City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: Enterprise Content Management - Capital

Proposal Number: 020.06DA

Proposal Type: Existing Service

Project Status Recommended

Outcome: Responsive Government

Attachments: Yes

Parent/Dependent Proposals: 020.04PA

Previous Proposal # (s): 020.09NN

Primary Dept: City Clerk

Primary Staff Contact: Megan Sibbert (6464)

Section 2: Executive Summary

This proposal will continue the City's investment in enterprise content management (ECM), the combination of records and content management technologies providing structure and consistency to management of the City's electronic information and records. This technology also provides for collaboration and automated workflow of document-centric processes to improve efficiencies in government operations. Completing the enterprise content management platform is essential to comply with State records laws for electronic records management.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
G-57	1,350,000	138,000	137,001	0	0	0	0	0
Total Costs/yr	1,350,000	138,000	137,001	0	0	0	0	0
2013-2019 Total:		$275,001						
CIP M&O:		0	0	0	0	0	0	0
Supporting Revenue								
G-57		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

The City's Enterprise Content Management (ECM) program is continuing the implementation of content management systems and tools. In an ongoing effort to ensure alignment with the overall Enterprise Technology Architecture, the program is shifting focus from the Oracle ECM tools to SharePoint 2010. The changes described in this proposal are aimed at achieving a streamlined set of technologies to be managed by the City and overall cost savings through consolidation. The proposal is requesting to preserve previously-approved CIP funding to support the changes described below, and is not requesting new funding.

The City's current ECM solution was first implemented in 2004 as a hosted pilot project focused on imaging and providing centralized access to a number of frequently-requested types of electronic records. In 2007, having determined the pilot a success and looking to expand the content management capabilities beyond imaging, the decision was made to purchase a full ECM suite of functionality to fill the records management and compliance gap in the City's technology portfolio. Over the course of 2008 to 2010, core repository functionality, integration with the Finance/HR system to provide ready access to documents supporting financial transactions, and the digital asset

management module were implemented. To date, the system manages over 2 terabytes of public records.

Over the course of 2011, the major emphasis of implementation centered on the use of the system's workflow tools to automate portions of the City Council agenda packet production. This process underwent review from a Lean Process Improvement firm, working together with a core team of stakeholder staff, to review the steps involved for this weekly complex and time-sensitive process. Once completed, the workflow tool will support content contributions from as many as fourteen separate departments and simultaneous content review and approval by the Finance Department, City Attorney's Office and City Clerk's Office. The pilot project was completed in early 2012, and rollout to the entire organization will be completed in the second half of the year. Performance data will be collected and measured to ensure the solution is meeting its established success criteria, including:
•Significant reduction in "waste" time in routing draft agenda materials for review and approval (30%).
•Elimination of the dependence on e-mail to distribute and store agenda documentation.
•Improved efficiency through resolving version control issues.
Another area of focus for projects in 2011-12 involved implementing the records retention policy engine for the ECM system, known as Universal Records Management (URM). This project, coupled with planning for integration between ECM and Microsoft's SharePoint 2010 resulted in overlapping teams working on the two projects and shared success criteria related to application of City- approved records retention policy to both environments. These overlaps, along with a commitment to cost containment and alignment with the Technology Enterprise Architecture, led to an analysis to determine if the new functionality incorporated into SharePoint 2010 could meet the City's needs as the content management solution and determine if potential efficiencies or cost savings could be achieved from a modified approach.

This re-analysis of organizational Enterprise Content Management System needs and alternative solutions resulted in recommendations that were unanimously approved by both the ECM Core Team and Enterprise Steering Committee. The analysis was broken into three areas for consideration: functional requirements, cost, and technology fit. The primary focus of the analysis was the ability to meet existing functional requirements, since any option considered had to meet overall program objectives and agency requirements for managing public records and information in a way that meets current and future legal mandates and business needs. Another major component of the analysis was alignment of the current Oracle ECM tools with the City's Enterprise Technology Architecture. As Oracle continued the development of its ECM product line, they have implemented changes to the technology requirements for upgrading and maintaining the system, which significantly impact ITD's ability to provide support within existing resources and would require an investment in new hardware by 2016. At the same time, the latest release of SharePoint significantly increased its records management capabilities, making the product now viable as a basic ECM solution whereas earlier versions would not have met the City's recordkeeping requirements. While not all of the features and functionality of the current system can be met with SharePoint 2010, the completed analysis suggests other applications can be used to fill the new gaps, or can now be acquired at a low cost of ownership.

The recommendation approved by the Enterprise Steering Committee was to begin a phased approach towards use of SharePoint 2010 as a full ECM solution. This rationale is based on the potential long-term cost benefit (approximately $2 million over 10 years) of avoiding a significant future capital investment, moving to one content management system, as well as streamlining of training and support to end users and simplifying the overall technology application portfolio. The migration to SharePoint 2010 will be phased over a 3-year period, with potential retirement of the current system

at the end of 2014 if all assumptions and requirements have been met (see attached).

This budget proposal is seeking continued funding for the implementation of ECM functionality and will directly support activities related to the primary goals of achieving compliance with records management rules and mandates (attached) and the use of SharePoint 2010 as the City's ECM system. Projects included in the request are as follows:

•IMPLEMENTATION OF RECORDS RETENTION SOFTWARE: Implementation of the URM software was deferred until the completion of the ECM Analysis and approval of future direction by the Enterprise Steering Committee. Upon approval, staff has identified software capable of meeting the City's business requirements for records retention and achieving industry standards related to the management of electronic records (DoD 5015). CIP funding was previously approved for implementing this functionality, and is needed to fill functional gaps related to information governance in SharePoint 2010. City Clerk's Office staff are partnering with Information Technology Department (ITD) staff and other key stakeholders to purchase (in 2012) and implement (in 2013) records retention tools from a 3rd party vendor as part of the rollout of SharePoint 2010. This software will enable the full lifecycle management of electronic records in their native format, as required by RCW 40.14 (Preservation and Destruction of Public Records) and WAC 434-662 (Preservation of Electronic Public Records).

•MIGRATION OF EXISTING ECM CONTENT: In order to achieve the cost savings identified in the ECM analysis, records managed in the existing system will need to be migrated to the new environment. Many of the records making up the 2+ TB of storage have been converted from other formats as a means to reduce storage costs and provide centralized access to information. A majority of these records document financial processes that are required to be managed according to standards set out in WAC 434-662 to be considered an official record copy for legal purposes and in support of financial audits. Requested resources include funding for a .5 LTE Systems Analyst for 2 years to support the migration as part of the IT Department staff. Additional funding is required for professional services related to planning and migration of existing content and developing system integrations between SharePoint and other enterprise systems including JD Edwards (financial system) and Maximo (asset management database).

•MIGRATION OF REQUIRED ECM FUNCTIONALITY: Staff will be exploring options for support of the recently deployed Agenda Packet Automated Workflow solution, implemented in 2012 on the Oracle ECM platform. An alternate approach will be in place before migration is completed in 2014 to ensure the process improvements gained by automating this workflow are maintained. Funding will also support the planned Public Portal through the ECM system, providing the public with direct access to greater amounts of records and information online. A new approach will have to be identified, and a plan will be developed in 2013-14.

•GIS INTEGRATION: Planning in support of managing property-related records such as deeds, easements, and right-of-way agreements is continuing as part of the planned 2013 implementation. Staff have validated that tools supporting integration between the City's GIS System and SharePoint 2010 are available which meet these requirements, and funding is being requested for the implementation of those tools. (See 090.06NA Geographic Information Systems (GIS) Services).

If a reduction in approved funding is required funding for migration of existing content could be deferred. The consequences of delaying migration would be continued need to license and support the Oracle ECM software, at an operating budget cost of $88,000 per year. A reduction in funding for GIS integration would jeopardize the development of this long-awaited tool to support greater access to property records, which is a significant dependency for providing a mobile platform for workers in the field and permit review staff.

System migration and retention software implementation will be the focus of ECM system implementation in 2012-14. While no funding is being requested past that timeframe, it is anticipated that additional requirements will be identified over the course of implementing SharePoint 2010 and that a small level of additional funding will be sought in the 2015 – 16 Biennium.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

HIGH PERFORMING WORKFORCE:
ECM technologies enable employees to file, retrieve, and share information. The ability to integrate records into line-of-business systems, such as GIS or JD Edwards, provides employees the information they need when and where they need it. In addition, converting paper records to scanned images helps reduce duplication of information, provides centralized access to information, and supports continuity of operations during disaster response and recovery.
CUSTOMER-FOCUSED SERVICE:
By implementing tools to perform automated retention management for electronic records throughout the organization, records that have exceeded their useful life will be disposed of in an organized and efficient manner, significantly reducing the amount of information that employees and citizens need to search to find the information they need. For example, the City Clerk's Office was able to eliminate approximately 80% of the records stored on the department's shared drive by organizing them into records categories and eliminating those past the retention period. Planning for the Public Portal for online public access will extend open and transparent access to external customers.
STEWARDS OF THE PUBLIC TRUST:
Implementing records retention software ensures compliance with legal requirements (See Attachment 1: Mandates), creates a platform for meeting sound business practices, and supports accountability by making information available in a more efficient manner. As discussed below, this proposal supports the elimination of one system and the associated costs of maintaining it. The suggested approach better aligns with ITD's technology roadmap while maintaining the overall commitment to managing risk and liability of information management.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

COST SAVINGS:
The investment in the migration to the SharePoint platform is estimated to save $2 million over 10 years. The savings will be achieved by avoiding future hardware, licensing and staffing costs associated with the changing technology and support requirements for the existing Oracle system.
ELIMINATE DUPLICATIVE SERVICES:
As Microsoft has continued to develop and enhance SharePoint's content and records management capabilities with each product release, SharePoint is progressing in the ECM market. The approach described in Section 4 reflects a continued commitment by ITD and the City Clerk's Office to manage electronic content in an effective and efficient manner, and has been approved by the ECM Core Team and Enterprise Steering Committee.
SOUND MANAGEMENT & BUSINESS PRACTICES:
Records management best practices are outlined in an international standard, ISO 15489, "Information and documentation- Records management". Managing electronic records in a systematic way is a key component for alignment with these Practices, and aligns with the information governance assessment and program (GARP) described in the Records Management Services Operating proposal (020.04PA).

C. Partnerships and Collaboration proposed:

To be successful, the ECM program and our partners in ITD work with all departments to identify

needs related to content management and collaborate with them to implement solutions.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

The projects in this proposal will support the GIS program goals such as enabling a “map-driven” workforce by enabling access to location-related documents through a map interface.

City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: Relocation of Courts from Surrey Downs to Alternate Site

Proposal Number: 040.08NA

Proposal Type: Existing Service

Project Status Recommended

Outcome: Responsive Government

Attachments: No

Parent/Dependent Proposals: N/A

Previous Proposal # (s): 040.10PN

Primary Dept: City Manager

Primary Staff Contact: Joyce Nichols, X4225 Susan Harper, X6458

Section 2: Executive Summary

This proposal provides the funding to design and renovate an existing facility for the Courts and Bellevue Probation and minor renovations to other facilities necessary for implementation. This project will offer a permanent solution for a long-standing problem for the Bellevue District Court as required in the Court interlocal agreement between Bellevue and King County. This proposal also meets the time lines for moving courts to allow for development of the Parks Department master plan for the site and the construction schedule of Sound Transit's East Link.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
G-84	0	1,310,000	3,070,000	75,000	0	0	0	0
Total Costs/yr	0	1,310,000	3,070,000	75,000	0	0	0	0
2013-2019 Total:		$4,455,000						
CIP M&O:		0	0	0	0	0	0	0
Supporting Revenue								
G-84		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

The City contracts with King County District Court for municipal court services. Both the Court and Bellevue probation are located at the former Surrey Downs Elementary School. Surrey Downs will be converted to a park by the City requiring the relocation of these functions. Surrey Downs was built in the 1960's and now requires approximately $2.1 million to address code and life-safety issues so these functions can continue to operate safely for 2-5 years thus avoiding significant risk and liability to employees and citizens. With the funding proposed, design could be completed in 2013, construction in 2014-15 and move in mid-year 2015.

Future new M&O costs are projected to be approximately $220,000 a year to cover increase costs for utilities, maintenance, repair, major maintenance and minor tenant services including security, fire protection and tenant requests.

The City's contract with King County for court services remains in effect until 12/31/2016 with an option for a 5-year renewal; the City also has a lease arrangement with the District Court to use the Surrey Downs building. The City can terminate the court services agreement with King County at the

end of the period if notice is given by June 30, 2015; however the City is mandated to provide court services by RCW 39.34.180 and would need to start our own municipal court as a replacement, which is more costly than the King County contract for services. The City is obligated in the court agreement to work cooperatively with King County to evaluate an alternate location for the Bellevue District Court. This work has been on-going since 2007 to find a least cost alternative to relocate the Court.

Diligent work on court facility options for many years suggests that both development costs and long-term cost control can be more easily achieved if a City-owned facility is utilized for the Court rather than leasing a building or using a King County owned building. There are no King County owned buildings in Bellevue to relocate the Bellevue District Court to. Based on comparative development costs for leased, renovation of city-owned property, new construction, or conversion of an operating City facility, a target construction development costs of =$175/SF for the Court facility is identified. This proposal meets that target.

Short- and long-term benefits of this proposal:

- Avoids $2.1 million sunk cost investment in Surrey Downs (see Section 4)
- Offers a long-term solution to a 20-year problem
- Cost/SF compares most favorably to all options considered, and capitalizes on favorable construction climate, reducing cost/SF for development
- Meets Council criteria for selecting a Court facility option
- Provides City greater flexibility in controlling court facility and operating costs
- Satisfies city's contractual agreement with King County (see Section 5)
- Manages risk and liability to the City by providing a safe, accessible workplace
- Allows the Surrey Downs Park Redevelopment Plan to move forward and accommodate the Sound Transit construction schedule.

The City has studied multiple options for a permanent solution to the court facility for over 20 years. Options such as building new, renovation of existing facilities, renting space and renovating it, and relocation to other existing court facilities all have been studied. At this time there are only three viable options, 1) Renovate the existing Surrey downs site. This option includes over $2 million in sunk cost and is not a long term solution due to East Link and the Parks master plan for the site. 2) Relocate courts to a King County facility in Issaquah. This option has significant operational issues (including additional travel time for defendants, jurors, witnesses, family members and staff, transit access is more difficult, the full program does not fit so prosecuting attorneys and support staff will have their offices at City Hall rather than at the court and being a County facility we would not have control over capital and operating costs for the facility), has a lower upfront capital cost, but has a higher long term operating costs. Due to the smaller size of the current facility it also is not a long term solution. 3) Relocate courts to an existing City facility and renovate that for use as a court. This option has a higher upfront capital cost, but a significantly lower operating cost that makes this a more attractive long term solution, but could have a significant drawback since it would displace an existing city operation.

The project described in this proposal meets the criteria for a court facility at the most cost-effective development cost/SF. It recognizes the cost savings to be gained in moving forward at a time when construction costs are at the lowest experienced in decades. Reducing this proposal would result in scaling back the scope of the construction, reduce the size of the facility and result in inefficient or unsafe operating conditions. The proposal is based on the appropriate amount for the lowest cost option. If additional funding were made available other options such as building a new facility could be considered although the amount of money needed for that option would more than triple the cost of the project and a suitable site would need to be purchased.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

CUSTOMER FOCUSED SERVICE

This proposal would contribute to having a safe and inviting environment for civic engagement and government operations at the Bellevue District Court which improves the experience and accessibility for the public using the facility and services. The average number of visitors per month to the Bellevue District Court was 5,667 in a twelve month period ending in 2008. This is nearly the same number of visitors who frequented the Service First Desk during this same period. (Anne Pflug Bellevue Court Alternatives White Paper, 2008). These visitors serve on juries, take care of traffic tickets or address other misdemeanor issues. Their impression of the City can be formulated based on their experience at this building. The current facility at Surrey Downs does not provide a dignified and accessible user experience for the public (it is not ADA accessible). This proposal offers a fully accessible facility for all and a facility presence that respects the dignity of the City and the Court.

STRATEGIC LEADERSHIP

Partnerships:

This proposal will both foster the cross-jurisdictional partnership with King County and enable the City to control court facility and operating costs, thus delivering enhanced court services to citizens in a more cost-efficient fiscally responsible way. This proposal demonstrates City leadership in fulfilling its contractual obligation to identify alternative facility solutions for delivery of court services. This proposal is the culmination of almost two decades of exploring a range of viable facility options that would ensure accessibility for citizens, allow the City to control its long-term costs and meet the means test for development cost constraints. Of all options evaluated over time, this proposal best satisfies the Council's guiding principles of accessibility, cost and control.

HIGH PERFORMING WORKFORCE

Engaged workforce:

A component of assuring quality services is supplying staff and the public with a building that allows them to operate safely, predictably and comfortably. Both employee surveys and internal customer surveys are used to monitor progress towards exceptional service. Survey results that monitor customer impressions of all City facilities having a safe and clean environment have continued to be high and have increased from 83% in 2006 to 88% in 2009 and 86% in 2011. By comparison, survey results specifically for the current Court and probation location in the Surrey Downs building indicated only a 50% satisfaction rating. By relocating the Court to a newly renovated building, staff and public would have an up-to-date and improved facility in which to operate and visit. Funding this proposal should also contribute to increasing the survey satisfaction rating. Performance measures for High Performing workforce will be adherence to industry standards for amount of square footage per employee and function. The right size space saves money in operating costs, but too tight of space also decreases employee productivity. So we will strive to meet the benchmarks for efficient space allocations.

STEWARDS OF PUBLIC TRUST

Financial Sustainability and well-designed and maintained publicly owned systems and assets:

Citizens trust the City to manage their assets thoughtfully and in a fiscally prudent manner, and this

proposal addresses responsible management of resources in several ways. This proposal offers a facility option that avoids an expenditure of up to $2.1 million to ensure the safe operation of an obsolete building. Instead, by avoiding this sunk cost, the City will leverage an opportunity to make an investment in a City-owned facility thus achieving a cost-efficient long-term solution for delivery of court services. Additionally, this proposal takes advantage of a favorable construction climate resulting in estimated savings of 20-50% off construction costs experienced in a healthy economic environment. Performance measures for Stewards of the Public Trust will include operating cost per square foot and energy savings over time. The Court functions are operated and purchased from King County, so performance measures for that function will be difficult to collect.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

This proposal supports the Safe Community outcome by providing a safe, accessible and well-maintained facility for the Bellevue District Court operation. This proposal also support the City Attorney's Office, the Parks Department Probation operations and the Police Department and their operations in supporting a Safe Community.

Effectiveness and Efficiency:
The current building being utilized for court and probation services was a former elementary school renovated for court services over 20 years ago. As court and probation needs and operations have changed over the years, the facility has not been kept up to date. This proposal would allow the relocated space to be designed consistent with the operational and space program recently completed for the Bellevue District Court and Bellevue probation division, creating a more efficient and effective space to operate.

Management of Risk and Liability:
This proposal demonstrates fiscal responsibility by ensuring a safe workplace thereby managing risk and liability to the City.

C. Partnerships and Collaboration proposed:

The primary partnership is with King County; however the contemplated location offers opportunity for potential partnering with other Eastside cities in the long term.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

Relocating Courts from Surrey Downs will result in a cost avoidance of an estimated $2.1 million needed to maintain and repair the Surrey Downs building and will allow the Surrey Downs Park Redevelopment plan to proceed consistent with policy interests. Additionally, this proposal, as opposed to a potential relocation to a building not owned by the City, offers greater flexibility to the City in controlling its court facility costs for the long-term. Although the savings in construction costs cannot be specifically quantified, based on the current lower bid climate it is estimated that this project could cost 20-50% more in future years as the economy and the construction industry in particular recover.

CONSEQUENCE OF NOT FUNDING PROPOSAL AT ALL

Customer Impact:
Court services would continue to be delivered at Surrey Downs – a facility that, without significant expenditure, poses a health and safety risk to employees and citizens alike. To comply with the agreement with the county, the search for alternative Court facilities would continue leading to potential additional costs to evaluate alternatives.

Investment/Costs already incurred:
The City has invested staff and financial resources in evaluating Court facility alternatives since the early 2000's in order to search out potential lease options (which proved unfruitful), develop the service and space program needs for the Court and Probation, analyze the costs of building a new Court facility in various generic locations, and analyze costs to renovate an existing building.

Other:
Given the cost savings reflected in the scope and timing of this project, it is unlikely the project could be successfully completed if it were not fully funded.

City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: JDE System Upgrade and Enhancements

Proposal Number: 060.04NA

Proposal Type: Existing Service

Project Status Recommended

Outcome: Responsive Government

Attachments: No

Parent/Dependent Proposals: None

Previous Proposal # (s): 060.04NN

Primary Dept: Finance

Primary Staff Contact: Toni Battersby, x6455

Section 2: Executive Summary

This proposal provides funding to upgrade and enhance the City's Finance and Human Resources System (JD Edwards/Myself Service). The upgrade will extend the life of our Enterprise Resource System (ERP) System and allow the City to stay in compliance with tax laws while updating the application (both with new functionality and updated technology). The planned enhancements enable automation of our contract routing process, accounts payable invoice process, and timekeeping processes and are necessary to achieve efficiencies identified during process improvement efforts.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
G-59	0	273,750	63,750	0	0	0	0	0
Total Costs/yr	0	273,750	63,750	0	0	0	0	0
2013-2019 Total:		$337,500						
CIP M&O:		0	0	0	0	0	0	0
Supporting Revenue								
G-59		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

A stable and accurate Finance and Human Resources System manages financial operations and provides information required for financial planning. This system also equips the organization with the technology to perform financial management and conduct financial operations in a timely, consistent, and predictable manner. It enables us to produce over 30,000 paychecks and 50,000 vendor payments annually. Without a system to manage these and thousands of other financial transactions, we would severely be challenged to manage risk and liability and provide accountability for financial operations

In 2003, the City selected the JD Edwards Finance and Human Resources System (JDE) and it was implemented in 2004. At the time of purchase of this system, the Steering Committee made a decision to remain on the JDE system as long as the strategic direction of this system aligned with Bellevue's Technology strategic plan. This ERP system requires staff to maintain the system and requires periodic upgrades to stay in compliance with tax laws and supported by the vendor (Oracle).

This proposal provides funding to support an upgrade to our JDE system in 2013. An estimate of

$210,000 will be spent on consulting resources with specialty expertise required to complete this upgrade. This estimate was derived from research done based on costs of past upgrades (this will be the third major upgrade on JDE since it was implemented in March, 2004), along with current research completed to identify additional costs necessary to bring in experts and train in-house staff on the new technology required for this upgrade.

The JDE System, like most software applications, requires a significant upgrade every 3-4 years to maintain vendor support. Vendor support is required to maintain compliance with federal, state, and local requirements. This upgrade keeps our system fully supported by Oracle (JDE proprietor), allows us to take advantage of new functionality and enhancements made to the system, and allows us to use newer technology. All of these items together benefit the customers who are the users of the JDE system (all City employees) as it allows them to do their jobs better, the vendors who we have contracts with and pay, the customers who pay us, and the all citizens as we have a stable financial system to help manage the City's finances..

This proposal is only showing one upgrade in 2013 which will keep our system fully supported by the vendor (Oracle) through March, 2017. The need for future upgrades will be evaluated as information becomes available on the support plan. Also, the ERP Steering Committee has evaluated the life cycle for this system and evaluating the long-term replacement plan and lifecycle for this system. If future upgrades are determined to be necessary to support that plan, these will be requested during the next budget process.

This proposal also provides $127,500 of funding for workflow and automation efforts. These funds were previously budgeted in this CIP project, but not spent. In 2011, Tony Gardner completed an evaluation of the City of Bellevue Finance/Fiscal Staff. The recommendations from that report included the items listed below:

2.3 – Integrate the data from the contract routing process to eliminate redundant data entry (Procurement).
2.4 – Monitor and evaluate options for automating invoice routing and approval (Accounts Payable).
2.5 – Reevaluate options for creating efficiencies and automating timekeeping processes to eliminate redundant data entry (Payroll).

These enhancement funds would support the above process improvement efforts for the use of consulting resources and potentially purchasing third party software to assist with this workflow and automation. These efforts require follow-up to realize the efficiencies that were identified when we downsized these work groups during the previous budget process.

Keeping our system upgraded and maintaining vendor support is one performance measure for this proposal. We expect to complete this project within this budget and on schedule. As the project requirements are finalized for the above automation efforts, we will finalize the performance measures for each effort.

The amount identified for enhancements was previously allocated during the 2011-2012 budget for the Accounts Payable workflow process. This project was cancelled as it was not feasible at that time with the tools we had in place. We are carrying forward the same amount. Without this funding, it is likely that we would not be able to complete the workflow and automation efforts identified in the Tony Gardner report or in the numerous process improvement efforts under way. If we choose to increase this budget to a higher amount, it would allow us to work on more automation efforts, but

those work efforts would need to be balanced with internal staff workloads and capacity.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

High Performing Workforce – this proposal supports this purchasing strategy in several ways. The system enhancements allow us to change our processes and use technology for automation as identified in many of the process improvement efforts at the City. This upgrade and the enhancements provided by this proposal allow the JDE system to stay maintained and updated with the latest functionality and technology which will allow staff to do their jobs more efficiently and effectively. For example, the contract routing process, accounts payable invoice routing process, and timekeeping processes will be improved.

Customer-Focused Service – maintaining the JDE system allows us to pay our bills and provide our financial functions necessary to keep the City running. The users of the JDE system (City staff) expect the system to be working at all times so they can do their jobs.

Stewards of Public Trust – this proposal aligns with this strategy in several ways:

•Keeping our JDE system maintained and upgraded allows us to stay supported by our vendor and avoids higher costs and risks if it was not supported. We want to invest in this system (our asset) to get the most out of it. A stable and accurate Finance and Human Resources System ensures that key processes (such as paying employees and vendors and reconciling our bank account(s)) are provided timely and predictably.

•Completing this upgrade avoids the risk of not being supported by Oracle. The benefits derived from the upgrade provide us with updated functionality and technology that will help the City staff do their jobs better. Without such a system, the City runs the risk of compromising our financial integrity. This would impact our ability to benefit from grant revenues and may also result in lowering the City's AAA bond rating, which impacts both our ability to borrow and impacts our cost of borrowing.

•This upgrade keeps our system maintained. The enhancements that we can do will allow us to automate processes which in turn create more efficient and effective processes for City staff to use. A stable and accurate Finance and Human Resources System enables the City to manage public funds and assets in a responsible manner.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

The City's fiscal health impacts the ability to deliver all outcomes. It responds to Citywide purchasing strategies in the following ways:

•Eliminate lower value-added activities. The system integrates with departmental systems such as Telestaff (for Police and Fire timekeeping), Maximo (for Utilities and Parks timekeeping, purchase requisitions, goods receiving, journal entries), and Class (for City cash receipts). This integration eliminates low value-added activities such as rekeying information from one system to another. It leverages our health and retirement providers and their computer systems to exchange information in the same automated way. Our desire is to expand this automation in the areas of Accounts Payable and Procurement processes.

•Leverage collaboration or partnerships with other departments and/or external organizations. As noted in section 5D below, we collaborate with other government agencies that use the JDE system and participate in JDE user groups. This provides the City with no-cost resources to share ideas and identify solutions on the best ways to use JDE.

•Reduce or eliminate duplicative services. Automation allows us to eliminate duplicate data entry and have duplicate systems. These are considered low value-added activities and waste in processes.

•Ensure sound management of resources and business practices. The City's revenues, expenditures and its staff are centrally managed by the Finance and Human Resources System and therefore keeping the system maintained promotes sound business practices.

•Provide for gains in efficiency and/or cost savings. Funding for enhancements will allow us to implement more automation which in turn creates more efficient processes. Both Accounts Payable and Procurement work groups had staffing cuts during the last biennium and are relying on implementing the identified process improvement efforts to provide more automation and help offset the capacity loss from these staff cuts. This proposal funds those automation efforts.

•Consider short- and long-term financial impacts. The short-term benefit of this proposal is maintaining vendor support which includes modifications to support legislative changes. The long-term benefit of this proposal is preserving the significant investment in the City's largest software application and enabling efficiencies counted upon to counter staff cuts that already occurred..

C. Partnerships and Collaboration proposed:

The City collaborates with other clients of JDE to share knowledge and expertise, especially during an upgrade and when looking for ways to enhance the system. Local governments using JDE that we collaborate with are Sound Transit, King County Library, and the City of Kent. City staff also participates in the local JDE user group (Pac Rim), and the international JDE user group (Quest International Users Group). These user groups provide a wealth of information to help the City use our JDE system to the best of its capability. Also, the City has a long-standing relationship with a consulting firm specializing in JDE, AMX International. The benefit of a consistent relationship with AMX is that they understand how the City utilizes JDE. This saves the City the time and cost it would take an unfamiliar vendor to become knowledgeable with our JDE environment.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

If we do not continue to upgrade our financial system, we would be putting the City's operations at risk and would have an unsupported system. Worst case, we would not be able to pay vendors or employees. If the system is not supported by Oracle, it would not provide updated government regulations which do change at a national level (for example, the Tax withholding rates, medical benefits legislation, etc.). Any breaks in the applications would not be supported by Oracle and would require us to hire a third party consulting firm to fix our application. At the time the JDE system was purchased, it was known that it requires an ongoing investment to keep the system upgraded every few years for these reasons.

City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: Business Tax and License System Replacement Project

Proposal Number: 060.21DA

Proposal Type: Enhance Existing Service

Project Status Recommended

Outcome: Responsive Government

Attachments: No

Parent/Dependent Proposals: 060.15PA

Previous Proposal # (s): 060.15DN

Primary Dept: Finance

Primary Staff Contact: Sara Lane, x7247

Section 2: Executive Summary

This project completes the development of an information system to track and account for the City's business license fees and taxes. These taxes and fees account for approximately $112 million in revenue for the 2013-2014 biennium. The new system replaces the City's only remaining system operating on the City's outdated Alpha hardware, which has a high risk of system failure. This proposal will enable the City to provide for accountability and earn the public's trust.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
G-59	449,000	66,000	0	0	0	0	0	0
Total Costs/yr	449,000	66,000	0	0	0	0	0	0
2013-2019 Total:		$66,000						
CIP M&O:		0	0	0	0	0	0	0
Supporting Revenue								
G-59		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

This proposal rolls over the remaining budget into 2013 which was previously authorized in the 2011-2012 Budget and, therefore, no increase to this total budget is being requested. This budget change is for the schedule only due to delays as a result of staffing challenges.

This proposal is an existing project in the midst of development by the City's Information Technology Department (ITD) and completes the development of the City's new tax and license system. The City's current system, initially developed in the 1980's and operating on the Alpha System, has outlived its useful life and has significant hardware and software uncertainty. The system is used to administer and collect City-imposed business licenses and taxes, including the general business license, regulatory licenses, business and occupation (B&O) taxes, utility taxes, admission tax and gambling taxes. These account for approximately $112 million in revenue in the 2013-2014 biennium. The new system provides improved technology tools to enable tax staff to continue current compliance enforcement activities, including audit, detection and delinquent collection programs in a more efficient manner. The replacement is part of the Finance and Human Resources Systems Replacement project.

The project involves four modules: License, Tax, Audit, and potentially Online Tax Filing. The

foundational elements of the system are complete and programming of core functionality was substantially complete by the end of 2011. Testing and implementation of the License and Tax Modules are targeted for completion by the end of 2012. Development and implementation of the Audit Module and Online Tax Filing is targeted for completion by the end of 2014. NOTE: The online tax filing functionality will only be implemented if the Joint City B&O Portal Project (Proposal No. 060.22DA) is not implemented.. The Online Tax Filing Module provides the ability for taxpayers to file tax returns, update account information and remit payments online. Online tax filing is the most frequently requested service from taxpayer surveys. In addition, this feature will increase filing accuracy due to built-in calculations. The cost to implement the online tax filing functionality in this system is just in-house staff time that will be paid in 2014 out of the ITD operating budget and would not reduce the total of this budget proposal if that is approved in Proposal No. 060.22DA.

This proposal seeks the necessary CIP resources to pay for the additional staff needed in 2013 for application development to complete the programming of this system. This funding is only requested through 2013, but development will continue into 2014. ITD is able to absorb this development effort with existing staff resources in their 2014 work plan, and does not require funding to support this in 2014.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

High Performing Workforce

•Acquire, develop, and maintain publicly owned assets that support a high performing workforce; and

•Provide the tools, materials, technologies, and other resources that enable the workforce to optimize service delivery. This new system will provide updated technology and more innovative solutions for staff to do their jobs and provide the best service delivery to the business community. Having a new system will minimize the risk of a system failure in the long term and ensure we have a viable, efficient, and sustainable system for continued use in the future and be a high performing organization by providing taxpayers with the proper information on a timely basis. This system will provide a more efficient integrated mobile tool to enable the City to continue compliance enforcement activities and eliminate redundant data entry. This system will provide better reporting capabilities and increasing data collection, to enable the City to better analyze our taxpayer base and the amount of revenue generated by industry and geographical area, to enhance collaboration with economic development and revenue forecasting projects.

Customer-Focused Service

•Ensure services are relevant and effective; and

•Enhance professionalism and responsiveness to calls for services.

This system will allow Bellevue staff to better respond to customer calls and will allow staff to better track business licensing and tax information. Also, this system will provide online tax filing option which is important to our Business customers.

Stewards of the Public Trust

•Ensure that public funds are managed in an ethical, prudent, responsible, and fiscally sustainable manner; and

•Acquire, develop, and maintain assets to meet public needs. A Tax and License system is necessary for the City to administer and manage the B&O taxes that the City collects. This system ensures that checks and balances are in place to verify that Businesses are complying with the laws and we are maximizing our revenue collections. This system helps identify errors and misreporting

of taxes. It also allows us to improve and automate some of our current processes which in turn will allow staff to focus on revenue producing efforts rather than processing efforts. This system also provides online tax filing to meet taxpayer needs while improving accuracy and reducing printing, mailing, and processing costs. Other business processes that will be improved by this system include better reporting capabilities and increased data collection which will enable the City to better analyze our taxpayer base and the amount of revenue generated by industry and geographical area enhancing collaboration with economic development and revenue forecasting projects. Also, we will be providing a more efficient integrated mobile tool to enable the City to continue compliance enforcement activities and eliminate redundant data entry. In addition, this system will enable staff to meet taxpayer expectations by using information from the system to answer taxpayer questions in a timely and accurate manner; provide taxpayers with the necessary tax forms and a consistent and predictable process, and providing tax auditors with the necessary tools to calculate and issue audit assessments that are more professional and timely.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

•Provide the best value in meeting community needs. Eliminate lower value-added activities. This system allows staff to focus on revenue producing activities instead of processing.

•Provide for gains in efficiency and/or cost savings. The new system has allowed us to automate and improve current processes which allow staff to work more efficiently. More efforts will be spent on revenue producing activities instead of processing.

•Leverage collaboration or partnerships with other departments and/or external organizations. As noted in section 5C below, the City works strongly in partnership with the Washington State Department of Revenue and other local jurisdictions to collaborate on tax legislation and business licensing regulations.

•Are innovative and creative. This system moves us on to current technology to develop a more efficient and stable system and enables the use mobile applications for tax auditors in field.

•Reduce or eliminate duplicative services. The new system has allowed us to automate many of our data entry processes which in turn frees up staff to work on revenue producing efforts instead of processing.

OTHER Outcomes: Economic Growth and Competitiveness/Costs & Capital Factor
•Balance taxes, fees and utility rates with the City's economic development goals, commitment to high-quality services, and financial health.
This new system will enhance the City's ability to track and forecast tax collections by geographic area and business industry type. This will enable the City to better analyze our taxpayer base and the amount of revenue generated and this will enhance collaboration with economic development and revenue forecasting projects. Also, the online tax filing feature will provide taxpayers with a more creative and convenient option to comply with business tax filing requirements.

C. Partnerships and Collaboration proposed:

We work in partnership with the Washington State Department of Revenue and other jurisdictions to collaborate and ensure consistency in tax applications and look for ways to provide services in more efficient ways. We are working closely with the Department of Revenue to provide changes in our business licensing module which will be further automated with the implementation of this system and result in a more efficient and accurate process to improve the overall approval time of business licenses.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

This project provides a replacement for the current systems used to perform business license and tax collection and administration, with essentially the same basic functionalities. Some new minor features are added for greater efficiency. Tax and ITD staff has worked diligently to ensure only the basic and necessary features are included in the scope. The key new significant feature is online tax filing. Online tax filing has been a long requested feature and expectation by the City's taxpayers. In addition, this feature will improve filing accuracy. If this proposal is not funded the City would not be able to achieve any efficiencies anticipated by the implementation of the core system. Additionally we would need to invest money to update outdated standalone tools that currently handle function such as the detection of unregistered businesses and taxpayer audits.

City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: Joint City License and Tax Portal

Proposal Number: 060.22DA
Proposal Type: Enhance Existing Service
Project Status Recommended
Primary Dept: Finance
Primary Staff Contact: Sara Lane, x7247

Outcome: Responsive Government
Attachments: Yes
Parent/Dependent Proposals: 060.15PA
Previous Proposal # (s): N/A

Section 2: Executive Summary

This project provides for design, development, and implementation of a Joint City Portal for online business registration, licensing, and business and occupation (B&O) tax filing and payment. This innovative project is being sponsored by the five largest B&O cities: Bellevue, Seattle, Tacoma, Everett, and Bellingham. The project seeks to make it easier to conduct business in the region while protecting the City's authority to collect B&O taxes.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
G-88	0	142,656	140,802	138,948	137,094	135,240	0	0
Total Costs/yr	0	142,656	140,802	138,948	137,094	135,240	0	0
2013-2019 Total:		$694,740						
CIP M&O:		0	167,000	170,841	174,770	179,140	183,618	188,209
Supporting Revenue								
G-88		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

Since 2000, 39 cities in Washington have been working together to streamline local B&O tax administration. Over the last year, five cities (Seattle, Bellevue, Tacoma, Bellingham, and Everett - "the Team") have been collaborating on an innovative approach to meet the requests of the business community for an easier, more efficient way to apply for business licenses and process B&O taxes. These five cities account for approximately 90% of all local B&O taxes. Specifically, the five-city coalition has evaluated the technical issues related to developing a web-based system to manage reporting, collecting, and distributing local taxes for the cities. In essence, the coalition is developing a one-stop portal for businesses to register their business, report and pay local B&O taxes to the five cities.

During 2011 and 2012, there was significant legislative activity relating to options to mandate streamlining. In 2012, specific legislation was introduced that would have centralized the administration of local B&O taxes with the State Department of Revenue and limited our licensing authority, similar to sales tax administration. State centralization would have eliminated local control relating to how we license and tax certain businesses to encourage economic growth. The estimated annual revenue impact of the change to the City of Bellevue was between $1.6 and $6.0 million. The

various versions of legislation proposed in 2012 would each have resulted in a differing impact. None were advantageous to the City, even when considering administrative cost savings.

In 2011 "the Team" identified guiding principles to address business concerns while preserving the City's local control. These include:
•streamlining the local licensing and B&O reporting system;
•ensuring revenue neutrality; and
•retaining local control.

With these principles in mind "the Team" conducted a detailed assessment of our various license and tax procedures and data systems dubbed the License and Tax Portal Discovery Project (LTPDP). This assessment allowed us to understand the complexities of our respective processes as well as identified what practices, policies, or city codes each City must change to fit into a common reporting portal.

The LTPDP has identified a fair amount of overlap between the cities, more than was originally anticipated. This relatively high degree of commonality increases the likelihood of successfully creating a one-stop tax reporting system for local B&O taxes in a timely, feasible, and cost effective manner. In 2012, we will be engaging "the Team", other City Participants, Association of Washington Cities, Department of Revenue, and the Business Community to develop detailed requirements, developing a governance strategy and issuing a Request for Proposal for the portal solution. The planning portion of this project is being funded by the City of Seattle with staffing support from all cities.

This budget proposal funds Bellevue's estimated contribution to the actual development of the Portal based on the estimated costs developed during the LTPDP, plus interest. A more detailed cost estimate and the final formula for City contributions will be developed during the planning phase and included in the inter-local agreement that will be developed. Given the Legislative pressures experienced in 2012, and the significant impact that successful legislation would have on the City, it is imperative that we stay on schedule and show responsiveness to business concerns with this innovative project. The schedule provides for design/build of the portal in 2013 with implementation and ongoing maintenance and operations costs beginning in 2014. The City of Seattle will issue 5 year bonds to fund the development and participating cities will be responsible for their portion of the debt over the five year term.

A copy of the feasibility study is available as attachment A, a PowerPoint providing an overview of the project and schedule is included at attachment B, and a spreadsheet showing the cost allocation method is available at Attachment C.

This proposal has limited scalability options. Choosing not to fund this proposal puts a significant amount of General and CIP fund revenue at risk.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

High Performing Workforce
•Acquire, develop, and maintain publicly owned assets that support a high performing workforce.
•Provide the tools, materials, technologies, and other resources that enable the workforce to optimize service delivery.
Currently, businesses must get their Bellevue business license from the State, a complex and time consuming process, and the ability to file or pay taxes online is not an option. The License and Tax Portal will provide modern technology and a more innovative solution for businesses to register

their businesses and pay their local taxes. The License and Tax Portal will enable staff to better support their customers in these tasks.

Customer-Focused Service
•Ensure services are relevant and effective.
•Enhance professionalism and responsiveness to calls for services.
The License and Tax Portal will provide modern technology and a more innovative solution for businesses to register their businesses and pay their local taxes.
This system will allow Bellevue staff to better respond to customer calls and track business licensing and tax information. Also, this system will provide the online tax filing option which is important to our business customers.

Stewards of the Public Trust
•Ensure that public funds are managed in an ethical, prudent, responsible, and fiscally sustainable manner.
•Acquire, develop, and maintain assets to meet public needs.
A Tax and License system is necessary for the City to administer and manage the B&O taxes that the City collects. This system will integrate with Bellevue's Tax and License system (PRAXIS) and support the administration and enforcement of our tax code. This system also provides online tax filing to meet taxpayer needs while improving accuracy and reducing printing, mailing, and processing costs.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

Innovative and creative: The License and Tax Portal is an innovative approach to easing compliance for our businesses. It involves collaboration and the use of technology to address a significant issue.

Provide the best value in meeting community needs. Eliminate lower value-added activities: The License and Tax Portal meets the business communities needs by reducing the number of tax returns they must file, while ensuring that we aren't further complicating local tax compliance.

Provide for gains in efficiency and/or cost savings: We anticipate some printing and mailing cost savings after stabilization of the online filing.

Leverage collaboration or partnerships with other departments and/or external organizations: As noted in section 5C below, this proposal will be collaborating with a broad range of stakeholders to implement a solution that meets the needs of the business community and the City.

Reduce or eliminate duplicative services: The new system will integrate with the City's new tax system to eliminate duplication of duties.

OTHER Outcomes: Economic Growth and Competitiveness/Costs & Capital Factor
•Balance taxes, fees, and utility rates with the City's economic development goals, commitment to high-quality services, and financial health.

The online filing capability will provide taxpayers with a more creative and convenient option to comply with business tax filing requirements. Additionally, since many of our partners have annual licensing/registration requirements we may be able to benefit from receiving updated information from our partners' registration processes to provide us with better local business information.

C. Partnerships and Collaboration proposed:

We work in partnership with the Washington State Department of Revenue and other jurisdictions to collaborate and ensure consistency in tax applications and look for ways to provide services in more efficient methods. We are working closely with the Department of Revenue to provide changes in our business licensing module which will be further automated with the implementation of this system, and result in a more efficient and accurate process to improve the overall approval time of business licenses.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

This project provides online business registration and tax filing for cities. If we choose not to partner with the cities, we would have to build this functionality ourselves.

City of Bellevue - Budget One
2013-2019 CIP Budget Proposal

Section 1: Proposal Descriptors

Proposal Title: PW-M-15 Wetland Monitoring

Proposal Number: 130.88NA
Proposal Type: Existing Service
Project Status Recommended
Primary Dept: Transportation
Primary Staff Contact: Mike Mattar

Outcome: Responsive Government
Attachments: Yes
Parent/Dependent Proposals:
Previous Proposal # (s): 130.88NN

Section 2: Executive Summary

This proposal funds the cost to monitor the performance and maintain wetland mitigation sites mandated by the Army Corps of Engineers and other regulatory agencies for associated Transportation projects. The creation of this program allows completed Transportation project files to be closed instead of staying open, during the wetland monitoring period which could be five to ten years past the completion of a project.

Section 3: Requested Resources

CIP #: See Below

CIP Expenditure	Projected Spending Thru 2012	2013	2014	2015	2016	2017	2018	2019
PW-M-15	118,989	10,000	10,000	15,000	0	0	0	0
Total Costs/yr	118,989	10,000	10,000	15,000	0	0	0	0
2013-2019 Total:		$35,000						
CIP M&O:		0	0	0	0	0	0	0
Supporting Revenue								
PW-M-15		0	0	0	0	0	0	0
Total Revenue / Yr		0	0	0	0	0	0	0

Section 4: Budget Proposal Description

Some Transportation projects have improvements that impact existing wetlands. When this occurs, mitigation measures such as enhancing existing wetlands and/or creating new wetland sites will be required. These mitigation measures are typically mandated by Federal, State or local regulatory agencies. The City created the PW-M-15 Wetland Maintenance Program to fund the monitoring and maintenance of the wetland mitigation sites. This program has funded several wetland mitigation sites created by completed Transportation projects such as Richards Road, Lakemont Blvd, 156th Ave SE, and NE 29th Pl. Connection. The only site that is still in the mandated monitoring period is the NE 29th Pl. Connection. The project was completed in 2005, however, the mandated monitoring period, for that project's wetland mitigation site, is for ten years after the completion of the project, which ends in 2015. The monitoring cost consists of paying for a consultant to visit the wetland site to assess the ecological and planting conditions on the site, and to produce a yearly or bi-yearly report required by the Army Corps of Engineers. This cost may also include hiring a contractor to replant dead plants as needed.

The capital resources in this proposal will be administered by the Parks and Community Services Department with resources included in their Natural Areas & Forest Management proposal (100.38NA)

submitted to the Healthy and Sustainable Environment outcome.

Section 5: Responsiveness to Request For Results

A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:

- [STRATEGIC LEADERSHIP]: The Wetland Monitoring program is a joint program that involves Transportation, Parks and Utilities departments. Three City departments working jointly on this program is a good example of identifying and implementing successful collaborative partnerships among departments.

- [HIGH PERFORMING WORKFORCE]: Creating the Wetland Monitoring Program is an example of encouraging continuous improvement and innovation in the workplace to "think out of the box" to improve efficiency and reduce cost, as opposed to "the way it has always done been done".

- [CUSTOMER FOCUSED SERVICE]: The Wetland Monitoring Program is a cost saving measure that allows transportation projects to be closed when completed which reduces the overall cost of CIP projects. This is an example of increased effectiveness and efficiency in delivering timely and quality service that Bellevue residents expect.

- [STEWARDS OF THE PUBLIC TRUST]: Mitigating Transportation projects' environmental impacts and building more green spaces is a good example of establishing public trust in creating well designed and maintained City assets.

B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):

- HEALTHY AND SUSTAINABLE ENVIRONMENT [NATURAL ENVIRONMENT: By building new wetlands and enhancing existing ones, the proposal is making a major contribution towards implementing the City's Environmental Stewardship Initiative by creating more protected green spaces within the city

- IMPROVED MOBILITY [EXISTING AND FUTURE INFRASTRUCTURE]/Maintenance: Maintaining wetlands associated with CIP projects is part of the overall City infrastructure maintenance.

C. Partnerships and Collaboration proposed:

The Wetland Monitoring program is a joint program that involves Transportation, Parks, Utilities departments. Currently it funds only a wetland created be a transportation project, however, this program can also fund the monitoring and maintenance of future wetland mitigation sites created by other departments.

D. Activities in this proposal that support the work of other proposals, or save costs that would otherwise have to be expended:

The Wetland Monitoring Program is a cost saving measure. Not having this program will require CIP projects to stay active and keep incurring additional costs for a period of up to ten years after project completion, so having this program enables CIP projects to be closed at the appropriate time and stop unnecessary added costs. The capital resources in this proposal will be administered by the Parks and Community Services Department with resources included in their Natural Areas & Forest Management proposal (100.38NA) submitted to the Healthy and Sustainable Environment outcome.