:				
Other Income:				
<b>Total Income:</b>				

Please attach documentation of any listed income such as W-2's, pay stubs, tax returns, or forms approving or denying eligibility from Medicaid and/or state-funded medical assistance, forms approving or denying unemployment compensation or written statements from employers or welfare agencies.

Was *Charity Care* granted by the receiving medical facility? **Yes**  **No**

**Yes**, please attach documentation of the charity care decision by the receiving medical facility.

The above information is correct to the best of my knowledge. I hereby authorize the City of Bellevue Fire Department to verify this information for the purpose of financial assistance eligibility determination.

\_\_\_\_\_  
Signature (Patient or Responsible Party) Date

*(City use only)*

Current Account Balance:	Adjustment by City:	New Balance:

\_\_\_\_\_  
Signature (City of Bellevue Fire Department) Date

**ATTACHMENT C**

**Mid-Biennium Update  
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**Utility Rate Comparison with Other Jurisdictions**

In earlier Mid-Biennium Update discussions, Council raised the concept of increasing Utility taxes. The City has sufficient taxing authority to raise utility taxes rates to address the gap as displayed in the table below.

<b>Utility Tax Rate Increase of 0.4%</b>				
	<b>Current Tax Rate</b>	<b>Proposed Tax Rate of 0.4%</b>	<b>Maximum Statutory Rate</b>	<b>Potential Additional Revenues due to Rate Increase</b>
Water	10.4%	10.80%	None	\$110,000
Sewer	5.0%	5.40%	None	\$150,000
Storm	5.0%	5.40%	None	\$50,000
Gas	5.0%	5.40%	6.0%	\$190,000
Electric	5.0%	5.40%	6.0%	\$530,000
Garbage	4.5%	4.90%	None	\$70,000
<b>Total</b>				<b>\$1,100,000</b>

The increases in rates displayed above would generate approximately \$1.1 million and result in approximately \$1.14 per month additional cost for a typical/average Bellevue household.

The table presented below illustrates how Bellevue's current Utility tax rates compare with other Washington cities in 2011.

<b>2011 Average Utility Tax Rates for Neighboring and Similar Size Cities</b>						
	<b>Water</b>	<b>Sewer</b>	<b>Storm</b>	<b>Gas</b>	<b>Electric</b>	<b>Garbage</b>
<b>Bellevue</b>	<b>10.4%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>4.5%</b>
Kent	6.0%	6.0%	6.0%	6.0%	6.0%	7.8%
Kirkland	13.4%	10.5%	7.5%	6.0%	6.0%	10.5%
Redmond	0.0%	0.0%	0.0%	6.0%	6.0%	6.0%
Renton	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Seattle	15.5%	12.0%	11.5%	6.0%	6.0%	11.5%
Spokane	20.0%	20.0%	20.0%	6.0%	6.0%	20.0%
Tacoma	8.0%	8.0%	8.0%	6.0%	6.0%	8.0%
Vancouver	20.0%	20.0%	20.0%	6.0%	6.0%	20.0%
<b>Average</b>	<b>11.0%</b>	<b>9.7%</b>	<b>9.3%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>10.5%</b>

As displayed above, Bellevue's current utility tax rates are below many neighboring jurisdictions and other prominent cities rates, as well as the average rates for this grouping. With an increase of 0.4%, Bellevue's rates would remain below average and many other jurisdictions rates.