



2006 Comparative Cities Performance Report

11 Years of Trend Data 1996-2006



City of Bellevue, Washington **November 2007**



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for exceeding the standards established by the ICMA Center for Performance Measurement in the application of performance data to local government management, including training, verification, public reporting, planning and decision-making, networking, and accountability.

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7 October 2007

A handwritten signature in black ink, appearing to read 'Robert J. O'Neill Jr.', written over a horizontal line.

Robert J. O'Neill Jr., ICMA Executive Director

A handwritten signature in black ink, appearing to read 'William P. Buchanan', written over a horizontal line.

William P. Buchanan, ICMA President

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Michael Lawson, Director,
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REPORT SUMMARY AND OVERVIEW

Introduction

This is the ninth report produced by several City of Bellevue Departments in conjunction with the Finance Department and the International City/County Management Association (ICMA). The report provides performance measurement information within seven major City of Bellevue functions and discusses these measures in comparison to those of a number of other cities throughout the country.

The information was developed through our participation in a nationwide effort led by the ICMA. Bellevue began its participation in the Comparative Cities Project eleven years ago with the submission of the 1996 data set to ICMA. At that time, 37 city, county, and town governments participated in the project. Currently, 227 cities and counties in the United States and Canada participate in the program. The U.S. cities, counties and towns represent just a handful of the more than 22,000 units of local government in the United States. While most jurisdictions participate annually in the data submission process, others appear to alternate years, or participate every third year.

The ICMA Comparative Cities program distinguishes itself from other comparative performance measuring efforts because of its voluntary nature. All jurisdictions participate by choice and work together to agree on a common set of data elements and definitions. Although efforts are made to continuously improve the information collected, inherent geographic, demographic, and political differences in the jurisdictions create difficulty in making exact comparisons.

Our reasons for comparing performance are to improve Bellevue's service delivery, to become more efficient in using tax dollars, to provide quality and value to our residents and stakeholders, and to see how we are doing in areas of particular importance to the community. By learning from successful practices in other cities, we can sometimes incorporate these practices into our own operations at little cost to the City. In collecting this data and exploring what others are doing, we are building on our commitment to learn from other cities and continue our accountability for quality services and performance.

The report can stand alone or may be used along with other tools to support current and long-range directions relating to Council priorities, biennial budgets, and comprehensive and strategic plans. The information is a useful policy tool for Council, a way for residents and other stakeholders to assess and comment on City service delivery, a mechanism for management and staff to evaluate expenditure levels, and a tool to help improve the efficiency and effectiveness of service delivery.

The review of this material in some instances may raise topical policy issues as Bellevue is compared with other cities. This report ultimately is about the community's values, how we steward limited public resources, and what choices we make as a community. We invite dialogue surrounding this report as a mechanism to engage in discussions which will enhance our efforts to provide high-quality, cost-efficient services within the City of Bellevue.

The City of Bellevue is one of the 156 jurisdictions included in this report that submitted data to the ICMA for fiscal year 2006. Of these, 131 are U.S. cities, 22 are U.S. counties,

one is a parks and recreation district, one is a fire district, and one is a Canadian city. Sixty-seven of these jurisdictions have populations of 100,000 or more.

Beginning with this report, the timing of publication is changing from once a year to once every other year. The full Comp Cities report will now be completed in odd numbered years in late Summer or early Fall. Preparing the report once every other year helps to reduce workload, while still meeting the City's need to analyze comparative data. We will continue to provide annual performance data to the ICMA for internal analytical purposes and to maintain this report's trend data.

ICMA Puget Sound Regional Consortium

Nearly 200 representatives from nine cities in Washington met at the Meydenbauer Center in early 2005 to form the first ICMA Comparative Cities Regional Consortium in the United States. The Consortium's purpose is to focus members on regional performance data and issues, increase information exchange, and help develop benchmarks. The Puget Sound Regional Consortium was followed by the formation of new Consortia in the Chicago metro area and western Oregon. Consortia continued to form across the U.S. in 2006. There are currently 12 consortia in operation, including a new consortium formed in Eastern Washington.

The Puget Sound consortium held a third series of meetings in February 2006 and reviewed data elements submitted by the various jurisdictions. ICMA staff also visited Bellevue in December of 2006 to discuss ways to improve performance measurement and better utilize data available from the ICMA website. A consortium meeting will take place in December 2007.

The Puget Sound Consortium's Information Technology (IT) working group continues to meet regularly in an effort to standardize data collection and the way IT services are provided. Seattle and King County are also participating in these meetings. Several jurisdictions have also expressed interest in regionalizing some services.

"It cannot be emphasized too strongly that these are not theoretical concepts devised by Academicians. Nor are they intended as playthings for statisticians. They are practical tools by means of which practical legislators and administrators can meet the practical need of choosing between alternative courses of action."

*Articles by Richard Childs & Herbert Simon
(1937)*

"Many of the cities and counties participating in the ICMA performance measuring program are among those often cited as exemplars of good management and excellent service delivery. Furthermore, there is only one compelling reason to join the comparative program of the ICMA Center for Performance Management: to improve the effectiveness and efficiency of local public services."

**ICMA
Comparative Performance Measurement:
FY 1999 Data Report**

There are currently 11 Puget Sound cities participating in the Puget Sound Consortium. Member cities that are near or directly adjacent include: Kirkland, Renton, Sammamish, Bothell, Clyde Hill, and Medina. Inviting more local cities to join the Center for Performance Management and improving cooperation between local members will continue to be a high priority of Bellevue's through the near future. We believe that sharing and comparing information with local cities will not only help strengthen our community but the region as a whole.

ICMA Data Collection and Template Changes

As a result of discussions with City Managers and Primary Coordinators -- based on concerns from jurisdictions that data collection efforts are time consuming -- ICMA has streamlined several data templates. Some of the changes made by ICMA affect Bellevue's data collection and consequently our annual *Comparative Cities Report*. Changes to the City's report include the following:

Average response time from call entry to arrival for Basic Life Support (BLS) and Advanced Life Support (ALS) has been combined as a single Emergency Medical Services (EMS) response-time measure. As a result, from 2002 onward, Measures 13 and 14 were combined into a single measure (Measure 14). Because of King County's unique three-tiered EMS protocol, Bellevue's overall average response time will appear to be slower than in other communities -- particularly those communities that follow an all ALS response protocol or combine an Emergency Medical Technician (EMT) with a paramedic trained in advanced life support.

Zoning and Nuisance cases (Measures 17 and 18) will show average number of calendar days from first inspection to compliance. Data prior to 2002 will continue to be shown from complaint to compliance. On the average, inspections occur within 48 hours of complaint receipt.

ICMA has eliminated "Expenditures per Capita for Building Affordable Housing". It is included in the pre-2002 reports as Measure 19. It is not included in this report from 2002 onward.

2006 Highlights

The ICMA Comparative Performance Measurement Program is one of many tools used by the City of Bellevue to improve city services to its stakeholders. This year's report highlights current trends and issues that are similar to findings presented in previous reports. The overall comparative data suggests that Bellevue service delivery compares well to those of other participating cities, particularly when looking at Bellevue's "outcome" data. Bellevue faces a few ongoing issues including falling clearance rates for Part 1 property crimes and slower emergency response times for Fire.

Although Bellevue was recognized recently as the 57th safest city in the U.S. (Morgan Quinto Press' City Crime Rankings 13th addition) and continues to have a low crime rate, the city continues to struggle with solving Part I property crimes. While the total number of property crimes fell for the fourth straight year in a row in 2006, clearance rates for Part 1 property crimes are not improving.

Confinement of fires to room of origin for both commercial and residential property remains high, despite slow response times for the Fire Department. Increasing traffic volume, technical problems with new systems, and older systems in need of replacement are making the reduction of response times a significant challenge.

On the whole, Bellevue employees continue to provide services to citizens and stakeholders at a high level of confidence. Both the Budget Survey and the Performance Measures Survey conducted in 2006 indicate strong positive resident satisfaction. Our

service costs are neither the most expensive nor the least expensive. Over the eleven-year reporting period, there are few, if any, data peaks or valleys but rather fairly consistent outcome levels and positive community feedback.

The graphs and explanatory pages convey the findings of our study. Rather than simply listing the results here, let's look at some of Bellevue's successes and challenges, review some potential areas for improvement, and highlight some areas requiring greater explanation.

- ***Measure 1 - Bellevue's 2006 Part 1 Crimes continue to be low.***

Bellevue Part I violent and property crime rates have consistently been below the ICMA Average and 2006 is no exception. Bellevue's success in all forms of crime prevention is reflected in its ranking as the 57th safest city in the United States, according to the 13th annual City Crime Rankings, an annual reference book of crime statistics published by Morgan Quinto Press. Bellevue was the only city in Washington with a population of 75,000 and above included among the top 100 safest cities in the country.

Since 2001, 90% or more of Performance Measure survey respondents report that they generally feel reasonably safe or very safe walking alone in their neighborhoods. This trend continues with 93% for 2006. Additionally for 2006, residents reported feeling almost as safe walking alone in downtown Bellevue as they do in their own neighborhoods at night. This is a significant public statement about the safety of our urban center.

- ***Measure 2 – Response times are at five minutes, thirty-eight seconds in 2006, surpassing the Department's operational goal for rapid response.***

A top-priority call is one that requires an immediate police response. It may relate to an immediate threat to life, a violent criminal act in progress, or a possible major property loss. In 2006, Bellevue police responded to these calls in 5 minutes and 38 seconds, beating the Department's operational goal of 6 minutes. The Department continues to balance the challenge of providing quick response with the safety of civilians and officers during a top priority call.

- ***Measure 3 - Bellevue's Part 1 crime clearance rates (both violent and property crimes) continue to be lower than the ICMA average. Although Bellevue's 2006 combined 16% clearance rate is also below the nation's average (19.3%), it is comparable to the average clearance rate of Washington State.***

Bellevue does a good job clearing Part I **violent** crimes, with a clearance rate of 69.6%. Part I **property** crimes (theft, auto theft, burglary and arson) are more numerous than Part 1 violent crimes (4,278 property crimes compared to 184 violent crimes in 2006). Part 1 property crimes also present more clearance difficulties than Part 1 violent crimes. For these reasons, Bellevue, like all other jurisdictions, experiences a large difference in clearance rates between Part 1 property crimes and Part 1 violent crimes.

Bellevue's top priority continues to be clearing violent crimes but the clearance of property crimes is very important. The differences in clearance difficulty, volume of property crimes reported, and priority result in a lower property crime clearance rate of 13.7%.

The **combined** clearance rate is the composite of violent and property crimes. Bellevue's combined clearance rate of 16.0% is below the 22.5% average of ICMA reporting cities and the 19.3% clearance rate for the nation (2006 FBI Uniform Crime Report), but it is essentially in-line with the Washington State clearance rate of 16.1% (2006 Washington State Uniform Crime Report). Because the vast majority of crimes in Bellevue are against property, Bellevue's combined clearance rate is mostly a reflection of its property clearance rate.

- ***Measure 4 - Bellevue's percentage of Part 1 violent crimes cleared in 2006 continues to be higher than the ICMA average.***

Bellevue had 3 homicides in 2006, and the number of violent crimes increased slightly, from 172 in 2005 to 184 in 2006. Yet Bellevue maintained a high clearance rate slightly above 69% for both these years. Clearing violent crimes (murder, non-negligent homicide, forcible rape, robbery and aggravated assault) is a top priority of the Bellevue Police Department. Bellevue is a safe city both in resident opinion and as demonstrated by a low violent crime rate of 1.6 crimes/1,000 residents.

- ***Measure 5 – Bellevue's percentage of Part 1 property crimes cleared continues to fall, and is now trending below the ICMA average.***

The number of Part 1 property crimes has fallen for four consecutive years, but clearance rates are not improving. The 2006 clearance rate of 13.7% is the lowest of the 11 year reporting period. The vast majority (82%) of Bellevue's 2006 property crimes were larceny (all thefts except auto theft). Clearing this type of case is problematic, because there is usually no suspect information.

On the bright side, the International Association of Chiefs of Police recognized the City's efforts in combating auto theft by awarding Bellevue Police's Special Emphasis Team (SET) with its 2006 Vehicle Theft Award of Merit. The combination of SET and motor vehicle detectives investigating these crimes accounts for the reduction of auto thefts in 2006. Auto thefts fell 16% in 2006, from 567 reported incidents in 2005 to 476 in 2006.

- ***Measure 6 - Bellevue Police continue to arrest substantially fewer youth than the ICMA average.***

The Police Department continues to address juvenile crime in a proactive manner in partnership with the school district (School Resource Officers, "Cops and Docs" program). Although not all youth arrested are from Bellevue, the proactive focus on youth appears to be beneficial for Bellevue. For example, Bellevue School District campuses are without a firearm

incident for 2006 -- the sixth time in the last seven years. There may be a strong correlation between the start of the School Resource Officer program 11 years ago and the subsequent reduction of juvenile arrests and absence of firearms in the City's high schools.

- ***Measure 7 - The cost of operating Bellevue's Police Department is among the highest in the survey group.***

Bellevue's higher than average costs can be traced to factors such as a high cost of living, the presence of police sub-stations, its use of specialized police units, and a downtown with a large daytime population. While the City cannot control all of these factors, the presence of police substations and specialized police units represent an intentional choice to provide a higher level of service for Bellevue's citizens. The importance of police services is reflected in citizen opinion. Bellevue's residents believe that police responding to calls and investigating and solving crimes are among Bellevue's most important priorities. Indeed, in the 2006 Budget Survey, respondents cited Public Safety as the most important budget priority.

- ***Measures 8 and 9 - Residential structure fires fell significantly from 2004 to 2005. 2006 saw residential structure fires holding to 2005 levels, and they are now trending below the ICMA average. Commercial structure fires also dropped slightly from 2005 to 2006, and are now in line with the ICMA average.***

The number of residential fires per 1,000 structures continued its downward trend in 2006, and is at its lowest level in eleven years of reporting. Factors influencing the decline of fire incidents in residential structures include new housing stock, better construction methods, fire prevention education efforts, and the increased use of fire protection systems in residential properties.

Commercial fire incidents also continued to fall slightly in 2006. It is anticipated that the number of commercial structure fires per 1,000 structures will continue to decrease in the future. This is due to an increase in the percentage of commercial structures with built-in fire protection systems.

The continued development of Downtown and other areas of the City will put pressure on the fire department as more annual fire inspections are required. Through innovative staff management and by shifting historically low-risk units to self-inspection, the fire department will continue to strive to increase its total number of fire inspections to meet growing demand.

- Measures 11, 12 and 13 - From the point of call entry at the Eastside Regional Communications Center to arrival at the scene, the Fire Department's percent of fire suppression response times of 5 minutes or less is among the slowest of cities reporting data for 2006. Yet, eighty-eight percent of all Bellevue fire incidents were confined to the room of origin in 2006. 77% of one and two family residential structure fires were confined to the room of origin in 2006 compared to an ICMA average rate of 57.8% for reporting cities. Both the overall confinement rate and the residential dwelling confinement rate are among the best confinement rates of the reporting cities.**

Bellevue's Computer Aided Dispatch system (CAD) automatically begins call timing when the system recognizes the incoming call. Some other cities begin call timing manually or when the call taker enters the first keystroke. This difference in call taking -- automatic versus manual -- may account for some of the apparent longer call times captured by Bellevue's CAD.

There are a number of both "human" and automated steps that occur to enable a fire unit to arrive at the scene of a fire. They include call-taking/dispatch, turnout, and travel. Each of these steps is time consuming and it is the Eastside Regional Communications Center's and the Fire Department's goal to responsibly shave seconds from the overall time it takes to arrive at a scene. In 2005, the Department eliminated the requirement to transfer bunker gear for cross-staffed units on EMS calls, with the expectation that it will reduce turnout times for both fire suppression and EMS calls. King County Zone One Fire Departments have also secured funding for a new station alerting and paging system, which will reduce station alerting time by approximately 15 – 20 seconds for certain types of calls. This new system is anticipated to be fully operational late 2007.

- Measure 15 - Bellevue's percentage of cardiac arrest patients delivered to a medical facility alive continues to be among the highest in the nation. This percentage also remains stable over time, although the relatively few number of yearly cases means that individual outcomes can dramatically impact results.**

Bellevue's survival rate (44.8%) reflects the "3-tiered" response protocol and arrival at the scene by highly trained paramedics. Combined with improvements in dispatch procedures, continuing to assist citizens with over-the-phone instructions in CPR, and increased citizen awareness, the Bellevue Fire Department maintains a high patient cardiac survival rate. We expect this to continue as the use of Public Access Defibrillators becomes more common.

A fall in the ICMA average from almost 50% in 2002 to a little under 27% in 2006 reflects improved reporting by participating jurisdictions, and is not a reduction in the survival rate. The relatively small number of cardiac arrest patients and the problems in defining "survival" will continue to make this a

difficult measure for accurate comparisons, but the trend towards greater accuracy is encouraging.

- ***Measure 16 - Contracting fire services to smaller, outlying communities has considerable impact on the overall cost per capita of providing quality fire services to its citizens.***

Bellevue's practice of regional cooperation and contracting fire services to smaller, outlying communities has a positive impact on the overall per capita cost of providing quality fire services to its citizens.

- ***Measures 17 and 18 - The average number of calendar days it takes for Bellevue to obtain voluntary compliance on zoning and nuisance complaints remains high for nuisance complaints when compared to long-term trends.***

Changes in procedures are resulting in longer average times for nuisance cases to obtain voluntary compliance. In place of considering each of the code violations at a residence as a separate case, a residence now has a single case file for all violations. This case file is not closed until all violations are addressed. For a residence with multiple violations, simple violations that used to be resolved quickly now must wait for the resolution of the most complicated violation before voluntary compliance is obtained and the case is closed.

Additionally, the administrative and data-entry responsibilities for officers significantly increased in 2005 and 2006, resulting in less time available for field investigations and case work.

- ***Measures 19 - Expenditures per capita for building affordable housing are higher than the ICMA average and Bellevue did a good job in 2006 in leveraging external sources for affordable housing. The City invested \$212,500 in newly constructed low-to-moderate income housing, leveraging more than \$9.70 million.***

This measure relates to new housing units only and does not include information for preserved or rehabilitated units. As such, it does not fully represent Bellevue's commitment to affordable housing. Funds spent by the City of Bellevue represent responses to funding requests by ARCH (A Regional Coalition for Housing). The City's ability to leverage external funding was again higher than most ICMA reporting cities and at 98.5% is higher than the 2006 ICMA average of 57.2%.

- Measures 20 and 21 - Bellevue residents like their parks and utilize their large and diverse park system more than the average ICMA city. Almost ninety-two percent of residents rated their overall satisfaction with parks and recreation as good or excellent. While operating and maintenance expenditures per capita are higher than average, Bellevue residents report high customer satisfaction with their investment in parks and open space.***

Bellevue residents continue to place a high value on quality parks and open space, and Bellevue's investment in its park system reflects choices made in the degree of development, the size, and the mix of facilities maintained. Bellevue's operating and maintenance expenditures are higher than average for ICMA cities, which is consistent with the stakeholders' desire for high quality park and recreation facilities. Respondent's satisfaction levels are higher than the ICMA averages for overall satisfaction, park appearance, range of activities, and safety.

- Measure 22, 23, 24 and 25 - Operating and Maintenance Expenditures per Lane Mile are increasing due to higher oil costs and additional work to meet requirements of the Americans with Disabilities Act (ADA).***

The annual cost for road surface maintenance rose significantly in 2006, mainly due to increasing costs for contracted asphalt. Asphalt prices for the 2006 program were 29.6% above 2005 prices, primarily due to the higher cost of oil. Recent requirements that the city perform appropriate ADA upgrades to curb ramps on all overlay streets are also impacting overall workloads and cost.

Bellevue focuses on asphalt and concrete road surface maintenance. While this is a more expensive option than techniques such as slurry seal, the higher quality of Bellevue's roads is reflected in its ratings in both citizen surveys and engineering assessments of road conditions. In 2006, 96.6% of Bellevue's citizens rated road conditions good to mostly good, compared to the ICMA average of 82.6%. And 90.8% of lane miles assessed in Bellevue were in satisfactory condition, compared to an ICMA average of 78.8%.

Benefits of Participation

Bellevue has accrued tangible and intangible benefits since participating in this program. Examples of benefits include the following:

- In response to the high level of juvenile arrests when comparing the City of Bellevue to other cities, the Police Department made deployment shifts in 1997 to focus on youth and families. This change seems to be beneficial. Juvenile arrests continue to be low, and the Bellevue School district had been without a firearm incident for six out of the last seven years.

- The Fire Department conducted an in-depth analysis of suppression reaction time and implemented measures to reduce reaction time such as installing automated station bay door closers.
- The Planning and Community Development Department improved code compliance procedures to shorten compliance time.
- A review of comparable city practices led Bellevue to include funding leverage from other sources as criteria in evaluating project proposals for ARCH sponsored housing projects.
- Participation in the ICMA program has heightened staff awareness of the role benchmarking and performance measuring has in the decision-making process. Staff clearly see what is measured and what the outcomes are. The program assists them in focusing on how to directly impact each measure. As a result, many program improvement initiatives have been supported by performance measurement and benchmarking data.
- Improvements to the program -- including a private ICMA web site -- provide service area specialists and other staff with contacts in other cities to discuss issues and learn about other city "best practices". Regional consortiums and identification of "core" regional measures assists jurisdictions in comparing similar data.
- The City of Bellevue continues to be cited as a "national leader" in benchmarking and performance measuring. We are one of the few cities in the U.S. regularly meeting the Governmental Accounting Standards Board's national guidelines for performance reporting.
- Bellevue's involvement in the program has led to other Puget Sound cities joining the ICMA Program and becoming a part of this report. Puget Sound cities in this year's report include: Vancouver, Tacoma, Kirkland, Shoreline, Sammamish, Lynnwood and University Place.
- Bellevue has received the *Certificate of Distinction Award* from ICMA for six consecutive years for its use of performance measuring including public reporting, verification, training, planning and accountability.
- Staff from the City of Bellevue moderated the session on Performance Measurement at the 2004 national meeting of the Government Finance Officers Association.
- In 2005, Bellevue completed its \$40,000 grant from the National Center for Civic Innovation to engage residents in discussions around government performance measuring and to fine-tune Bellevue Vital Signs -- a collection of 16 measures that when looked at together give a sense of the City's overall health. Citizen engagement findings have been presented at two conferences. At the Invitation of the Government Accounting Standards Board (GASB), the City of Bellevue delivered a presentation on how it engages its residents and transformed its "vital signs" into a set of "citizen" informed indicators.

Results of the ICMA Comparative Cities project along with our Annual Scorecard, on-going resident surveys, citizen outreach programs and other pro-active programs assist in determining if Bellevue's service delivery programs are reasonably "priced", efficiently run and meet resident and other stakeholder expectations. This document is one of several information documents available to residents and other stakeholders that provide a sense of Bellevue's accomplishments and challenges as well as benchmarking data. Bellevue's overall performance and outreach program is designed to inform, enhance, and enlighten the City's decision-making environment.

Next Steps

The information provided by the ICMA study has resulted in actions by staff to improve city services. In response to the study, Bellevue plans to:

- Continue to encourage other Puget Sound cities to join the ICMA Center for Performance Measurement and include data from these cities in subsequent reports.
- Continue to work with ICMA to clarify some of the definitions so that the measures are more comparable from city to city.
- Maintain operational emphasis on reducing juvenile and property crimes through pro-active citizen involvement and engagements with social service agencies and use of the Special Emphasis Team (SET).
- Maintain efforts to lead in the regional effort to reduce car crimes.
- Evaluate successes and outcomes of SET in clearing property crimes, and work with other Eastside agencies in communicating crime information.
- Evaluate the effectiveness and efficiency of the self inspection program, and adjust inspection districts to more equitably distribute the number of inspections assigned to each in-service fire company while protecting response times.
- Incorporate performance measures and performance standards in partnership agreements and contracts.
- Continue to evaluate programs to ensure that the Parks and Community Services Department provides services relevant to the community.
- Maintain and enhance a network of contacts with other cities and with the National Recreation and Parks Association to identify and share best practices.
- Restructure the computer training program to ensure that available tools meet the needs of different age groups and levels of experience.

Data Improvements

ICMA continues to improve the availability of raw response data and is making it available earlier on its website. ICMA follows a data collection process that considers the variety of fiscal year-ends of different governments, the number of jurisdictions that are new to the program, and the challenge of obtaining comparable information from the cities. More emphasis is being put on data accuracy so comparisons among cities can be more reliable. Still, data entry errors continue to be made which skew information and our ability to analyze and draw a reasonable conclusion about what we read.

Our methodology is to present data as ICMA reports it and to explain in individual narratives questionable data sets. We do not exclude cities from formulas or comparisons, even when the data is inherently questionable. We are finding that the longer a city participates in the program, the more accurate the data becomes. The converse is true too - cities new to the program initially present less accurate data.

Report Structure

In total, the 2006 report addresses 26 measures. The 26 measures are grouped into seven major functional service areas that have broad interest to the City Council and other stakeholders. They include Police, Fire, Code Enforcement, Housing, Parks & Recreation, Road Maintenance and Information Technology.

Cities that have participated in the program for two years or more and submitted data for at least half of the measures tracked by the City of Bellevue, are highlighted (using an asterisk) in Appendix 1. We have done this to provide some reference points for readers to compare some of the most active cities to the City of Bellevue. They are referred to in Table 1 as "Core Cities."

For each measure, two graphs are provided:

1. Eleven-year trend graph (1996-2006) comparing Bellevue's performance to the average performance of all jurisdictions participating in the ICMA project. Computation of the average includes all U. S. towns and cities participating in the program.
2. A bar chart showing Bellevue's 2006 performance as compared to the ICMA average and other selected cities participating in the 2006 project. Comparable cities were selected primarily based on population. We start by selecting cities with populations greater than 50,000 and expand to construct a range that includes up to 20 other cities. We do this to give a broader perspective of how Bellevue stacks up to other cities. We also include all other Puget Sound Consortium cities where data is available regardless of their population. When six or more Consortium cities answer a question, a Washington Consortium average is also included.

The pages for each measure also include a definition and other information about the measure. They include a key conclusion summarizing analysis of the data, current performance and trends, and challenges and key milestones for the future.

Appendix 1 contains responses for all of the cities and all 26 measures discussed in this report for further analyses if desired.

Comparing Bellevue to Other Cities

131 U.S. cities submitting data to the 2006 ICMA program are included in one or more of the measures in this year's *Comparative Cities Performance Report*. This report identifies a set of Core ICMA Cities (see Table 1) that have participated in the Comparative Cities project for two years or more and have submitted data for at least half of the measures that the City of Bellevue tracks. In 2004, 28 U.S. cities were included in the list. For 2006, we identified 31 cities that meet this standard.

The Core Cities are the most active in the ICMA Center for Performance Measurement. They are represented by city managers, county administrators, department directors, service area specialists, and others who have given time, expertise, and commitment to this program by helping with the definition and refinement of the measures, analyzing data on performance, and determining how to use the data. They are identified by asterisks in the discussions of individual departmental measures.

- The average of participation in the program for Core Cities is six years.
- On average, the Core Cities answered 15.7 of the measures tracked by the City of Bellevue.
- 52% of the Core Cities have been in the program for six or more years.

Demographics

In analyzing the data collected on demographic and geographic characteristics of these Core Cities, we found that no individual city closely matches Bellevue's profile when we simultaneously consider all demographic and geographical characteristics. Cities share different characteristics. Cities that have similar populations may differ considerably in geographic size, population density, and per capita spending. These factors, along with other variables such as climate, topography, and political leadership, impact the effectiveness, efficiency, and expectations associated with service delivery.

In a report such as this, choosing a single characteristic for selection of comparable cities such as population simply provides a beginning point for analytical purposes. We recognize that other key characteristics may be different and may affect a city's performance on a particular measure. In many respects analyzing the comparable cities is like a ship encountering an iceberg. What you see above the water may only be a small piece of an enormous structure. Navigating the waters of comparable cities and drawing conclusions warrants a watchful eye, looking at all the variables, and asking a lot of questions.

Core Cities Years in Program (Table 1)

Austin	TX	11
Bellevue	WA	11
Blacksburg	VA	2
Chandler	AZ	2
Colorado Springs	CO	9
Coral Springs	FL	10
Corvallis	OR	2
Dallas	TX	2
Des Moines	IA	11
Eugene	OR	8
Gainesville	FL	4
Irving	TX	2
Johnson City	TN	2
Longmont	CO	2
Lynnwood	WA	6
Mesa	AZ	6
Oak Park	IL	4
Oklahoma City	OK	11
Phoenix	AZ	11
Portland	OR	2
Reno	NV	11
Richmond	VA	10
Salem	OR	2
San Antonio	TX	11
San Jose	CA	9
Sandusky	OH	2
St. Cloud	MN	2
Tyler	TX	2
Vancouver	WA	8
Virginia Beach	VA	2
Westminster	CO	6

As shown in Appendix 2, "*Demographic Characteristics of Core Cities*," Bellevue shares individual demographic characteristics with most other cities but few concurrently with these cities. The appendix not only includes residential population but also indicates if a city experiences a significant daily influx of non residents. Bellevue's residential population in 2006 was approximately 117,000 but its 2006 daytime population increased to an estimate of nearly 188,000 five days a week. Certainly the cost of Bellevue's service delivery -- particularly in public safety -- considers both the daytime and residential populations.

Following is a discussion of these demographics.

- 24 of 31 cities (77%) rated by Moody's Investors Service have General Obligation (GO) Bond credit ratings that are very favorable (Aaa to Aa3). Four of those cities – Bellevue; Coral Springs, FL; Irvine, TX; and Portland, OR -- have the Aaa GO bond rating that is judged by Moody's to be "of the best quality" and carries the smallest degree of investment risk.
- Bellevue has about the same number of residents as Coral Springs, FL; Westminster, CO; Tyler, TX; and Gainesville, FL.
- Bellevue is about the same geographical size (square miles) as Longmont, CO; Coral Springs, FL; Westminster, CO; and Johnson City, TN.
- Bellevue has about the same number of housing units as Coral Springs, FL; and Westminster, CO, and its population density (residents per square mile) is similar to Corvallis, OR; and Chandler, AZ.
- Bellevue's Median Household Income is among the highest and comparable to the Median Household Income reported by Westminster, CO; Corvallis, OR; and San Jose, CA.
- Bellevue's General Fund expenditures per capita are close to those of Lynnwood, WA.
- Twenty of the Core Cities include both a college and convention center within their boundaries.
- Three of the Core Cities have both an active Port Authority and Sports Arena. Five have military bases.
- Bellevue's unemployment rate in 2006 was the same as Colorado Springs, CO; Eugene, OR; and Johnson City, TN.
- The percent of population below the U.S. Poverty Level was 8.4% in Bellevue (2005 American Community Survey), which is similar to Chandler, AZ; Lynnwood, WA; and San Jose, CA.

Report Limitations

This report continues to evolve as ICMA works with member cities to refine the measures and the definitions. During our participation in ICMA forums, we have observed that there is still considerable variation in how cities collect, use, and report data. This report represents data submitted by the participating cities. In a few measures, we determined that data submitted by some cities was inaccurate, after querying cities about their own findings. Because of our desire to maintain data integrity, we have included only data as submitted by the participating cities. Where data has been found to be inaccurate, we have made a note in the individual measure.

While on a road to long-term consistency and comparability, it is important to note that the data is limited for a number of reasons:

- Definitions may not always be applied consistently.
- Data collection systems may not be well refined.
- Some jurisdictions reported inaccurate data.
- New cities appear to have difficulties with initial data collection and reporting to ICMA, increasing the probability of inaccurate responses which may skew averages and Bellevue's relative position to other cities.

Numerous conclusions can be drawn from the data and all may be correct depending on the social, geographic, political, financial and individual or collective expectations of decision-making bodies. It is a case of the cup being half-full and half-empty at the same time! For example, when looking at police data, one person might conclude that fewer arrests per police officer suggests a police force that is inefficient and perhaps more tolerant of crime. Another individual looking at the same data may conclude that the police department is very efficient, not crime tolerant, but rather, has developed a positive working relationship with community residents and stakeholders.

ICMA is working to improve their data collection process as a result of suggestions from many of the participating cities and has significantly improved the collection, cleaning, and reporting of program data. The use of the internet has contributed significantly to reducing the time it takes ICMA to provide us with information. Better graphs, charts and data access are also promised in future years.

We continue to actively work with ICMA and the participating cities to improve the data collection and reporting mechanisms. An extensive effort has been made by all participating jurisdictions to agree on a common set of data elements and definitions. Attempts have been made to screen out responses for which a jurisdiction has used the wrong definition or has provided incorrect data. Data is electronically cleaned. Screening includes computerized logic checks that are applied to the data submitted. Jurisdictions are asked to resolve data inconsistencies and make corrections to the information submitted to ICMA. If they cannot justify their data inconsistencies, the information is not included in the databases published by ICMA.

Value in Participation

Even with limitations such as inconsistent reporting, occasional inaccurate data, and cities coming and going from the program, we have found this process highly valuable. It is the sole nationwide benchmarking program that not only strives for data consistency but also stresses best practices, on-going service delivery improvements, and encourages collaboration and dialogue among its participants. We view the measures as the gateway to communication with other cities. We contact other cities, engage in open and productive conversations and share ideas. In addition, the process demonstrates that we are:

- Improving our use of goals and outcomes in budget discussions;
- Helping to set targets for performance in many service areas;
- Interested in examining and applying best practices;
- Seeking opportunities to challenge ourselves;
- Promoting continuous improvement and innovation; and
- Communicating our results with stakeholders.

Closing

The reasons for participation in the program remain strong. Involvement in the program allows us to compare our services to others, to learn about new, exemplary or innovative programs that are successful in other communities, and to strive to continually improve the efficiency and effectiveness of our programs. The program provides an effective mechanism of being accountable for our performance and serves as a tool for communicating our successes and challenges to the Council, our residents, and to other stakeholders. The networks we are developing with staff from comparable cities provide a wealth of information and ideas. While Bellevue is cited internationally as an example of good management and excellent service delivery, participation in this program helps us to identify areas where we can change, acknowledge service delivery challenges, and strive for continuous improvement.

PERFORMANCE MEASURES



1. TOTAL UNIFORM CRIME REPORTS (UCR) PART 1 CRIMES PER 1,000 POPULATION SERVED

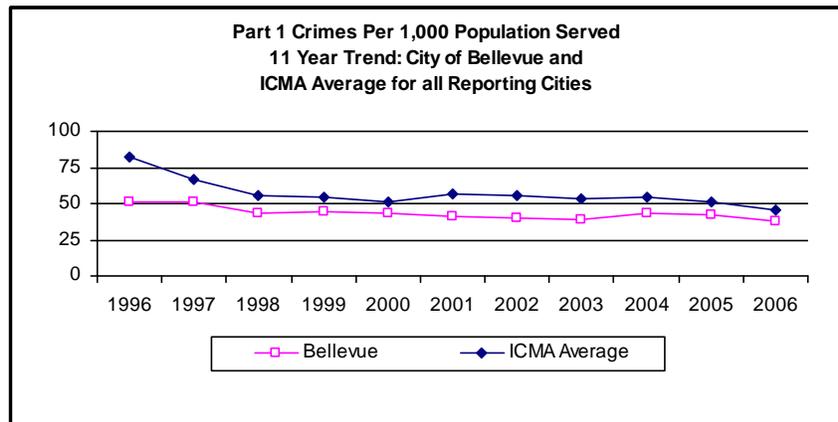
2006 Police Data (End Outcome Indicator)

Measure Definition: Uniform Crime Reports (UCR) Part 1 crimes are violent crimes including murder, rape, robbery, aggravated assault, and property crimes including theft, auto theft, burglary, and arson. UCR's crime index is the rate/1,000 population served.

Key Finding: Bellevue's strong partnership with the community in preventing and responding to crime problems has resulted in a much lower than average crime rate over the past eleven years. Bellevue has consistently been below the ICMA average, and was recently recognized as the safest city in the Pacific Northwest.

Current Year Performance and Trends:

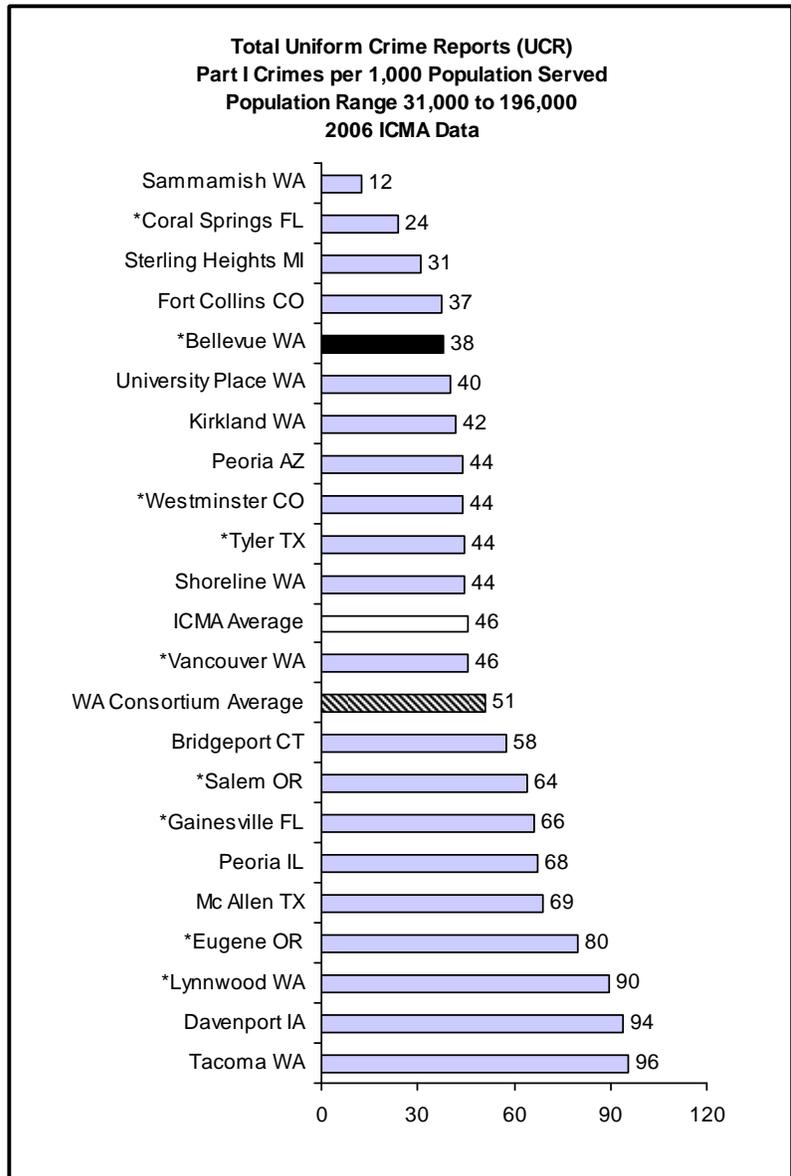
- The eleven year trend of a lower than average crime rate demonstrates that Bellevue is a very safe city to live and work in.
- Bellevue and comparable cities use similar community-oriented, problem-solving strategies.
- Bellevue receives strong community support, and emphasizes crime prevention and community policing.
- Part 1 crime decreased substantially per 1,000 population, from 42/1,000 in 2005 to 38/1,000 in 2006.
- Bellevue compares very favorably to the ICMA average (46/1,000) and the Washington State Consortium average (51/1,000).



Conclusions and Challenges:

- The Department will continue to review performance measure results and outcomes with the Police Operations staff.
- Resources will be directed toward crime trend areas or neighborhoods.
- The Department will perform annual comparisons and review with the Benchmark Cities police department members on crime trends and problem resolution strategies. Benchmark Cities is a program similar to ICMA, but involves only police departments from nineteen other similar sized cities around the country. It has proven to be an excellent opportunity to compare best practices and review operational programs.

- Key findings mentioned above are supported by the work of the Special Emphasis Team (SET). SET is responsible for the identification of additional Part 1 crimes, targeting serial crimes and criminals. SET began as a pilot project in 2003 with emphasis on using a combination of traditional and non-traditional law enforcement tactics. This has led to the arrest of many serial auto thieves and serial burglars.



- The Department maintained close interaction and planning with school district staff, parents, and students through the School Resource Officer (SRO) Program, which just completed its tenth successful year of operation. The SRO's main role is to act as a law enforcement officer, teacher, and informal counselor/mediator. The program has established closer relationships with the youth and has increased their trust of police officers. With this trust comes further exchange of information that allows us to prevent crimes such as fights during and after school, weapons or drugs on campus, and burglaries in the neighborhoods.

Key Milestones for the Future:

- Continue evaluation of current programs to measure effectiveness and efficiency.
- Continue adherence to FBI UCR reporting standards.
- Maintain accredited status with CALEA (Commission on Law Enforcement Standards) to ensure professional standards and best practices.

2. AVERAGE RESPONSE TIME TO TOP PRIORITY CALLS FROM CALL ENTRY TO ARRIVAL AT THE SCENE (Minutes/Seconds)

2006 Police Data (End Outcome Indicator)

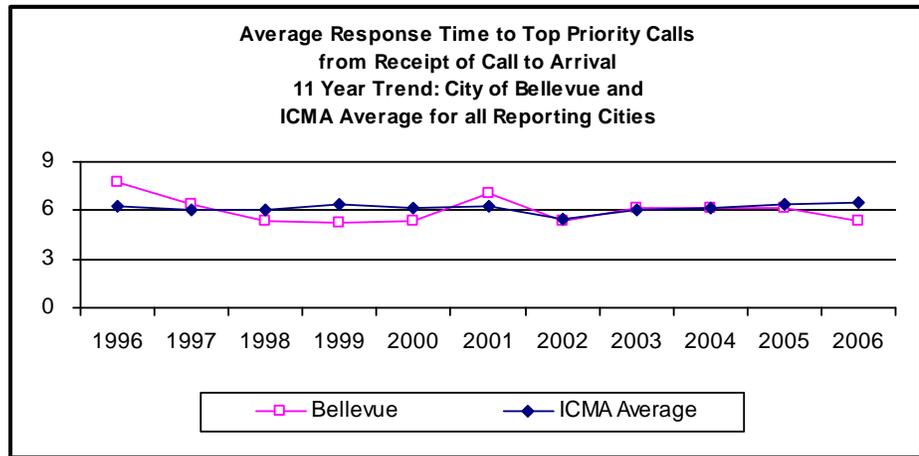
Measure Definition: Average time taken for a response, from the receipt of a call by the dispatch center’s phone system to the arrival of the first police unit.

Key Finding: Response times are in an acceptable range when compared to ICMA averages and the Department’s 6 minute or less operational goal. Many factors contribute to average response times, and the Department’s goal is to reduce average response times for top priority calls by utilizing all tools at its disposal. Tools include a highly trained emergency dispatch center, mobile data computers installed in patrol vehicles, and adequate staffing and coverage throughout all precincts in the City.

Checking with other comparable cities shows that the time when the clock starts ticking for a “call received” varies widely among cities. Many cities do not begin recording the time until the dispatcher makes the first key stroke; others when they produce a blank format to begin taking the call and still others when they hit the enter key to send the first information on the call. The City of Bellevue begins recording the time as soon as a Priority One call reaches the 911 phone system, and our response times are well within reason considering the different ways that cities are recording the times.

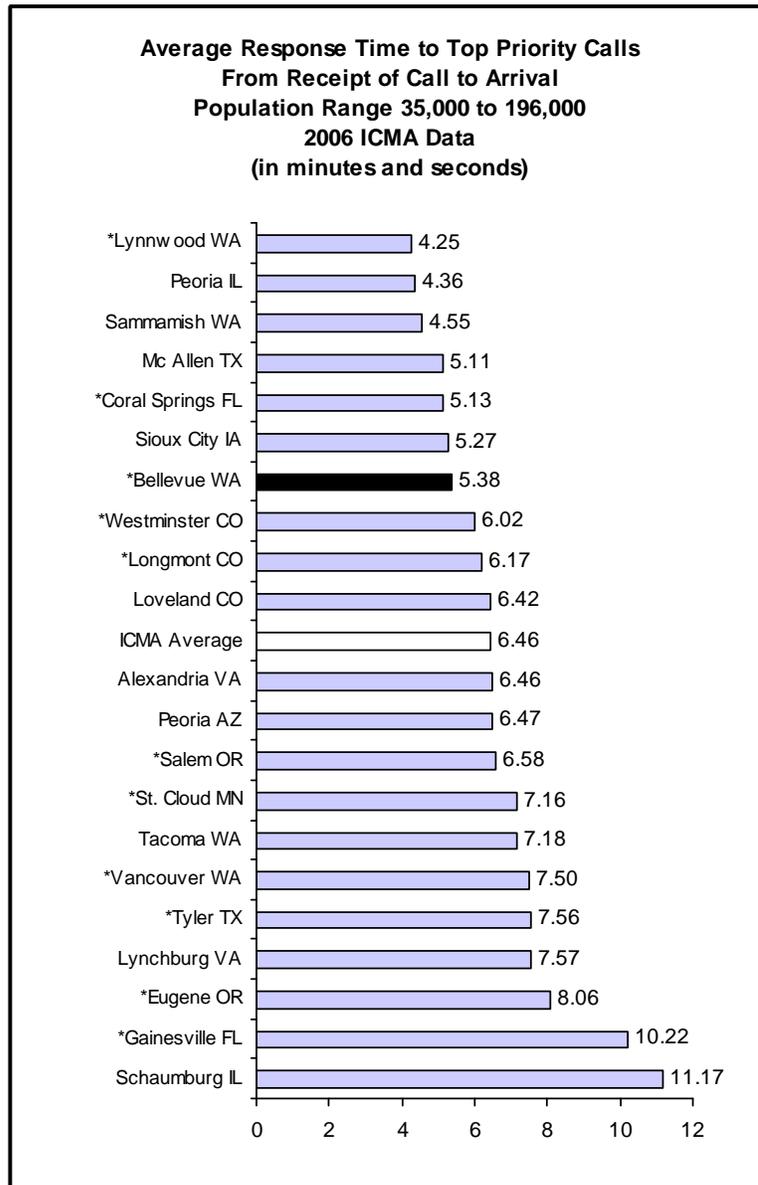
Current Year Performance and Trends:

- The average “Priority One call received to arrival time” fell to five minutes 38 seconds in 2006, faster than the ICMA average of six minutes 46 seconds.
- Traffic congestion, storms, hilly terrain and the department encouragement of safe driving habits all affect response times.



Conclusions and Challenges:

- Top priority calls remained at 1% of total police responses, and although few, we will continue to respond in a timely and safe manner to them.
- The Communications Center uses this response data to evaluate their business practices and make recommendations for improvements where needed in an effort to reduce the call received to dispatch times.
- The Department strives to maintain a balance between community problem-solving and the desire for rapid, safe response. Officers are encouraged to work on recurring crime problems by finding the root cause of the problem, analyzing it and coming up with appropriate solutions to avoid returning to the same address. This type of problem solving, however, can affect the response time of officers, as they are not always readily available to respond the second a call is dispatched.



Key Milestones for the Future:

- Collaboration between Operations and Communications by regularly meeting to go over procedures and how we might improve the way we respond to calls, broadcast suspect and in-progress information, etc.
- Review response time anomalies and if a response on an emergent call was not within acceptable times, look at reasons why and improvement options.
- Strive to maintain or improve on an operational goal of six minutes or fewer and to stay below the ICMA average.
- Maintain management emphasis on ensuring appropriate actual response time and acquiring accurate data.

3. PERCENT OF PART 1 CRIMES CLEARED

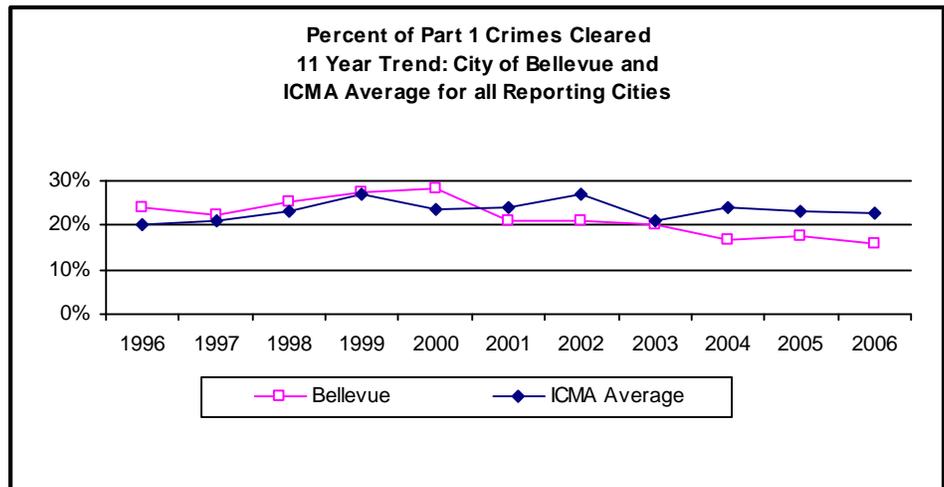
2006 Police Data (End Outcome Indicator)

Measure Definition: UCR Part I crimes include both violent crimes (murder, rape, robbery, and aggravated assault) and property crimes (theft, auto theft, burglary, and arson). A case is considered to be cleared when it is solved.

Key Finding: Bellevue’s total (violent crimes plus property crime) clearance rate continues to be lower than the 2006 ICMA average due to a high proportion of auto theft and commercial and residential burglaries, which are crimes with a low likelihood for clearance. The 69% clearance rate for Part I violent crimes in 2006 was the same as in 2005; the clearance rate for Part 1 property crimes fell to 14% in 2006 from 16% in 2005.

Current Year Performance and Trends:

- Motor vehicle thefts decreased from 567 in 2005 to 476 in 2006, a 16% decrease, and are expected to continue to decrease in 2007. The Special Emphasis Team (SET) specifically targets auto thefts and has achieved excellent results,



even winning a national award. The combination of SET and motor vehicle detectives investigating these crimes accounts for the reduction in auto theft crimes, but even so, crimes of this type are often difficult to clear due to the transient nature of the thieves committing the crime.

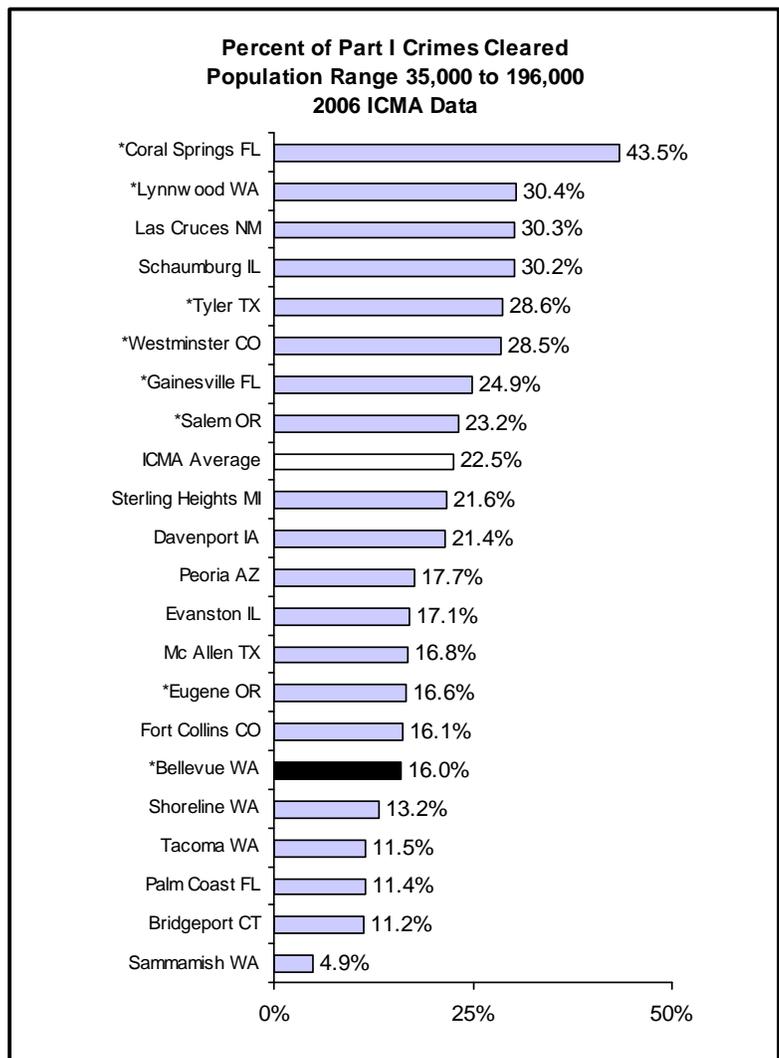
- Violent crimes increased from 172 in 2005 to 184 in 2006, with a clearance rate of 69%.
- Total property crime decreased slightly from 4,711 in 2005 to 4,278 in 2006.
- While the violent crime clearance rate has remained relatively stable in the past five years, the property crime clearance rate has shown a gradual decrease, from 18% in 2002 to 14% in 2006. Property crimes are much more difficult to clear given the transient nature of property criminals (auto thieves, residential burglars) and the number of crimes (an average of 12 per day).

Conclusions and Challenges:

- Continue maximizing the use of technology, such as the automated fingerprint system and the new vacuum metal deposition chamber, to identify criminals more quickly. In 2006, the forensics lab was upgraded and expanded, further enhancing the probability of greater clearance rates. Also in 2006, a new forensics technician was hired to reduce the backlog of evidence processing and evaluation.
- SET prepares weekly and monthly reports of activities and disseminates this information to detectives and other patrol officers to promote mutual information exchange. Closure of cases is dependent upon all officers in operations processing scenes properly, and acting on intelligence information to apprehend suspects.

Key Milestones for the Future:

- Focus our community partnership on increasing crime clearance rates and decreasing incidents of burglary and motor vehicle related crimes such as auto prowl and auto theft. We partner with the community by having citizens attend Community Academies, which are held twice a year, using the media effectively to release suspect information and crime trends to the community, and involving neighborhoods in Block Watch and other prevention/awareness community meetings.
- Continued emphasis on performance indicators that affect clearance rates including percentage of total Part 1 crimes cleared, percentage of AFIS entries resulting in suspect identifications, value of property recovered from pawn shops, percentage of Part 1 property and violent crimes cleared, number of cases assigned to detectives, and other key indicators.



4. PERCENT OF PART I VIOLENT CRIMES CLEARED

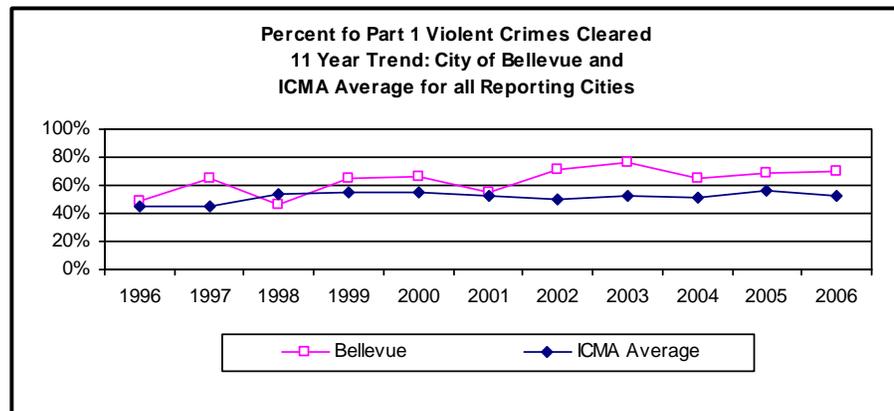
2006 Police Data (End Outcome Indicator)

Measure Definition: Percentage of Part 1 Violent Crimes Cleared equals the number of Part 1 Violent Crimes Cleared (cases solved) during the calendar year divided by total Part 1 Violent Crimes committed during the calendar year. Part 1 Violent Crimes are homicide, rape, robbery, and aggravated assault.

Key Finding: Bellevue continues an eleven year trend of a very low violent crime rate and in 2006 continued to maintain a high violent crime clearance rate of 69.6%.

Current Year Performance and Trends:

- Bellevue had three homicides in 2006, up from two in 2005. There were no homicides between 1999 and 2004.
- Bellevue's clearance rate for violent crimes is exceptional at 69.6%, higher than most comparable cities in the ICMA Consortium.
- Total violent crimes committed in Bellevue in 2006 were 184, up 12 from 2005.
- Aggravated assaults decreased from 92 in 2005 to 68 in 2006, while robberies increased from 49 in 2005 to 71 in 2006. Crimes of this nature can fluctuate widely in any given year.



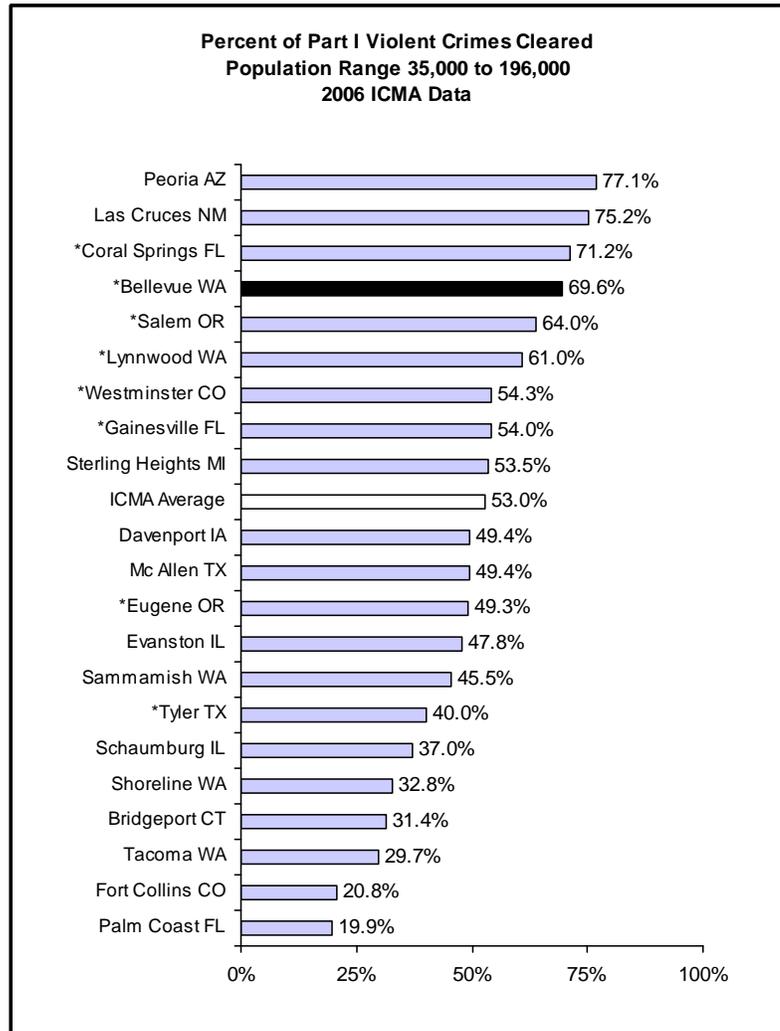
Conclusions and Challenges:

- The eleven year trend demonstrates that Bellevue is a very safe city; indeed, Bellevue was recognized as the 57th safest city in the United States in 2006 (for cities with a population of 100,000 or greater). Results from the recent Performance Measure Survey confirm that most residents feel safe both downtown and in their neighborhoods, in daytime and evenings.
- Investigation and follow-up of domestic violence crimes remains a high priority for the department. The Domestic Violence Advocate serves as an excellent resource for victims to receive information and support through the investigation and trial process.
- The Department manages and monitors all violent crimes cases to proactively impact serious crimes. A few of the methods sometimes used on recurring violent crime problems include undercover patrols and/or stake-outs, enlisting the media to get the public's help in solving a crime, and using crime prevention methods such as giving

property owners suggestions for better lighting around their homes or holding a block watch.

Key Milestones for the Future:

- Emphasize the investigation, intervention and prevention of youth crime through continued use of the School Resource Officer Program (SRO). The SRO Program has proven to be excellent in reducing violent crimes and fights in the schools as well as after school. The Gang Detective and SRO’s collaborate closely in investigating gang related violent crimes.
- Maintain the highest training standards for Violent Crime detectives to retain a high level of expertise and experience in the Detective Unit. Training includes the latest techniques in interview skills, crime scene investigation and technology innovations relating to crime scene evidence processing.



5. PERCENT OF PART I PROPERTY CRIMES CLEARED

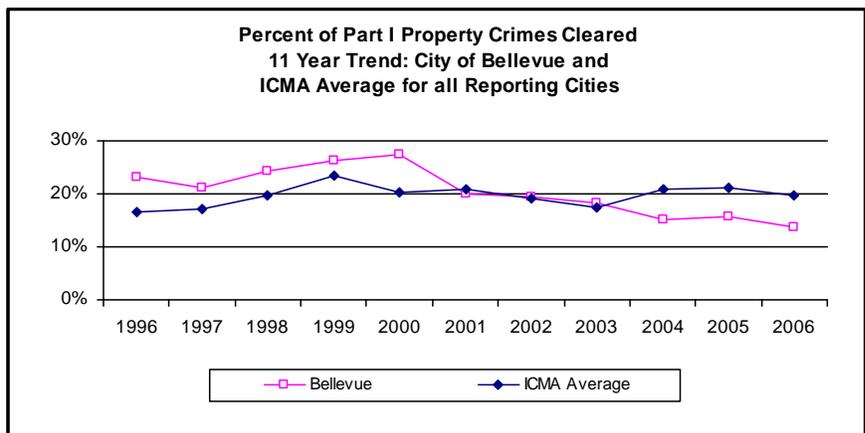
2006 Police Data (End Outcome Indicator)

Measure Definition: Percent of Part 1 Property Crimes Cleared equals the number of Part 1 Property Crimes cleared during the calendar year divided by the total Part 1 Property Crimes committed during the calendar year. Part 1 Property Crimes include theft, auto theft, burglary, and arson. Cleared is defined as case solved.

Key Finding: Bellevue property crime clearance rate has been trending below the ICMA average.

Current Year Performance and Trends:

- The amount of Part I property crimes decreased by nine percent from 2005 (4,711) to 2006 (4,278), yet clearance rates have not improved. The 13.7% clearance rate in 2006 was below the ICMA average. During the first six months of 2007, the rate remained relatively flat at 13.4%.



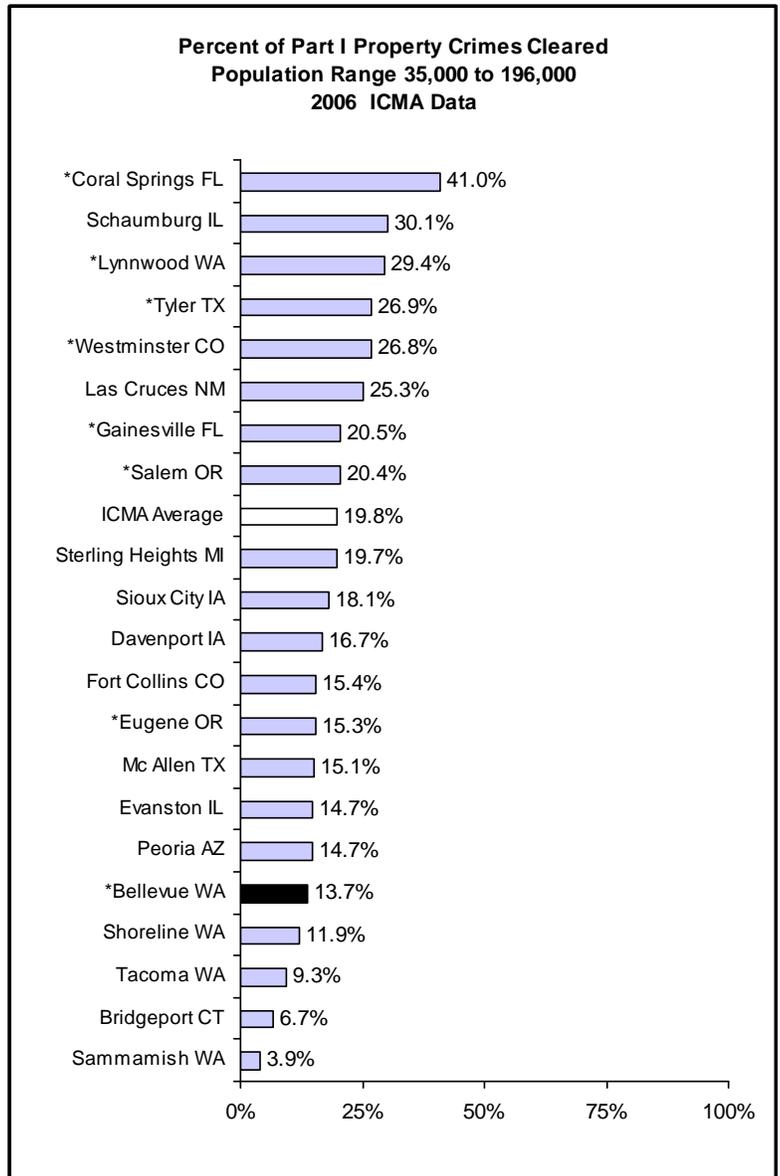
Conclusions and Challenges:

- The number of Part 1 Property Crimes in Bellevue has decreased for four consecutive years. Yet their clearance rate has remained consistently in the 13% to 16% range. The reason for the low rates is because the largest portion of Part 1 Property Crimes is larceny (all thefts except for motor vehicle thefts). Of the 4,278 Part 1 Property Crimes in Bellevue in 2006, 3,178 were designated as larceny. In the majority of these crimes, there is no suspect information, making their eventual clearance problematic.
- The lack of investigative leads for most larceny cases is the primary factor in the low clearance rates. Other factors include not having investigative resources (which is being addressed in 2007) and having a backlog in our Evidence Processing Lab (also addressed in 2007). The Evidence Processing Lab always prioritizes Part 1 Violent Crimes over Property Crimes. Starting in late 2006, a new Evidence Processing Technician was added to the Lab, and new, grant-funded equipment came fully on line.
- The Department will continue to monitor trends, such as incidences and locations of particular types of property crimes, to ensure that prevention and reduction strategies are appropriate and effective. The Department stresses that Crime Analysis and Crime Prevention staff work together to observe and identify crime trends for a particular area in order to target direct prevention efforts to these locations. This could include using the media, going door to door with flyers, talking with residents about the current problem, setting up surveillance, and intervening with SET (Special Emphasis Team) to apprehend those who are committing these crimes.

- The Department has continued to collaborate with businesses, especially pawn shops, where stolen goods are often sold. Special pawn shop tracking software, utilized by both the police and the pawn shops, monitors pawn shop purchase and sales. This improves our ability to rapidly locate and recover stolen property and identify suspects.
- Evaluate successes and outcomes of SET in clearing property crimes, and work with other Eastside agencies in communicating crime information through crime bulletins and monthly detective meetings.
- A second auto crimes detective has been added to address the continuing challenge of automobile thefts, and progress is being made. Additionally, the Department will continue to work collaboratively with the King County Prosecutor's Office to successfully prosecute suspected auto thieves.

Key Milestones for the Future:

- Continue the team approach to solving property crimes, continue to utilize proactive methods to target neighborhoods in crime prevention activities, and emphasize pawn shop enforcement.
- In 2006, the Investigations Unit added a second Crime Prevention Detective to assist with residential crime prevention programs. Additionally, a new community police station opened in Summer 2006 at the downtown transit center, providing direct community contact with the police department in the central business district and service to a growing downtown residential population. In 2006, the Investigations Unit continued its "Crime Free Multi-Housing" crime prevention project in City apartment complexes. Basically this is a Block Watch program for the apartment complexes and has been very effective where established in the Factoria and Crossroads areas. The Department will explore the feasibility of expanding crime free multi-housing to the rest of the City as resources permit.
- The Department is aware of the need for improvement in its Part 1 Property Crime clearance rate and will consider all available options.



6. NUMBER OF ARRESTS PER 1,000 JUVENILES (AGE 17 & UNDER)

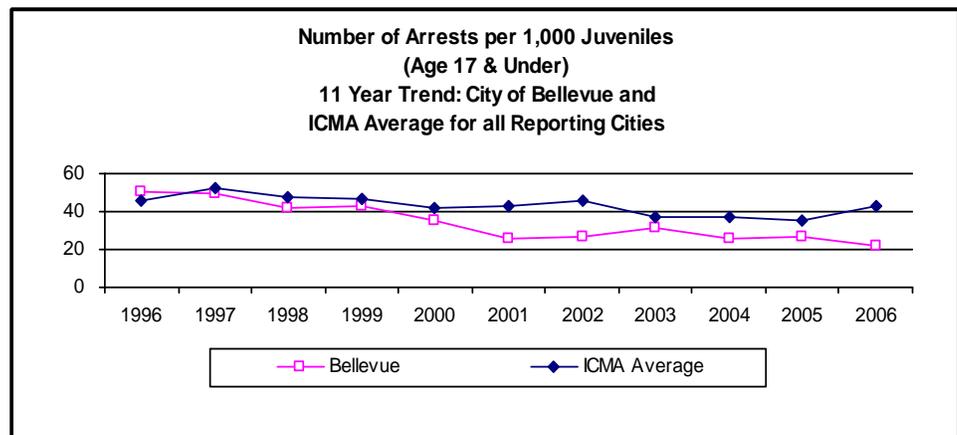
2006 Police Data (End Outcome Indicator)

Measure Definition: Number of juvenile arrests divided by Bellevue population age 17 and under. Arrest is defined as persons taken into police custody.

Key Finding: Bellevue's juvenile arrest rate remains well below the ICMA average and the multi-year trend has shown stability in juvenile incidents and arrests, indicating effective cooperation between the Department and the community.

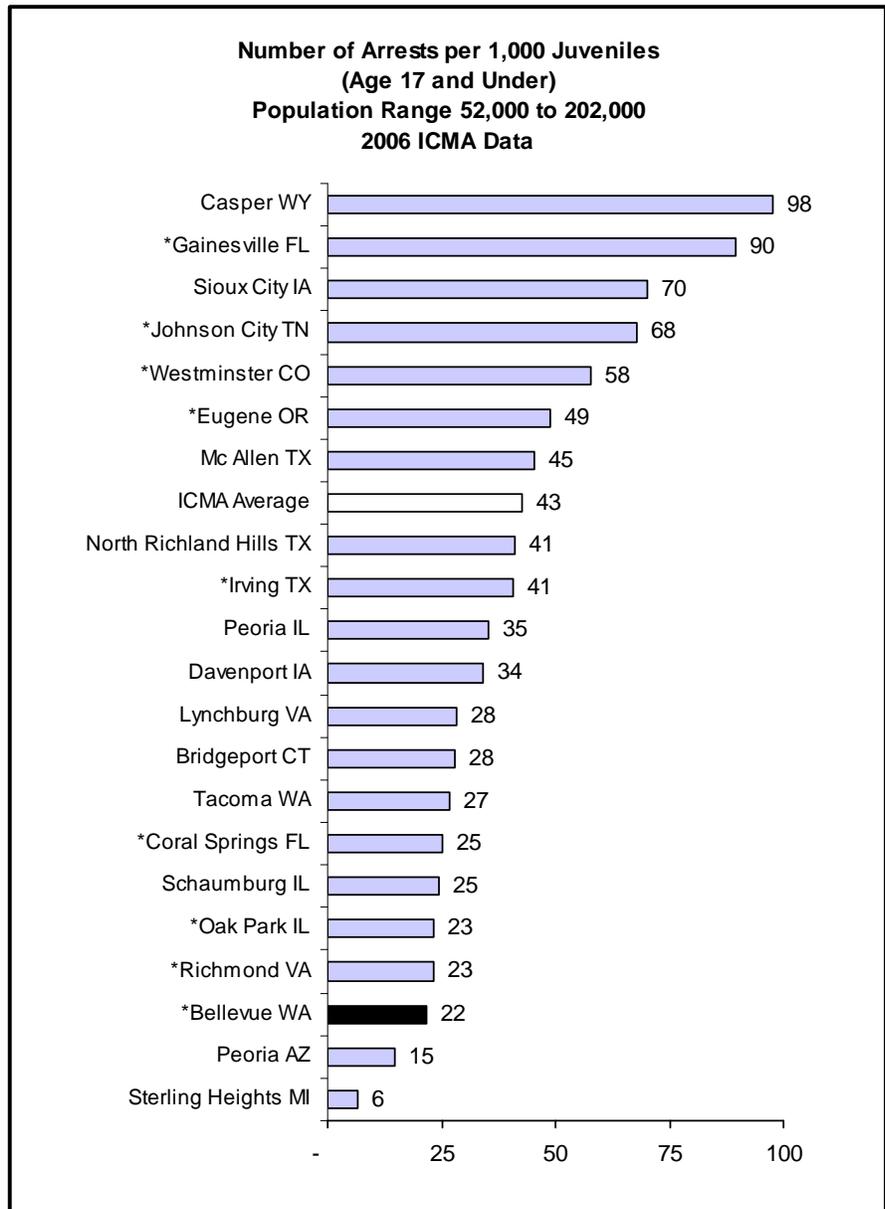
Current Year Performance and Trends:

- Gang related arrests (though not all were juveniles) decreased from 40 in 2004 to 28 in 2005, and 22 in 2006.
- In 2006, for the sixth time in the past seven years, there were no firearm related incidents on a Bellevue School District campus.
- "Cops and Docs," a program that teaches the consequences of gun use, was again taught to all eighth graders in the Bellevue School District by the School Resource Officers.
- 2006 marked the eleventh successful year of the School Resource Officer program. Thus, there may be a strong correlation between the start of this program in the schools and the reduction of juvenile arrests and the absence of firearms in the City's high schools for the past eleven years.
- The total number of juvenile arrests per 1,000 juveniles was excellent at 22, twenty-one below the ICMA average of 43/1,000. These encouraging results are the result of the School Resource Officer Program, the family interventions done by police personnel, and the many after school programs and other youth programs sponsored by the Bellevue Parks Department.



Conclusions and Challenges:

- Using Community Services personnel, Family Unit Detectives, and other Department personnel as needed, continue a proactive approach to juvenile problems and provide a quality investigation and intervention process.
- Continue use of the SET team and Gang Detective to maintain vigilance over gang problems.
- Continue youth interaction through the SRO program and during the summer at camps sponsored by the Bellevue Parks Department and supportive non-profit organizations.
- Work closely with non-profit agencies, such as Friends of Youth, Youth Eastside Services, YMCA, and Eastside Domestic Violence Program to further impact youth and domestic violence crime rates.



Key Milestones for the Future:

- Monitor the trend of decreased youth problems in the schools, reduced juvenile arrests, and fewer gang incidents to ensure that this positive trend continues.
- Continue to emphasize youth crime prevention, as the results appear to be greatly beneficial to the community.

7. EXPENDITURES PER CAPITA

2006 Police Data (Input Indicator)

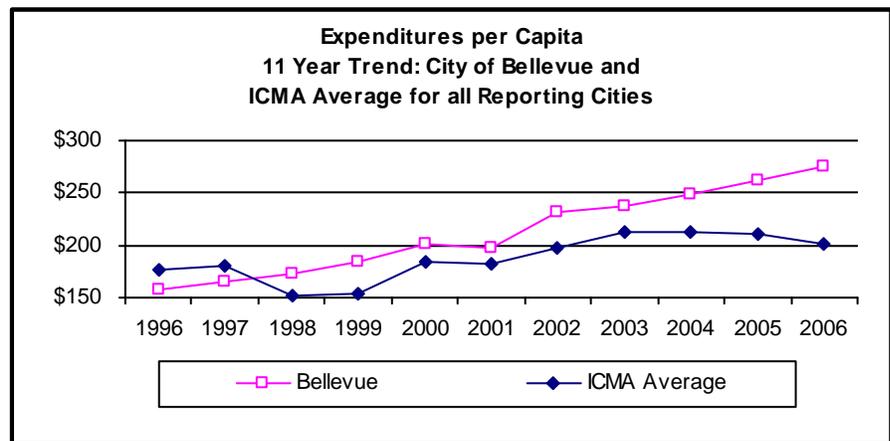
Measure Definition: Police operating expenditures divided by population served.

Key Finding: Bellevue Police expenditures per capita are higher than most of our comparative cities. This is primarily due to:

1. Bellevue's high cost of living compared to the national average;
2. Bellevue's decision to provide high service levels, reflected in its large number of specialized police units such as Dispatch, Traffic Enforcement, Personnel Services, Marine Patrol, K-9, SET, Crime Prevention, and SROs;
3. Despite continuing efforts to address the issue, there may still be some degree of inconsistency in how expenditures are reported to ICMA by Bellevue and other cities. This makes exact comparisons among cities difficult.

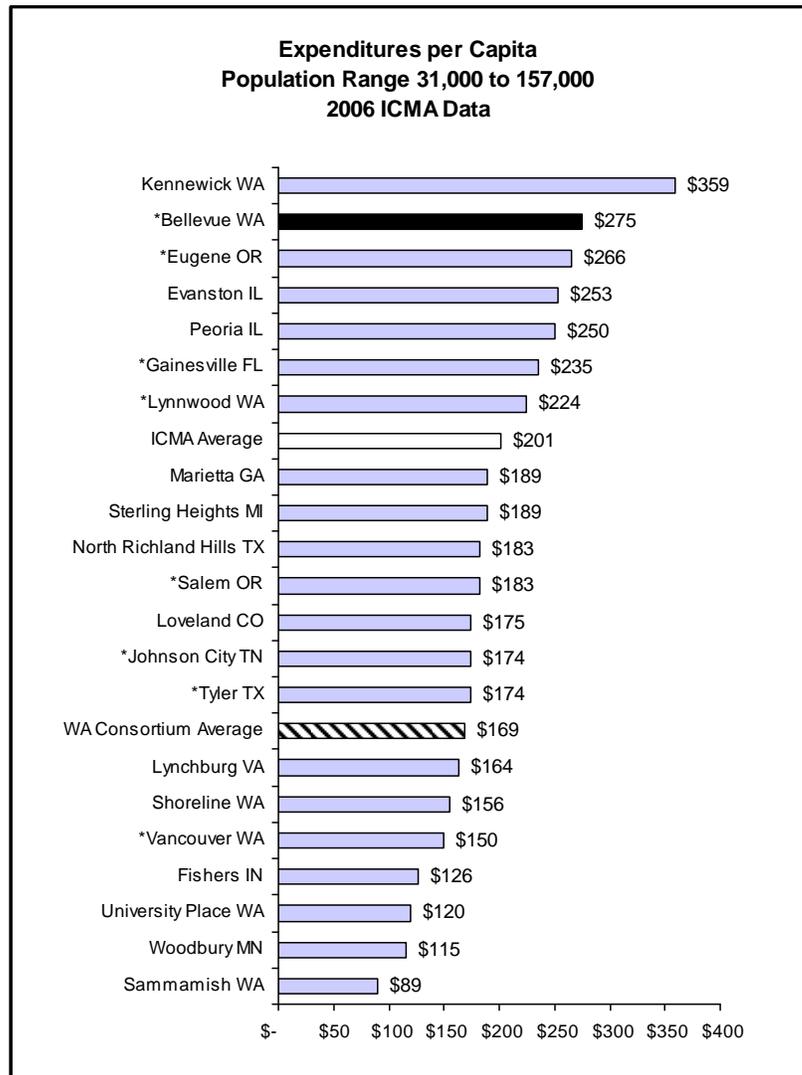
Current Year Performance and Trends:

- This is an important indicator of the level of financial support for a police department.
- Bellevue population has risen marginally from 2005 to 2006, but costs have risen at a much greater rate due to inflation. There have been no increases in authorized police FTEs.
- Expenditures per capita for 2006 increased to \$275 due to higher staff salary costs, benefit increases, and greater overhead costs.
- Only one of the 19 comparable cities, Evanston, IL, has a higher cost of living than Bellevue, according to Sperling's Best Places website.
- Bellevue's 1.49 officers per 1,000 population is well below the ICMA mean of 1.86 for all cities and significantly lower than the 2.00 average for the 14 comparative cities which reported this data.
- Crime has remained very low in the 1996 to 2006 time frame, and citizen satisfaction remained high.



Conclusions and Challenges:

- Bellevue’s high cost of living negatively affects police spending per capita when compared to ICMA Cities.
- Expenditure differences among comparable cities can usually be traced to factors such as:
 - ◆ Different costs of living from city to city; salaries are linked to these costs.
 - ◆ Different service levels (e.g., officers per 1,000 population, number of police substations, etc.).
 - ◆ Use or non-use of specialized police units (e.g., Traffic, training, K-9, SRO’s, etc.).
 - ◆ Different city characteristics (e.g., whether a city is a suburb, an edge city, or a free standing city, topography, layout of city streets, square miles, etc.).
- Despite Bellevue’s and ICMA’s effort to assure consistency in reported data, some items of expense may be erroneously included or excluded. We will continue to work with ICMA to improve data consistency.



Key Milestones for the Future:

- Bellevue Police will continue to monitor its expenditures per capita against our comparable cities.
- Police will continue to explore ways to increase department efficiency and effectiveness.
- Police will continue to monitor crime statistics, officers/1,000 data and financial support to determine if and when additional resource requests may be appropriate.

8. TOTAL RESIDENTIAL DWELLING STRUCTURE FIRE INCIDENTS PER 1,000 TOTAL RESIDENTIAL DWELLING STRUCTURES

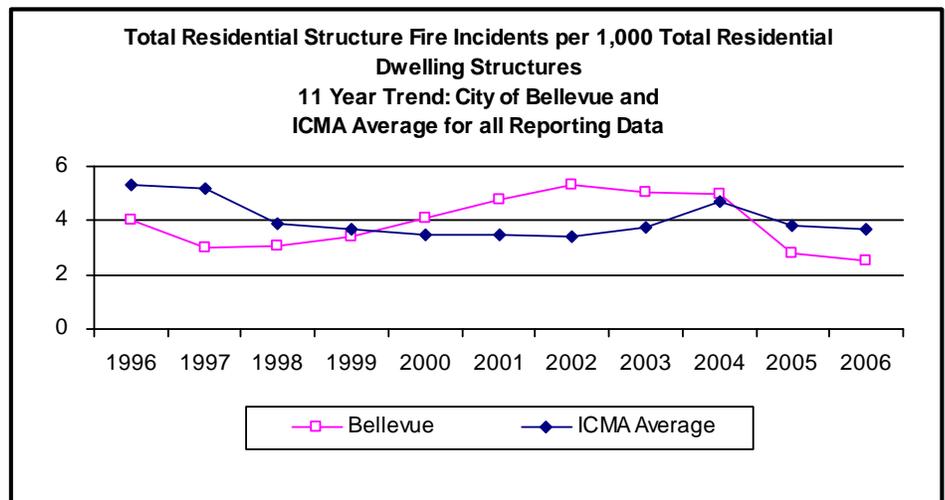
2006 Fire Data (End Outcome Indicator)

Measure Definition: Number of fires occurring in residential dwellings per 1,000 structures (single and multi-family residential).

Key Conclusion: The number of residential structure fires per 1,000 residential structures in Bellevue has decreased over the past two years to the lowest level since 1997.

Current Year Performance and Trends:

- In Bellevue, over the last eleven years, the number of residential structure fire incidents per 1,000 residential structures has fluctuated slightly with a marked decrease in 2005 and 2006.
- Over an eleven year period, ICMA data reflects a slight decline in the number of residential fires per 1,000 residential

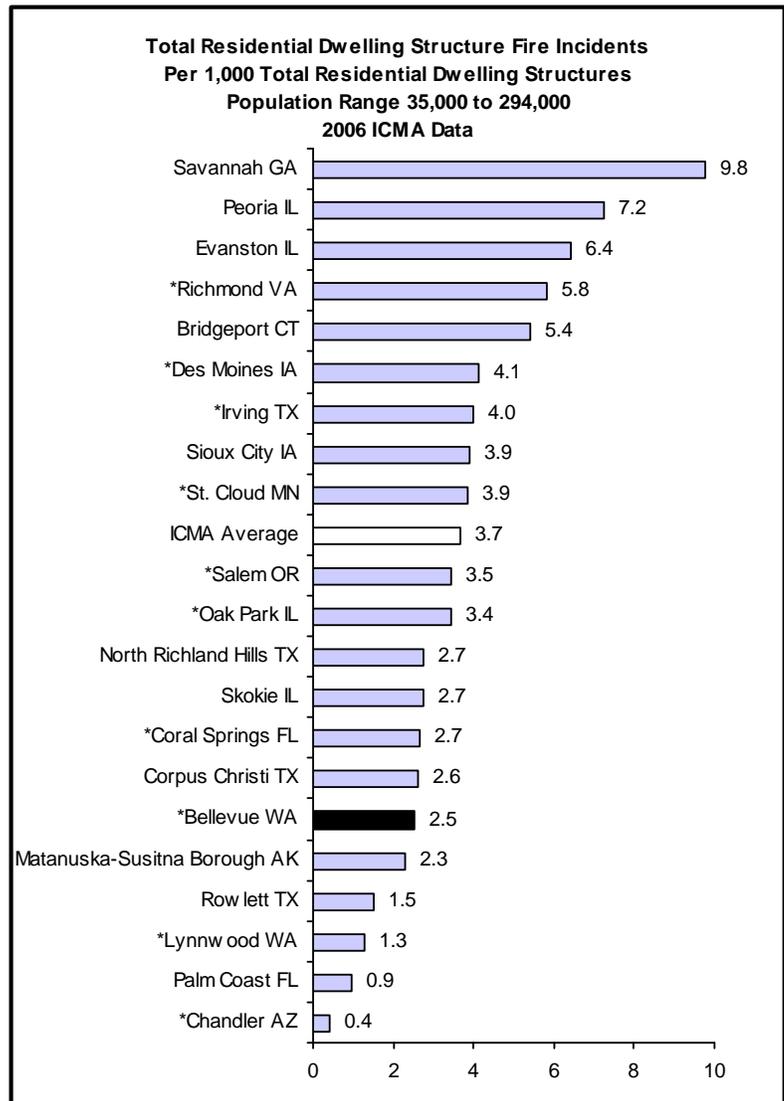


dwelling structures. Factors influencing this decline include new housing stock, better construction methods, fire prevention education efforts, and the increased use of fire protection systems such as automatic fire sprinkler systems in residential structures.

- According to the National Fire Protection Agency (NFPA), nationally there were 1,643,000 fires in the United States in 2006. Of these, 32 percent were structure fires. Residential fires represented 25 percent of all fires and 79 percent of structure fires.
- In comparison, in 2006 the Bellevue Fire Department responded to 422 fires. Of these, 29 percent were structure fires. Residential fires represented 78 percent of structure fires.
- Nationally, 80 percent of all civilian fire fatalities occurred in the home, where home is defined as one- and two-family dwellings and apartments.
- In 2005 and 2006, Bellevue experienced no civilian fire fatalities.

Conclusions and Challenges:

- The age of housing stock is a factor in the incidents of fires in residential structures. It is worth noting that a substantial portion of the housing stock in Chandler, AZ has been constructed since 1980, compared to only 37% for Bellevue.
- The Bellevue Fire Department does not inspect single family dwellings for compliance with fire safety provisions and only inspects the common areas in multi-family buildings. This is consistent with industry practice and standards.
- Cooking fires continue to be the number one cause of fires. All cooking fires are preventable. The challenge is increasing the public’s awareness on how to avoid cooking fires.
- Bellevue is a culturally diverse community, as evidenced by over 50 languages that are spoken in Bellevue Public Schools. Over the past few years the department has started to provide educational material and present programs in several languages in order to reach the growing non-English speaking population.



Key Milestones for the Future:

- Explore the use of multi-media to include the city’s cable channel and internet video streaming technologies to provide targeted public education and outreach. Public education and outreach efforts should consider the city’s significant non-English speaking population.
- Continue to push for the increased use of automatic fire sprinkler systems and other fire protection features in newly constructed homes or homes undergoing significant residential remodeling.
- Continue to provide fire prevention and safety educational materials and programs in several languages in order to reach the growing non-English speaking population.
- Continue to seek grant opportunities to enhance public safety, education and outreach efforts.

9. COMMERCIAL STRUCTURE FIRES PER 1,000 COMMERCIAL STRUCTURES

2006 Fire Data

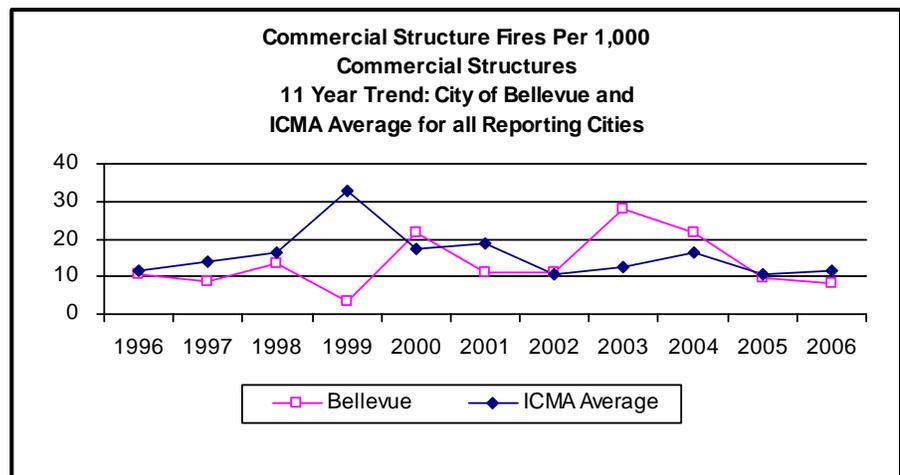
Measure Definition: Number of fires occurring in commercial structures.

Key Conclusion: The number of commercial structure Fires per 1,000 commercial structures in Bellevue has decreased slightly over the past few years.

Current Year Performance and Trends:

- Bellevue's number of commercial structure fires is consistent with the average of ICMA comparables. The number of commercial structure fires in Bellevue dropped significantly since 2003.

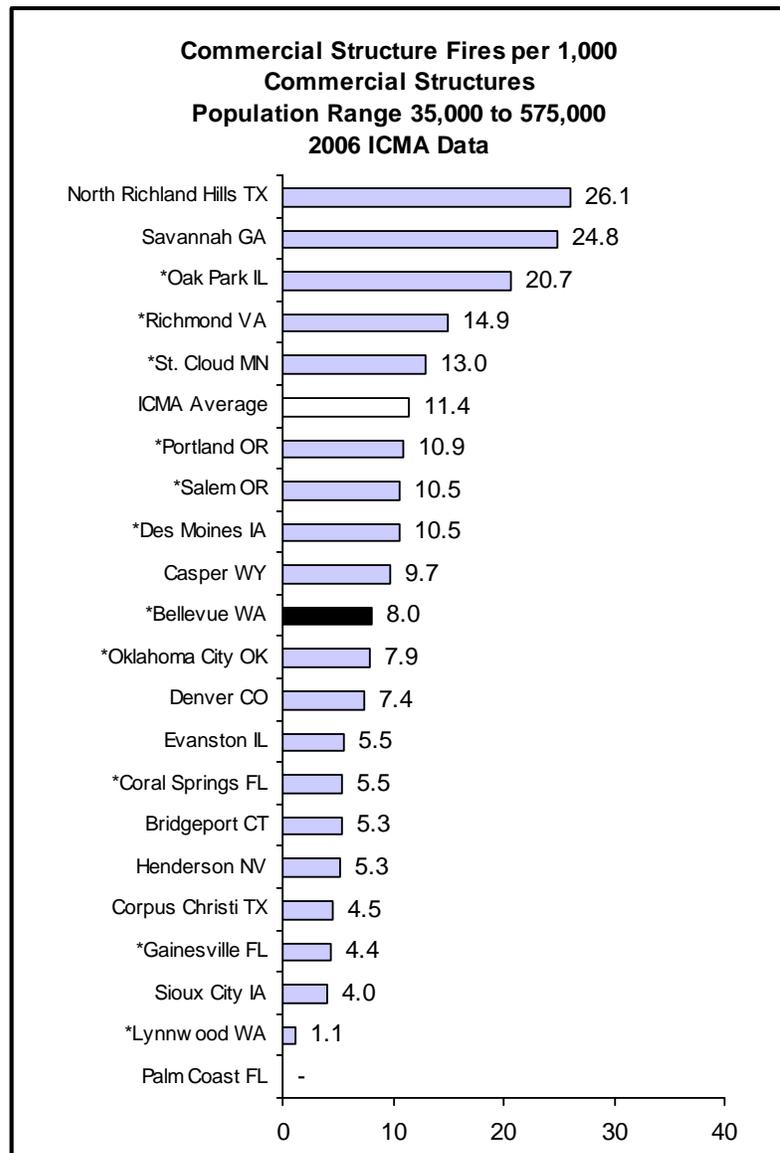
- The majority of commercial fires in Bellevue occur in non-sprinklered buildings. In 2006, 71 percent of the fires occurred in non-sprinklered buildings.



- New commercial structures are required to have built-in fire protection systems. It is anticipated that the number of commercial structure fires per 1,000 structures will likely decrease in the future because a higher percentage of commercial structures will have built-in fire protection systems. However, it should be noted that there is a potential for an increase in the overall number of structure fires due to the significant increase in development.
- Approximately 10% of the City's annual Fire and Life Safety Inspections in commercial occupancies were not performed in 2005 due to resource limitations. The Fire Prevention Division dedicated its resources to ensuring all annual Fire and Life Safety Inspections were completed in 2006.

Conclusions and Challenges:

- Bellevue has been able to maintain a relatively low incidence of commercial structure fires through continued fire and life safety inspection efforts of existing buildings.
- Over the next five years, planned development in Downtown as well as the Bel-Red Corridor will significantly impact the workload of the Department's Fire Prevention Division. Annual inspection of all commercial structures is key to minimizing the number of commercial structure fires. New methods or resources will need to be identified to complete these inspections.
- The Fire Department is responsible for both new construction review and inspections and annual inspections of existing structures. In order to keep pace with the growing workload, the Department continues to seek increased efficiencies.



Key Milestones for the Future:

- The Department will be migrating from its Fire RMS database to the City utilized Amanda database in 2007. This migration project will allow staff and customers the ability to utilize the integrated Interactive Voice Response System (IVR) increasing efficiency and providing enhanced levels of customer service. This will also allow the Department to improve the management and reporting for the annual fire and life safety inspections.
- The Department will evaluate the effectiveness and efficiency of the self inspection program. If the Department determines that the program is effective, the program may be expanded and streamlined. If the Department determines that the program is either not effective or efficient, the program may be discontinued.
- Continue to utilize firefighter personnel assigned to modified duty to complete fire and life safety inspections whenever possible.

10. PERCENT OF TOTAL STRUCTURES IN JURISDICTION INSPECTED WITHIN THE REPORTING PERIOD

2006 Fire Data (End Outcome Indicator)

Measure Definition: Percentage of total structures inspected. A structure is a building. An occupancy is an individual business in a building. There can be numerous occupancies in one structure (i.e., the Discovery Store is an occupancy in Bellevue Square's building). This measure does not include new construction inspections.

Key Conclusion: In 2006, the Bellevue Fire Department completed 100% of required routine fire and life safety inspections. This level of service will be difficult to maintain in the future due to tremendous growth currently occurring in the City.

Current Year Performance and Trends:

- Bellevue has continued efforts to annually inspect all known commercial, industrial, educational, institutional and common areas of multi-family structures. This represents approximately 8,300 routine annual fire and life safety inspections. The inspection of these types of occupancies has a proven impact on reducing fire loss.

This Measure was intentionally printed without graphs.

In evaluating the results, we found significant differences in how cities classify structures and occupancies, and inconsistency in application of the definitions. As a result, not enough data sets are developed that would make comparisons meaningful.

Nationally, it is estimated that agencies that conduct annual inspections are 50% less likely to experience fires of \$5,000 or greater than those jurisdictions that inspect less frequently.

- In 2005, the Department completed 92% of the required routine fire and life safety inspections. Of this amount, the in-service firefighting companies accounted for 63% of the inspections completed. In 2006, the Department completed 100% of required inspections.
- In addition to their annual inspection workload, Fire Prevention Officers are responsible for conducting inspections of new construction and tenant improvements. Many of the building upgrades require the addition of sprinkler systems, fire alarm improvements and smoke control systems to meet the 2003 International Fire Codes.

Conclusions and Challenges:

- New development will further increase the inspection workload and stretch limited resources.
- Recruiting to fill vacancies has been challenging; qualified applicants are in high demand regionally.

Key Milestones for the Future:

- The Department will be migrating from it's Fire RMS database to the City utilized Amanda database. This migration project will allow staff and customers the ability to utilize the integrated Interactive Voice Response System (IVR) increasing efficiency and providing enhanced levels of customer service. This will also allow the Department to track annual inspections and new construction inspections for the contract cities and the City of Bellevue in the same database.
- The Department is seeking ways to balance the inspection workload for fire companies. Efforts are underway to adjust inspection districts to more equitably distribute the number of inspections assigned to each in-service fire company without reducing their ability to respond to emergency calls.

11. PERCENT OF FIRE SUPPRESSION CALLS WITH RESPONSE TIME OF FIVE MINUTES AND UNDER

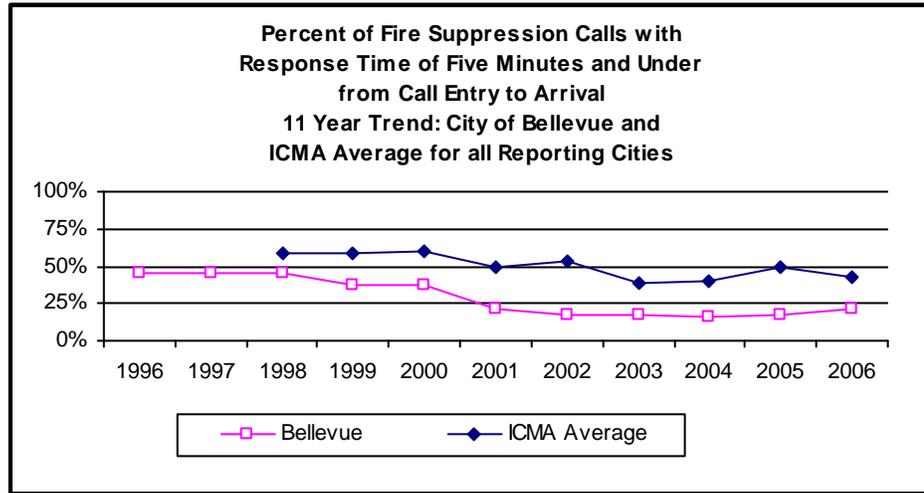
2006 Fire Data (End Outcome Indicator)

Measure Definition: Percentage of fire incident calls responded to within five minutes or less. Measurement is from receipt of call by fire dispatch to arrival at the scene and contains both emergency and non-emergency response time averages.

Key Conclusion: Bellevue Fire continues to be challenged in its efforts to meet response time standards.

Current Year Performance and Trends:

- Since 2003, the ICMA average for percentage of Fire Suppression Calls with response time of five minutes and under has improved slightly. During this same time period, the percent of fire suppression calls with response time of five minutes or under for Bellevue has improved slightly but continues to be below the average of ICMA comparable cities.



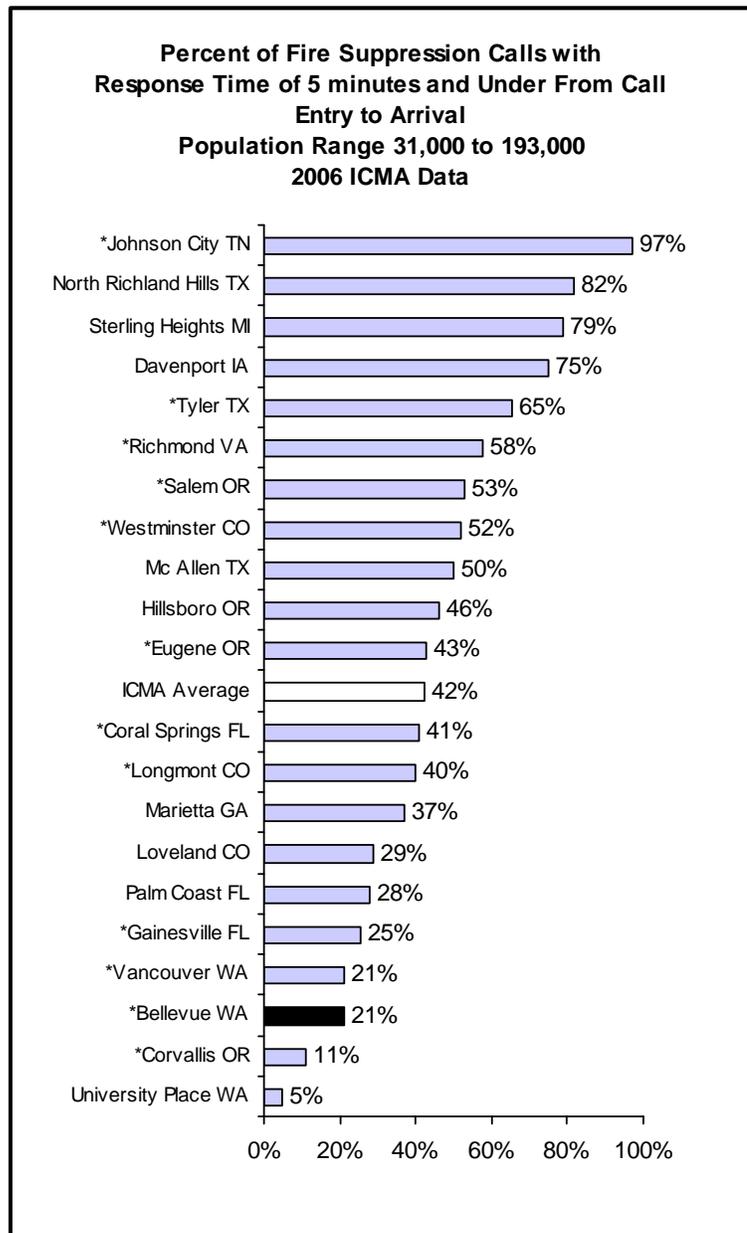
- Population density has a significant impact on the travel time component of response times. Johnson City, Tennessee, is slightly larger in area than Bellevue, has a population of approximately 61,000, and has 8 fire stations.
- In contrast, Bellevue is one of the fastest growth communities in the State of Washington. There are a number of factors experienced in growing communities that influence response times. These factors include: increased call volume, increased traffic congestion, and increased building and road construction activities.

Conclusions and Challenges:

- Currently, the Department’s response times continue to be affected by an outdated paging and alerting system that requires 30 to 45 seconds to notify personnel of a call.
- The Fire Department needs to continue to work with the Transportation Department to minimize the impact of construction activities and traffic calming strategies on response times.
- Cross-staffing of engines and aid units decreases the availability of engines to respond to fire suppression incidents.
- The topography and distance between Bellevue’s fire stations will continue to be a significant challenge to meeting a five-minute response time in all parts of the City.

Key Milestones for the Future:

- The King County Zone One Fire Departments have secured funding for a new station alerting and paging system. It is estimated that the station alerting time for certain calls will be reduced by 15 – 20 seconds. It is anticipated that this system will be operation in late 2007.
- The Department needs to continually assess the effects of departmental policy changes may have on performance. The Department eliminated the requirement to transfer bunker gear for cross-staffed units on EMS calls in 2005 with an expectation that it will reduce turnout times for both fire suppression and EMS calls.
- In 2005, the Department completed installation of the mobile data terminals and automatic vehicle locators in our emergency response vehicles. This system is another technological improvement implemented by the City in order to improve emergency response times.



12. PERCENT OF ALL STRUCTURE FIRE INCIDENTS WHERE FLAMESPREAD WAS CONFINED TO ROOM OF ORIGIN

2006 Fire Data

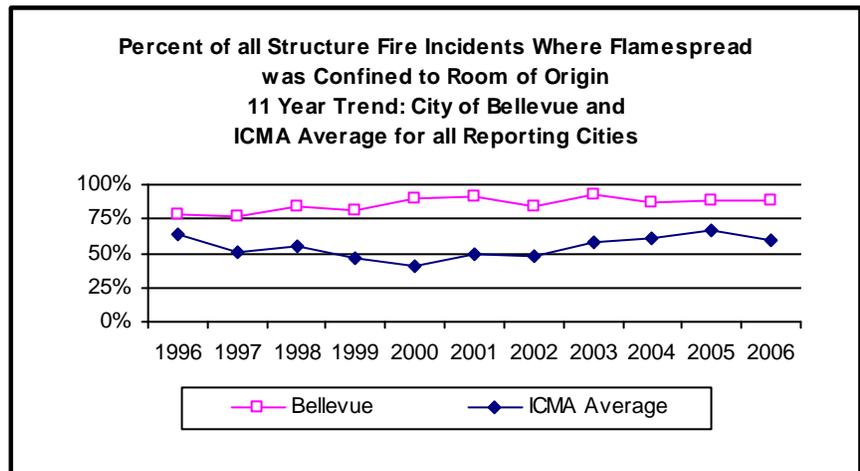
(End Outcome Indicator)

Measure Definition: Fires confined to room in which they originate.

Key Conclusion: Bellevue continues to out perform most other reporting cities. This outcome is an excellent indicator of overall Fire Department effectiveness.

Current Year Performance and Trends:

- Bellevue continues to lead most ICMA reporting cities in this measure. This performance can be attributed to a number of reasons: 1) the performance of annual fire and life safety inspections, 2) age of structures, and 3) the quality of training and effectiveness of Fire Department staff.
- Confining structure fires to the room of origin helps minimize the loss of life and property. In 2006, the total value of property loss due to structure fires was \$2.35 million.
- In 2006, 89% of commercial fires were confined to the room of origin; 96% of multi-family residential fires were confined to the room of origin; and 77% of single family residential fires were confined to the room of origin.
- The presence of built-in fire protection systems has a significant impact on confining a fire to the room of origin. The International Fire Code requires that all new multi-family residential structures include fire alarms and automatic fire sprinklers. The City of Bellevue Building Codes require that all new commercial structures exceeding 10,000 square feet in area include built-in fire protection systems.
- In comparison to other ICMA cities, the structures in Bellevue are relatively new. As such, a higher percentage of our structures include built-in fire protection systems.

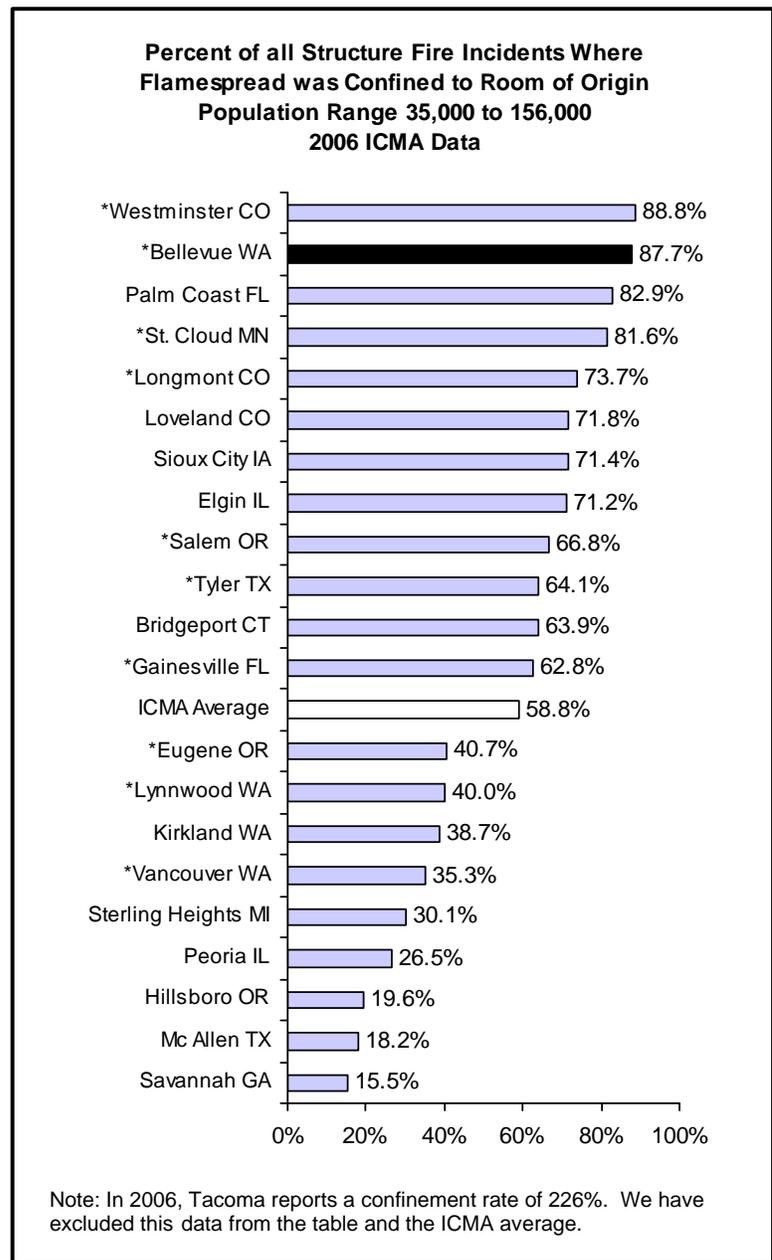


Conclusions and Challenges:

- Bellevue continues to report a flamespread confined percentage above the ICMA average. The Department is challenged to maintain this level of performance despite increased workloads and increasing response times.
- During the recent construction boom, a number of fires have occurred in buildings currently under construction. The fire protection systems in most of these buildings have yet to be completed. The Department is challenged to preserve public safety and to maintain confinement in these facilities.

Key Milestones for the Future:

- The King County Zone One Fire Departments have secured funding for a new station alerting and paging system, which will reduce station alerting time by approximately 15 – 20 seconds for certain types of calls. It is anticipated that the new system will be operational late-2007.
- Explore the use of multi-media to include the city’s cable channel and internet video streaming technologies to provide targeted public education and outreach. Public education and outreach efforts should consider the City’s significant non-English speaking population.
- Continue to push for the increased use of automatic fire sprinkler systems and other fire protection features.



13. PERCENTAGE OF ONE- AND TWO-FAMILY RESIDENTIAL STRUCTURE FIRE INCIDENTS CONFINED TO ROOM OF ORIGIN

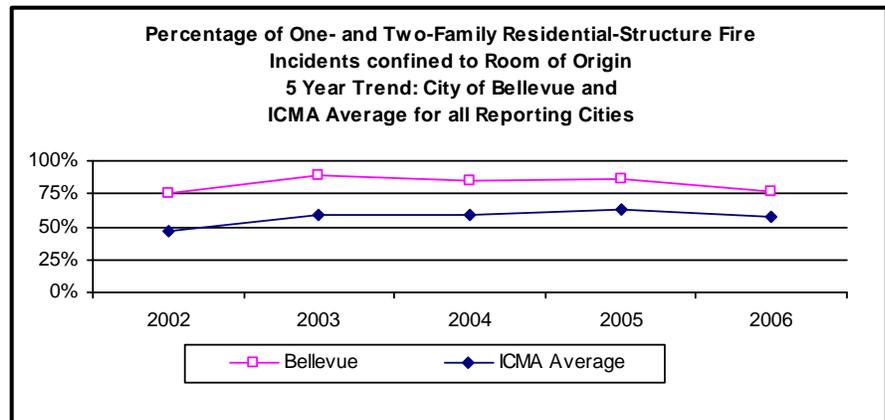
2006 Fire Data (End Outcome Indicator)

Measure Definition: Fires confined to room in which they originate.

Key Conclusion: Bellevue continues to out perform other reporting cities. This outcome is an excellent indicator of overall Fire Department effectiveness.

Current Year Performance and Trends:

- This measure provides a portrait of a Fire Department's effectiveness in containing fires within the room of origin and preventing the spread of flame to other portions of the building.



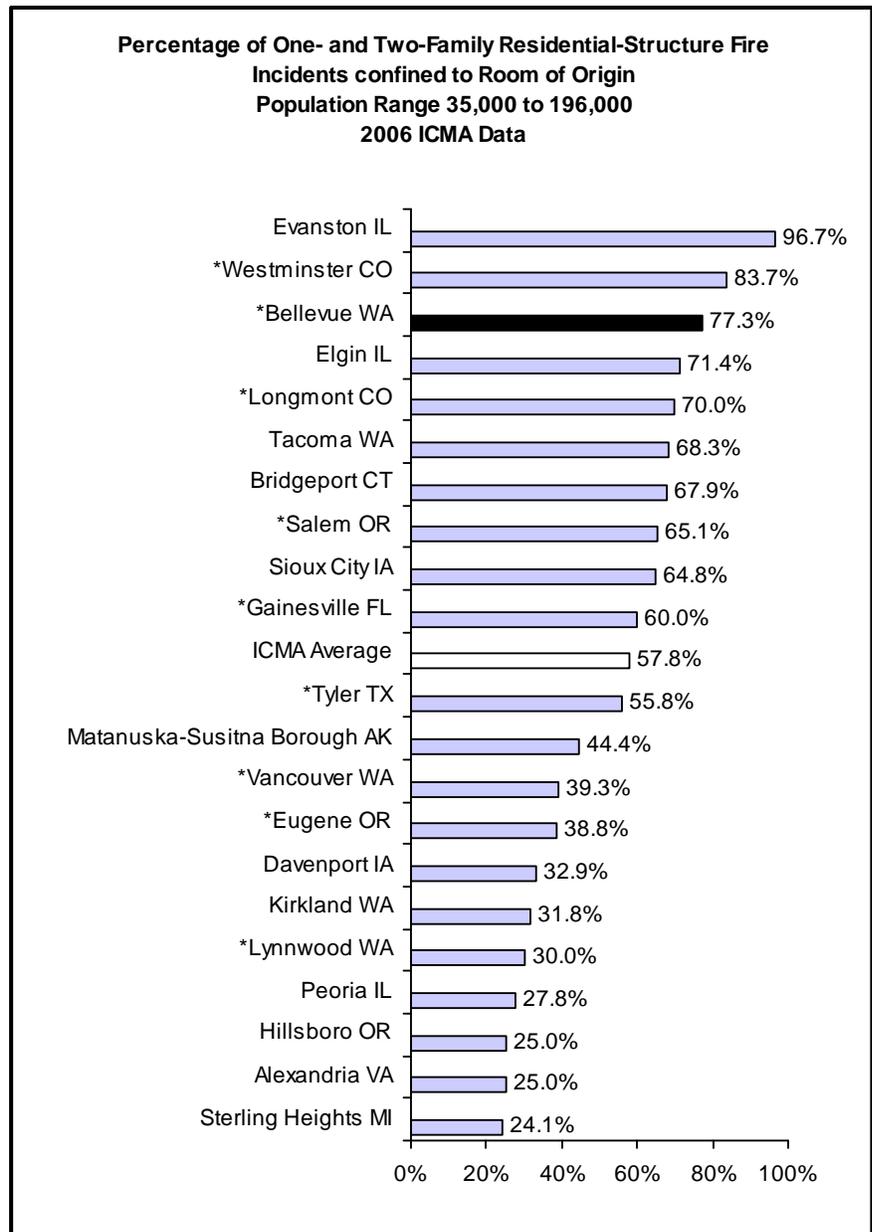
- Bellevue continues to lead ICMA reporting cities in this measure. This performance can be attributed to a number of reasons: 1) public education and outreach efforts, 2) age of residential structures, and 3) the quality of training and the effectiveness of Fire Department staff.
- In 2006, approximately 77% of one- and two- family residential structure fires were confined to room of origin. This is slightly lower than the confined to room of origin rate for commercial fires because residential fires are more likely to remain undiscovered for a longer period of time and most one- and two- family residential units in the City of Bellevue do not have built-in fire protection systems.

Conclusions and Challenges:

- Bellevue continues to report a flamespread confined to room of origin percentage above the ICMA average. The Department is challenged to maintain this level of performance despite increasing workloads and response times.
- The Fire Department does not inspect single family residences, nor does it inspect the living areas of multi-family residences. Public education and outreach efforts are essential to help minimize the number of fires in these types of structures.

Key Milestones for the Future:

- The King County Zone One Fire Departments have secured funding for a new station alerting and paging system, which will reduce station alerting time by approximately 15 – 20 seconds for certain types of calls. It is anticipated that the new system will be operational late 2007.
- Explore the use of multi-media to include the city’s cable channel and internet video streaming technologies to provide targeted public education and outreach. Public education and outreach efforts should consider the City’s significant non-English speaking population.
- Continue to push for the increased use of automatic fire sprinkler systems and other fire protection features in newly constructed homes or homes undergoing significant residential remodel.
- Continue to provide fire prevention and safety educational materials and programs in several languages in order to reach the growing non-English speaking population.



14. AVERAGE TIME FROM CALL ENTRY TO ARRIVAL FOR ALL CALLS REQUIRING AN EMS RESPONSE (Minutes/Seconds)

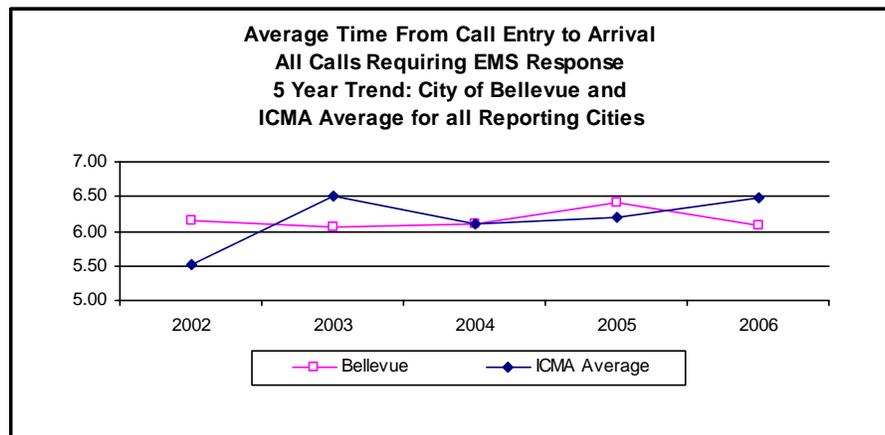
2006 Fire Data (End Outcome Indicator)

Measure Definition: Average time from receipt of call by dispatch to first EMS unit at the scene for emergency and non-emergency incidents. Includes dispatch processing time, station notification/reaction, and apparatus travel time.

Key Conclusion: Bellevue's average EMS response time is better than the ICMA average and better than the average for ICMA cities over 100,000 population.

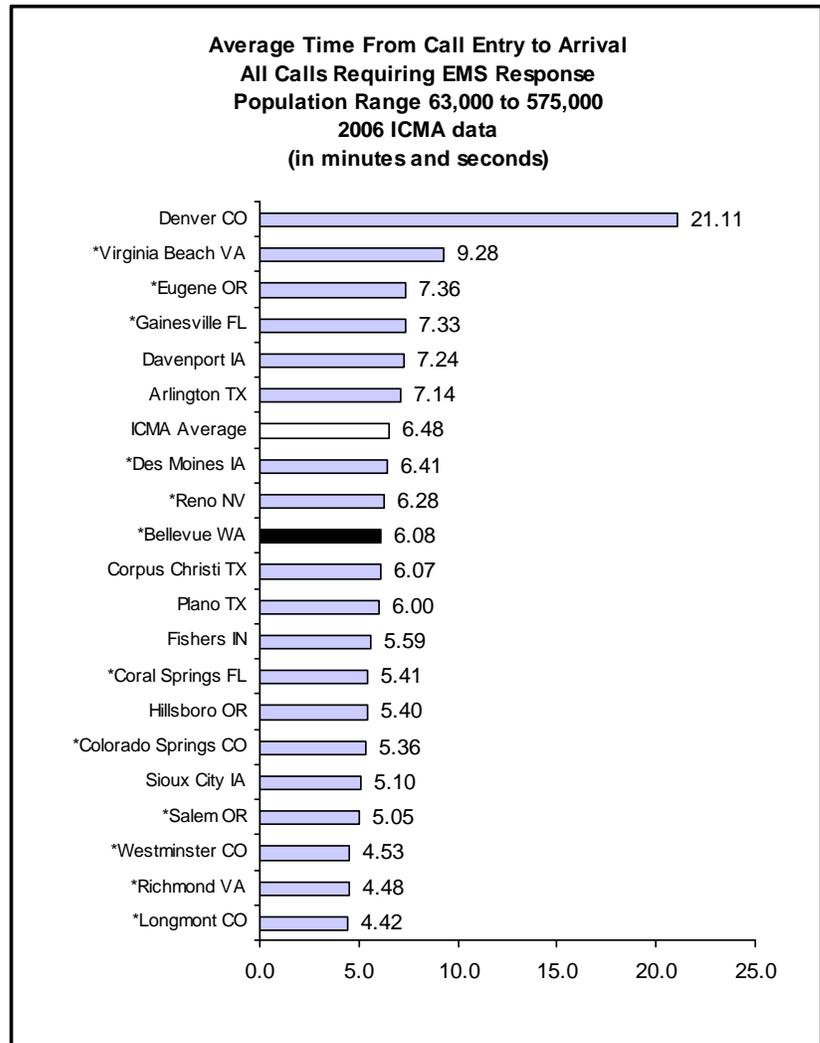
Current Year Performance and Trends:

- Response times are divided into three measurable components: call receiving and dispatch, turnout, and travel time. Of these three components, the Department has the most control over the turnout time - the time between when the crew is alerted and when they leave the station. Currently, the station alerting system in use requires between 15 to 75 seconds to complete the notification of units of a call.
- Bellevue Fire Department maintains a uniquely large coverage area for Emergency Medical Services. An increasing number of responses to a remotely rural area can significantly increase average response times.
- This year our average EMS response time has decreased slightly, while the ICMA average increased. In 2006, the percentage of emergency responses in which arrival occurred in six minutes or less is just below 60%.
- King County utilizes a tiered response system. A Basic Life Support (BLS) Unit, aid unit or fire engine staffed with firefighters who are trained as emergency medical technicians is dispatched prior to an Advanced Life Support (ALS) unit. While the City has added additional ALS units in recent years, the additional units have not affected initial EMS response times.



Conclusions and Challenges:

- Unlike many of the other reporting cities, the Bellevue Fire Department transports the majority of patients that access 911. Typically the transport is the responsibility of the unit initially dispatched. Increasing transport times equate to longer out-of-service times for the crew transporting the patient. An increasing number of transports combined with longer transport times – due to traffic – will result in an increasing average response time.
- Eugene, Oregon, a city slightly larger than Bellevue, has a response time of 7.36 minutes. They do not utilize aid units for initial response and do not provide transport services. Eugene’s processing time at dispatch is also slightly longer than Bellevue’s.



Key Milestones for the Future:

- The King County Zone One Fire Departments have secured funding for a new station alerting and paging system, which will reduce station alerting time by approximately 15 – 20 seconds for certain types of calls. It is anticipated that the new system will be operational late-2007.
- In 2007, the Department secured a private ambulance provider to transport BLS patients. This will reduce on-scene wait times for city ambulances and ultimately return our units to service sooner. This is anticipated to have a positive effect on overall EMS response times.

15. PERCENT OF FULL CARDIAC ARREST PATIENTS (Not from Trauma) DELIVERED TO A MEDICAL FACILITY ALIVE

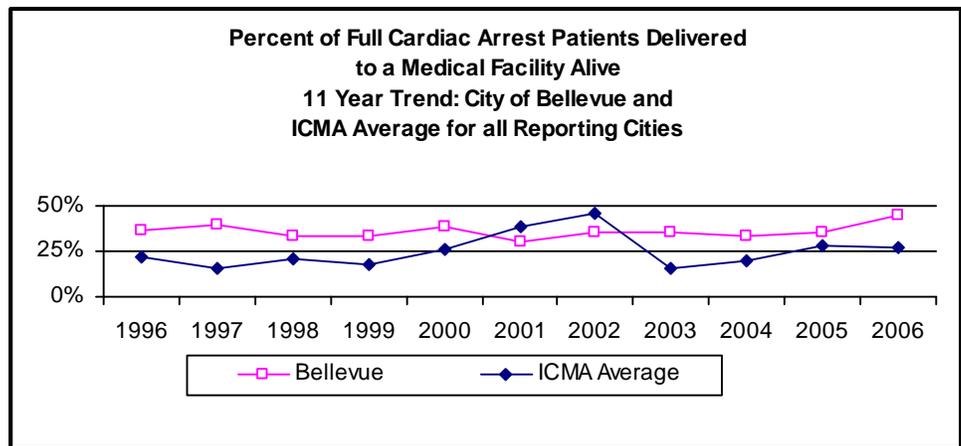
2006 Fire Data (End Outcome Indicator)

Measure Definition: Percentage of full cardiac arrest patients delivered to a medical facility alive.

Key Conclusion: Bellevue continues to exceed the ICMA average and national standards for this performance measure.

Current Year Performance and Trends:

- Bellevue Fire Department continues to maintain a cardiac save rate that is above the ICMA average.
- The percentage of cardiac arrest patients surviving has remained



relatively stable over the years, especially when the small number of incidents can dramatically influence the overall save rate. In 2006, there were 143 cardiac arrests among the 11,000 patients treated.

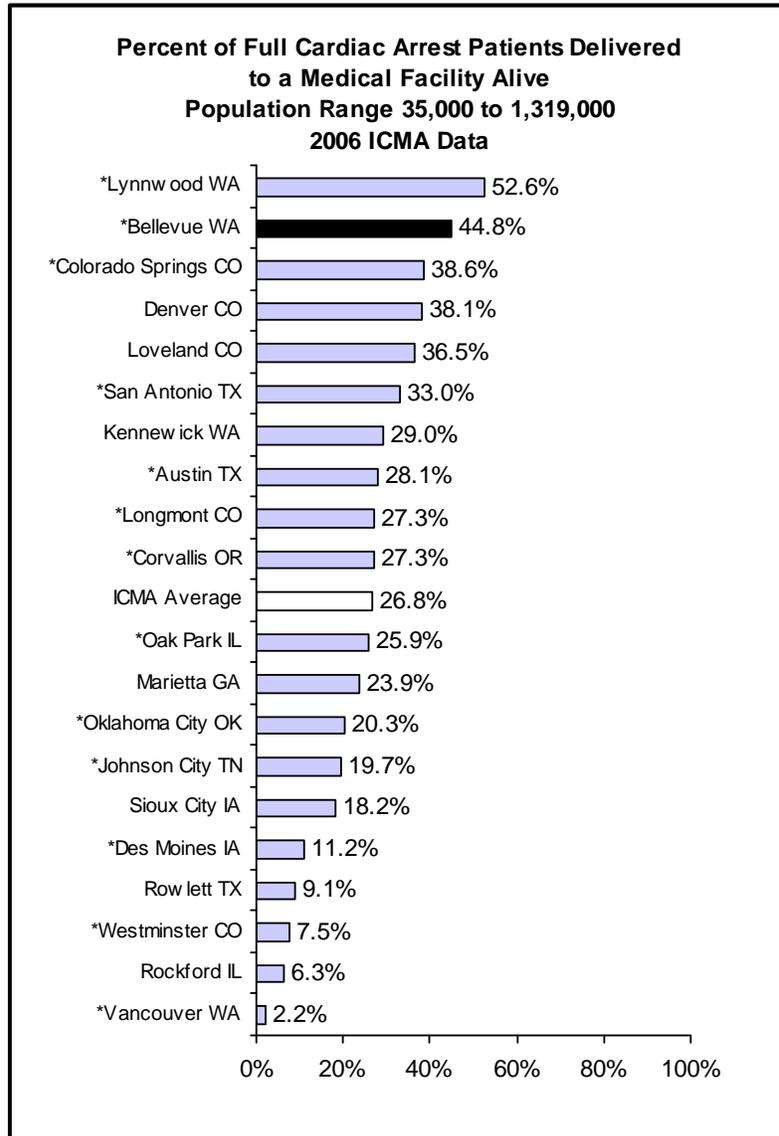
- King County Emergency Medical Services (KCEMS) utilizes the Utstein Protocol to determine overall cardiac save rate. Utstein requires that a cardiac arrest must be witnessed, of cardiac etiology, and present in Ventricular Fibrillation (VF) in order to be evaluated. If all Bellevue Fire Department cardiac arrests are evaluated using Utstein, the 2006 cardiac arrest save rate would be over 60%.
- In 2006, the Department began using new CPR standards and high-tech cardiac monitoring equipment for both Basic Life Support (BLS) and Advanced Life Support (ALS) units.

Conclusions and Challenges:

- As more and more Public Access Defibrillators (PAD) are placed in businesses and public buildings, the number of patients requiring shock by Fire Department personnel will decrease.
- An increase in implantable defibrillators are also reducing the number of patients suffering fatal cardiac arrest from ventricular fibrillation.
- As Bellevue’s population continues to age, the challenge will be to maintain our cardiac arrest save rate in light of the increased numbers of geriatric citizenry.

Key Milestones for the Future:

- Continue support for the placement of Public Access Defibrillators (PAD) in businesses and community centers to allow trained personnel to intervene as rapidly as possible.
- Increase public support and awareness of the King County EMS levy, which provides a stable revenue stream to fund our nationally recognized EMS system. The current six year levy runs through 2007.
- Bellevue is one of 10 cities across North America that will be participating as part of the Resuscitation Outcome Consortium (ROC). This group will research, recommend and evaluate improvements in BLS and ALS cardiac resuscitation protocols.



16. TOTAL OPERATING EXPENSE PER CAPITA

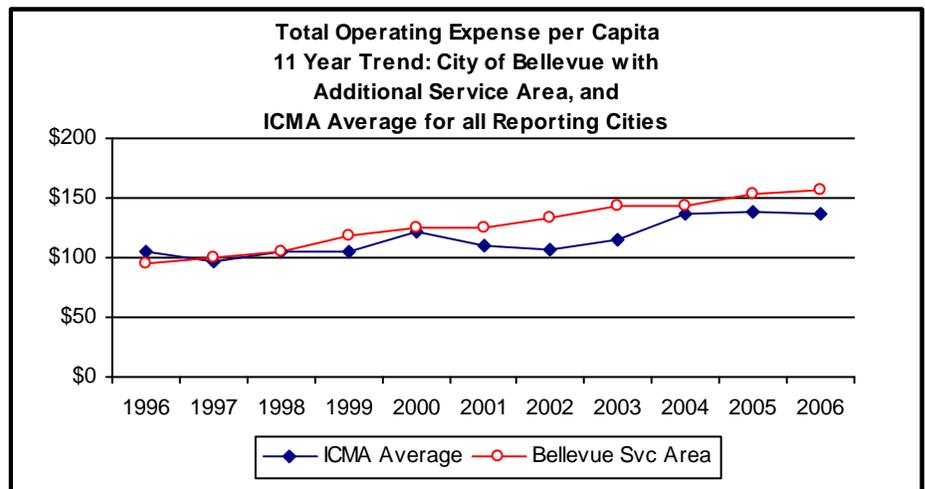
2006 Fire Data (Input Indicator)

Measure Definition: Cost of operating the Fire Department stated as an amount per Bellevue Fire Department Service Area resident.

Key Conclusion: This measure takes into account the relationship with contract jurisdictions and is an accurate estimate of the actual costs per capita paid for by Bellevue citizens. The Bellevue Service Area cost per capita is only slightly higher than the ICMA

Current Year Performance and Trends:

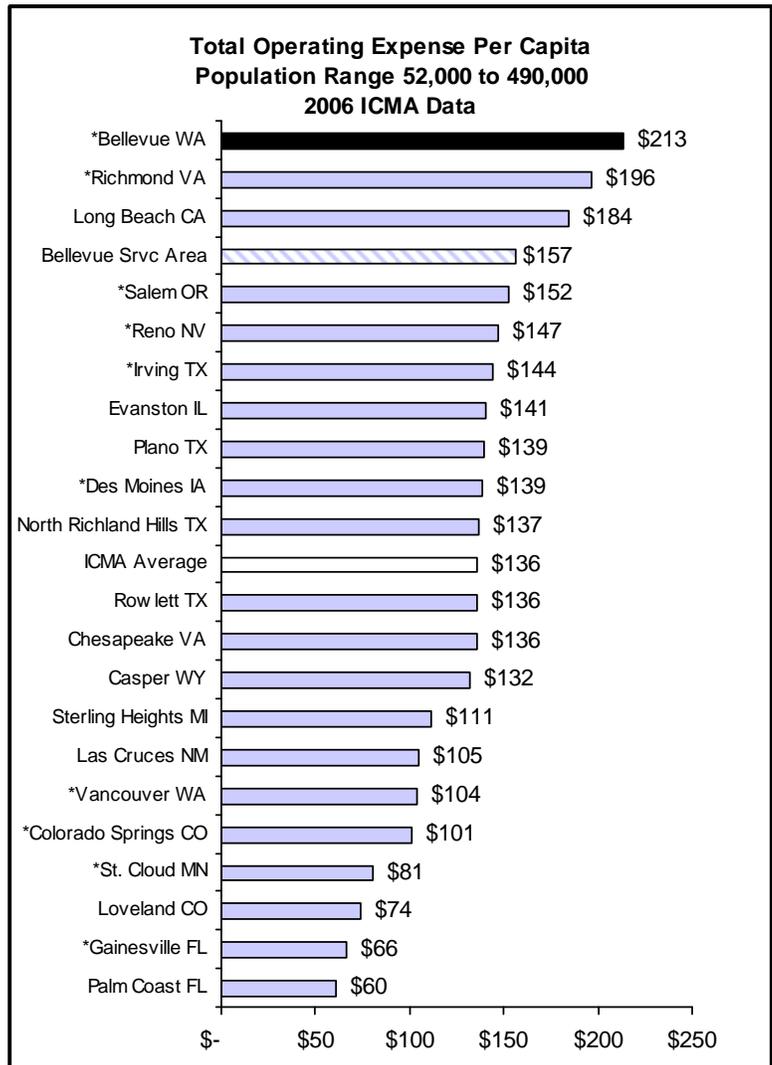
- Actual per capita expenditures may vary from jurisdiction to jurisdiction for a variety of reasons, including the range of services provided, local cost of living, staffing per station or per apparatus, hours worked per week, local labor markets and agreements, reliance on volunteers, and equipment maintenance and replacement schedules.



- The Bellevue Fire Department provides a full range of public safety services including fire suppression, both Basic Life Support (BLS) and Advance Life Support (ALS), Emergency Medical Services (EMS), Fire Prevention services including new construction plans review and inspection, annual fire and life safety inspections, fire investigation, fire prevention education, Emergency Preparedness services including maintenance and operation of the City's Emergency Operations Center (EOC), and emergency preparedness public education and outreach efforts. Many of the ICMA fire departments' comparables do not provide this range of services or the services are provided by another public or private agency.
- In 2006, the two communities with the lowest cost per capita, Palm Coast, FL, and Gainesville, FL, utilized volunteers to provide a portion of their services.

Conclusions and Challenges:

- The primary drivers affecting per capita expenditures are the local cost of living, the type of business development in the local community and the level of service provided to the community.
- When a community chooses a lower level of service they are accepting an increase in risk for the community. For example, Gainesville, FL utilizes volunteers and enjoys a very low cost of services for Fire and Emergency Medical Services. Gainesville confines 25% fewer fires to their room of origin than Bellevue.
- In recent years, cost containment measures have been implemented to minimize the cost of services without reducing the level of services to the community. The measures include implementing a number of non-staffing measures to reduce response times and increased use of technology to improve record keeping and reduced the time dedicated to maintaining incident and new construction records.



Key Milestones for the Future:

- Continue to apply cost containment measures and efficiencies whenever possible without negatively impacting direct services to the community.
- Continue to monitor development in order to identify increased risk factors and workload trends.
- Continue to maximize revenue streams wherever possible to offset expenditures. In 2006, department revenues totaled \$10.4 million, or 37% of operating expenditures.

17. NUMBER OF CALENDAR DAYS FROM INSPECTOR'S FIRST INSPECTION TO VOLUNTARY COMPLIANCE FOR ZONING CASES

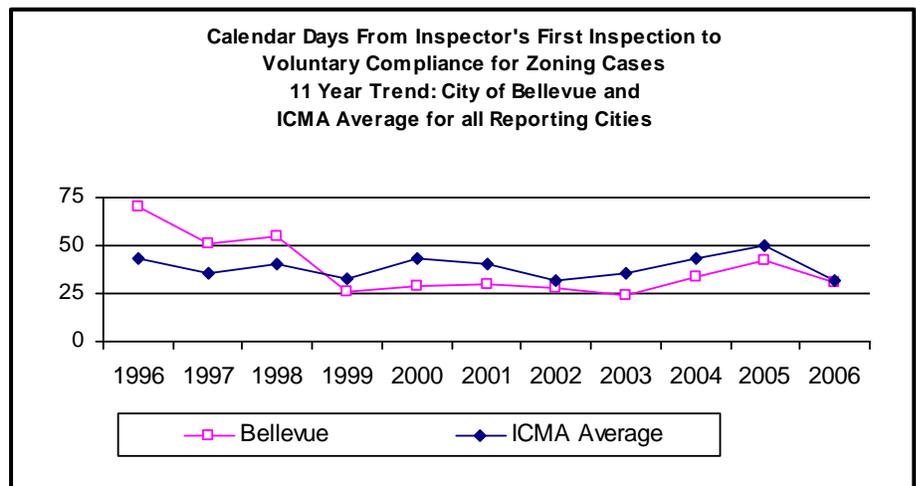
2006 Code Enforcement Data (Intermediate Outcome Indicator)

Measure Definition: Measures time from the first City of Bellevue inspection of complaint to compliance with the Land Use Code.

Key Finding: The time to compliance has been generally more quickly obtained than other jurisdictions using voluntary compliance. Bellevue established standards for closing out complaints, uses form letters for voluntary compliance, and relies on personal detailed follow up rather than citations or infractions.

Current Year Performance and Trends:

- Data reports the time from first inspection to voluntary compliance rather than from complaint to voluntary compliance. The 2006 data compares favorably with other jurisdictions that have similar programs.
- Violations are tracked as per property rather than by complaint, primarily for efficiency in data entry.
- Other jurisdictions defined zoning violations differently. Some include signs in their data, while Bellevue has a separate sign code, so sign code violations are not included with zoning violations. Jurisdictions contacted reported that their data submitted may have errors that affect results due to inadequate tracking systems.

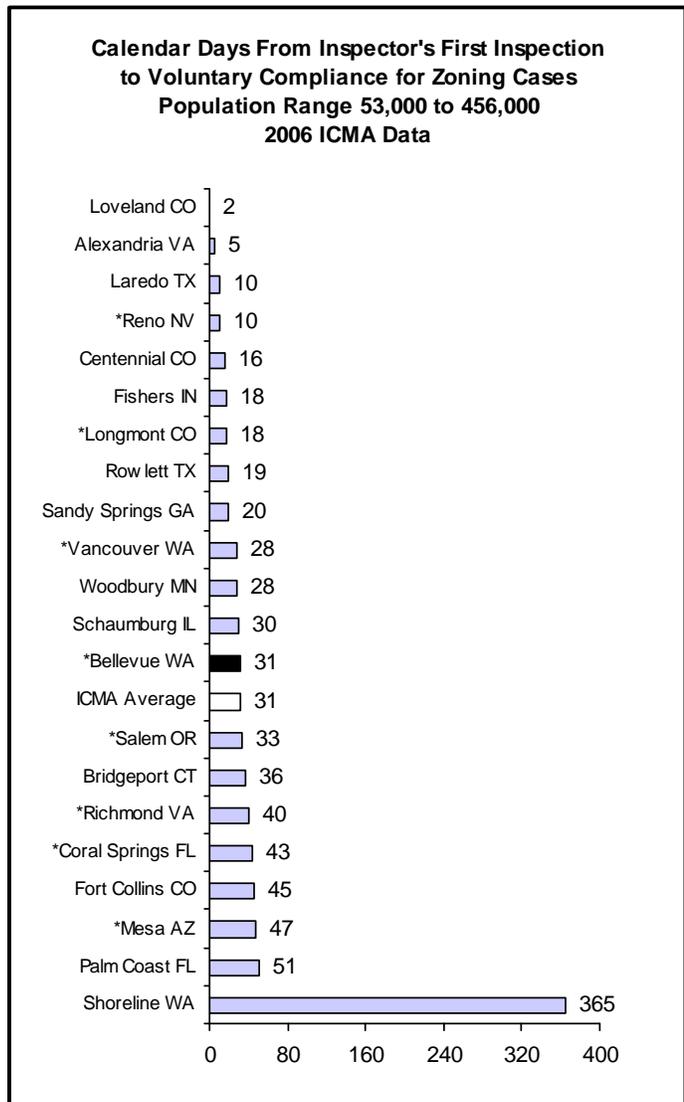


Conclusions and Challenges:

- Bellevue's time to compliance compares well with the overall average and exceeds most jurisdictions that also use voluntary compliance as their primary enforcement mechanism. Bellevue has been contacted by various jurisdictions that have modified their procedures to be similar to ours.
- Even though jurisdictions with faster compliance times typically use immediate citation and fines to achieve compliance, we believe that Bellevue's voluntary compliance and the civil process better meets Bellevue citizens' needs. Bellevue residents confirmed this in the 2006 Performance Measures Survey where 65% of respondents said that weed lots, junk lots, graffiti, abandoned automobiles, and dilapidated housing are "not at all" problems. Bellevue's current Code Compliance

staff works closely with Neighborhood Outreach staff to assure that neighborhood needs are assessed and met. Code Compliance has partnered with Neighborhood Outreach to provide targeted areas with proactive code enforcement designed to reduce property maintenance issues in those neighborhoods.

- Jurisdictions that have faster times typically have proactive enforcement and use a criminal citation system. As an example, a jurisdiction that uses a citation system may cite violators into criminal court within 10 days if the correction is not made. Bellevue’s voluntary compliance approach through a complaint based program continues to be the best fit for this community and the philosophy of the City Council.
- Bellevue’s Code Compliance officers are responsible for managing plan review, land use review, and required inspections for all code violations where a development permit is required. This responsibility adds considerably to the time required to resolve this kind of case. Other jurisdictions typically close such cases when application for the required permit is received, and their Code Compliance officers are not tasked with managing permit review and inspections.



Key Milestones for the Future:

- Violations will continue to be tracked as per property rather than by complaint, primarily for efficiency in data entry. Bellevue Code Compliance staff use education, problem solving and information to accomplish voluntary correction for zoning violations.
- The future emphasis will be on excellence in customer service rather than a specific deadline for compliance. Working with the citizen to gain compliance will be emphasized.
- Proactive response to repeat violations will also enhance general Code Compliance service to citizens.

18. NUMBER OF CALENDAR DAYS FROM INSPECTOR'S FIRST INSPECTION TO VOLUNTARY COMPLIANCE FOR NUISANCE CASES

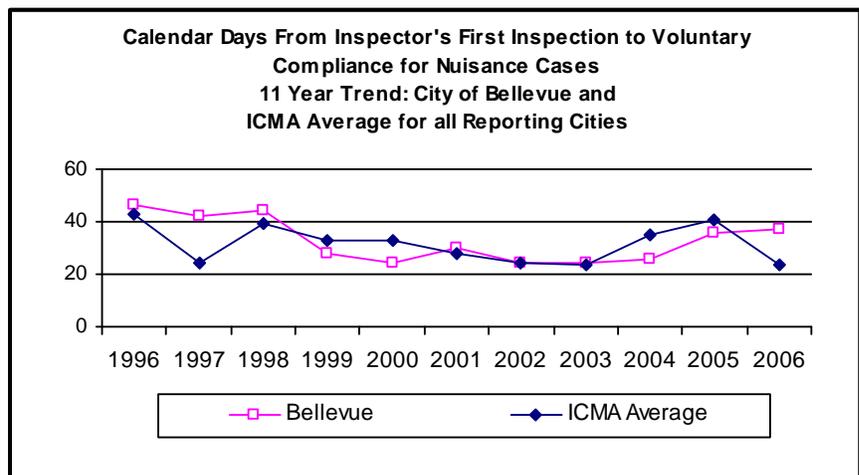
2006 Code Enforcement Data (Intermediate Outcome Indicator)

Measure Definition: Measures time from the first City of Bellevue inspection of complaint to compliance with Nuisance Code.

Key Finding: The time to compliance continues to be more quickly obtained than other jurisdictions using voluntary compliance. This is due in part because Bellevue established standards for closing out complaints, uses form letters for voluntary compliance, and provides detailed personal follow up rather than citations or infractions.

Current Year Performance and Trends:

- Data reports the time from first inspection to voluntary compliance rather than from complaint to voluntary compliance.
- Violations are tracked as per property rather than by complaint, primarily for efficiency in data entry.
- Other jurisdictions defined "nuisance" violations differently; some include property maintenance such as roof condition, lawn length, and paint in their data. Jurisdictions contacted reported that their data submitted may have errors that affect results due to inadequate tracking systems.



Conclusions and Challenges:

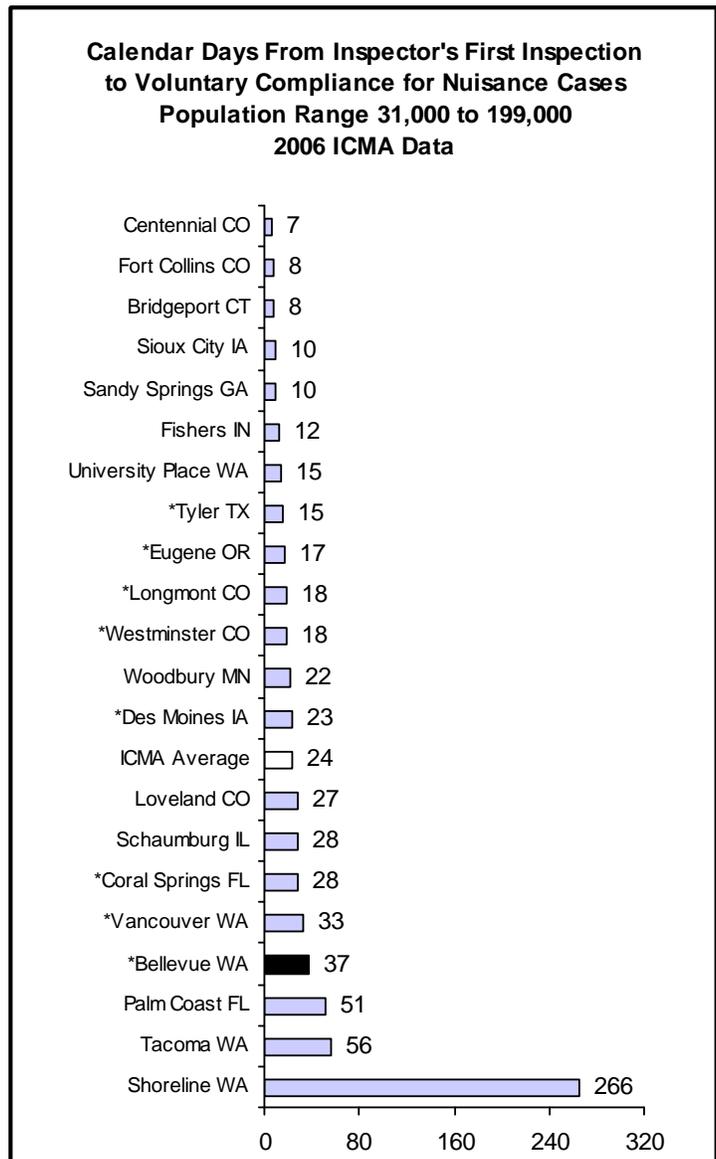
- Bellevue's time to compliance compares well with the overall average and exceeds most that also use voluntary compliance.
- Bellevue has also implemented a proactive code compliance program in specific targeted areas which will address property maintenance issues.
- Jurisdictions that have faster times typically have proactive enforcement and use a criminal citation system. As an example, a jurisdiction that uses a citation system may cite violators into criminal court within 10 days if the correction is not made. Bellevue's voluntary compliance/complaint based program continues to be the best fit for this community.
- Even though jurisdictions with faster compliance times typically use immediate citation and fines to achieve compliance, it has been determined that, for Bellevue, voluntary compliance and the civil process, when necessary, better meets Bellevue citizens'

needs. Bellevue residents confirmed this in the 2006 Performance Measures Survey where a large majority of respondents said that weed lots, junk lots, graffiti, abandoned automobiles, and dilapidated housing are “not at all” problems.

- Continued review of the Nuisance Code and the changes in Bellevue’s neighborhoods may indicate updated needs not met by the code.
- Bellevue’s Code Compliance officers are responsible for managing plan review, land use review, and required inspections for all code violations where a development permit is required. This responsibility adds considerably to the time required to resolve this kind of case. Other jurisdictions typically close such cases when application for the required permit is received, and their Code Compliance officers are not tasked with managing permit review and inspections.

Key Milestones for the Future:

- Alternate compliance strategy includes partnering with Neighborhoods to target specific concerns.
- Bellevue Code Compliance staff use education, problem solving and information to accomplish voluntary correction for nuisance violations.
- Bellevue Code Compliance Staff is fully invested in the City’s Development Services Initiative (DSI) process of continued emphasis on customer service. Code Compliance Staff will continue to provide timely initial response, notification, and follow up.
- Bellevue’s current Code Compliance Staff works closely with Neighborhood Associations and Outreach staff to assure that neighborhood needs are assessed and met.



19. PERCENT OF FUNDS FOR BUILDING AFFORDABLE HOUSING LEVERAGED FROM EXTERNAL SOURCES

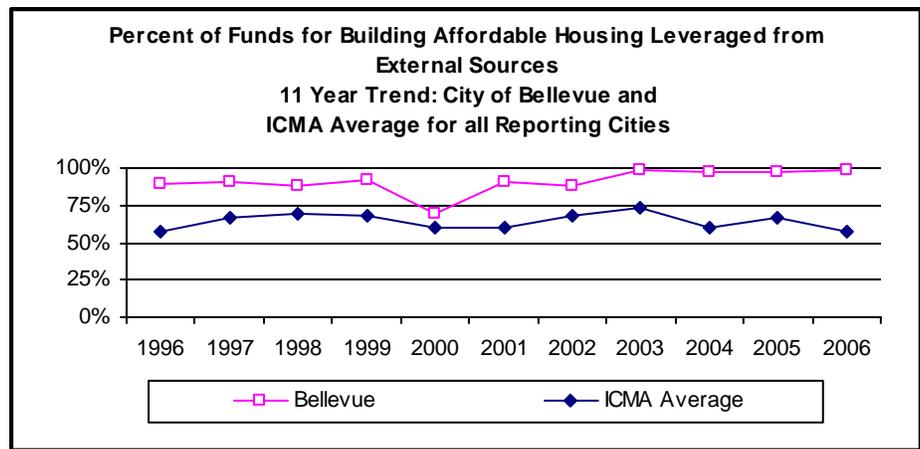
2006 Housing Opportunities Data (Input Indicator)

Measure Definition: This measure divides the amount of funding leveraged from sources external to the City by the total dollars spent on projects approved to be funded in 2006. External funding includes all applicable private dollars and other A Regional Coalition of Housing (ARCH) funding, as well as federal and state funds not controlled by the City of Bellevue.

Key Finding: The percentage of expenditures that Bellevue has leveraged from external sources varies from year-to-year depending on the nature of the projects funded. However, on average, leveraged funds have constituted a higher percentage of funding in Bellevue than in other similar sized cities reporting to ICMA.

Current Performance and Trends:

- In the year 2006 the City of Bellevue invested \$212,500 in the construction, acquisition or rehabilitation of housing for low and moderate income households. City funds for low and moderate income housing leveraged



over \$9,698,000 of other external sources. The proportion of total housing funds that was leveraged from external sources was 98%. External funding for these projects came from a wide variety of sources: Washington State Housing Trust Fund, County HOME, CDBG and Housing Opportunity Fund, Federal Low Income Housing Trust Fund Tax Credits and Tax Exempt Bonds, other ARCH cities general funds, and private sources.

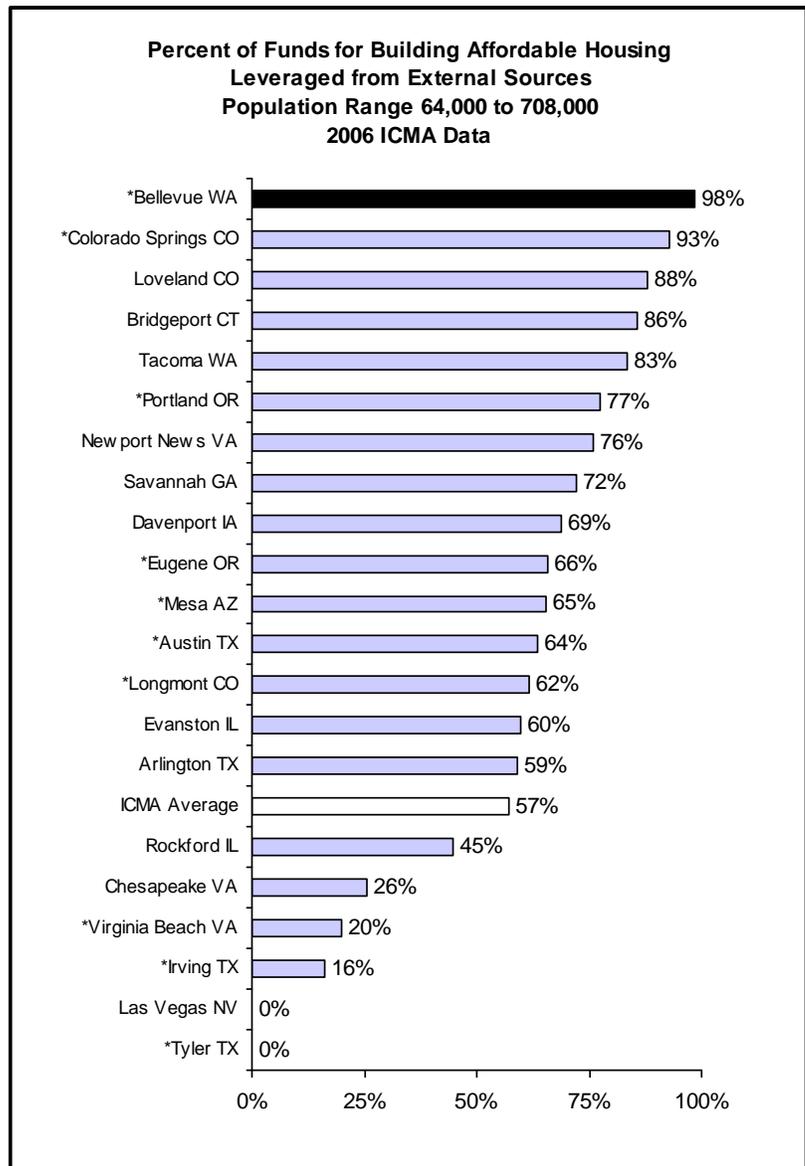
- On average, the percentage Bellevue leverages for affordable housing, either newly built or newly added to the housing stock through acquisition or rehabilitation, has been higher than that of other cities reporting to ICMA. Bellevue's percentage hovered around 90% in the late 1990s, but dropped to 68.7% in 2000. Since 2001, the leverage percentage returned to 90% or more of the total cost of the project. The ARCH Housing Trust Fund, which is funds pooled by member cities (the City of Bellevue is an ARCH member), is a 'gap' public lending source. As such, Bellevue's funds will normally leverage 85%-95% of total project funds.

Conclusions and Challenges:

- Continue to look at other cities’ innovative housing development techniques and consider ideas that could be applicable to Bellevue. Current possibilities include:
 - Looking at Employer Assisted Housing Programs as a way to expand the resources applicable to housing affordability, to recruit or retain workers in a high cost living area.
 - Looking at an expanded use of multi family property tax exemption program as a means to augment local dollars, and to create additional private sector incentives for the provision of affordable housing.

Key Milestones for the Future:

- Continue to work with other Eastside jurisdictions to pool funding through ARCH.
- Since the potential for leveraging funding from other sources increases the number of projects that can be funded, continue to consider the leveraging of external funds as part of project evaluation.



20. CITIZENS RATING OF OVERALL SATISFACTION WITH PARKS AND RECREATION IN THE JURISDICTION

2006 Parks & Recreation Data (Outcome Indicator)

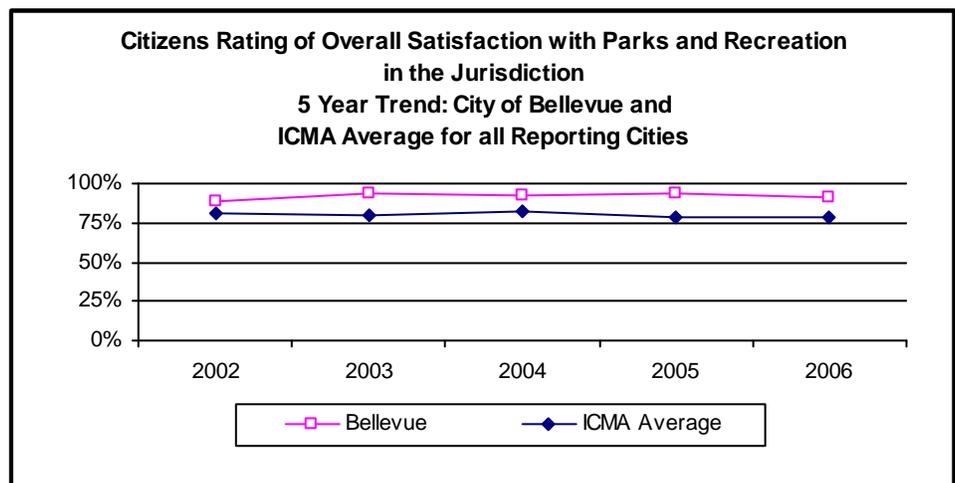
Measure Definition: Percentage of households rating overall satisfaction with parks and recreation either “good” or “excellent.” Data for this measure was obtained from a random telephone survey of 415 Bellevue residents conducted in February 2007.

Key Finding: Bellevue citizens rated their overall satisfaction with parks and recreation higher than the average ICMA city. Citizens also rated their satisfaction with the appearance, range of activities, and park safety higher than the average ICMA city.

Current Year Performance and Trends:

- Bellevue has historically provided high quality park facilities and programs as measured by citizen satisfaction ratings.

The table below compares the percentage of residents rating satisfaction good or excellent for each of the four outcome measures contained in the 2006 ICMA survey:



Outcome Measure	Bellevue	ICMA Avg	% Diff (+/-)
Park Appearance	100.0%	78.1%	21.9%
Park Safety	89.8%	78.9%	11.0%
Range of Activities	94.1%	74.9%	19.2%
Overall Satisfaction	91.5%	78.2%	13.3%

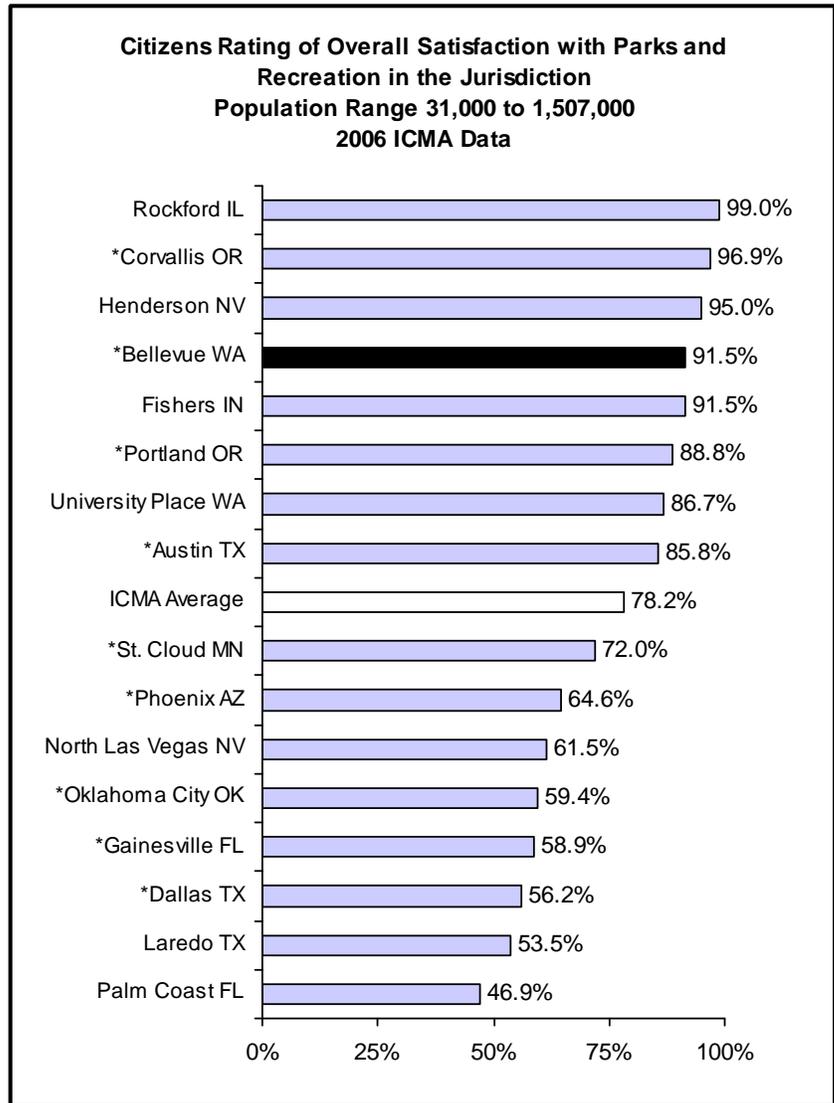
- Within the performance outcome reported above, over 66% of Bellevue citizens rated their overall satisfaction as “excellent” in 2006. Bellevue had one of the highest levels of “excellent” overall satisfaction ratings among the ICMA sample, with the average ICMA jurisdiction reporting that approximately 42% of their citizens gave them the highest possible rating.

Conclusions and Challenges:

- Bellevue continues to place significant emphasis on planning processes such as the Parks & Open Space System Plan and the Recreation Program Plan to ensure that facilities and services meet the community’s expectations.

Key Milestones for the Future:

- Create a customer-focused program evaluation and marketing initiative. The objectives for this initiative are to:
 - Ensure that the Department is providing the range of services and access to programs that are relevant to the community and are defined as priorities in the Recreation Program Plan;
 - Conduct market research to evaluate and recommend program changes and improve program marketing to customers and the community.
- Continue to develop a network of contacts with other cities to identify and share best operating practices, including the ongoing participation in the National Recreation and Parks Association (NRPA)-sponsored agency accreditation process.



21. OPERATING AND MAINTENANCE EXPENDITURES NET OF REVENUE PER CAPITA

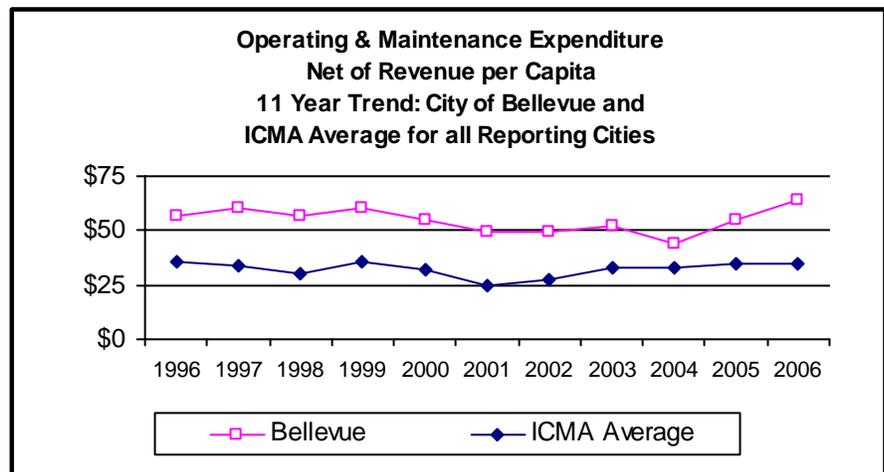
2006 Parks & Recreation Data (Input Indicator)

Measure Definition: Maintenance and operating expenditures, net of revenues, are divided by city population. Department expenditures are included for Resource Management and Maintenance, Special Community Services, Youth Services, and Enterprise Services program areas. Some unique expenditures, such as the streetscape maintenance program and the Botanical Garden, are excluded according to ICMA guidelines.

Key Finding: Bellevue's investment in parks and recreation services is higher than the average ICMA city, and reflects the community's expectation for high quality park facilities and recreation services. Bellevue's performance in the citizen satisfaction performance measures is also significantly better than the average of the ICMA cities.

Current Year Performance and Trends:

- Bellevue's net operating expenditure per capita was \$64 in 2006. The net cost per capita increased over prior years partially due to the addition of the 33,000 square-foot South Bellevue Community Center and the 55-acre Lewis Creek Park. The measure reflects the total net subsidy for parks and recreation services in the City.
- In general, Bellevue's park system is larger and more diverse than the average ICMA city, resulting in a higher per capita investment in parks and community services.

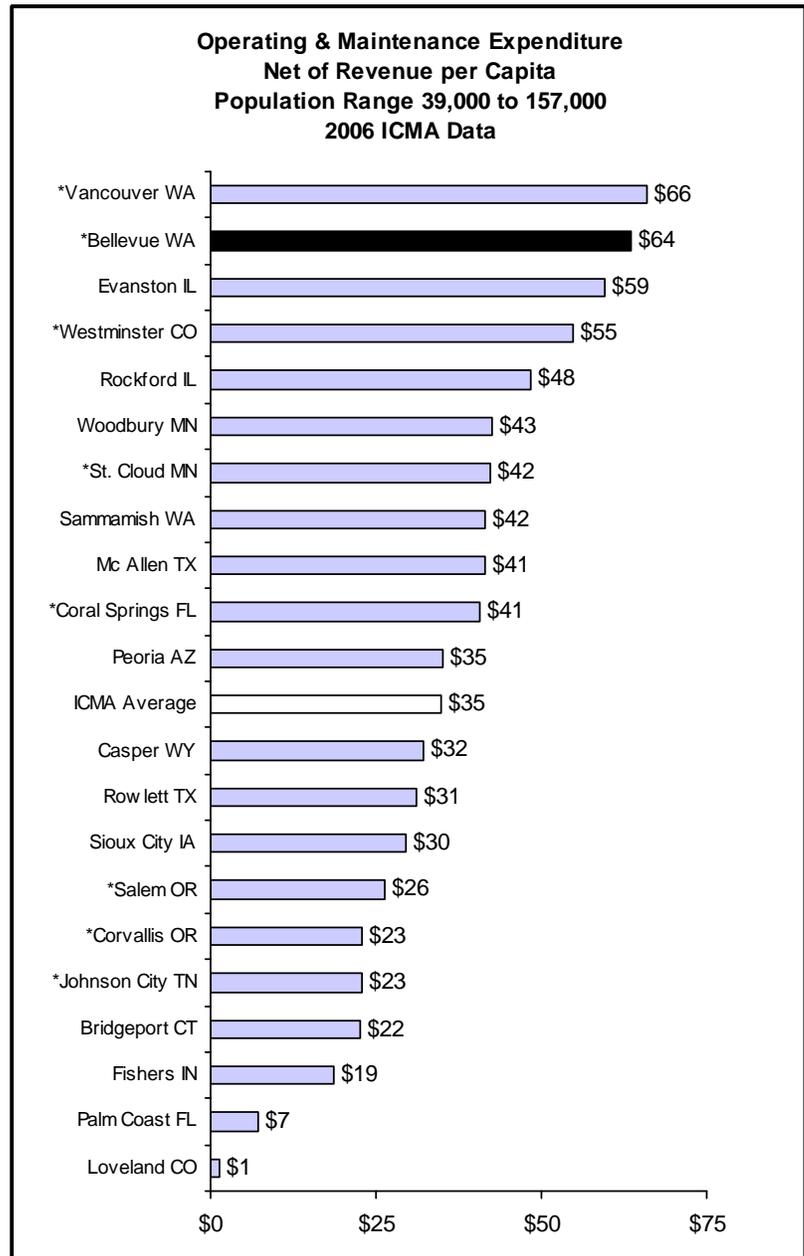


Conclusions and Challenges:

- Bellevue’s developed park system is larger and more diverse than the other comparative cities on a per capita basis. Bellevue’s 2,500-acre park system equates to 20 developed park acres per thousand of population, a level nearly two times as large as the ICMA average of 10 acres.
- Bellevue recovers approximately 50% of total expenditures through user fees, rentals, and other program revenues.
- Citywide surveys continue to show that Bellevue residents place a high value on parks, open space, and recreation activities.

Key Milestones for the Future:

- Create a customer-focused program evaluation and marketing initiative. The objectives for this initiative are to:
 - Ensure that the Department is providing the range of services and access to programs that are relevant to the community and are defined as priorities in the Recreation Program Plan;
 - Provide market research to evaluate and recommend program changes; and
 - Improve program marketing to customers and the community.
- Continue to develop a network of contacts with other cities to identify and share best operating practices, including the ongoing participation in the National Recreation and Parks Association (NRPA)-sponsored agency accreditation process.



22. PERCENT OF LANE MILES ASSESSED AS BEING IN SATISFACTORY CONDITION

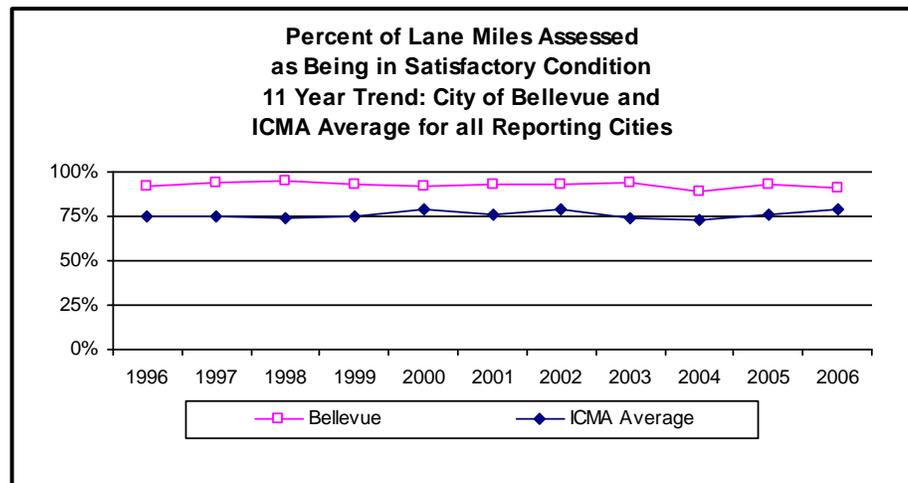
2006 Road Maintenance Data (End Outcome Indicator)

Measure Definition: Bellevue uses a Washington State-approved Pavement Management System measurement scale to obtain the data for this statistic. Measurements focus on the pavement structural integrity, ride comfort and other surface distress factors, which are elements of the Centerline Pavement and Information Management System.

Key Finding: Bellevue's roads are well maintained and continue to compare favorably with other cities reporting data.

Current Year Performance and Trends:

- This statistic is intended to provide an objective measure of the physical condition of the City's system.
- This measurement focuses on the integrity of the driving surface. It does not measure how clean the streets are or how well the rights-of-way are maintained.



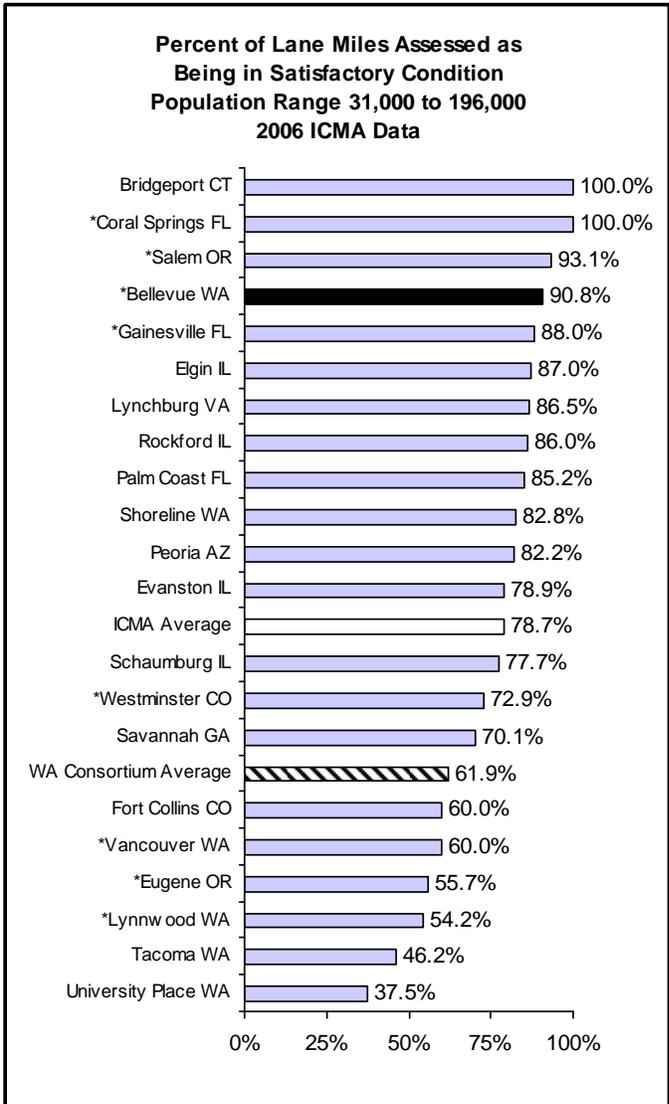
- The Pavement Management System is used to monitor road condition and schedule necessary repairs and renovations in order to continue preserving and maintaining the condition of Bellevue's road system.
- Bellevue's 2006 performance is consistent with prior years. There were no significant changes in maintenance practices.

Conclusions and Challenges:

- The Pavement Management Program has been successful in keeping Bellevue's streets in good physical condition.
- Although Bellevue compares very favorably with other jurisdictions and is well above the average, there are still apparent unresolved inconsistencies regarding the measurement systems among jurisdictions. There are currently no guidelines as to what rating number is deemed satisfactory -- it is left to the agency to determine. Pavement ratings in the Centerline Pavement and Information Management System are established by assigning different weighting factors to different pavement information categories such as Pavement fatigue, cracking, patching and rutting. These weighting factors are

unique to each jurisdiction and are largely dependent upon the maintenance practices employed, and the adopted service levels for the maintenance program. Bellevue is a member of the Northwest Pavement Managers group, where discussions of these rating criteria are being reviewed. To date, no guidelines have been uniformly adopted. In other words, what may be an acceptable rating for one agency may not apply to another. Without uniform guidelines, it is difficult to analyze the performance differences between local jurisdictions.

- Bellevue continues to compare favorably with other jurisdictions and is well above the mean. These results reflect the proactive approach the City employs by managing the maintenance/overlay program. This allows the Transportation Department to coordinate the maintenance of existing roadways with the addition of new roadways. Coordination with the right of way permitting function is also improved allowing the City greater control over private and franchise development resulting in the extended life of the roadways.
- The capacity of the city's Pavement Management System to repave streets is impacted by requirements that the city perform appropriate Americans with Disabilities Act (ADA) retrofit work to transportation facilities adjacent to streets being repaved.
- Puget Sound region cities of University Place, Shoreline & Bellevue



utilize the same Pavement Management program software system. This may have an impact on the similar results these jurisdictions see in this performance measure. Other factors such as climate, traffic patterns, and local suppliers could be factors in similar results. However, this has not been validated by research.

Key Milestones for the Future:

- Continue the current maintenance/overlay program.
- Continue focus on streets requiring pavement overlays as identified by the Pavement Management System.
- Continue to fund the maintenance/overlay program at a level that allows the City to maintain a high satisfactory rating.

23. TOTAL OPERATING & MAINTENANCE EXPENDITURES PER LANE MILE MAINTAINED FOR WHICH THE JURISDICTION IS RESPONSIBLE

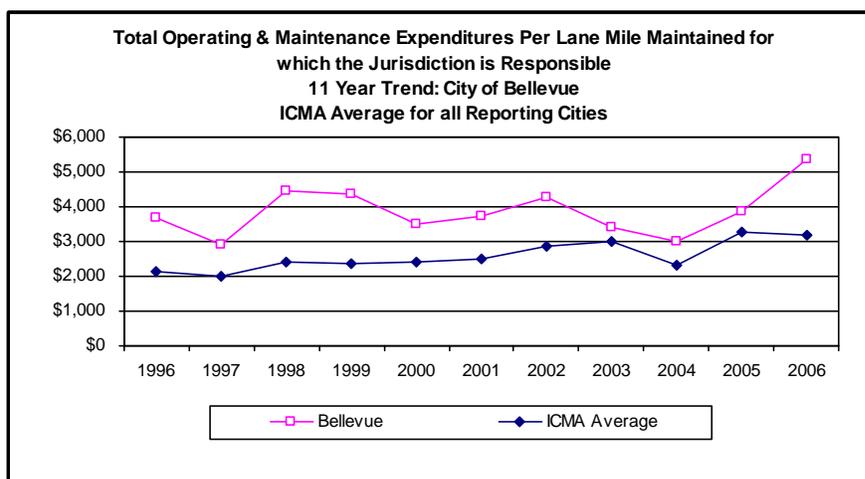
2006 Road Maintenance Data (Input Indicator)

Measure Definition: Includes the capital equipment and operating costs associated with maintaining paved and unpaved roads. Only costs associated with resurfacing or restoration of the roadway are included. It does not include costs associated with street cleaning, right-of-way maintenance, sanding, etc.

Key Finding: Bellevue remains above the ICMA average for this measure. The City invests a sufficient amount of resources on operations and maintenance as evidenced by the high assessment of lane mile condition and the low number of annual requests for maintenance.

Current Year Performance and Trends:

- Type of surface or street, method of maintenance used, scheduling, frequency of use, weight of vehicles, and even climate can alter the costs, not only between jurisdictions, but even from year to year within the same jurisdiction.



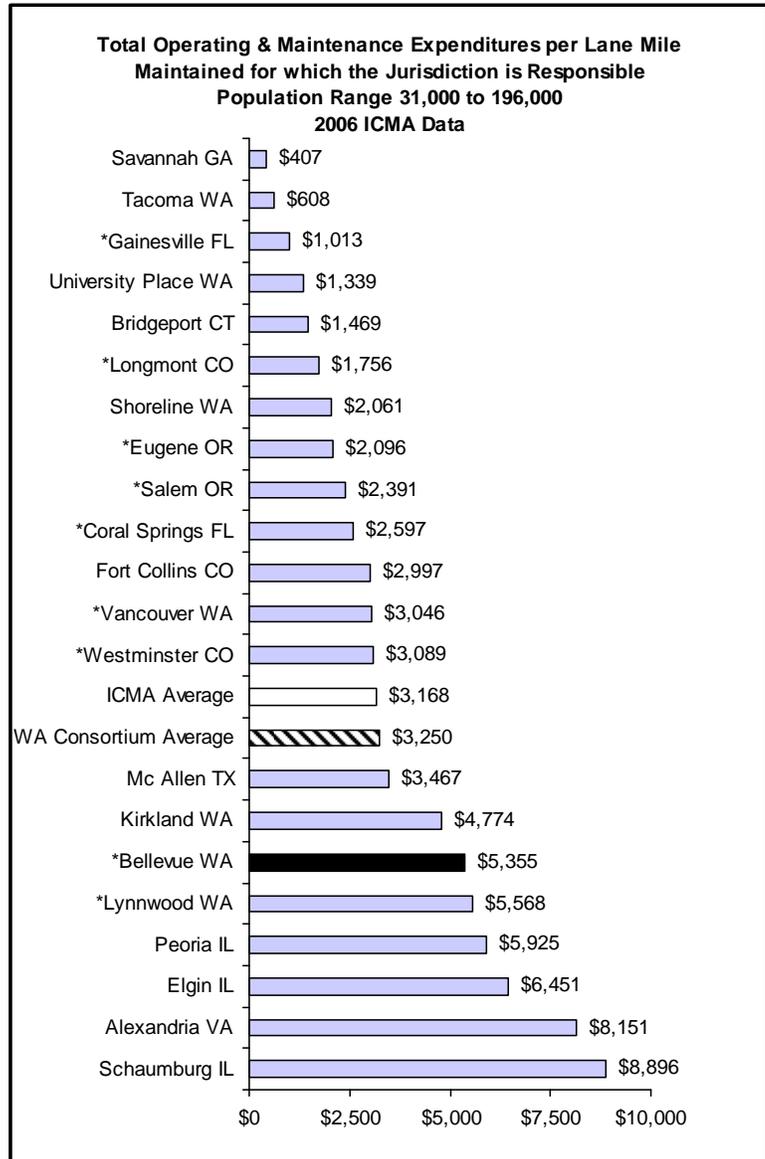
- Compared Bellevue's performance with those of the ICMA comparable cities to identify potential innovations in the industry.
- Worked with ICMA and the Northwest Pavement Managers Group to improve the integrity of the data used for comparative purposes.
- The increase in expenditures was driven by the cost of contracted asphalt, which was bid at \$49.05 per ton in 2005. Asphalt prices for the 2006 program bid at \$63.55 per ton, a 29.6% increase, primarily due to increased oil costs in the asphalt industry. Also the recent requirements by the Americans with Disabilities Act (ADA) added workload and costs to upgrade curb ramps on all overlay streets. These issues necessitated a recosting effort to increase the program funding to maintain the level of service and performance expectations.

Conclusions and Challenges:

- The biannual rating of roadway conditions is used to establish the areas where pavement maintenance will occur in Bellevue. In 2005, 100% of the roadways resurfaced were arterial streets. In 2006 arterial street paving accounted for 56% of the lane miles paved while 40% of the lane miles were on residential streets. Higher cost

materials and additional item quantities are usually required to pave arterials in comparison to residential streets. The mix of arterial and residential pavement maintenance is a big driver in the total cost per lane mile calculation and can cause wide variations in costs and comparability from year to year.

- Bellevue's Pavement Management Program is a five year prioritized paving plan for residential and arterial streets. Arterial streets generally have priority over residential streets due to frequency of use and heavier vehicle weight, although the plan implements both arterial and residential street repairs each year. Arterial street paving projects are sometimes delayed to later years when a commercial development or city construction project is underway in the same location. This delay can cause additional pavement costs per lane mile.



- The components of "maintenance" continue to vary among the cities. Although the ICMA definition of "operating and maintenance expenditures" continues to allow for discrepancies among the cities reporting, Bellevue remains above the ICMA average for this measure. Bellevue focused on asphalt and concrete road surface maintenance. Other

jurisdictions use slurry seals and other maintenance options at lower cost and serviceability that is indicated by the wide range of maintenance costs per city. Lower cost maintenance options such as slurry seals typically have a shorter useful life, requiring more frequent maintenance.

- Through discussions with the Pavement Management Users Group and the high rating of the City's roadway system, it is evident that Bellevue not only commits a substantial amount of resources to operations and maintenance of its roadways, but that the resources are invested prudently. By investing operating and maintenance dollars in the pavement management program as opposed to spot maintenance (or temporary

- Arterial pavement wear is not only influenced by trips made to and from residences, stores and employers. Bellevue has several arterials that are widely used for pass-through commuter traffic due to Bellevue's geographic placement in the region and severe congestion on the major highways. This factor influences arterial deterioration rates, impacting the total CIP program size.

Key Milestones for the Future:

- Continue to pursue comparisons with cities of similar size focusing on those in the Northwest and on the West Coast.
- Continue to work with ICMA, participating cities, and other professional organizations such as the Northwest Pavement Managers Group to ensure that data shared with other jurisdictions is comparable.
- Continue to identify other cost effective operating and maintenance options, while maintaining a high standard for Bellevue's roadways.
- Continue to monitor construction cost drivers and potential impacts to future performance.

24. TOTAL OPERATING & MAINTENANCE EXPENDITURES PER CAPITA

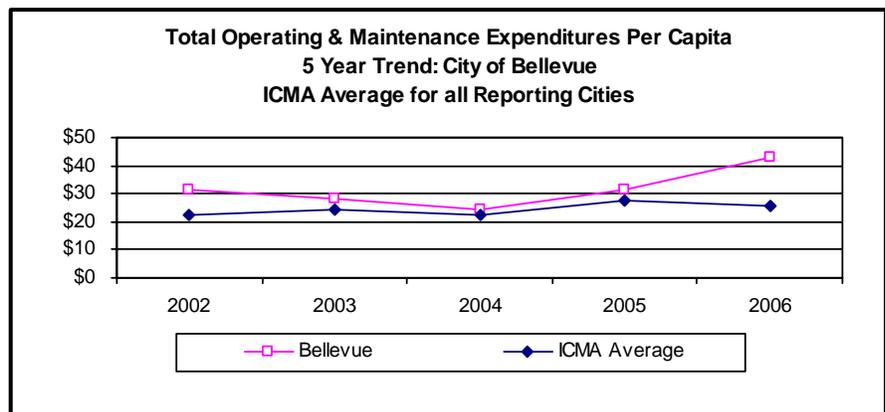
2006 Road Maintenance Data (Input Indicator)

Measure Definition: Compares the ratio of operating and maintenance expenses associated with maintaining both paved and unpaved roads to the population of the jurisdiction serviced. Only costs associated with resurfacing or restoration of the roadway are included. It does not include costs associated with street cleaning, right-of-way, maintenance, sanding, etc.

Key Finding: Although the definition of “operating and maintenance expenditures” continues to allow for discrepancies among the cities reporting, Bellevue remains above the ICMA average for this measure. The City invests a sufficient amount of resources on operations and maintenance as evidenced by the high assessment of lane mile condition and the low number of annual requests for maintenance.

Current Year Performance and Trends:

- Population density can correlate with the number of trips motorists drive, in turn this will have an impact on the maintenance required to maintain the road.
- Continued to compare Bellevue’s performance with those of the ICMA comparable cities to identify potential innovations in the industry.
- Continued to work with ICMA and the Northwest Pavement Managers Group to improve the integrity of the data used for comparative purposes.
- The increase in expenditures was driven by the cost of contracted asphalt, which was bid at \$49.05 per ton in 2005. Asphalt prices for the 2006 program bid at \$63.55 per ton, a 29.6% increase, primarily due to increased oil costs in the asphalt industry. Also the recent requirements by the Americans with Disabilities Act (ADA) added workload and costs to upgrade curb ramps on all overlay streets. These issues necessitated a recosting effort to increase the program funding to maintain the level of service and performance expectations.

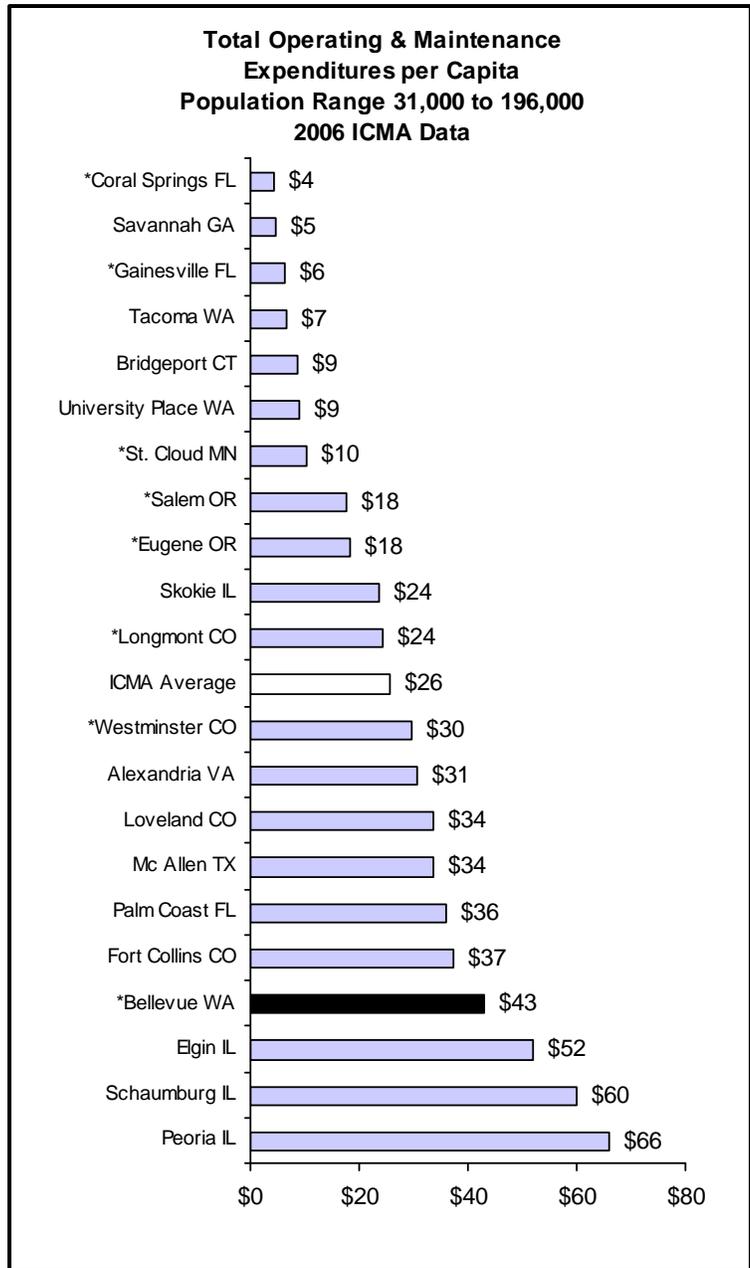


Conclusions and Challenges:

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- Bellevue's Pavement Management Program is a five year prioritized paving plan for residential and arterial streets. Arterial streets generally have priority over residential streets due to frequency of use and heavier vehicle weight, although the plan implements both arterial and residential street repairs each year. Arterial street paving projects are sometimes delayed to later years when a commercial development or city construction project is underway in the same location. This delay can cause additional pavement costs resulting in increased costs per capita. The components of "maintenance" continue to vary among the cities. Bellevue focused on asphalt and concrete road surface maintenance. Other jurisdictions use slurry seals and other maintenance options at lower cost and serviceability that is indicated by the wide range of maintenance costs per city. Lower cost maintenance options such as slurry seals typically have a shorter useful life, requiring more frequent maintenance.



- Through discussions with the Pavement Manager Users Group and the high rating of the City's roadway system, it is evident that Bellevue not only commits a substantial amount of resources to operations and maintenance of its roadways, but that the resources are invested prudently. By investing operating and maintenance dollars in the pavement management program as opposed to spot maintenance (or temporary fixes), Bellevue's roadways are maintained at a higher standard, resulting in an overall lower failure rate.

- Arterial pavement wear is not only influenced by trips made to and from residences, stores and employers. Bellevue has several arterials that are widely used for pass-through commuter traffic due to Bellevue's geographic placement in the region and severe congestion on the major highways. This factor influences arterial deterioration rates, impacting cost per capita.

Key Milestones for the Future:

- Continue to pursue comparisons with cities of similar size focusing on those in the Northwest and on the West Coast.
- Continue to work with ICMA, participating cities, and other professional organizations, such as the Northwest Pavement Managers Group, to ensure that data shared with other jurisdictions is comparable.
- Continue to identify other cost effective operating and maintenance options, while maintaining a high standard for Bellevue's roadways.
- Continue to monitor construction cost drivers and potential impacts to future performance.

25. CITIZEN RATING OF ROAD CONDITIONS GOOD TO MOSTLY GOOD

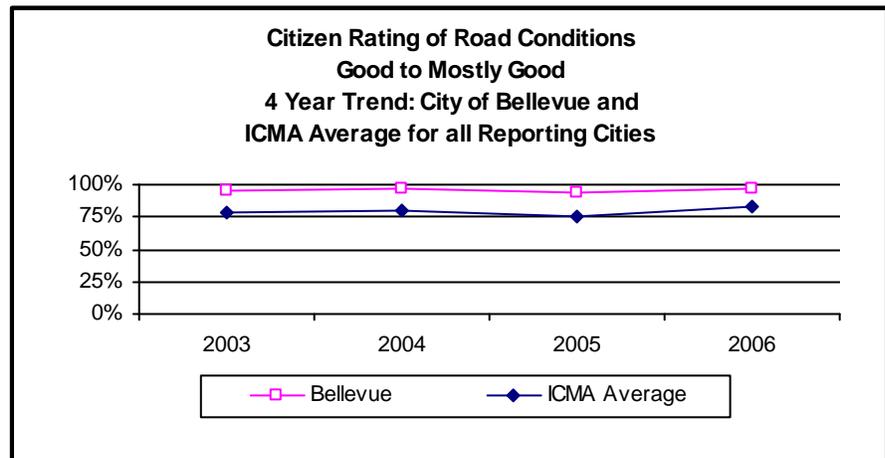
2006 Road Maintenance Data (Input Indicator)

Measure Definition: Bellevue conducts an annual survey with residents to measure residents' opinions/perceptions regarding various programs and services provided by the city. Rating of road conditions is one of the questions included in the survey.

Key Finding: Bellevue citizens' rating of 96.8% for good road conditions has been consistently high and above the ICMA average of participating cities.

Current Year Performance and Trends:

- The measurement indicates that the department's efforts in providing streets that are in good physical condition are yielding positive public satisfaction.
- The survey question and rating reflects the results of a citizen survey about the condition of streets and roads in their neighborhood.
- Bellevue residents have a high level of satisfaction with the condition of our streets. Quick response to calls and proactive repair of potholes and similar pavement issues contributes to this high satisfaction level and reduces claims. In 2006, the percentage of pothole requests responded to within 24 hours was 94%. The total number of potholes was 696.
- The City's practice to respond to pothole requests within 24 hours has remained unchanged, regardless of program funding levels. This is a high level of service, which supports citizen expectations as shown by the ICMA survey results.
- In 2003, the City reduced the pothole repair program level of service as a cost saving measure. Instead of applying permanent fixes to the roadway, the program was changed to employ shorter term measures by using cold-mix materials to mitigate potholes. Permanent repairs were planned to be performed through targeted overlay projects. The result of this action was a dramatic increase in the number of potholes in the overall system as well as an increase in customer calls. The actual count of potholes increased from 176 in 2002 to 729 in 2005. Due to the increase in response calls and the increased frequency in required repairs, it was determined that this temporary fix practice was almost as costly as more permanent fixes. As a result of these findings, the Bellevue City Council approved a funding request to restore the



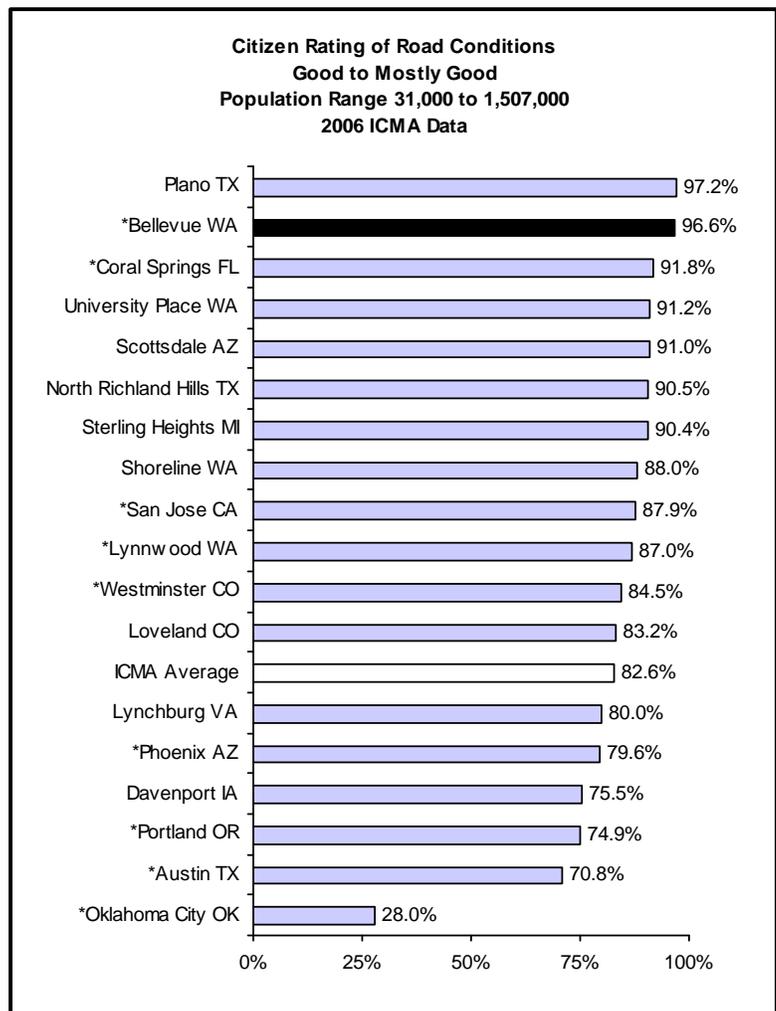
service levels to the pre-2003 permanent fix standards during the 2007-2008 biennial budget process.

Conclusions and Challenges:

- Bellevue continues to compare favorably with other jurisdictions and is well above the ICMA Average for all Reporting Cities.
- Some citizens who commute through a number of jurisdictions may rate the condition of locally maintained roadways on the basis of their entire route, without regard for jurisdictional boundaries and differing standards. This may affect the citizens' ratings of roadway conditions.

Key Milestones for the Future:

- Bellevue will continue to use the Pavement Management System to monitor road condition and schedule necessary repair and renovations in order to preserve and maintain the condition of Bellevue's road system.
- Continue to fund the maintenance/overlay program at a level that allows the City to maintain a high customer satisfactory rating.
- Continue to address the majority of pothole requests within 24 hours.



26. PERCENT OF HELP DESK CALLS RESOLVED AT THE TIME OF THE CALL

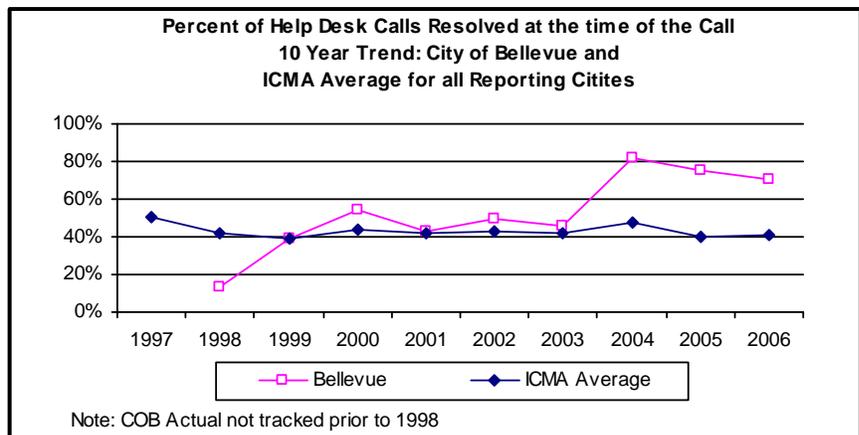
2006 Information Technology Data (End Outcome Indicator)

Measure Definition: This measures the response of Help Desk calls that are resolved at the time of the call – referred to as Tier 1 calls. Tier 1 calls respond to questions and problems that can be quickly answered over the phone or with the assistance of network-based troubleshooting tools. It is the goal of the Help Desk to resolve as many calls as possible at the time a call comes in.

Key Finding: The downward trend of first response closure between 2005 and 2006 is due in part to the increase in the total number of calls received through the Help Desk that were related to the move to our new city hall location (910 calls), and the complexities of our systems impacting resolution by Tier 1 staff.

Current Year Performance and Trends:

- Total number of calls increased by 1,713 or 11% as resources to handle calls were reduced to accommodate assignments in other areas - .50 FTE.
- 910 calls are attributed to our city hall move. Many of these calls related to connectivity, cabling and wiring. These issues could not be solved at the time of the call, impacting the trending information shown in the graph.
- Our customer service rating continued to climb in 2006 with an overall rating of 95% of respondents ranking Help Desk services as good to excellent.
- The complexities of our new systems affect the ability of front-line staff to respond and solve calls at the time of the call. This is due to learning curves necessary to respond effectively.
- During this period, enterprise applications went through major system upgrades affecting the entire workforce – such as an upgrade to our HR/Financial system.
- The downward trend beginning in 2005 is also due in part to full implementation of our mobile data computer program. Calls associated with mobile data computers increased by 25% over the year.

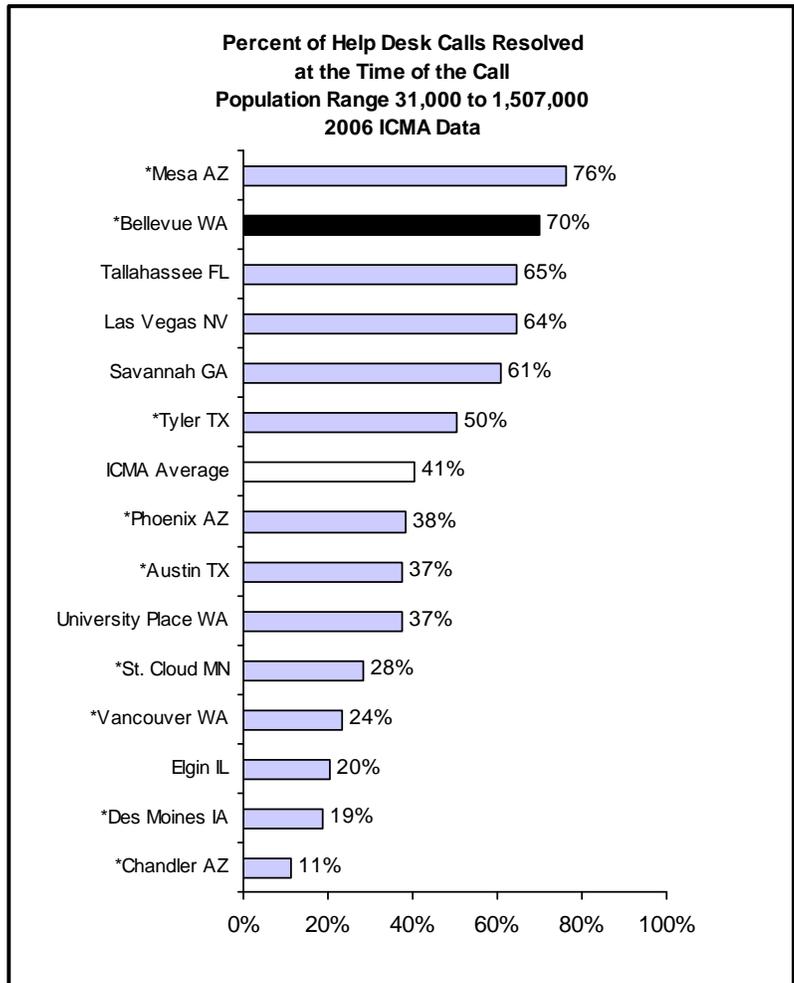


Conclusions and Challenges:

Overall, in spite of staffing reassignments, increases in call volumes and the move to our new location, the City of Bellevue Help Desk is still performing above the ICMA average and continuing to rate high in customer satisfaction.

We face uncertain challenges in the coming year:

- New technologies and major application deployments requiring a larger learning curve for staff and technicians.
- Desktop and data security continue to be high priority and resource intensive issues.
- Expectation management – users are becoming more sophisticated and want to use “state-of-art” software and technology relevant to a corporate environment with immediate response.
- Changes in hardware - many clients want to be mobile using new smaller hardware with new functionality, such as handhelds, TREOS, cell phones, and PDAs with wireless technologies. Without an asset management system this continues to be difficult to manage.
- Telecommuting – more staff want to work from home utilizing their own equipment. This is a very difficult and challenging environment to support.
- User acceptance of the new technologies and process changes as more self-service tools are incorporated into daily life.
- Balancing workload with increasing demands for service and high expectation for immediate results.
- Dealing with an aging workforce who can be intimidated by the newer technologies.
- Finding ways to encourage staff to take advantage of our training program in order to utilize the tools at their fingertips in an effective and efficient way.



Key Milestones for the Future:

- Implementation of widely adopted IT Best Practices following the performance audit based on the Information Technology Infrastructure Library (ITIL) framework.
- Replacing old call tracking software with IT Service Management software in 2008.
- Implementing an asset management tracking system for technology equipment.
- Restructuring our computer training program to ensure the tools available meet the needs of young users comfortable with technology and those who are uncomfortable with change.
- Increase collaboration with our business partners to ensure their needs are being met.
- Re-engineering incident management processes at the IT Service Desk to improve call tracking, documentation and reporting.

Appendix 1: Catalog of 2006 Jurisdictional Responses

ICMA 2006 Data

Jurisdiction * = core city	Residential Population of jurisdiction	State	Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7	Measure 8
			Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds in 10ths)	Percentage Of Part 1 Crimes Cleared	Percentage Of Part 1 Violent Crimes Cleared	Percentage Of Part 1 Property Crimes Cleared	Arrests Per 1,000 Juveniles (Age 17 & Under)	Expenditures Per Capita (Police Department)	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures
Addison	35,914	IL	30.29	7.85	14.8%	53.1%	14.1%		\$315	4.0
Albany	46,610	OR	70.11	6.05	14.8%	53.1%	14.1%			
Alexandria	136,295	VA	6.77	6.77						
Alpharetta	38,274	GA	3.50	3.50						
Arlington	348,965	TX	64.25	6.73	18.6%	51.1%	14.1%			
Aurora	303,833	CO	10.33	10.33					\$231	
*Austin	707,952	TX	63.89	7.85	14.9%	42.8%	12.5%		\$264	
Bedford	13,102	MA	7.33	5.63	10.4%	50.0%	8.7%		\$232	
*Bellevue	117,000	WA	38.14	5.63	16.0%	69.6%	13.7%	21.65	\$275	2.5
*Blacksburg	43,680	VA	17.26	17.26	9.8%	41.0%	7.1%		\$107	
Bridgeport	139,529	CT	57.82	11.2%	11.2%	31.4%	6.7%	28.00		5.4
Centersville	20,568	GA	49.64	7.93	79.9%	66.7%	81.2%		\$185	
Casper	51,738	WY	54.39	5.00	19.6%	52.5%	17.9%	97.65	\$145	
Castle Rock	42,241	CO								1.7
Centennial	103,000	CO								
*Chandler	241,910	AZ	39.88	6.18	15.6%	47.4%	12.2%		\$166	0.4
Charlottesville	40,745	VA	58.36		16.3%	45.8%	12.5%	29.52	\$264	
Chesapeake	220,068	VA	46.26	6.97	17.2%	31.5%	15.1%		\$170	
Chesterfield County	278,539	VA	28.68	3.88	33.2%	54.0%	31.4%	119.33	\$143	4.0
*Colorado Springs	394,914	CO	51.63	51.63	21.8%	53.1%	18.1%	40.99	\$206	
Coolidge	10,400	AZ	78.75	17.3%	17.3%	40.2%	14.6%		\$246	
*Coral Springs	131,257	FL	23.71	5.22	43.5%	71.2%	41.0%	25.22		2.7
Corpus Christi	294,160	TX	75.66	5.87	16.8%	44.8%	13.8%		\$192	2.6
*Corvallis	53,165	OR	45.93	6.60	18.6%	68.9%	16.7%		\$176	
Cumberland	21,518	MD	63.02	2.33	66.9%	92.1%	63.1%	142.59	\$184	
Dallas	14,585	OR	33.46	5.00	27.0%	56.7%	25.1%		\$144	
*Dallas	1,260,950	TX	79.02	8.33	16.2%	31.1%	13.5%	6.50	\$259	
Danvers	25,212	MA	38.12		27.2%	61.5%	25.2%		\$221	
Danville	48,411	VA	70.58					34.16		5.7
Davenport	98,845	IA	93.95		21.4%	49.4%	16.7%	34.09		
De Kalb	42,579	IL	36.73	9.20	27.1%	61.1%	22.8%	49.72	\$172	
Decatur	18,147	GA	50.26		32.3%	72.0%	17.4%			
Denver City and County	-	CO								
Denver	575,294	CO	98.89	14.83				59.31	\$265	
*Des Moines	198,682	IA	79.26		21.6%	64.9%	16.8%		\$225	4.1

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		Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7	Measure 8
	Residential Population of jurisdiction	Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds / 10ths)	Percentage Of Part 1 Crimes Cleared	Percentage Of Part 1 Violent Crimes Cleared	Percentage Of Part 1 Property Crimes Cleared	Arrests Per 1,000 Juveniles (Age 17 & Under)	Expenditures Per Capita (Police Department)	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures
Jurisdiction * = core city	State								
Duluth	GA	26,000	24.65	14.0%	79.2%	11.5%			
Duncanville	TX	36,081	46.48	7.02	67.9%	16.17	16.17	\$210	1.9
East Providence	RI	48,688	23.89	31.4%	66.2%	17.7%			6.7
Elgin	IL	94,487							
Englewood	CO	32,350	4.75			21.2%	77.05		
*Eugene	OR	146,160	79.57	8.10	49.3%	15.3%	48.70	\$266	
Evanston	IL	74,239	42.98	17.1%	47.8%	14.7%		\$253	6.4
Fairfax County	VA	1,049,333	18.15	24.3%	48.4%	23.0%			
Farmers Branch	TX	26,482	48.18	9.2%	36.7%	7.9%			
Fishers	IN	62,725	10.90	12.6%	24.2%	12.0%		\$126	
Fort Collins	CO	139,908	37.42	16.1%	20.8%	15.4%	5.57		
Fulton County	GA	788,035	43.40						
*Gainesville	FL	120,919	66.38	24.9%	54.0%	20.5%	89.56	\$235	
Golden	CO	17,863	36.72	24.1%	60.0%	23.2%	105.80	\$331	2.1
Hall County	GA	171,771							3.4
Hanover County	VA	99,174	11.00	49.0%	69.4%	47.8%		\$144	
Harrisonburg	VA	43,500	29.40	19.9%	66.0%	15.8%			
Henderson	NV	257,838	28.70	15.5%	41.6%	13.6%		\$173	
Herrndon	VA	23,087	25.04	31.8%	57.8%	28.6%			
Highland Park	IL	31,365	15.11	32.3%	64.7%	31.1%	22.75	\$317	
Hillsboro	OR	82,025							
Hingham	MA	21,095	15.93					\$223	
Hopewell	VA	22,354							
Hutchinson	MN	14,417	34.82	37.1%	79.4%	34.0%		\$179	
*Irving	TX	201,950	50.64	21.5%	59.7%	18.2%	40.54		4.0
James City County	VA	56,600	18.37	30.9%	67.2%	28.4%	34.26	\$94	
*Johnson City	TN	61,233	75.48	54.5%	67.8%	53.3%	67.84	\$174	
Keller	TX	36,328	16.38	88.9%				\$139	
Kennesaw	GA	26,981							
Kennewick	WA	61,770	48.19	52.2%	94.6%	47.5%		\$359	
Kirkland	WA	47,180	41.92						
La Plata County	CO	49,182							

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		Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7	Measure 8
	Residential Population of jurisdiction	Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds / 10ths)	Percentage Of Part 1 Crimes Cleared	Percentage Of Part 1 Violent Crimes Cleared	Percentage Of Part 1 Property Crimes Cleared	Arrests Per 1,000 Juveniles (Age 17 & Under)	Expenditures Per Capita (Police Department)	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures
Jurisdiction * = core city	State								
Lake County	IL	-							
Laredo	TX	208,754	59.76	20.0%	63.5%	15.8%			
Larimer County	CO	274,716							
Las Cruces	NM	84,029	52.43	30.3%	75.2%	25.3%			
Las Vegas	NV	588,615							
Lexington	MA	30,765	11.21					\$170	
Liburn	GA	11,416	57.46	29.3%	41.4%	28.1%		\$211	
Lombard	IL	43,894	29.25		57.1%				
Long Beach	CA	490,166							
*Longmont	CO	84,636	37.68						
Loveland	CO	64,123	30.27	22.4%	73.0%	19.6%		\$175	
Lynchburg	VA	68,000	38.19	27.2%	46.9%	25.0%	28.21	\$164	
*Lynnwood	WA	35,230	89.61	30.4%	61.0%	29.4%		\$224	1.3
Lynwood	CA	69,901							
Lyon County	NV	48,860	28.16	49.1%	81.3%	23.9%	0.00	\$144	10.4
Marietta	GA	60,157	55.41	2.7%	9.4%	1.8%		\$189	
Matanuska-Susitna	AK	77,174							
Matanuska-Susitna Borough	AK	77,174							2.3
Mc Allen	TX	125,000	68.86	16.8%	49.4%	15.1%	45.27		
Mc Henry	IL	24,493	5.18		77.8%				
*Mesa	AZ	455,984	54.62	16.6%	40.7%	14.6%	23.60	\$264	
Miami-Dade County	FL	2,426,848	41.86	16.9%	38.3%	12.9%	7.18	\$317	
Moorhead	MN	34,244	22.95				45.10		
Napa County	CA	132,339	15.26	35.2%	40.8%	27.5%	2.26	\$127	
Nassau County	NY	1,333,137	11.84	88.6%	81.3%	89.5%	4.70	\$459	
Needham	MA	30,288	8.72	11.7%	75.0%	10.8%		\$161	
New London	CT	25,671	48.46	29.0%	67.9%	23.4%		\$319	
Newport News	VA	179,899	51.15					\$212	
North Andover	MA	30,145	10.81		70.0%			\$162	
North Las Vegas	NV	190,150	51.42	14.0%	37.0%	9.8%			
North Richland Hills	TX	63,500	39.84	17.3%	47.6%	14.9%	40.99	\$183	2.7
*Oak Park	IL	52,524	38.50	29.9%	30.6%	29.8%	23.19	\$223	3.4

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Jurisdiction * = core city	Residential Population of jurisdiction	State	Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7	Measure 8
			Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds in 10ths)	Percentage Of Part 1 Crimes Cleared	Percentage Of Part 1 Violent Crimes Cleared	Percentage Of Part 1 Property Crimes Cleared	Arrests Per 1,000 Juveniles (Age 17 & Under)	Expenditures Per Capita (Police Department)	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures
*Oklahoma City	543,800	OK	77.72	8.62	17.1%	48.1%	13.3%	\$205	3.4	
Palm Coast	71,076	FL	22.02		11.4%	19.9%	10.6%		0.9	
Peachtree City	36,156	GA	11.34		20.2%	38.9%	19.4%	\$117	2.1	
Peoria	142,880	AZ	43.83	6.78	17.7%	77.1%	14.7%	14.88		
Peoria County	182,328	IL	30.74		13.7%	46.5%	8.6%	\$197		
Peoria	112,936	IL	67.58	4.60				35.19	7.2	
*Phoenix	1,507,130	AZ	67.68	5.63	13.0%	31.2%	10.8%	17.73		
Pinellas County	947,744	FL	31.91		28.7%	57.8%	24.3%	14.67		
Piano	252,950	TX	36.70	6.63	24.8%	66.3%	21.1%	\$331		
*Portland	556,370	OR	69.29	7.25	16.8%	38.4%	14.4%			
Poudre Fire Authority	179,591	CO								
Prince William County	371,178	VA								
Prince William County, Neighborhood Services Div.	421,528	VA								
Queen Creek	22,477	AZ								
*Reno	206,735	NV	60.11	7.75	20.9%	39.3%	18.3%	48.45		
Richland	43,520	WA								
*Richmond	193,200	VA	71.24	7.32	19.4%	45.2%	14.3%	23.10	5.8	
Rockford	150,115	IL								
Rowlett	53,100	TX	23.28	9.08					1.5	
*Salem	147,250	OR	64.29	6.97	23.2%	64.0%	20.4%	\$183	3.5	
Sammamish	39,730	WA	12.43	4.92	4.9%	45.5%	3.9%	\$89		
*San Antonio	1,319,500	TX	66.53	4.70	12.5%	31.5%	10.7%	8.53		
*San Jose	953,679	CA	28.50		22.6%	32.0%	21.2%	\$234		
*Sandusky	27,844	OH	87.49	4.83	11.5%	51.4%	9.6%	142.00	7.9	
Sandy Springs	86,790	GA								
Santa Barbara County	421,625	CA								
Sarasota County	367,867	FL	22.04		80.1%	93.4%	78.8%	12.53		
Savannah	138,702	GA							9.8	
Schaumburg	75,386	IL	42.73	11.28	30.2%	37.0%	30.1%	24.57		
Scottsdale	226,390	AZ								
Shoreline	52,830	WA	44.46		13.2%	32.8%	11.9%	\$156		

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		Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7	Measure 8
	Residential Population of jurisdiction	Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds / 10ths)	Percentage Of Part 1 Crimes Cleared	Percentage Of Part 1 Violent Crimes Cleared	Percentage Of Part 1 Property Crimes Cleared	Arrests Per 1,000 Juveniles (Age 17 & Under)	Expenditures Per Capita (Police Department)	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures
Jurisdiction * = core city	State								
Sioux	IA	83,680	5.45			18.1%	70.23		3.9
Stokie	IL	64,678							2.7
Smyrna	GA	47,643		6.3%	13.6%	5.4%	7.63	\$140	
Spotsylvania County	VA	120,911							
St. Charles	IL	31,834	30.00	34.9%	81.7%	31.7%	30.31		
*St. Cloud	MN	66,221	7.27	33.1%	61.1%	30.6%			3.9
St. John's	NF	99,182							3.8
Stafford County	VA	-							
State College Borough	PA	-							
State College	PA	38,720	20.62	25.3%	59.0%	24.0%	15.75	\$134	
Sterling Heights	MI	127,000	30.72	21.6%	53.5%	19.7%	6.45	\$189	
Suwanee	GA	14,092	28.88	13.0%	46.5%	9.1%		\$209	
Tacoma	WA	195,898	95.66	11.5%	29.7%	9.3%	26.80		
Tallahassee	FL	176,336							
Teton County	WY	19,032				33.1%	13.90		1.5
Tifton	GA	15,060						\$137	
Tualatin Hills Parks & Rec Dist	OR	212,985							
Tucson	AZ	-							
*Tyler	TX	105,873	44.28						
University Park	TX	23,324	7.93	28.6%	40.0%	26.9%		\$174	
University Place	WA	31,140	40.43	16.6%	58.3%	11.0%	2.44		2.1
Urbandale	IA	35,904	27.71		59.6%		27.50	\$128	
*Vancouver	WA	156,600	45.84					\$150	
*Virginia Beach	VA	437,778	33.35	27.4%	52.1%	25.1%		\$162	3.2
Washington	UT	19,045	7.83						0.7
Washoe County	NV	396,844	17.19						
*Westminster	CO	109,671	43.87	28.5%	54.3%	26.8%	57.75		
Williamsburg	VA	13,400	25.82	31.2%	67.6%	26.9%		\$255	
Wilsonville	OR	16,510							
Winchester	VA	25,400	65.83	22.8%	48.1%	21.1%	77.27	\$209	
Winter Haven	FL	31,419	71.96	23.4%	61.1%	19.3%	35.02		6.1
Woodbury	MN	57,024	20.76					\$115	
Woodstock	GA	19,000	26.37	24.4%	43.8%	23.7%		\$160	
Yuma County	AZ	189,480							

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Jurisdiction * = core city	State	Measure 9 Commercial Structure Fires Per 1,000 Commercial Structures	Measure 11 Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	Measure 12 Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	Measure 13 % of One- and Two- Family Residential- Structure Fire Incidents confined to Room of Origin	Measure 14 Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes / Seconds)	Measure 15 Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	Measure 16 Total Operating Expense Per Capita (Fire Department)	Measure 17 Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases
Addison	IL								26
Albany	OR	10.6					33.3%		
Alexandria	VA			25.0%					5
Alpharetta	GA	1.3		3.3%	10.0%				7
Arlington	TX		23.0%			7.14			
Aurora	CO								
*Austin	TX		29.5%	79.8%	76.5%		28.1%	\$193	78
Bedford	MA								
*Bellevue	WA	8.0	21.0%	87.7%	77.3%	6.08	44.8%		31
*Blacksburg	VA		78.0%	60.0%	66.7%				18
Bridgeport	CT	5.3		63.9%	67.9%				36
Cartersville	GA	17.2							
Casper	WY	9.7						\$132	10
Castle Rock	CO	16.7	45.0%	50.0%	58.8%	7.13	8.3%	\$156	
Centennial	CO								16
*Chandler	AZ			23.2%	26.9%				
Charlottesville	VA			67.6%	66.7%			\$176	
Chesapeake	VA				67.5%			\$136	
Chesterfield County	VA	27.7	22.0%	31.8%	31.0%	8.22	35.9%	\$134	27
*Colorado Springs	CO		43.5%	71.6%	72.1%	5.36	38.6%	\$101	
Coolidge	AZ								
*Coral Springs	FL	5.5	41.0%			5.41			43
Corpus Christi	TX	4.5				6.07			
*Corvallis	OR		11.0%	79.7%	83.3%		27.3%		
Cumberland	MD								
Dallas	OR			48.0%	50.0%			\$32	7
*Dallas	TX		58.0%	39.9%	33.1%			\$147	25
Danvers	MA								
Danville	VA	6.6							
Davenport	IA		75.1%			7.24			
De Kalb	IL		27.7%	66.7%	53.8%				7
Decatur	GA								
Denver City and County	CO								
Denver	CO	7.4				21.11	38.1%		
*Des Moines	IA	10.5	30.5%	68.6%	58.3%	6.41	11.2%	\$139	

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Jurisdiction	State	Measure 9	Measure 11	Measure 12	Measure 13	Measure 14	Measure 15	Measure 16	Measure 17
		Commercial Structure Fires Per 1,000 Commercial Structures	Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	% of One- and Two-Family Residential-Structure Fire Incidents confined to Room of Origin	Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes / Seconds)	Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	Total Operating Expense Per Capita (Fire Department)	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases
Duluth	GA								10
Duncanville	TX	3.4	17.7%	52.0%	45.0%			\$133	
East Providence	RI	37.9	75.0%	25.0%				\$235	
Elgin	IL			71.2%	71.4%				
Englewood	CO		49.0%	36.0%	36.4%				
*Eugene	OR		43.0%	40.7%	38.8%	7.36			
Evanston	IL	5.5			96.7%			\$141	
Fairfax County	VA			66.9%	56.9%				50
Farmers Branch	TX		20.0%		52.6%	5.34	53.3%		10
Fishers	IN					5.59			18
Fort Collins	CO								45
Fulton County	GA							\$157	
*Gainesville	FL	4.4	25.3%	62.8%	60.0%	7.33		\$66	
Golden	CO		37.1%	90.0%	80.0%				
Hall County	GA	6.1	38.0%	26.8%	27.7%	7.49			
Hanover County	VA		15.0%						
Harrisonburg	VA		30.8%	70.7%	94.4%		25.9%		
Henderson	NV	5.3		57.1%	54.5%				
Herndon	VA								
Highland Park	IL			83.3%	90.0%				5
Hillsboro	OR		46.0%	19.6%	25.0%	5.40			
Hingham	MA								
Hopewell	VA			85.7%	81.6%			\$123	
Hutchinson	MN			88.9%	87.5%			\$144	
*Irving	TX							\$153	
James City County	VA		7.7%						
*Johnson City	TN		97.0%	57.8%	46.4%		19.7%		21
Keller	TX			66.7%	64.3%				
Kennesaw	GA								
Kennewick	WA			68.1%	64.7%		29.0%		
Kirkland	WA			38.7%	31.8%				
La Plata County	CO								

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Jurisdiction	State	Measure 9	Measure 11	Measure 12	Measure 13	Measure 14	Measure 15	Measure 16	Measure 17
		Commercial Structure Fires Per 1,000 Commercial Structures	Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	% of One- and Two-Family Residential-Structure Fire Incidents confined to Room of Origin	Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes / Seconds)	Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	Total Operating Expense Per Capita (Fire Department)	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases
Lake County	IL								26
Laredo	TX								10
Larimer County	CO								
Las Cruces	NM							\$105	
Las Vegas	NV	7.7	20.4%	76.8%	72.6%			\$181	
Lexington	MA								
Liburn	GA								7
Lombard	IL								10
Long Beach	CA		46.0%	53.9%	51.4%			\$184	
*Longmont	CO		40.0%	73.7%	70.0%	4.42	27.3%		18
Loveland	CO		29.0%	71.8%	63.0%		36.5%	\$74	2
Lynchburg	VA				72.7%				
*Lynnwood	WA	1.1		40.0%	30.0%		52.6%		
Lynwood	CA								
Lyon County	NV	133.9						\$128	
Marietta	GA		37.2%	70.3%	58.8%		23.9%		
Matanuska-Susitna	AK								
Matanuska-Susitna Borough	AK				44.4%				
Mc Allen	TX		50.0%	18.2%					
Mc Henry	IL								9
*Mesa	AZ			46.6%	39.0%				47
Miami-Dade County	FL	13.9	22.3%	70.0%	84.0%	8.39	18.0%		67
Moorhead	MN				75.0%				
Napa County	CA								
Nassau County	NY								
Needham	MA								
New London	CT								
Newport News	VA								
North Andover	MA								
North Las Vegas	NV								
North Richland Hills	TX	26.1	81.9%	40.5%	28.3%			\$137	
*Oak Park	IL	20.7		76.3%	64.3%		25.9%		

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Jurisdiction	State	Measure 9 Commercial Structure Fires Per 1,000 Commercial Structures	Measure 11 Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	Measure 12 Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	Measure 13 % of One- and Two- Family Residential- Structure Fire Incidents confined to Room of Origin	Measure 14 Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes / Seconds)	Measure 15 Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	Measure 16 Total Operating Expense Per Capita (Fire Department)	Measure 17 Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases
* = core city									
*Oklahoma City	OK	7.9	55.9%	52.6%	47.7%		20.3%	\$60	5
Palm Coast	FL	0.0	28.0%	82.9%	82.9%			\$117	51
Peachtree City	GA		27.0%	81.1%	71.4%	5.07	13.3%		
Peoria	AZ								
Peoria County	IL								26
Peoria	IL			26.5%	27.8%				
*Phoenix	AZ		29.0%						78
Pinellas County	FL								
Piano	TX		78.0%	54.6%	53.7%	6.00		\$139	
*Portland	OR	10.9		85.1%	81.0%			\$245	45
Poudre Fire Authority	CO		23.4%	36.3%	42.9%			\$99	
Prince William County	VA	128.7		7.5%	22.2%			\$118	
Prince William County, Neighborhood Services Div.	VA								72
Queen Creek	AZ								9
*Reno	NV		26.0%	65.0%	57.5%	6.28		\$147	10
Richland	WA								
*Richmond	VA	14.9	57.8%	63.8%	62.9%	4.48	6.3%	\$196	40
Rockford	IL								
Rowlett	TX			39.3%	40.7%		9.1%	\$136	19
*Salem	OR	10.5	53.0%	66.8%	65.1%	5.05		\$152	33
Sammamish	WA								
*San Antonio	TX		42.0%	49.1%	43.5%		33.0%		36
*San Jose	CA							\$119	42
*Sandusky	OH	7.7		83.1%	80.4%		15.8%		39
Sandy Springs	GA								20
Santa Barbara County	CA			39.2%	39.5%				
Sarasota County	FL								63
Savannah	GA	24.8		15.5%					
Schaumburg	IL								
Scottsdale	AZ								30
Shoreline	WA								365

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

Jurisdiction	State	Measure 9	Measure 11	Measure 12	Measure 13	Measure 14	Measure 15	Measure 16	Measure 17
		Commercial Structure Fires Per 1,000 Commercial Structures	Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	% of One- and Two-Family Residential-Structure Fire Incidents confined to Room of Origin	Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes/Seconds)	Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	Total Operating Expense Per Capita (Fire Department)	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases
Sioux	IA	4.0		71.4%	64.8%	5.10	18.2%		
Skokie	IL								
Smyrna	GA								
Spotsylvania County	VA								
St. Charles	IL								
*St. Cloud	MN	13.0		81.6%	57.1%			\$81	
St. John's	NF		54.3%						
Stafford County	VA								
State College Borough	PA								
State College	PA								
Sterling Heights	MI		79.0%	30.1%	24.1%			\$111	
Suwanee	GA								
Tacoma	WA			226.3%	68.3%				
Tallahassee	FL								
Teton County	WY	1.8		63.2%	57.1%		10.0%	\$84	
Tifton	GA			62.7%	54.5%				5
Tualatin Hills Parks & Rec Dist	OR								
Tucson	AZ								
*Tyler	TX		65.3%	64.1%	55.8%				
University Park	TX	42.9		47.1%	42.9%		75.0%		
University Place	WA		5.0%						
Urbandale	IA							\$32	
*Vancouver	WA		21.0%	35.3%	39.3%		2.2%	\$104	28
*Virginia Beach	VA		6.0%	73.9%	74.3%	9.28			
Washington	UT								
Washoe County	NV								68
*Westminster	CO		52.0%	88.8%	83.7%	4.53	7.5%		
Williamsburg	VA					5.52	25.0%	\$207	
Wilsonville	OR								
Winchester	VA							\$103	
Winter Haven	FL								10
Woodbury	MN								28
Woodstock	GA								
Yuma County	AZ			41.7%	50.0%				51

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

	Measure 18	Measure 19	Measure 20	Measure 21	Measure 22	Measure 23	Measure 24	Measure 25	Measure 26
	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	Percent of Funds for Building Affordable Housing Leveraged From External Sources	Citizen Rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Net Parks and Recreation Revenue per Capita - Excluding Golf Expenditures and Revenues	Percentage Of Lane Miles Assessed As Being In Satisfactory Condition	Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	Citizen Rating of Road Conditions Mostly Good or Better	Percentage Of Help Desk Calls Resolved At Time Of Call
Jurisdiction	State								
Addison	IL	20				\$5,706	\$41.76		
Albany	OR			\$66		\$1,006			17.2%
Alexandria	VA					\$8,151	\$30.71		
Alpharetta	GA	7		\$53		\$23,56	\$23.56		
Arlington	TX		59.0%	\$14	70.3%	\$3,339	\$28.10		
Aurora	CO					\$2,836			
*Austin	TX		63.5%	\$22	85.8%	\$2,503	\$20.86	70.8%	37.5%
Bedford	MA								
*Bellevue	WA	37	98.5%	\$64	91.5%	\$5,355	\$43.10	96.6%	70.0%
*Blacksburg	VA	14	62.8%	\$22		\$3,103	\$18.98		
Bridgeport	CT	8	85.6%		100.0%	\$1,469	\$8.73		
Cartersville	GA				100.0%			81.1%	
Casper	WY			\$32	38.6%	\$1,826	\$34.55		
Castle Rock	CO			\$24					
Centennial	CO	7							
*Chandler	AZ			\$23	60.1%	\$3,637	\$27.15		11.2%
Charlottesville	VA		87.0%		85.9%				
Chesapeake	VA		25.6%		73.0%	\$1,177			
Chesterfield County	VA	29				\$3,164	\$46.81		
*Colorado Springs	CO	16	92.8%						
Coolidge	AZ								
*Coral Springs	FL	28		\$41	100.0%	\$2,597	\$4.39	91.8%	
Corpus Christi	TX				47.0%				
*Corvallis	OR		96.9%	\$23		\$2,106	\$14.30		
Cumberland	MD	20		\$29					
Dallas	OR	7		\$55	74.4%	\$3,155	\$23.49		
*Dallas	TX	28	53.5%	\$24	56.2%	\$1,343	\$10.30		
Danvers	MA								
Danville	VA	11		\$48		\$2,101	\$31.25		
Davenport	IA		68.9%					75.5%	
De Kalb	IL	7			98.1%	\$2,645	\$17.40		
Decatur	GA		67.9%						33.3%
Denver City and County	CO								
Denver	CO								
*Des Moines	IA	23		\$35	87.5%	\$5,068			18.9%

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

	Measure 18	Measure 19	Measure 20	Measure 21	Measure 22	Measure 23	Measure 24	Measure 25	Measure 26
	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	Percent of Funds for Building Affordable Housing Leveraged From External Sources	Citizen Rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Net Parks and Recreation Revenue per Capita - Excluding Golf Expenditures and Revenues	Percentage Of Lane Miles Assessed As Being In Satisfactory Condition	Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	Citizen Rating of Road Conditions Mostly Good or Better	Percentage Of Help Desk Calls Resolved At Time Of Call
Jurisdiction	State								
Duluth	GA	10	93.8%	\$24					
Duncanville	TX						\$51.96		
East Providence	RI								
Elgin	IL			\$23	87.0%	\$6,451	\$51.96		20.5%
Englewood	CO						\$53.15		
*Eugene	OR	17	65.7%		55.7%	\$2,096	\$18.24		
Evanston	IL		59.9%	\$59	78.9%	\$6,286			
Fairfax County	VA		54.5%						51.5%
Farmers Branch	TX	10			100.0%				
Fishers	IN	12		\$19					52.4%
Fort Collins	CO	8			60.0%	\$2,997	\$37.36		
Fulton County	GA								
*Gainesville	FL		58.9%		88.0%	\$1,013	\$6.30		
Golden	CO	9		(\$19)	90.8%	\$1,957	\$21.48		
Hall County	GA			\$8	83.1%	\$1,539	\$14.75		38.1%
Hanover County	VA								
Harrisonburg	VA					\$2,468	\$17.33		
Henderson	NV		95.0%	\$75	85.0%				
Herridon	VA		92.7%						
Highland Park	IL	3			57.6%	\$3,343	\$42.82		
Hillsboro	OR								
Hingham	MA								
Hopewell	VA	10		\$49					
Hutchinson	MIN			\$47					
*Irving	TX		16.3%	\$45		\$2,362	\$20.56		
James City County	VA		86.6%						
*Johnson City	TN	25	92.1%	\$23	90.0%	\$1,824			
Keller	TX			\$10		\$2,031	\$21.97		
Kennesaw	GA								
Kennewick	WA								
Kirkland	WA					\$4,774			
La Plata County	CO								

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

	Measure 18	Measure 19	Measure 20	Measure 21	Measure 22	Measure 23	Measure 24	Measure 25	Measure 26
	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	Percent of Funds for Building Affordable Housing Leveraged From External Sources	Citizen Rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Net Parks and Recreation Revenue per Capita - Excluding Golf Expenditures and Revenues	Percentage Of Lane Miles Assessed As Being in Satisfactory Condition	Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	Citizen Rating of Road Conditions Mostly Good or Better	Percentage Of Help Desk Calls Resolved At Time Of Call
Jurisdiction	State								
Lake County	IL					\$3,412			
Laredo	TX		53.5%			\$1,438			
Larimer County	CO		81.3%	\$5	83.2%	\$3,974		79.3%	
Las Cruces	NM								
Las Vegas	NV	0.0%			100.0%	\$2,712	\$17.89		64.5%
Lexington	MA								
Lilburn	GA					\$4,249	\$17.08		
Lombard	IL	10				\$2,403	\$20.17		
Long Beach	CA				35.0%	\$4,155	\$20.40		
*Longmont	CO	18	61.6%			\$1,756	\$24.41		
Loveland	CO	27	87.8%	\$1	82.2%	\$1,970	\$33.70	83.2%	
Lynchburg	VA				86.5%	\$2,636		80.0%	
*Lynnwood	WA				54.2%	\$5,568		87.0%	
Lynwood	CA								
Lyon County	NV	34			100.0%	\$5,317	\$98.15		
Marietta	GA								
Matanuska-Susitna	AK								
Matanuska-Susitna Borough	AK								
Mc Allen	TX			\$41		\$3,467	\$33.76		
Mc Henry	IL	25			88.3%		\$4.42		
*Mesa	AZ	36	65.3%	\$24	83.3%	\$2,338			76.4%
Miami-Dade County	FL	60	79.0%			\$1,125	\$4.82		
Moorhead	MIN	5			98.6%	\$20,551	\$133.29		
Napa County	CA								
Nassau County	NY					\$7,193	\$10.62		
Needham	MA								
New London	CT								
Newport News	VA		76.0%			\$4,498	\$38.88		
North Andover	MA								
North Las Vegas	NV			\$47	61.5%				
North Richland Hills	TX				78.1%	\$3,000	\$27.17	90.5%	
*Oak Park	IL				69.4%	\$9,219	\$51.60		

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

	Measure 18	Measure 19	Measure 20	Measure 21	Measure 22	Measure 23	Measure 24	Measure 25	Measure 26
	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	Percent of Funds for Building Affordable Housing Leveraged From External Sources	Citizen Rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Net Parks and Recreation Revenue per Capita - Excluding Golf Expenditures and Revenues	Percentage Of Lane Miles Assessed As Being In Satisfactory Condition	Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	Citizen Rating of Road Conditions Mostly Good or Better	Percentage Of Help Desk Calls Resolved At Time Of Call
Jurisdiction	State								
*Oklahoma City	OK		59.4%	\$21	46.5%	\$1,293		28.0%	
Palm Coast	FL	51	46.9%	\$7	85.2%	\$2,374	\$36.11		
Peachtree City	GA			\$68					
Peoria	AZ			\$35	82.2%		\$11.05		
Peoria County	IL	56				\$1,326	\$65.95		57.2%
Peoria	IL					\$5,925	\$15.93		38.3%
*Phoenix	AZ	51	64.6%	\$53	95.8%	\$1,545		79.6%	
Pinellas County	FL		46.7%	\$13					87.8%
Plano	TX	24				\$1,361	\$15.16	97.2%	
*Portland	OR	34	88.8%	\$40	75.7%	\$3,698	\$26.19	74.9%	
Poudre Fire Authority	CO								
Prince William County	VA			\$2					
Prince William County, Neighborhood Services Div.	VA								
Queen Creek	AZ	6							
*Reno	NV	13		\$18	84.5%	\$69			
Richland	WA				78.2%				
*Richmond	VA					\$2,876	\$33.32		
Rockford	IL		99.0%	\$48	86.0%				
Rowlett	TX			\$31		\$1,188	\$10.03		
*Salem	OR			\$26	93.1%	\$2,391	\$17.53		
Sammamish	WA			\$42					
*San Antonio	TX	37	73.5%	\$25	89.4%	\$4,038			
*San Jose	CA	15	29.5%			\$729	\$4.42	87.9%	
*Sandusky	OH	19		\$25	93.6%	\$2,907	\$6.65		
Sandy Springs	GA	10							
Santa Barbara County	CA		84.6%			\$2,666	\$11.94		
Sarasota County	FL	37		\$33	77.7%	\$1,176	\$7.21		
Savannah	GA		72.0%		70.1%	\$407	\$4.65		61.0%
Schaumburg	IL	28			77.7%	\$8,896	\$60.02		
Scottsdale	AZ							91.0%	
Shoreline	WA	266			82.8%	\$2,061		88.0%	

Appendix 1: Catalog of 2006 Jurisdictional Responses
ICMA 2006 Data

Jurisdiction	State	Measure 18 Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	Measure 19 Percent of Funds for Building Affordable Housing Leveraged From External Sources	Measure 20 Citizen Rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Measure 21 Net Parks and Recreation Revenue per Capita - Excluding Golf Expenditures and Revenues	Measure 22 Percentage of Lane Miles Assessed As Being in Satisfactory Condition	Measure 23 Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	Measure 24 Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	Measure 25 Citizen Rating of Road Conditions Mostly Good or Better	Measure 26 Percentage Of Help Desk Calls Resolved At Time Of Call
Sloux	IA	10			\$30					
Stokio	IL						\$4,103	\$23.66		
Smyrna	GA				\$24	100.0%		\$6.16		
Spotsylvania County	VA		100.0%							19.0%
St. Charles	IL						\$1,519			1.1%
*St. Cloud	MIN		72.0%		\$42	75.0%	\$849	\$10.40		28.3%
St. John's	NF									
Stafford County	VA									
State College Borough	PA									
State College	PA				(\$12)	97.3%	\$2,580	\$7.66		
Sterling Heights	MI								90.4%	
Suwanee	GA				\$23	78.8%	\$1,319	\$9.97		
Tacoma	WA	56	83.3%			46.2%	\$608	\$6.76		
Tallahassee	FL									64.6%
Teton County	WY				\$81					
Tifton	GA	7			\$7					
Tualatin Hills Parks & Rec Dist	OR		94.8%		\$31					
Tucson	AZ									
*Tyler	TX	15	0.0%							50.2%
University Park	TX				\$115			\$17.83		
University Place	WA	15	86.7%			37.5%	\$1,339	\$9.08	91.2%	37.5%
Urbandale	IA		95.8%		\$46		\$4,383	\$50.04		65.4%
*Vancouver	WA	33			\$66	60.0%	\$3,046			23.5%
*Virginia Beach	VA	7	19.8%							
Washington	UT									
Washoe County	NV	53				95.9%	\$2,208			
*Westminster	CO	18			\$55	72.9%	\$3,089	\$29.67	84.5%	
Williamsburg	VA		74.2%							
Wilsonville	OR					96.0%	\$0	\$0.00		
Winchester	VA				\$25		\$1,270			
Winter Haven	FL	10								
Woodbury	MN	22			\$43	67.9%				
Woodstock	GA									
Yuma County	AZ	59				88.8%	\$797	\$7.83		

Appendix 2: Demographic Characteristics of Core Cities
ICMA 2006 Data

City	# of Residents	# of Adults	Significant Daily Influx of Non-residents	Sq. Miles	Pop. Density	Median Hsehold Income	% of Pop. Below poverty level	# of Housing Units	Rate of unemployment	Port	Military Base	College / University	Conventn Center	Sports Arena	Total Operating Expenditures	Operating Expend per capita	Moody's GO Bond Rating
Austin TX	707,952	537,343	Yes	251.2	2,818	\$43,731	18.1	317,487	3.9%	No	Yes	Yes	Yes	No	\$476,619,000	\$673	Aa1
Bellevue WA	117,000	92,470	Yes	32.0	3,656	\$69,880	8.4	52,252	5.2%	No	No	Yes	Yes	No	\$119,344,330	\$1,020	Aaa
Blacksburg VA	43,680	n/a	No	19.7	2,217	\$35,319	n/a	n/a	3.1%	No	No	Yes	No	No	\$15,830,347	\$362	A1
Chandler AZ	241,910	n/a	No	63.7	3,798	\$62,010	7.5	91,003	2.3%	No	No	No	No	No	\$163,778,347	\$677	Aa1
Colorado Springs CO	394,914	283,624	No	194.0	2,036	\$47,854	11.7	169,054	5.2%	No	Yes	Yes	No	No	\$230,507,011	\$584	Aa3
Coral Springs FL	131,257	93,193	No	23.9	5,485	\$63,197	6.4	45,798	4.1%	No	No	Yes	Yes	No	\$105,393,411	\$803	Aaa
Corvallis OR	53,165	n/a	Yes	14.2	3,744	\$68,100	20.6	20,843	5.4%	No	No	Yes	Yes	No	\$11,188,110	\$210	Aa3
Dallas TX	1,260,950	940,669	Yes	384.7	3,278	\$36,403	22.1	513,473	8.6%	No	No	Yes	Yes	Yes	\$905,317,041	\$718	Aa1
Des Moines IA	198,682	149,409	Yes	81.5	2,438	\$38,408	11.4	85,067	4.3%	No	No	Yes	Yes	Yes	\$119,833,264	\$603	Aa2
Eugene OR	146,160	116,490	Yes	42.5	3,439	\$33,070	19.3	61,444	5.2%	No	No	Yes	Yes	No	\$100,099,735	\$685	Aa2
Gainesville FL	120,919	99,087	Yes	54.1	2,235	\$26,954	14.7	40,105	2.3%	No	No	Yes	No	No	\$76,816,845	\$635	n/a
Irving TX	201,950	147,981	No	67.6	2,987	\$44,956	11	86,331	5.0%	No	No	No	No	Yes	\$161,745,401	\$801	Aaa
Johnson City TN	61,233	46,744	No	41.0	1,493	\$30,835	15.9	25,730	5.2%	No	No	Yes	Yes	No	\$51,027,514	\$833	A1
Longmont CO	84,636	n/a	No	25.8	3,287	n/a	n/a	33,269	3.2%	No	No	No	No	No	\$53,914,715	\$637	Aa3
Lynnwood WA	35,230	n/a	Yes	8.0	4,404	\$42,814	10	13,915	4.5%	No	No	Yes	Yes	No	\$36,051,166	\$1,023	Aa3
Mesa AZ	455,984	327,852	No	131.0	3,481	\$44,861	11.9	190,153	5.9%	No	No	Yes	Yes	Yes	\$302,714,250	\$664	A1
Oak Park IL	52,524	39,803	No	4.7	11,175	\$59,183	5.6	23,723	4.3%	No	No	No	No	No	n/a	n/a	Aa3
Oklahoma City OK	543,800	n/a	No	621.0	876	\$37,375	18.7	242,546	3.6%	No	Yes	Yes	Yes	Yes	\$295,567,047	\$544	Aa1
Phoenix AZ	1,507,130	1,034,294	No	516.0	2,921	\$42,353	16.4	556,038	4.6%	No	No	Yes	Yes	Yes	\$928,701,000	\$616	Aa1
Portland OR	556,370	n/a	Yes	146.0	3,811	\$42,287	17.8	245,274	5.3%	Yes	No	Yes	Yes	Yes	\$371,290,461	\$667	Aaa
Reno NV	206,735	157,130	Yes	102.0	2,027	\$42,214	13.8	92,996	3.7%	No	No	Yes	Yes	No	\$144,153,077	\$697	Aa3
Richmond VA	193,200	148,801	Yes	62.5	3,091	\$31,620	20.2	92,282	4.8%	Yes	No	Yes	Yes	Yes	\$514,888,335	\$2,665	Aa3
Salem OR	147,250	n/a	Yes	47.1	3,130	\$39,259	16.8	n/a	5.3%	No	No	Yes	Yes	No	\$81,393,411	\$553	A1
San Antonio TX	1,319,500	944,760	Yes	515.7	2,559	\$40,186	17.7	471,725	4.3%	Yes	Yes	Yes	Yes	Yes	n/a	n/a	Aa2
San Jose CA	953,679	n/a	Yes	177.8	5,364	\$70,921	10	299,650	5.5%	No	No	Yes	Yes	Yes	\$624,482	n/a	Aa1
Sandusky OH	27,844	20,661	Yes	14.9	1,869	\$31,133	n/a	13,330	6.3%	Yes	No	No	No	No	\$16,676,931	\$599	A2
St. Cloud MN	66,221	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	No	No	Yes	Yes	No	n/a	n/a	Aa3
Tyler TX	105,873	n/a	Yes	53.0	1,998	\$31,514	21.2	38,599	5.0%	No	No	No	No	No	\$48,585,292	\$459	A1
Vancouver WA	156,600	n/a	No	49.5	3,164	\$40,743	16.9	66,755	n/a	No	Yes	Yes	Yes	No	\$63,443,478	\$405	Aa3
Virginia Beach VA	437,778	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	No	No	No	No	No	n/a	n/a	Aa1
Westminster CO	109,671	80,597	No	33.5	3,274	\$67,094	4.7	45,657	4.0%	No	No	Yes	Yes	No	\$83,571,364	762.0188017	Aa3

Appendix 3: Crosswalk to 2006 ICMA data templates

2006 Comparative Cities Report		ICMA Template
Measure 1	Total Uniform Crime Reports (UCR) Part 1 Crimes Per 1,000 Population	ICMA Police Template: 97
Measure 2	Average Time from Receipt of Top Priority Call to Arrival (Minutes / Seconds In 10ths)	ICMA Police Template: 73
Measure 3	Percentage Of Part 1 Crimes Cleared	ICMA Police Template: 96, 97
Measure 4	Percentage Of Part 1 Violent Crimes Cleared	ICMA Police Template: 81
Measure 5	Percentage Of Part 1 Property Crimes Cleared	ICMA Police Template: 90
Measure 6	Arrests Per 1,000 Juveniles (Age 17 & Under)	ICMA Police Template: 105.b; ICMA Demographics Template:4.b.
Measure 7	Expenditures Per Capita (Police Department)	ICMA Police Template: 31
Measure 8	Total Residential Dwelling Structure Fire Incidents Per 1,000 Residential Dwelling Structures	ICMA Fire Template: 56
Measure 9	Commercial Structure Fires Per 1,000 Commercial Structures	ICMA Fire Template: 58.m.
Measure 11	Percent of Fire Suppression Calls with Response Time of 5 Minutes and Under	ICMA Fire Template: 100.a.
Measure 12	Percentage Of All Structure Fire Incidents Where Flamespread Was Confined To Room Of Origin	ICMA Fire Template: 51.a.i., 52.a.i., 53.a.i., 58.a.i., 59.a.i., 61.a.i., 62
Measure 13	% of One- and Two-Family Residential-Structure Fire Incidents confined to Room of Origin	ICMA Fire Template: 51.g.i.
Measure 14	Average time from PSAP to arrival on scene - All calls requiring EMS response (Minutes / Seconds)	ICMA Fire Template: 114.c
Measure 15	Percentage Of Full Cardiac Arrest Patients (Not From Trauma) Delivered To A Medical Facility Alive	ICMA Fire Template: 124
Measure 16	Total Operating Expense Per Capita (Fire Department)	ICMA Fire Template: 36.f.
Measure 17	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Zoning Cases	ICMA Code Template: 45
Measure 18	Number of Elapsed Calendar Days from First Inspections to Voluntary Compliance for Nuisance Cases	ICMA Code Template: 83
Measure 19	Percent of Funds for Building Affordable Housing Leveraged From External Sources	ICMA Housing Template: 18.c.
Measure 20	Citizens Ratings of Overall Satisfaction with Parks and Recreation in the Jurisdiction	ICMA Parks & Recreation Template: 85.a., 85.b.
Measure 21	Operating & Maintenance Expenditure Net of Revenue per Capita Population	ICMA Parks & Recreation: 68
Measure 22	Percentage Of Lane Miles Assessed As Being In Satisfactory Condition	ICMA Highways Template: 31
Measure 23	Total Operating & Maintenance Expenditures Per Lane Mile Maintained For Which The Jurisdiction is Responsible (Streets Maintenance)	ICMA Highways Template: 20.a.
Measure 24	Total Operating & Maintenance Expenditures Per Capita (Streets Maintenance)	ICMA Highways Template: 19.a.
Measure 25	Citizen Rating of Road Conditions Mostly Good or Better	ICMA Highways Template: 59.a., 59.b.
Measure 26	Percentage Of Help Desk Calls Resolved At Time Of Call	ICMA Information Technology Template: 51.h.

Further Information

Copies of *2006 Comparative Cities Performance Report* are available through the City of Bellevue Website (<http://www.cityofbellevue.org>). Copies of this report can also be obtained by contacting Rich Siegel, Performance and Outreach Coordinator in the Budget Division (425-452-7114). He can respond to general questions about the report and direct you to appropriate department staff for specific service delivery areas.